

BOARD MEETING MINUTES

CONFIDENTIAL

19th September 2018

The Office Group, 91 Wimpole Street, London

Present:

John Steele, Chairman
Nigel Walker, Director
Jamie Skiggs, Director
Sally Munday, Director
Sir David Tanner, Director
Vic Luck, Director
Chelsea Warr, UKS
Annie Panter, UKS

Attending:

Jaqui Perryer, EIS
Peter Elliott, EIS
Rod Jaques, EIS
Matt Parker, EIS
Craig Ranson, EIS
Kevin Currell, EIS
Tash Carpenter, EIS
Ken Van Someren, Observer
Matt Rogan, Observer

Apologies:

Vicki Aggar, Director

Minutes:

Maddy Hunter

1 General

Action

1.1 Chair's welcome

The Chairman, John Steele (JS) welcomed the board to the meeting.

JS welcomed Annie Panter (AP) to the board and informed board that AP would fulfil the UK Sport representative role.

JS welcomed Matt Rogan (MR) and Ken Van Someren (KVS) to the board meeting and informed board that their attendance was in an observational capacity ahead of their recruitment onto the EIS board.

1.2 Apologies

Vicki Aggar (VA) had sent her apologies.

1.3 Conflicts of interest

No further conflicts of interest were declared.

1.4 Minutes of the last meeting

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

1.5 Matters arising

3.1 Nigel Walker (NW) informed board that UK Sport were aware of the immediate impact of the Sport England investment shortfall and that Liz Nicholl was in conversations with Sport England.

5.2 NW informed board that the organisational health KPI work was ongoing and would be signed off at Mission Control, then brought to the EIS board.

1.5 Rod Jaques (RJ) outlined the quantitative and qualitative medical record audits taking place.

3.2 NW informed the board that the PD Forum and CEO performance groups had not taken place since the previous board meeting but that the commercial guiding principles would be discussed the next time they meet.

PDMS document: Craig Ranson (CR) informed board that SLT were satisfied that the commercial terms were agreeable. The next step in the process would be to form a plan for taking PDMS to market. It was agreed that MR, KVS & AP would feed into these discussions.

1.6 Chair's update

Chelsea Warr (CW) informed board of the UK Sport Paris planning process, including consultations with the public, NGBs, athletes and sport leaders. UK Sport would then be creating a set of design principles.

Board discussed the EIS Paris planning and were informed of progress made so far. It was agreed that SLT would present the project plan at the December board meeting, including an outline of opportunities for board to contribute. Board advised SLT to be aware of, and if necessary challenge sports' strategies to ensure appropriate EIS services were included.

Action SLT

1.7 National director's report & executive summary

NW informed board that Stewart Laing would take up the Director of Performance Support post, replacing Mark Jarvis, on 8th October.

NW informed board of the workload pressures that the SLT were facing. This was noted, and board offered capacity support, particularly with regard to the work to be completed looking forward to future cycles. Board encouraged SLT to scenario plan, and prioritise if urgent unexpected work emerged.

2 Finance & governance

2.1 Financial status

Jamie Skiggs (JSk) outlined further savings to be made in order to come to a 'break even' position at year end. Board requested that SLT provide a paper at the December board meeting containing a number of options for closing the deficit for the Tokyo cycle. This paper would also include details of the likely deficit at the end of 18/19 alongside an estimate of the full cycle position.

Action SLT

Board discussed the recent reduction in multi-sport medical cover and were informed of the rationale behind 'propping up' multi-sport medical cover in previous years. Board urged the EIS to place the responsibility for providing appropriate levels of medical care for athletes to NGBs.

Board discussed learnings from commercial income targets and what it takes to convert ideas into income. Board were informed of plans to undertake an asset valuation piece of work to determine realistic income generation goals. This is planned for the new year.

Action SLT

It was agreed that the previous decision not to work with professional sports would be revisited at the December board meeting.

Action SLT

3.1 Risk register

JSk outlined the remaining red risks outstanding and board approved the risk register.

3.2 Cyber security

JSk outlined the steps taken so far in dealing with the recent data incident, which board approved. It was noted that the Information Commissioner's Office had been notified within time limits and that a report would be provided to them at the end of the process.

3.3 Internal audit update

Board were informed that Vic Luck (VL) would be the EIS board representative on the audit committee as part of his role as Senior NED. VL's first meeting would take place on 20th November.

JSk provided a verbal update on the audit committee and informed board that audit regarding purchasing, succession planning and business continuity would take place during this financial year.

4 ABSORB presentation

Simon Spencer (SS) and Alison Thompson (AT) presented the ABSORB platform and ESPA course. Board discussed the balance between commercialising projects such as ABSORB and maintaining a competitive advantage. Board commended SS and AT for their excellent work on the project.

5.1 Mission Control report

NW reported that the strategies continue to make good progress. NW reported that the first mission control meeting had taken place with a few adjustments made to the process and the panel.

5.2 Marketing & communications strategy

Tash Carpenter (TC) presented the proposed communications strategy for the remainder of the Tokyo cycle, including the four strategic pillars and how they interconnect. Board was reassured that this work was about creating better understanding of the role of EIS and a more effective means of communicating with key partners.

Board discussed various aspects of the EIS brand, including:

- How branding at EIS sites could be improved
- How the communication team would work with staff to become brand enablers.
- What would be involved in the 'brand refresh'. TC assured board that this would not represent major change but be more about creating more uniformity of brand applications, such as PowerPoint templates.
- Whether the EIS tagline was appropriate and uniformly used.

Board approved the direction of the strategy.

5.3 Potential name change

NW summarised conversations SLT had had regarding a potential name change of the EIS. It was agreed that Mike Stow would be asked to undertake high level investigations with the HPSAG group before any further discussions take place. Board also agreed to review whether the EIS would be more commercially viable with a name change.

Action NW

6.1 Workforce

JP outlined the observations from the workforce research and board discussed talent leaving the organisation. CW informed board that the role of the new UK Sport Head of Talent would look into career planning for the high-performance system. It was agreed that JP would continue to monitor at an SLT level.

7 AOB

MH informed board that dates for 2019 board meetings would be circulated shortly.[Z](#)

Action MH

JS outlined plans for the EIS conference and encouraged board to attend.