

**UKSI Board Meeting Minutes  
CONFIDENTIAL**

Elizabethan Room, Bisham Abbey  
Bisham Abbey National Sports Centre, Bisham Village, Marlow Road, Bisham, Marlow, SL7 1RR

Tuesday 12 September 2023  
0945 – 1600 hrs  
(0900 - 0930 hrs NED discussion)

| <b>Attendance</b>             |                            |
|-------------------------------|----------------------------|
| <b>Board:</b>                 | <b>UKSI SLT:</b>           |
| John Dowson (JD), Chair       | Craig Ranson (CR)          |
| Sir David Tanner (DT)         | Kev Currell (KC)           |
| Vic Luck (VL)                 | Tash Carpenter (TC)        |
| Emma Boggis (EB)              | Pippa Bennett (PB)         |
| Andy Parkinson (AP)           | Matt Parker (MP)           |
| Matt Rogan (MR)               | Claire Hague (CH)          |
| Charlotte Cowie (CC)          | <b>Minutes:</b>            |
| Anna Watkins (AW)             | Jo Ardern (JA) (Via Teams) |
| Matt Archibald (MA)           |                            |
| Jamie Skiggs (JS)             |                            |
|                               |                            |
| <b>Observers (via Teams):</b> | <b>Apologies:</b>          |
| Kate Baker (KB)               | Jaqui Perryer (JP)         |
| Ismail Amla (IA)              |                            |
|                               |                            |
| <b>Guest:</b>                 |                            |
| Dame Katherine Grainger (KG)  |                            |
|                               |                            |

| <b>UKSI Board Meeting Minutes: 12 September 2023</b> |   | <b>Actions</b> |
|--|---|----------------|
| <b>1</b>   | <b>General</b>  |                |
| <b>1.1</b>   | <b>Chair's Welcome</b>  |                |
|  | JD welcomed all to the meeting, including Dame Katherine Grainger who was attending as a guest, and Claire Hague who was attending her first Board Meeting.<br>KB / IA and JA joined remotely.  |                |
| <b>1.2</b>   | <b>Apologies</b>  |                |
|  | Jaqui Perryer sent her apologies.   |                |
| <b>1.3</b>   | <b>Declarations of Interest</b>   |                |
|  | EB advised of a new role but that there were no conflicts of interest.<br>AP advised he was working with the FA and Women's Football.   |                |
| <b>1.4</b>   | <b>Minutes of the Last Meeting</b>  |                |
|  | These were approved as a true and accurate record.  |                |
| <b>1.5</b>   | <b>Matters Arising – Summary of Actions</b>   |                |
|  | A minor amendment had been made to the Board Terms of Reference and an updated version has been uploaded to the UKSI website.   |                |
| <b>1.6</b>   | <b>Chair's Briefing</b>   |                |
|  | The external environment continues to present significant risk.<br>TC and her team were congratulated on the updated Mission 2025 document.<br>Good progress is being made on the LA Strategy and co-creation.<br>Olympic and Paralympic performance was strong through summer competition.<br>JD advised of his visits to Modern Pentathlon in Bath and Para Table Tennis in Sheffield.<br>The NED recruitment process has been launched for successors to Sir David Tanner and Vic Luck.  |                |
| <b>1.7</b>   | <b>UKS Chair's Briefing</b>   |                |
|  | KG updated Board on matters around UKS and the High-Performance System. An interesting discussion followed.   |                |
| <b>2</b>   | <b>Review of Board Effectiveness Actions</b>  |                |
|  | MightyWaters had undertaken a thorough review and provided a comprehensive report. This had been summarised into a summary of actions.<br>Scores had improved on 2019, but areas had been identified for improvement. Paper 3 was reviewed and the following comments made: <ul style="list-style-type: none"> <li>- Potentially invite a guest speaker / guests from site to our pre-board engagements</li> <li>- Consideration to be given to the frequency / length of Board Meetings in 2024 due to the Paris Games.</li> <li>- Progress Strategic Matters early February 2024, prior to the Board Meeting.</li> <li>- Board asked to highlight any aspects of Board Meetings that they felt needed further focus.</li> </ul> | <b>JD</b>      |

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|--|---|---|
|  | <ul style="list-style-type: none"> <li>- Ensure we maximise the opportunity when holding meetings on UKSI sites. Give consideration to:               <ul style="list-style-type: none"> <li>- cost implications</li> <li>- NED/SLT availability</li> <li>- engagement and team building expectations</li> </ul> </li> <li>- An online portal for sharing board papers will be implemented and ready for use in December.</li> <li>- 1:1s with Board Members will be held in the first quarter of 2024.</li> <li>- Board Away Day to be late April / early May.</li> <li>- 1 page bio to be created for each Board Member.</li> </ul> <p>The Board Effectiveness Summary of Actions paper will be updated and re-circulated.</p> <p>IA asked if we are talking enough about our competitor position as a Board? This will be picked up as part of the strategy development.</p> |   |
| <b>3</b>   | <b>Financial</b>  |   |
| <b>3.1</b>   | <b>Finance Report Current Year and Full Cycle</b>   |   |
|  | <p>JS advised there was a proposed 4%-4.5% cost of living increase in year 4 of cycle, rather than the planned 2%.</p> <p>A discussion took place about passing increase in costs to NGBs / sharing costs with NGBs? 'This cost will not be passed on to sport, but further discussion on this subject to take place in the LA cycle.</p>   |   |
| <b>3.2</b>   | <b>Annual Report and Accounts</b>   |   |
|  | <p>The audit this year had been robust.</p> <p>VL shared that the UKS and UKSI accounts received praise from NAO.</p>   |   |
| <b>4</b>   | <b>Executive Briefing</b>   |   |
| <b>4.1</b>   | <b>CEO Briefing</b>   |   |
|  | <p>MA shared the CEO Briefing Slides.</p> <p>AP requested access to KPI dashboard and MA confirmed that this would shortly be rolled out to those NEDs who required this (Mission Control members in first instance).</p> <p>JS provided an update on Cyber Essentials.</p> <p>A further update on Cyber Essential compliance is to be provided at the December Board Meeting, to include what can be done about compliance.</p> <p>ED&amp;I to be included on the Agenda at the December Board Meeting, where consideration is to also be given to consequences of not achieving our ambitions.</p>  | <p><b>MA</b></p> <p><b>JS</b></p> <p><b>December Agenda</b></p> |
| <b>4.2</b>   | <b>Performance</b>  |   |
|  | <ul style="list-style-type: none"> <li>- <b>Paris Tracker Update</b></li> <li>- <b>Paris Prep Executive</b></li> </ul>  |   |
|  | <p>KB provided a presentation which included the aims for the 2024 Paris Olympic and Paralympic programme.</p>  |   |

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|  | KC / CR / MP / JS shared a presentation, which included how UKSI prepare its people for major events; key Performance Data performance impact feedback; Performance Innovation Paris Project overview; Wheelchair Fencing update and new Bath training facility.  |  |
| <b>4.3</b>   | <b>ED&amp;I Update</b>  |  |
|  | Covered within the CEO Briefing.  |  |
| <b>5</b>   | <b>Strategy</b>   |  |
| <b>5.1</b>   | <b>LA Planning and Strategy</b>   |  |
|  | <p>MA shared a presentation detailing provisional timelines. Engagement panels are to take place with KB and Stu Pickering through to April 24 submission date.</p> <p>KC advised that there will be an International Competitor Analysis review.</p> <p>2 x co-creation meetings have now taken place and will now take place monthly.</p> <p>Board asked for co-creation work to lead to board consideration of risk appetite / prioritisation and when UKSI might consider working outside of the OLY/PARA sector.</p> <p>Further discussion needed on commercial opportunities and what will drive expertise, talent and cash.</p> <p>Along with UKS and co-creation, build a picture of the external marketplace. This will give a better platform for setting standards, cost efficiencies etc.</p> <p>Board suggested a system-wide mapping of SSSM spend be prepared.</p> | <p><b>MA</b></p> <p><b>MA</b></p> <p><b>MA</b></p> <p><b>MA</b></p> <p><b>MA</b></p> |
| <b>5.2</b>   | <b>LA Financial Scenarios</b>   |  |
|  | JS provided an update and presentation. Further analysis of costs to identify risks and opportunities to be explored.   | <b>JS</b>  |
| <b>5.3</b>   | <b>Stakeholder Strategy</b>   |  |
|  | <p>JD provided an update on how the relationship with Loughborough University formed.</p> <p>TC advised active contractual relationships in place with 27 universities.</p> <p>UKSI are actively exploring a relationship with UEL.</p> <p>In June 24, we will have a more detailed update for Board on these relationships.</p> <p>Board are welcome to assist with partnership relationship building, should they wish.</p>   | <b>June 2024</b>   |
| <b>6</b>   | <b>Governance</b>   |  |
| <b>6.1</b>   | <b>GARC Update</b>  |  |
|  | MA and JS to propose top 10 risks to GARC at December Board.  | <b>MA / JS</b>   |
| <b>6.2</b>   | <b>Safeguarding</b>   |  |
|  | <p>Paper 10 was approved and a policy is to be implemented. The Senior NED will become the Board Champion for Safeguarding and MA will remain Safeguarding Lead.</p> <p>UKSI to respond to the Sport Integrity call for evidence.</p>   | <p><b>MA</b></p> <p><b>TC</b></p>  |

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| <b>6.3</b>  | <b>Risk Register &amp; Cyber</b>   |                        |
|   | GARC meeting took place yesterday. UKSI will take a deeper dive into risk, with a view to consolidating the number of risks on the register.<br>More information will be brought back to December Board.   | <b>December Agenda</b> |
| <b>6.4</b>  | <b>Anti-Doping Update</b>  |                        |
|   | PB is now the anti-doping lead. A meeting is due to take place with UKAD on Friday. Compliance in this area is good.   |                        |
| <b>6.5</b>  | <b>Governance Code Update</b>  |                        |
|   | Compliance data has been submitted. 6 of the 7 areas met. More information on board succession required by December 2023.  |                        |
| <b>7</b>  | <b>AOB</b>   |                        |
|   | PLx: DT advised that nominations were now open until 6 October.<br>Board Effect: Meeting papers will be distributed electronically in December. This will be more secure than the current method.<br>Webinars will be available and Board Effect will provide some dedicated training.<br>National Conference: 21 November 23. If anyone has any challenges with registration, advise TC / JA. Save the date has been circulated.<br>Paris Prep Group Meetings: MP and CR provided a brief update.<br>JD thanked all for their attendance. | <b>ALL</b>             |
|   | <b>Close</b>   |                        |
| <b>DATE OF NEXT MEETING:</b> 5 DECEMBER 2023: Manchester Velodrome, with dinner on 4 December 23. |  |                        |