



## **Minutes of meeting of the GBS Board of Directors of the Company held on 25 August 2024**

### **Present**

Jason Cobbold (JC or Chair)

Vicky Gosling (VG)

Greg Bennett (GB)

Michael Oesterlin (MO)

Melinda Nicci (MN)

Iain Ramsay Clapham (IR)

Dominic McGonigal (DM)

Juliet Foster (JF)

Marin Carr (MC)

### **In attendance**

Robin Kellen (RK)

Joelie Chisholm (JCh)

Kearnan Myall (KM)

Pat Sharples (PS)

Chris Scott (CS)

Iain Mackay (IM)

### **Apologies**

Steven Seligmann (SS)

#### **1. Welcome and Declaration of Interests**

It was noted that a quorum was present in accordance with clause 6.9 of the Company's Articles of Association. JC said he would take declarations of interest as being those who are employed by GBS (who should bear in mind any current conversations concerning the shape of the organisation) 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 they are conflicted, or should declare an interest, then they must specifically do so at that time and not just rely on the introductory statement.

JC acknowledged that this would be Melinda Nicci (MN)'s final board meeting having reached the duration of her tenure of appointment, and thanked her for her contributions to GBS.

JC noted that the Company Secretary was absent through illness, and that Chris Scott (CS) had stepped in to cover for the coordination of the board pack and for note taking.

## **2. Minutes of the previous meeting**

The minutes of the previous meeting held on 25 April 2024 were approved.

Greg Bennett (GB) noted that the paper on cost of medals discussed at the previous board meeting had not been included in the board pack.

Vicky Gosling (VG) confirmed that the paper was being worked on by Dan Hunt (former GBS Performance Director), and should be complete for inclusion in the next board pack.

GB requested an update on the progress of the Financial Times deal. VG confirmed this would be covered in the Chief Executive's Report.

JC and VG advised the removal of the discussion around a new Working Charity to support GBS from the Action Log until after the Milan-Cortina Olympic and Paralympic Winter Games.

Michael Oesterlin (MO) joined the meeting.

## **3. Performance Update**

Pat Sharples (PS) joined the meeting.

Kearnan Myall (KM) provided an update on his first months in the role as Performance Director, and outlined the Performance Decision to streamline efforts to concentrate resources on Milan-Cortina 2026 podium potential athletes.

It was noted that this involved some challenging decisions, and a need to balance support to development athletes with use of resources to ensure GBS performance milestones were met.

KM noted that there was an on-going process of change in the coaching structure to ensure support was targeted towards podium potential athletes and programmes, and a transitioning of 'middle ground' athletes off the APA matrix.

KM took board members through a number of confirmed additions to and departures from World Class Programme coaching teams, as well as the appointment of a replacement for his former Sport Sciences and Medicine role.

It was agreed that future board packs would include a full rundown of athletes, coaches, and performance support staff associated with each discipline.

KM reported on the interim outcomes of the UK Sport Annual Investment Review (AIR) process.

JC asked whether there was any information on outcomes for other Winter Sport AIR bids, with VG and KM confirming these had not yet been made public.

Iain Mackay (IM) joined the meeting.

IM queried the level of support to developing athletes and the potential risk to successes at the 2030 Olympic and Paralympic Winter Games if too much focus is on 2026 podium potential athletes at this stage in the cycle.

KM and VG noted the reliance on achieving Olympic and Paralympic medals to safeguard future public investment into GBS and the need to target limited resources to ensure continued sustainability and 2030 cycle funding.

GB requested specific details on which athletes and programmes are receiving what levels of support, which it was agreed would be provided in the September board pack, along with a paper to help board better understand the debate around funding and Return on Investment, including

how UK Sport looks at this, and how GBS can best make a constructive case for funding for the 2030 Olympic and Paralympic cycle.

PS provided an update on summer training activities and the confirmed Milestone Target events for the 2024/25 season.

#### **4. GBS Strategy 2030**

JC briefed board members on the background to the development the new strategy, and VG outlined the intentions and process, asking for feedback on any objections to areas included or points for further development.

There was some discussion around the focus on Olympic and Paralympic medal targets as a measure of success, which concluded that the reference to Milestone Target events included the World Cup and World Championships calendars. It was agreed that the language of the final strategy should make clear the wider meaning of Milestone Target events.

Dominic McGonigal (DM), Iain Ramsay Clapham (IR), and Robin Kellen (RK) all noted the value of drawing clearer connections between the GBS strategy and Home Nations strategies. It was agreed JC, VG, and CS would take this away to explore further.

GB noted that engagement with stakeholders and building of support for the Winter Olympic and Paralympic sports was not featured as strongly as he would like to see. Juliet Foster (JF) suggested this would make a strong addition to the strategy's fifth pillar ("advocacy"). Mel Nicci (MN) agreed that a stronger focus on advocacy would be welcomed.

DM suggested the strategy could be stronger on environmental sustainability.

JC confirmed that he, VG, and CS would look at incorporating the points made by board members and attendees with a new version to be ready for the September board.

JC noted that future board meeting agendas should begin to reflect the structure of the 2030 Strategy, which was supported by GB, JF, and others.

#### **5. Chief Executive's Report**

##### **5.1 Olympic Qualifying Standard (OQS)**

The OQS was discussed and approved by board

##### **5.2 Para Selection Policy (PSP)**

The PSP was discussed and approved by board

##### **5.3. Commercial Strategy**

JC noted that the work produced by E10 was very strong.

VG updated on commercial prospects and the progress of the Financial Times partnership.

JC noted the need to understand and plan for costs of delivering partnership management and activation.

Simon Ferrington (SF) updated on the Nordic sponsorship deals and developments with the Team Aker Daehlie arrangement.

##### **5.4 FIS Platform**

VG updated on progress with the proposed FIS Federation Marketing Platform, and delays in FIS' legal team managing the necessary reviews and sign-offs, with a revised expectation that the platform would be in development in September.

VG thanked Michael Oesterlin (MO), JF, and Neil Foster for support.

##### **5.5 X Games League**

VG, CS, and PS updated on the proposals around X Games League and Snow League. VG also noted positive on-going discussions with US Ski and Snowboard.

### **5.6 Alpine Foundation**

JF provided positive update on logistics, admin, and donor prospects, and noted investment anticipated shortly at a level of c.£21k per donor, with no costs borne by GBS.

GB queried who was responsible for anti-money laundering checks, and it was agreed that GBS would bear ultimate responsibility in line with the GBS Anti-Money Laundering Policy.

Joelie Chisholm (JCh) joined the meeting.

### **5.7 GB Alpine Championships**

VC updated on the newly adopted operating model for 2025.

## **6. Finance Update**

GB introduced the finance update, and passed to JCh to provide commentary.

JCh updated board on budget position and variance, balance sheet position, cashflow management, and liquidity update.

GB advised that the 2024/25 budget and 2025/26 budget will be brought to the September Audit and Risk Committee and board, and noted that the current draft of the 2025/26 budget was showing a deficit. GB further noted that it was important to allow time for the commercial investment programme to reach fruition before committing the budget for board approval.

It was agreed that the budget items would be brought forward at the September board meeting.

JCh noted that the actions from previous board around additions to the Risk Register had been captured in an updated Risk RR3 and a new Risk P9 on the GBS Risk Register, with both approved by ARC and agreed by board.

## **7. Safeguarding**

The board noted the Safeguarding report.

VG highlighted the upcoming regular NSPCC Child Protection in Sport Unit audit. GB noted ARC's oversight responsibility, and the need for ARC to understand its parameters.

Steven Seligmann's (SS) role as board Safeguarding lead was noted by VG and verbally updated on the CPSU audit process, and committed to review if board ownership of Safeguarding supersedes ARC's prior oversight requirement.

## **8. Home Nations**

DM and IRC provided updates to the board.

## **9. Committee Matters**

The reports from the Audit and Freestyle committees were noted.

## **10. Governance**

JC raised the brief for review of governance and confirmed the requirement to find budget if the process was to go ahead.

VG noted discussions with UKS and potential interest of other NGBs, with the prospect of reducing cost to GBS.

SS was proposed to take over as Remuneration Committee Chair. MO was proposed to take over as Nominations Committee Chair.

Both proposals were approved by board.

The Governance Statement was discussed and approved by board.

**11. Any Other Business**

The board thanked MN for her contributions to GBS.

There being no other business the meeting was closed at 12.45pm.