



**Minutes of the UK Sport Board Meeting held
On 20 March 2026
MS Teams Meeting**

Present

Chair Professor Nick Webborn

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

Observers Andrew Rhodes DCMS

Apologies Rupen Shah
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
James Gyselynck Legal Manager (Senior Lawyer)
Iain Bagwell Head of Finance and Business Operations

Board Secretary: Jo Curtis EA to CEO (minutes)

1. Introduction, Apologies for Absence and Chair’s Introductory Remarks

The Chair welcomed everyone to the meeting which was held online.

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

The Chair reported apologies from RS. IA was not present.

The Chair formally opened the meeting and paid tribute to the success of both the Olympic and Paralympic Games. He noted that due to reducing the annual number of full Board meetings from six to five, this short online meeting had been set up with a specific agenda for Board to review and approve the 26/27 Annual Operating Plan (AOP) and Budgets including the 26/27 budget for UKSI and the entering into a contract with BUPA for Athlete Medical Services for 26/27.

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.

No conflicts were noted.

3. Finance and Risk Update

SdS talked Board through the purpose of the meeting and noted that the UKS AOP and priorities had been set within the context of UKS’s 10-year strategy. SMu outlined the three overarching priorities that were proposed and had been built around driving the most important parts of the strategy. She then handed over to the Executive to talk through each priority in more detail.

- 1. Sports at the heart of how we operate
SMo described the priority of placing sports at the centre of operations, aiming for consistent advisor engagement across performance and organisational health, improved alignment of insights and resource prioritisation, and the use of investment levers to drive system-wide change, including signalling important factors for future investment cycles such as diversity and collaboration.
- 2. Accelerate major system reform
KB noted how this priority interconnects with priority one and then outlined the focus on advancing the 'one system' or murmuration approach, leveraging the UK’s unique position for greater alignment and shared purpose, and driving progress on three strategic plays—data, digital and AI, learning and development, and central fan engagement—while also planning to increase external communications about the system's achievements.
- 3. Supercharging the business
SdS introduced the third priority, which centres on enhancing agility, efficiency, and efficacy across the organisation and group, with emphasis on faster decision-making, workforce agility, effective performance management, improved planning, and the use of data, digital, and AI to enable business objectives.

Board members engaged with the priorities by raising questions about the nature of relationships with governing bodies, the feedback mechanisms for organisational performance and maintaining accountabilities. The Executive clarified the approach to transparency, outcome metrics, and partnership-based investment processes and noted how the sport planning work underpins the priorities.

SdS then moved on to the Annual Operating Plan and Budgets, noting that the UKS Heads of Leadership Teams (HoLT) had developed the AOP and how operational activity and financial planning had been successfully integrated.

SdS highlighted that this is the first year a specific annual budget for UKSI is being approved at this point. An update on the operating plan for UKSI will be brought to the July Board meeting.

SdS outlined key budget areas, including lottery income projections, ongoing programme spend development within the Performance and People department, and the proposed UKSI budget with transitional costs.

Board asked some questions and clarifications on the above before moving on to the following approvals:

- **Approved the 26/27 Organisational Priorities and Annual Operating Plan for UKS;**
- **Approved the 26/27 budget to deliver the Annual Operating Plan**
- **Approved the budget of £18.5m for 26/27 for UKSI and outline of operational activities pending further review at the end of Q1;**
- **Approved the entering into a contract with BUPA for Athlete Medical Services for 26/27 at a cost of £2.88m which sits outside of delegated authorities.**

4. AOB

SdS provided an update on the situation following the liquidation of the British Basketball Federation (BBF), explaining the interim funding arrangement for 3x3 basketball via Basketball England. Board discussed the robustness of the interim structure, ongoing challenges with transition to a new body and future stability. After discussion **Board gave their approval to route £580k of UKS's previously agreed £2.92m Basketball 3x3 funding through Basketball England**, who would become the new Grant Funding Agreement recipient for a designated period of one year to maintain momentum towards LA28, whilst the sport develops a new GB-level NGB.

Date of next meeting: 6 May 2026