



**ENGLISH  
INSTITUTE  
OF SPORT**



**EIS Board Meeting Minutes**

**CONFIDENTIAL**

**Loughborough**

Tuesday 27 September 2022

0945 – 1600 hrs

**(0900 - 0930 hrs NED discussion)**

<b>Present:</b>	<b>EIS SLT:</b>
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)	Charlotte Harwood (CH)
Emma Boggis (EB)	Anita Biswas (AB)
Andy Parkinson (AP)	Peter Elliott (PE)
Matt Rogan (MR)	
Matt Archibald (MA)	<b>Minutes:</b>
Jamie Skiggs (JS)	Jo Ardern (JA)
<b>Observers:</b>	
Ismail Amla (IA)	
Kate Baker (KB)	
Frankie Carter-Kelly (FCK)	
<b>Apologies:</b>	
Pippa Bennett (PB)	
<b>Guest:</b>	
N/A	



<b>EIS Board Meeting Minutes: 27 September 2022</b>		<b>Actions</b>
<b>1</b>	<b>General</b>	
<b>1.1</b>	<b>Chair's Welcome</b>	
	JD welcomed CH to her first meeting, and acknowledged that this was FC-K, VA and KVS' last EIS Board Meeting.	
<b>1.2</b>	<b>Apologies</b>	
	Apologies were received from PB.	
<b>1.3</b>	<b>Conflicts of Interest</b>	
	There were no conflicts of interest.	
<b>1.4</b>	<b>Minutes of the Last Meeting</b>	
	The minutes of the last meeting were agreed.	
<b>1.5</b>	<b>Matters Arising – Summary of Actions</b>	
	The actions from the last meeting were reviewed.	
<b>1.6</b>	<b>Chair's Briefing</b>	
	<p>JD acknowledged recent events, including the Queen's passing, Covid and the war in Ukraine, which will potentially create further risk.</p> <p>JD provided an update on his recent visits, including Heads of Services meeting, the Mission Meeting at Bisham Abbey (which JD will attend as a guest, annually) and the Technical Steering Panel Meeting.</p> <p>Externally JD had undertaken visits with Mint Diagnostics and had attended Catesby to view the Wind Tunnel.</p> <p>MA and JD had attended a formal Loughborough meeting earlier in the year and were due to meet again later this year.</p> <p>JD had attended the entire Commonwealth Games along with a Team England Garden Party and had also been involved in the recruitment of the two new NEDs.</p>	
<b>1.7</b>	<b>CEO Briefing</b>	
	<ul style="list-style-type: none"> <li>- <b>Whyte Review</b></li> <li>- <b>CQC</b></li> <li>- <b>System Engagement</b></li> </ul>	
	<p>MA provided a presentation to support the briefing.</p> <p><b>Whyte Review:</b></p> <p>The Whyte Review consisted of 300 pages, advising of 17 recommendations, with 4 themes.</p> <p>Following receipt of the review, EIS implemented a working group with a focus on policy reviews</p> <p>The EIS Whyte Review working group recommendations are to be shared at the December Board Meeting</p>	<b>MA</b>
	<p><b>CQC:</b></p> <p>PE provided a detailed update on the inspection and that the EIS had chosen to be registered by the CQC (rather than this being mandatory) to enable adherence to best standards.</p> <p>Bisham and MIHP had been inspected prior to the pandemic and had received green ratings.</p> <p>Bath, Sheffield and Loughborough were inspected post Covid with the first two receiving amber ratings and Loughborough a red rating.</p>	



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	<p>Safeguarding training, infection control and fire safety training had been identified as generic areas for improvement. Following receipt of the findings, immediate ownership of the issues ensued, and the following remedial actions implemented:</p> <ul style="list-style-type: none"> <li>- 4 training modules rolled out to cover the identified issues.</li> <li>- Training Dashboard implemented.</li> <li>- PE and Ops Managers to attend CQC training.</li> </ul> <p>Responses had been provided to the CQC as applicable and re-inspection is imminent however, dates were unknown. A CQC Certificate/rating must be displayed on site.</p>	
	<p><b>System Engagement:</b></p> <ul style="list-style-type: none"> <li>- UKS LA Strategy</li> <li>- Paris Trackers</li> <li>- HPSAG</li> <li>- CEO Quarterly EIS call</li> <li>- TASS</li> </ul> <p>A healthy level of system engagement was reported by MA.</p>	
<b>2</b>	<b>Financial</b>	
<b>2.1</b>	<b>Financial Report FY23 and Cycle</b>	
	<p>Savings had been made on salaries and there is currently underspend in staff development but this is phased for later in the year. The travel budget had been cut significantly and tracking was within this. There were potential additional costs of £300 / 400k in years 3 and 4, relating to inflationary site rental costs. There are potential increases in employer contribution to the defined benefit pension scheme following the triennial valuation. These could be up to 1.5%. A decision is expected in December. There was discussion around cost of living challenges. This current year there had been no salary increase. There is an increase planned in April 2023. Board concluded there was a need to prioritise projects, as funding was required to enable a payment to staff now, with the preference for this not to be taken from the funding set aside for the Reward and Recognition exercise which was a strategic priority. JP provided an update on the Reward process which was not due to be rolled out until 1 April 2023. The following actions were agreed:</p> <ul style="list-style-type: none"> <li>- Sprint session prior to December board meeting to discuss Reward and Recognition project and KPIs.</li> <li>- Board to be provided with some funding options for the Reward project options but SLT were encouraged to look for short-term non-consolidated cost of living options to be implemented asap (within available resource).</li> <li>- Comms to be sent out to staff advising that the current cost of living issue had been acknowledged and options were being considered by Board and SLT.</li> </ul>	<p><b>ALL</b></p> <p><b>MA</b></p> <p><b>CH</b></p>
<b>2.2</b>	<b>EIS Annual Report and Accounts FY22</b>	
	<p>JS advised that assurances around the pension scheme were awaited, and were due at the end of September 22. Accounts would be sent to Board for approval when complete</p>	<b>JS</b>



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<b>3</b>	<b>Strategy</b>	
<b>3.1</b>	<b>Mission Control</b>	
	<p>MA reported positive steps around the direction of travel with strategy implementation and that going forward, Director report updates would be given alongside the Strategy update.</p> <p>IA commented that the current Strategy Report detailed what the commitments were, but not what our ambition is. How do we ensure we are meeting our ambition level?</p> <p>With regard to market share, MA advised we need an area of market penetration and provided an update in Sport investment.</p> <p>VL proposed that the strategies would benefit from being reviewed annually to ensure they are all still relevant and any adjustments proposed.</p>	
<b>3.2</b>	<b>Birmingham 2022</b>	
	<p>JD and KC attended Birmingham 2022 and KC shared that there had been a great atmosphere and it was a good opportunity to see practitioners on the ground.</p> <p>The EIS were to consider any relationships that could be developed ahead of the Commonwealth Games in Victoria in 2026 with half an eye on Brisbane 2032.</p> <p>JD advised that the EIS had a very good reputation based on feedback he'd received.</p> <p>The Commonwealth Games intent for the future is quite radical, with changes in sport and the potential introduction of e-sports. EIS to ensure they are flexible around this.</p>	
<b>3.3</b>	<b>LA Planning and Strategy</b>	
	<p>MA provided an update on the recent LA Planning and Strategy session with UKS.</p> <p>EIS to clarify what work we are doing ourselves, along with deadlines, and to review how this fits together with UKS.</p> <p>JD suggested MR / KB / VL / JS /MA form a subgroup to focus on the next steps in developing the EIS strategy beyond 2025.</p>	<b>MR / KB / VL / JS</b>
<b>3.4</b>	<b>Director Reports</b>	
	<p><i>Athlete Health (CR):</i> BOA Provision and Collaboration Agreements are now signed. The BPA version is awaiting signature CR had attended the Paris prep meeting, to discuss support to the BOA/BPA in their Games preparation. There was good engagement on respiratory health and the roll out on mental health screening was underway. The World Congress on Concussion in Amsterdam is due to take place in October and PB is to attend. The EIS Brain Health Group are participating in the University of Birmingham's national sports mild traumatic brain injury projects collaborating with pro sports (rugby, football, equestrian/racing) and the military.</p> <p><i>Medical Services (AB):</i> The Female Athlete Health Clinic is launching next week and would be available to all Sports. This is being headed up by Kate Hutchings and based</p>	



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	<p>out of Bisham. The plan is to work with the athletes' own Medical Services Teams.</p> <p><i>Performance Data (CR):</i> There are now six Sports that have EIS employed data leads within the Sport. Data is growing and CR thanked the Board for their assistance with this.</p>	
	<p><i>Performance Hub (KC):</i> KC demonstrated the Performance Hub and advised that this was launched yesterday.</p>	
	<p><i>Name Change (JS / CH):</i> At the last board meeting, 3 options were presented:</p> <ol style="list-style-type: none"> <li>1. Superficial name change (internal).</li> <li>2. Remove EIS2win internally across all IT infrastructure.</li> <li>3. Build a system outside of our infrastructure and switch over at the appropriate time.</li> </ol> <p>The Board opted for option 2. However, on further research, it had become apparent that this would be a complex process with a lot of risks and unknowns. The Board were therefore being asked for permission to proceed with option 1.</p> <p>JS explained that externally everyone will see UKSI but internally there will still be a legacy of EIS2win. The risks and costs to implement this option were less and the timelines easier.</p> <p>This was agreed by the Board along with a targeted implementation date of 1 April, with an ambition to complete sooner.</p> <p>A strong Comms Plan is needed to accompany this and to reinforce strategy and mission.</p> <p>CH will report back at the December board meeting with a launch plan. CH shared a presentation, providing logo examples, and the Board agreed on which logo was to be used.</p>	<b>CH</b>
	<p><i>Performance Innovation (MP):</i> MP is expecting to hit the KPI of 90% of sports engaged for prioritisation ahead of the Games. Currently there were 50 projects moving to implementation with 11 in discussion. MP demonstrated the 'Emotional Journey of Creating Anything Great'.</p>	
<b>4</b>	<b>Landscape</b>	
<b>4.1</b>	<b>ED&amp;I</b>	
	<p>JP advised there was a lot of work to be done to meet the targets, but to make significant shifts needs more focused attention and resource. EB added that we needed to consider some long term initiatives that we might not see immediate results from now, the Apprentice Programme, work on the future pipeline of talent, supporting initiatives to go into schools etc. would all be good examples of this. IA asked to ensure we remain focused on the representation levels of people with diverse characteristics noting the continuing small numbers of people we recruit from different ethnic backgrounds.</p>	



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<b>5</b>	<b>Governance</b>	
<b>5.1</b>	<b>NED appointments</b>	
	<p>KVS and VA are due to stand down at the end of this month and recruitment had been underway to fill these positions, focussing on replacing the respective skills and improving diversity on the Board. KVS will remain on the Technical Steering Panel.</p> <p>Board approved the appointments of Charlotte Cowie and Anna Watkins as the new NEDs and the appointment of Charlotte Cowie to chair the Technical Steering Panel</p> <p>JP, Stacey Sweet and EB were thanked for their significant assistance in this project.</p> <p>AP will take over the Board champion role for anti-doping.</p>	
<b>5.2</b>	<b>Strategic Review of Medical Services</b>	
	<p>The Board were advised that David Joyce had been appointed to conduct this review and that he had performed an excellent job.</p> <p>The Board agreed this was an SLT decision with regard to implementation of the recommendations but that, given importance of this area of work, regular progress reports would be welcomed.</p> <p>The Board noted that any new or updated job descriptions would be approved by Remcom.</p>	<b>MA</b>
<b>5.3</b>	<b>Risk</b>	
	99% of staff had completed the Cyber training and a behaviour change had been seen following this, with more staff reporting phishing and data incidents.	
<b>5.4</b>	<b>Governance Code Compliance</b>	
	JS advised on the areas where improvements could be made, including the Conflicts of Interest Policy. This would be sent to Board for approval	<b>JS</b>
<b>5.5</b>	<b>Feedback on Group Audit &amp; Risk Meeting</b>	
	Due to the Group Audit & Risk Committee Meeting being postponed, no update was available.	
<b>5.6</b>	<b>Anti-Doping</b>	
	VA was thanked for her help in this area. A sprint session may follow on this subject, in the first quarter of 2023.	
<b>6</b>	<b>AOB</b>	
	JD and the Board thanked KVS /VA / FCK for their contribution to the Board.	
	<b>Close</b>	
<b>DATE OF NEXT MEETING: 6 December 2022, Bisham Abbey (TBC)</b>		
<b>2023 BOARD MEETING DATES:</b>		
21 March 2023 (to also incorporate an EIS/UKS Joint Board Meeting on 22 March 2023)		
13 June 2023		
12 September 2023		
5 December 2023		