



**EIS Board Meeting Minutes
CONFIDENTIAL**

**Elite Athlete Centre and Hotel, Loughborough University,
Loughborough, Leicestershire, LE11 3TU**

**Tuesday 21 March 2023
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)	Matt Parker (MP)
Jamie Skiggs (JS)	Tash Carpenter (TC)
Charlotte Cowie (CC)	
Anna Watkins (AW)	Minutes:
	Natalie Watson (NW)
Observers:	
Kate Baker (KB)	
Apologies:	
Ismail Amla (IA)	
Jo Ardern (JA)	
Guest:	
Mark Withers (MightyWaters)	
Anna Withers (MightyWaters)	

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1	General	
1.1	<p>Chair's Welcome JD welcomed the external observers from MightyWaters and explained a report on their external review of board effectiveness findings following meetings with board members and the SLT is due imminently. JD congratulated PB on her new role as Director of Clinical Governance and welcomed TC back from her maternity leave.</p> <p>Confirmed venues for future Board meetings:</p> <p>4th May Horizon Scanning Workshop - Silverstone Sports Engineering Hub 13th June EIS Board - Lilleshall 12th September EIS Board - Bisham Abbey. Dame Katherine Grainger to attend.</p>	
1.2	<p>Apologies IA and JA sent apologies.</p>	
1.3	<p>Conflicts of Interest AP currently working on System Masterplan with UKS.</p>	
1.4	<p>Minutes of the Last Meeting Minutes of the last meeting were agreed.</p>	
1.5	<p>Matters Arising – Summary of Actions JS asked for the salary benchmarking to be marked as closed in the matters arising schedule.</p>	
1.6	<p>Chair's Briefing Ukraine is still influencing the overall economy significantly which is still a real cause for concern particularly around inflation. Potential impact for us could be significant with the general election next year.</p> <p>Uncertainty around the level of exchequer funding causing a significant challenge around the LA process.</p> <p>Current uncertainty of the lottery forecast until the new operator has settled in.</p> <p>Very good overall qualification for the games so far. BPA/BOA going according to plan. Ticketing pricing is an ongoing concern.</p> <p>System Masterplan, there will be a lot of progress in this area over the next few months.</p> <p>UKSI strategy development, JD/MA have met with Sally Munday and Dame Katherine Grainger. Further discussions are planned before the June board meeting.</p> <p>JD recently attended the Menopause Awareness session hosted by Dr Anita Biswas. JD will be attending both the National Doctors meeting and the Quarterly Gymnastics meeting.</p>	

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	Board member individual reviews with JD will take place in May. JA will be coordinating the meeting dates on JDs behalf. Feedback on the Chair will be requested from Board members and SLT by VL.	
2	Financial	
2.1	Financial Report FY23	
	<p>JS confirmed that we are on track to break even.</p> <p>£890K will be deferred to next financial year. £220K of that is for name change which will be spent in the next financial year. £500K extra funding awarded from Sport England via UKS has been directed to Performance Innovation which will be spent this year.</p> <p>JS confirmed spending additional money on VPN security wouldn't add any enhanced security.</p> <p>JS confident that we will spend the full quota of the staff development budget for the current year whilst recognising that people's availability to do L&D in the third year of the cycle can pose challenges. The budget reflects this. Budgeted costs for FY24 include the Learning Arena platform and mandatory staff development.</p> <p>We have seen significant cost increases due to inflation. The cost of these increases is significant with costs of facilities, travel and licences all contributing. This will impact this cycle and future cycles.</p> <p>£200K draw down from UKS requested for the concussion project.</p> <p>£800K over and above the original funds for reward and recognition.</p> <p>Insurance renewals are as predicted so are not an additional risk to the budget.</p> <p>JS presented the report to the Group Audit and Risk committee last week. They recommended that Board could approve the budget.</p> <p>JS confirmed the current figure for learning and development that we have for year 4 in the cycle is what we see as a 'normal' figure. JS suggested that we relook at it closer to the time whilst tracking open vacancies. JS assured the Board that there is agility within the budget lines, examples of that is the National Conference and the Learning Arena, that had additional funding in FY23 over and above original budget. JS explained that we have introduced the defined contribution pension scheme to minimise the future risk in pension contributions. JS confirmed that c. 50% of the organisation will have had a salary increase through the reward and recognition process. JP confirmed that the current budget allocation for cost-of-living increases will not be enough, but the figure is what we have to work with. Any remaining underspend could potentially be redirected to future cost of living payments. How we deal with staff salaries in this cycle and the risks this may create moving into next cycle to be added to the agenda for the June meeting. To include potential modelling with scenarios on how that might look.</p> <p>A discussion was held around the potential risk of NGBs not renewing services with EIS, based on economic pressures. It was agreed that we need</p>	JD/JA

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	to be promoting ourselves and the added value that we offer with our elite sites and environments. JD thanked JS and the Finance team for delivering another balanced budget.	
2.2	FY24 & FY25 Budget	
	Board approved the budget	
3	Executive Briefing	
3.1	CEO Briefing	
	MA confirmed we are well represented on the Olympic and Paralympic tracker groups. Krakow European Games in June 2023 is lining up to be an exciting event with EIS having a good representation from our staff.	
3.2	EIS Dashboard & KPIs	
	It was agreed that the Board would like to receive the quarterly KPI information with, ideally, direct access to a live interactive system as well as the static copy within the Board pack. JD emphasised that the role of the Board is to check and challenge not to manage the KPIs, SLT's role is to manage. JD confirmed that there is a desire to agree a summary layer of KPIs that can be shared with the UKS board along with the board minutes every quarter. MA to agree with UKS. MA confirmed that People ED&I is an area that we have a lot of activity ongoing, but we are currently not tracking on target. A new post has been appointed within this area to support this priority work.	MA/JA MA
3.3	Matters for Board	
	<ul style="list-style-type: none"> <u>Legal</u> Currently two live cases and two potential additional cases. <u>Whyte Review</u> MA proposed that a user-friendly software tool is available on how to raise lower level and higher-level concerns. Lowering the threshold for what is reported will help to encourage people to report concerns. Concerns were raised that we require some inhouse expertise to lead on Safeguarding. Board supports the setting up of a role and a package to support (My concern) the management of safeguarding. A report should be available at each Board meeting on Safeguarding, highlighting any current issues. <u>SRoMS</u> CR confirmed a number of recommendations have now been completed with the appointment of Head of Sports Medicine and the Director of Clinical Governance. HoSM, DoCG and DoAH to work on implementation of SRoMS recommendations in Q2/Q3 2023 PB shared that her vision for clinical governance is for the whole system not just certain disciplines. 	MA/PE MA/PE

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<ul style="list-style-type: none"> • <u>Reward & Recognition</u> 83% of R&R meetings are now complete. A 5-point questionnaire has been issued to staff asking for feedback. Phase 2 on progression will be monitored with regards to cost and available funds. We need to be aware that the cost of services will be higher next cycle with inflation. JD commented that there will be some challenges ahead if salaries need to increase but our income doesn't increase. CC encouraged the board to look specifically at the factors which influence the retention of Doctors as these are likely to be different to other practitioners because they are typically part time, with a portfolio career. Retention may be less about remuneration and more around career development and support. • <u>Sustainability Working Group</u> JP/JS both have roles within the 'Galvanise' project with JS taking the lead. JP/JS expects sustainability to be part of the LA submission. EB to provide any additional input and support as required. • <u>Staff Survey</u> TC informed the Board that the report has a positive trend in key areas. Response rates have increased from 52% to 68% with improvement in most areas. TC confirmed that the National Conference will take place in person again this year on Tuesday 21st November 2023. MR asked if the staff survey results relating to work stress are potentially higher in practitioners. JP confirmed that we are specifically not drilling down the results in fine detail in order to protect confidentiality. Next steps are for SLT to share detailed results with the whole organisation. The Board expressed a wish to have further discussion on the output from the Staff Survey and the insight it provides. TC to bring the action plan back to a future board (June or September). • <u>CQC update</u> Two recent inspections have taken place. Loughborough have completed a second visit and are now passed as green 'good' status. Lilleshall have been awarded a green status. PB congratulated Denise McDonald on the management of the inspection at Lilleshall. Several next steps to be completed. • <u>UKS System Masterplanning</u> MA gave an overview on the current structure and timeline. Working group meetings to take place in March and June. Analysis will be available in July with recommendations in September. The working group runs parallel to UKS LA investment planning. 	<p>EB</p> <p>TC</p>

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	MA informed that the groups have been carefully compiled but there may be some gaps. Potentially the pace of change could be fast.	
4.	Strategy	
4.1	LA Planning and Strategy	
	<p>MA set the scene for the joint evening meeting with EIS/UKS/Board</p> <p>A discussion was had on what is the scope/purpose of UKSI See document A for suggestions.</p> <p>TC confirmed that we can charge with ad hoc arrangements, but our core business is not-for-profit.</p> <p>Horizon Scanning suggestions for May's meeting:</p> <ul style="list-style-type: none"> • Data, what we currently don't see and what the journey could look like. • What you need to be an athlete/PD/Coach in the future. • Mental Health and how EIS may play a role in leading in this area. • Sustainability • Neurodivergent project ongoing within Performance Innovation. Transition to individuals owning their own data. <p>Future Technologies overview to be added to the agenda as part of the intro on the horizon scanning day in May.</p> <p>KB to share contacts/info on future generations visualisation.</p>	<p>JD/JA</p> <p>KB</p>
4.2	Partnerships	
	Board discussed the principles, including ethics, around the development of partnerships. This was valuable input to the ongoing consideration of partnership strategy as part of the wider strategy development to 2031.	
5	Governance	
5.1	UKSI Name Change	
	<p>JS confirmed that we are now in full delivery mode. There is a robust plan for the 'go-live' day. Plan to shut down on April 24th at 3pm with everything live on the 25th. Testing has only been done with small numbers but have confidence it will be as effective with the whole organisation.</p> <p>Costs are currently on target. Concern around removing old branding and the damage left behind if like for like branding is not replaced.</p> <p>Board formally approved the name change to UKSI and authorised the Chair to sign the official paper.</p>	JD
5.2	Remcom Update	
	<p>EB informed the Board that all updates are taken as read in the submitted paper.</p> <p>Remcom committee were very impressed with SLT's succession planning.</p>	
5.3	Risk & Cyber Security Paper	
	Since the last meeting a lot of work around risk completeness has been investigated. Two risks have been highlighted, ED&I and managing data across the system. These will be added to the register for June.	JS

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	<p>JS to follow up on what measures could be implemented to bring the cyber security risk down to amber.</p> <p>JS presented to the audit committee around our risk framework for new audit committee members. The members will be looking at the risks before the June Board meeting.</p> <p>Risk register has been updated.</p> <p>Once further work is done in this area there is intended to be a board discussion on risk appetite.</p>	<p>JS</p> <p>JS</p>
5.4	Feedback on Group Audit & Risk Meeting	
	<p>Minutes from the last meeting are available in the appendix.</p> <p>Internal audit review of PDMS has been recommended.</p> <p>KC informed the group that Athlete hardship has been coming up in discussions with Performance Lifestyle.</p>	
5.5	Governance Code	
	<p>JS to provide guidance on how we evidence requirements.</p> <p>Financial competence for the organisation needs to be completed. JS to submit all the evidence to the June meeting.</p> <p>CC is reviewing the role, constitution and terms of reference for the TSP with input from the SLT and will report back to the June Board.</p> <p>TC to update the Stakeholder strategy. The current strategy is still relevant but will need formal review.</p>	<p>JS</p> <p>JS</p> <p>CC</p> <p>TC</p>
5.6	General Update	
	<p>JS will be sending out governance items for approval ahead of the next meeting, these are Board Terms of Reference and Delegated Authority matrix.</p> <p>EB offered to provide JS with an example template for the delegated authority matrix and JS will also look at UK Sport's approach.</p> <p>JS to include a governance statement within the statutory accounts.</p>	<p>JS</p> <p>EB</p> <p>JS</p>
6	AOB	
	JD concluded the meeting by thanking everyone for their attendance.	
	Close	
DATE OF NEXT MEETING: 13 June 2023: Lilleshall		