



**Minutes of the UK Sport Board Meeting held  
on 10 October 2023**

**UK Sport, 10 South Colonnade, London**

**Present**

**Chair** Dame Katherine Grainger

**Attendees:** Mel Young  
Chris Boardman  
Baroness Tanni Grey-Thompson  
Sally Bolton  
Martyn Worsley  
Annie Panter  
Ismail Amla  
Rachel Baillache  
Rupen Shah

**Observers:** John Dowson UK Sports Institute  
Laura Denison DCMS (items 1-10)

**Apologies:** George Lucas  
Chris Pilling

**UK Sport Staff:** Sally Munday Chief Executive  
Simon Morton Deputy CEO, Director Sporting System & Events  
Sophie Du Sautoy Director of Business Services  
Kate Baker Director of Performance  
Naomi Angell-Hicks Director of Engagement and External Affairs  
Ian Robinson Deputy Director Strategy & Operational Excellence  
Krystle Sargent General Counsel  
Marc Snyman Head of IT (item 7.3)  
Esther Britten Head of Events (item 8.1)  
Bev Ward Senior Major Events Consultant (item 8.1)  
Stuart Pickering Head of Performance Pathways (item 9.1)  
Alex Stacey Head of People (item 9.2)  
Tom Sawyer Culture and Leadership Lead (item 9.2)  
Alex Newman Senior Integrity Manager (item 10.1)  
Alex Rolfe Public Affairs Lead (item 11)  
Clark Chittenden Head of External Affairs and International Relations (item 11)

**Board Secretary:** Jo Curtis EA to CEO  
Jordana Wicks EA to Chair (minutes)

**1. Introduction and Apologies for Absence**

The Chair formally opened the meeting.

Apologies were noted from GL and CP and DCMS was represented by LD in Adam Conant's absence.

TGT joined the meeting virtually.

**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.

No additional conflicts were noted beyond the usual conflicts that have been formally declared.

IA arrived at 09.36

**3. Chair's Introductory Remarks**

The Chair referenced some matters that would be raised in item 5 and informed members of a National Physical Activity Taskforce that had recently been established by DCMS, which she had attended the first meeting of.

**4. Approval of the Minutes**

The minutes of the meeting of 9 August 2023 were approved as a true record of the meeting.

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

SMu introduced the Executive Team Report, with the following updates given verbally:

- LA Investment Process (KB)
- Athlete Hardship Fund (SdS)
- Data Issue (SdS)
- Commonwealth Games 2026 and the Euro 2028 bid (SMo). This included a showing of the bid video and formal congratulations and thanks were put on record to SMo and Team for their work
- IPC decision around Russia/Ukraine (NAH)
- Live issues in sports (SMu)

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

The Wales, England and Scotland HCSC Chairs and UKSI and DCMS Observers gave updates from their organisations.

**7. UKS Organisational Health**

**7.1 Finance and Risk Update**

SdS updated members on the latest financial position and on financial risks and opportunities.

**Board approved the latest financial position and the Risks and Opportunities fund.**

**7.2 Annual Report of GARC**

SdS referenced the Annual Report of the Group Audit and Risk Committee. The Chair of the GARC, RB, spoke about the motivations for undertaking a recent review of risk and praised the Finance team for their high quality work and support.

**Board formally acknowledged the Annual Report of the Group Audit and Risk Committee.**

**7.3 Cyber Security KPIs and Report**

MS joined SdS for an item around how UKS manages cyber security and associated risks.

Board members asked some technical questions and **it was agreed that an update on Cyber Security should be brought to Board annually. Board also agreed to complete Cyber Essentials Training, noting that they as Board Members could be targets for cyber attacks.**

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**8. Inspire Positive Change**

**8.1 Major Events Strategy**

EB and BW joined the meeting to discuss a review of UKS’ approach to events and future strategy. This included a proposed new approach to programming and investing into Pinnacle Events.

Members gave feedback, particularly around hosting objectives and the weightings of what UKS value most.

**Board gave an in-principle agreement to the direction of travel, ahead of the Executive bringing a more developed strategy, hosting targets, costs, and impact narrative for approval in December.**

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

### **9.1 Annual Update from UKSI CEO**

MA, CEO of UKSI, joined for this item, with SP observing.

MA presented a general review of the last year at UKSI, with a focus on performance against the organisational strategy and an update on the development of the UKSI LA strategy. Members asked questions and gave feedback, in particular around UKSI's KPIs and challenges and opportunities.

### **9.2 Culture and Leadership**

AS joined for this item, with TS observing.

AS updated on Culture and Leadership across sports, to ensure members were sighted on the work being undertaken to manage risk and on development activities being delivered. Particular focus was given to 'compromised' and 'challenged' sports as well as any common themes.

## **10. Grow a Thriving Sporting System**

### **10.1 Annual Integrity Report**

IA temporarily left the meeting at 13.30.

AN joined to take feedback from Board on the Annual Integrity Report which updated on integrity issues over the last 12 months, with specific reference to our Eligibility Panel and its work, the Sport Integrity pilot and anti-doping.

LD left the meeting.

## **11. Spending Review 2025**

AR joined, with CC observing, to brief Board on the latest political and economic context UKS is likely to face ahead of the Spending Review and the implications for a subsequent strategic approach.

AR also shared details of opportunities for members to help in demonstrating the value and impact of our work, including the likely engagement needed to secure vital investment beyond April 2025.

Board gave feedback on the proposed strategic approach.

## **12. Session with Bridget Jolliffe – Review of Board Operations**

Bridget Jolliffe (Organisation Development Consultant, Pharos Partners) joined the meeting and facilitated a session which both Members and the Executive participated in, reviewing Board Operations.

IA re-joined during this item.

In small groups, the following questions were discussed:

1. Looking back, what have been the most significant changes in the past few years and how have these impacted the Board?
2. What have been your personal highlights?
3. What have you struggled with?
4. What is Board doing really well?
5. How could Board be even better?

The groups' responses were fed back in summary to the whole meeting. BJ explained that she would collate this ahead of an Away Day next year to further develop this work.

## **13. Minutes and Information Papers**

Board noted following minutes from the most recent Panel meetings:

- UKSI Board Meeting Minutes 21 March 2023
- Major Events Panel Minutes 28 June 2023
- DRAFT Group Audit and Risk Committee Minutes - 29 June 2023

## **14. Any other business**

No further business was raised.

**Date of next meeting: 13 December 2023**