Minutes of the UK Sport and Institute Board Meeting held
On 28 July 2026
Thestudio, Glasgow

Present

Chair:	Professor Nick Webborn	
Attendees:	Annie Panter	
	Sally Bolton	
	Martyn Worsley	
	Maureen Campbell	
	Chris Pilling	
	Ismail Amla	
	Baroness Tanni Grey-Thompson	
	Chris Boardman	
	Rachel Baillache	
	Gavin Boyd	
Observers:	Simon Mason	DCMS
	Emma Floyd	DCMS
	Dame Sarah Storey	Incoming Board Member
	John Steele	Incoming Board Member
	Michelle Dite	Incoming Board Member
	Charlotte Samuelson	Incoming Board Member
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	General Counsel
	Alex Rolfe	External Affairs and Media Lead (item 7.1 both sections)
	Stuart Pickering	Head of Performance Partnerships UKSI (item 7.2)
	Lizzie Simmonds	Partnerships and Programme Management Lead (item 7.2)
	Joanna Jones	Athlete Support Strategic Lead (item 8.1)
Other attendees:	Nigel Holl	CEO of Sport Org (item 7.1, Winter Sport Collective section)
	Kelly Sotherton	CEO of British Elite Athletes Association (item 8.1)
Board Secretary:	Jo Curtis	EA to CEO
	Jordana Wicks	EA to Chair (minutes)

	ACTION
1. Introduction and Apologies for Absence The Chair welcomed everyone to the meeting, which was held at the studio in Glasgow. A special welcome was given to new members John Steele, Dame Sarah Storey, Michelle Dite and Charlotte Samuelson who were observing the meeting ahead of formally starting their terms on 1 August 2026. DCMS was represented by SMa (Deputy Director for Sport) and EF (Director of Sport and Gambling). UKS Legal was represented by JG. Apologies were received from RS for what would have been his last meeting. The Chair confirmed that he would be writing to RS to recognise his contribution over his term. It was noted that TGT would be joining the meeting at around 10.00. The Chair confirmed that due to having served the maximum of two four-year terms on the UKS&I Board, this would be AP, SB and MW's last meeting. He added that it would also be CP's last meeting following him taking up the role of Chair of British Cycling. **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 thanked the new members for their Declarations of Interest returns and confirmed that these have been added to the register and shared with UKS Legal. Two conflicts were noted for CP and his new role of Chair of British Cycling. Firstly, the ETR item that would require CP to step out for part of that discussion. Second, the Brisbane Investment item and it was agreed he could stay in the room but not participate in the discussion The Chair reminded members of the confidentiality of the content of the meeting and board pack. **3. Chair's Introductory Remarks** The Chair formally opened the meeting and thanked members for their time the day before at the Commonwealth Games (Glasgow 2026). The Chair commented on the great summer of sport so far, noting the T20 Women's Cricket, Wimbledon and the FIFA World Cup. He also paid tribute to SB and the end of her tenure as CEO of the AELTC. The Chair reported that 2027 meeting dates had now been set, including some exciting opportunities to align with the Inclusive Sport and Culture Festival in Liverpool and Tour de France in Cardiff. **4. Approval of the Minutes** A minor addition to item 9.1 was proposed by the Executive and the minutes of the meeting on 6 May 2026 were approved as a true record of the meeting.	

5. Matters Arising and Executive Team Report

The Chair handed over to SMu and the Executive Team to elaborate on some items in the Executive Team Report.

Firstly, SdS took the members through some UKSI governance matters:

In accordance with the UKSI Articles of Association, the UKS&I Board considered the following changes to the composition of the UKSI Board:

- The resignation of existing directors – Board noted that that with effect from 31 July 2026 Martyn Worsley would resign as a UKS-appointed Director of UKSI and Jamie Skiggs would resign as a Director of UKSI
- The approval and appointment of directors – Board noted that Article 8(a) of the Articles of Association entitles UKS to appoint up to three directors to the UKSI Board. **They approved the appointments of Dame Sarah Storey and Edward Barney as directors of UKSI with effect from 1 August 2026**
- The approval of the appointment of a UKSI director in its capacity as sole member of UKSI – Board noted that UKSI Directors have submitted an ordinary resolution for UKS&I Board approval, as sole members, to appoint Martyn Worsley as Director of UKSI from 1 August 2026. MW will no longer be a UKS Board member and as such, has resigned in his capacity as a UKS appointed board member and will be re-appointed independently by UKSI under Article 8(b). **Board approved the appointment and authorised the Chair to sign the written member resolution to give effect to this appointment.**

SdS went on to take Board through some proposed appointments to Committees and Panels of the UKS&I Board, following the departures and arrivals of members.
Board approved the appointments (see Annex - UK Sport and Institute Group Governance Structure and Proposed Appointments).

SdS then asked members to approve a Terms of Reference change.
Board approved the following addition to the Terms of Reference of UKS&I Committees and Panels - '*Individual terms of appointment shall not exceed four years, however members may be re-appointed at the end of their term. The number of terms a member can hold office in the same membership category (e.g. holding office as a Board member or as an independent member) shall be limited to two.'*

SMo spoke to members about a need for approval to enter into a Grant Funding Agreement (GFA) with Athletics Ventures for the World Athletics Championships 2029. It was confirmed that this would be on the same basis as other mega event grants where there was additional funding from DCMS and subject to confirmation with DCMS. A member spoke about the importance of mega events giving consideration to media rights and paywalls, particularly in cases where one of the main benefits of investing is to reach and inspire.
Board approved UK Sport entering into a GFA with Athletics Ventures for the World Athletics Championships 2029 subject to the award level being confirmed with DCMS and the GFA being made on a back-to-back basis with the conditions specified by DCMS.

SMo then moved on to discuss LA28 investment into Squash. As a result of there not being an agreed delivery model for the funded performance activity, and given the narrowing qualification window, **Board agreed to offer Sport Org as an acceptable route for its LA28 investment** to enable funded activity to commence.

SMo continued and gave an update on the production of the Strategic Assessment of the North of England bidding to host an Olympic and Paralympic Games in the 2040s. It was reported that the Assessment is due in September and that the main conclusions would be shared with Board at the October meeting.

The Executive then gave updates on key matters within a few sports, including a good news stories report from KB regarding performance. CP left the meeting temporarily for discussion on British Cycling.

6. UKS Organisational Health

6.1 Finance and Risk Update

SdS provided Board with an update on re-forecasts as at P3 and the key risks, as well as the pertinent changes to the corporate risk register.

Discussion was had regarding The National Lottery and the introduction of Powerball, as well as around the government's Good Causes Call for Evidence.

EF left the meeting temporarily at 10.00.

TGT arrived at 10.15, during a break.

7. Keep Winning and Win Well

7.1 French Alps 2030 Investments

Alex Rolfe (External Affairs and Media Lead) joined for this item where Board discussed and agreed investment levels into the Ski and Snowboard, Para Ski and Snowboard, Bobsleigh, and Skeleton programmes for the FA2030 Cycle, as well as the investment routes for that funding.

In May 2026, Board discussed French Alps 2030 investments and agreed the award levels and route of investment for all Winter Sports except Ski & Snowboard/Para Ski & Snowboard and Bobsleigh/Skeleton. It was agreed to defer decisions on those programmes until July 2026 to enable further exploration and discussion with those sports, given their request to pause discussions over an extended period of time leading into the Milan Cortina Games.

For this meeting, Board had received a paper presenting final investment recommendations into those programmes, alongside an assessment of whether the Executive believe UKS can invest into the respective NGBs - GB Snowsport and the British Bobsleigh and Skeleton Association.

Snowsport

Following the recommendation of the Executive that Board had received in the paper, members heard additional contextual information from a Legal and Communications perspective. Members started by asking questions and points of clarification, and NW, SB and RB (SID and incoming SID) provided commentary based on their direct engagements with GBS leadership. Following extensive discussion, check and challenge, and consideration of all of the relevant information before them, **Board unanimously decided that:**

- **UKS should not invest into GBS for the FA2030 Cycle.**
- **UKS should ring-fence the Indicative Investment Figure of £12.5m for Ski & Snowboard and Para Ski & Snowboard within our budgets to support those programmes subject to UKS determining an appropriate alternative delivery model.**
- **UKS will commission an independent review of GBS' governance and leadership behaviours. This will not seek to determine whether GBS is investible but rather be a tool for the NGB as it seeks to improve and enhance its own governance arrangements.**

EF returned to the meeting at 11.11, part way through the discussion.

Bobsleigh and Skeleton
Again, following the recommendation of the Executive that Board had received in the Board paper, members heard additional contextual information and discussed, checked and challenged.

Board unanimously agreed that:
UKS should make its FA2030 investment into the Bobsleigh and Skeleton Programme through BBSA at the indicative levels on the condition that:

- **BBSA agrees to transition its funded Bobsleigh and Skeleton programmes into Sport Org after FA2030, subject to post-2030 UKS funding continuing, and subject to UKS continuing to believe that Sport Org represents the best route of investment.**
- **UKS, BBSA and Sport Org to agree milestones that demonstrate a positive trajectory and readiness for transition after FA2030. These to include agreement of a detailed Transition Plan that will be communicated as early as possible in the FA2030 Cycle, and by March 2028 at the latest. This will include governance arrangements, workforce planning, service integration and operational readiness.**
- **UKS expects BBSA to work with Sport Org to operationalise any meaningful opportunities to start the process of closer collaboration and integration across people and services prior to 2030.**
- **The loss of key personnel from BBSA in the FA2030 Cycle would trigger a re-evaluation of UKS position on deferring entry into Sport Org.**
- **UKS provide transition support funding to BBSA where this is demonstrably required to enable successful migration into Sport Org and protect performance outcomes. Indicatively we believe this to be in the region of £100k**
- **UKS provide an additional investment of £200k to support the first year of the Bobsleigh Business Case. This to be conditional on BBSA committing fully to the Sport Org transition as described above.**

***The overall investment levels to BBSA would therefore be £10.01m, with £3.36minto the Bobsleigh Programme, £6.55m into the Skeleton Programme, and an indicative £0.1m to support transition into Sport Org.**

SS left the meeting temporarily at 11.50.

Winter Sport Collective Update
Nigel Holl (CEO of Sport Org) joined for this item and AR stayed on.

The Board paper had provided members with an update on the progress of discussions around the creation of a Winter Sport Collective (WSC) within Sport Org. Following agreement at Board in May 2025, the Winter WCP Sports were advised that UKS' working assumption was that any investment into those sports for the FA2030 Cycle would be through a WSC. At the sports' request, discussions were put on hold to not remove focus on preparation for Milan Cortina. The paper provided information on the development of the Winter Sport Collective concept and its future viability.

Board took this opportunity to ask NH questions about Sport Org now that it is up and running with three programmes and heard a progress update.

7.2 UKSI Group Transition Update
Stuart Pickering (Head of Performance Partnerships UKSI) and Lizzie Simmonds (Partnerships and Programme Management Lead) dialled in for this item.

Members were given a progress update on the System Performance Support transition and change plan now being delivered through the newly formed UKS and UKSI Group governance structure.

Further discussion was had on the detail, dependencies and assurance arrangements and Board gave their support to the continued focus on delivery.

8. Grow a Thriving Sporting System

8.1 Athlete Support Update / BEAA Annual Report to UK Sport Board

Joanna Jones (Athlete Support Strategic Lead) and Kelly Sotherton (CEO of the British Elite Athletes Association) joined the meeting.

Members heard about athlete perspective and received an update on changes to the Athlete Support Strategic Play within the wider System Performance Support Plan.

JJ outlined progress on key Athlete Support changes and priorities for the remainder of the LA cycle and KS reported on leadership, realigning athlete voice and BEAA's 'evolving' role in independence, influence, and delivery. This led to feedback and a discussion from the Board.

9. Updates from HCSCs and DCMS

The HCSC Chairs and SMa from DCMS gave updates from their organisations.

10. Minutes and Information Papers

Nothing to note.

11. AOB

Nothing to note.

Date of next meeting: 22 October 2026