



**EIS Board Meeting Minutes
CONFIDENTIAL**

Goodenough College

Wednesday 30 March 2022

1000 – 1530 hrs

(0930 - 1000 hrs NED discussion)

Present:	EIS SLT:
John Dowson (JD), Chair	Jaqui Perryer (JP)
Sir David Tanner (DT)	Rod Jaques (RJ)
Ken Van Someren (KVS)	Matt Parker (MP)
Vic Luck (VL)	Craig Ranson (CR)
Vicki Aggar (VA)	Kevin Currell (KC)
Emma Boggis (EB)	Tash Carpenter (TC)
Andy Parkinson (AP)	Minutes:
Matt Archibald (MA)	Jo Ardern (JA)
Jamie Skiggs (JS)	
Observers:	
Ismail Amla (IA)	
Kate Baker (KB)	
Apologies:	
Matt Rogan (MR)	
Frankie Carter-Kelly (FCK)	
Peter Elliott (PE)	
Guest Speakers:	
Tom Poulson (TP)	
Lorna Belford (LB)	

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1. GENERAL	
1.1 Chair's Welcome	
<p>JD welcomed everyone to the meeting and provided an update on housekeeping and the history of the building.</p> <p>MA was welcomed to his first meeting since his appointment and JD acknowledged that this was RJ's last meeting before his retirement.</p> <p>JD advised that KB would give her performance update at the June board meeting.</p>	
1.2 Apologies	
Peter Elliott, Matt Rogan and Frankie Carter-Kelly sent their apologies.	
1.3 Conflicts of Interest	
<p>EB advised she was no longer on the board of the BPA, and EB would provide JS with further details.</p> <p>AP advised that he was no longer a Board member of British Rowing, British Rowing Events Limited or GB Sport Media.</p> <p>JS would review and update the list and provide clarity around whether the entries were past or present.</p>	<p style="text-align: center;">EB</p> <p style="text-align: center;">JS</p>
1.4 Minutes of the Last Meeting	
<p>The minutes of the last meeting were agreed.</p> <p>JD advised that with effect from September 2021, due to data privacy, a summarised version of the board minutes would be uploaded to the website.</p>	
1.5 Matters Arising – Summary of Actions	
<p>March 2020:</p> <p>3.1 Update to state: KC / KVS would commence a benchmarking exercise in the new year.</p> <p>June 2021:</p> <p>6.1 To state: VL and JS would have a discussion on risk appetite.</p> <p>September 2021:</p> <p>3.1 Transgender. KB and MA were due to have further discussions on this subject. Transgender Discussion would be added to the June 2022 agenda and would cover the overall position and the role of the EIS</p> <p>December 2021:</p> <p>3.4 Performance Innovation. EB advised that this matter was not complete. DT and MP would discuss further outside of this meeting, with a view to a potential board sprint session, or further update at the June board meeting.</p>	<p style="text-align: center;">KB / MA</p> <p style="text-align: center;">DT / MP</p>
1.6 Chair's Update	
<p>JD updated that COVID was still having a huge impact on the EIS and that we still needed to be mindful of the Ukraine situation and the potential impact on staff.</p> <p>The Olympic and Paralympic Games had taken place since the last board meeting.</p> <p>JD had been focussed on MA's induction and JD advised that he had attended Jean Watson's retirement event at Bisham Abbey.</p> <p>JD updated that Paul Jackson had retired in February 2022 and that RJ would be retiring at the end of March 2022.</p>	
<p>MA and JD had visited the ISEH and had been very impressed with the medical facilities and work undertaken there. JD believed there was further potential at this site.</p> <p>JD had been due to visit HPP but due to illness, his visit had been postponed.</p>	

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<p>JD had visited Silverstone, accompanied by MP and was very impressed with the facilities. Silverstone was a potential location for future board meetings, where the Board could take this opportunity to view the wind tunnel. JD thanked MP for hosting his visit and JD advised he was due to return later in the year.</p>	
<p>JD provided an update on Loughborough and that the 3 areas of collaboration being considered were; facilities / innovation projects / ED&I. MA and JD had a follow-up meeting in Loughborough and reported that there was a real energy in all 3 areas. Innovation was being explored further, particularly in the Paralympic space. If this required more investment, 3rd parties would be considered. A new ED&I leader is due to be appointed by the University. JD was keen that this type of relationship was explored with additional organisations. It was shared that Loughborough received commercial sponsorship and that the BPA had established a mini hub at Loughborough.</p>	
<p>JD provided an update on the UKS / EIS Joint away day and advised that the UKS Board Meeting would take place on 18 May in Manchester and the EIS Board and SLT would then join for dinner. The following day there would be a session on understanding the organising of a major event, followed by attendance at the Taekwondo Championships. Should anyone wish to stay for the Taekwondo finals on 19th May, an additional night's accommodation could be arranged. It was suggested that a sprint session be held to coincide with the UKS /EIS away day, but it was felt this would not be practical.</p>	
<p>1.7 CEO Update</p>	
<p>MA thanked the board and SLT for his warm welcome and shared that he had had a good induction and was very happy with his decision to join the EIS. MA acknowledged the churn within the EIS and that this was being reviewed and that the EIS had some brilliant partnerships, some of which could be built on.</p>	
<p>Ukraine: The challenges faced by Ukraine had been well managed and this would continue to be monitored.</p>	
<p>DMS: MA provided an update on the Director of Medical Services (DMS) role and that Pippa Bennet and Anita Biswas were filling the role, as joint Acting Medical Directors, whilst the Strategic Review of Medical Services was being undertaken. MA acknowledged the excellent support from RJ / JP and CR. The Head of Sports Medicine role had subsequently been filled by Anita Biswas, which would reduce her capacity in the Acting Medical Director role.</p>	
<p>Legal Risk: MA advised of a claim received by an NGB which may involve a claim against an EIS employee. The case is in the early stages and is being monitored. MA also advised that the Whyte review was due to report in May VA raised a potential conflict of interest due to her involvement with the BAC.</p>	
<p>2 FINANCIAL</p>	
<p>2.1 FY22 Financial Update</p>	
<p>JS provided an overview of the papers that had been written before the recent month end results. Commercial income had been strong and £60k ahead of budget, being the most successful year to date and significantly greater than previous years.</p>	

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<p>TC advised there had been considerable time spent on the strategy and building solid relationships had been the priority, rather than aggressively chasing new partners. TC provided an update on the challenges faced, which had resulted in positive learnings for the future.</p> <p>DT acknowledged having a strategy was a positive step and felt that our new brand would assist in taking this forward.</p> <p>JD advised this area would be pursued further following the rebranding.</p> <p>JS advised there were more open vacancies (5 budgeted, but currently averaging at 8).</p> <p>Employee development was behind in terms of spend, due to issues with in-person delivery.</p> <p>There had also been a significant saving from the national conference of £40k, due to running our own platform rather than that of a 3rd party.</p> <p>Some Human Performance and physiotherapy courses had fallen into April. There would be a significant investment in L&D in the next financial year.</p> <p>There had been delays in performance innovation projects but overall the budget was on track to come in on budget.</p> <p>The Short Track programme was due to end in mid-April and the £40k surplus would be returned to UKS.</p> <p>Wheelchair Fencing had an underspend due to cancellation of competitions.</p> <p>In summary, JS felt EIS were in a good position and on track to be on a £30k surplus.</p>	
<p>2.2 FY23 Budget and FY24-FY25 Funding</p>	
<p>JS advised the FY23 budget was balanced for the remainder of the cycle. Changes from the original plan were due to; the performance pathway team having moved back to UKS / there was a larger performance data team than the original plan / an extra £750k had been deferred to the remainder of the cycle from savings generated in the current year.</p> <p>The additional £1.75m from UKS had been reallocated into the plan. Funds were still to be allocated to concussion.</p> <p>There had been a significant reshaping of IRU and the multi-sport offering, reducing costs by c.£850k over the remainder of the cycle. £135k of redundancy costs were incurred to facilitate this.</p> <p>Gateshead and Birmingham were closing in response to athlete numbers.</p> <p>In relation to the name change, which was due to be delivered in the next financial year, 3rd party IS costs were currently unknown and would be explored in the coming weeks.</p> <p>No cost-of-living increase would take place in the next financial year, but 1.5%, followed by a further 2%, were planned in the subsequent 2 years of the funding cycle.</p> <p>No change to the pension costs were planned, but this remains a risk for years 3 and 4 of the cycle.</p> <p>An increased travel spend was planned for the remainder of the cycle, but at reduced levels compared to pre-pandemic.</p> <p>No further redundancy costs were expected beyond those already planned.</p>	
<p>Envisaged risks related to wage pressure, insurance and rent increases in Bath and Manchester.</p> <p>JS would continue to monitor these areas in detail and keep full cycle funding in focus, bringing key areas (eg. travel) to the board each quarter.</p> <p>JP / MA / JS to have a further discussion on inflation.</p> <p>IA advised that he and David Gallimore were having joint discussions with EIS / UKS on the Data strategy and IA / MA / CR would have a follow up conversation and agree on the action going forward.</p>	<p>JP / MA / JS</p> <p>IA / MA / CR</p>

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<p>JS advised that, apart from Bath, all increases had been protected in the rate agreement for this year, but there was a risk for future years, and the aim was to cap as a %, at renewal.</p> <p>The budget was approved with a caveat around the inflation discussion.</p>	
<p>3 STRATEGY</p>	
<p>3.1 Mission 2025 KPIs / Strategy Matrix</p>	
<p>MA reported that regular weekly and monthly catch ups were taking place, along with regular reviews of the project plan. Mission meetings would continue quarterly with the inclusion of KB / VL and Steve Headington. Updates would be provided to the board quarterly, commencing June. Suggestions made by the board included:</p> <ul style="list-style-type: none"> - organisational health not required to be a quarterly review - more simplified information being presented to board along with more clarity on decision making - talent pipeline challenges - does 'quality of hire' do this justice, or do we need to go further? - more around innovation and looking forward. Can we get intelligence metrics on quality and impact of innovation? - strip down the KPIs, potentially with a deep dive at sprint meetings or covered on the board agenda. <p>MA acknowledged that more work was still to be done on the KPIs and that he would own this process. Final draft KPIs to be presented to June Board.</p>	<p style="text-align: center;">MA</p> <p style="text-align: center;">MA</p>
<p>3.2 Director Update</p>	
<p>JP:</p> <p>JP provided an update on ED&I, the Working Group and the Gender Pay Gap analysis. A narrative around the latest pay gap would be prepared and published</p> <p>A Neurodiversity time to talk session was taking place next week and Board were welcome to join.</p> <p>Reward and Recognition would be implemented from April 2023 and this would be covered in the next All Staff Call.</p> <p>£500k had been allocated to strategy and JP advised on some of the difficulties around this.</p> <p>JP updated on L&D and the recruitment of the L&D specialist.</p> <p>UKAD learning had presented some challenges and VA offered to assist in escalating this.</p>	<p style="text-align: center;">JP</p> <p style="text-align: center;">JP / VA</p>
<p>CR:</p> <p>CR updated on the Athlete Health & Multisport Network, IRU revamp and general recruitment.</p> <p>The Para Hub work at Loughborough was about to commence.</p> <p>A Female Athlete Cross Strategy Team had now been formed.</p> <p>CR provided a general Performance Data update, which included appointments and secondments.</p> <p>The Data Essentials module was now live on the Learning Arena.</p>	
<p>RJ:</p> <p>RJ provided some background information on Anita Biswas and Pippa Bennett, along with there having been 17 doctor changes in some shape or form, and that NGBs valued the standard setting and the EIS medical appointments.</p> <p>RJ advised that, in Dec 2021, the government published a concussion action plan and EIS subsequently produced a concussion protocol.</p> <p>The funding of Cardiac Screening required review.</p>	<p style="text-align: center;">Dr Pippa Bennett</p>
<p>MP:</p> <p>MP provided an update on the challenges and changes within the team.</p>	

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<p>April onwards would be the biggest year ever faced with 30 projects on the board and 15 pending.</p> <p>KB anticipated UKS would be recruiting for a leadership role in coaching and there could be an opportunity to align with MP.</p> <p>MP provided updates on the Psychological Load Project, sailing implementation and the Risk Evaluation Paper included in the board pack.</p>	
<p>KC:</p> <p>KC gave an update on recruitment, training and performance planning and engagement with sports. Some best practice principles had been implemented and High Performing Teams would be accelerated over the next few months.</p>	
<p>TC:</p> <p>Plans for the 20th anniversary celebrations continued with May seeing events at sites and a further event to tie in with the National Conference.</p> <p>TC confirmed the venue for the National Conference, which would take place in person on Wednesday 9 November, was the Hilton Metropol, Birmingham and a save the date notification would follow.</p> <p>TC provided an update on the EIS being shortlisted for two awards on 12 May and that these were the Sports Industry & Sports Technology Awards.</p> <p>EB advised to be selective in which awards we entered for, going forward.</p> <p>A Leaders Special Report would be produced in May and would be 20th anniversary themed.</p> <p>A '10 years since London' celebration at the Olympic Park was due to take place.</p> <p>Board members / Observers were welcome to attend sites for the 20th anniversary celebrations and to advise TC if they would like to attend the awards.</p>	
<p>PE (provided by JS in his absence):</p> <p>The Gateshead office was in the process of being closed and Birmingham was due to close.</p> <p>The Sport England funding over the next 3 years would be: £300k / £300k / £150k respectively and was in line with what had been received previously.</p> <p>Redevelopment of Bath was being considered and the redevelopment of the gym at HPP had been postponed.</p> <p>KB advised funding was an ongoing discussion with DCMS and she would provide an update in June.</p>	KB
<p>4 GOVERNANCE</p>	
<p>4.1 Risk Register</p>	
<p>There had been no significant changes to the Risk Register since the last meeting.</p> <p>A heightened monitoring of IT activity had taken place in response to the Ukraine situation and the annual review of risk assurance had been undertaken.</p> <p>UKS were undertaking a desktop review of our adherence to the Governance Code and feedback would follow.</p> <p>An internal audit would take place on compliance monitoring.</p>	
<p>4.2 Director Code</p>	
<p>Changes to the Director Code had been highlighted in the relevant board paper and these were approved by the Board.</p>	
<p>4.3 Update on Group Audit & Risk Meeting</p>	
<p>The minutes of the last meeting had been provided within the board papers.</p>	
<p>4.4 Remuneration Committee Update</p>	
<p>The board approved:</p> <ul style="list-style-type: none"> - The recruitment of VA / KVS replacements. 	

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<ul style="list-style-type: none"> - The reappointment of MR to the board. - The appointment of EB to Remcom and her appointment to the role of committee Chair after the May meeting. 	
<p>JD would hold 1:1 meetings with all Board Members, to include reviews and development plans.</p> <p>VL would collate feedback on JD's performance as Chair, from Board, Observers and SLT.</p> <p>JD would have further discussions on advocacy with Board / MA.</p>	JD
4.5 Board Sprint Meeting	
<p>The board papers included a paper on Board Sprint Meetings and JD advised on the reason and purpose of these meetings. Future Sprint Meetings would be one hour / virtual and attendance was not compulsory.</p> <p>The next board effectiveness review would be externally facilitated. This facilitator would be appointed later this year, following which a further survey would take place.</p> <p>A Board and SLT away day would take place next year.</p> <p>JP would update the board paper prior to this being reissued, and this would form the basis of the sprint session scheduled for 5 April.</p>	JP
5 LANDSCAPE	
5.1 Name Change	
<p>A board paper had been provided by TC.</p> <p>Three areas were to be considered: IT / Stakeholder engagement / logo.</p> <p>TC would include an additional paper for the June board meeting to develop this programme and to ensure we maximise the opportunity.</p>	TC
5.2 COVID-19	
<p>RJ provided an update on the current COVID situation.</p>	
5.3 Beijing Update	
<p>Tom Paulson (TP) & Lorna Belford (LB) joined the meeting</p>	
<p>KB provided an update on her experience of attending both the Olympic and Paralympic Games in Beijing and acknowledged the Team GB under-performance.</p> <p>Sports were currently working through their review processes with a view to submitting these to UKS by the end of April.</p> <p>KB continued to be confident that we were a winter sport nation but needed to consolidate the way in which we invest.</p> <p>KB confirmed a document would be available for the June board, on the outcome of the Games and how things could be done better / differently.</p>	KB
<p>LB provided a presentation on the Strategic Data Review.</p> <p>TP provided an overview of his experience at the Games where he attended as deputy Chef de Mission for BPA.</p>	
<p>TP and LB were thanked for their presentations and left the meeting.</p>	
5.4 Staff Survey Headlines	
<p>A discussion took place around the Staff Survey results which had been included in the board papers.</p> <p>The c.45 – 50% response rate had been similar to previous years and EB asked if there was more could be done to find out why c. 50% did not respond.</p> <p>Going forward, we should ensure we are clear about why we are asking employees to complete these surveys and what we intend to do with the information received. JD was keen to see an increase in engagement in the future. SLT confirmed this subject had been a topic for discussion and reported that attendance at Conference / All Staff Calls / Essentials were all c. 50% engagement.</p> <p>JD acknowledged the results of the staff survey were positive.</p>	

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<p>Two areas that had decreased year on year related to personal growth and professional development and these areas should be monitored. Work would continue in relation to the Future Working Group and Hybrid Home Working Policy. VL was keen to see attention being paid to succession planning. The Staff Survey feedback was due to be covered on tomorrow's All Staff Call where recommendations would be shared on how the points raised were being addressed. The survey results would be uploaded onto Sharepoint and Directors would discuss their teams' results with their own teams.</p>	
6 AOB	
<p>KVS commented that TP and LB gave very valuable presentations. VL suggested choosing future subjects that demanded board input and allowed the Board to assist in resolving potential problems. Also enable the presenters to ask questions of the Board. This was acknowledged and JD confirmed he would send out thank you letters to both TP and LB.</p>	
<p>RJ was presented with gifts from the SLT and Board and JD thanked RJ for his service and impact.</p>	
CLOSE	
Date of Next Meeting: 21 June 2021.	