



**Minutes of the UK Sport Board Meeting held
On 11 December 2025
101 New Cavendish Street, London**

Present

Chair Professor Nick Webborn

Attendees: Sally Bolton
Annie Panter
Martyn Worsley
Maureen Campbell
Chris Pilling
Ismail Amla
Baroness Tanni Grey-Thompson
Chris Boardman
Rachel Baillache
Gavin Boyd (online)

Observers Ben Dean DCMS

Apologies Rupen Shah

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
James Gyselynck Legal Manager (Senior Lawyer)
Iain Bagwell Head of Finance and Business Operations (item 6.1 and 2)
Robert Morini Head of Sporting System (item 7.1)
David Gallimore System Master Planning Lead (item 7.1)
Esther Britten Head of Events and External Affairs (item 8.1 and 8.2)
Stuart Pickering Head of Performance Partnerships (item 9.1)

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

1. Introduction and Apologies for Absence

The Chair welcomed everyone to the meeting which was held at the BOA/BPA Offices in New Cavendish Street, London.

DCMS was represented by BD and UKS Legal was represented by JG.

The Chair reported apologies from RS and it was noted that GB was joining online.

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 Chair confirmed that his candidacy for election to the International Paralympic Committee Governing Board could be removed from the register following the election outcome the previous month.

IA declared a potential conflict in any items featuring his employer, Kyndryl.

MW joined the meeting at 09.41.

3. Chair's Introductory Remarks

The Chair formally opened the meeting and spoke about; the UK Sport board member recruitment campaign due to launch that week, the IPC Governing Board election results, PLx and UK Sport's Victor Awards.

The Chair put on record his thanks for RB and MW's early work with the UKSI, with them now having taken on the roles of Interim Chair and board member respectively.

Board put on record its acknowledgement and thanks to all those involved with the filing of the 2024/5 Annual Report and Accounts.

4. Approval of the Minutes

The minutes of the meeting of 15 October 2025 were approved as a true record of the meeting, with it being noted however that the dates upon which RB and MW commenced their roles with the UKSI ended up differing by a few days as to what is presented in the minutes (actual dates are as follows):

- RB joined the UKSI Board on 21 November 2025 and became Interim Chair on 28 November 2025
- MW joined the UKSI Board as an Interim Board member on 21 November 2025

5. Matters Arising and Executive Team Report

The Chair handed over to SMu to elaborate or answer any questions on content from the Executive Team Report.

SMu asked members of the executive team to give updates on matters within specific sports that they believed the Board should be aware of. **This included on Ice Hockey, which Board approved an indicative investment position for transitional funding, subject to final approval in May 2026.**

6. UKS Organisational Health

6.1 25-29 Finance and Risk Update

Iain Bagwell (Head of Finance and Business Operations) joined as an observer for this item.

SdS updated Board about the P6 financial plan and a number of changes to forecast and budget approvals.

Board discussed and approved the following:

- Financial position per the 25/29 plan included forecast changes relating to System Performance support and System Master Planning;
- Delegated authority to enter into procurement for a contract above £500k.

Board discussed the Risks and Opportunities balance and future use of the fund. Following some suggestions from members, it was agreed that the Executive Team would work up some options for further discussion with Board.

6.2 Environmental Sustainability Strategy

SdS led this item, with IB staying on, to talk Board through the Environmental Sustainability Strategy for 2026-2030, including the adoption of Net Positive Environmental Impact (NPEI) as the central organising framework for the next five years.

The paper members had received also summarised strategic intent, alignment with partners and the system-wide implications of the shift from a net-zero-focused approach to a Net Positive Environmental Impact model.

Following some constructive feedback from MC, an important discussion was had on UK Sport's relationship with the HCSCs, devolution and the language used when referring Home Nations. It was noted that Sport England can sometimes be referred to differently because of the nature of the relationship they have with UKS, DCMS and funding many of the same organisations as UKS. UKS expressed that they would be more mindful of this in their day-to-day work and circulate a note to staff to reinforce.

Members gave their general thoughts and approved the proposed environmental sustainability strategy (2026-2030).

It was agreed that UKS would facilitate a session with the HCSCs to map where each organisation is on environmental sustainability and to coordinate a joint approach.

6.3 UKS Culture Health Check Results 2025

SdS led this item, in which Board discussed the results from the UK Sport Culture Health Check for 2025.

Key themes of discussion were around net promoter scores and trends, areas that were lower scoring and how EDI responsibilities are embedding across the organisation.

7. Grow a Thriving Sporting System

UKS

<p>7.1</p> <p>8.</p> <p>8.1</p> <p>8.2</p> <p>9.</p>	<p>Data, Digital and AI Strategy RM and DG joined the meeting for this item, which was introduced by SMO.</p> <p>SB left the meeting temporarily for the duration of this item.</p> <p>Board had been provided with a proposed Data, Digital and AI Strategy for approval, alongside seeking in-principle agreement to Horizon 1 costs, ahead of formally agreeing these in February 2026.</p> <p>Members gave useful and constructive feedback including having further clarity on what is to be achieved especially around NGB growth; the impacts and user benefits of the work by LA28; the capacity and capability of NGBs to leverage proposed activity, and the need for agile oversight mechanisms in what is a fast-moving area.</p> <p>It was agreed that there would be value in running an online session for board members with a technical expert to further explore and understand this area.</p> <p>It was agreed that IA, AP and CB would meet with the executive outside of the Board meeting to discuss the proposals further, in addition to considering the merits of a Board sub-group in this area.</p> <p>Board approved the strategy and gave in-principle agreement to the Horizon 1 costs but subject to final approval in February 2026.</p> <p>BD then gave his update from DCMS, as he would be leaving the meeting early.</p> <p><u>Inspire Positive Change</u></p> <p>Major Events Panel Recommendations SB returned to the meeting.</p> <p>EB joined the meeting to talk through the Major Events Panel’s recommendations for investment into two applications, following presentations made to the Panel in November 2025 and their review of review of strategic fit, financial viability and delivery assurance:</p> <ul style="list-style-type: none"> • Swimming World Cup 2027 • Netball World Cup 2031 <p>Following discussion, Board approved investment of up to £699,000 into the Swimming World Cup 2027 and investment of up to £2.87m into the Netball World Cup 2031.</p> <p>Post–LA Cycle Events Strategy EB continued with this item, reminding Board that in December 2023 they approved an investment of up to £23m to support the bidding and staging of major events in the LA Cycle, and in support of the ‘Making Live Sport Matter’ Events Strategy. EB explained that it is now felt that the time is right to set out strategic hosting ambitions beyond the LA Cycle and to be more intentional about specific hosting targets into the 2030s.</p> <p>Board discussed the proposed approach to extending the events programme beyond the LA Cycle, ahead of formal decisions in February 2026.</p> <p><u>Keep Winning and Win Well</u></p>	<p>UKS</p> <p>UKS</p> <p>UKS</p>
---	--	----------------------------------

9.1 System Performance Support / UKSI

SP joined the meeting, for what was a critical milestone in the implementation of the system performance support strategy.

KB, SMu and SP talked Board through various elements, for example issues and risks, an overview of the strategic plays and the governance structure.

RB fed back on her first few weeks in post as Interim Chair of the UKSI and shared her early reflections.

KB talked Board through the Learning and Development strategic play which is to be led by UKS.

CP left the meeting at 14.45.

BD left the meeting at 15.00.

Board discussed a set of draft UKSI Articles and “Group Board” Terms of Reference (final versions to come to February Board) and approved the overall budget for System Performance Support, including the UKSI LA award (noting that annual operations plans and budgets would come to the March Board meeting each year alongside UKS annual operations plan and budget).

10. Updates from HCSCs

The HCSC Chairs gave updates from their organisations.

11. Minutes and Information Papers

Board noted following minutes from the most recent Panel meetings:

- GARC – 9 September 2025 and 29 September 2025
- UKSI Board – 16 September 2025
- Euro28 Oversight Group – 26 November 2025
- MEP – 12 November 2025

12. AOB

Nothing to note.

Date of next meeting: 25 February 2026