



**ENGLISH
INSTITUTE
OF SPORT**



EIS Board Meeting Minutes
CONFIDENTIAL
Bisham Abbey
Tuesday 6 December 2022
0945 – 1600 hrs
(0900 - 0930 hrs NED discussion)

Present:	EIS SLT:
John Dowson (JD), Chair	Jaqui Perryer (JP)
Sir David Tanner (DT)	Craig Ranson (CR)
Vic Luck (VL)	Kevin Currell (KC)
Emma Boggis (EB)	Charlotte Harwood (CH)
Andy Parkinson (AP)	Pippa Bennett (PB)
Matt Rogan (MR)	Peter Elliott (PE)
Matt Archibald (MA)	
Jamie Skiggs (JS)	Minutes:
Charlotte Cowie (CC)	Jo Ardern (JA)
Anna Watkins (AW)	
Observers:	
Ismail Amla (IA)	
Kate Baker (KB)	
Apologies:	
Matt Parker	
Anita Biswas	
Guest:	
N/A	



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1	General	
1.1	Chair's Welcome	
	JD opened the meeting and welcomed CC and AW to their first Board Meeting.	
1.2	Apologies	
	Apologies were received from AB and MP.	
1.3	Conflicts of Interest	
	There were no conflicts of interest.	
1.4	Minutes of the Last Meeting	
	The minutes of the last meeting were agreed.	
1.5	Matters Arising – Summary of Actions	
	The actions from the last meeting were reviewed. Two entries are to be merged: June 2021, Ref 1.5 and March 2022, Ref 3.2.	JA
1.6	Chair's Briefing	
	<p>JD made mention of the volume of championships recently. Although Covid is no longer as prevalent, it is still present, and we should be mindful of new variants. Friday morning meetings with Public Health continue.</p> <p>Ukraine continues to have a significant economic impact.</p> <p>The UKS Chair & CEO away day took place recently in Birmingham.</p> <p>JD congratulated KC, CH, and the team for the delivery of the National Conference.</p> <p>NED appointments had now concluded, with the appointment of AW and CC.</p> <p>JD met with the IT and HR Teams in Manchester and had good sessions with both.</p> <p>Since the last Board Meeting, JD had attended the National Centre for Cyber Security Seminar along with Mark Richards; the opening ceremony of the cycling wind tunnel at the MIHP and the Taekwondo Grand Prix and Gymnastics World Championships in Liverpool.</p> <p>EIS had been mentioned in a number of nominations and plaudits at the PLx Awards.</p> <p>SLT were congratulated for their efforts throughout the year and MA thanked for his contribution since joining.</p> <p>JD acknowledged that a lot of preparation would be needed ahead of the Paris and Milan Cortina Games.</p> <p>L&D activities continue, as do the Name Change and Reward & Recognition projects.</p>	
1.7	CEO Briefing	
	<ul style="list-style-type: none"> - EIS People - Whyte Review - National Conference 	<ul style="list-style-type: none"> - SRoMS - General
	<i>EIS People:</i> MA provided a general update including staff turnover and advised the average length of EIS service was 6 years.	
	<i>Whyte Review:</i> KC provided an update, and MA was appointed as the EIS Safeguarding Board Champion.	



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	<p>A Working Group had been formed to review the Whyte Review and highlight the key lessons. Three key elements were identified:</p> <ul style="list-style-type: none"> - Raising Concerns - Policy Implementation - Safeguarding <p>EIS to continue to build relationships with British Gymnastics and other NGBs.</p>	
	<p>There are currently 178 policies stored on Sharepoint and updated regularly. However, these were to be consolidated where possible and brought to life within the next stages of L&D development.</p> <p>An area on the Sports Dashboard had been created to monitor performance against 'raising concerns'. This subject to be added to the Matters Arising tracker, for monitoring purposes.</p>	MA / JA
	<p><i>National Conference:</i></p> <p>CH advised feedback had been overwhelmingly positive and that the format had worked well. The Kukri room had been well visited and there had been good feedback on the name change project.</p> <p>Another face-to-face conference was encouraged.</p>	
	<p><i>SROMS:</i></p> <p>Two of the primary recommendations were:</p> <ul style="list-style-type: none"> - Sports Medicine reporting via Athlete Health Directorate, and this had now been actioned. <p>Director of Clinical Governance adverts had now closed and interviews scheduled.</p> <ul style="list-style-type: none"> - Medical leadership roles would now report to Head of Sports Medicine. The EIS were still operating under FTE constraints in terms of medical leadership and PB / AB were thanked for their assistance in this area. CC was also thanked for her recommendations and feedback on the process. 	
	<p><i>General:</i></p> <p>There are two current legal cases.</p> <p>Legal advisors had been appointed but no claims yet received.</p> <p>Two Good Medical Governance Reviews had been conducted. Director of Clinical Governance to review the process in conjunction with UKS.</p>	DoCC
2	Financial	
2.1	Financial Report FY23 and Cycle	
	<p>JS updated that for the current year, there had been a higher number of vacancies than planned, resulting in greater savings. Less had been spent on contractors than planned and there had also been significant savings on PPE.</p>	
	<p>With regards to Full Cycle, the pension situation had been hugely helpful. The scheme had a funding position of 136%, resulting in a reduction in future contributions.</p> <p>All new starters will join the defined contribution (DC) scheme.</p> <p>JS noted that the revised contributions levels would see the scheme remain at 120% funded which should mitigate future risk. The DC scheme that we have now has a fixed 10% contribution. The intention is to keep the charging structure to NGBs at its current level.</p>	
	<p>The budget process has started and JS will bring the budget to the next meeting for sign off.</p>	JS



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	<p>JS thanked the Board for their swift input on the Statutory Accounts. The process for laying the accounts and filing at Companies House had begun. JS had applied for an extension with Companies House, advising of the potential late submission owing to postal strikes.</p> <p>JS to circulate the soft copy of the final accounts to Board.</p>	JS
3	Strategy	
3.1	Mission Control / KPIs and Director Reports	
	<p>MA shared a presentation and referred to the supporting papers, Papers 4 & 6. JD suggested AW may want to join the LA Strategy Steering Group meeting, scheduled for 14 December 2022.</p> <p>Use our name change to UKSI to assist with our commercial ambitions / partnerships.</p> <p>JD asked that the Steering Group look at this as 3 different areas:</p> <ul style="list-style-type: none"> - Commercial sponsorship. - Strategic partnerships (suppliers / innovation). - Customer service (and the expansion of customer base). <p>Other considerations:</p> <ul style="list-style-type: none"> - Play on our support, eg. to the World Cup. - Include projecting our footprint when launching the new brand. - Sports science projects and using these as an opportunity. - Mental Health and the unique aspects of what the EIS do. - Female Athlete Health. 	
	<p>MA acknowledged the work undertaken by Moses Wootten on the Sports Dashboard and provided a demonstration of the new dashboard and the KPIs which will continue to evolve.</p> <p>MR encouraged that we could roll this out to NGBs, as a product, but to be mindful of our position on this first.</p> <p>MR suggested ratings are proposed for all areas rather than leaving blank and be clear on what areas we are going to evolve.</p>	MA
	Directors' Reports covered later on the agenda.	
3.2	Reward & Recognition	
	<p>Board were asked to approve the allocation of funds to the pay and grading project. Staff will then be advised of the full EIS pay and benefits package. Board were also asked to approve the increase in charge rates to NGBs.</p> <p>A discussion took place, resulting in Board approving this proposal, which should be accompanied by a strong marketing message as we had worked hard to insulate sports from a net cost increase</p> <p>Thought needs to be given to the circular nature of funding from UKS to NGB and EIS.</p>	
3.3	IRU Presentation	
	Callum Repper / Paul Stretch & Catherine Dickson joined the meeting.	
	<p>Members of the IRU team joined the meeting to provide the Board with an update and overview of the new IRU model and the team that has been in place since March 2022.</p> <p>This included an agile suite of services:</p> <ul style="list-style-type: none"> - Residential Rehab. - Physical Diagnostics. - In-Sport Assessment, Rehab and/or case planning. - Non-athlete Facing Input. 	



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	<p>These services can be used by:</p> <ul style="list-style-type: none"> - Anyone with a BOA gold passport. - Sports who purchase EIS services. - Any athlete on a WCP. - Anyone on a pay for use basis. <p>The IRU has a capacity of c.3-4 athletes per week and communication on this service is channelled through the Athlete Health Newsletter.</p>	
	<p>Callum Repper / Paul Stretch & Catherine Dickson left the meeting and provided the Board with a tour of the IRU facilities prior to a short lunch break.</p>	
	<p>Directors' Reports: Directors would now provide updates to the Board, on areas of significant interest / importance only.</p>	
	<p><i>JP – University of East London (UEL) Meeting (ED&I):</i> JP and EB attended the UEL Meeting following a connection made by IA. UEL are interested in talking to the EIS about the potential of working together. UEL focus on careers alongside degrees and have access to funding, whilst the EIS can offer ideas. A further meeting is scheduled for January 2023, to progress this relationship.</p>	
	<p><i>PE – CQC:</i> CQC have now visited 3 sites. Loughborough is currently in special measures and another visit is due on Monday 12 December, to review this. PE and the Operations Managers have all attended CQC workshops. A date is still awaited for the Lilleshall reinspection. No feedback has yet been received on the next steps for Bath / Sheffield.</p>	
	<p><i>PE – ETC:</i> The official launch of the Bath Facility Development will take place on 9 December. PE advised that British Gymnastics had advised they would like EIS and BG staff all in one space. This was welcomed as a positive development and had the support of Serco (landlord). Nuffield Health are closing down saunas and steam rooms due to energy costs and PE believes we can expect to see a significant increase in rental and energy costs.</p>	
	<p><i>CH – Partnerships:</i> CH updated that helpful conversations had taken place with UKS regarding the BAE Systems relationship and what the future partnership may look like. CH to provide a Paper for the next Board Meeting, covering what a renewed relationship with BAE would look like, and the benefits of this. CH to include EIS Partnership Principles for next meeting.</p>	<p>CH</p> <p>CH</p>
3.4	LA Planning and Strategy	
	<p>MA asked for comments on Paper 6 and the following suggestions were made:</p> <ul style="list-style-type: none"> - In relation to cross engagement, look at top-down priority planning and make this shorter / punchier. - More specifics around what is needed from the Board and the SLT and when are the most appropriate interventions for advocacy / sprint calls. - How can we get more out of joint UKS / EIS meeting in March. 	



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	<ul style="list-style-type: none"> - Make sure the programme plan itself is flexible enough to morph alongside UKS process. - Understand the possible system change and what the EIS's role in this is. - Understand to what extent the system can change. <p>It was acknowledged that a lot of work was needed over the next 6 months in the context of enabling the EIS to form its own views on strategic variables; to contribute to the wider system thinking from the UKS hosted Birmingham Chairs/CEOs meeting to lead to co-creation of the final strategy with UKS.</p>	
3.5	Name Change	
	<p>A full Project Plan is now complete and Name Change has moved from red to amber on the risk register due to this. Branding will cost more than anticipated, and IT less. The project had been broken down into 4 areas: Technical / Branding / Stakeholders / Legal & Financial. This will go live mid-March to mid-May 23.</p> <p>The Comms plan had been included in Paper 7 and detailed who we are targeting / what we hope to achieve / what a successful launch will look like. A post- implementation review will take place later, to ensure we have reached all the objectives. Consideration is to be given to any gifts (eg. mugs) to accompany the launch and how this could be best targeted. Ensure communication on the name change made people aware this is being done for strategic purposes.</p>	
4	Governance	
4.1	Remcom Update	
	<p>EB advised that Board Skills were to be reviewed and all Board members will be asked to complete a Skills Matrix prior to the end of January 2023.</p> <p>Mighty Waters would be used again to deliver the Board Evaluation and the intention was for them to conduct 1:1 engagement with Board Members in the first 3 months of 2023. A group session would also be held with the SLT. Mighty Waters will also attend the next Board Meeting to observe. Following this, they would provide a report and recommendations ready for the June 2023 meeting.</p> <p>Board Sub Committee Membership had been updated and Board approved MA taking up the position of Board Safeguarding Champion. Board will be asked to complete some mandatory training specific to their board roles and all members would be asked to complete Cyber Security. All training was available for members should they have a specific interest (eg. ED&I).</p> <p>JP was undertaking work around Director Succession Planning.</p> <p>A government initiated external Board Apprenticeship Scheme was being piloted in 2023 with a further one to follow in 2024. This scheme would match people who were interested in joining a Board, to a Board, for one year, to</p>	



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	assist them in learning and gaining experience. The EIS would explore this in 2024.	
4.2	Risk	
	<p>JS reported some movement on the Risk Register which included:</p> <ul style="list-style-type: none"> - Closing out the risk of implementation of strategy. - Name change moving from red to amber. - Further risks remained on amber, but the risk had reduced. <p>JS advised that the SLT had reviewed the risks and risk management in the previous month and that, for each risk, had looked at what the ideal state of the risk would be, with some always remaining high (eg. cyber security), while others we may be able to bring down.</p> <p>This will be revisited early next year and an update will be provided at the March 2023 Board Meeting.</p>	JS
4.3	UKS / EIS Joint March Board Meeting	
	MA advised the next Board Meeting would be in Loughborough with UKS in March 2023.	
4.4	Feedback on Group Audit & Risk Meeting	
	<p>A UKS Strategy on Sustainability will be available next Spring.</p> <p>Following an Internal Audit, EIS procurement processes had now been finalised and given a green/amber rating.</p> <p>MR attended the last meeting as an Observer and advised that he saw a general level of confidence in the EIS by the UKS.</p> <p>MR highly recommended others attend this meeting and to advise JD should there be a wish to do so.</p>	
4.5	General Routine	
	Formal approval of the Conflict of Interest policy was given by Board.	
	JS advised that we are aiming to move to an online portal for the distribution of Board Papers, from June 2023.	
	<p>A Sustainability Working Group was in place and included some members of the SLT. The EIS were also working with UKS / BOA / BPA and will utilise their existing knowledge on this subject.</p> <p>An update will be provided at the March Board Meeting.</p>	JS / JP
5	AOB	
	<p>There was no additional AOB.</p> <p>JD concluded the meeting by thanking everyone for their attendance and wishing everyone well for the Christmas break.</p>	
	Close	
DATE OF NEXT MEETING: 21 / 22 March 2022: Burleigh Court, Loughborough.		