



**Minutes of the UK Sport Board Meeting held  
on 1 December 2021  
Microsoft Teams Meeting**

**Present**

**Chair** Dame Katherine Grainger

**Attendees:** Annie Panter  
George Lucas  
Lawrence Conway  
Martyn Worsley  
Mel Young  
Nicky Roche  
Chris Pilling  
Ismail Amla  
Chris Boardman

**Apologies:** Sally Bolton

**Observers:** Adam Conant DCMS  
John Dowson English Institute of Sport

**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  
Deborah Kester Director of People  
Ian Robinson Head of Corporate Strategy  
John Finlay General Counsel  
Kevin Woolnough Acting Head of Performance Policy and Investment (item 8.1)  
Sally Dalton Campaigns Manager (item 9.1)

**Board Secretary:** Jordana Wicks Minutes  
Jo Greenall

**1. Introduction and Apologies for Absence**

The Chair welcomed everyone to the meeting which took place over Microsoft Teams.

Apologies were received from Sally Bolton.

The Chair noted that this would be Nicky Roche's last meeting, as she had reached the maximum two terms permitted to serve as a UKS Board Member. The Chair gave words of thanks for her fantastic support and contribution over the years.

The Chair extended a particular welcome to Deborah Kester (Director of People), as this was her first Board Meeting in post.

**2. Declarations of Interest**

Members were reminded of the need to declare their interest in any items and to remove themselves from such decision making when required.

In addition to the usual conflicts that have been formally declared, the following were noted in respect to the agenda items of the day:

- Item 7.2 – 21-25 Finance and Risk Update – John Dowson conflicted with regards information related to the EIS
- Item 9.2 – Major Event Panel Recommendations – Sally Munday and Annie Panter conflicted

The above members did not receive the papers for these items and temporarily left the meeting where necessary.

**3. Chair's Introductory Remarks**

The Chair reflected back on a very productive Board and Directors Team Away Day in Loughborough a few weeks previously, before formally opening the meeting.

**4. Approval of the Minutes**

With no amendments, the minutes of the meeting of 12 October 2021 were approved as a true record of the meeting.

**5. Matters Arising and Executive Team Report**

SMu updated on progress with actions from previous meetings and noted anything else significant that Board should be aware of.

SMu updated Board on live issues within some funded sports as well as elaboration on further items from the Executive Team Report, including the organisational change project, office location, the Home 2 the Games

Talent ID campaign and GB Sport Media.

A final update was on UKS' continued response to racism in sport, which prompted a very impassioned discussion from members and a real commitment to lead and make progress on this pivotal issue.

## **6. Updates from HCSCs, DCMS and EIS**

The HCSC Chairs and DCMS and EIS Observers gave updates from their organisations.

## **7. UKS Organisational Health**

### **7.1 Review of UKS Strategic Plan Progress**

IR updated Board on the mid-year 2021/22 progress in implementing UK Sport's Strategic Plan.

It was acknowledged that UKS is only 6 months into a new 10 year plan, but that good early progress had already been made. Current risks were noted.

It was stated that Board would be updated on a bi-annual basis going forward, in July and December.

### **7.2 Finance and Risk**

#### 21/25 Financial Plan and Risk Update

SdS opened the item to advise that following a delay on being able to sign off last year's Annual Report and Accounts owing to awaiting assurances on valuations around the pension scheme, final Board sign off (by email) would be sought the following day.

SdS went on to speak about UKS' current financial position and proposed recommendations for the use of the Risks and Opportunities Fund monies. Following discussion, **Board:**

- **Approved the current financial position and noted the status of the newly announced Mega Events investments**
- **Approved (in principle pending agenda item 8.1) recommendations for the allocation of additional funding**
- **Approved the change in status of all previous "indicative" awards to "confirmed" and approved an award to UK Coaching.**

## **8. Keep Winning and Win Well**

### **8.1 Performance Investments and Annual Review Recommendations**

Kevin Woolnough (Acting Head of Performance Policy and Investment) joined Board and talked through the annual review

process undertaken for summer sports and partners and the recommendations arising from the review which had financial implications of £16.7m.

**Board considered and approved the recommendations made in the paper, specifically with regards to quantum and athlete numbers and noting for information the awards from the existing Innovation Fund (under delegated authority) and the allocation of spending review settlement to form a £1m Named Podium Athlete budget (to service future requests under delegated authority).**

Praise and thanks were put on record to KB, KW and the team for extensive work undertaken and an excellent paper. It was advised that communications to sports, as well as a Press Release, would go out at the end of the week.

AC temporarily left the meeting (and returned) during this item.

**Following this item, SdS asked for Board's approval of the proposal of how to allocate the £33.4m in the Risks and Opportunities fund, which they agreed to.**

## **9. Inspire Positive Change**

### **9.1 Tokyo Activation results and learnings**

Sally Dalton (Activations Lead) joined the meeting to give a high-level evaluation of the Tokyo Games Activation.

SD firstly spoke about highlights and achievements, including the focus on a public narrative with a more holistic view of success, strong engagement with government that led to an early investment decision and evidence that sports felt connected to UKS and that athletes felt recognised at this remote Games.

SD moved on to talk about the first-time partnership approach to public engagement through the 'inspiring communities' activations, which will be built on for Beijing.

Some challenges were then noted, including reputational issues, Tokyo time difference, the TV coverage move to Discovery/Eurosport and securing widespread media coverage during the Paralympics.

**Board gave some helpful insights and feedback to take forward.**

### **9.2 Major Events Panel Recommendations**

SMu and AP did not receive the paper for this meeting owing to a conflict of interest and left the meeting whilst this item was discussed.

SMo firstly announced the news that Glasgow had been successful in

	<p>its bid to host the 2024 World Indoor Athletics Championships.</p> <p>SMo outlined the recommendations of the Major Events Panel.</p> <p><b>Board discussed the opportunities and risks and agreed to the MEP’s recommendations (including investments).</b></p> <p><b>10. Minutes and Information Papers</b></p> <p>Board noted the minutes from the most recent meetings of the following Panels:</p> <ul style="list-style-type: none"><li>• Major Events Panel – 3 November 2021</li><li>• Group Audit and Risk Committee – 17 November 2021</li></ul> <p>Board had also received a copy of the EIS Mission 2025 Handbook.</p> <p><b>11. Any other business</b></p> <p>The Chair ended the meeting with a longer tribute to NR as her last meeting drew to a conclusion. The Chair put on record her thanks for NR’s amazing support and contribution over the years. SMu and JD also said a few words, echoing these sentiments.</p> <p><b>Date of next meeting: 1 February 2022</b></p>	
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