



**ENGLISH  
INSTITUTE  
OF SPORT**

**BOARD MEETING MINUTES  
CONFIDENTIAL**

**02<sup>nd</sup> DECEMBER 2020**

Via video conference

**Present:**

John Steele, Chairman  
Nigel Walker, Director  
Jamie Skiggs, Director  
Sir David Tanner, Director  
Vic Luck, Director  
Matt Rogan, Director  
Ken Van Someren, Director  
Vicki Aggar, Director  
Emma Boggis, Director  
Andy Parkinson, Director  
Debbie Jenssen, Performance  
Directorate Lead

**Attending:**

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

**Minutes:**

Michelle Gazzana

**Apologies:**

Frankie Carter-Kelly, Observer



## **1 General**

## **Action**

### **1.1 Chair's Welcome**

The chairman, John Steele (JS), welcomed the board and Debbie Jenssen (DJ), Performance Directorate Lead of UKS, to her first meeting.

### **1.2 Apologies**

JS informed the board that Sir David Tanner (DT) was not currently present but would be joining the meeting at 11:00.

### **1.3 Conflicts of Interest**

There were no conflicts to declare.

### **1.4 Minutes of the last meeting**

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

### **1.5 Matters Arising**

JS listed the matters arising, highlighting areas that needed addressing such as the Sport England shortfall discussion, stating that no progress had been made since the last board meeting, however, the National Director had been assured by UKS that confirmation of a ring fenced budget would happen after the latest funding round. He added that all other areas would either be addressed over the course of the meeting or covered in the new year.

### **1.6 Chair's update**

JS commenced his chair's update by thanking all those involved in the EIS National Conference and added that it was an excellent virtual event.

JS informed the board that the completion of the process to appoint a new EIS chair would take place next year once the funding decisions were finalised. He stated that UKS had informed him that DT would be appointed interim EIS chair for 3 months from January 2021. He added that the UKS Performance Director position had been re-advertised.

JS concluded his update by stating that an online meeting took place between Sally Munday (SM), Katherine Grainger (KG), John Dowson (JD), Simon Morton (SMo) and the EIS SLT around the proposed new EIS strategy. He added that the meeting was a success and he considered that the EIS has done all it could to brief

and inform UK Sport around strategic intent and resource implications. As a result of the meeting, SM had requested more detail around the impact of certain funding scenarios, which would be further discussed under agenda item 3.1.

### **1.7 National Director update**

Nigel Walker (NW) commenced his update by reflecting on a successful virtual EIS National Conference and thanked both the support team, Tash Carpenter (TC) and Kevin Currell (KC). He then stated that the SLT would be assessing feedback from the conference and would bring this feedback to the board in March.

**Action NW**

NW concluded his update by informing the board that ongoing conversations around how the EIS keep their staff informed of the funding decision had been taking place and would continue to do so.

## **2 Financial**

### **2.1 FY21 Financial update**

Jamie Skiggs (JSk) informed the board that the EIS predicted to be within budget for current year and cycle. He added that a non-consolidated payment had been made to all eligible members of staff and that rebates had continued to be made to sports. He expressed challenges in PPE forecasting and the possibility of carrying underspend from this financial year into next financial year, stating that an open dialogue with UKS was ongoing.

The board questioned the overspend in managed sports with regards to the budget. JSk assured board that this was just a timing issue with the way the sports were funded and not an actual overspend across the cycle.

The board questioned if any measures had been put in place to alleviate any financial stress the organisation may feel next year, to which JSk responded by stating that most impact was dependent on the funding settlement and could not be further identified at this time. If any activity could be brought forward, this would be considered by the SLT.

JSk informed the board of the material uncertainty around asset values in the annual report and accounts due to COVID-19. A note would be included once wording had been agreed with the auditors. He added that the matter was discussed at the GARC with the hope that the accounts would be signed next week and laid to parliament before the Christmas recess. He concluded by stating that the accounts would be circulated to the board once the wording had been agreed and that unless the board had any objections, this is how the EIS planned to proceed.

The board had no objections.

### 3.1 Funding Submission

NW informed the board of his recent conversation with SM around the scaling and the utilisation of different funding scenarios. He then listed the different scenarios to the board and the questions that SM presented to him.

The discussion from the board focused on realistic deliverables according to the funding decision and how the EIS best position themselves in order to meet these deliverables. It was stated that the EIS needed to be specific around resources to ensure that there was no gap between expectation and resource. It was also agreed that the board would meet again (before operational objectives are agreed with UKS) once UKS funding is confirmed to ensure prioritisation is correct and that funding and operational objectives match.

It was agreed that the presentation presented to UKS outlining various funding scenarios would be circulated to all NEDs.

**Action MG**

### 3.2 Managed Sports strategy

NW informed the board of recent conversations with UKS with regard to managed sports. At the beginning of strategy deliberations, the SLT had been informed by UKS that a submission relating to managed sports would not be required since a UKS working group had been tasked with investigating this area. During the following 18 months, during which he, JSk and Jaqui Perryer (JP) had been involved in discussions it was stated that a special purpose vehicle would be established to manage this area of activity. However, in recent weeks the EIS SLT had been asked whether it could continue to manage this area. NW added that he and SM agreed that should the EIS board agree to the above no additional sports could be taken on by the EIS until September 2021 at the earliest.

With the above said, NW asked the board if they were content with the EIS continuing to discuss their position with UKS with a view to managing sports in the new cycle.

The board felt that the above relied partly on there being appropriate funding to deliver this function, but also that it did not distract or dilute the EIS' main effort. It was agreed that discussions should continue between UKS around managed sports.

**Action NW**

### 3.2 Hub Sites (including BOA development)

Craig Ranson (CR) provided the board with an update on the EIS' hub sites and stated that good progress had been made between





both the EIS and BOA/BPA with regard to a branding partnership. He confirmed that discussions with both parties were progressing with further talks scheduled over the coming weeks.

The board discussed that it may be worth encouraging those sports who are considered outliers to utilise the EIS' central hubs. JS declared a conflict due to his role with Loughborough University and therefore had no input into the conversation.

DT thanked the EIS for their work on their renegotiation between the EIS and BOA with regards to the branding at various sites and the board thanked CR for his presentation.

### **3.3 EIS Bioscience: Finding the 'i' in team**

Rich Burden (RB) presented to the board a new development which he had hoped would take place in the next cycle. The new development, 'Finding the 'i' in team' focussed on measuring female hormones and the way it would give female athletes support in a more precise manner through training, nutrition and rehabilitation.

The board thanked RB for his presentation and congratulated him for his work around the new development.

## **4 Mission Control**

### **4.1 COVID-19**

NW reminded the board of the Future Working Group established in August, which complemented the work of the EIS' Return to Training Group. He informed the board that a recent survey had been circulated to all employees as a result of the Future Working Group and findings from the survey would be shaped into delivering principles around future working arrangements.

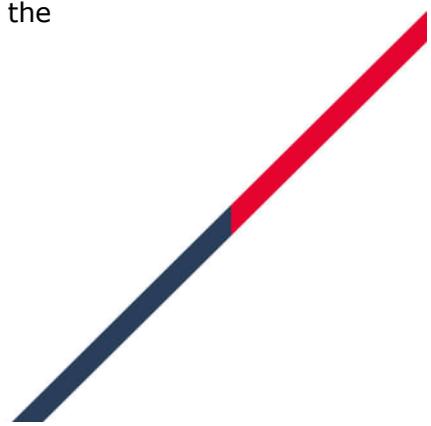
Rod Jaques (RJ) gave a general COVID-19 update, including vaccines, and what eased restrictions over the festive period would mean for EIS employees and athletes when they returned to work in early January. He concluded by stating that he was providing bespoke support for two sports due to their competition schedule around this.

The board thanked RJ for his ongoing work.

### **4.2 Director update (EAP)**

Tash Carpenter (TC) referred to the communications report in the appendices and stated that internal communications dominated the agenda with the impact of COVID-19 ongoing.

JP informed the board that a learning and management system





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would be live soon and that the employee voice could now be accessed via a phone app, in the hope that this would create more feedback from employees.

MP provided an update on projects taking place within Performance Innovation, highlighting that a project targeted at the first 15 metres in swimming had contributed to a world record.

PE confirmed that the £150,000 received from Sport England for equipment would be spent on ultrasounds and other key equipment. He added that the current landlords of the MIHP were moving out, with Nuffield Health moving in. He added that he hoped to meet with them soon to establish a good working relationship between the EIS and the ETC.

KC highlighted the EIS nominations from the PLx awards. He also mentioned the policies and best practices around dietary assessments off the back of recent challenges in British Gymnastics. He added that these practices would go to the Technical Steering Panel in the new year.

CR stated that areas such as respiratory health were supporting doctors in COVID-19 management. He added that Mental Health champions training would be brought forward to assist staff in preparation for the Tokyo Olympic and Paralympic games next year.

JSk and RJ had nothing more to add following on from their earlier updates in the meeting.

## **5 Governance**

### **5.1 Risk Register & Cyber Security update**

JSk presented to the board the risk register stating that there were no major changes to note and that the only risk that had moved was the financial balance of budget for this cycle which went from amber to green. He added that once strategies for the next cycle had been established and put in place, new risks would be added to the register accordingly. He anticipated that this would be put in place by March 2021.

**Action JSk**

A discussion around improving the link between the EIS and UKS boards took place, as the current practice is on the register as a red risk. It was agreed that there was good communication between Chairs, National Director and CEO, but that the formal governance arrangements that had been considered in the Articles Review needed improving. It was suggested that more board immersion days should take place between boards and that a UKS representative on the EIS board should be a constant. As a subsidiary of UKS it was agreed that EIS having an appropriate voice on the UKS board was essential, with UKS PD's role in briefing UKS board on EIS matters noted as very important.





JSk provided the board with a Cyber Security update and stated that the EIS still needed to meet certain criteria in order to achieve Cyber Essentials but were making progress. He added that there were still 3 to 4 substantial items that would need to be revisited in the middle of next year to achieve the Minimum Cyber Security Standards. The board asked that this be brought back to either the March or June board.

**Action JSk**

## **5.2 GARC update**

Vic Luck (VL) provided the board with an update on the recent GARC committee, which took place in November. He informed the board that a large part of the agenda was dedicated to reputational risk. He stated that work was ongoing in this area and would be brought back to the GARC in March 2021.

VL added that as a result of the internal audit committee conducted by BDO, areas such as Cyber Security posed a risk for the EIS, covered by JSk previously in the meeting. He concluded by stating that BDO complimented the EIS on their effective and quick controls around the COVID-19 situation.

## **5.3 RemCom update**

VL provided an update to the board on the recent RemCom meeting that took place in November. He informed the board that a diversity and inclusion lead across both the EIS and UKS had been appointed as part of the EIS' commitment to diversity. JP added that work had been ongoing around better understanding of the gender pay gap as well as unconscious bias learning, which was in the process of being rolled out across the organisation.

## **6 AOB**

DT congratulated the EIS on the PLx winners and thanked SLT for the energy that went into nominating the winners.

The board acknowledged the outstanding contribution JS had made to the EIS over the years and thanked him for his time as chairman.

