

**BOARD MEETING MINUTES  
CONFIDENTIAL**

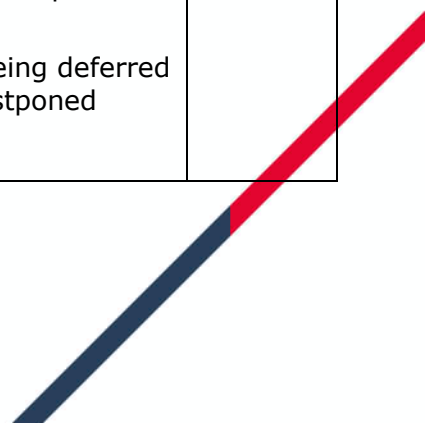
**18<sup>th</sup> March 2021**

Via Teams Conference

<b>Present:</b>	<b>EIS SLT:</b>
Sir David Tanner (DT), Chair	Jaqui Perryer (JP)
Nigel Walker (NW), Director	Rod Jaques (RJ)
Jamie Skiggs (JS), Director	Matt Parker (MP)
Vic Luck (VL), Director	Craig Ranson (CR)
Matt Rogan (MR), Director	Kevin Currell (KC)
Ken Van Someren (KVS), Director	Tash Carpenter (TC)
Vicki Aggar (VA), Director	Peter Elliott (PE)
Emma Boggis (EB), Director	
Andy Parkinson (AP), Director	<b>Minutes:</b>
	Jo Ardern (JA)
<b>Observers:</b>	
Debbie Jenssen (DJ), UKS	
Ismail Amla (IA), UKS	
<b>Guest:</b>	
Dame Katherine Grainger (KG), UKS	
<b>Apologies:</b>	
Frankie Carter-Kelly (FC-K) (Observer)	

1	General	Action
1.1	<p><b>Chair's Welcome</b></p> <p>The Chair, Sir David Tanner (DT), welcomed the Board, Katherine Grainger (KG), Chair of UK Sport, Ismail Amla (IA), Non-Executive Director of UK Sport Board and Jo Ardern (JA), EA to Nigel Walker, to the meeting.</p>	
1.2	<p><b>Apologies</b></p> <p>DT informed the Board that Frankie Carter-Kelly would be unable to join.</p>	
1.3	<p><b>Conflicts of Interest</b></p> <p>There were no further conflicts of interest to declare.</p>	
1.4	<p><b>Minutes of the last meetings:</b></p> <p><b>EIS Board Meeting 2 Dec 2020</b> <b>EIS EGM Meeting 12 Feb 2021</b></p> <p>The minutes of the last Board meeting and EGM were approved.</p>	
1.5	<p><b>Matters Arising</b></p> <p>There were no matters arising not covered elsewhere on the agenda</p>	
1.6	<p><b>Chair's Update</b></p> <p>DT commenced his Chair's update by acknowledging the hard work of NW and the SLT and recognised that this had been an extremely demanding time.</p> <p>DT informed the board that he had accepted a 3 month extension until 30 June as interim Chair of the Board, whilst the new Chair is being appointed and inducted. Interviews for this post are taking place at the end of March / April. The newly appointed Chair will attend the June Board meeting as an observer. KG thanked DT for accepting this extension.</p> <p>DT reported that he had attended his first UKS Board Committee as an observer and DT feels good progress is being made with the closer working relationship of the EIS and UKS Boards.</p> <p>DT updated the Board that discussions are underway to arrange a joint board away day and evening in the Spring of 2022.</p> <p>NW acknowledged that the Board terms of reference were to be updated and would be brought to Board for approval.</p> <p>It was confirmed that NW and IA had met prior to this meeting for a briefing on the EIS and DT is due to schedule a meeting with IA over the upcoming weeks to continue the induction.</p>	<p><b>NW</b></p> <p><b>DT</b></p>

<p><b>1.7</b></p>	<p><b>National Director Update</b></p> <p>NW commenced his update by thanking DT for his kind words regarding the SLT. NW acknowledged how busy the last few months had been along with the pressures on the SLT and middle management as a result of the postponed Games, the challenging funding settlement and therefore the requirement to make significant changes to the Paris 2024 strategy.</p> <p><b>Wheelchair Basketball:</b> NW updated the board on his meeting in January with Wheelchair Basketball (WCB), who informed NW that they wished to decentralise from Sheffield to four university sites. The original intention had been for the WCP to be hosted from one of these sites and for it to deliver science and medicine services. This had changed in recent weeks and NGB was now exploring continuing with the EIS. WCB had raised the following areas of concern:</p> <ul style="list-style-type: none"> <li>• 2% annual increase in relation to the change in charging structure. NW advised the board that this had been misinterpreted as the first year of the Paris cycle is actually cheaper.</li> <li>• Relocation Cost. WCB asked, should they relocate to 4 x Universities, would we bear the cost of relocating our staff? Our Policy doesn't allow for this as covering the cost of relocation is for new staff or staff transferring between sports.</li> <li>• All EIS staff to have their CPD and annual leave approved by the PD not HoPS.</li> <li>• EIS staff appearances in Sponsored Promotions without the consent of the EIS Director of Marketing and Communications. A form of words to give comfort in this area would be drawn up.</li> <li>• Extension to the Tokyo agreement rather than signing the Paris agreement.</li> </ul> <p>A meeting is due to take place with WCB to discuss these matters.</p> <p><b>British Curling:</b> NW provided an update regarding British Curling and their requirement for a physiotherapist to accompany them to the World Championships to be held in Calgary next week. The Scottish Institute of Sport had not been able to provide for this support. The EIS has been able to provide an individual and to carry out all the relevant risk assessments. DT considered this matter had been handled well and thanked NW for this.</p>	
<p><b>2</b></p>	<p><b>Financial</b></p>	
<p><b>2.1</b></p>	<p><b>FY21 Financial Update</b></p> <p>JS informed the board that the EIS will break even for the current cycle. JS explained that a significant number of rebates had been made to governing bodies for costs not incurred (e.g. travel). Non-consolidated payments had been paid this financial year, resulting in overspend on salaries. There are no plans to make non-consolidated payments in the next financial year.</p> <p>There had been significant underspend in managed sports which is being deferred until next financial year to support the sports in the run up to the postponed Tokyo games.</p>	



	<p>JS provided an update on the new finance system which went live in December 2020. Although a few initial issues were encountered, these had now been rectified. Once the basics of the system are implemented, further features are to be developed with a new expenses module being launched in Q2/3 this year.</p> <p>JS reported that the accounts had been filed on 2 March 2021.</p> <p>DT congratulated JS on getting the EIS to a break-even position given the issues earlier in the cycle.</p>	
<p><b>2.2</b></p>	<p><b>Future Pension Strategy</b></p> <p>JS elaborated on the document included in the Board papers and advised the board that the Risk Register had highlighted some areas requiring further action.</p> <p>JS reported that the current take-up on the pension scheme is high (at around 95%) and any changes made to this scheme going forward would not affect anyone currently employed but would stop the financial risk increasing.</p> <p>JS added that he will be working with UKS on this strategy as there are efficiencies in doing so, whilst still being able to design the scheme appropriately for our own needs.</p> <p>JP shared a slide from which the following has been extracted:</p> <p><b>We</b></p> <ul style="list-style-type: none"> <li>• Are not looking to increase the size of our overall Total Remuneration package ( except through levelling up of pay through the pay and grading framework)</li> <li>• Want to provide maximum flexibility for choice for all staff to use their remuneration package to best align to their personal circumstances at the time they need it</li> <li>• Will ensure salary package continues to benchmark well externally</li> <li>• Will resolve the position of non-consolidated payments ( <u>i.e.do</u> these continue as now or change?)</li> <li>• Want to create more ' portability' of the new pension scheme – <u>i.e.easy</u> to transfer between employers</li> <li>• Provide the opportunity for current staff to be able to opt to transfer to the new DC scheme</li> <li>• Will ensure that employer contributions remain at a level that is believed to be that of a ' reasonable public sector employer' encouraging people to save ( likely to be above the minimum employer contributions laid out in law - but may not be as much as now).</li> <li>• Should ensure that cost of implementing the new scheme will be absorbed over the cycle through the design of the new scheme</li> <li>• Should ensure we fit within any government / public body requirements for total remuneration</li> </ul> <p>It is proposed that the new scheme is implemented in two stages, with the first being in around 1 year's time.</p> <p>DT proposed that the Board support this strategy with a target full implementation date of April 2022. This proposal was supported by all.</p>	

<b>3</b>	<b>Strategy</b>	
<b>3.1</b>	<p><b>Paris Strategy Update including Budget / Paris Update</b></p> <p>NW provided an update on the Paris Strategy and stated UKS have confirmed that spend of £16.8m for Year 1 is acceptable, on the proviso that we remain within the £66m indicative figure for the entire cycle.</p> <p>JS highlighted that significant steps had been taken to reduce costs with suppliers, including IT helpdesk / telephony / broadband / travel, with savings having been made in all these areas.</p> <p>With cost savings with suppliers exhausted, the only scope to reduce further costs was with people. JS was relatively comfortable there would be a number of leavers who would help to pull the budget back in line with £66m. This is an assumed average of 4 vacancies / month for the cycle, based on average figures over the last 12 months.</p> <p>There would be on ongoing monitoring of the plan, looking at a full 4-year cycle in relation to budgets. A change management group would be established to help deliver against this plan.</p> <p>NW asked that the Board approve the Year 1 budget of £16.8m against a budget of £16.5m. This will subsequently be followed by meetings throughout Apr / May / early June to agree years 2 – 4 and this would be brought to the June board for sign off, prior to being submitted to the UKS board in July.</p> <p>NW acknowledged the amount of work required between now and June and informed the board he intended to appoint a project manager to assist with the Roadmap, initially on a 3 month basis.</p> <p>The Board gave approval for the strategy update including the budget</p> <p>JS advised the Board that more information and data was being generated generally and more monitoring was taking place, but there was currently no dedicated resource to manage this. Although the risk had not been heightened, JS considered more could be done with the data generated with a potential resolution being to appoint an existing member of staff or gain extra support from the outsourced IT provider.</p> <p>NW provided further detail regarding areas which may now not be focussed on during the Paris cycle due to the funding cut. NW explained that our prioritisation exercise was sophisticated and looked at both sport and systems needs, with UKS principles being at the heart of this.</p>	

	<p>JP provided an update on the Future Working Group which was looking at both location and hybrid working, with a view to bringing better and more efficient ways of working, along with cost savings. In addition, themed disciplines were being considered, to avoid duplication.</p> <p>A pilot scheme was underway looking at high performance teams.</p> <p>JP advised the board that the pay and grading system was a priority.</p> <p>MR reminded the board that the performance data strategy sits outside of this £66m and we must ensure that we bring this back in. This was acknowledged by NW who advised that one of the recommendations was to have a task group looking at performance innovation and data and how these work together as well as across the entire EIS strategy.</p> <p>KVS highlighted the importance around technical leadership and R&amp;D capacity when thinking about savings. This was acknowledged by NW who confirmed we had tried to achieve the right balance, but given the funding cut, difficult decisions have had to be (and were still being) made.</p> <p>DT affirmed that the Board would support and agree on what was deliverable at the top quality level and assured NW he had full support of the Board. DT also confirmed that he was in regular meetings with KG and Ian Robinson (Head of Strategy) and believed they were well aware and understanding of the situation and its challenges.</p>	
<p><b>3.2</b></p>	<p><b>Managed Sports Update</b></p> <p>NW provided an update on the 3 sports, for which we have responsibility.</p> <p><i>Short Track Speed Skating</i> This was a medal support plan with one athlete. Primarily due to COVID-19 she had not been able to compete for 18 months and it hadn't been possible to enter her into the World Championships due to quarantine restrictions.</p> <p><i>Climbing</i> We have one athlete who had had a number of injuries over the last 6 – 9 months, with an ongoing back injury. She had still been able to train but the situation was being monitored closely. She recently attended a training camp in Warwick. It was hoped she would be able to compete in the lead up to the Games to gain competition experience and sharpness.</p> <p><i>Wheelchair Fencing</i> We have 3 athletes who have been able to train and were in good physical shape. Competition experience was lacking and the team may have insufficient points to qualify. They currently share a facility with modern pentathlon and were looking for a dedicated facility.</p>	

<b>3.3</b>	<b>EIS National Conference Feedback &amp; PLx</b>	
	<p><b>Conference Feedback:</b> TC provided an update to the board in relation to the EIS 2020 conference with this being an online event which ran over 3 x ½ day sessions in Nov 2020. On completion a feedback survey was undertaken. 80% of those who completed the feedback said they enjoyed the online experience, the virtual gathering and the range of talks. However, feedback showed that individuals were still keen to meet in person at future events, when this was possible.</p> <p>Taking this feedback on board and factoring in the financial situation, it had been decided to adopt a hybrid solution for the next cycle, where there would be 2 online conferences and 2 face-to-face conferences. The 2021 Conference would be on-line and the 2022 Conference face-to-face. It was suggested that the 2023 Conference might also be best face-to-face as it would be the pre-Paris year.</p>	
	<p><b>PLx: (UKS conference and award ceremony)</b></p> <p>This had now been running for 2 years, with EIS not being as well represented in the year 1 awards as perhaps they could have been. In 2020 (Year 2) EIS staff won a number of awards and aim to achieve this in 2021.</p> <p>DJ advised that her team was currently looking at the best way to run the PLx this year, although it was generally felt that an award ceremony is better face-to-face. DJ confirmed that invitations would be extended to Board members.</p>	
<b>4</b>	<b>Mission Control</b>	
<b>4.1</b>	<p><b>COVID-19</b> RJ provided a general COVID-19 update and informed the Board that international travel had been restricted and some sports were struggling to return to the UK from overseas training bases. A category of amber was being implemented this week.</p> <p>Over the last 11 months RJ reported that the EIS have hosted CMO meetings every 2 weeks where we share government information and best practice, allowing small sports to move at a fast pace. This had been welcomed by NGBs and had cemented stronger relations.</p> <p>With regard to vaccinations, RJ informed the board that the JCVI were adhering to their policy of vaccinations by age and medical requirement and would not vaccinate on vocational merit.</p> <p>It was hoped the government might reconsider athletes, allowing them at least one vaccine at least one month prior to travel.</p> <p>RJ provided an update on the EIS staff lateral flow programme.</p> <p>DT thanked RJ for his work.</p> <p>KG asked that feedback be given to any member of the UKS board should EIS encounter issues relating to Brexit and Covid travel restrictions, as they had ongoing dialogue with the Government.</p> <p>Discussions took place around the eventuality of the games being cancelled. DJ would be keen to pursue this along with the EIS. This issue to be added to the risk register.</p>	<b>JS</b>

	<p><b>Untoward Event Monitoring:</b> RJ provided an overview of the three serious Untoward Event cases over the last year along with an update on the qualitative and quantitative EIS medical record keeping, confirming that standards were being upheld.</p> <p>Further discussion took place on the confidentiality around medical records and it was confirmed that it is entirely in the hands of the patient as to what, and how much, information was divulged.</p> <p>This subject was to be discussed offline in more detail by VA / RJ /KC.</p>	<p><b>VA / RJ /KC</b></p>
<p><b>4.2</b></p>	<p><b>Director update (EAP)</b> JP provided an update on 4 specific areas of the strategy:</p> <p><i>Learning Management System (LMS):</i> This was due to go live with the SLT receiving a demonstration in July with this system effectively tracking learning / prompts / dashboard.</p> <p><i>Pay and Grading Framework:</i> Early indications from Government suggest a pay pause for government bodies. Although this would affect EIS it was believed the Pay and Grading strategy could still be implemented, as this was not related to a general uplift, but about realigning. This was due to go live in 12 months.</p> <p><i>Change Management:</i> Sports were already actively planning the reshaping of their teams post September which was time consuming for the HR Team. HR have run a number of Change Management Workshops, with more to follow, which explain the fundamentals of change management. This had been well received.</p> <p><i>D&amp;I Strategy:</i> This was a project looking at increasing ethnicity across the organisation and a clear strategy was emerging. A cross-organisational meeting had now taken place. JP reported that although we are now unable to fully fund a significant internship programme, there were still some areas which could be pursued, e.g. mentoring.</p> <p>JP and EB were to review the Diversity Action Plan.</p> <p>MR advised the board that future Board meeting agendas should be reviewed, with diversity being a more prevalent topic for discussion.</p> <p>JP provided an update to the board on the policy regarding the taking of leave which allowed a maximum of 5 days to be rolled over into the next leave year, thereby encouraging staff to take their leave within the year it was allocated. Apart from a couple of isolated cases, no issues have been reported as this had been proactively managed.</p>	<p><b>JP / EB</b></p> <p><b>JS</b></p>



	<p>CR updated the board in relation to Athlete Health and Performance Data, advising that we had been working closely with the BOA and BPA.</p> <p>A heat illness education and online assessment had been devised, along with a short co-branded animated travel health video.</p> <p>With regards to respiratory health, there had been around 160 COVID-19 cases across the home country sports institutes.</p> <p>The mental health champions' training had been brought forward with over 150 individuals having had this training.</p> <p>Within the Psycho-Social Group, a journal had been produced for staff and athletes attending the Games as an additional resource.</p> <p>A hormonal monitoring device had been developed for female athletes, with 15 female athletes now undertaking daily monitoring which was influencing performance management.</p> <p>The first Beijing tracker meeting took place last month and preparations were going well in terms of facilities, although there was a 3 week quarantine in place when travelling to China.</p> <p>CR advised the board that there were four aspects of athlete health strategy for Paris (Planning / Learning / Delivery / Governance) with the planning aspect of this now underway.</p> <p>CR provided a further update on data and the transition from sports intelligence to a dedicated EIS performance data strategy, with a stakeholder meeting taking place each week.</p>	
	<p>PE advised the board that in addition to EIS providing Lateral Flow Tests, several sites, including Sheffield, have also offered these to staff and athletes.</p> <p>EIS have been audited on readiness to return and evidence regarding risk assessments and policies, scoring 3 greens and one amber.</p>	
	<p>KC provided an update on Human Performance and HoPS.</p> <p>In relation to the high performing teams, there were 3 case studies and pilots underway, with a conclusion expected by Autumn. A steering group has been formed and will meet in April. KC advised he was looking at how we align all the support that we provide to sports performance plans, which Stu Pickering was to coordinate.</p> <p>With regard to Tokyo, KC was working closely with the BOA and BPA. There was a big focus on heat and humidity including the risks in a Covid safe environment.</p> <p>In relation to Paris, KC gave an overview of the three pieces of work required, including the use of interns, students and placements; how to combine science roles together and a performance foundation project.</p>	

	<p>TC referred to her Communications Report within the Board pack and elaborated on the first Time to Talk day held in February, to encourage people to talk about mental health. This was an informal and optional Teams call, providing people with the option to engage with a mental health panel.</p> <p>A further Time to Talk day has now been scheduled for April with the subject being Cyber Security and the intention was to continue with these learning and connection sessions.</p> <p>The Communications Team are starting to work on their 'final strategy product' which would be a high-level overview of the work that had been and was being undertaken.</p> <p>TC explained that public affairs had been placed on hold due partly to capacity and partly due to the environment not being right at present. KG to introduce TC to Adam Conant (Head of Sport at DCMS).</p> <p>TC and her team were congratulated for their achievements and making the work of the EIS more understandable to the wider audience.</p> <p>DT reported that the naming of the EIS to the 'UK Sports Institute' is currently on hold. NW advised that this would be revisited once finances around years 2 – 4 have been resolved.</p> <p>TC advised the board that a draft document relating to our communication of the strategy (bullet points and key messages), will form part of the June board papers, for review at the meeting.</p>	<p><b>KG / TC</b></p> <p><b>NW</b></p> <p><b>TC</b></p>
	<p>MP provided an update on the final manufacturing of racing apparel and heated garments and the challenges being faced with this.</p> <p>The structure of Performance Innovation investment for Paris allows for focussing on developing strategic priorities and MP thanked the Board for this.</p>	
<b>5</b>	<b>Governance</b>	
<b>5.1</b>	<p><b>Risk Register &amp; Cyber Security update</b></p> <p>JS advised that the updated Risk Register, incorporating the new strategies, would be available for the June board meeting.</p> <p>Risks of the known Paris funding, had been applied to the existing Risk Register, and resulted in the following additions / updates:</p> <p><i>Addition:</i></p> <ul style="list-style-type: none"> <li>- New reputational risk relating to performance &amp; innovation projects.</li> </ul> <p><i>Change:</i></p> <ul style="list-style-type: none"> <li>Loss of talented staff (moved from amber to red)</li> <li>Funding from Sports England for equipment (£150k rather than c.£300k - with a need of £240k) (remains at red).</li> <li>- Performance Innovation alignment to sport need. Less money generally, leading to fewer projects</li> <li>- Impact of COVID-19 has lessened</li> <li>Lessening of financial risk</li> </ul>	

	<p>JS agreed to the recommendation of adding the cancellation of Olympics / Paralympics onto RR.</p> <p>With regard to Cyber Security, JS referred to the paper within the board paper appendices and informed the board there had been two high profile areas – solar winds which the EIS had not exposed and the Microsoft exchange server, from which we had seen no direct impact.</p> <p>A big programme of training is currently underway, along with the Time to Talk Day focussing on Cyber Security.</p> <p>Cyber Essentials accreditation had now been achieved, being a requirement for all public bodies.</p> <p>JS confirmed we are aligned (where possible) with UKS in relation to Cyber Security.</p>	<b>JS</b>
<b>5.2</b>	<p><b>Group Audit and Risk Committee (GARC) Update</b></p> <p>VL gave an overview of the GARC meeting which had taken place on 17 March 2021.</p> <p>The Risk Register was to be reviewed by UKS Board in late summer to ensure it was still fit for purpose. In addition, following the Tokyo games, the EIS would look at their own risk register to ensure this was also fit for purpose and that it reflects the Paris strategy. VS offered his support with this. Add to next Board Agenda.</p> <p>It was confirmed that the Minutes of the GARC meeting will have been published before the next Board meeting.</p>	<b>JS NW</b>
<b>6</b>	<p><b>AOB</b></p> <p>A discussion took place around the September board meeting being held in person rather than over Teams (COVID-19 situation allowing).</p> <p>MR offered his barn event space, just outside Wallingford, for this event and any future meetings. The location of the next meeting to be discussed further by DT and NW.</p>	<b>DT / NW</b>
	<p>NW informed the board that UKS and the EIS would need to vacate the Bloomsbury Street premises in London by December 2022. Discussions are underway regarding alternatives.</p>	
	<p>DT summarised the meeting by strongly recommending NW and the SLT to take some much needed time off between now and June.</p> <p>DT was impressed with the SLT stating that their verbal reports had been very insightful.</p> <p>DT acknowledged that it was a challenge to have the Tokyo Games in progress whilst also looking ahead to Paris, but that as an Institute, it was extremely important to always be looking forward to the next games.</p>	
	<p><b>NEXT MEETING: 16 June 2021</b></p>	