

MINUTES FROM BOARD MEETING ON 17 APRIL 2019

(Company Number: 7237547)

Minutes of a meeting of the Board of Directors of the Company, held at 60 Charlotte Street, London on 17 April 2019 from 09:00-13:00

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

1. APOLOGIES

No apologies received.

2. DECLARATION OF INTERESTS

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 UK Sport Since the last Board Meeting, RT met with Dame Katherine Grainger and is awaiting her response on the letter that was sent to UK Sport. There is further communication scheduled regarding the medal target currently in place and its respective funding.

3.2 GBS Board Treasurer and Board Member Joanna Poulton left the GB Snowsport Board in March 2019 and has been appointed Chair Designate at the British Bobsleigh & Skeleton Association. In the interim, until another Treasurer is appointed, Mr Mark Lund (ML) is to take on the role of GBS Board Treasurer.

3.3 Board Structure and Representation: The Board discussed the need to re-elect Iain Mackay as Director on the Board. The Home Nations' representation on the Board was also discussed.

3.4 Historical Grievances: An ongoing issue regarding a historical grievance was brought up and it was reiterated that the organisation had behaved appropriately in handling the matter at the time of the allegations and did everything it could in difficult circumstances.

3.5 Board Pack: There is still room for improvement in the delivery of the Board Pack and RT noted that the Financial reporting is still late and not comprehensive enough. VG raised that having a proper Treasurer on the Board will help in this aspect– and the Board agreed that proper resources are needed in this area of risk for the organisation. In addition, a Company Secretary has been selected and the incumbent will soon be onboard to take on Board matters.

3.6 Board Recruitment: The Board will proceed with recruiting two new members. Any potential restructure of the Board (e.g. to create a separate Performance Board), will be addressed later. The priority is to ensure that recruitment targets as wide a pool of applicants as possible and that any possible support for Board Recruitment from channels such as UK Sport or EIS is sought to maximise sharing of the opportunity.

4 CEO'S PROGRESS UPDATE

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

4.1 Para Programme: VG reported the progress that is continuing at a progressive pace, with much thanks to Jayne Kavanagh (JK), Head of Culture and Paralympic Operations – and this is without her having a deputy. A recent application to Sport England by JK saw GBS receive a 10k grant. There is also an ongoing workstream which is focussing on the creation of an effective pathway for Para.

4.2 Staffing and Recruitment: Performance Lifestyle Advisor Helen Galashan has settled in well and is already adding significant value to the athletes. Programme Manager Maddy Hunter, who joined GBS in February (and released former Programme Manager Alex McKeown who has taken on the role of Sports Scientist) is doing exceptionally well. Su Moore (SM) is leaving GB Snowsport as Director of Partnerships in May. Lisa Rowe (LR) will be taking over the lead for Partnerships alongside her current remit for internal communications. Conversation around SM's role with the Foundation has taken place with Sir John Ritblat who has made it clear that he wishes for Tom Robertson to take the lead for the Foundation, on the Delancey pay roll. Brett Moore, Director of Marketing & Communications, will be leaving GBS in June. SRI is taking on the recruitment of the role and it will be advertised widely to ensure a broad reach. A Company Secretary has been interviewed by VG. The experienced candidate will be able to help with Board matters and the AGM. A Legal intern, Josh Haughton, has joined the office HQ team for a period of 3 months to assist in standardising GBS policies. The innovation team continues to grow with Dave Henson being the latest addition.

4.3 Office Move: The Office move to 101 New Cavendish Street with the BOA and BPA has been delayed and is now expected to take place in mid-June. GBS staff continue to represent at all meetings regarding the move, whether project and systems-specific or around aspects such as branding and staff engagement.

4.4 External Stakeholders: UK Sport: communication with GBS is constant and the content, including the Governance aspects, is in a good place. **BOA and BPA:** relationships with both organisations remain positive, now awaiting announcement of Bill Sweeney's replacement as Chief Executive of the BOA. There is a joint BOA/BPA/GBS recce visit to Beijing scheduled 5-11 May 19, attended by the GBS Senior Leadership Team.

VG updated the Board on international relations and that relations with a number of International Federations continue to flourish, in particular with USA. The Board discussed the matter of GBS representation at FIS, particularly FIS Committee positions which are up for renewal in 2020. It was agreed that GBS representatives should be GBS staff or Board members actively engaged in the sport. The Board discussed UK Sport leadership programmes and training opportunities available to mentor newer generations for such positions. Charlotte Bankes's transfer, which was handled entirely by GBS staff, shows the importance of diplomatic relations and how well this can be managed by GBS staff.

Rocket Sport will complete their contracted work with GBS in mid-June 2019 and are working on continuing to promote GBS to potential sponsors until then. **Caytoo**, a data-driven sports marketing company that specialises in the commercial sports sponsorship landscape, have been engaged since 1 April 2019. They will work together with GBS to analyse brands and data to inform sponsorship approaches and the creation of pitching material.

VG has a proposal from the creative agency **Pulp PR** for a campaign which is on hold until the necessary funds can be raised. Similarly, **EDP** remains on hold with its potential to provide digital content for promoting the GBS brand until funds can allow it. GBS's key contact at the law firm **Mischon de Reya** is on maternity leave and a replacement POC is being awaited. HR support has been provided by **HR Services** on a contractual basis and the results show that GBS is in an improved place from this time last year.

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

5. PERFORMANCE DIRECTOR'S REPORT

5.1 Performance Programmes (Olympic and Paralympic): Dan Hunt (DH) gave the Board an overview of current athlete statuses against high level criteria, noting that a significant percentage of WCP athletes are injured. Two new athletes (freestyle ski) have asked to transfer to GB from other nations. One of these athletes presents new medal opportunities in Beijing 2022. Athletes (in the main) report very positively in the Cultural Health Check.

Together with GBS Head of Coaching Pat Sharples, Dan Hunt took the Board through a presentation of the results of the season just gone, a review that included notable performances and achievements across all disciplines and showed milestone targets having been exceeded over 530 days of competing for 22 squads across 8 Disciplines.

5.2 Staffing and Recruitment: Echoing much of VG's update on staffing, DH reported that Performance Staff report happy and motivated in the main, though some issues within the Alpine coaching staff and in Para-Snowsport are being managed.

5.3 External Stakeholders: Engagement with **UK Sport** remains good at performance level and GBS is now in the A.I.R process with additional ask for funding. DH/VG & RT met with UK Sport formally to discuss future funding possibilities – the meeting was very good although not much has happened since. Relations with **BOA** and **BPA** continue to be good. **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. **Scottish Institute of Sport:** for a variety of reasons, the decision was made to not re-new the service provision contract within the Paralympic team. This has been communicated with SIS. Provision for WCP and GBS Programme Athletes based in Scotland remains in place and is being closely monitored by GBS.

5.4 Sport Science and Medical Support: Alex McKeown, GBS Sport Scientist, will coordinate support across disciplines. The innovation team is now complete and has started work. The current focus for performance science is to ensure appropriate provision for all WCP & Non - WCP athletes.

5.5 Talent Pathways Activity: DH relayed a detailed Pathways update including information from the GBS Head of Talent, Mark Ritchie (MR), covering developments such as: The Alpine PILOT Academy Affiliation Project launched with 5 Academies in Tignes at the British Championships and will look to be rolled out towards the end of April, once feedback on how Home Nations can support has been received. GBS and SSS co-funded roles are now in place and programme aligning to the GBS WCP in Snowboard, Freeski and XC are currently in place. MR and GBS Olympic Team Manager are working with colleagues at the BOA for YOG Solidarity Individual Athlete Grants. MR has been working alongside SSE Talent Manager to bid for funding in two projects. The first being Diploma in Sporting Excellence (DiSE) and a Park and Pipe Project from a fund operated by Sport England named 'Backing the Best' which offers athletes individual grants (completed) and a funds for a bigger project. The bigger project is currently under construction in Park and Pipe in partnership with Chill Factor and Graystone Actions Sports (Manchester). SSE are leading on the Futures Project in partnership with MR and other Home Nations.

5.6 Para integration (general): The Para Head of Culture and Operations Jayne Kavanagh (JK) is doing an exceptional job and is operating at the same speed as the Olympic Programmes and her impact is very visible. Medal targets have been exceeded but there is still much work to be done. The Full integration of Para-Nordic team is complete with Olympic coaches now integrating very positively into the Para-Nordic team. Para Pathway activity is up and running, JK is leading on it with UK Sport and EIS. The talent transfer and summer/ winter sharing ideas are very innovative and likely to drive results in the short-middle term. Culturally, a huge shift has been witnessed, as referenced in the Culture Health Check, and this has been down to the

commitment of the Senior Leadership Team whose hard work has transformed the team. DH noted that the workload having absorbed Para is very high and this needs to be recognised formally.

6. HOME NATIONS AND PATHWAYS REPORTS

6.1 Pathways from Home Nations: Wayne Glasse-Davies (WGD) talked the Board through the updated Snowsport Scotland Pathways Report that he had provided, covering progress within Pathways in Scotland, including the mention of a new position at SSS. This prompted a request for clarification of the GBS co-funding aspect of the role, which WGD explained reused funds available from other employee changes.

6.2 HN Reports: Home Nations' reports presented by SSE and SSS were reviewed and a new strategy to explore talent transfer from summer sports was discussed.

7. BRITISH SKI AND SNOWBOARD NATIONAL FOUNDATION

Su Moore (SM) updated the Board regarding British Ski and Snowboard Foundation, including that the Chair of BSSNF had vetoed the proposal to change the name and identity of the Foundation to bring it in line with GB Snowsport and forge a closer relationship between the two organisations.

The end of season evaluation has shown excellent results from the young athletes who the Foundation have supported through grants this season. Supported athletes include World Junior Champion Connie Brogden, World Junior silver medallist Kirsty Muir and EYOF medallist Gabe Adams.

SM told the Board about a request from the Ellie Soutter Foundation to partner with BSSNF. It was noted that restrictive permissions would be placed around the gifts. As RT and VG remain Trustees of the BSSNF, this will be addressed.

8. FINANCIAL MATTERS

Due to the brevity of the Financial Reporting presented, the Chair decided that Finance would be discussed with more comprehensive reporting on a call attended by the Non-Executive Directors.

9. AUDIT AND RISK

The Board decided that Audit and Risk would be reviewed in the aforementioned call, together with the Finance reporting. In light of Jo Poulton's departure from the Board, Mark Lund was confirmed as taking on the leadership of the Audit and Risk agenda in the interim, until more concrete changes to the role are made.

11. GOVERNANCE

The Board discussed a series of Governance items and Articles requiring attention which, due to their detailed nature, the Chair decided would be best addressed in a different forum to sign them off. Amendments will be circulated to the Board by end of April after which lawyers will review the final Governance documentation.

Regarding the change of name for company 07237547, the Board agreed and passed a resolution changing the name of the company from British Ski and Snowboard Limited to GB Snowsport Limited.

Prompted by the CEO's upcoming 1-year tenure, the Chair explained that formal assessment of both the CEO and the Performance Director would take place twice a year.

As a final point, the Chair noted that the successes taking place are notable but that they are even more so as the sense that staff are very stretched is apparent, and attempts should be made to address and relieve that.

12. MINUTES OF PREVIOUS MEETING

The 23 January 2019 Board Meeting's minutes were deemed to necessitate no revisions.

13. DATE AND TIME FOR NEXT MEETING

The date was confirmed for both an all-day Board Away Day on 4 June and a Board Meeting on 5 June, at a venue yet to be decided.