



**Minutes of the UK Sport Board Meeting held  
on 20 March 2024  
Goodenough College, London**

**Present**

**Chair** Dame Katherine Grainger

**Attendees:** Mel Young  
Chris Boardman  
Baroness Tanni Grey-Thompson  
George Lucas  
Sally Bolton  
Annie Panter  
Martyn Worsley  
Ismail Amla  
Chris Pilling  
Rachel Baillache  
Rupen Shah  
Fatima Jalloh Board Apprentice

**Observers:** John Dowson UK Sports Institute  
Sian Joseph DCMS

**Apologies:** N/A

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| <b>UK Sport Staff:</b> | Sally Munday<br>Simon Morton<br>Sophie Du Sautoy<br>Kate Baker<br>Naomi Angell-Hicks<br>Ian Robinson<br>Krystle Sargent<br>Kevin Woolnough<br>Mark Kelly<br>Nigel Holl | Chief Executive<br>Director, Sporting System and Events<br>Director of Business Services<br>Director of Performance<br>Director of Engagement and External Affairs (virtual)<br>Deputy Director Strategy & Operational Excellence (virtual)<br>General Counsel<br>Head of Performance Policy and Design (item 6.1)<br>Head of Sport and Athlete Investment (item 6.1 – APA)<br>Project Lead, Sport Org (item 6.2) |
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| <b>Board Secretary:</b> | Jo Curtis<br>Jordana Wicks | EA to CEO<br>EA to Chair (minutes) |
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**Board approved:**

- **2024/25 Organisation-level priorities as:**
  - (1) **Paris - preparation and delivery**
  - (2) **LA 2028 Cycle planning, operating model and investment decisions**
  - (3) **Funding / CSR**
  - (4) **System Master Planning**
  - (5) **People - culture, values and Ways of Working**
  - (6) **EDI**
- **Budget for 24/25, including the Athlete Medical Scheme cost**
- **Revised 10-year Objectives and KPIs for the LA Cycle**

## **5.2 LA Cycle Planning – Part One (Operating Model)**

The Executive left the meeting for this item, leaving only the Chair, CEO, Members and observers.

At the May 2023 meeting, members had a discussion on the strategic choices the organisation would be facing based on likely future financial scenarios. Board had advised the CEO on strategic prioritisation in order to enable effective planning by the Executive over the following 6-12 months.

At the December 2023 meeting, Board approved an increase to the WCP funding allocation by £25m to inform indicative funding decisions to be made at this meeting. A draft operating model for UKS for 2025 and beyond had also been presented and members gave feedback.

SMu now presented a final draft proposed operating model and organisation changes for the LA cycle. This included an outline of the benefits of the changes proposed, financial implications, proposed changes to staff numbers, a communications plan, timeline and risk management.

**Board approved the principles, operating model and plans to share the proposed draft structure with staff for consultation in line with timelines shared.**

## **5.3 LA Cycle Planning – Part Two (Financial)**

SdS updated on financial planning for the 25/29 LA Cycle. This followed on from discussion at the December 2023 Board and looked to give confidence around the financial context to enable the indicative funding decisions totalling £405m to be made later in the meeting.

Discussion was had around the ambition for GB to remain consistently top 5 in the Olympic and Paralympic medal tables and that whilst the extraordinary moments are not always the winning moments, this gives a platform to inspire and have impact. Discussion was also had around forensic decision making and the ability to understand and prove impact and success.

SB left the meeting temporarily at 11.56.

CB left the meeting temporarily at 12.12  
MW left the meeting temporarily at 12.15

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

All members returned for this item.

### **6.1 LA Cycle Planning – Part Three**

#### **Indicative Investment Figures**

KW joined and he and KB gave an overview of the recommended Indicative Investment Figures for summer sports, as part of the LA Investment Process (final decisions are to be made in December 2024).

The sport recommendations totalling £316m were positioned within an overall LA cycle quantum of £405m.

The Chair reiterated the magnitude of these decisions and the importance of Board's role in checking and challenging.

KB outlined the journey so far and the rigorous process undertaken to reach the Indicative Investment figures. Reference was also made to the introduction of Engagement Panels with sports and partners, which had been well-received.

KW went on to summarise the recommendations for decision and opened the floor to the Board to provide feedback.

**In depth discussion was had and Board approved the recommendations.**

KW then presented four options for additional investment that could be made from the remaining c. £6m. These were around specific/new sports and a boost to the Annual Review pot. After discussing each in turn, **Board agreed not to formally commit any of the £6m at this stage, given the wider risks and pressures on the Annual Review budget allocations. It was agreed however to keep options open and moving whilst ensuring caveats are in place on these positions.**

#### **APA Policy Framework Proposals**

MK joined and members discussed and provided direction on the emerging thinking on APAs for the LA Cycle and beyond, to inform proposals to be brought for decision later in the year.

Discussion was had around whether athlete funding should be an award based on future potential or a reward for past performance. Members gave feedback on the early direction of travel outlined in the paper for the future of APAs and on possible changes that could be made.

KW and MK left the meeting.

## **6.2 Sport Org**

NH (Sport Org Project Lead) joined the meeting.

SMod outlined the current direction of travel of Sport Org following feedback from Board at the previous meeting and proposed two options for taking the project forward. He also reported on his and the Chair's attendance at an NGB Board meeting the previous week, where that NGB had agreed to work in partnership with UKS to co-design this new concept.

Following discussion, and in line with the recommendation from the Executive, Board agreed that its preferred option was to work in partnership with a host NGB to set out how they might evolve into Sport Org, should UK Sport make investment decisions in December 2024 that confirm its requirement.

MW left the meeting at 15.35.

MY left the meeting at 15.50.

## **7. Inspire Positive Change**

### **7.1 Major Events Panel Recommendations**

Board considered a recommendation from the Major Events Panel to invest in the 2029 ISU World Figure Skating Championships in Sheffield, to enable British Figure Skating to bid for and host the event. It was noted that it had been nearly 100 years since the UK hosted this event.

**Board approved an investment into British Ice Skating in line with the recommendation, to support the bidding and hosting of the 2029 ISU World Figure Skating Championships, subject to some specific conditions.**

## **8. Minutes and Information Papers**

Board noted following minutes from the most recent Panel meetings:

- UKSI Board Minutes – 5 December 2023
- Major Events Panel – 8 February 2024

## **9. Matters Arising and Executive Team Report**

Given the congested agenda, these items were moved to the end of the meeting.

## **10. Any Other Business, including HCSC, UKSI and DCMS updates by exception**

No further business was raised.

**Date of next meeting: 14 May 2024**

