



**Minutes of the UK Sport Board Meeting held
On 17 March 2025
10 South Colonnade, London**

Present

Chair Dame Katherine Grainger

Attendees: Sally Bolton
Annie Panter
Rachel Baillache
Chris Boardman
Martyn Worsley
Maureen Campbell
Ismail Amla (virtual)

Observers John Dowson UK Sports Institute
Adam Conant DCMS

Apologies Chris Pilling
Rupen Shah
Baroness Tanni Grey-Thompson

UK Sport Staff: Sally Munday Chief Executive
Simon Morton Director, Events, Sporting System and External Affairs
Sophie Du Sautoy Director of Strategy and Business Enabling
Kate Baker Director of Performance and People
Krystle Sargent General Counsel and Head of Legal and Integrity
Kevin Woolnough Head of Performance Investment Strategy (item 7.1)
Stuart Pickering Head of Performance Partnerships (item 7.2)

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

	ACTION
<p>1. Introduction and Apologies for Absence</p> <p>The Chair formally opened the meeting.</p> <p>Apologies were received from CP, RS and TGT. It was also noted that IA was joining virtually and that RB would be joining in person shortly.</p> <p>The Chair stated that Gavin Boyd had been appointed as Chair of Sport NI and that confirmation from DCMS was to be awaited as to whether Gavin will also be appointed as the NI representation on the UKS Board.</p> <p>DCMS was represented by Adam Conant.</p> <p>UKS Legal was represented by Krystle Sargent.</p> <p>2. Declarations of Interest</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>The following conflicts were noted:</p> <ul style="list-style-type: none"> • Following the Chair's appointment as Chair Elect of the British Olympic Association, the importance of addressing any potential or perceived conflicts of interest associated with this role was again noted. • JD did not receive the papers and would step out of the meeting for items 7.2 'UKSI Performance Support Taskforce Update' and 8.1 'Future System Organisation Architecture'. <p>3. Chair's Introductory Remarks</p> <p>The Chair formally opened the meeting, firstly noting the fact that it would be her last following nearly 8 years in post. She updated on UKS Interim Chair arrangements following DCMS' approval for RB to stand in whilst the appointment of a permanent Chair is awaited.</p> <p>4. Approval of the Minutes</p> <p>The minutes of the meeting of 6 February 2025 were approved as a true record of the meeting.</p> <p>5. Matters Arising and Executive Team Report</p> <p>The Chair handed over to SMu to elaborate or answer any questions on content from the Executive Team Report.</p> <p>SMu firstly asked members of the Exec Team to give updates on matters within specific sports that they believed the Board should be aware of.</p> <p>SMo then thanked Board for their out-of-meeting approval for UKS to sign the initial Short Form Agreement with the ASO in respect of the 2027 Tour de France and Tour de France Femmes, ahead of a dedicated delivery body signing the Long Form Agreement in the coming months.</p> <p>It was noted that John Dowson would be stepping down as Chair of UKSI on 1 July 2025 and that UKSI Senior Independent Director, Emma Boggis, would become Interim Chair from that point for a period of 6 months.</p>	

SMu also sought Board approval of the following:

- UK Sport's latest Diversity and Inclusion Action Plan and progress against it
- For Board Members to undergo carbon literacy training to help embed environmental sustainability considerations into decision making.

Board approved the UKS DIAP and to undergo carbon literacy training.

6. UK Sport Organisational Health

6.1 Finance and Risk Update

SdS gave updates on the 24/25 financial position, 25/29 planning and proposed 25/26 budgets and headline objectives. She explained any key movements since the December meeting and outlined some risks.

It was proposed that Board approve the 25/26 budgets including earmarking funds for Coaching and System Master Planning which would be subject to further planning. **Board approved the 25/26 budgets. Board also approved the Athlete Medical Scheme costs for 25/26 as well as the overall financial plan and identified priorities for the year.**

RB joined at 10.06

SdS informed Board of current observations by the Lottery distributors, the Gambling Commission and DCMS around Allwyn's Lottery forecasting and performance.

Board discussed this matter and agreed to work with the other distributors to write to DCMS regarding these observations.

6.2 UK Sport Cyber Security

SdS went on to update Board with information on the current risks and areas of focus around cyber security at UKS.

She spoke about key assurances, such as Red teaming and the importance of having the ability to recover from breaches, but as well as the risks, the opportunities that technology like AI can present.

RB (Chair of Group Audit and Risk Committee) advised that GARC feels it is currently light on cyber expertise, so will be conducting a Skills Matrix exercise to identify gaps in all areas, with a view to fill these.

7. Keep Winning and Win Well

7.1 French Alps Investment Cycle Approach

KW joined the meeting.

Board was reminded that at the previous meeting, a discussion was held regarding future investments into a winter sports portfolio to help shape the UK Sport approach to the next funding cycle and the 2030 Winter Olympic and Paralympic Games in the French Alps. Board had confirmed its desire to continue pursuing success in winter sport, but would revisit this position during the investment process based on whether it could be achieved in a way that reflected UK Sport's aim of a more connected and collaborative system.

KW and KB updated on considerations since this meeting and the proposed next steps in terms of Principles & Policy, Process & Timelines and Communication & Engagement.

UKS

Board discussed this in detail and fed back on the approach proposed.

KW left the meeting.

7.2 UKSI Performance Support Taskforce Update

JD left the meeting temporarily, owing to a conflict on this item.

SP joined and with KB, delivered a presentation on the early work of the Performance Support Taskforce. This included themes so far from Sport Engagement sessions, the progress of the subgroups, risks and opportunities, timescales and any emerging thinking in relation to future direction.

It was noted that Board will also have two specific online sessions on this topic next month. One being a deeper dive on the emerging strategy, and the other around the emerging governance and structural considerations.

SP left the meeting.

8. Grow a Thriving Sporting System

8.1 Future System Organisation Architecture

JD remained out of the meeting for this item owing to a conflict.

SMod introduced the item, which led to a discussion on the approach to defining the 'future system architecture' in the context of future decisions around Performance Support Services and System Master Planning. Holistic consideration was given to the landscape of organisations across the system that are required to meet its future needs.

The Executive Team shared early thinking and Board members gave their views on the questions UKS should be considering as this work develops.

9. Updates from HCSC, UKSI and DCMS

JD re-joined the meeting.

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

10. Minutes and Information Papers

Board noted following minutes from the most recent Panel meetings:

- UKSI Board – 3 December 2024
- Major Events Panel – 16 January 2025

11. AOB

SB led words of thanks to the Chair for her service to the UK Sport Board, paying tribute to her achievements and leadership.

Date of next meeting: 21 May 2025	
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