



**Minutes of the UK Sport Board Meeting held  
On 15 October 2025  
10 South Colonnade, London**

**Present**

**Chair** Professor Nick Webborn

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

**Observers** Emma Boggis  
Adam Conant UK Sports Institute  
DCMS

**Apologies** Ismail Amla

**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 (online)  
Robert Morini Head of Sporting System (items 7.1 and 7.2)  
Esther Britten Head of Events and External Affairs (item 8.1)  
Kevin Woolnough Head of Performance Investment Strategy (item 9.1)

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

	ACTION
<p><b>1. Introduction and Apologies for Absence</b></p> <p>The Chair welcomed everyone to the meeting and gave a particular welcome to Gavin Boyd who was attending his first UK Sport Board meeting since being confirmed by DCMS as the NI representative on the UKS Board. DCMS was represented by AC and UKS Legal was represented by KS.</p> <p>The Chair reported apologies from IA and it was noted that AP, RB, GB and KS were all joining virtually.</p>	
<p><b>2. 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>The following conflicts were noted:</p> <ul style="list-style-type: none"> <li>• EB did not receive the papers for item 9.2 'System Performance Support Update'. It was agreed that she would join for the first part of the discussion on this item then leave the meeting.</li> <li>• IA had given apologies for the meeting, but his role at Kyndryl was noted in relation to item 7.2.</li> </ul>	
<p><b>3. Chair's Introductory Remarks</b></p> <p>The Chair formally opened the meeting, noting what a fantastic summer of sport it had been and how brilliant it had been to see some of the Board members at UKS's hosted events. He also acknowledged the volume of work that the executive team had been handling over the last few months and thanked them for all their efforts.</p>	
<p><b>4. Approval of the Minutes</b></p> <p>The minutes of the meeting of 17 July 2025 were approved as a true record of the meeting.</p> <p><b>5. Matters Arising and Executive Team Report</b></p> <p>The Chair handed over to SMu to elaborate or answer any questions on content from the Executive Team Report. SMu noted that two of the items on the agenda were championed by IA (item 7.1 and 7.2) and confirmed that these items had been discussed with IA prior to the meeting and had his full support to discuss in his absence.</p> <p>A discussion took place on the Enhanced Games and KB updated on actions being undertaken by the executive team around this going forward.</p> <p>SMu asked members of the executive team to give updates on matters within specific sports that they believed the Board should be aware of.</p> <p><b>SdS then summarised some proposed changes to UKS's Eligibility Policy, which Board approved.</b></p> <p>AP left the meeting during this item and rejoined during item 7.1.</p> <p>EB left the meeting at the end of this item and rejoined during item 9.1.</p>	

## **6. UKS Organisational Health**

### **6.1 Finance and Risk Update**

SdS updated Board on UKS's latest financial position including risks and opportunities. Board then discussed and **approved the following items:**

- **Capital Investment to support the redevelopment of two strategically significant Elite Training Centres: Rowing (Caversham) £1.1m and Sailing (Portland) £1m which had been identified through the LA investment cause and case for change process**
- **UK Sport Annual Report and Accounts (subject to final clearance from the auditors).** Board delegated responsibility to GARC for making any further minor changes to the document. RB highlighted how the audit of the ARA had been a smooth clean process and thanked both the UKS and UKSI teams for their excellent work on this.

Board were also provided with the Annual Report of the Group Audit and Risk Committee which summarised their activities for the year, which they formally acknowledged.

### **6.2 Integrity Report 24/25**

SdS led this item and Board formally acknowledged the Integrity Report which provided information on the period April 2024 – March 2025, including Eligibility Policy and Case Analysis, Sport Integrity, Anti-Doping and Safeguarding.

### **6.3 Environmental Sustainability Strategy 26-31**

SdS led this item which provided Board with a proposed environmental sustainability framework for discussion to enable the finalisation of UKS's new Environmental Sustainability strategy. SdS brought to life the priorities which structured the proposed strategy 1) a reshaped goal – a holistic approach to environmental sustainability (not just net zero), 2) Influence and alignment - collaboration and obligations and 3) Platform - showing sport's leadership to drive change. Board shared their feedback on the priorities and key focus areas and confirmed their support. The actions across the focus areas will now be finalised, relevant KPIs, milestones and a 26/27 action plan will be developed, and the approach will be aligned with key stakeholders. The final strategy will be brought to the December Board meeting for approval, with the intention of launching in early 2026 with the support of other external stakeholders such as Sport England, BOA and BPA.

## **7. Grow a Thriving Sporting System**

### **7.1 EDI Strategy Refresh 2026-2032– Draft**

RM joined the meeting for this item and item 7.2.

RM and SMo provided Board with an early first draft of the refreshed EDI Strategy for 2026-32. It was noted that not all of the EDI Advisory Panel had been able to review the draft in advance of the meeting, but Board members were asked to share their initial views. Board were provided with some prompt questions in advance to aid the discussion and the HCSC Chairs also provided their input on where they saw opportunities for collaboration. The final strategy will be brought back to a future meeting for approval.

### **7.2 Data and Digital Update**

SMo and KB provided Board with an update on progress in developing an integrated Data and Digital Strategy for the high-performance system. KB updated on activity since the

July Board meeting including sessions with Kyndryl (set up by IA) on data & digital strategy, sense making and a visit to Kyndryl's AI innovation lab. She then shared the challenges and opportunities that had been identified from these sessions. SMo then presented a 'strategy on a page' and talked through four strategic strands, guiding principles and strategic enablers plus draft objectives and KPIs. Finally KB shared a 'proof of concept' which Kyndryl had helped to develop.

KB and SMo both noted how valuable the time with Kyndryl had been and their gratitude to IA for setting up the sessions. An in-depth discussion followed where Board members shared their excitement at the progress and gave their feedback on what further information they would require at the December Board meeting in order to approve the final strategy.

## **8. Inspire Positive Change**

### **8.1 Major Events Panel Recommendations**

EBr joined the meeting for this item which opened with an update on the MEP membership. **Board approved the appointments of Andy Salmon (4ys), Mick Wright (4yrs) and Alexandra Rickman (3yrs) to the MEP from 1 March 2026.** It was also noted that Sally Bolton, Jon Dutton and Michelle Dite would be retiring from the panel in first half of 2026 due to conclusion of their terms.

**EBr then presented Board with four investment recommendations which were approved as follows (subject to conditions of award):**

- Investment of up to £1.25m to support the bidding and staging of the Triathlon World Championship Series, to be allocated as follows: 2026 (£500k), 2027 (£450k), 2028 (£300k)
- Investment of up to £1.1m to support the bidding and staging of the European Wheelchair Basketball Championships 2027
- Investment of up to £2.62m to support the bidding and staging of Paraspot Innovation Event 2027
- Investment of up to £3.635m to support the bidding and staging of World Artistic Gymnastics Championships 2030

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

### **9.1 French Alps Performance Investment Process - IIFs**

KW joined the meeting for this item and Board discussed the proposed IIFs for the FrAlps 2030 winter sports performance investment. KW also provided an update on the proposed route of investment for each of the winter sport performance investments, which would be shared with sports as part of the indicative investment communications. Board discussed a number of the sports in detail before approving the IIF recommendations. Final investment decisions will be made in May 2026.

### **9.2 System Performance Support Update**

SMu opened this item and asked EB to provide an update following the announcement of UKSI's change programme relating to System Performance Support which had been announced the previous day. Following this a discussion took place around some unresolved issues between UKS and UKSI and it was also noted that Board had also been provided with a paper that had been produced by UKSI on their performance metrics for year 1 of the LA cycle including the consolidated performance metrics reported post Paris at the conclusion of their Mission 2025 strategy.

EB then left the meeting.

SMu, KB and SdS then provided Board with an update on further progress with UKSI following the Board decisions on the Taskforce recommendations in July 2025. This included a timeline of activity, financial overview and further discussion on the live issues.

Board then discussed the composition of the UKSI Board and the changes required under the new governance structure. **The following interim appointments to the UKSI Board were approved:**

- RB as Interim Chair, term to commence 1 January 2026. RB to join the UKSI Board from 1 November 2025 and take over as chair on 1 January 2026.
- MW as Interim Board member, term to commence 1 November 2025.

## **10. Updates from HCSC, DCMS and UKSI**

The HCSC Chairs, DCMS and UKSI Chair gave updates from their organisations.

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

Board noted following minutes from the most recent Panel meetings:

- UKSI Board – 3 June 2025
- MEP – 18 June 2025
- GARC – 25 June 2025
- Euro 2028 Oversight Group – 27 August 2025

## **12. AOB**

Nothing to note.

**Date of next meeting: 11 December 2025**