

## **GB SNOWSPORT LIMITED (the “Company” or “GBS”)**

### **Minutes of a meeting of the Board of Directors of the Company held by video conference on 24 September 2020 at 10:30 a.m.**

#### **DIRECTORS PRESENT**

Rory Tapner (RT or Chairman)  
Paula Cardwell (PC)  
Tim Fawke (TF)  
Vicky Gosling (VG)  
Colin Holden (CH)  
Dan Hunt (DH)  
Anna Lees Jones (ALJ) item 7 onwards  
Richard Leman (RL)  
Iain Mackay (IM)  
Melinda Nicci (MN)  
Paul Trayner (PT)  
Trafford Wilson (TW)

#### **IN ATTENDANCE**

Rachel Frazer (RF)  
Robin Kellen (RK)  
John Wade (JW)  
David Young (DY)  
Zak Willis (ZW)

### **1. OPENING OF MEETING AND MINUTES OF PREVIOUS BOARD MEETINGS**

It was resolved that RT be appointed chairman of the meeting and it was noted that a quorum was present in accordance with clause 6.9 of the Company’s Articles of Association. RT said that, as at previous meetings, he would take declarations of interests as being those who are employed by GBS and those who are representing particular parts of the GBS operations. If any items are discussed for which a person feels he/she is conflicted, or should declare an interest, then they must specifically do so at that time and not rely just on the introductory statement.

The minutes of the meetings held on 30 July, 10 August and 9 September 2020 were reviewed and it was unanimously resolved to approve them.

A list of action points from the July Board meeting was reviewed.

### **2. CHAIRMAN’S REPORT**

**2.1 Board composition:** RT reported that the discipline committee chairs had voted to nominate two candidates to fill the vacancy left by the retirement of CH; the Nominations Committee would meet to interview both candidates. In response to a question from RT, TF said that Snowsport England was close to appointing a new chair to take office in November.

### **3. CHIEF EXECUTIVE’S REPORT**

**3.1HR:** VG said that the final parts of the restructuring were close to completion; everything was being executed in line with the Company’s policies. James McAllister would be joining on 2 November as Finance Director (FD); he would be a full-time employee who would undertake a number of other roles besides that of FD.

**3.2 Sponsorship:** VG said that she was working with two agencies who were seeking potential sponsors for GBS; the agencies would be paid on a commission basis. She was also meeting a potential sponsor in mid-November. One issue that would be highlighted in the Marketing and Communications presentation (minute 5) was that the Company's lack of data and content made it less attractive to potential sponsors.

Sophie Morrison (SM) joined the meeting

#### 4. PERFORMANCE DIRECTOR'S REPORT

**4.1. General programme and talent pathway:** DH said that the feedback from the athletes generally, and the podium funded athletes in particular, was that they feel better supported than ever. Whilst the outlook appeared bright for the Olympics in 2022 and 2026 the talent pathway was an issue with the gap between the traditional pathway and elite athletes getting wider; moreover, a single source of income was not ideal and frequently led to only the basic needs being met.

**4.2 Selection Policy for 2021/22 squads:** a draft policy, which had been agreed with the discipline committees, was approved for publication.

SM left the meeting and Katie Ferguson (KF) from Two Circles joined the meeting

#### 5. MARKETING AND COMMUNICATIONS

**5.1 Strategy:** RF said that there was an urgent need to have a marketing and communications profile that was as strong and professional as the GBS profile on snow. The GBS social media profile was now well organised with a strong following but commercial income would depend on having data and good quality photographic and video content that would appeal to potential commercial partners; currently the GBS database contained circa 1000 followers and a lot of the photographic content was old, and therefore not showcasing current athletes, and video quality was insufficient for commercial use. RF said that she was working with Two Circles to develop appropriate data and a better quality photographic and video library.

KF explained the importance of GBS owning data and there being a direct relationship between GBS and its followers and their interests. Building a digital database would enable GBS to control the use of its data and the message that was sent to its followers; currently the message to snowsport followers was controlled by third parties, often through social media. GBS would then be able to offer potential sponsors the opportunity to target a particular audience more closely; advertisers spend substantially more on digital advertising than conventional media such as television, billboards, newspapers and magazines.

There was a discussion about the strategy and the importance of investment in marketing and communications was recognised. RF added that a new website should be operational later this year but current budgetary restraints would limit the growth of both a database and good quality photographic/video content and therefore diminish the opportunity to monetise the data in the short term.

KF left the meeting

#### 6. FINANCE

**6.1 Reporting:** the management information to 31 August 2020 and a cash flow forecast to 30 September were reviewed. DY said that the Finance team had spent a substantial amount of time assisting UK Sport to appreciate the uses to which co-funding had traditionally been put and to better understand the GBS business model. The Company's approach to reclaiming VAT was still under discussion with HMRC but two returns had been made and accepted under the existing basis. Claims for Research & Development tax grants would have to be deferred until audited accounts were available.

**6.2 Budgets:** a budget for the period 1 October 2020 to 30 September 2021, revised to reflect some restructuring amendments, was approved. DY said that variances against the budget would be presented each month in the management information.

**6.4 Risk register:** The risk register was reviewed and major changes noted.

Sarah Torkington-Halstead (STH) joined the meeting

## **7. SAFEGUARDING**

**7.1 General:** STH outlined the new proposals whereby requests for a Disclosure and Barring certificate will be managed by her in conjunction with Access Personal Checking Services; previously the certificates had been managed by Snowsport England on behalf of GBS. Courses on Safeguarding Children and Safeguarding Adults need to be arranged for GBS staff, contractors and volunteers.

**7.2 Safeguarding Action Plan:** the plan was reviewed. STH said there were currently no specific issues to be raised with the board; the plan will be reviewed by the Child Protection in Sport Unit (CPSU).

**7.3 Safeguarding Adults in Sport Framework:** It was agreed that GBS would complete the Framework over a 4-week submission period.

**7.4 International Safeguards for Children in Sport Advisory (ISCSA):** a request to agree to the ISCSA pledge, which is similar to the CPSU's standards, was agreed.

In response to a question from the Chair as to whether Covid-19 had caused an increase in safeguarding and mental health issues, VG said that there had been discussions with athletes, coaches and staff members with greater attention paid to those who might have potential issues. STH had a list of people to keep in touch with and where she was conducting risk assessments.

## **8. HOME NATIONS REPORTS**

**8.1 Snowsport England:** the contents of the report were noted.

**8.2 Snowsport Scotland (SS):** in amplification of his report, TW said that SS was seeking to progress a marketing campaign to assist more families to think of skiing as a possibility for a family holiday. A Facilities Committee has been established to oversee the 2030 Facilities Strategy

**8.3 Snowsport Wales:** the contents of the report were noted.

## **9. REPORTS FROM CHAIRS OF STANDING COMMITTEES**

**9.1 Audit and Risk Committee, Nominations Committee and Remuneration Committee:** reports from the three committees were noted and proposed amendments to the terms of reference of the Remuneration Committee agreed.

**9.2 Discipline Committees:** reports from the Alpine, Freestyle and Nordic discipline committees were noted.

It was also noted that there was no Speed Ski discipline committee and that the Telemark and Snowboard discipline committees had failed to respond to the request for a report of their activities over the previous twelve months.

## **10. BOARD MEETING DATES FOR 2021 AND 2022**

A schedule of board meeting dates for 2021 and 2022 was agreed.

## **11. ANY OTHER BUSINESS**

**11.1 Matters reserved for the Board:** The Board discussed the welfare of the Company's athletes and staff during the meeting with particular reference to any who might be in need of greater support and understood that any issues were being handled in conformity with the Company's policies. The Board also discussed any potential or existing employment related issues and understood that any issues were being handled in conformity with the Company's policies.

**11.2** There being no further business the meeting closed at 2:00 p.m.

R. Tapner

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**Chairman**

**17 December 2020**