

**UKSI Board Meeting Minutes  
CONFIDENTIAL**

Queens Seminar 3  
Lilleshall National Sports & Conferencing Centre  
Near Newport Shropshire TF10 9AT

Tuesday 13 June 2023  
0945 – 1600 hrs  
(0900 - 0930 hrs NED discussion)

<b>Present:</b>	<b>UKSI SLT:</b>
John Dowson (JD), Chair	Jaqui Perryer (JP)
Sir David Tanner (DT)	Craig Ranson (CR)
Vic Luck (VL)	Kev Currell (KC)
Emma Boggis (EB)	Tash Carpenter (TC)
Andy Parkinson (AP)	Pippa Bennett (PB)
Matt Rogan (MR)	Peter Elliott (PE)
Matt Archibald (MA)	Matt Parker (MP)
Jamie Skiggs (JS)	
Charlotte Cowie (CC)	
Anna Watkins (AW)	<b>Minutes:</b>
	Jo Ardern (JA)
<b>Observers:</b>	
Kate Baker (KB)	
<b>Apologies:</b>	
Ismail Amla (IA)	
<b>Guest:</b>	
Mark Withers (MightyWaters)	
Anna Withers (MightyWaters)	

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<b>1</b>	<b>General</b>	
<b>1.1</b>	<b>Chair's Welcome</b>	
	JD welcomed all to the meeting.	
<b>1.2</b>	<b>Apologies</b>	
	Ismail Amla sent his apologies.	
<b>1.3</b>	<b>Conflicts of Interest</b>	
	AP declared a new interest and asked that this be incorporated into the conflicts of interest document. EB advised of a new interest that she is in the process of finalising. EB to advise further as this progresses.	<b>JS</b>  <b>EB</b>
<b>1.4</b>	<b>Minutes of the Last Meeting</b>	
	Several updates had been requested to the March Board Minutes and a copy of the minutes highlighting these changes had been circulated with the Board Pack. All were happy with the suggested changes and the final approved minutes will be circulated.	<b>JA</b>
<b>1.5</b>	<b>Matters Arising – Summary of Actions</b>	
	JS advised item 5.1 of the June 2022 minutes, relating to risk appetite, had been actioned.	
<b>1.6</b>	<b>Chair's Briefing</b>	
	<p>Ukraine continues to be a big risk which will no doubt be ongoing. There is continued economic instability. Inflation is trending down, slowly, but banking sector risk through higher interest rates provides further economic uncertainty.</p> <p>The timing of decisions on Exchequer funding for the next cycle is uncertain. System Master planning continues, and JD advised he and MA are due to attend an all-day progress meeting in Manchester in July.</p> <p>Regarding UKSI strategy, horizon scanning had taken place and MA and JD had met with UKS. Excellent feedback had been received following the Silverstone workshop.</p> <p>UKSI now have a draft purpose statement which was to be discussed later on the agenda.</p> <p>An investment guide had been issued by UKS for NGBs.</p> <p>The Name Change project was very successful, and the Comms and IT teams were recognised for their contribution.</p> <p>JD attended a National Doctors Meeting and updated that this was a fascinating day with some interesting methodologies and psychological input on the subject of having difficult conversations. JD and MA attended a routine review meeting with British Gymnastics.</p> <p>Board member 1:1s had been undertaken.</p> <p>JD and MA met with the Vice Chancellor at Loughborough and signed an MOU on Paralympic collaboration. JD was keen to see more strategic partnerships being assessed as part of the overall strategic planning process.</p>	

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	<p>JD had visited HPP and advised this was the last of his induction site visits.</p> <p>Former PM Teresa May had visited Bisham due to this being part of her constituency and had engaged with para rowers, hockey and the IRU. Stakeholder engagement and mapping to be pursued with a view to Identifying areas where NEDs may wish to become involved.</p> <p>VL was keen to see how the name change will be leveraged.</p>	
<b>2</b>	<b>Board Effectiveness</b>	
<b>2.1</b>	<b>MightyWaters Feedback</b>	
	Mark and Anna Withers (MW / AW) of MightyWaters joined the meeting.	
	A Board Effectiveness Review paper had been circulated within the Board Pack.	
	<p>There are no major areas requiring improvement.</p> <p>UKSI measures extremely well against other organisations, covering all sectors and types of ownership.</p> <p>There was some discussion around specific recommendations.</p>	
	JD thanked MightyWaters for their contribution and confirmed that their findings would now be discussed further and followed up by Board in the context of the review's findings combined with the outcome of the recent 1:1 meetings that JD had with each board member.	
<b>2.2</b>	<b>Chair's Recommended Actions</b>	
	Following further discussion after MightyWaters left the meeting, JD to prepare a summary of Board Effectiveness Actions.	<b>JD/JA</b>
	MR suggested the structure of the board agenda be reviewed, with a view to removing some of the regular items that may no longer be required. This would then allow time to discuss other subjects, e.g., Safeguarding.	<b>JD/MA/ JS</b>
<b>3</b>	<b>Financial</b>	
<b>3.1</b>	<b>FY23 Finance Report</b>	
	<p>Year end March 23 is at a break-even position across the organisation, both in core and PI.</p> <p>£670k has been deferred. This has been committed to other areas and accounted for in the final two years budgets.</p> <p>Savings have been made due to higher vacancy numbers than planned and less spend on contractors.</p> <p>Travel is slightly over budget and has an increased budget for the current financial year. Increases in travel have been seen through FY23, and this will be monitored over the next 12 months.</p> <p>Annual report and accounts will be shared at the September Board Meeting.</p> <p>Audit commences on 19 June and should take 3 weeks. Pension assurances will be available Sep / Oct and accounts will be ready for signing following this.</p>	

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<b>3.2</b>	<b>FY24 Budget Report to End of Cycle</b>	
	<p>FY24 includes further costs for rebranding deferred from FY23. It also reflects higher costs for rental as a result of higher inflation. Year 4 balances at present but work will be undertaken before September board to review this in light of current inflation levels.</p> <p>Some flexibility may be needed in year 4. No In-person conference is scheduled for year 4.</p>	
	JS to advise in September how we might end this cycle, with a view to using this as a baseline for next cycle.	<b>JS</b>
<b>3.3</b>	<b>Sign off Financial Competence and Policies</b>	
	A paper, for sign-off, was included within the Board Pack. Reference to EIS needs to be updated to UKSI. Otherwise, these were approved.	<b>JS</b>
<b>4</b>	<b>Executive Briefing</b>	
<b>4.1</b>	<b>CEO Briefing</b>	
	<p>MA advised that the dashboard development phase was now complete and access to this would be shared when a suitable access option had been found.</p> <p>MA provided an overview of the dashboard, and highlighted that:</p> <ul style="list-style-type: none"> <li>- we are now in a good position in terms of the People KPI - quality of hire and development</li> <li>- that ED&amp;I ambitions are not yet being met</li> <li>- all sports relationships rated amber or green</li> </ul> <p>DT highlighted some athletes are moving away from oly / para sports and into pro sports and that UKSI should be mindful of this.</p>	<b>MA</b>
<b>4.2</b>	<p>- Mission Control Report</p> <p>MA provided an update on the last Mission Meeting and that it is useful to have the independents there for check and challenge purposes. Focus areas: People / Performance Planning / Athlete Support / Core Service / PI.</p> <p>Mission Minutes to be included in future Board Packs.</p> <p>AP reported that Mission Meetings are good sessions; open, honest, check and challenge. As long as these meetings remain valuable to SLT, AP advised that these continue.</p> <p>Risks / projects not accelerating as fast as would be liked, which is predominantly due to lack of personnel.</p>	<b>MA/JD</b>
	<p>- Staff Survey</p> <p>TC provided an update. Improvements had been seen in most areas. Next Steps:</p> <ul style="list-style-type: none"> <li>- SLT to cascade headlines to their teams.</li> <li>- Detailed results to be shared with the organisation.</li> <li>- National Conference 2023 to be in person (save the date of Tue 21 Nov to be sent to Board Members).</li> <li>- Build on existing action plans and themes.</li> </ul>	<b>TC/JA</b>

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<p>Overall Recommendations were discussed around:</p> <ul style="list-style-type: none"> <li>- Reward &amp; Recognition.</li> <li>- Strategy / resourcing.</li> <li>- Learning and CPD.</li> <li>- Hybrid working / our culture.</li> </ul> <p>MR suggested that Board members be invited to attend All Staff Calls and this was agreed.</p> <p>Ensure staff are being made aware that actions are being taken following the results of the feedback.</p> <p>When the next Survey is sent out, remind all of the recommendations that came out of the previous survey, and what actions have taken place, as a result.</p> <p>Following the circulation of the recent Sustainability Survey, there was a c.25% response rate, and results of the survey highlighted strong support for the organisation to take a more active role around this.</p>		<p><b>JA</b></p> <p><b>TC</b></p> <p><b>TC/MA</b></p>
<p>- System Master Planning</p> <p>A System Master Planning Session is to be held on 12 July in Manchester. MA shared the anticipated agenda.</p> <p>It is hoped, following 12 July, that a consensus is reached to give the project team a mandate to take forward. Any recommendations would need to have appropriate funding agreed by UKS.</p>		
<p>- Safeguarding</p> <p>PE provided an update on two cases.</p> <p>AP feels a verbal update, rather than a paper, is sufficient going forward.</p> <p>Safeguarding to be on the agenda for future meetings.</p> <p>DT suggested a deeper strategic dive, once per year.</p> <p>MA has overall responsibility and is Board lead for Safeguarding. DT requested a review as to whether there should be an independent NED as Board lead to remove any potential for conflict of interest in that role. JD/MA will review before the September board meeting.</p>		<p><b>JA</b></p> <p><b>JD/MA</b></p>
<p>- MyConcern:</p> <p>MA advised that UKSI had signed up to MyConcern, who offer case management software in relation to Safeguarding (and more).</p> <p>Work needs to be done on this to ensure this is being used correctly and that it is capturing the right data.</p> <p>AW added that we need to be clear on what our responsibility is, i.e., differentiate between our own organisational responsibilities versus whistleblowing about others.</p> <p>A safeguarding refresher is being run in the autumn.</p> <p>Arrangements are underway to recruit for a Safeguarding dedicated role (0.4 FTE).</p>		
<p>- Name Change (JS).</p> <p>JS provided an update on the issues encountered with Companies House and the use of the word Institute.</p>		

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	All areas are now rated green or amber, with site branding taking more time than initially planned. The emphasis is on getting this right, not forcing an artificial deadline. Stakeholder engagement remains ongoing. MA and CR to visit Sport Scotland in July.	
	- Sustainability Summary paper to follow, due to this subject not being covered in the meeting.	<b>JS</b>
	- ED&I Summary paper to be included in September board pack, due to this subject not being covered in the meeting.	<b>TC</b>
<b>5</b>	<b>Strategy</b>	
<b>5.1</b>	<b>LA Planning and Strategy</b>	
	MA shared a presentation and advised that all was on track. Partner funding is a subject to be covered in the UKS Board Meeting in August. UKS have created an LA2028 Performance Policy Investment Guide and are currently working on a version that will be applicable for partners. Two hold dates are to be added into Board and SLT calendars, for strategic co-creation discussions. These could take place circa one week before the September Board Meeting or one week after, but a date could be scheduled later subject to the finalisation of the co-creation timetable.	<b>MA</b>
	Purpose and Scope. Current statement: <i>Optimise the Impact of performance and health support in pursuit of the UK's Paralympic and Olympic success.</i> JD advised that this is work in progress and would continue to be developed. Board made suggestions for further improvements.	
	The interaction with Sports is established but work is to be done with UKS. Progress to be made in this area in readiness for the next Board Workshop, along with evaluating the risks around this.	
<b>5.2</b>	<b>Reward and Recognition (Progression)</b>	
	JP provided a summary of Phase 1 and received a steer from Board on Phase 2 Priorities:  This subject is on the agenda for further discussion at the SLT Meeting on 28 June 2023.	
<b>6</b>	<b>Governance</b>	
<b>6.1</b>	<b>Risk Register &amp; Cyber</b>	
	Risk appetite to be raised as part of the LA planning. The National Cyber Security Centre had issued guidance to assist Boards around cyber risks. Some of the light amber ratings need further review. Supplier risk supply chain needs further work, along with incident response.	<b>MA</b>

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	<p>JD shared the comments provided by IA In relation to whether we had enough external oversight of cyber security. JS responded that we are aligned with NCSC, undertaken cyber essentials assessment and cover at GARC meetings.</p> <p>ED&amp;I is on the risk register as amber and this was felt appropriate for where it sits at present. TC advised that a dedicated ED&amp;I resource had been recruited at 2 days per week from September.</p>	
<b>6.2</b>	<b>Remcom Update from 22 May Meeting</b>	
	<p>EB and AP left the room. The Board were asked for approval to the reappointments for a second and final term of EB and AP to the Board. This was approved unanimously and confirmation under the Articles will now be sought from UKS. EB and AP returned.</p>	
	A summary of recent Remcom discussions had been circulated with the Board papers.	
	<p><i>Board Skills &amp; Recruitment:</i> Job descriptions are to be finalised for the recruitment of 2 x non-executive director roles. 2 x draft job descriptions will be circulated in the next week and these to be agreed, ready for recruitment to commence in the autumn. All were encouraged to contribute to these job descriptions. The intention is to invite the recruits as guests to the December Board meeting. Adverts to be published towards end Aug / early Sep.</p>	<b>JP/JD</b>
	<p><i>SLT Succession Planning:</i> JS provided an update on PE replacement. Internal opportunities would be explored to cover PE's responsibilities in the short-term. Alongside this, a review of all operations functions would take place as part of the strategic plan beyond this cycle, to ensure we understand what is required in the future. Safeguarding to be covered outside of this role going forward. JS advised there will be a gap between PE leaving and the new Safeguarding individual being appointed. This will be covered by MA and an Ops Manager in the interim.</p>	
	<p><i>Boardroom Apprentice</i> Two members of UKSI staff have subscribed to the Boardroom Apprentice Scheme. UKSI is in conversation with UKAD who utilise this scheme. Remcom recommendation was to proceed with the Boardroom Apprentice scheme.</p> <p>Apprentices are to be treated like board members and would be assigned a boardroom buddy. EB offered to be a buddy.</p>	

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	<p>CR advised that Senior 'heads of' may benefit from some Board engagement. JD was supportive of this, and these individuals should be advised of the scheme. VL suggested running a webinar to those in the organisation that might be interested in joining a Board. This to be explored off-line.</p> <p>All were in favour of UKSI joining the Boardroom Apprenticeship Scheme.</p>	<p><b>JP</b></p> <p><b>MA/TC</b></p>
<b>6.3</b>	<b>Technical Steering Panel Annual Review</b>	
	<p>CC had provided a paper within the Board Pack and gave an overview of this.</p> <p>Following discussion, it was agreed that the TSP would cease in its current format. CC will update the paper with SLT members to recommend a new policy for discussion and approval at the September board meeting.</p>	<b>CC/SLT</b>
<b>6.4</b>	<b>Board Terms of Reference &amp; Delegated Authority Matrix</b>	
	<p>Board TOR were circulated ahead of the meeting. Delegated Authority Matrix added in.</p> <p>Financial limits are based on the current finance memo, which is our arrangement with UKS. This could be subject to change if DCMS make changes in their requirements.</p> <p>JS received feedback on shared TOR which will be incorporated in the final version.</p> <p>Subject to the changes discussed, Board approved the amended Terms of Reference. The final version will be circulated with the Board minutes. It was also agreed that circulating this draft ahead of the meeting, was a good process that worked well in focussing and speeding up discussion.</p>	<b>JS/JA</b>
<b>6.5</b>	<b>Governance Code</b>	
	No comments.	
<b>6.6</b>	<b>Annual H&amp;S Report</b>	
	No comments.	
<b>7</b>	<b>AOB</b>	
	<p>SLT / Board had the opportunity to be on site at Lilleshall the day prior to the Board Meeting, to engage with staff (archery session). Consideration to be given to Inviting staff to join Board / SLT for lunch when visiting sites to ensure these opportunities are maximised.</p>	<b>MA</b>
	<p>JS was hopeful that papers for September Board would be published via an online portal and training would be given in advance.</p>	<b>JS/JA</b>
	<p>This was to be PEs last Board Meeting prior to his retirement, and JD / MA recognised PE for his fantastic service and immense contribution both on and off the track. MA presented PE with a memento from the Board. PE made a powerful speech reflecting on his two decades of time at EIS/UKSI.</p>	
	<b>Close</b>	
<b>DATE OF NEXT MEETING: 12 September 2023: Bisham</b>		