

## BOARD MEETING MINUTES

### CONFIDENTIAL

3<sup>rd</sup> May 2018

The Office Group, 2 Stephen Street, London

**Present:**

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

**Attending:**

Mark Jarvis, EIS  
Kevin Currell, EIS  
Matt Parker, EIS  
Jaqui Perryer, EIS  
Rod Jaques, EIS  
Craig Ranson, EIS  
Tash Carpenter, EIS  
Peter Elliott, EIS

**Apologies:**

Craig Hunter, Director

**Minutes:**

Maddy Hunter

- | <b>1</b>   | <b>General</b>  | <b>Action</b>    |
|------------|---|------------------|
|            | Non-executive discussion  |                  |
| <b>2.1</b> | <b>Chair's welcome</b>  |                  |
|            | The Chairman, John Steele (JS) welcomed the board to the meeting.   |                  |
| <b>2.2</b> | <b>Apologies</b>  |                  |
|            | Craig Hunter had sent his apologies and Sally Munday had sent her apologies for the non-executive discussion.   |                  |
| <b>2.3</b> | <b>Conflicts of interest</b>  |                  |
|            | No further conflicts of interest were declared  |                  |
| <b>2.4</b> | <b>Minutes of the last meeting</b>  |                  |
|            | It was noted the minutes of the last meeting omitted Sally Munday's (SM) attendance and would be amended.   | <b>Action MH</b> |
|            | Excepting the above, the minutes were declared to be correct.   |                  |
| <b>2.5</b> | <b>Matters arising</b>  |                  |
|            | It was noted that reference 6 from September 2017 'medical record audit' was an ongoing action and not complete. Board were informed that the EIS commercial guiding principles paper would be tabled at the meeting. It was agreed that all other matters arising were being addressed in the meeting. |                  |

## 2.6 Chair's update

John Steele (JS) formally welcomed new Director of Communications, Tash Carpenter to the board meeting.

JS informed board that Jo Doust (JD) had resigned from his post as director on the EIS board and that it would be his last board meeting. JS thanked JD for his service and contribution to the board, particularly his work on the Technical Advisory Group and more recently the Science and Ethics Committee.

JS outlined plans for the EIS board away day on July 2018 which would include an element of board team building as well as Paris cycle strategic planning (to be discussed at agenda item 4.1). Chelsea Warr (CW) informed board about UKS' Paris cycle public consultation sessions taking place in May 2018 and encouraged board and SLT to attend. It was agreed that EIS would have senior representation at every session.

**Action NW**

## 2.7 National director's report and executive summary

Nigel Walker (NW) highlighted that the SLT were engaging more actively with sports and were waiting for the NGB survey results to establish whether further actions were required. NW explained that the commercial paper included in the board pack detailed the PDMS commercial proposal and the document tabled at the meeting outlined guiding principles in relation to commercialising EIS IP. NW informed board that the tribunal for the ongoing case begins shortly.

## 3 Financial

### 3.1 Financial status

Jamie Skiggs (JSK) informed board that the EIS had reached a break-even position at year end.

JSK explained the UK Sport and Sport England income shortfalls had been expected. He also explained that the NGB shortfall reflected a slow start in employment of EIS employees.

Board discussed the effect of the above shortfall and NW assured board that the late employment of staff had not affected the overall strategy progress, but that the Sport England financial pressures and subsequent reduction in the equipment budget could have a significant impact on the business. It was agreed that NW and Chelsea Warr (CW) would discuss the impact of the Sport England shortfall with Katherine Grainger and Liz Nichol.

**Action NW &  
CW**

JSK expressed concerns regarding the gap in 'other income'. NW informed board of income generating ideas. Board agreed that income generation and budget would be revisited at the board meeting in July and that SLT would use the time to explore the viability of the options discussed.

**Action SLT**

Vic Luck (VL) requested that forecast variances are presented in the financial status paper.

**Action JSK**

## **4 Governance**

### **4.1 Risk summary & system development**

JSK informed board of new risks that have been identified:

- P35 HoPS development programme
- P36 Paris funding cycle
- P37 Income generation
- P38 Medical records
- P39 Performance lifestyle resource

Board agreed to amend risk P27 from closed to amber as the strategic change group had not been completed and the organisation health milestones had not been agreed.

**Action JSK**

Board had a strategic discussion around the high performance system and created a list of 'big picture' issues/ideas for discussion at the July board away day.

### **4.2 Register of board interests**

Board approved the register of board interests.

### **4.3 Internal audit update**

JSK reported that there were 13 outstanding audit actions, 4 of which were overdue and would be completed in quarter two. JSK also reported that the GDPR process was ongoing and that the EIS would be in a satisfactory position by the deadline of 25<sup>th</sup> May 2018.

## **5 Strategy**

### **5.1 Strategic Change Group report**

VL presented the Strategic Change Group report and board were informed that the final meeting would take place in June and a proposal for EIS mission control would be presented for approval.

### **5.2 Progress against strategic priorities**

The executive presented an update on each of their strategic areas, including presentations from Matt Parker (MP) and Craig Ranson (CR) on the performance innovation investment process and respiratory health project respectively (agenda item 5.4 and 5.5).

Board discussed the commercialisation of the respiratory health project and were assured that negotiations were taking place that would seek to maximise commercial benefit but not hinder the progress of the project.

Board discussed the proposed changes to KPIs in appendix 6 and noted that targets for KPIs related to survey results were over ambitious. It was agreed that the targets could be realigned after the results of the NGB survey were published. Board approved changes to the KPIs but agreed that the organisation

health strategy KPIs would be revisited and submitted for approval at the July board away day.

**Action NW**

Board discussed the health and safety report and questioned processes for EIS employees working abroad in an NGB capacity. It was agreed that Peter Elliott (PE) would take advice from the health and safety consultants. It was agreed that the report would be circulated and signed off by board.

**Action PE**

### **5.3 Commercial paper**

JSK presented the PDMS commercialisation paper and the two options proposed by 'IMPACT'. Board agreed that it would be preferable to receive gross income but that further negotiations needed to take place regarding the timelines.

**Action CR**

Board discussed the commercialisation guiding principles paper and it was agreed that VL and NW would meet to agree proposed changes to the document.

**Action NW**

### **5.6 Chronology of managed sports**

CW informed board of the high-level principles that UK Sport use to determine whether world class programmes or medal support plans will be housed within the EIS. It was agreed that board would revisit the discussion after the announcement of the winter sport funding at the June UK Sport board meeting. It was also agreed that NW would inform board if he considered that the EIS had not been supplied with the right resource to manage programmes or athletes, and in the long term an agreed strategy around managed sports would be put in place.

## **6 Landscape**

### **6.1 Stakeholder and public relations report**

It was agreed that JS, NW and Tash Carpenter (TC) would meet to discuss the EIS marketing and communications strategy which would ensure that the mission and impact of the organisation is clear and understood.

**Action JS,  
NW, TC**

### **6.2 Performance management board update**

NW informed board of progress in Short Track Speed Skating, Wheelchair Fencing and Climbing.

### **6.3 Science & ethics committee update**

It was agreed that Jo Doust (JD) would hand over chairmanship of the Science and Ethics Committee to the executive until a new chair is agreed.

## **7 AOB**

There was no further business.