

## BOARD MEETING MINUTES

### CONFIDENTIAL

12<sup>th</sup> December 2017

Jury's Inn, Hinckley Island, Leicestershire

**Present:**

John Steele, Chairman  
Nigel Walker, Director  
Jamie Skiggs, Director  
Sir David Tanner, Director  
Vic Luck, Director  
Prof. Jo Doust, Director  
Chelsea Warr, UKS

**Minutes:**

Maddy Hunter

**Attending:**

Hester Brierley, EIS  
Mark Jarvis, EIS  
Kevin Currell, EIS  
Matt Parker, EIS  
Jaqui Perryer, EIS  
Rod Jaques, EIS  
Craig Ranson, EIS  
Katherine Grainger, UKS

**Apologies:**

Craig Hunter, Director  
Vicki Aggar, Director

## 1 General

## Action

### Non-executive discussion

#### 1.1 Chair's welcome

The Chairman, John Steele (JS) welcomed the board to the meeting, with special reference to Katherine Grainger's (KG) attendance.

#### 1.2 Apologies

Craig Hunter and Vicki Aggar had sent their apologies.

#### 1.3 Conflicts of interest

JS declared a conflict of interest regarding facility upgrade at Loughborough University in agenda item 4.2 and did not comment on the item.

#### 1.4 Minutes of the last meeting

The minutes of the last meeting were declared to be correct.

#### 1.5 Matters arising – summary of actions

It was agreed that all matters arising were being addressed in this meeting.

Item 2.7 personal development: Jo Doust (JD) questioned how the success of the learning and development strategy would be measured and Jaqui Perryer (JP) informed board that measuring development was a universally

difficult question across all sectors, but assured board that as part of the ongoing people development programmes robust means of measurement will be introduced.

Item 5.4: Nigel Walker (NW) informed board that the Technical Advisory Group would be renamed the 'Science and Ethics Advisory Group' and would be a responsive and dynamic think tank chaired by JD to provide a flexible approach to technical solutions, with a large pool of experts to be called upon. Board approved the changes.

## **1.6 Chair's update**

JS reflected on a high-quality UK Sport world class performance conference and was reassured by the positivity and excitement in the high performance system, despite the presence of significant challenges. JS commented that the EIS shared in these system challenges but had never been in a better place to play its part in providing solutions and make an impact.

JS reported that the Remuneration Committee had met on Friday 8<sup>th</sup> December 2017 and that Vic Luck (VL) had briefed non-executive directors on succession planning in the earlier discussion.

Board discussed horizon scanning and scenario planning post 2020. Chelsea Warr (CW) informed board that UK Sport would begin discussion and decision making in May 2018. It was agreed that an agenda item would be added to the March board meeting and that the main focus of the away day in June would be long term planning for the Paris cycle and beyond.

(Dame) Katherine Grainger informed the board of the three areas which had dominated her time as chair; governance, culture and finance.

CW gave an overview of the culture health check survey and summarised that there were issues to address but there was no evidence of large scale high-performance system failure. Regarding the EIS Staff Survey results, NW reported that staff were generally positive, for example, 94% of people said they were proud to work for the EIS.

Board discussed mental health, specifically mental health first aid training and Rod Jaques (RJ) outlined the three areas where EIS currently provide support for athletes and a further five areas that could be undertaken in the future.

## **1.7 National Director's report**

As a follow up to the previous Board discussions around talent retention, NW informed the board that Emma Ross and Esme Matthew would be job sharing as Head of Physiology. An example of an increasingly flexible approach and of the organisations commitment to equality and flexibility.

Board discussed the commercial guidelines document. JD commented that the document described the process of commercialising IP rather than the principles behind it. He added that project ethics and rate of return both

needed to be included in the paper. Board agreed that commercial IPs should not compromise existing work and competitive advantage. The report proposed that commercial IPs valued at less than £500k would not need board approval, but board felt that that amount was too high. Additionally, board felt that the EIS needed to be considered as partners as most projects were collaboratively developed. It was agreed that the paper would be redrafted and brought to the March board meeting.

**Action NW**

## **2 Financial**

### **2.1 Financial status**

Jamie Skiggs (JSK) informed the board that the financial commitment made to UK Sport to save £770k would be achieved by year end. The travel and subsistence budget has remained static, but JSK informed board that he would expect to see an impact in 2018 due to the utilisation of the Birmingham meeting room hub.

JSK informed board that the short track speed skating budget was on track and that wheelchair fencing would be going through the UK Sport annual review process for additional funding.

Board discussed the underspend in personnel costs (£600k by year end) and JSK informed board that most of the underspend was due to delays in recruitment. The staffing level was now at budgeted position and so savings in personnel costs were not expected in future years.

## **3 Governance**

### **3.1 Risk Register**

Board were informed of a mistake in paper 5, p18 – loss of talented and experienced staff had moved to red to amber, not red to green. Risk management was discussed and it was agreed that the register would be fully reviewed after the strategic group discussion in June. There were no current red risks.

### **3.2 Audit committee report**

The last audit committee meeting took place on 14<sup>th</sup> November 2017 and JSK reported that there were 22 open actions, of which 1 was overdue. The overdue action was expected to be completed shortly pending an action from the BOA.

### **3.2 Governance code**

JSK confirmed that the EIS met the 31<sup>st</sup> October deadline for compliance with the code. JSK informed board that a quarterly compliance monitoring meeting would take place ensuring that the EIS continues to be compliant.

## **4 Strategy**

### **4.1 Strategic change group report**

VL presented the report. He stated that the SLT was managing the change programme well. Two further meetings have been scheduled and a paper would be brought to the March board meeting proposing how long the SCG should continue. When 'Mission Control' is established one of its purposes should be to strive for a gold standard in change.

**Action VL**

### **4.2 Progress against strategic priorities**

The senior leadership team provided an update on each strategic area.

It was agreed that the EIS would prepare a narrative containing examples of areas of performance innovation investment and their impact on the sports involved, and the overall mission.

**Action MP**

## **5 Landscape**

### **5.1 Stakeholder and public relations report**

Board discussed the relationships between NGB chairs and CEOs, and agreed that knowledge of the EIS should be part of CEO induction. It was also emphasised by Board that the SMT should be building and developing strong relations with NGB Performance Directors, and that this is not restricted to the National Director.

Board discussed the value add paper and agreed that the right-hand column should focus more on the impact of the statements. Board suggested that NGB testimonials were included in the paper.

**Action  
comms/SMT**

### **5.2 Performance management board update**

NW reported that there were good medal prospects for PyeongChang in the short track speed skating programme. NW also informed board of medals recently won by the wheelchair fencing athletes at the world championships in Rome in November.

## **6 AOB**

John Steele (JS) informed board that Hester Brierley's last day would be 13<sup>th</sup> December 2017 and thanked her for all her hard work.