



**Minutes of the UK Sport Board Meeting held  
On 25 February 2026  
10 South Colonnade, Canary Wharf, London**

**Present**

**Chair** Professor Nick Webborn

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

**Observers** Simon Mason DCMS

**Apologies** Sally Bolton

**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)  
Marc Snyman Head of IT and Buildings (item 6.2)  
Robert Morini Head of Sporting System (items 6.3, 7.1, 7.2, 7.3)  
Jonathan Leeder Head of Performance Delivery (item 6.3)  
Lewis Evans System Master Planning Manager (item 7.1)  
Damian Hern Head of HR and Employee Engagement (item 7.3) online  
Esther Britten Head of Events and External Affairs (item 8.1)  
Stuart Pickering Head of Performance Partnerships (item 7.2 and 9.2)  
Kevin Woolnough Head of Performance Investment Strategy (item 9.1)  
Danny Kerry Coaching Lead (item 9.2)  
Alex Stacey Head of Culture, Leadership and Development (item 9.3)

**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 10 South Colonnade, Canary Wharf, London.

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

The Chair reported apologies from SB and it was noted that members IA, RB and RS were 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.

It was noted that AP was conflicted on item 7.1 on Fan Engagement owing to the involvement of her employer, Two Circles, in the project. It was agreed that she would stay in the room to observe the item but would not contribute to the discussion and would leave if needed.

## 3. Chair's Introductory Remarks

The Chair formally opened the meeting and paid tribute to TeamGB's best ever Winter Games performance at the Milan Cortina Winter Olympics, also reflecting on his own experience out in Italy.

The Chair updated on UKS Board recruitment, advising that interviews would be taking place on 9<sup>th</sup> and 23<sup>rd</sup> March for the four NED positions.

The Chair thanked members for their time on annual one to one calls with him, noting how helpful their feedback had been.

## 4. Approval of the Minutes

The minutes of the meeting of 11 December 2025 were approved as a true record of the meeting.

## 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. This included a discussion on what further information Board might need in order to make decisions on Sport Org in May, the IPC's decision to allow Russian and Belarussian athletes to compete in the Winter Paralympic Games, an approval relating to a UKSI VAT recoverability matter and some updates on specific sports.

With regards Sport Org, the Executive agreed to consider ways of ensuring any newer members are fully up to speed on the background and context ahead of decisions in May.

**On the UKSI VAT matter, Board approved £1.2m to UKSI (final figure to be confirmed post year-end) to cover lost VAT recovery as a result of the historic claims.**

## 6. UKS Organisational Health

### 6.1 UK Sport and Institute Governance Changes

SdS talked Board through decisions to be made with regards the UKSI Articles of Association and UKS&I Terms of Reference, in addition to a point of note on the Code for Sport Governance.

**Board approved the UKSI Articles of Association to take effect from 1 April 2026, with them to be proposed by the current Board of UKSI to UKS and UKS to enact the changes through a Special Resolution. Board agreed for the Chair to sign the Special Resolution on their behalf.**

**Board approved the updated UKS&I Board terms of reference and noted how Code for Sport Governance compliance will be adopted at a Group level.**

## **6.2 Cyber Security Update**

Marc Snyman (Head of IT and Buildings) joined the meeting to update Board on UKS' current position around cyber security and the risk landscape, as well as to give an assessment of cybersecurity posture and to outline the next phase of actions required to strengthen resilience.

Board discussed and gave feedback on this important topic. Key points were around areas of vulnerability, recovery from incidents, data sovereignty and cyber security expectations on NGBS.

MS agreed to reach out to DCMS with regards their approach to data sovereignty and SdS agreed to add incident recovery as a topic for internal audit.

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## **6.3 Sport Planning Update**

Rob Morini (Head of Sporting System) and Jonathan Leeder (Head of Performance Delivery) joined the meeting and spoke about UKS' approach to engaging with partners in a more aligned and strategic way in order to assure and support investments. It was reiterated that sports being at the heart of UKS' business is a key element of the new operational model.

Board welcomed the progress made and gave feedback on any areas that may require specific focus, to help inform a BDO review on our assurance approach, taking place in Spring 2026.

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

## **7.1 Fan Engagement Strategy**

RM stayed on for this item and was joined by Lewis Evans (System Master Planning Manager).

AP stayed in the room for the item, but it was again noted that she was conflicted owing to the involvement of her employer, Two Circles, in the project. During the item she made only a very general comment about Fan Engagement in a wider sense.

SMo updated Board on the Fan Engagement Pilots and the proposal to work with BOA and BPA to create a Central Fan Engagement Unit (CFEU) for British Olympic and Paralympic Sport.

Board agreed that this is a critical area that has the potential to significantly aid the achievement of the UKS strategy. Members gave feedback, in particular around links to other stakeholders, the staffing approach and athletes as drivers of the strategy. **Board approved Horizon 1 costs for this strategy subject to a range of conditions.**

## **7.2 Data, Digital and AI**

SMo led on this item, which asked Board to approve Horizon 1 costs to deliver the first phase of UKS' new Data, Digital and AI (DDAI) Strategy, to be focused on driving benefits in the areas of People, Performance, Growth and Productivity.

It was noted that Board had approved this strategy in December 2025, but had asked for greater clarity in several areas, including the strategic pillar on 'Growth' and the oversight mechanism and operational delivery.

SMo outlined the changes made to the proposal since December, which included a revised plan for the growth pillar to work with a smaller group of NGBs on their end-to-end processes, and a smaller initial budget to get work going, alongside a proposal to delegate the sign-off of subsequent Horizon 1 costs to a new DDAI sub group.

**Board approved the Horizon 1 budget envelope and agreed initial costs for Horizon 1, with the release of the remainder of Horizon 1 costs to be determined by a new formal DDAI sub-group of Board.**

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### 7.3 EDI Strategy Refresh & UKS DIAP

RM re-joined the meeting together with Damian Hern (Head of HR and Employee Engagement) who was online.

SMo spoke about a refresh of UKS' EDI Strategy for 2026-32. Board was reminded that at the October 2025 Board meeting, members indicated a desire to see a greater focus on socio-economic mobility and noted the need for connectivity with the HCSCs given their direct responsibility for talent pathways and UKS' limited 'control' in this area. There were also calls to make clear the major system shifts UKS would be going after to 2032 (e.g. coaching), as well as the importance of continuing to 'horizon scan' and learn from other industries who are making marked progress. The Board had also re-stated the critical role of EDI to achieving the organisational strategy and mission.

IA, as Chair of the EDI Advisory Panel, stated that there had been a comprehensive approach to the strategy refresh with more focus given to data. He noted that linkage to funding will be a key driver to changing behaviours and that the critical next step will be holding the strategy accountable.

**Members approved the refreshed EDI Strategy for 2026-32 and UKS' own Diversity and Inclusion Action Plan (DIAP), as required by the Code for Sports Governance.**

RB left the meeting temporarily.

## 8. Inspire Positive Change

### 8.1 Major Events Programme Strategy

Esther Britten (Head of Events and External Affairs) joined the meeting.

It was noted that in December 2025, Board had approved a revised approach to how UKS strategically programme and invest into future international sporting events. The Executive had committed to return with an updated hosting programme that reflected those changes.

**The resulting programme was presented for Board endorsement, alongside a proposed approach to how UKS should make investment decisions for events into the Brisbane cycle. Board approved both.**

The future hosting programme will be shared at the UKS Event Partners Day in March.

## 9. Keep Winning and Win Well

### 9.1 Summer Sports 2026 Annual Review

Kevin Woolnough (Head of Performance Investment Strategy) joined the meeting to talk Board through the 2026 Summer Sports Annual Review process, the associated investment recommendations and the financial treatment of the uplifts.

The recommendations were noted to have a financial implication of £3.9m. Uplifts in awards were proposed to 10 World Class Programmes, 6 Development Sports and 1 New Sport.

**Board approved the recommendations as follows:**

Programme	Type	Current Award	AR Recommendation	New Award
Archery*	WCP	£2,800,000	£250,000	£3,050,000
Athletics	WCP	£20,450,000	£256,500	£20,706,500
Canoeing	WCP	£12,550,000	£163,825	£12,713,825
Cycling	WCP	£30,125,000	£369,000	£30,494,000
Equestrian	WCP	£12,075,000	£207,000	£12,282,000
Para-Badminton	WCP	£1,475,000	£193,600	£1,668,600
Para-Canoe	WCP	£4,350,000	£112,000	£4,462,000
Rowing	WCP	£24,850,000	£192,000	£25,042,000
VI Judo	WCP	£1,050,000	£202,500	£1,252,500
Wheelchair Fencing	WCP	£1,825,000	£32,000	£1,857,000
Fencing	Dev	£1,575,000	£150,000	£1,725,000
Goalball	Dev	£525,000	£32,434	£557,434
Sport Climbing	Dev	£2,635,000	£1,046,044	£3,681,044
Surfing	Dev	£1,375,000	£150,000	£1,525,000
Table Tennis	Dev	£1,375,000	£206,000	£1,581,000
Volleyball	Dev	£675,000	£120,000	£795,000
Lacrosse	New	£700,000	£201,600	£901,600

**£3,884,503**

\*Archery funds were approved but to be held back subject to the outcome of a Panel.

### 9.2 2032 High Performance Coaching Strategy – Part B

Danny Kerry (Coaching Lead) and SP joined the meeting to talk Board through builds on the decisions made by them with regards Coaching in July 2025 and to seek input for future intent.

RB re-joined the meeting at 13.51.

**Board discussed the proposed route to Chartered Status for High Performance Coaches in the UK and approved the next steps for Governance and Leadership oversight of performance coaching, specifically:**

- The addition of Coaching to the Responsibilities of the UKS Board Champion for Safety and Welfare (Martyn Worsley)
- That Performance coaching will be embedded into the UK Sport Terms of Reference of the new Performance Committee / Panel and or subcommittee of this panel.

### 9.3 Culture – Reporting and Development

Alex Stacey (Head of Culture, Leadership and Development) joined the meeting and discussed the cultural health of performance programmes and plans for the development of cultural assurance.

Board had received a paper outlining the cultural evolution in the past 24 months for the performance programmes UKS invest in and the changes that would be made to strengthen delivery and introduce a unified, system wide approach to culture and cultural assurance. It was noted that the team had reached every sport and therefore have awareness of the status of the culture in every World Class Programme.

Key discussion areas were around changes to the profile of culture, themes and challenges.

#### **10. Updates from HCSCs and UKSI**

The HCSC and UKSI Chairs gave updates from their organisations.

IA left the meeting at 14.30.

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

Nothing to note.

#### **12. AOB**

Nothing to note.

**Date of next meeting: 20 March 2026**