**EIS Board Meeting Minutes**

**CONFIDENTIAL**

**Wallingford, Oxfordshire**

Tuesday 21 June 2022

1000– 1600 hrs

**(0930 - 1000 hrs NED discussion)**

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| **Present:** | **EIS SLT:** |
| John Dowson (JD), Chair | Jaqui Perryer (JP) |
| Sir David Tanner (DT) | Matt Parker (MP) |
| Ken Van Someren (KVS) | Craig Ranson (CR) |
| Vic Luck (VL) | Kevin Currell (KC) |
| Vicki Aggar (VA) | Tash Carpenter (TC) |
| Emma Boggis (EB) | Anita Biswas (AB) |
| Andy Parkinson (AP) | Pippa Bennett (PB) |
| Matt Rogan (MR) | Peter Elliott (PE) |
| Matt Archibald (MA) |  |
| Jamie Skiggs (JS) | **Minutes:** |
|  | Jo Ardern (JA) |
| **Observers:** |  |
| Ismail Amla (IA) |  |
| Kate Baker (KB) |  |
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| **Apologies:** |  |
| Frankie Carter-Kelly (FCK) |  |
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| **Guest:** |  |
| Dame Katherine Grainger (KG) |  |
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| **EIS Board Meeting Minutes – 21 June 2022** | | **Actions** |
| **1** | **General** |  |
| ***1.1*** | ***Chair’s Welcome*** |  |
|  | JD welcomed PB and AB to their first Board meeting and thanked Dame KG for her attendance.  KVS had recently participated in an ultra-cycling charity event for motor-neurone disease and JD acknowledged his excellent achievement in finishing 3rd. |  |
| ***1.2*** | ***Apologies*** |  |
|  | Apologies were received from FC-K. |  |
| ***1.3*** | ***Conflicts of Interest*** |  |
|  | There were no conflicts of interest. VA highlighted her BAC role given that the Whyte Review was due for discussion on the agenda, and JD confirmed he did not foresee any issues with VA being present for this. |  |
| ***1.4*** | ***Minutes of the Last Meeting*** |  |
|  | One minor change to wording was suggested. Following this amendment, the minutes were approved. |  |
| ***1.5*** | ***Matters Arising – Summary of Actions*** |  |
|  | EB raised that a number of areas had been detailed as closed, but that further update was required. MA confirmed that some of those areas were due for discussion within this meeting and those not covered would form part of the September Board meeting agenda. |  |
| ***1.6*** | ***Chair’s Update*** |  |
|  | JD provided an overview of the Whyte Review and highlighted that the EIS contribution and collaboration had been recognised within the report. Further discussion on this subject would take place at agenda item 1.9.  JD reminded all that Covid was still present and that the current situation in Ukraine could have profound international repercussions.  Loughborough collaboration discussions were on-going and the intention was to host the September Board meeting in Loughborough.  JD advised that he had joined the Athlete Health Team meeting and was due to join the Heads of Service meeting, and that both these meetings formed part of his own induction.  JD acknowledged the excellent win at the Sports Industry Awards and advised that he was due to visit Mint Diagnostics later in the year.  JD shared the Board / SLT feedback provided to him at the Non-Executive meeting earlier that day, and this feedback would help to shape future Board meetings.  The Commonwealth Games were due to commence on 27 July and JD reminded all that the Paris Games were just over 2 years away. |  |
| ***1.7*** | ***UKS Update (KG)*** |  |
|  | KG thanked the Board for being invited to the meeting and gave a topical update on matters on UK Sport’s agenda. A valuable discussion then followed.  MA advised that discussions on the Whyte Review report had taken place with SLT earlier that week and that engagement with, and support to, the Lilleshall team had taken place. Three key focus areas had been identified:   * EIS Internal (and steps to be taken as a result of the recommendations). * BG Specific – Our relationship with BG and ongoing support. * Wider system considerations. |  |

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|  | The SLT would now review the EIS complaints and escalation policies and the EIS were seeking independent advice on policies and frameworks in this area.  MA advised all Sports had a dedicated SLT lead and that PE is the Safeguarding Officer and H&S lead for the EIS as a whole.  PE informed the Board that there was a foundation, intermediate and advanced level of safeguarding, with a framework in place and PE would advise any individuals with concerns, of the relevant process to follow.  The Whyte Review would remain on the agenda and MA would provide a progress update at the September Board meeting.  The immediate next steps were to consider evolution of our own policies and ways of working and to look after our own employees in gymnastics and sports generally, whilst ensuring the procedures around whistleblowing and complaints handling were sufficient.  MA / Sally Munday to discuss a UKS and EIS collaboration in relation to standard setting. | **MA** |
| ***1.8*** | ***CEO Update*** |  |
|  | MA provided an update on his induction progress.  The temporary Acting Medical Director solution of AB and PB jointly filling the role was working well albeit not resourced at the prior level of FTE yet.  MA advised that TC was due to go on maternity leave and Charlotte Harwood had been appointed and was due to start 21 July 2022.  MA reported on the large amount of recruitment taking place, with 82 hires between March – July, and that initial diversity statistics indicated improvement is still required if we are to meet our ambitious targets.  A Steering Group was in place to look at the strategic review of medical services and this was on track for Autumn completion, with David Joyce having undertaken over 30 hours of interviewing.  MA considered the joint UKS / EIS away day as being invaluable.  MA was due to meet with Sally Munday to discuss next steps and would provide an update in September.  A Paris Tracker meeting took place last week with a further meeting due in September and feedback would follow.  A series of engagement calls with PDs and CEOs including the subject of the UKSI name change had taken place, and this had been well received.  The potential Loughborough University partnership was going well and was focussing on innovation / diversity / facilities.  A decision was due in July on winter sport funding and the EIS implications. | **MA**  **MA** |
| ***1.9*** | **Whyte Review** |  |
|  | Covered under 1.7. |  |
| ***2*** | **Financial** |  |
| ***2.1*** | ***Financial Update FY22 and FY23*** |  |
|  | The last financial year finished on budget, with more savings from open vacancies than anticipated. A non-consolidated payment was made to staff in both March and April 2022, in light of there being no cost-of-living increase in 2022.  Inflation this year should not be significant but could have an impact on the remainder of the cycle, with a potential extra £250k in costs.  JS provided an update on a recent fraud case, resulting in a small financial loss. Processes had now been changed to ensure there would not be a repeat of this.  The travel budget had been increased to cover the increase in travel and attendance at external meetings post lockdown and would be monitored.  All funding dedicated to generic learning had been committed. |  |

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| ***2.2*** | ***EIS Annual Report and Accounts FY22*** |  |
|  | Filing of accounts is planned for October but depends on pension assurances being received.  JS provided a general overview of the accounts and advised that the initial audit showed no significant findings.  EB advised she would send on some comments to JS around diversity. | **EB** |
| **3** | **Strategy** |  |
| ***3.1*** | ***UKS Performance Overview (Kate Baker)*** |  |
|  | KB shared a presentation on performance matters leading to a useful discussion. |  |
| ***3.2*** | ***Mission Control Update*** |  |
|  | Board approved Mission now acting as a sub-committee of the board and the terms of reference including the CEO as sub-committee Chair; VL and AP as members along with KB or a deputy from UKS; and Steve Headington acting as an independent expert.  MA gave an overview of the Mission / Strategy and documents supplied in the board pack and advised that a summary would be provided at every Board meeting from September.  MA provided an overview of the Sport Dashboard, which was still work in progress, and which would be reviewed by SLT and Mission Control quarterly and presented to September Board. |  |
| ***3.3*** | ***Paris Readiness Discussion*** |  |
|  | KB advised of the ambitions for the Olympic and Paralympic Summer Games.  MA thanked KB for sharing her insights and confirmed that the mutual sharing of insight in the interests of helping sports problem-solve was an area of future competitive advantage. The Paris Tracker forum being the obvious forum for this exchange. VA reminded all that Paris Readiness was more than just about medals. Consider the aftermath and how many staff are doing back-to-back Games.  KVS was keen that enough focus was put on recruitment, onboarding and technical leadership. |  |
| **3.4** | **Director Update** |  |
|  | *Performance Innovation (MP)*  MP provided a video presentation demonstrating the work of the PI team and advised that costs were increasing in many areas.  MP was pleased with the calibre of applicants and the appointed candidate for the PI role. |  |
|  | *HR (JP)*  Both UKAD & Data Protection compliance training were now live, with Safeguarding and Health & Safety to follow.  A new pay and grading system would be implemented on 1 April 2023 and a final benchmarking exercise would take place in Sep / Oct 2022.  A new defined contribution pension scheme provider was being selected for all new employees., which would result in a defined contribution scheme.  The Gender Pay Gap is currently reported at 16.7% (median).  Analysis had taken place and had identified this was due to part-time males being paid more than part-time females (although not for the same level roles).  This could imply that most of the lower paid part time roles we recruit females to and the higher paid part time roles we may be recruiting males to.  Further analysis is being carried out in this area so that an action plan can be developed and the gender pay gap report published. |  |
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|  | *Athlete Health / Performance Data (CR):*  CR advised there was a new Mental Health Lead role.  IRU had a new team and rehab expertise was now travelling to the Sport rather than the Sport/athletes solely coming to Bisham.  *AB Update:*  New educational resources were being developed for the Learning Arena.  9 sports had engaged through virtual services since April 2022.  Research was underway into how female hormones might affect performance, with further research into bras and apparel.  10 Sport CMOs had been recruited.  Covid numbers were on the increase.  NHS advice was that masks were no longer required within clinical areas and EIS were following this guidance. |  |
|  | *PB Update:*  EIS were working with DCMS on concussion and related protocols and a working group would be set up to look at the guidance offered to Sports. |  |
|  | *Performance Support (KC):*  A strong field of applicants had been shortlisted to fill Head of Paralympic Sport role.  A number of HoPS had been appointed and were embedding into Sports and would assist with coordinating Field Teams.  *Human Performance:*  An opportunity around science governance had been identified and EIS would provide the framework, with best practice being held on the Learning Arena. |  |
|  | *Communications (TC)*  TC advised that the two board papers included in the board pack, provided a detailed overview.  The first round of 20th anniversary celebrations had been well received and the next stage would be Commonwealth Games ‘watch-along’ events at EIS sites.  Name change stakeholder engagement had been undertaken and well received. |  |
|  | *Operations (PE)*  Gateshead and Birmingham EIS offices were now closed and British Athletics would move into the former EIS office space in Birmingham.  Tenders had been submitted for the Bath rehabilitation development.  CQC inspections had taken place at Sheffield, Bath and Loughborough, with Lilleshall to follow. A request has been made for the EIS to have one inspector to cover all sites to improve consistency and understanding. The CQC reports are due to follow.  PE had received a list of equipment from Team England for the Commonwealth Games. |  |
|  | *Finance and Governance (JS):*  JS advised that he had extended the future board agenda timetable to the end of the cycle.  Work was underway to hold board papers on a portal, and it was hoped this would be available for roll-out before the end of the year. |  |
|  | MR suggested tying in the Director updates to the Mission reporting documents for future Board meetings. |  |

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| **EIS Board Meeting Minutes – 21 June 2022** | | **Actions** |
| **4** | **Landscape** |  |
| ***4.1*** | ***Transgender Briefing Paper*** |  |
|  | EIS Considerations:   * How does this impact on our people (existing employees or potential future employees)? * Be mindful of our collective lack of experience in this area and avoid making assumptions. * How do we offer support to transgender or transitioning athletes? * Consider operational challenges we may encounter as an organisation. * Do we support NGBs to develop policies as they navigate some of the challenges posed by the current transgender guidance? * Should the EIS have an active role in the broader discussions on transgender participation in elite sport? * Be mindful of International Federation instructions in this area and restrict ourselves to providing technical information and signposting to credible research. |  |
| **5** | **Governance** |  |
| ***5.1*** | ***Risk Update (JS)*** |  |
|  | The STSS and Climbing programmes had now ended and so the associated risks have now been closed.  Due to the IT considerations around the name change, this has been added as a risk and a Project Manager would be appointed to oversee the project.  SLT would discuss the risk appetite over the next few months, and this would be followed by a Sprint Session with Board. | **SLT / JD** |
| ***5.2*** | ***Governance Update*** |  |
|  | JS was keen to explore a different approach to the approval of some routine matters by correspondence with the aim of making board meetings more efficient. This is following feedback from board evaluations and full details of the proposal were included in Board Paper 9. This new approach would be put into practice as a trial for the September board meeting, and subsequently reviewed.  One board member expressed their concern with this revised approach. |  |
| ***5.3*** | ***Update on Group Audit & Risk Meeting*** |  |
|  | GARC recruitment was underway and two strong candidates had been identified. VL requested that the ToR were updated to reflect the recruitment of two candidates rather than one. EIS Board approved this change and this would now require UKS approval. |  |
| ***5.4*** | ***Remuneration Committee Update*** |  |
|  | EB provided a Remcom update and the revised ToR were approved.  EB asked that the Board promote the NED opportunities and asked that details of any potential candidates be passed on to EB and / or JP. Candidates that increased Board diversity are particularly welcome.  JD advised he would have an initial conversation with interested candidates, should they find this helpful.  Interviews would take place at the end of August / early September with the appointment on 1 October 2022.  JD thanked VL and EB for their assistance in this recruitment. |  |
| **6.** | **AOB** |  |
|  | VA advised Board that Anna Watkins would be joining the BAC, commencing 27 June 2022. |  |
| **Close** | |  |
| **Date of Next Meeting: 6 December 2022** | |  |