

Mission and Change Terms of Reference

TOR Created: Jan 2025

Date of Review: Oct 2025 (and every cycle thereafter)

1. Purpose

1.1. As a formal sub-committee of the Board, Mission and Change is a mechanism to ensure:

1.1.1. Mission: Investment in the UKSI delivers the intended impact and value through oversight of UKSI's execution of its strategy.

1.1.2. Change: Operational change is planned, executed and monitored effectively, with clear alignment to strategic objectives.

1.2. Mission and Change ('the committee') is a sub-committee of the UKSI Board and is accountable for its actions, recommendations, and decisions to the Board.

1.3. The committee will undertake the Mission elements of its scope as set out in section (2) on an ongoing basis. This scope and related agenda may be referred to as 'Mission'.

1.4. For the Change elements of scope, as set out in section (3), the committee shall convene at the request of the board, when a significant piece of change has been approved by the board and such oversight is deemed necessary. This arrangement shall continue until, and only until, the identified change is complete. This scope and related agenda may be referred to as 'Change'.

2. Scope: Mission

2.1. Monitor execution of agreed strategy, including performance impact and risks. Enable evolution and iteration of strategy as necessary.

2.2. Ensure a suitable monitoring framework and metrics is in place, by:

- Adopting any monitoring framework approved by the board (e.g. as part of major strategy work)
- Recommending to the board suitable frameworks, additions or adjustments, when necessary.

2.3. Enable evolution of strategy where strategic opportunities exist, by:

- Creating a forum within the mission agenda for strategic opportunities to be raised
- Recommending and championing appropriate strategic development workstreams, both internally and with stakeholders
- Considering recommendations to board around significant opportunities

3. Scope: Change

3.1. Ensure that a suitable change plan is created for the identified change. The CEO will be responsible for the creation of the plan and the subcommittee will have the role of supporting, enabling and overseeing this process.

3.2. Monitor the execution of such a change plan, with due consideration for the following elements:

- I. **Risk Identification and Assessment:** Identify, assess, and prioritise risks associated with operational change, ensuring appropriate mitigation strategies are implemented.
- II. **Escalation and Issue Resolution:** Provide a formal avenue for the escalation and resolution of issues, risks, and concerns related to ongoing or upcoming changes.
- III. **Support for Change Teams:** Ensure that change managers and teams are equipped with the necessary resources, tools, and support to manage changes successfully.
- IV. **Progress Monitoring:** Track the progress of change initiatives, ensuring adherence to timelines, milestones, and prompt resolution of issues.
- V. **Impact Measurement and Reporting:** Implement frameworks for measuring the success and impact of change, with regular evaluations and reporting to stakeholders.

4. Membership

4.1. Chaired by a UKSI NED, the membership comprises:

- UKSI SLT as necessary to fulfil reporting requirements
- At least two UKSI Non-Executive Directors.
- UK Sport Performance Directorate representative (normally the Director of Performance).
- At least one independent member. Independent member appointments may be limited in scope to either change or mission, or both.

- 4.2. If appropriate others may be invited to the committee meeting to provide expert perspectives.
- 4.3. To be quorate there must be a minimum of 4 SLT members and 1 UKSI Non-Executive Director.
- 4.4. Members of the committee shall be appointed by the board. One of the non-executive board members will be appointed the Chair.
- 4.5. In the absence of the committee chair, the remaining members shall elect one of the NEDs to chair the meeting.

5. Reviews and term lengths

- 5.1. As an interim arrangement pending significant strategic work, this model is expected to be in place for between six to twelve months. Current appointments will be for up to twelve months from Jan 2025. A review by month 12, following the outcome of the UK Sport taskforce recommendations, will determine the longer term model and appointments.

6. Process: Mission

- 6.1. Mission takes place four (exceptionally, three) times per annum, aligned to the appropriate SLT meeting and prior to the UKSI Board Meetings: duration is normally half a day. The process timeline is:
 - Two weeks prior to Mission: Each SLT strategy owner shall complete a strategy report as per the items listed under (7.1). This shall form a strategy overview.
 - One week prior to Mission: Overview report is circulated to Mission Control members.
 - Mission Meeting: Agenda is aligned to the objectives of Mission Control
 - Post Mission: A summary report will be prepared as per (6.5).
- 6.2. Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed shall be forwarded to each member of the committee and any other person required to attend, no later than one week before the meeting. All meetings and papers of the committee are confidential.

- 6.3. Minutes shall record the recommendations and actions arising from all committee meetings including the names of those present and in attendance.
- 6.4. In the event of a lack of agreement concerning a matter of material importance arising in the committee, the Chair shall refer the matter to the board.
- 6.5. A summary report will be shared as part of the next UKSI Board Meeting pack, and captures impact, risks and opportunities across the strategies, together with relevant recommendations and actions.

7. Agenda: Mission

7.1. Review last 3 months' progress based on strategy reports, to cover:

- Consistency, quality and reliability of performance impact
- Developing and innovating for future higher performance impact or better value
- Metrics and analysis
- Context and risks
- Summary of priorities

7.2. Capture actions to address points raised in review discussions

7.3. Capture any recommendations for board relevant to

- Risk Register
- Strategic work
- Monitoring framework adjustments

7.4. In-depth discussion on one to two priority topics for problem solving

7.5. Look forward and plan for next quarter.

8. Process and Agenda: Change

8.1. The timing and cadence of change committee meetings shall be determined according to the requirements and scope of the identified change.

8.2. The Chair will be responsible for establishing the following processes to suit the needs of the identified change:

- Notification timelines
- Reporting requirements
- Agenda
- Requirements for sharing of recommendations and minutes

8.3. A summary report will be shared as part of the next UKSI Board Meeting pack.

9. Delegated Powers

9.1. The committee is authorised by the Board to obtain, within any budgetary restraints imposed by the Board:

- To obtain outside legal or other professional advice on any matters within its terms of reference;
- To commission or purchase any reports, surveys or information which it deems necessary; and
- To seek information it requires from staff and staff are required to comply with such requests promptly.

10. Reviews

10.1. There shall be an annual self-assessment of the committee performance and a report provided to board

10.2. At the conclusion of any change program, a review of lessons learned shall be conducted and provided to board.



I, (name) agree to these Mission Terms of Reference and have read and understood the information provided.

..... (signature)

..... (date)

WE CARE.
WE COLLABORATE.
WE INNOVATE.
WE EXCEL.