

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

### **Minutes of a meeting of the Board of Directors of the Company held by video conference on 29 July 2021 at 10:30 a.m.**

#### **DIRECTORS PRESENT**

Rory Tapner (RT or Chairman)  
Paula Cardwell (PC)  
Dr. Christian Ewald (CE)  
Vicky Gosling (VG)  
Anna Lees Jones (ALJ)  
Richard Leman (RL)  
Iain Mackay (IM)  
Melinda Nicci (MN)  
Paul Trayner (PT)  
Trafford Wilson (TW)  
Louise Wright (LW)

#### **IN ATTENDANCE**

Gurpreet Dulay (Observer from BDO)  
Jayne Kavanagh (JK)  
Robin Kellen (RK)  
James McAllister (JM)  
Sophie Morrison (SM)  
Pat Sharples (PS)  
John Wade (JW)  
Phil Young (PY)

#### **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, such as the disciplines, and the Home Nations. 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. He added that Gurpreet Dulay of BDO, who were conducting an audit of the Company’s finance and governance on behalf of UK Sport (UKS), was also attending the meeting as an observer.

The minutes of the meetings held on 29 April and 26 May 2021, together with the minutes of the annual general meeting, were reviewed and it was unanimously resolved to approve them. A list of action points from the April meeting was reviewed; RT said that there were a few matters from the board evaluation that needed to be finalised, including the CEO’s strategy document and any associated key performance indicators, and asked that they be included on the agenda for the board’s September meeting. He added that it was also intended to complement the board evaluation by asking all the board and discipline committees to review their performance as well as asking each committee to report on its work at the September board meeting.

#### **2. CHAIRMAN’S REPORT**

RT gave an update on his and VG’s recent discussions with UKS relating to its approach to winter sports and their funding and said that he believed more information would be forthcoming in October after the next UKS board meeting.

He also gave an update on the work of Johan Eliasch at the International Ski Federation in the first weeks of his Presidency.

### **3. CHIEF EXECUTIVE'S REPORT**

**3.1 HR:** VG said that Brexit and Covid-19 continued to have a major effect on GBS. The amount of time that athletes, coaches and support staff could spend in the Schengen area was a limiting factor in the athletes being able to train and compete. The effect of this was both in additional costs and less preferable training environments. In the course of discussion, a number of potential ways forward to lobby the Government about free movement of elite athletes were suggested and VG said that she would investigate them.

VG said that in conjunction with UKS and the GBS medical adviser a GBS view on Covid-19 vaccinations had been communicated to athletes, coaches and support staff; the majority of the athletes and coaches appeared to be keen to have the vaccinations.

She added that unplanned Covid costs across the Olympic and Paralympic programmes were circa £650,000 from April 2021 to October 2022. RT said that the UKS board was aware of the costs and had indicated that it would be willing to reimburse them and future Covid costs up until the Olympics and Paralympics; the Covid costs and the Brexit costs should be shown separately on the financial information each month to assist speeding up the process.

VG outlined the recent changes to structure of the Performance Team.

**3.2 Sponsorship, Fund Raising and Marketing and Communications:** VG gave an update on potential commercial partners and also the crowdfunding that had been launched earlier that month.

**3.3 GBS draft strategic plan:** There was a discussion about the plan and VG was requested to make some additions to the document for discussion at the September board meeting.

**3.4 UK Anti-Doping:** VG said that UKAD had announced a new assurance framework alongside its anti-doping policy which would require National Governing Bodies to demonstrate their compliance with the policy; an overview would be given at the September board meeting. VG was appointed as the Board's anti-doping lead with PT as her deputy.

### **4. FINANCE**

**4.1:** The management information to 30 June 2021, cashflow and variances to the budget were reviewed and noted. JM said that the current outcome for the year to 30 September suggested a small profit, although that was predicated on a minimum amount being received from crowdfunding.

The VAT issues with HMRC had been successfully concluded and JM's recommendation that a VAT provision should now be released was adopted. He added that GBS now needed to ensure that its VAT processes met the requirements of the Tour Operators Margin Scheme (TOMS) and he had a meeting with the relevant experts planned for the following week. In response to a question from the Chairman, JM said that his understanding was that provided the TOMS rules were being followed then GBS should have no outstanding VAT liability.

There was a discussion about the cash flow and likely budget for the year to 30 September 2022. It was agreed that there should be further discussions as soon as possible with UKS to understand the level of its support and that VG should be accompanied at those meetings by RT and PC.

**4.2 Risk register:** the risk update was noted.

Chris Scott (CS) joined the meeting

## 5. DIVERSITY AND INCLUSION (D+I)

CS outlined the work that had been undertaken to date and the establishment of a D+I advisory group with independent experts and representatives from the Home Nations. A D+I action plan had been drafted and would be published once UKS had indicated its agreement with the plan. It was noted that ALJ was the board's diversity champion.

CS and JM left the meeting

## 6. PERFORMANCE REPORT

**6.1 Update:** PS reported on the athletes and para-athletes within each discipline and commented on the challenges that athletes and coaches were facing and indicated those athletes who had reached the criteria for Olympic and Paralympic qualification. At the request of the Chairman a presentation on a coach development strategy for 2022-2026 was deferred until the next board meeting.

**6.2 Performance enhancement:** KM outlined the work being undertaken with athletes to help them reach optimal performance by complementing the physical side of their training with an appreciation of how to manage the psychological factors that affect them. In response to a question from ALJ, MN said that it would be possible to cascade the work to other athletes through the Home Nations but this would take a long time. In response to a question from RT, KM said that the athletes had embraced the enhancement workshops.

KM left the meeting

## 7. PREPARATIONS FOR THE OLYMPICS

**7.1 Update:** JK and SM reported on the preparations for the Olympics and Paralympics 2022, and the work that was still ongoing. JK said that the Tokyo Olympics were helpful in assisting the development of a "home from home" environment by highlighting some of the issues experienced by athletes and coaches; there were still issues surrounding accreditations and freight of equipment and other supplies. In response to a question from RT, SM said that there was still no certainty about the supply of appropriate kit for the athletes given the temperatures they might have to encounter. VG added that GBS would do everything possible to ensure that the athletes' requirements were met.

JK said that the Paralympic World Championships would be held in January 2022 and it was planned to use the same selection criteria for the championships and the Paralympics. The position was noted.

Sarah Torkington-Halstead (STH) joined the meeting

## 8. SAFEGUARDING

In amplification of her report, STH said that the DBS disclosure information had now been transferred from a number of spreadsheets to the Breathe HR system; all the information was now in one place and it was possible to set reminders for disclosures that were about to expire.

RT asked if STH was comfortable that athletes knew where to go for assistance. STH said that she was contacted fairly regularly by athletes, coaches and parents so she believed that people knew where to go for assistance; moreover, she was working with SM and JK to meet as many athletes as possible.

STH left the meeting

## 9. HOME NATIONS' REPORTS

**9.1 Snowsport England (SE):** the contents of the report were noted. LW added that Sport England was implementing a ten-year strategy and aligning its talent funding for winter sports with UKS so it was important that SE and GBS were aligned in their talent approach.

**9.2 Snowsport Scotland (SS):** the contents of the report were noted.

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

**10. ANY OTHER BUSINESS**

**10.1 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.

**10.2** There being no further business the meeting closed at 2:30 p.m.

Rory Tapner

28 September 2021

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**Chairman**