

**EIS Board Meeting Minutes  
CONFIDENTIAL**

**Teams Meeting**

Wednesday 8 December 2021  
1000 – 1530 hrs

**(0930 - 1000 hrs NED discussion)**

<b>Present:</b>	<b>EIS SLT:</b>
John Dowson (JD), Chair	
Sir David Tanner (DT), Director	Jaqui Perryer (JP)
Ken Van Someren (KVS), 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)
Matt Archibald (MA)	
Frankie Carter-Kelly (FCK)	
<b>Apologies:</b>	
Kate Baker (KB)	
Ismail Amla (IA)	
<b>Guest Speakers:</b>	
David Gallimore (DG)	

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<b>1. GENERAL</b>	
<b>1.1 Chair's Welcome</b>	
<p>JD acknowledged that, because of the latest Omicron developments, the intended face-to-face board meeting had been rearranged to take place on-line and advised that we would still plan to meet in person in March 2022, with a farewell dinner for Nigel Walker and the board on the evening prior.</p> <p>JD advised that no financial penalty had been incurred in relation to the costs associated with the dinner / accommodation and meeting room.</p> <p>Matt Archibald was welcomed to the meeting as an observer, along with Frankie Carter-Kelly who was attending her first board meeting as an EIS nominated observer.</p>	
<b>1.2 Apologies</b>	
<p>Apologies were received from Kate Baker and Ismail Amla.</p> <p>KB had been due to present to the board on Performance Matters / Priorities and this would now be postponed until the March 2022 board meeting.</p>	
<b>1.3 Conflicts of Interest</b>	
<p>There were no conflicts of interest.</p>	
<b>1.4 Minutes of the Last Meeting</b>	
<p>EB made the below comments in relation to the minutes of the last meeting:</p> <ul style="list-style-type: none"> <li>• Matters Arising – KB confirmed that nominations rather than voting were open for PLx awards.</li> <li>• 3.3 RJ updated that there were no new cases of COVID within TeamGB but that there were two cases among staff at the Paralympics. Some pre-Beijing preparations may be impacted by local conditions.</li> <li>• 3.4 suggested amendment to: EB would be happy to be involved in the conversations on ambitions for representation.</li> <li>• Add a line to 4.1 expressing the Board's thanks for the presentation and how interesting it was to hear direct from one of our practitioners about their experience.</li> <li>• Tim Lumb had been noted as having left the meeting twice - at para 4.2 and 6.1.</li> <li>• Para 6.2 to make clear that the BMC were taking on responsibility for the climbing performance programme and that it was the EIS managed programme that was being wound down by December 21.</li> </ul> <p>All were in agreement with these changes and JA to update and recirculate the minutes accordingly.</p>	<b>JA</b>
<b>1.5 Matters Arising – Summary of Actions</b>	
<p>The following comments were made on Paper 2: Matters Arising:</p> <ul style="list-style-type: none"> <li>• 3.1 Make it clear that the benchmarking exercise was to be commenced in the new year.</li> <li>• 3.1 Sub strategy matrix – MR requested that this was an agenda item at every board meeting.</li> <li>• 5.4 Impact of innovation: Add as an additional item on the March board meeting agenda.</li> <li>• 8. UKAD: VA provided an update that she had now been introduced to Mike Naylor.</li> </ul>	<b>Agenda</b> <b>Agenda</b>
<b>1.6 Chair's Update</b>	
<p>The CEO recruitment was now complete, and JD advised that a very thorough process had been undertaken, with wide involvement of the board and JD thanked the board for their commitment to this. Some inductions with MA had already taken place, although a light touch was to be used until MA's 7 February 22 start date. Interim SLT arrangements would last for 2 months beyond MA's start.</p> <p>JD provided an update that he had undertaken site visits to Bisham Abbey, Bath, Manchester and Lilleshall, with visits to Holme Pierrepont and ISEH to take place early in the new year.</p>	

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<p>JD reported that he had attended the UKS Board Away Day, based at Loughborough and the athlete hotel, which he reported to be an excellent site and was keen to use this for the occasional EIS board meeting in the future. JD had a very worthwhile discussion with Katherine Grainger, Sally Munday and Nick Jennings (NJ, the new Loughborough Vice-Chancellor), resulting in a follow up meeting being arranged between JD and NJ for 14 Jan 22. MA would be involved in the relationship going forward with a view to further developing long-term strategic relationships with Loughborough where we already have a strong platform.</p> <p>JD was pleased with the outcome on UKS funding, both for managed sports as well as EIS and this now allowed for the EIS to move forward with all the agreed prioritised projects.</p> <p>A joint EIS / UKS Board session would take place in 2022, with a joint dinner scheduled for 18 May 2022, followed by a joint attendance at the European Taekwondo Championships on 19 May 2022.</p> <p>JD would like to undertake more background thinking on board development in the new year, along with senior management development.</p> <p>JD would be supporting MA's entry into the business.</p> <p>JD thanked the SLT and JA for their hard work over the last few months and wished to record his personal thanks.</p>	
<p><b>1.7 Accountable Officer Update</b></p>	
<p><i>Data Incident:</i> JS provided an update on a recent data incident which had been reported to the ICO.</p>	
<p><i>STSS:</i> An update was provided on STSS.</p>	
<p><i>Subject Access Requests:</i> JS provided an update on a number of subject access requests.</p>	
<p><i>Interim arrangements:</i></p> <ul style="list-style-type: none"> <li>a) Sport Engagement: SLT members had been allocated sports and meetings had now taken place with all (unless sport indicated this was not required). Clear lines of responsibility were in place, should any issues be raised.</li> <li>b) Strategies had progressed, and decisions had been made in line with strategic priorities.</li> <li>c) Risk of SLT &amp; Organisational Burnout: It was felt that SLT and the organisation more broadly hadn't had the opportunity for a post-Games reset due to the continued high level of activity. There had been a number of significant changes within sports leadership that was having a knock-on impact to the start of some projects.</li> </ul>	
<p><i>Funding Decision:</i> JS advised that the extra funding provided to sports would also have a positive knock-on effect to the EIS. The EIS also received additional funding that would be used against the identified priority areas. Written confirmation was still awaited.</p>	
<p>VL commented that he had felt privileged to have had a window into the SLT and advised MA that the SLT were an excellent self-managing team who worked in a very skilled and collaborative way.</p> <p>DT also extended his thanks to the SLT and advised that there had been a very smooth transition since NWs departure, which was a credit to the SLT.</p> <p>Individual links with sports has been extremely well received and DT suggested that the SLT maintain these links with sports, with the backing of the CEO.</p>	
<p><b>2. FINANCIAL</b></p>	
<p><b>2.1 FY22 and Full Cycle Financial Update</b></p>	
<p>JS advised that this Paper had been written before the funding announcement had been made.</p> <p>Year 1 – EIS were in a good position with a £750k surplus, due to there being more open vacancies than planned; lower than budgeted travel costs; a lower number of contractors (which is something to potentially think about in the future); delayed IT projects.</p> <p>The full cycle is expected to break even.</p>	

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<p>A review had taken place to ensure the best use of resources. This had resulted in planned closures of the Gateshead and Birmingham sites.</p> <p>The extra funding would now be taken into the planning process and would be used to cover the additional projects detailed on the priority list. Should there be any unallocated funds these could potentially be allocated to the data budget. A full plan for the remaining 3 years would be provided to the board at the March meeting, along with details of where the additional money would be spent.</p> <p>JS thanked everyone for their response on the accounts and advised that the final version had been shared with KPMG and NAO and would be presented to Parliament before the end of the year. JS advised there may still be a short logistical delay beyond 31 December in filing with Companies House and that an extension had been requested and subsequently agreed.</p> <p>VA felt a conversation may be required with UKS, regarding extra resource to assist EIS's responsibility for the transitioning of athletes, as currently there were only two part-time members undertaking this role. VA would remain in contact with KC on this subject.</p> <p>JS provided an update on the development of the learning arena, in order that this could provide on demand learning with much more efficiency. JP added that the money invested in the learning arena was being used for coaching and mentoring resources.</p> <p>VL requested that there was an entry on the risk register in relation to heightened risk on resources.</p> <p>DT suggested that at the end of each Olympiad, EIS looked at their facilities to consider if money was being invested in the correct areas and that sports needs were being taken care of.</p>	<p><b>JS / Paper</b></p> <p><b>VA / KC</b></p> <p><b>JS</b></p>
<p><b>3. STRATEGY</b></p>	
<p><b>3.1 Mission 2025 KPIs</b></p>	
<p>KC summarised the information contained within the board paper and advised that further information would be provided for the March 2022 board meeting. JS advised that the mission process provided an interim measure to ensure KPIs were on track and that the mission process would be relaunched Q1 2022.</p> <p>The board made a number of comments on the KPIs including:</p> <ul style="list-style-type: none"> <li>- Relook at how we measure market share / quality of hire.</li> <li>- Be clear on goals / ambitions and KPIs, for Athlete Health and ensure we measure what is most important. CR and RJ to give this some further thought.</li> <li>- Relook at the design and consider a simpler reporting mechanism to take into account a hierarchy of reporting to different groups (eg. SLT, Mission Review, board sub-committees and board itself).</li> </ul> <p>Approval was given for the KPIs but that ambiguities would be brought back to the March board meeting, following which they would then be submitted to UKS in May 2022.</p>	<p><b>KC / Paper</b></p> <p><b>CR / RJ</b></p> <p><b>KC / Paper with input from JD/VL</b></p>
<p><b>3.2 Strategy Report</b></p>	
<p>KC provided an update on the strategy report. Linda Freeman's support had been beneficial and the strategy report continued to progress. JD advised that the role of mission would be reviewed next year, along with reporting requirements.</p>	
<p><b>3.3 Mission 2025 Communication Update</b></p>	
<p>TC updated on the communication plan and that, despite some challenging timeframes, this had stayed on track. This had been an SLT effort which had been well received internally and with sports. The EIS had been clear that this was part of</p>	

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<p>an ongoing conversation as to how we could support sports and we would adapt to work with them according to their (changing) needs.</p> <p>There had been a very good level of engagement from sports, with a number of sessions having been run, which had been well received, along with good attendance.</p> <p>Hard copies of the handbook were available, and board should contact TC or JA should one be required.</p> <p>JD confirmed that the briefings had been excellent and thanked TC and SLT members.</p> <p>DT added that this had had a positive impact across the system.</p>	
<b>3.4 Director Update</b>	
<p>CR: Athlete Health CR advised that athlete health was very closely aligned with the performance planning framework and group. The review around network multisport services was progressing well and better aligned to demand. IRU was launching in January 2022 with recruitment taking place CR reported there had been a demand in the Mental Health arena. There was now an additional budget for female athlete health and performance, and a leadership team had been formed. To support governance, a review of the governance agenda was to take place.</p>	
<p>MP: Performance Innovation MP reported that sport engagement had been very good, and was confident the initial prioritisation of the portfolio could be achieved. Sports had been asked to score both value of work and experience of working with the team and the outcome of this was: Value 8.8 (average). Experience 8.9 (average). Although the target had been 8/10 it was acknowledged there was still some work to do. Technical reviews were underway. MP to share the technical review outcomes with board when complete. The PI paper that was presented to the GARC meeting in June and September would be circulated with the minutes. MP provided background information on the UKS steering panel, and advised that the next meeting was scheduled for February 22. 1 Apr 22 – Mar 23 would be the biggest year ever for innovation.</p> <p>JD advised that as part of the board effectiveness review we would revisit how we review key areas of EIS activity, with the potential for changing some types of board interaction eg holding one-off sprint sessions to build knowledge.</p> <p>KVS suggested looking into how to use the technical steering panel for future reviews.</p>	<p><b>MP</b></p> <p><b>JA / MP</b></p>
<p>TC: Comms &amp; Marketing A paper had been circulated prior to the meeting and TC recommended that board members check they were able to log on to the learning arena.</p>	<p><b>ALL</b></p>
<p>PE: Operations PE advised on resignations and that recruitment was underway. An update was provided on the Bath rehab facility development and that the letter of intent on Sport England equipment was expected. Work was underway on the ETCs Centre of Excellence Framework and PE was involved in both the strategic and operations groups. CGE would utilise some of the equipment surplus to requirements from Birmingham. Physio and doctor time would be reduced at the ISEH. Sheffield City Trust were not renewing their contracts and would not be tendering. Existing agreements would novate over to March 2025.</p>	
<p>KC: Performance Planning.</p>	

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<p>KC confirmed the appointments of Stu Pickering and the new Head of Psychology. Twelve sports had taken up the offer of EIS support with post games reviews and there had been a relatively high uptake on the line manager decompression post games training programme.</p> <p>The aligning of sports plans and agreeing expectations and partnerships was being undertaken.</p> <p>KC reported it was a relatively challenging times for HoPS and that credit was due to the performance lifestyle team. The performance hub project was underway which would take technical learning on-line.</p> <p>Clarity was provided around the Human Performance Leadership Group.</p>	
<p><b>4. GOVERNANCE</b></p>	
<p><b>4.1 Risk Register</b></p>	
<p>JS advised that this paper had been written prior to the additional funding announcement.</p> <p>One risk had been closed and 2 red risks had decreased slightly.</p> <p>The action on the additional funding from Sport England should remain and further discussion would take place off-line.</p> <p>A series of successful test events had taken place in relation to cyber risk and travelling to Beijing.</p> <p>AP requested there was a risk around succession planning and offered to draft this if required.</p>	<p><b>AP / JS</b></p>
<p><b>4.2 Update on Group Audit &amp; Risk Meeting</b></p>	
<p>VL assured the board that no areas of concern were raised at the 17 November 2021 meeting and that MA would attend future GARC meetings.</p>	
<p><b>4.3 Remuneration Committee Update</b></p>	
<p>Papers had been issued to board.</p> <p>Remcom had recognised the need to update the TOR of the committee, along with the role of the Chair and the CEO, which needed to be formally approved.</p> <p>The role of the Chair acting as a support and an advisor for the CEO, was to be included.</p> <p>VL / JP to update TOR (with tracked changes) and JA to send out with the minutes.</p>	<p><b>VL / JP / JA</b></p>
<p><b>4.4 ED&amp;I Ambitions</b></p>	
<p>Ambition targets were to be approved and some of these would require significant projects.</p> <p>JP provided an update on what could be expected at the National Conference.</p> <p>JD was comfortable with the ambitions but asked JP to draw out areas of weakness and what actions should be taken in the short term.</p> <p>A discussion followed on board diversity and this would be discussed further at Remcom.</p>	<p><b>JP</b></p>
<p><b>4.5 Governance Code Update</b></p>	
<p>An updated Governance code was published yesterday, and JS would advise the board in March on any areas where the EIS did not meet the requirements.</p> <p>JS would also report on the Governance Framework in March.</p>	<p><b>JS / Paper</b></p>
<p><b>Kate Baker Presentation</b></p>	
<p>KB had sent her apologies and would be invited to present at the March board.</p>	<p><b>March 2022 Agenda</b></p>
<p><b>Performance Data (David Gallimore)</b></p>	
<p>DAVID GALLIMORE (DG) JOINED MEETING</p>	
<p>CR introduced DG.</p> <p>DG shared the presentation EIS Performance Data and advised that the ideal future vision would be to break down silos and have the ability to view all information relating to an athlete. DG shared the current constraints this area was facing, including resourcing and budget cuts.</p> <p>MR and JD suggested Bill James could be considered for inclusion in future discussions – as an independent person in the elite sporting system who is also a 'data' expert. MP suggested to try and include coaches in these conversations also.</p> <p>JD was very positive about furthering this and there may be a need in due course to try and unlock some further funding.</p>	

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The board thanked DG for his presentation and MR gave credit to DG and the team for the quality of work they were producing.	
DG LEFT MEETING	
<b>5. LANDSCAPE</b>	
<b>5.1 COVID-19</b>	
RJ provided a Covid update and reported that that cases in UK were expected to rise rapidly due to the Omicron variant and that we would have to adapt our policy as new information became available.	
<b>5.2 PMB Update</b>	
Climbing: JS updated that the Climbing PMB was winding down and that support for the funded athlete had been provided. The PMB had underspent by £27k and a final close out meeting would take place in early 2022. WCF: One additional athlete place had been granted. STSS: An update was provided on the current STSS position.	
<b>5.4 National Conference Update</b>	
TC / KC provided an update on the National Conference and advised that all invitations had been sent out. It was hoped that next year's (20 <sup>th</sup> anniversary) conference would take place in person. Further plans would commence in January 2022.	
<b>5.5 Beijing Games Preparation</b>	
CR reported that a Beijing tracker meeting had taken place and qualifications were going well. Thirteen individuals would be travelling in total – 7 with Olympics / 6 with Paralympics.	
<b>6. Medical Services Review Update</b>	
An update was provided on the Medical Services review, undertaken by AP. The newly appointed CEO would review this situation further and in the interim, the actions were agreed:  JP would instigate the appointment of a Director of Medical Services working with RJ in January 2022.  SLT and Board would need to consider how to cover the post internally.  Draft TOR for the external review to be prepared for review in January.	<b>JP</b> <b>JD</b> <b>AP</b>
<b>7. AOB</b>	
JP would launch an internal board effectiveness and skills review to be completed in January for discussion at a meeting of RemCom in early February and then at the March Board.	<b>JP</b>
<b>CLOSE</b>	
<b>Date of Next Meeting:</b> 30 March 2022 – Goodenough College, London. 29 March 2022 – board members dinner with Nigel Walker at the Ambassadors Hotel, Bloomsbury.	