

**EIS Board Meeting Minutes  
CONFIDENTIAL**

Tuesday 21 September 2021  
1000 – 1600 hrs  
**(0930 - 1000 hrs NED discussion)**  
Wallingford, Oxfordshire

<b>Present:</b>	<b>EIS SLT:</b>
John Dowson (JD), Chair	
Sir David Tanner (DT)	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)
Vicki Aggar (VA), Director	Tash Carpenter (TC)
Emma Boggis (EB), Director	Peter Elliott (PE)
Andy Parkinson (AP), Director	
	<b>Minutes:</b>
<b>Observers:</b>	Jo Ardern (JA)
Kate Baker (KB), UKS	
Ismail Amla (IA), UKS	
<b>Apologies:</b>	
Ken Van Someren (KVS), Director	
Frankie Carter-Kelly (FC-K), Observer	
<b>Guest Speakers:</b>	
Laura Needham (LN), Joint Head of Physiology	
Tim Lumb (TL), Head of Learning & Development	

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<b>1. GENERAL</b>	
<b>1.1 Matt's Welcome</b>	
MR had generously offered his meeting room facilities to the Board in order to host the EIS Board Meeting.	
<b>1.2 Chair's Welcome</b>	
JD thanked DT for his arrangements at the Leander Club the previous evening. JD thanked NW for his amazing work at the EIS and acknowledged this would be NWs last meeting.	
<b>1.3 Apologies</b>	
Ken van Someren and Frankie Carter-Kelly offered their apologies.	
<b>1.4 Conflicts of Interest</b>	
None	
<b>1.5 Minutes of the Last Meeting</b>	
The minutes of the last board meeting were approved.	
<b>1.6 Matters Arising – Summary of Actions</b>	
<p>Actions from June 2021:</p> <p>3.4 – It was confirmed that the Diversity Statement had been uploaded onto the EIS website. TC to also circulate to board.</p> <p>6.1 (Review risks and strategies with a view to adopting UKS process if appropriate). VL requested that this action was re-opened and revisited in summer 2022 to reappraise the risk appetite.</p> <p>7 - DT requested that board gave thought to the PLx awards now. KB confirmed that nominations were open and she would advise on the closing date.</p>	<p><b>TC</b></p> <p><b>JS</b></p> <p><b>KB</b></p>
<b>1.7 Chair's Update</b>	
<p>JD remarked that his first few months with the EIS had been busy but rewarding. JD acknowledged he had been given excellent briefings from both DT and NW and was in regular communication with both NW and Katherine Grainger.</p> <p>JD had attended 2 site visits (Sheffield and Loughborough) with further visits to Bisham and Bath on 22 September.</p> <p>JD had contacted the Chairs of the BOA and BPA and had held 1:1s with all board members, with 1:1s with the SLT members diarised.</p>	
<b>1.8 National Director Update</b>	
<p>NW provided an update and shared that it had been a busy time with the Olympic and Paralympic Games.</p> <p>Conversations were taking place with sport on their provision and requirements, with some potentially having to reduce services and some sports having the intention of using their own coaches to replace practitioners.</p> <p>NW reported that KC / MP / CR had attended the PD Forum the previous week to advise how the EIS would support them over the coming months.</p> <p>KC and CR had new job titles, Director of Performance Support and Science / Director of Athlete Health and Director of Performance Data respectively to reflect their new responsibilities.</p> <p>EIS's offering of Performance Lifestyle was generally well received by sports and was presented as a core subsidised service rather than core funded.</p> <p>Going forward, mental health updates would be reported to board regularly.</p>	<b>RJ</b>
<b>2. FINANCIAL</b>	
<b>2.1 FY22 and Full Cycle Financial Update</b>	
<p>JS provided a positive update, with all tracked areas being on or ahead of target. A full forecast was due in October. The current expectation was a slight underspend. After October a Performance Innovation year end commitment figure would be provided to UKS.</p> <p>The increase in NI would cost just over £0.5k and sports would pick up c. half of this cost through the charging mechanism in place. The balance would be compensated by no cost-of-living increase in line with government guidelines.</p> <p>The budget process for next year had been started but suggested no issues.</p>	<b>JS</b>

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<p>There were some delays in finalising the annual report accounts, due to pension scheme assurances. Once available, JS would circulate the final version of accounts for approval.</p> <p>The funding had been confirmed for years 2 – 4.</p> <p>MR was keen that we don't lose sight of performance data.</p>	<b>JS</b>
<p>NW reported that a prioritisation exercise had been completed and NW / KB had had a conversation regarding next stages. These prioritisations would go the UKS October board for sign off and the outcome would be provided to the board at the December board meeting.</p>	<b>JS</b>
<p>JS would flag if he perceived the annual accounts might not be signed off before statutory deadlines.</p>	<b>JS</b>
<b>3. STRATEGY</b>	
<b>3.1 Mission 2025 KPIs</b>	
<p>KC provided an update on the KPIs and advised that KPIs had been aligned to objectives and organisational health, where possible. These were now 95% complete and had been brought to the board for feedback.</p>	
<p>IA commented that the KPIs were not data driven with VL asking why data didn't feature as an EIS objective?</p>	
<p>MR would value a sub strategy matrix / scorecard, but was mindful about not wanting to create more work. JD felt this was a good suggestion and would give areas of focus. MR / KC to discuss further outside of this meeting.</p>	<b>MR / KC</b>
<p>AP suggested that 50% of the KPIs were measured once each year and it might be valuable to check-in on these on a quarterly or half yearly basis.</p>	
<p>VL suggested reviewing the KPIs regularly at the SLT meeting to review how likely we were to hit the KPIs based on what we knew at any given time.</p>	
<p>KB identified that only one KPI related to the impact of performance, yet without the EIS within the UK, the sporting system would be much worse off. KB / KC to discuss how to take this forward outside of the meeting.</p>	<b>KB / KC</b>
<p>JD requested that we built learning into the way this developed and should any method fail, to flag this up to board to assess what could have been done differently.</p>	
<b>3.2 Paris Strategy Communication Plan</b>	
<p>Paper 5 provided a timeline which took the EIS through the next few months, along with the transition into the 2025 cycle.</p> <p>TC advised that an outline of formal and informal touch points were being proposed and this would remain an ongoing conversation with sports.</p> <p>A brochure was to be produced for sports and stakeholder groups which would detail what we were committed to over the next 3 years. Once prepared, TC would circulate this brochure around the board.</p> <p>Mission 2025 to be the adopted terminology generally.</p>	<b>TC</b>
<b>3.3 Director Update (EAP)</b>	
<p>Rod Jaques:  RJ provided a COVID-19 update.  RJ reported that the EIS had a very good COVID record across all centres, which was a remarkable tribute to EIS staff.  Pre-testing resulted in a number of individuals not travelling to Tokyo.  There were no new cases with TeamGB but there were 2 cases among staff at the Paralympics. Some pre-Beijing Preparations may be impacted by local conditions.</p> <p>In relation to concussion, RJ advised there had been both Parliamentary and Media interest in this.</p>	

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<p>Transgender was a very complex area and the EIS would need to give this some thought, guided by UKS. UKS were already working on this, and KB would provide RJ with an update.</p> <p>NW advised we would need to be united as a system with all organisations part of the conversation.</p> <p>There would be a briefing at the December EIS board on this topic.</p> <p>UKS were due to have a CEO &amp; Chair meeting in September, led by Sally Munday and KB would add this topic to the agenda.</p>	<p><b>KB / RJ</b></p> <p><b>JS</b></p> <p><b>KB</b></p>
<p>Craig Ranson:</p> <p>CR advised that there had been a reorganisation of the Athlete Health Team and development of a multisport medicine and physio service. There would be one Athlete Health Team incorporating technical leads and athlete health consultants. The Performance Data transition to EIS was almost complete and a team had been formed with 3 staff being Tupe'd over.</p> <p>CR provided an update on PDMS including system wide initiative, performance lifestyle and world class programme support.</p>	
<p>Tash Carpenter:</p> <p>TC advised that the staff survey results were now on the website.</p> <p>The National Conference would take place on-line with next year's conference being in person. The board were invited to join and a registration process / link would be circulated in the next 2 weeks.</p> <p>The EIS had now partnered with Hilton.</p>	<p><b>TC</b></p>
<p>Peter Elliott:</p> <p>PE provided an update on the PCR testing, coordinated by the Ops Team and confirmed to the board that the reduced footprint in the MIHP was working well and that the wind tunnel would be arriving soon.</p> <p>Ongoing meetings regarding multisport would take place that week and the closure of Gateshead on 31 March 2022 would be discussed with staff.</p> <p>All Ops Managers were in the process of implementing new risk assessments.</p> <p>PE would meet with UKS regarding the Bloomsbury St office.</p> <p>A meeting would take place in Loughborough with landlords from across the ETC sites next week where the excellence framework would be discussed.</p>	
<p>Jaqui Perryer:</p> <p>JP reported that change management activity would start to ramp up due to changes in the sports.</p> <p>The Pathways Team would be TUPE'd to UKS and all staff were expected to transfer. An announcement on the pay reward would outline that there would be no cost of living increase, but instead there would be a non-consolidated bonus.</p> <p>This would take place on the October All Staff Call. An overview of how this had been accepted was to be provided at the December board meeting.</p> <p>The UKS were due to announce the appointment of their People Director imminently.</p>	<p><b>JP</b></p>
<p>Kev Currell:</p> <p>KC advised the post of Head of Olympic Performance Support would be advertised. A Project Performance Partnership was in place and a High Performing Teams Steering Group had been formed.</p> <p>A Human Performance Leadership Group had been formed to support KC.</p> <p>Kate Hays (Head of Psychology) would be leaving in the next 3 months and her role would be advertised.</p> <p>Performance Foundations would be taken on-line in order that practitioners could access technical learning.</p> <p>KC and VA were to discuss the Athlete Support Strategy as VA felt there was a strain on this area and required resourcing appropriately.</p>	<p><b>KC / VA</b></p>
<p>Matt Parker:</p> <p>MP reported that he had delivered on the promise of the summer Games and would now finish off the closure review process, with no significant issues on the winter sports portfolio.</p> <p>An update was provided on the Games apparel and wind tunnel.</p> <p>There was good alignment with the UKS innovation fund and a clear picture of how we could collectively support sports.</p>	

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MP to share with board how we review the impact of innovation and how we assess if the right decisions had been made.	<b>MP</b>
Jamie Skiggs: JS advised that the Changes to Articles had been adopted and provided an update on pension activity. The EIS were working toward a replacement for the defined benefit pension scheme for new starters from September 2022. This would not cost any more than the current scheme and gave employees slightly more flexibility. This would come back to board for approval c. March / June 2022. Cyber Security at the winter Games in Beijing had proved challenging and a solution was being sought, ready for the test events in October. JS would keep the board updated, including what the plan would be should the test highlight any areas of concern.	<b>JS</b>
<b>3.4 Equality Diverision &amp; Inclusion (ED&amp;I)</b>	
A detailed paper on ED&I had been provided in the board pack. A significant plan, list of priorities and working group were now in place. Targets and ambitions would be discussed at the December board meeting. We were to be mindful of using the terms 'we will / we must' and make clear if areas were assigned to board or board and SLT. EB felt this area needed to be driven by an individual and EB would be happy to be involved in the conversations on ambitions for representation.	<b>JP</b>
VA updated the board on the emergence of sabotage doping, which included how a banned substance could be transmitted via a two-second touch. VA circulated an article on this which can be found <a href="#">here</a> .	
<b>4. GUEST SPEAKERS</b>	
<b>4.1 Tokyo Practitioner Experience (Laura Needham (LN))</b>	
Laura Needham joined the meeting.	
Tim Lumb joined the meeting.	
KC introduced LN who shared her Tokyo Practitioner Experience presentation. The board expressed their thanks for the presentation and to hear direct from one of the practitioners about their experience.	
<b>4.2 Learning Management System Demonstration (Tim Lumb (TL))</b>	
JP introduced TL who had joined to share a presentation on the L&D Strategy 2021 – 24. The EIS now had an in-house e-learning module with 3 key benefits: <ul style="list-style-type: none"> <li>- It gave the organisation a clear sense of the skills and behaviours it required and whether the EIS had them.</li> <li>- People understood themselves in the context of what was expected of them.</li> <li>- We could deliver things quicker.</li> </ul> This module was live and the reach of this was to be increased over the coming months, with the conference being hosted from this in December.	
Tim Lumb left the meeting.	
<b>5. GOVERNANCE</b>	
<b>5.1 Risk Register</b>	
JS gave an overview of the Risk Register. The joint UKS board meeting was to be progressed and DT suggested that UKS plan their meetings from September onwards, to align with the EIS.	
<b>5.2 GARC Annual Report and Terms of Reference</b>	
VL provided an overview and advised that the Terms of Reference were predominantly unchanged. These were approved by the board.	
<b>5.3 Update on Audit Committee Meeting</b>	
The board complimented JS and his team for their excellent work on the accounts, annual reports and financial controls.	
<b>5.4 Terms of Reference for Data and PI Panel</b>	
MP presented a paper on the data and innovation panel. This would be established with UKS. The purpose of this group was to share insight and intelligence to inform decision making as funding sits in both organisations. The group would establish terms of reference at their first meeting and this would be shared with board at a future meeting. Board requested that the distinction with the technical steering panel should be clear	<b>MP</b>

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<b>5.5 Governance Code Update</b>	
The reviewing of the role of National Director had been postponed to December. The Internal Board Effectiveness Review was due to be completed annually and this was now overdue. JS had raised this with the Governance Manager at UKS and there were no issues with postponing this until next year. The new Governance Code had not been published in detail but no compliance issues were expected. An internal audit to review compliance would take place.	
<b>6. LANDSCAPE</b>	
<b>6.1 COVID-19</b>	
RJ provided a COVID-19 update during his earlier briefing (3.3).	
<b>6.2 PMB Update</b>	
Climbing: NW provided an update on the PMB, which included that the BMC were taking on responsibility for the climbing performance programme and the EIS managed programme would be wound down by Dec 21?	
WCF: WCF performed with distinction at the Games. British Disability Fencing were in discussion with British Fencing with regard to merging and Sport England would establish if this was the best way forward.	
STSS: NW provided an update regarding STSS.	
Laura Needham left the meeting.	
<b>7. GOVERNANCE (continued)</b>	
<b>7.1 CEO Recruitment and Interim Arrangements</b>	
JD provided an update on the CEO recruitment and that the application deadline was Friday 24 September. A sift would take place early the following week with a view to a shortlist of six. Panel 1 interviews were due to take place on 13 & 15 October and a further shortlist would be drawn up if required. The final three candidates would be asked to prepare a presentation. A Remcom meeting had been scheduled for 1 November and a recommendation would go to the board by email to agree the nomination.	
Interim Management Arrangements: The SLT would share this responsibility with JS being the Accountable Officer. JS advised that there would be a clear line of escalation for all stakeholders and set meetings were covered. Due to workload, some areas / meetings would need to be deferred including the mission meetings. The board were advised that the strategy plan would be visited every Friday during the tri-weekly SLT call and that VL was due to attend a number of SLT meetings on NWs departure. JD and JS had weekly meetings scheduled.	
<b>8. AOB</b>	
VA offered to be the EIS's advocate in relation to the National Anti-Doping Code. KC would circulate some information from UKAD.	<b>KC</b>
NW was presented with a farewell presentation and a gift from the board and was thanked for everything he had achieved for the EIS.	
<b>CLOSE</b>	
<b>DATE OF THE NEXT MEETING: 8 DECEMBER 2021</b>	