



BOARD MEETING MINUTES

CONFIDENTIAL

26 March 2019

Compleat Angler, Marlow Bridge, Marlow, Buckinghamshire, SL7 1RG

Present:

John Steele, Chairman
Nigel Walker, Director
Jamie Skiggs, Director
Sir David Tanner, Director
Vic Luck, Director
Vicki Aggar, Director
Matt Rogan, Director
Chelsea Warr, UKS

Attending:

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

Apologies:

Sally Munday, Director
Annie Panter, Director
Ken Van Someren, Director
Stewart Laing, EIS

Minutes: Michelle Gazzana

1	General	Action
1.1	Chair's Welcome	
	<p>The chairman, John Steele (JS) welcomed the board to the meeting.</p> <p>JS welcomed Mark Withers (MW) to the board meeting and informed board that MW was in attendance in an observational capacity as part of the Board effectiveness review.</p> <p>JS welcomed Michelle Gazzana (MG), Executive Assistant to Nigel Walker, to her first board meeting.</p>	
1.2	Apologies	
	<p>Sally Munday (SM), Annie Panter (AP) and Ken Van Someren (KVS) had sent their apologies.</p>	
1.3	Conflicts of interest	
	<p>No conflicts of interest were declared.</p>	
1.4	Minutes of the last meeting	
	<p>The minutes of the last meeting were declared to be correct.</p>	
1.5	Matters arising – summary of actions	
	<p>Vick Luck (VL) questioned whether the board should be presented with more opportunities to act in an ambassadorial way for the EIS. The board was informed by Tash Carpenter (TC) that this was something the EIS intends to develop in the future as part of its ongoing comms and influencing plan.</p>	
	<p>Sir David Tanner (DT) suggested that work could be done to improve branding and profile at EIS sites after his recent visit to Bath. It was agreed that TC would discuss with Peter Elliott (PE) on how the EIS could improve visibility of the EIS's presence throughout sites.</p>	Action TC & PE
	<p>The board evaluated the risk of HoPs turnover and asked if there was a common theme. NW stated that turnover varied with no correlation between individuals deciding to leave the EIS.</p>	
	<p>DT requested that the board receive a strategic overview to ensure the position of HoPs is developing effectively. It was agreed that a paper would be circulated to the board in June supported by relevant data to further understand operational challengers of HoPs.</p>	

NW informed board that Stewart Laing's (SL) return will see him planning the next six months on how HoPs can maximise their impact in the lead up to Tokyo.

Action SL

1.6 Chair's update

JS informed the board that interviews for the CEO position at UK Sport were now underway with Jaqui Perryer (JP) coordinating the process.

JS informed Board that the Minister for Sport, Mims Davies (MD) had visited Bisham earlier in the month and that there were talks of an additional visit to another site in the future. A follow up letter has been sent, inviting MD to The EIS's Sheffield site.

JS highlighted the EIS's significant input around the Paralympic conference which took place earlier in the month, commending practitioners on their work.

2 Financial

2.1 Financial status to year end

Jamie Skiggs (JSK) informed board that the EIS had reached a break-even position at year end and outlined where savings had been made.

It was noted by JSK that the main overspend was on Legal costs incurred around the data breach and defending the Taekwondo tribunal case.

The board expressed concern over some recurring underspend in certain areas and requested visibility of financial status through to Tokyo. JSK will ensure full budgets for the remainder of the cycle are included in the next board pack.

Action JSK

2.2 Commercial paper

An analysis of what would generate income and reduce costs in the Tokyo and Paris cycle's was presented to the board by TC. TC identified five key areas for cost reduction and provided a strategy timeline for the commercialisation project.

TC ensured that The UK Sport Communications team has been kept abreast of the EIS' strategy from an operational perspective and NW informed the board that he would speak to Liz Nicholl (LN) to ensure that UKS Project Performance integrates the EIS's commercial aspirations.

Action NW

The board endorsed the strategy however expressed reservations around capacity on delivering, specifically around legal capacity. Board were not comfortable with the lack of expertise and human resource in the area of commercialisation more generally, and stated that the EIS should not enter

another cycle with commercial aspirations but no team to deliver on them. TC will report back to the board in June with a detailed proposition.

Action TC

2.3 Full Cycle Funding

JSK informed the board that the audit committee requested a balanced budget for the remainder of the cycle for June and presented the board with a paper on 'Balancing the budget' for their approval.

The board approved of all nine items providing that item 5 'Other various adjustments' was not mission critical, item 6 'Performance Innovation' would not impact medals and item 7 'recruitment changes' was reviewed on a case by case basis. Concern was raised regarding the viability of the commercial income target and board gave approval to halve this target if UKS Board agreed to return the £500k previously withdrawn from the Tokyo cycle budget.

The board requested that monthly monitoring of all actions agreed to manage the deficit risk would be shared with them, regularly and with appropriate time to react to any potential issues.

Action JSK

3 Governance

3.1 Risk register

JSK presented the risk register informing the board of two risks closed and one risk which had been added. The Board noted that it would be worth adding a separate risk on the impact of decisions made by the EIS to ensure a balanced budget.

Action JSK

3.2 Data governance and approvals

Board approved the register of board interests for inclusion on the EIS website and within the statutory accounts.

JSK updated board on further enhancements to IT security.

JSK presented a data paper noting there are two strands; one around governance and one around performance benefit and that this needed to be a feature when planning for Paris. The board acknowledged the current position and showed their support in the importance of this through the planning process.

3.3 Group Audit and risk committee update

VL informed the board that GARC were supportive of the EIS proposals to ensure a balanced budget. A paper would need to go back to June GARC to demonstrate this. VL stated that a call prior to June to discuss the budget, ensuring its successful delivery would need to take place.

Action MG

It was noted that a lessons learned exercise should be undertaken to ensure that both UKS and EIS Boards and executives were aware of learnings for future cycles. A group would be set up chaired by NW.

Action NW

3.4 Board effectiveness review

MW from Mighty Waters joined the board to discuss the board effectiveness review.

MW outlined to the board strengths and opportunities for change and made recommendations. JS and Jacqui Perryer (JP) agreed to work through MW's recommendations which they would then present to the board in a detailed action plan.

**Action
JS & JP**

This was endorsed by the board and MW was commended for his work.

3.5 Science and Ethics Committee scope

KVS was absent and this was not discussed. A full paper to be presented at June board.

4 Strategy

4.1 National Director update & mission control

NW reported that following his meetings with home countries concerning EIS potential name change, Wales expressed some reservations, whilst Scotland wanted a home countries representative to attend key EIS meetings such as SLT or board.

NW informed board that the tribunal between Taekwondo and the EIS has been delayed further due to the ongoing absence of the judge associated with the case.

NW informed that there was a PDMS opportunity that team Ineos (formally known as Team Sky) could present.

NW stated that SLT would have a fully worked up approach on Organisational Health to bring to the board in June.

Action NW

PE informed the board that the EIS's Bath facility development had been given the go ahead for its physio/rehab area and that the Hatfield partner site had their contract terminated.

Rod Jaques (RJ) informed the board of the start of medical governance processes with British Athletics, Equestrian and Swimming. The board acknowledged RJ's ongoing hard work around this and thanked him.

Craig Ranson (CR) informed the board that the mental health team officially launched last week. CR added that whilst evaluating the potential impact of Athlete Health's 2018 winter respiratory illness management campaign that saw 1000 education and resource festive packs distributed to WCP athletes, there were 41% less upper respiratory tract infections (URTIs) recorded in the 4-weeks post-Christmas 2018/19 (34) compared to the 2018/18 post-Christmas period (58). This included 60% less URTIs (12 vs 30) in the first week after the Christmas break.

Kevin Currell updated the board on Project Theta informing the board that 30 athletes had been tested with a further 6 athletes in the pipeline. KC added that SharePoint will be updated with travel information for Tokyo around heat, humidity and travel.

JSK had no further update for the board.

TC informed the board that the More2Me and the SmartHER campaigns were well received and presented to the board brand update work around photography style and font.

JP informed the board that the EIS' pay review work was ongoing and that the next cycle would provide more insight into what the pay structure would be. JP stated that the EIS will be publishing their gender pay report at the end of the month.

Matt Parker (MP) informed the board of a new rowing system on boats, collecting data which is being used by coaches. MP informed the board that Peter Bentley (PB) had recently been recruited to ensure all equipment is compliant in the lead up to Tokyo.

5 Landscape

5.1 Purpose Discussion

KC and TC updated the board on their work around the EIS's purpose and informed that January's survey around purpose was positive overall.

Key areas to take away from January's survey around purpose included expressing values for effectively, with words to be more emotive and to emphasise the importance of the people aspect of the organisation.

TC informed that further work from external stakeholders would be taking place and a draft statement around the EIS's purpose would be presented to the board in June.

Action TC

5.2 Charging Structure

Neil Page (NP) presented to the board the history of the charging structure and some options for potential change in the Paris cycle. The board agreed on the option for removing travel and increasing the percentage recovered for pension contributions. Further discussion will be held with UK Sport for approval in June.

**Action
NP/NW**

AOB

6 There was no further business.