

**UKSI Board Meeting Minutes  
CONFIDENTIAL**

**Track Meeting Room / National Cycling Centre  
Stuart Street, Manchester  
M11 4DQ**

Tuesday 3 December 2024  
0945 – 1600 hrs  
(0900 - 0945 hrs NED discussion)

<b>Attendance</b>	
<b>Board:</b>	<b>UKSI SLT:</b>
John Dowson (JD), Chair	Craig Ranson (CR)
Anna Watkins (AW)	Kev Currell (KC)
Nigel Holl (NH)	Tash Carpenter (TC)
Andy Parkinson (AP)	Jaqui Perryer (JP)
Matt Rogan (MR)	Matt Parker (MP)
Charlotte Cowie (CC)	Matt Archibald (MA)
Sarah Williams (SW)	Jamie Skiggs (JS)
Lisa Grufferty, Boardroom Apprentice (LG)	Pippa Bennett (PB)
	Di Benham (DB)
<b>Observers:</b>	
Ismail Amla (IA)	<b>Minutes:</b>
	Jo Ardern (JA)
<b>Guest:</b>	
Naomi Stenhouse (NS)	<b>Apologies:</b>
	Kate Baker (KB)
	Emma Boggis (EB)
	Claire Hague (CH)

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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>	
	Apologies were received from Kate Baker (KB), Emma Boggis (EB), Claire Hague (CH).	
<b>1.3</b>	<b>Declarations of Interest</b>	
	There were no new declarations of interest.	
<b>1.4</b>	<b>Minutes of the Last Meeting</b>	
	Amendments to the September minutes had been received. These minutes have been updated and the approved version (v2, final) emailed to all Board Members on 3 January 2025.	
<b>1.5</b>	<b>Matters Arising – Summary of Actions</b>	
	<p>JS to have a conversation with UKS to follow up on facility funding and finalise.</p> <p>Paris Readiness Presentation – JA to ensure this has been uploaded to the board portal.</p> <p>LG suggested adding a date alongside each action, as a target completion date.</p>	<p><b>JS: 31 Dec 24</b></p> <p><b>JA: 31 Dec 24</b></p> <p><b>COMPLETE</b></p>
<b>1.6</b>	<b>Chair's Briefing</b>	
	<p>JD provided an update which included:</p> <ul style="list-style-type: none"> <li>- The passing of Tara Smith and the renaming of three meeting rooms at Loughborough in her memory.</li> <li>- The October budget included some unexpected elements such as National Insurance (NI) increase.</li> <li>- The increase in Exchequer funding for UKS was welcome news.</li> <li>- Lottery funding will continue, although increases depend on micro-marketing techniques. The UKS Board will meet next week to allocate funding for summer programmes.</li> <li>- Katherine Grainger elected as BOA Chair.</li> <li>- Board Sprints were held in September and October 2024. AW was thanked for her leadership in liaising with SLT.</li> <li>- JD attended a reception for coaches at Buckingham Palace in October.</li> <li>- The Awards Dinner in Birmingham was a success, with Dave Clarke, CEO of BPA, attending as a guest.</li> <li>- The showcase at BOA, hosted by MP, featured case studies of work throughout the cycle.</li> </ul>	

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<b>2</b>	<b>Financial</b>	
<b>2.1</b>	<b>Current Year Financials:</b>	
	JS provided updates including Current Year Headlines / NI Updates / VAT Changes and WCF funding	
<b>3</b>	<b>Executive Briefing</b>	
<b>3.1</b>	<b>CEO Briefing</b>	
	There has been a strong winter focus and a promising start to the season.	
	<p>MA advised that plans are in place to cover Ops Manager role in Loughborough.</p> <p>This quarter included a significant amount of Paris debriefing. The panel meeting following the submission was positive. A couple of days were spent in Bakewell, which was a good team development activity.</p> <p>There is a significant amount of change management activity taking place in the background, involving the People and Comms teams.</p> <p>The Celebration and Awards Dinner was a great event, with strong positive feedback on the value of getting people together.</p> <p>An MOU has been established with the University of East London.</p> <p>An MOU with Manchester Metropolitan University is also in place, focusing on Female Performance, with the official launch tomorrow (4 Dec 24).</p> <p>MA provided an update on general wider system engagement, including:</p> <ul style="list-style-type: none"> <li>• Attending the Paralympic homecoming event</li> <li>• Sport meetings</li> <li>• International Women in Sport anniversary event</li> <li>• HPSAG</li> <li>• CEO call</li> <li>• Team GB Ball</li> </ul>	
	MA shared the UKSI Dashboard and provided a brief overview.	
	<p>There were several comments on Cyber Essentials, emphasising the need for a firmer, no-tolerance stance. JS is to report back on progress</p> <p>MA to add in a duplicate slide to address the EDI 'grey-shaded' area of the dashboard.</p>	<p><b>JS: Mar 25</b></p> <p><b>MA: 25 Dec 24</b></p>
<b>3.2</b>	<b>Technical Leadership Review</b>	
	<p>KC shared the report and an overview of Paper 5.</p> <p>He provided an update on the Technical Leadership Review, focusing on:</p> <p>What is working well:</p> <ul style="list-style-type: none"> <li>• During periods of high challenge, the provision of third-party support (Tech Leadership) enhances practitioner performance.</li> </ul>	

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	<ul style="list-style-type: none"> <li>Effective Technical Leadership offers both high support and high challenge.</li> </ul> <p>Assumptions Opportunity Risk &amp; Resistance</p> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>Align future actions with the vision of UKSI.</li> <li>Design the next phase in collaboration with stakeholders.</li> <li>Provide clear definitions within the framework.</li> </ul> <p>Overall, this was considered an excellent and well-executed piece of work.</p> <p>NH noted that, given the upcoming changes, this review is helpful and invaluable but may not be fully actionable yet. It might take 6 months to bring it to life and potentially 2-4 years to establish an end state.</p>	
<b>3.3</b>	<b>Paris Performance</b>	
	<p>MA provided slides on Paris Performance.</p> <p>JD requested that these slides be added to board portal.</p> <p>The narrative from Paris was that it was a successful Games.</p>	<b>COMPLETE</b>
	<p>AW shared some statistics on the APA A-band, comparing the current situation to previous years. She noted that athletes now need to seek funding from other sources, which distracts them from focusing solely on their sport.</p> <p>NH advised an APA review has been conducted and will influence funding decisions.</p>	
	<p>Paris Games Festivals</p> <p>DB provided an update on this, along with the time and cost. These festivals went very well and those who were unable to attend Paris, felt involved.</p>	
	<p>Athlete Health Reviews:</p> <p>CR shared a slide and provided an update.</p>	
	<p>Games Readiness:</p> <p>KC provided an update and advised that a Major Event Planning Tool was implemented this year.</p> <p>Decompression continued to be developed and was offered to BOA and BPA this year, along with all UKSI staff.</p> <p>The most significant new initiative was Arena Skills which focused on preparing practitioners for entering the Games time environment, especially for those experiencing it for the first time.</p>	
	<p>Performance Innovation Review:</p> <p>MP provided an update on Interim closure with PDs on project work and that all reports are to be complete by March 2025.</p>	
	<p>MA provided an update on BOA/BPA Games time value in kind, and PB highlighted key points from BPA Paris review.</p>	
	<p>MA provided a Paris Review – what next, update and that lessons learnt will be shared at the March Board Meeting.</p>	<b>MA: 4 Mar 25</b>

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	NH noted that a key concern from yesterday's PLx was the amount of illness experienced at the Olympics. How relevant is this for us in terms of pre-departure wellness checks, etc? PB updated that for Paralympics, some of the illness occurred during travel, and there was a spike in Covid cases in the UK. BPA responded quickly and drastically. MA reiterated that some of these conclusions are anticipated to flow from the final Paris Tracker review meetings in the New Year.	
	CR LEFT THE MEETING TO ATTEND PLx	
<b>3.4</b>	<b>DIAP Update</b>	
	TC provided an update, and the DIAP slides were subsequently added to the board portal. Overall, the project is broadly on track and making progress. We are increasingly working with partners and stakeholders outside of the system. A Project Manager is now in place for DIAP, and we are building an EDI dashboard. Two large pieces of work have been identified in DIAP, one of which focuses on anti-racism. TC noted that this should be prioritised, although it would require significant investment. This will be raised at the next DIAP meeting.	
	Esme Matthews (EM) and JP explored the concept of Women Thriving some time ago. EM advanced this initiative with a group of other leaders across UKSI to define what Women Thriving at work means. A c.50-page document has been written, based on focused workshops, one-on-one sessions, and general feedback. This report went live in the last couple of weeks. Board will be advised on progress in the next DIAP update.	
<b>4</b>	<b>Strategy</b>	
<b>4.1</b>	<b>LA Submission (update on feedback)</b>	
	MA provided a verbal update and advised that we will continue with business as usual. Conversations are pending on site renewal leases.	
<b>4.2</b>	<b>Mission / Change Committee</b>	
	A discussion took place regarding changes to the current Mission Committee and the implementation of a new Change Committee. Next Steps: <ul style="list-style-type: none"> <li>• Approval for the formation of the Mission &amp; Change Committee (Approved)</li> <li>• Approval for LG's appointment to this Committee (Approved)</li> <li>• AW to bring the proposed ToR in March including the recommended independent and UKS participation.</li> </ul>	<b>APPROVED</b>  <b>APPROVED</b>  <b>AW: 4 Mar 25</b>
<b>4.3</b>	<b>UKSI Change Programme</b>	
	IA LEFT THE MEETING TO ATTEND A PRIOR ENGAGEMENT	

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	JD shared his previous experiences of implementing change and highlighted not to underestimate the challenge the first few weeks will bring.	
<b>5</b>	<b>Governance (for Information, Discussion or Approval)</b>	
<b>5.1</b>	<b>Remcom</b>	
	- Remcom Update JP advised that the previously issued Board Paper covered all relevant points. There were no additional questions or comments.	
	- Board Effectiveness A discussion took place on the findings of the 2024 Board Effectiveness review'	
	The May Away Day received positive feedback. There was a consensus that a development Away Day should be repeated. Everyone is encouraged to share their ideas with JD on what this should look like.	<b>ALL: 4 Mar 25</b>
	- Boardroom Apprentice	
	NAOMI STENHOUSE (NS) JOINED THE MEETING	
	MA shared an introductory video from EB. JA to add this to Board Effect.	<b>JA: 25 Dec 24</b>
	Jo Harrison and Naomi Stenhouse have been allocated to external companies as Boardroom Apprentices during 2024. UKSI introduced Lisa Grufferty on to our Board for this period, and it was felt that the matching process to ourselves has worked very well. Board was asked to provide any thoughts or feedback on the Board Apprentice Programme, to the Remcom Committee.	<b>ALL: 25 Dec 24</b>
	LG provided an update on her experiences of the Boardroom Apprentice Programme, and this covered: Knowledge & Understanding / Experience / Support LG had been assigned EB as her 'buddy.' LG shared that, as a Board, we had given her a safe space. LG said she has been allowed to open up, and was grateful to have been given the opportunity.	
	LG and NS shared their respective experiences.	
	NS LEFT THE MEETING	
<b>5.2</b>	<b>GARC Update</b>	
	SW shared that the last meeting minutes were included in the pack. There was one internal audit report that highlighted two areas for improvement.	
<b>5.3</b>	<b>Annual GARC Report</b>	
	The GARC annual report had been included in the pack. The report covers both internal and external audits. UKS and UKSI received the highest assessment available for internal audit. Since the last meeting, two further meetings have taken place: 1) Audit report closing meeting	

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	<p>2) Detailed review of the risk register</p> <p>The travel audit received a high rating. An action item is to review our travel policy and consider whether we should have a travel provider. JS advised that centralising travel is being investigated, either through a third party, or internally.</p> <p>EB comments (via JD):</p> <p>Have the three medium priority actions been addressed?</p> <p>JS to investigate this.</p>	<b>JS: 25 Dec 24</b>
<b>5.4</b>	<b>Annual Cyber Report</b>	
	<p>The number of phishing emails that are reported has increased dramatically.</p> <p>The external helpdesk is being brought in-house, which will save money and provide more resources for our cyber efforts. Challenges around Cyber Essentials are referred to in the paper.</p> <p>JS is exploring tools to help automate Cyber Essentials</p> <p>JS will investigate potential solutions and report back at March Board.</p> <p>NCSC has created a short presentation for Boards, which provides a good review. JA/JS to share this.</p>	<p><b>JS: 4 Mar 25</b></p> <p><b>JS / JA: 25 Dec 24</b></p>
<b>5.5</b>	<b>Technical Steering Panel (TSP)</b>	
	<p>CC advised that a paper had been shared.</p> <p>A full list of projects has been shared with CC and she reviewed this last week.</p> <p>A further annual TSP Board update is to take place in December 2025. JA to add to future agenda.</p>	<b>JA: 25 Dec 24</b>
	<p>Admin support is required for the TSP to schedule future meetings.</p> <p>The risk evaluation framework will be reviewed and brought to March Board Meeting for sign-off.</p>	<p><b>COMPLETE</b></p> <p><b>CC: 4 Mar 25</b></p>
<b>6</b>	<b>AOB</b>	
	<p>JD thanked LG for her contributions during her one-year apprenticeship on the UKSI Board.</p> <p>LG thanked the Board for making her feel welcome and included.</p>	
	<b>Close</b>	
<b>DATE OF NEXT MEETING:</b> 4 March 2025: Loughborough University		