

MINUTES FROM BOARD MEETING ON 23 JANUARY 2019

(Company Number: 7237547)

Minutes of a meeting of the Board of Directors of the Company, held at 60 Charlotte Street, London on 23 January 2019 from 14:30- 18:30

NAME	POSITION
Rory Tapner	Director/Chairman
Victoria Gosling OBE	Director/CEO
Dan Hunt	Director/PD
Joanna Poulton	Director
Anna Lees-Jones	Director
Richard Leman OBE	Director
Colin Holden	Director
Paul Trayner	Director
Wayne Glasse-Davies	Director
Tom Cairns	In attendance
Su Moore	In attendance
Jenny Shute	In attendance

1. APOLOGIES

1.1 Apologies received from Tim Fawke, Director; Mark Lund, Director; Iain Mackay, Director and Robin Kellen, Observer.

2. DECLARATION OF INTERESTS

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

3. CHAIRMAN'S REPORT

3.1 Finance: RT noted the financial reporting's progress, particularly the degree of granularity of the spending report breakdowns. Monthly feedback from Programme Managers on their spending status has increased knowledge of how business is conducted.

The Board discussed GB Snowsport's budgetary process and its financial year timeline. The Board agreed that a draft budget will be presented for comment to the Board at the 11 April Board Meeting and will be finalised at a budget session in May. The Board discussed the potential for changing the end of financial year to a time when the organisation is more certain about revenues and timing matches up with the UK Sport funding cycle.

3.2 Board Pack: The delivery of the Board Pack has improved, as was requested in November 2018, but there is room for improvement.

3.3 Staff Morale: There is confirmation from multiple parts of the organisation that GBS is in good shape and that morale is high; and that GBS Head of Coaching, Pat Sharples, is a particular asset to thank for this.

3.4 Historical Grievances: An ongoing issue was raised and it was reiterated that the organisation had behaved appropriately in handling the matter at the time of the allegations.

3.5 UK Alpine Championships: PT confirmed that he has responsibility for the upcoming UK Alpine Championships that will take place in Tignes and informed the Board that there is much upskilling taking place in Tignes, which can be seen as a reflection of the recent mayoral change. In addition, as 2019 is the 5th consecutive year that the British Championships have been held there, Tignes would like a long-term agreement with GB Snowsport, rather than the current year-on-year one. Delancey's sponsorship of the event comes to an end after this year's Championships, and the Board discussed options for recognising Sir Ritblat's contribution to British snowsports.

3.6 UK Sport communication: RT met with Dame Katherine Grainger and there is further communication scheduled regarding the medal target in place and its respective funding.

3.7 Selection Policies: Since last meeting, the Performance Director convened a group to attempt to determine a Policy that joins up processes, from junior through to elite, with further specification added for each discipline. The timescale for implementing the new Policy for the season covering 2019/2020 means that it must be ready for application in April 2019.

4 CEO'S PROGRESS UPDATE

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

4.1 Para Programme: Contracts being reviewed before they run out at end of October. Jayne Kavanagh is fully onboard and there have been great changes seen with her input.

4.2 Staffing and recruitment: All going well, though there will be another review by the end of the season to see what further changes can be made in that space. Innovation is also growing well. Still looking for a Company Secretary, recruitment will take place to find suitable incumbent for the pro-bono role.

4.3 Office Move: The increase on fees for the new office is over 10% more than the current arrangement, but that accounts for increased desks and a better operational space. GBS will have equal representation in the building and its signage, which includes clear Para snowsport visibility.

4.4 External Stakeholders: UK Sport: the GAP comments were returned, and the DAP has been signed off and is to be posted online; VG continuing meetings with UK Sport. Rocket Sport: VG to assess the company's ability to deliver access to levels that RT and VG can't already access themselves. Engage Digital Partners (EDP) are to help with certain campaigns and the legal consults Mishcon de Reya are also offering their assistance. Bard, the agency that led on the GB Snowsport relaunch, are retained to be engaged on a case by case basis.

4.5 Sponsorship: VG presented the updated Sponsorship tracker to the Board, targeting mainly British sponsors whose values and brands align with the organisation's strategic sponsorship approach.

5. PERFORMANCE DIRECTOR'S REPORT

5.1 Performance progress: DH talked the Board through a tracker of performance results so far this season, as well as a detailed Performance Report on the status of GB Snowsport athletes. DH relayed the ongoing discussions being had with the Scottish Institute of Sport. Staff mostly report being happy across coaching and performance.

Performance Lifestyle Advisor, paid for by EIS: a standout candidate has been recruited, to focus primarily on APA athletes. Her base will be Manchester, where the highest density of athletes is, but she will also travel to training camps.

5.2 External Stakeholders: In addition to earlier points, engagement with **UK Sport** remains healthy. Relations with BOA do as well and DH flagged the upcoming European Youth Olympic Festival, which the Head of Talent and Home Nations coaches are going to, as an example where the standard that the organisation is striving to uphold needs to be maintained, by ensuring that all contact that the BOA has with GB Snowsport is positive. There will be a Team Leaders' reconnaissance visit to Beijing in May.

5.3 UK Anti-Doping: All WCP athletes are fully up to date with their Whereabouts, without having been prompted. All Para-athletes have been through the 'clean-games' workshop as they are not required to fill out ADAMS Whereabouts. All coaches (Olympic & Paralympic) have been through the 'coach clean' UKAD online workshop. All TUE's for Para-Snowsport programme have been submitted to IPC as required ahead of the World Championships.

5.4 Sport Science and Medical Support: Alex McKeown has stepped up to take the Performance Scientist role, which has been well received and an internship role within performance science has been appointed. The innovations team is now complete and have already started work. The current focus for performance science is to audit existing practices and ensure that the basics are being done properly while asking key performance questions for our athletes with medal winning potential.

5.5 Talent Pathways: Mark Ritchie, Head of Talent, is helming the EYOF delegation, the EYOF Team has been nominated to BOA and will be announced by Team GB w/c 28 January. 2 Freeski athletes (Kirsty Muir & Connie Brogden) have been selected to go to World Juniors Championships. The team and logistics for the World University Winter Games in Russia in March are being finalised. In partnership with SSS, three coaches have been appointed in the performance pathway (Ben Kinnear for Snowboard, Murray Buchan for Freeski, Alex Standen for Cross Country).

5.6 Para integration: The Para Head of Culture and Operations Jayne Kavanagh is doing a great job, but the work to be done is huge and has added 35% to all workloads. It would be premature to complete a culture check now as some changes need to be made to aspects that do not yet meet GBS standards.

5.7 Injuries: DH confirmed that an injury surveillance project has begun.

6. PATHWAYS REPORT

6.1 Snowsport Scotland Pathways Report: Wayne Glasse-Davies (WGD) updated the Board on the progress within Pathways in Scotland. An important structural change has taken place, with 6 of 10 positions completely reworked. It was noted that these positive changes are a reflection of the impact of being associated with an effective elite coaching programme. What Scotland is pursuing is not yet reflected in other Home Nations' efforts, though the Board agreed that further Pathways development to this standard by all Home Nations would be expected in future reporting. The Board also raised the issue of how to actively engage young British talent living outside the UK.

7. HOME NATIONS

7.1 HN Reports: Home Nations' reporting was not addressed due to lack of representation in the meeting but will be prioritised on the 11 April agenda.

8. PARTNERSHIPS REPORT

8.1 Industry Scheme and Amazon: Su Moore (SM) updated the Board on attempts to engage the industry and identify opportunities to fundraise. A new Amazon approach will be tried in the coming months and the industry scheme will seek to boost engagement, both monetizable and not, in multiple ways.

8.2. British Ski and Snowboard/GB Snowsport National Foundation: The Board discussed the need to review the link between GB Snowsport and the Board of Trustees of the (currently named) British Ski & Snowboard National Foundation. A review of the governance of the board was discussed and RT will discuss configuration and changes with Sir John Ritblat, including branding alignment with GBS.

9. FINANCIAL MATTERS

9.1 The Financial Report: Mr Tom Cairns (TC) presented the Board with an updated cash flow summary and a financial report for December 2019.

Income showed that the funds from UK Sport for Para had not yet been received, which expect to be recovered in April. It was noted that programme costs for the remainder of the year are expected to be higher due to the increased number of competitions.

10. AUDIT AND RISK

10.1 GBS Risk Management: The Board reviewed the Risk Management Operational Plan, including the Audit & Risk Committee's Terms of Reference and the Risk Register as of December 2018. The Board discussed making certain amendments such as the addition of TDs in litigation as well as adding major financial shocks that cause currency fluctuations as a risk.

10.2 Audit & Risk Committee: The Board completed its annual review of the ARC documents, including the minutes of the 14 December GBS ARC Meeting, attended by teleconference by Joanna Poulton, Mark Lund and Tim Fawke.

11. GOVERNANCE

The Board addressed the few points remain open for sign-off in order to meet the UK Sport Governance's Governance Action Plan requirements. Governance items that require discussion will be addressed via email.

12. MINUTES OF PREVIOUS MEETING

12.1 The minutes of the 14 November 2018 Board Meeting: a revision regarding Colin Holden having been incorrectly listed as being present at the November meeting was required, but the minutes were otherwise approved. The question of Iain Mackay's Board tenure was raised - Mishcon de Reya will look at the requirements for his re-election.

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

13. AOB

Despite the fact that it is not an Olympic year, it was once again noted that Jaz Taylor has had a fantastic start to the year.

14. CONFIRM DATE AND TIME FOR NEXT MEETING

The date and time for the next Board Meeting was confirmed as 11 April 10:00 – 14:00 at 60 Charlotte Street