



**Minutes of the UK Sport Board Meeting held
on 13 December 2023**

Goodenough College, Mecklenburgh Square, London

Present

Chair Dame Katherine Grainger

Attendees: Mel Young
Chris Boardman
Baroness Tanni Grey-Thompson
Sally Bolton
Annie Panter
Rachel Baillache (virtual)
Rupen Shah
George Lucas (item 5 onwards)
Chris Pilling

Observers: John Dowson UK Sports Institute
Adam Conant DCMS (items 1 – 9.1)

Apologies: Ismail Amla
Martyn Worsley

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 (virtual)
Naomi Angell-Hicks Director of Engagement and External Affairs
Ian Robinson Deputy Director Strategy & Operational Excellence
Krystle Sargent General Counsel
Bev Ward Senior Major Events Consultant (item 9.1)
Todd Cooper Senior Technical Major Events Consultant (item 9.2)
Stuart Pickering Head of Performance Pathways (item 10.1)

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

1. Introduction and Apologies for Absence

The Chair formally opened the meeting.

Apologies were noted from IA and MW.

RB and KB 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.

The following additional conflicts were noted beyond the usual conflicts that have been formally declared.

- JD – Item 10.1 (UKSI discussion only)
- TGT, CB, GL and MY – Item 10.1 (HCSC discussion only)
- AP – It was noted that UKS had recently run a tender for the Central Storytelling element of UKS's System Master Planning work. This was an open tender published on UKS channels and thus publicly available, and was won by Two Circles. AP was not involved in the tender process or any conversations with UKS around this. AP has also recently joined the Women's Rugby World Cup 2025 Board as a NED.
- CP noted that he has stepped down from his position on the DCMS Covid Loans Advisory Board.

3. Chair's Introductory Remarks

The Chair reflected on the busy period since the last meeting. She highlighted PLx, LA Investment Panels with sports and a recent meeting between herself, SMu and the Permanent Secretary.

4. Approval of the Minutes

The minutes of the meeting of 10 October 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:

- Updates on live issues within Sports (SMo)
- LA Investment Panels (KB)
- Russia/Ukraine – update on latest movements and UKS response (NAH, with input from AC)

GL joined the meeting.

- Stakeholder Engagement Strategy Update (NAH) – NAH gave a verbal update, referencing the paper provided and Board discussed, before **formally acknowledging the stakeholder engagement strategy and update.**
- Equality, Diversity and Inclusion Advisory Board Terms of Reference (SMo).

6. Updates from HCSCs, DCMS and UKSI

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

7. UKS Organisational Health – Finance

7.1 Financial Planning

SMu introduced this item. With UKS currently in year 3 of the 4 year Paris Cycle, Board will be asked to make decisions on the next round of investments for the LA Cycle for World Class Programmes and System Partners in December 2024.

SMu talked through the purpose of this item, explaining that Board would be asked to decide indicative strategic financial allocations for the 25/29 cycle to enable the next stage of planning, including increasing the quantum that had provisionally been set aside for WCP funding by £25m. This would inform indicative investments to WCPs in March 2024.

SMu shared a potential new operating model with Board, who were then given the opportunity to ask questions. Areas discussed included; learning curves, culture, EDI opportunities, stress testing, transition/change planning and Lottery income.

Board was then asked to make a number of decisions in order for the Executive to move forward with planning.

- **Board gave their support to actively planning towards a scenario based on standstill Exchequer funding and to further explore a potential new operating model underpinned by the principles outlined.**
- **Board agreed that the Executive should plan for increasing the total indicative funding budget for WCPs by £25m based upon Exchequer funding remaining at standstill of £77m per annum with the final decisions on indicative funding to be made at the March 2024 Board. This would not be communicated before March 2024 and is subject to finalising discussions on the potential new operating model. The Executive should be clear when communicating with sports that the indicative figures are based upon Exchequer funding remaining at standstill but this would likely not be officially known until a CSR.**

- **Board agreed that the Major Events team could proceed with planning against £23m being available to invest across the LA Cycle, accepting that final budgets will not be approved until December 2024.**
- **Board agreed that as further detail is developed as part of the next stages, the Executive should bring back proposals as to where the remaining £18m should be prioritised.**
- **Board agreed that the Executive should pursue with DCMS a case for increasing UKS exchequer funding beyond £77m pa.**
- **Board agreed that the Executive should continue investigating further opportunities for reducing internal spend to enable further prioritisation against WCPs/ Partners and System Master Planning.**

8. UKS Organisational Health – Strategy

8.1 Mid-year review of UKS strategic plan progress

IR gave a brief overview of recent work and explained the reasoning behind the current Amber rating of the UKS Mission. Board then discussed how the UKS Ambitions are measured and how progress against them could be showcased. Board then formally acknowledged the progress at mid-year 2023/24 in implementing the Strategic Plan.

9. Inspire Positive Change

9.1 Major Events Strategy

SMo introduced this item, with BW joining the discussion. Further to Board giving their agreement in principle at the October meeting for a revised strategic approach to major events, this item provided Board with final proposals for UKS's hosting objectives, a programme of target events to deliver the objectives, financial implications and an impact narrative.

Board raised some questions on the Proposed Pinnacle Hosting Target List around the impact of the events and the inclusion of e-sports which were then discussed. Following this, **Board provided approval of the hosting objectives for the Pinnacle Programme and the approach taken to developing and reviewing it, then formally endorsed the initial listing within the proposed Pinnacle Programme.**

Board also provided views on the proposed indicative grants budget for events in the LA Cycle noting that a final decision on budgets won't be taken until a later point.

AC left the meeting during this item.

9.2 UEFA Euro 2028

SMo then introduced the second events item, with TC joining for this.

SMo highlighted the complexity of this event and explained UKS's role in supporting the delivery of it as well as the proposed responsibility given to UKS from DCMS to oversee the distribution of up to £215m of Exchequer investment into the tournament. He then asked for Board's view on the set up of an internally-focussed Euro28 Assurance Group using the expertise of members of UKS's Major Events Panel and Group Audit and Risk Committee to provide oversight to the UKS Board.

Board discussed the risks and challenges that UKS could face in taking on the responsibilities outlined, and provided some suggestions on how these could be mitigated.

Board then gave their approval for UKS to proceed in accepting the responsibility from DCMS to oversee the distribution of the Exchequer investment as proposed. Further consideration will be given to the set up and structure of the Assurance Group.

10.Keep Winning and Win Well

10.1 Partner Provisional Planning Positions

SP joined the meeting for this item.

Following on from the August meeting, Board were given an update on the performance investment process for the LA Cycle for UK Sport's nine partners. Board were provided with a high-level summary of the recommendations to inform the Provisional Planning Positions to be communicated to partners on 11 January 2024 and were then asked to consider and approve the draft high-level PPPs.

Each recommendation was discussed in detail, with outcomes as follows:

- UKSI – **Approved** (JD left the room for this discussion)
- Sport England, Sport Wales, Sport Scotland, Sport Northern Ireland – **Approved** (CB, TGT, MY and GL left the room for this discussion)
- Sports Resolution UK – **Board approved a change to the LA Investment process for SRUK**
- UK Coaching – **Approved**
- BEAA – **Approved**
- BPA – **Approved**, with the caveat that an additional condition is added to the BPA's award. Board then gave delegated authority to the Chair to review the condition once this has been considered by the Executive.

11. Minutes and Information Papers

Board noted following minutes from the most recent Panel meetings:

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| <ul style="list-style-type: none">• UKSI Board Meeting Minutes 12 September 2023• Major Events Panel Minutes 9 November 2023 | |
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12. Any other business

No further business was raised.

Date of next meeting: 13 February 2024