



**BOARD MEETING MINUTES  
CONFIDENTIAL**

**16<sup>th</sup> SEPTEMBER 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  
Vicki Aggar, Director  
Emma Boggis, Director  
Andy Parkinson, Director

**Attending:**

Jaqui Perryer, EIS  
Rod Jaques, EIS  
Matt Parker, EIS  
Craig Ranson, EIS  
Kevin Currell, EIS  
Tash Carpenter, EIS  
Peter Elliott, EIS  
Katherine Grainger, Chair,  
UKS  
Michael Bourne, Acting  
Director of Performance, UKS,  
Acting Director of  
Performance, UKS

**Minutes:**

Michelle Gazzana

**Apologies:**

Frankie Carter-Kelly, Observer

## **1 General**

**Action**

### **1.1 Chair's Welcome**

The chairman, John Steele (JS) welcomed the board, and Katherine Grainger (KG), to the board meeting. He then congratulated Michael Bourne (MB) on his new appointment at the LTA.

### **1.2 Apologies**

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

### **1.3 Conflicts of interest**

Vicki Aggar (VA) informed the board of the BAC's involvement with British Gymnastics. JS responded by stating that this was not necessarily a conflict, but if discussion evolved in the direction of any conflict VA would leave the meeting.

### **1.4 Minutes of the last meeting**

Ken Van Someren (KVS) stated that item 5 under AOB did not accurately reflect the discussion that had taken place and that the paragraph should instead read '*Ken Van Someren (KVS) stated that the EIS were reviewing how they would benchmark technical services and that the Technical Steering Panel would be utilised as part of the review process*'.

It was agreed that the June board minutes would be amended to reflect the above. Excepting the above, the minutes were declared to be correct.

**Action MG**

### **1.5 Matters Arising**

JS informed the board that his understanding was that the previously discussed Sport England capital funding resource would be moved to UK Sport, as specified by Duncan Rolley (DR) of UKS. This would be confirmed in a follow up meeting between Nigel Walker, Duncan Rolley and Sport England.

**Action NW**

He added that the Organisational Health KPIs would be on hold until the income for the next cycle was known and that the Financial Reserves Policy would be covered in the GARC update.

JS concluded by stating that board effectiveness training would be revisited once a new EIS Chair was appointed.

## **1.6 Chair's Update**

JS informed the board that MB was moving on from his position as Acting Performance Director at UKS. NW stated that a conversation between himself and Sally Munday (SM) had taken place around the Director of Performance responsibilities in the interim. It was decided that these responsibilities would be divided up between individuals at UKS until a new Performance Director was appointed.

JS added that the EIS had been contacted by the Whyte Review and were responding by providing all relevant information.

JS asked KG about government funding for the Paris cycle, to which she said DCMS were positive that sport would play a significant role post COVID-19 but had no further information.

## **1.7 National Director's Update**

Nigel Walker (NW) informed the board of the Return to Training and Future Working groups established by the EIS and added that these would be further discussed under agenda item 3.2

## **1.8 Gymnastics Investigation & Independent Review**

NW updated board on the gymnastics investigation and stated that information would be provided to the Whyte Review.

## **2 Financial**

### **2.1 FY21 Update**

JSk presented to the board the FY21 update, stating that the EIS were in a better financial position than anticipated. He then listed areas in which he predicted the EIS would continue to make savings as well as areas in which the EIS would see a spend increase, adding that they were continuing to make rebates to sports.

JSk reminded the board of the five significant changes that had been made in order to balance the budget and asked for the board's approval to re-instate two items now that the EIS found themselves in a better positional financially.

JSk assured the board that both items had been forecasted and that the accompanying paper reflected this.

The board approved these and emphasised the importance of addressing these strategically significant areas.

JSk added that equipment requirements for the Paris cycle, which would advance the EIS' services, had been added to the FY21 paper. The board were in support of these additional requirements.



JSk informed the board that the EIS had gone out to tender for a new, more reliable network and helpdesk provider, which needed the board's approval given the value of the contract.

JSK assured the board that the new provider was credible and that the EIS had done due diligence with existing clients to support this, adding that a more reliable network and 24/7 helpdesk was critical, especially amongst practitioners travelling internationally in the lead up to the Tokyo Olympic and Paralympic Games.

The board approved the tender recommendation.

### **3 Strategy**

#### **3.1 Paris Planning Update**

NW thanked the NEDs for being board advocates and then presented to the board the prioritisation process the Senior Leadership Team had undergone since the board last met, outlining scenarios dependent on funding granted.

##### **I Key questions answered**

The board expressed that they felt the business case the SLT provided was well thought through, but that 'impacts' to certain scenarios should be added.

**Action SLT**

##### **II EIS Infographic**

The board thanked the SLT for their hard work on the infographic, which had been created as a communication tool to illustrate the achievements and the impact of the organisation over the past four years.

##### **III Talking Points**

The talking points were created as an 'elevator pitch' to those external to the organisation, for use by SLT and Board members.

##### **IV Strategy confirmation**

Each board advocate was asked to approve of the changes made to their respective strategies.

A request to bring back to the board the purpose of benchmarking within Human Performance and the approach the EIS would take on this going forward was made. It was highlighted that the Technical Steering Panel would be involved in this process.

**Action KC**

### **3.2 COVID-19 Future working**

NW informed the board of the two groups established as a result of COVID-19. The first one being Return to Training, led by Ben Hollis (BH), which was aimed at bringing the EIS, alongside sports, back to training ;and the second one being Future Working, led by David Gallimore, to find out what the organisation could learn from the last 6 months. NW then listed themes which had come out of the recent Future Working survey, completed by 75% of EIS staff.

Rod Jaques (RJ) provided an update on a potential vaccine and listed two scenarios for athletes in the lead up to the Olympic and Paralympic Games, which would include careful counselling once a vaccine was established.

The board requested that they be kept abreast of developments in this area.

**Action NW**

## **4 Mission Control**

### **4.1 Director Updates**

JSk informed the board that the annual reports and accounts were awaiting sign off from the pension scheme, which had been delayed due to reasons out of the EIS' control. He stated that if changes were needed to the accounts, these would come back to board for approval.

He added that a new finance system as part of the new strategy would be implemented before the new year.

JP stated that the EIS would be going to tender for a learning management system, which would be a significant modernisation of the EIS' current procedures. She added that a Diversity and Inclusion Manager had been recruited to bring in best practice and accelerate the EIS' plans around Diversity and Inclusion, as requested in the June board meeting.

Kevin Currell (KC) informed the board that most practitioners had returned to the working environment and credited them for adapting their processes appropriately.

Matt Parker (MP) informed the board that Performance Innovation were primarily looking to conclude projects and listed areas in which activity was still ongoing.

TC recognised the good work her team was doing with regards to internal communications and stated that the aim was to keep this momentum going. She added that she and her team plan on commencing a media engagement strategy within the next couple of weeks.

Peter Elliott (PE) informed the board of the ongoing work being done around EIS sites with regards to COVID-19, adding that robust processes were in place and that all EIS sites were open for essential business only.

CR concluded the director updates by informing the board of the bespoke athlete monitoring app and its success, as well as an agreed brand partnership over 5-6 sites with the BOA and BPA.

JS requested that the EIS summarise the Enabling Action Plan for next board until new KPIs are created for the new cycle.

**Action SLT**

#### **4.2 Managed Sports – PMB Update**

NW provided an update on all managed sports and informed the board that Elise Christie (EC) of Short Track Speed Skating had received another year of funding following her annual review.

NW stated that the Wheelchair Fencing athletes still held their qualifications, for Tokyo 2020 as did Shauna Coxsey of Climbing.

He concluded by stating that all athletes had opted in, as have their support staff.

### **5 Governance**

#### **5.1 Risk Register & Cyber Security update**

JSk informed the board that no changes had been made to the risk register since the board last met in June and that the register had been more focussed on COVID-19 and its impact on the organisation.

JSk added that the EIS were looking at cyber security certification and would work towards Cyber Essentials in October. He concluded by stating he would keep board updated on the EIS' cyber security activity.

**Action JSk**

#### **5.2 GARC Update**

VL updated the board on the recent Group Audit and Risk Committee, informing the board of the recent internal audit. He stated that there was nothing serious to flag and that the auditors were extremely complementary of both the EIS and UKS' work towards a smooth audit.

VL provided an update on the Articles of Association work being done.

A discussion was then had concerning the recommendation to establish a sub-committee, similar to the Group Audit and Risk Committee, that would deal with performance matters and may assist to ensure any communication gaps between the EIS and UKS board were closed from a performance perspective. The EIS board expressed that a sub-committee might be beneficial, however had reservations that there could be duplication between the sub-committee and the EIS board given that the recommendation is to continue the 3 appointees (independent directors) made by UKS on the EIS board (one of which is the chair).

## **6 AOB**

JS thanked KG for joining the EIS board meeting and MB for his significant impact throughout the years as well as thanking both the executive directors and non-executive directors for their additional work on the Paris strategy.