



**Minutes of the UK Sport Board Meeting held  
on 24 May 2023**

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

**Present**

**Chair** Dame Katherine Grainger

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

**Observers:** John Dowson UK Sport Institute  
Adam Conant DCMS

**Apologies:** George Lucas

**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 (virtual)  
Deborah Kester Director of People  
Ian Robinson Deputy Director Strategy & Operational Excellence  
John Finlay Legal  
Kevin Woolnough Head of Performance Policy & Design (items 9.1 & 9.2)  
Esther Britten Head of Events (items 10.1 & 10.2)  
Sally Dalton Activation Lead (item 10.3)  
Vanessa Cook Public Engagement/Revenue Generation Lead (item 10.3)

**Board Secretary:** Jordana Wicks EA to Chair

<p><b>1. Longer Term Finance and Strategy and Board Effectiveness</b></p> <p>The Chair welcomed everyone to the meeting and introduced the first of two items that would comprise the morning session. Observers were not present for these items.</p> <p>Firstly, members and the executive discussed longer term Finance and Strategy and did some early thinking around any strategic implications.</p> <p>IA joined the meeting virtually at 09.38.</p> <p>The Executive then left the meeting temporarily whilst members moved on to their annual Skills and Effectiveness Review, discussing the collated information gathered from one-to-ones with the Chair and a Skills, Experience and Effectiveness questionnaire. Discussion was had around the skills matrix and an action plan of ideas and feedback to take forward.</p> <p><b>2. Introduction and Apologies for Absence</b></p> <p>The Chair formally opened the meeting and welcomed JD and JF.</p> <p>Apologies were noted from GL.</p> <p><b>3. 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.</p> <p>CP reported a date error on the Declarations of Interest table for a role he had held. It was confirmed that this would be corrected.</p> <p>TGT confirmed a new declaration – Temporary Chair of the Yorkshire Cricket Foundation.</p> <p>The following conflicts were declared, in additional to the usual conflicts that have been formally declared:</p> <ul style="list-style-type: none"> <li>• AP – item 10.1 (2023 Diamond League only)</li> </ul> <p><b>4. Chair’s Introductory Remarks</b></p> <p>The Chair put on record thanks for the contributions of DK and JF, as this would be both’s last Board meeting before leaving the organisation.</p> <p>AC arrived at 11.55</p> <p><b>5. Approval of the Minutes</b></p> <p>The minutes of the meeting of 22 March 2023 were approved as a true record of the meeting.</p>	<p><b>ACTION</b></p> <p><b>UKS</b></p> <p><b>UKS</b></p> <p><b>UKS</b></p> <p><b>UKS</b></p>
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## **6. Matters Arising and Executive Team Report**

SMu gave one update on the Action Log, advising that the creation of a Performance Advisory Panel would now be progressed, following AP's return from maternity leave.

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

- British Elite Athlete Association  
Board noted that following the correspondence exchange between UKS and BEAA shared in the Board papers, a recent meeting had taken place where discussion included the planned review being commissioned on the cost for athletes to participate in UKS funded programmes, the additional financial support UKS is offering to athletes in receipt of APAs and the set up a Hardship Fund for those most in need.
- Eligibility Panel Cases  
SMo reported on the recent cases brought to the Eligibility Panel and their outcomes.
- Live issues in sports  
SdS and SMo gave updates on issues within two of UKS' funded sports.

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

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

## **8. UKS Organisational Health**

### **8.1 Finance and Risk Update**

SdS updated Board on Finance and Risk. Board noted the 'no change' on the 21/25 financial position and the outturn for 22-23 and the timetable for production and approval of the 22-23 Annual Report and Accounts.

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

### **9.1 Summer Sports Performance Investment Process**

KB introduced this item and KW joined the meeting to outline the proposed performance investment process for the 2025-29 Summer Olympic and Paralympic cycle (LA cycle), including a final draft LA Performance Policy Guide to be shared with sports. It was noted that the intention in sharing this information was to lay the foundations for discussion on a provisional planning position in August.

Members asked questions and gave feedback having reviewed the paper.

AC left the meeting at 13.26

**Board confirmed delegated authority to the executive for final sign off and publication of the guide, with an amendment to the section on 'Final Decisions' to make clear that these will be subject to affordability around the CSR settlement.**

**Board also approved the continued operational planning to deliver on an integrated investment approach with the HCSCs.**

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## 9.2 Mid-Cycle Review Update

KB provided Board with an overview of the Mid-Cycle Review process conducted in late 2022 - early 2023, sharing an objective picture of UK Sport's investment into Summer Olympic and Paralympic performance programmes. Board also received on-going insight into the Summer performance programmes ahead of the important LA cycle investment decisions.

Discussion followed, with members asking KB what she and the team are seeing and feeling and around opportunities and risks.

KW left the meeting.

## 10. Inspire positive change

### 10.1 Major Events Panel Recommendations

AP temporarily left the meeting owing to a conflict on the first part of this item.

SMo advised Board that they would be contacted in the coming week regarding an out of meeting decision on a major events investment.

EB joined and gave additional context around the recommendations of the Major Events Panel on whether to invest into the 2026 World Eventing Championships and the 2023 Diamond League.

On the 2023 Diamond League, it was noted that this was a highly unusual request, presented to Board after the event has been secured and weeks away from delivery. It was explained that the recommendation was designed to cover a proportion of the projected deficit in hosting this year's event and support a transition towards the long term viability of the UK hosting an annual Diamond League meeting. It would also help support the future pipeline of major international athletics events being hosted in the UK, following UKS investment of £1.45m in the 2024 World Indoor Athletics Championships in Glasgow and £3m in the 2026 European Athletics Championships in Birmingham.

**Board discussed this in depth and on balance, by majority, approved an award of up to £150,000 to support delivery of the 2023 Diamond League taking place at the London Stadium on Sunday 23 July, subject to a number of conditions.**

AP returned to the meeting.

On the 2026 World Eventing Championships, members heard about the case for investment and the Major Event Panel's recommendation. Board noted the innovative financial model for this event. **Board agreed an award of up to £1.3m to British Equestrian to support the hosting of the 2026 World Eventing Championships at Burghley.**

### **10.2 Major Events State of Play Outcomes**

EB provided Board with information on the progress of a strategic research and insight project to understand in more detail the challenges that the events sector is currently feeling, with a view to UKS (as a leadership body in this area) setting out recommendations to the sector, UKS, and UK Government. She shared the headline findings and recommendations.

Discussion followed and Board gave very positive feedback on this piece of work.

### **10.3 Fan Engagement**

SD and VC joined the meeting to highlight a pilot communications campaign being delivered in August and September to test engagement with Olympic/Paralympic sport and from which, the results will be used to inform a decision on delivering a broader communications campaign from November 2023 to April 2025. It was explained that this pilot is about how to increase the relevancy of Olympic and Paralympic sport and to grow a fan base.

Board discussed the plans for the pilot and gave their thoughts and feedback. It was confirmed that subject to DCMS approval, the pilot would commence, with its outcomes and any recommended next steps put to Board for a decision thereafter.

MY left the meeting at 15.45.

## **11. Minutes and Information Papers**

Board noted following minutes from the most recent Panel meetings:

- EIS Board Minutes – 6 December 2022
- Minutes of GARC – 14 March 2023
- Minutes of the Major Events Panel – 19 April 2023

## **12. Any other business**

The Chair advised members that they would soon receive details of some optional Carbon Literacy Training.

**Date of next meeting: 9 August 2023**