

MINUTES FROM BOARD MEETING ON 14 NOVEMBER 2018

(Company Number: 7237547)

Minutes of a meeting of the Board of Directors of the Company, held at 60 Charlotte Street, London on 14 November 2018 from 11:00 -14:00

NAME	POSITION
Rory Tapner	Director/Chairman
Victoria Gosling OBE	Director/CEO
Dan Hunt	Director/PD
Joanna Poulton	Director
Anna Lees-Jones	Director
Mark Lund	Director
Richard Leman OBE	Director
Iain Mackay	Director
Colin Holden	Director
Paul Trayner	Director
Tim Fawke	Director, by phone
Robin Kellen	Observer, by phone
Tom Cairns	In attendance
Su Moore	In attendance
Jenny Shute	In attendance

1. APOLOGIES

1.1 Apologies received from Mr Colin Holden, Director.

2. DECLARATION OF INTERESTS

2.1 Mr Tapner (RT) noted that due notice of the meeting had been given and declared the meeting open.

3. CHAIRMAN'S REPORT

3.1 **Selection** Rory Tapner (RT) raised the unfinished Selection Policies and volunteered to redraft them.

3.2 **Para merger:** RT asked that Dan Hunt (DH) create a report on the merger for distribution by end of 2018.

3.3 **Board pack:** RT noted the late delivery of the November Board Pack and that a change in rhythm is needed. In future, the gathering of Board papers and discussion items will begin three weeks before each Board Meeting. Every Board Pack will contain standing reports from: the CEO, Performance Director, Home Nations, Pathways, Finance and Audit & Risk.

3.4 **Audit and Risk:** A request was made to keep the risk register to shorter statements. The A&R Committee will meet in the 1st week of December, and a review will be circulated to the Board in January.

3.5 **Chalet issue:** The matter of legal action concerning an oral agreement for the booking of a chalet for BSS athletes was discussed. The legal consults Mishcon de Reya have the matter in hand.

3.6 Governance: The BSS Scheme of Delegation was addressed. Once ready, it will be sent to the Audit & Risk Committee for review and shared with the Board. The UK Sport Governance Action Plan, addressed separately in the Board Meeting, requires Board compliance by 30 November.

3.7 Interpersonal relationship issue: The matter of an isolated and unfounded complaint was discussed, demonstrating that proper process had been followed by the organisation. Bridget Owen (BO) has been appointed as Lead Safeguarding Officer: Sports Resolution approved the roles and responsibilities of her contract and she has the authority to convene a panel if needed. Coaching guidelines need to be confirmed as fit for purpose, with Dr Jenny Shute (JS) noting that these should be Requirements, not Guidelines.

3.8 INEDs gathering: it was proposed that a Performance Committee be set up for DH to chair and VG to attend and is to include all the Committee Heads. DH will update on how he would like to take this forward at the January Board Meeting, including contributions from athletes (both current and former).

3.9 Tenures and staffing: Iain Mackay's (IM) 4-year Board Director term expired and the Chair will review the process for reappointment. Paul Trayner (PT) is employed on a consultancy basis in his new role as Alpine Manager.

4 CEO'S PROGRESS UPDATE

CEO Victoria Gosling (VG) went through her report, overseeing items such as:

4.1 Para Snowsports: The Para Head of Culture and Operations, Jane Kavanagh, joined in early November. The role reports into the Head of Coaching, Pat Sharples (PS), and specialises in Para, but there is scope for bringing together activity and creating efficiencies across the organisation.

A successful business case for Transitional APA was submitted to UKS for Rachel Morris in Para Nordic, granted at the highest level possible. All Para Alpine and Para Snowboard athletes were classified into expected or better than expected classifications (Para Nordic classification will take place on 9 December). A review of Para Budgets and Operational plan is underway; current Business Case will look for a significant increase for Para Programme budget, aligned to an elevated medal count. Meeting with UK Sport on 20 November for initial review before final submission on 30 November.

Regarding the lack of Para representation on the BSS Board, VG is looking to identify an appropriate person.

4.2 Staffing and recruitment: VG covered the HQ Staff organogram, representing a recent review of roles and responsibilities. It is the first in a larger piece for the entire organisation; the same process will be conducted for coaching staff and brought to the January 2019 BSS Board Meeting.

4.3 Office Move: BSS has secured 10 permanent desks and attends weekly meetings with BOA and architects. The new office provides a flexible working environment. Sponsorship of IT support is being sought.

4.4 External Stakeholders: The BSS Diversity Action Plan has been amended after feedback from Inclusive Boards and UK Sport. and the latest draft iteration has been shared with the Board for review. It is due with UK Sport on 30 November 18, as part of the wider Governance Action Plan.

4.5 Sponsorship: VG updated the Board on a list of 35 potential sponsors and their statuses, as well on progress on the Industry Scheme. The Sponsorship tracker is to be shared ahead of Board Meetings and its content included in financial reporting.

4.6 Rebrand: the new logo, which was reviewed and approved by the Board since the last Meeting, will be revealed publicly on 20 November. Reactions from athletes have been very positive.

5. PERFORMANCE DIRECTOR'S REPORT

5.1 Performance progress: DH shared that off-season training has gone well for all teams, with no major issues to report from a training perspective. Majority of athletes are happy and fully engaged with their programmes. Charlotte Bankes is now officially British; her APA is being awarded.

Paul Trayner (PT) has been employed on a consultancy basis to help drive the Alpine Pathway strategy alongside Head of Talent Mark Ritchie (MR) and Snowsport Scotland and develop a new alpine events strategy within BSS. Paul's role is to align all Alpine stakeholders within the pathway environment whilst acting as team leader / manager at WJC, EYOF & YOG.

Staff mostly report being happy, motivated and looking forward to the season. DH reiterated that the need to communicate the organisational structure and individual roles and responsibilities, particularly given the growth over the past 18 months.

5.2 External Stakeholders

UK Sport engagement remains very healthy, BSS clearly seen as one of the leading NGBs in the high-performance system. A further submission for Para, Ski-Big Air and Charlotte Bankes will be with UK Sport this month.

Relations with **BOA** remain strong and those with the **BPA** have started strong.

Team Leaders' journey to Beijing 2022 (BOA & BPA): Given the geographical challenges that Beijing 2022 presents, DH, PS & Sophie Morrison (SM) will go through the Team Leader process, starting November 2018.

5.3 UK Anti-Doping: BSS Sports Scientist attended the UKAD seminar and will take new UKAD tutor courses.

5.4 Sport Science and Medical Support: S&C practices are being audited and injury surveillance reporting continues to progress. DH covered athlete statuses and Board requested that statistical analysis by discipline be added and included in future Board packs. From a Governance perspective, the overall picture can be seen and monitoring meets criteria.

A Performance Lifestyle Adviser (0.6 FTE), funded by the EIS, is onboard to assist with athlete welfare.

5.5 Talent Pathways: Mark Ritchie, Head of Talent, continues to work hard in a complex area; BSS & Snowsport Scotland have agreed combined roles working with pathway athletes in 3 disciplines. Mani Cooper is competing for Great Britain and BSS is supporting her Ski Jumping endeavours at Stams and Mateo Jeannesson (Moguls) has confirmed his desire to compete for Great Britain as well.

5.5 Para integration: Head of Culture and Operations has started; overall in a much better place with the Para team and a healthier culture being represented but there is much more to be done.

6. PARTNERSHIPS REVIEW

6.1. British Ski and Snowboard National Foundation Identity: Su Moore (SM) updated the Board on the proposed rebranding of the British Ski and Snowboard National Foundation to be in line with GB Snowsport's rebrand. Renaming and rebranding BSSNF would provide the opportunity to show a unification of vision and positively align the Foundation with the GB Snowsport brand. Approval will be sought from the Foundation's Board of Trustees, after which a resolution for agreement can be filed with the Charity Commission.

6.2 GB Snowsport relaunch plans and messaging: SM shared the activities for the GB Snowsport rebrand: a stakeholder reception on 20 November to reveal the brand and the new tagline "Go Beyond", followed by BSS on BBC Breakfast later in the week. A key message is working together across disciplines - One team, One Goal. SM shared a synopsis of kit branding needs and timings for the season ahead, for the new brand to replace the old on kit. The timing of the rebrand, however, has made meeting some kit deadlines impossible. GB Snowsport continue to operate as British Ski and Snowboard Company for the immediate future but will seek to obtain the GB Snowsport name from Companies House.

7. HOME NATIONS' REPORT

7.1 Pathways: RT had requested a Pathways update for the Board Meeting. A Talent Pathways Report (created jointly by Head of Talent and the Home Nations) on BSS & Home Nations was provided, as well as an additional report on Pathways Activity in Scotland from Mr Glasse-Davies. Due to timing constraints, the reports could not be given adequate attention in the Meeting. The Pathways discussion was postponed until the January 2019 Board Meeting. Pathways is also to be made a recurring item on future BSS Board Agendas.

7.2 Snowsport England: Update included that 90 coaches attended the UK Snowsport Coaching conference for continued professional development; a resort visit to Bormio for the English Alpine Championships resulted in a provisional agreement for 2020-2022; the BSS Head of Talent and BSS Head of Coaching attended the SSE Board Meeting which led to positive discussion and to further meetings with HN's CEO; SSE met with Shadow Sport Minister to get MPs to support National Schools Snowsport Week.

The update also covered discipline-specific reporting, more investment in Pathways and awards directly benefitting athletes and an upcoming meeting with Sport England Talent team to put a case for more funding. Details of a new SSE vision and strategy will be finalised at the next SSE Board Meeting on 20 November and a new SSE website integrating with the membership system and competition entry system is being developed.

7.3 Snowsport Cymru Wales: Participation in the Welsh Schools Ski Championships has increased by 25% from 2017, with more girls than boys competing. The SSW website is being revamped, there is continued development of Futures and plans for 2019 from talks with Mark Ritchie, Pat Sharples and HNs. An updated Vision for Snowsport Wales was launched, as was the SSW Academy Programme – providing a regional based ski training programme for 45 young development athletes.

The SSW AGM will be on 1 December 2018, appointing Discipline Directors to the Board of SSW to 2020. SSW will work with Disability Sport Wales as part of their InSport programme and there is an upcoming meeting with Secretary of State for Wales to update on activities in Wales and alpine championships.

7.4 Snowsport Scotland: A new staff structure is in place, with some positions jointly funded in a new partnership between SSS and BSS: this includes new Pathway Officer and Performance Coach positions. A new website, a database, event management systems and a phone App are to become active in the immediate future. The Board will add expertise by filling two director positions and has committed to raising members' knowledge of Safeguarding Standards and Procedures. Staff will roll out new Standards to clubs. The establishment of a National Facility Plan has been initiated with additional funding from sportscotland. The Scottish Schools Snowsports Association (SSSA) has joined SSS as an organisational member - an important step for encouraging entry into performance pathways. Equipment has been purchased to run a pilot Nordic project in schools near Edinburgh. The Futures syllabus has been rolled out to a total of 500 attendees.

Snowsport Scotland's Performance Programme currently supports **57 selected athletes** – (27 Park and Pipe, 20 Alpine and 10 XC). An additional **23 Scottish athletes** are currently represented on BSS programmes.

7.5 Pathways Activity in Scotland: Mr Glasse-Davies' report will be discussed in January 2019 Board Meeting.

8. FINANCIAL MATTERS

8.1 Mr Tom Cairns (TC) presented a financial report including an overview of cash flow for the company from May 2018 to January 2019. Cashflow is not yet as detailed nor as accurate as TC would like. He expects that this will improve as the year unfolds and more time is spent on developing the new Xero accounting package. More information is needed to understand the potential commercial sponsorship deals in the pipeline which it is understood could be confirmed later this year.

TC reported that he is aiming to give individual teams across the organisation much more feedback about where they are with their budgets to assist with better financial planning. VG commented that a difference in transparency and improvements in processes is already being seen by herself and HQ staff.

9. MINUTES OF PREVIOUS MEETING, 18 September 2018

9.1 The minutes of the previous Board Meeting: these were deemed to necessitate two revisions to the wording but were otherwise approved.

10. AUDIT AND RISK

10.1 Risk Register: The Risk Register was not reviewed as no changes had taken place since the September 2018 Board Meeting. The Audit & Risk meeting will take place in early December and A&R will be prioritised at the January Board Meeting.

11. MATTERS ARISING (NOT COVERED ELSEWHERE ON THE AGENDA)

11.1 Governance and Diversity Action Plans: the Board reviewed outstanding items for the Governance Action Plan items requiring sign off by the end of the month. The minutes are included separately.

12. AOB

12.2 Agreement of Calendar for 2019 Board Meeting: these had been circulated prior to the meeting and were approved. Setting of agenda items and gathering of reports will begin three weeks prior to each meeting.

12.2 2018 AGM Minutes Approval: the AGM took place on 18 September at 14:00. The Board agreed to make any necessary comments about the AGM minutes by 16 November, so that they may be published online.

Additional points raised: Paul Trayner (PT) raised the issue of Alpine TD fitness testing, which had been introduced as an annual prerequisite for Alpine TDs to be issued with a BSS licence. This process was felt, by the BSS Alpine & Telemark TD Forum, to be inappropriate, discriminatory and no longer fit for purpose. The Board agreed that the requirement for fitness testing be removed from the TD licence process subject to VG checking that there were no consequences with BSS insurance policies.

PT reported that the Discipline Chairs who are not directly represented on the Board were no longer receiving the Board Pack and minutes as previously agreed and that this was key to the other disciplines flow of information to and from the Board. This was a simple administrative oversight and would begin again for subsequent Board Meetings.

13. CONFIRM DATE AND TIME FOR NEXT MEETINGS

13.1 The date and time for the next Board Meeting was confirmed as 23 January, 14:00-18:00.