



**EIS Board Meeting Minutes  
CONFIDENTIAL**

Wednesday 16<sup>th</sup> June 2021  
1000 – 1500 hrs  
**(1000 - 1030 hrs NED discussion)**  
Via TEAMS

<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>	
Kate Baker (KB), UKS	
Ismail Amla (IA), UKS	
John Dowson (JD)	
<b>Guest:</b>	
Dame Katherine Grainger (KG), UKS	Item 4 only
<b>Apologies:</b>	
Frankie Carter-Kelly (FC-K) (Observer)	

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<b>1. GENERAL</b>	
<b>1.1 Chair's Welcome</b>	
DT welcomed JD and KB to the meeting and congratulated JD on his new position of EIS Chair. DT informed the Board that he had held meetings with both JD and KB. DT congratulated John Steele, former EIS Chair, on his OBE in the Queen's Birthday Honours.	
<b>1.2 Apologies</b>	
Frankie Carter-Kelly.	
<b>1.3 Conflicts of Interest</b>	
Due to the Board being required to declare any conflicts of interest on an annual basis, DT asked the Board for any declarations. No new conflicts of interest were declared. There were no conflicts relating to agenda items	
<b>1.4 Minutes of the Last Meeting</b>	
The minutes of the last board meeting were approved.	
<b>1.5 Matters Arising – Summary of Actions</b>	
<p>All matters arising were either complete or had been included on the agenda.</p> <p>Sport England Capital Funding: In relation to the September 2020 action regarding the Sport England capital funding resource being moved to UK Sport, NW advised that he had raised this at the UKS Board in May, where he had requested their assistance in working with Sport England to identify a ring-fenced level of funding for the Paris cycle. This was of particular importance as facilities and equipment costs had continued to increase and some equipment required replacing. Sally Munday is to have a conversation with Tim Hollingsworth of Sport England and following this NW will provide an update to the Board. NW was hopeful this would be brought to a satisfactory conclusion over the coming months.</p>	<b>NW</b>
<b>1.6 Chair's Update</b>	
<p>DT commented on the excellent work of the SLT and practitioners and that Team GB and Paralympics GB had received excellent EIS support under very challenging circumstances.</p> <p>EIS should be prepared to play a major part in assisting Sports to focus on Beijing and Paris once the Tokyo Games was over as this would continue to be a very busy, challenging but exciting time.</p>	
<b>1.7 National Director Update</b>	
<p>NW provided an overview of the SLT meeting that had taken place that morning and stated the EIS would be supporting sports, BOA and BPA with COVID-19 testing required before travel to Tokyo.</p> <p>NW advised that there were ongoing discussions taking place with UKS regarding various elements of the EIS' Paris plan which required a shared vision on the direction of travel with further meetings due to take place over the coming weeks and months.</p> <p>The EIS had worked tirelessly to gain intelligence on sports' plans post Tokyo, which would normally have been agreed at this stage. A number of Sports were not prepared to give a definitive view until post Tokyo.</p> <p>Pinch points had been identified in relation to staffing capacity and it was anticipated that some projects may be delayed.</p> <p>AP felt there was a need to be cautious with timelines and suggested that NW hold combined meetings with CEOs and PDs.</p> <p>NW advised that the EIS had done everything possible to support the effort for Tokyo whilst also being focused on Paris.</p>	<b>NW</b>

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<p>The results of the EIS Staff Survey, sent to all Staff at the end of 2020, had been included in the board papers. NW reported that he was incredibly proud of the results of the staff survey and provided some highlights:</p> <ul style="list-style-type: none"> <li>- 96% of staff were proud to work for the EIS</li> <li>- 93% of staff had confidence in the EIS leadership team</li> <li>- 92% of staff said their job was good for their personal growth</li> </ul> <p>An action plan had been implemented based on the survey results and included areas which required focus.</p> <p>TC would consider how to best use the staff survey results outside of the EIS.</p>	<b>TC</b>
<b>2. FINANCIAL</b>	
<b>2.1 FY21 Financial Update</b>	
<p>JS reported a break-even position for the cycle and provided the Board with an overview.</p> <p>JS had deferred some Managed Sports income from the Tokyo to the Paris cycle, to support delivery up until Tokyo and this had assisted in financial pressures.</p>	
<b>2.2 FY22 Financial Update</b>	
<p>JS provided headlines and reported that we had a balanced budget for the Paris cycle.</p> <p>MR had some concerns over sundry income targets. NW felt this was a prudent figure based on our current knowledge and resource but would welcome challenges to this.</p> <p>JS is to keep this in view in subsequent Board reports, along with full cycle funding. DT asked that we remain active in pushing for increases to our investment from UK Sport as opportunities arise.</p>	<b>JS</b>
<b>2.3 Annual Report &amp; Accounts</b>	
<p>JS advised that the approval of the Annual Report would most likely take place in the September board meeting. The majority of the audit work had been completed and reviewed, with no issues raised.</p> <p>The information presented in the statutory accounts had been different to that in the management accounts due to pension adjustment.</p> <p>The UKS and EIS were writing a joint paper for GARC, to assess the going concern case for both organisations. This related to confirmed liabilities and funding for a period 12 months after signing.</p> <p>JS would update the board before signing the final accounts and the paper was in final draft stage.</p> <p>It was suggested that JS make the following updates to the paper:</p> <ul style="list-style-type: none"> <li>- more positivity around the Staff Survey results</li> <li>- elaborate on ED&amp;I and in particular reference disability</li> <li>- amend the wording around DT stepping down from the post of interim chair</li> <li>- placatory words regarding pension liability</li> </ul> <p>JS requested that the Board send him additional feedback and / or comments.</p> <p>DT thanked JS for his good work on behalf of the Board.</p> <p>JS acknowledged the contributions of the SLT.</p>	<b>JS</b>
<b>3. STRATEGY</b>	
<b>3.1 Paris Planning Update (Years 2-4 Including Name Change to UKSI)</b>	
<p>NW advised that the direction of travel, along with the pace of progress (determined by the monies available) needed to be agreed and that there were political implications to some elements, such as Core services+. The EIS would know more after the deadline of 31 July 2021 about the number of managed sports in the EIS.</p> <p>An initial discussion took place around the name change from EIS to UKSI. DT was looking for support from the Board to action this as a priority.</p> <p>This was readdressed under AOB.</p>	

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<p>The question "Do we understand what we need to do differently to stay ahead in innovation?" was raised.</p> <p>MP responded, stating that an exercise had taken place mapping out each sport and that it was normal for sport to be overly ambitious at the start of a cycle. This was now being prioritized and meetings would take place with sports post Games.</p> <p>MP advised that funding was short across the board with particular gaps in winter sports and system initiatives.</p> <p>Following a question raised by KVS on developing partnerships with other knowledge partners, eg. ISEH, CR provided an update that the EIS wanted to partner with the ISEH due to their expertise in concussion / respiratory health / post covid cardiac screening / athlete health.</p> <p>KVS suggested we should be looking to align the various frameworks with one coherent approach. A general discussion took place and it was agreed there was a need for this, but due to current workload, this may result in an action for KC over the winter months.</p> <p>NW would provide some clarity on this at the next Board Meeting.</p> <p>Terms of reference for each steering group would be provided to the Board at the next meeting.</p> <p>DT advised that the Paris Plan was supported by Board and thanked the SLT for the work involved.</p>	<p><b>NW</b> <b>NW</b></p>
<p><b>3.2 Paris Financial Plan</b></p>	
<p>JS informed the Board that changes were expected to this over the upcoming weeks as we adapted to unknown variables and that he would provide a financial update at future board meetings.</p> <p>A list of projects had been drawn up, which detailed those we are currently unable to undertake. These projects would be prioritised should more funding become available.</p> <p>JS to make the following changes:</p> <ul style="list-style-type: none"> <li>- 2021 to 2022 toward the bottom of the first page</li> <li>- stronger wording around our desire and ability to make a difference in the high-performance system, should we have more funds.</li> </ul> <p>This topic would be added to our agenda as an ongoing item for discussion.</p>	<p><b>JS</b></p> <p><b>JA</b></p>
<p><b>3.3 Director Update (DAP)</b></p>	
<p>Each director gave a detailed update on activity in their area of responsibility. The substantive points were:</p>	
<p><b>PE:</b></p> <p>The Board were advised that UKS was investigating re-housing UKS locations at EIS sites. To be added to the agenda as a regular item.</p>	<p><b>JA</b></p>
<p><b>JP:</b></p> <p><b>L&amp;D:</b></p> <p>JP reported that the learning arena was now live with prioritisation having been placed on compliance learning, for new starters.</p> <p>This software would also be used by UKS and had the potential to be used by Sports.</p> <p>Expertise would now be sought to develop the learning arena capabilities in relation to compliance / recruitment / learning with the long-term objective of supporting and aligning practitioner learning.</p> <p>JP would provide a demonstration of this software at the September board meeting.</p>	<p><b>JP</b></p>
<p><b>Reward &amp; Recognition:</b></p> <p>A strategy for reward and recognition was in place. However, a pay remit issued to UKS, had resulted in a pause in pay increases for this year, along with 0% cost of living increase. Bonuses could still be paid.</p>	
<p><b>Change Management:</b></p> <p>JP reported that the HR team were busy and were involved in TUPE transfers and the post Games changes. Funding had been received from UKS to support transitions.</p>	

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<p><b>KC:</b> KC advised that Performance Foundations technical learning would be taken on-line and CPD may be undertaken in a more social space in October.</p>	
<p><b>CR:</b> CR advised the board that David Gallimore had been appointed as Interim Head of PD and that the PDMS was being used by both BOA and BPA. An audit of the multi-sport sites had been undertaken and analysis of the findings would follow, with a view to looking at the commitment from sports and aligning the sites to where the sports use and want them. Increases in resource for Mental Health and Mental Health leads was expected within this cycle. A working group had been implemented to assist Sports with COVID-19 testing.</p>	
<p><b>TC:</b> TC updated the Board on the announcement of the research collaboration with Manchester City women's team, related to hormone testing and using the team to accelerate this work. A Ministerial visit would take place at Bisham on 28 June with NW and TC attending.</p>	
<p><b>MP:</b> MP felt confident of delivering PI promises for Tokyo. Manufacturing had been compromised in the last 12 months with COVID and some areas were running tight. MP provided an update on the cycling skinsuits, heated garments, buoyancy aids, pedal and trampoline analysis system. With regard to winter sports, skeleton testing was underway and the facility at Silverstone had been adapted to accept Skeleton testing. A wind tunnel was to be moved from Evesham to the MiHP. The EIS were project managing this process, providing expertise and capability to the Sport. An update would be provided to the Board at the next meeting.</p>	<b>MP</b>
<p><b>RJ:</b> RJ provided an update on the House of Commons Select Committee and the possible link in rugby of concussion and the early onset of adult dementia. The House of Commons wanted to look at community and professional sport. Sally and Rod were called to represent BOA and BPA where they were able to provide very concise figures and information. RJ put forward two recommendations given by EIS:</p> <ul style="list-style-type: none"> <li>- NGB to report into a Board about Health and Welfare of athletes, including concussion report.</li> <li>- Recommendation for there to be a UK national catastrophe register – detailing death / brain bleeds / spinal cord injuries</li> </ul> <p>RJ was commended by the Board for his presentation to the Select Committee.</p>	
<b>3.4 Equality Diversion &amp; Inclusion</b>	
<p>JP had defined an action plan which she would share with the SLT and working group. JP provided an overview on Kickstart, a 6 month fully funded Government placement scheme, which was currently being reviewed.</p> <p>The Gender Pay Gap had moved from a 14.5% pay gap to 11% pay gap. JP advised that some analysis would be run to establish the reasons behind this and the results would be published in due course.</p> <p>Diversity Targets would not be specific targets but would instead detail that we had appropriate diversity across all forms. UKS will advise further on this.</p> <p>JP reported that resources were low, with Trixie Marchant leaving in October 21, as she would have completed her 12-month appointment.</p> <p>The situation would be kept under review.</p>	

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<p>EB expressed her concern around the ability to make progress in this area without a dedicated resource.</p> <p>EB requested that the Diversity Action Plan was updated once the new Governance Code was published.</p> <p>EB referenced the work of the recently created EDI working group. She had joined a recent meeting and reported on the enthusiasm and interest amongst the members. One early idea which had come from that group was a mentoring scheme in which Board members would be invited to mentor staff and/or athletes to support their transition out of their sport when they retire. EB and MP will progress this and report back to the Board.</p> <p>JP reported there were no diversity grievances.</p> <p>JP would liaise with JD to share his thinking on our Diversity statement and would report back to the Board at the next meeting.</p> <p>Following the updates provided by the SLT, DT and the Board were encouraged, impressed and energised by what they heard and what was being delivered.</p>	<p style="text-align: center;"><b>JP</b></p> <p style="text-align: center;"><b>EB / MP</b></p> <p style="text-align: center;"><b>JP</b></p>
<p><b>4. FUTURE UK SPORT / EIS WORKING RELATIONSHIP</b></p>	
<p><b>4.1 Change to EIS Articles</b></p>	
<p>Katherine Grainger joined the meeting</p>	
<p>A discussion took place around the change of wording to the EIS Articles.</p> <p><b>The proposal was to amend the articles as follows:</b></p> <p>(a) the existing articles of association of the Company are amended by deleting the provisions of Article 43(b) of the articles of association and replacing Article 43(b) with the following Article:  “43(b) up to nine further persons, appointed by ordinary resolution of the Company, and who between them shall have appropriate experience including but not limited to experience of elite sport, business and finance, medicine and sports science, technology, engineering, the media and the law.”</p> <p>(b) the existing articles of association of the Company are amended by:  (i) deleting the provisions of Article 54 of the articles of association and replacing Article 54 with the following Article:  “54A. In making appointments under Article 43 and/or article 52, the Members or the Directors (as appropriate) shall have regard to the overall composition of the Board to the intent that, consistent with the objects and purposes of the Company, due consideration is given to the role of persons of different sex, race, colour, regional origin, political and other opinions, disability and status.</p> <p>54B (i) UK Sport shall have the right to send two Observers to attend meetings of the Board. Each such Observer shall have the right to attend and speak at meetings of the Board but shall have no rights to vote.  (ii) the Directors shall have the right to appoint one Observer to attend meetings of the Board. Such Observer shall have the right to attend and speak at meetings of the Board but shall have no right to vote.”</p> <p>(c) the existing articles of association of the Company are amended by adding the following definition to Article 1.1:  “Observer: a person appointed as such pursuant to Article 54 of these Articles;”</p> <p>(d) the new articles of association annexed to the Resolutions are adopted as the articles of association of the Company in substitution for, and to the exclusion of, the existing articles of association.</p>	

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<p><b>Board agreed to:</b></p> <p>(a) approve the changes to the articles as outlined to the meeting;</p> <p>(b) send a Written Resolution to the eligible member of the Company (UKS); and</p> <p>(c) when signed, lodge the Written Resolution with Companies House within 15 days.</p>	
<p>KG expressed her appreciation of the EIS Board and the way in which it operated. KG left the meeting.</p>	
<p>DT invited JD and KB to speak to the Board:</p> <p>JD acknowledged that there would be a very challenging 2/3 years ahead. JD had already witnessed that EIS were a great platform and that the Board, SLT and Staff were seen to be strong externally. JD intended to spend his first few weeks listening and learning and requested one-to-ones with board members prior to the next Board, meetings with the SLT members and site visits.</p> <p>JD extended his thanks to those working in the background.</p>	<b>NW / JA</b>
<p>KB reported that she had had an informative first 5 weeks in her role and was excited about what was ahead. Regarding the post Tokyo period, KB was keen to investigate how we could work together to support sports and practitioners who work with sports. KB had attended the Performance Directors Forum (PDF) meeting on the previous day and was keen to align processes regarding EIS and performance review and UKS annual internal review.</p> <p>DT advised that he was very pleased the Director of Performance would now be attending our board meetings.</p>	
<p><b>4.2 Board Terms of Reference</b></p>	
<p>The update to the Terms of Reference reflected changes to the articles and reference to the observers along with minor wording adjustments. JS to add clarification around diversity and the number of females on the board, detailing that the EIS would work in alignment with the Governance Code. The amendments to the Terms of Reference were approved.</p>	<b>JS</b>
<p><b>5. LANDSCAPE</b></p>	
<p><b>5.1 COVID-19</b></p>	
<p>RJ updated the Board in relation to Delta COVID-19 variant which had had immediate impacts on our relatively under-vaccinated athlete population. There had also been an upsurge in the number of cases. RJ advised that the Government had now secured vaccines for all Olympic and Paralympic athletes, travelling staff and media, prior to Tokyo departure. RJ reported increases in Mental Health issues. However, the wearing of masks and improved cleaning had seen a drop in respiratory tract infections. RJ advised on the potential challenges faced to protect our winter Olympians and that we should expect another vaccine to fight new variants.</p>	
<p><b>6. GOVERNANCE</b></p>	
<p><b>6.1 Risk Register</b></p>	
<p>JS reported the risk register was in the process of being updated and that the SLT had aligned risks to the Paris strategies. The next stage would be to review the overall balance of risks, along with a check and challenge, to ensure they were classified correctly and to identify any further mitigating actions that could be taken. VL advised that JD had worked with UKS around a range of risks and strategies and advised on the potential to review this process and adopt if appropriate following the Games. It was agreed to add to the agenda to discuss at the next Board meeting.</p>	<b>JS / JA</b>

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<p>The updated Risk Management Strategy had been included within the board appendices and referenced Paris and the new strategies. JS requested approval of the amended Risk Management Strategy. This was approved</p> <p>In relation to the phasing in of return to work, NW advised that a future working group was in place and that some recommendations had already been provided and were under review by the SLT. Further discussions were due to take place.</p> <p>The Board approved the Risk Management Strategy.</p>	
<p><b>6.2 Health &amp; Safety Report</b></p>	
<p>PE gave an overview of the headlines included in the board paper.</p>	
<p><b>6.3 Board Attendance Register</b></p>	
<p>JS advised the Board that during 2020, the EIS Board Meetings had 100% attendance.</p>	
<p><b>7. AOB</b></p>	
<p><b>EIS Name Change:</b></p> <p>TC provided a presentation to the Board on the EIS name change and potential work required. TC highlighted that there would be a 9 – 12 month running period associated to a name change, driven by complexities in an IT change over. There were 5 component parts that the EIS would need to deliver against and included potential timelines and cost.</p> <p>The proposal given was to start preparations for the name change in January 2022 with a view to launch in December 2022, allowing the EIS to celebrate its 20<sup>th</sup> year anniversary ahead of the name change.</p> <p>The Board agreed to this proposal.</p>	
<p><b>PLX Awards 2021:</b></p> <p>DT advised he had been asked to Chair the Awards panel again and encouraged the SLT to start giving some thought to this.</p>	<b>SLT</b>
<p><b>September Board Meeting:</b></p> <p><i>Monday 20 September: Evening meal</i></p> <p><i>Tuesday 21 September: Board Meeting</i></p> <p>DT provided an update on the September board meeting. This would take place as a face-to-face meeting on 21 September in Wallingford, a venue made available to the Board by MR, with an overnight stay in Henley the night before, including dinner at the Leander Club.</p>	<b>ALL</b>