



**ENGLISH
INSTITUTE
OF SPORT**

**BOARD MEETING MINUTES
CONFIDENTIAL**

17th JUNE 2020

Via video conference

Present:

John Steele, Chairman
Nigel Walker, Director
Jamie Skiggs, Director
Sir David Tanner, Director
Vic Luck, Director
Matt Rogan, Director
Ken Van Someren, Director
Andy Parkinson, Director
Vicki Aggar, Director
Emma Boggis, Director
Michael Bourne, Acting
Performance Director, UKS
Apologies:
Frankie Carter-Kelly, Observer

Attending:

Jaqui Perryer, EIS
Rod Jaques, EIS
Matt Parker, EIS
Craig Ranson, EIS
Kevin Currell, EIS
Tash Carpenter, EIS
Peter Elliott, EIS

Minutes:

Michelle Gazzana

1 General

Action

1.1 Chair's Welcome

The chairman, John Steele (JS) welcomed the board, and Michael Bourne (MB), to the meeting. JS informed the board that MB had joined to provide feedback on the EIS' recent Paris planning submission.

1.2 Apologies

JS informed the board that Frankie Carter-Kelly (FCK) had given her apologies.

1.3 Conflicts of interest

There were no conflicts of interest declared.

1.3 Minutes of the last meeting

The minutes of the last meeting were declared to be correct.

1.5 Matters arising – summary of actions

JS informed the board that agenda item 3.1 was historic, however it would remain on the matters arising table. The remainder of actions were covered by the day's agenda.

1.6 Chair's update

JS commenced his update by stating that the board attendance summary was positive and that there were no issues to report. He thanked the board for their ongoing commitment.

JS informed the board that Dame Katherine Grainger (KG) had attended a DCMS select committee where she stated she had asked government for funds to bridge the Tokyo Olympic and Paralympic Games gap from April-October 2020. JS added that funding for the EIS had been taken into consideration, however DCMS had not yet made a decision. NW added that until the quantum of this sum is known, the EIS would not be informed of how much monies it would receive.

JS stated that the EIS had received a letter of assurance from Dame Katherine Grainger (KG) to confirm the EIS would continue to be funded for 12 months following the signing of the annual report and accounts.



1.7 National Director update (COVID-19)

NW informed the board of the ongoing work that the organisation had been undertaking around COVID-19 both internally and externally. This included communication with staff internally, communication with sports directly, preparing for return to training, and providing support to the wider system. NW provided examples of this work which included, weekly calls with the HoPS, rebates to sports, the establishment of a return to training group, and the appointment of Covid-19 officers across EIS sites.

The board acknowledged that the EIS had handled the crisis very well to date and, thanked Rod Jaques (RJ) for his contribution.

JP informed the board that discussions around diversity had taken place at the Remuneration and Nomination Committee and that it was included as a theme in the Paris strategy. It was agreed that there was still a substantial amount of work to be done around diversity within the EIS and that something more tangible should be produced. This may include BAME talent initiatives.

JS expressed that he would like to see the EIS have some form of action plan to be brought to the next board meeting.

**Action JP,
NW, JS**

2 Financial

2.1 FY20 Actual Summary

JSk reminded the board that he had flagged a potential surplus in the budget in March 2020 due to COVID-19. JSk added that the impact of COVID-19 had been larger than anticipated and that postponed training events and lower travel costs across the organisation meant there had been a bigger surplus. This surplus had been managed with UKS so that the EIS did not lose the money. JSk listed the areas in which some of this money would be spent, such as recruitment training and statutory training for the physiotherapy cohort.

JSk informed the board that the equipment grant was brought forward and was spent on prioritised equipment. JSk added that a list of equipment the EIS needed was constantly updated and that funding grants like these were vital for the organisation.

Sir David Tanner (DT) suggested that it would be beneficial for the board to know the quantum of equipment needed by the EIS and what the EIS' ambition would be to enable a plan for the equipment needed. JSk responded by stating that work had been done around this already and that he would circulate this to board before September's meeting for discussion.

Action JSk

VL asked about whether there were learnings from some of the variances in the year. JSk informed the board that work was ongoing to improve the quality of the financial forecasting.

2.2 2020 Annual Report & Accounts

JSk informed the board that the recent audit that took place between the EIS and KPMG was completed entirely remotely and stated that it was a clean audit with no adjustments. He acknowledged the ongoing work the finance team had done to maintain a clean audit for the third year in a row.

JSk stated that work had been ongoing around funding beyond March 2021 and that the global pension scheme was still being audited by Grant Thornton. He added that there was nothing to flag regarding the pension scheme but stated that if something were to arise in future, the board would have to go through the process of re-approving the accounts.

JSk then asked the board for approval of the accounts and allowed the board to ask any questions.

There was a suggestion around more clarity over the wording in certain areas. With this change taken into consideration, the board approved the annual accounts.

The board expressed their appreciation for the finance teams' effort on a clean audit and asked that JSk pass on their gratitude.

2.3 FY21 Update

JSk informed the board of the changes in staff turnover expectations due to Tokyo Olympic and Paralympic Games moving and the impact in which this would have on the budget. He also added the changes in commercial activity and potential activity in this area, such as the marketing of online resources.

JSk indicated that the Learning and Development spend was low but assured board that the EIS were very much present in this area. Kevin Currell (KC) provided board with examples in which the EIS were doing a significant amount in Learning and Development. These examples ranged from how to use Microsoft Teams through to the upskilling of the Performance Lifestyle advisors in areas of Mental Health.

JSk added the areas in which savings were being made such as travel, and contractor spend and informed the board that the EIS were confident that they could manage their financial position for the year. He concluded by stating that he would return in September with a re-forecasted budget when more developments around the COVID-19 situation had been made.

3 Strategy

3.1 Paris Planning Feedback

Following the EIS' recent strategy submission, Michael Bourne (MB) informed the board that the strategy had been evaluated by the UKS board and that feedback and recommendations had been provided to the EIS' Senior Leadership Team and John Steele. MB added that the submission was well-received and that he and the UKS board recognised the quality and hard work that had been put into the submission.

MB then proceeded to work through the feedback for the board's information, allowing them to ask questions and comment. The feedback was mainly around clarity on the budget and financial scenarios.

It was discussed amongst the board that a framework on the EIS' impact on the system should be produced and that a short overview would be brought to the September board around messaging to UKS. This could also be used for Board members to communicate the headlines of the strategy in other interactions within the system.

**Action
EIS SLT**

3.2 Mission Control

NW informed the board that the strategy and KPIs on the Mission Control EAP would change over the next 6 months and that a new EAP would be presented to the board when this had been completed.

3.3 COVID-19 – The new normal

It was agreed that this agenda item would be further discussed in the September 2020 board meeting.

Action MG

3.4 Name Change

Tash Carpenter (TC) presented the board a detailed proposal of the EIS' potential name change.

The main discussion point was about how a name change, and the cost associated with it, would be viewed by the system. It was agreed the matter should be considered by the group currently considering the EIS' articles of association. VL would report on developments in due course.

Action VL

4 Governance

4.1 Risk register & Governance Code

JSk informed the board that a risk associated with COVID-19 had been added to the register. This risk had been assessed at amber

given the mitigating activities in place. He also stated that the impact of COVID-19 had been reflected in pre-existing risks where appropriate.

JSk informed board as to why certain risks had been closed.

DT expressed concern over 'Investment in Facilities' and highlighted the fact that there was a long-term risk if the EIS did not invest to move equipment requirements forward. This was noted. Long term discussions on investment are ongoing and the risk remains at red.

4.2 GARC Update

Vic Luck (VL) informed the board of the recent Group Audit and Risk Committee that took place and added that an external audit from NAO and their representatives would take place.

VL added that John Dowson, Chairman of the GARC committee, stated that the EIS had done good pioneering working on Organisational Health, to which the EIS thanked VL for his direction on this.

VL concluded by stating that work around managing cyber risks would need to be strengthened and that the EIS would need to obtain cyber essential certification to close out the outstanding item on the audit committee action log.

4.3 Remuneration & Nomination Committee

VL referred to the Remuneration & Nomination Committee paper and asked if the board had any comments.

The board questioned the gender pay gap and asked if the EIS could obtain data on the BAME pay gap, to which Jaqui Perryer (JP) expressed her concern around the work involved in doing a gap analysis report but recognised that the EIS needed to consider how this could be included in part of the work that would be brought back to the September board meeting around diversity, including BAME initiatives.

JS concluded by stating that his post would be "timed out" at the end of his second term as chairman at the end of the year 2020. He added that KG of UKS had been informed and that she would be putting in place a process to recruit a successor.

5 AOB

Ken Van Someren (KVS) stated that the EIS were reviewing how they would benchmark technical services and that the Technical Steering Panel was being utilised as part of the review process.