



**Minutes of the UK Sport Board Meeting held  
on 12 October 2021  
21 Bloomsbury, London and Microsoft Teams Meeting**

**Present**

**Chair** Dame Katherine Grainger

**Attendees:** Annie Panter  
George Lucas (items 1 – 5)  
Lawrence Conway  
Martyn Worsley  
Mel Young  
Nicky Roche  
Sally Bolton  
Chris Pilling  
Ismail Amla  
Chris Boardman

**Observers:** Adam Conant DCMS  
John Dowson English Institute of Sport  
Deborah Kester Incoming UKS People Director (item 9.2 onwards)

**UK Sport Staff:** Sally Munday Chief Executive  
Simon Morton Chief Operating Officer  
Sophie du Sautoy Director of Business Services  
Naomi Hicks Director of Communications and Partnerships  
Kate Baker Director of Performance  
John Finlay General Counsel  
Rob Morini Head of Governance and International Relations (item 8.2)  
John Donnelly Head of Sport Integrity (items 9.2 and 11.2)  
Esther Britten Head of Major Events (item 10.1)  
Paul Buxton Performance Policy Consultant (items 9.1 and 11.1)

**Board Secretary:** Jo Greenall

	<b>ACTION</b>
<p><b>1. Introduction and Apologies for Absence</b></p> <p>The Chair welcomed everyone to the meeting which took place as a hybrid meeting in person and over Microsoft Teams. GL and LC attended via Microsoft Teams, all other attendees were present in person.</p> <p>There were no apologies, but GL left after item 5 due to illness.</p> <p><b>2. Declarations of Interest</b></p> <p>Members were reminded of the need to declare their interest in any items and to remove themselves from such decision making when required. No additions to the usual conflicts that have been formally declared were noted in respect to the agenda items of the day.</p> <p><b>3. Chair’s Introductory Remarks</b></p> <p>The Chair formally opened the meeting and as part of her introduction gave the following updates:</p> <ul style="list-style-type: none"> <li>• That LC’s term as Chair of Sport Wales had been extended until August 2022, and he will continue as the Wales representative on the UKS Board for the remainder of his term (unless a successor is appointed sooner).</li> <li>• An update on the UKS Board and DT Away day that is taking place in November.</li> <li>• Thanks to all the staff involved for their work in securing UKS’s CSR settlement. Also thanks to AC for the DCMS support with this.</li> <li>• A brief recap of Tokyo and the fantastic success for sports at the Olympics and Paralympics.</li> <li>• Noted that Deborah Kester (newly appointed UKS Director of People) would be joining the meeting at lunch time and observing the afternoon session.</li> </ul> <p><b>4. Approval of the Minutes</b></p> <p>With no amendments, the minutes of the meeting of 14 July 2021 were approved as a true record of the meeting.</p> <p><b>5. Updates from HCSCs, DCMS and EIS</b></p> <p>The HCSC Chairs and DCMS and EIS Observers gave updates from their organisations.</p> <p><b>6. Matters Arising and Executive Team Report</b></p>	

	<p>SMu updated on progress with actions from previous meetings and noted anything else significant that Board should be aware of. She updated Board on:</p> <ul style="list-style-type: none"> <li>• High level intel on live issues within some of UKS’s funded sports</li> <li>• Current status of the Whyte Review</li> <li>• UKS KPIs</li> <li>• UKS office location and ways of working</li> </ul> <p>A member requested that a wider discussion on the Commonwealth Games is brought to a future meeting.</p> <p><b>7. Appointments for Approval</b></p> <p>Board approved the following appointments:</p> <ul style="list-style-type: none"> <li>• Jamie Skiggs as EIS interim Accountable Officer (while the live recruitment for a new National Director takes place)</li> <li>• Sally Bolton as Chair of the Major Events Panel (to be appointed when Nicky Roche departs in December 2021 when her term as a UKS Board member comes to an end)</li> <li>• Sally Bolton as UKS Board Senior Independent Director (following John Dowson’s move to Chair of EIS)</li> </ul> <p><b>8. UKS Organisational Health</b></p> <p><b>8.1 Finance and Risk</b>  <u>Update on the 21/25 Financial Plan</u></p> <p>SdS talked Board through the headline movements in the 21/25 plan around income, expenditure, risks and opportunities.</p> <p>Board approved a 6-month extension to Sport Resolutions UK’s award from 1st January – 30 June 2022, a total of £143k, which is already part of the agreed planning figure and is included within UKS’s integrity budget.</p> <p>SdS explained that the DCMS is currently considering a request from RLWC Ltd to grant additional exchequer funding to cover the cost of postponing the tournament to 2022. Board agreed in principle to UKS managing this funding subject to it being formally committed to UKS from DCMS.</p> <p><u>Allocating CSR monies</u></p> <p>SdS asked Board for their feedback on proposals set out in paper UKS 46 regarding the allocation of CSR monies across the three UKS ambitions, ahead of formal proposals being brought to the December Board meeting. Board discussed the ambitions and the priorities against each and gave detailed feedback on the direction of travel.</p>	<b>UKS</b>
--	---	------------

Corporate Risk Register and approval of the risk appetite statement

SdS talked through the key movements and additions on the updated risk register. Board discussed and then approved the overarching risk appetite statement set out in paper UKS 46.

**8.2 Internal ED&I Targets**

Rob Morini joined the meeting for this item to discuss the recommended targets for recruitment which have been set out as part of UKS's ED&I Strategy. Board was asked to review the recommended targets for under-represented groups for UKS's Board, senior leadership team and workforce. Board discussed the pros and cons of using targets, and agreed that they should be used in order to keep the plan on track and continually challenge in this area, but they should also have the ability to be flexible to ensure UKS continuously attracts the best talent, whilst building better pipelines, understanding better our data and looking at wider areas of diversity (e.g. socio-economic).

Board then discussed and approved UKS's internally-focussed Diversity and Inclusion Action Plan (DIAP).

**9. Grow a thriving sporting system**

**9.1 Modern Pentathlon Prioritisation Review**

Paul Buxton joined the meeting for this item. Board agreed with the Executive's recommendation following the conclusion of the UKS Prioritisation Panel regarding Relative Strategic Value, and as such Modern Pentathlon should remain in Priority Band 5.

**9.2 Eligibility Policy**

John Donnelly joined the meeting for this item, which set out proposed changes to the Eligibility Panel composition, the triage process for referring cases to the panel and the publication of panel decisions. Board requested that an annual report is produced by the panel members and brought to the UKS Board at each July Board meeting, as the panel will no longer be Chaired by a UKS Board member following the departure of Nick Bitel. This was agreed, and Board approved the proposed changes.

**UKS**

**10. Inspire Positive Change**

**10.1 Major Events Panel Recommendations**

Esther Britten joined the meeting for this item, to discuss the MEP's recommendations which included a World Championships within the Pinnacle Programme and two World Series events within the Performance Programme.

Board discussed and approved the following investments:

- UIPM Modern Pentathlon and Laser Run World Championships 2023

- £892k

- Para Badminton International Series 2023 - £120k
- Para Badminton International Series 2024 - £180k
- Triathlon World Series 2022 - £306k
- Triathlon World Series 2023 - £325k
- Triathlon World Series 2024 - £270,500

### **10.2 GB Sport Media Business Case**

SMo and NH presented an update on the latest developments with GB Sport Media and asked whether Board would support moving to a full business case for future Board consideration. SMO and NH explained how investment in this project would contribute towards UKS's public engagement objectives as well as potential to contribute to the long-term financial health of the high-performance system. Board discussed the risks and opportunities of the project in detail, and asked that a recap of the work that has taken place since the project began 4 years ago is included in the business case. Board then approved moving to a full business case.

**UKS**

## **11. Keep winning and win well**

### **11.1 Milan Cortina Strategy Options**

Paul Buxton re-joined the meeting for this item.

Board discussed the proposed winter sport strategy and policy as set out in paper UKS 52 and agreed the strategic intent. Board then discussed the approach for winter sport investment in the Milan Cortina cycle based on scenarios provided in paper UKS 52. Board was supportive of the investment policy and approved this, as well as agreeing to the Executive communicating the policy positions to sports in November.

### **11.2 Integrity Strategy Next Steps**

John Donnelly re-joined the meeting for this item and SMO asked Board for their input on progress that has been made on UKS's integrity work as set out in the Board paper. Board then discussed the proposal to move to the production of a full business case for the establishment of an independent disclosure and complaints service. Board agreed the importance in increasing the trust and efficiency in the way in which integrity issues are disclosed and handled across high-performance sport, and discussed the ways in which this could be done. Board agreed with the proposal for the Executive to produce a full business case to explore the establishment of an independent service and this will be brought to a future Board meeting.

## **12. Minutes**

Board noted the minutes from the most recent meetings of the following

	<p>Panels:</p> <ul style="list-style-type: none"><li>• EIS Board Meeting – 16 June 2021</li><li>• Major Events Panel – 16 September 2021</li><li>• Group Audit and Risk Committee – 28 September 2021</li></ul> <p><b>13. Any other business</b></p> <p>NH noted that Board members would be receiving a wrap up of Tokyo via email in the coming week.</p> <p><b>Date of next meeting: 1 December 2021</b></p>	
--	---	--