

**British Ski and Snowboarding (the “Company” or “BSS”)
(Company Number: 7237547)**

Summary Minutes of the Board of Directors meeting on 21st November 2017

Directors Present:

Rory Tapner
Joanna Poulton
David Edwards
Dan Hunt
Wayne Glasse-Davies
Anna Lees Jones
Richard Leman
Iain Mackay
Tim Fawke
Mark Lund

Attendees:

Su Moore
Richard Gower

Apologies received from

Robin Kellen; Colin Holden, Paul Trayner, Lesley McKenna

- The minutes of the Board meeting held on 21st November 2017 were discussed. Mr Glasse Davis stated that his recollection of the discussion about provision of Licences for athletes domiciled overseas was not recorded accurately. The Board discussed this point and it was agreed that in future, it will be satisfactory for BSS to nominate a small number of athletes to the Home Nations for free membership of the Home Nation with no requirement on that athlete to pass tests imposed by the Home Nations. Other than the clarification listed in the previous paragraph the minutes of the Board meeting held on 21st November 2017 were agreed as a true and accurate record of the meeting.
- Each Director present confirmed that they had no direct or indirect interest, other than already described at previous recent meetings and contained in the Company's register of interests other than Mr Leman's involvement with the British Olympic Association and Mrs Poulton's involvement with the Royal Yachting Association, in any way in the proposed arrangements to be considered at the meeting. Mr Gower declared that he was the parent of a current British Alpine athlete.
- The Chairman reported that he intended to form a subcommittee of the Board to manage the recruitment of the new CEO. He proposed that he, Mr Lund, Mr Mackay, Mr Leman, Mr Wood (from UK Sport) and Ms Poulton would be members of the subcommittee. It was intended that the Board members would then be given the opportunity to meet with two candidates prior to a decision being made on who should be finally chosen for the role. The Board unanimously approved this proposed process and panel make up.
- The Chairman reported that he and Mr Lund had held a very good conversation with the Internationally renowned head-hunters who had already identified a number of promising potential candidates.

- The Chairman commented on the fundraising programme and his disappointment that the various programmes had not generated as much revenue by now as had been hoped for. However, he was reassured that our message about our ambition for future success and the plans that we had to achieve that success was definitely being discussed much more widely. He noted that the UK Sport Performance Director, had mentioned our focus as part of the medal target briefing given by UK Sport recently. The Chairman described the next financial year having a specific fund raising focus each quarter as follows:
 - Q1 – Secure a headline sponsorship arrangement.
 - Q2 – Ensure that the support income from UK Sport is maximised.
 - Q3 – Launch (relaunch) the retailer partnership and the snowsport industry scheme.
 - Q4- Supplement the existing donor/benefactor scheme
- The Chairman described the discussions that he had held with the Ski Club of Great Britain and Mr Fawke on the subject of pathways for Coaching and the interaction that this had with athlete pathways. They had all agreed that this subject merited further detailed discussions and the Chairman had offered to arrange a half day workshop on the matter.
- Mr Hunt introduced a report on the progress of athletes, coaches and programmes.
- Mr Hunt noted that there were 22 days to go until the start of the Olympic Winter Games in PyeongChang. Preparation was all in hand.
- Currently just under 30 athletes had hit Olympic Qualification Standards and if sufficient quotas are generated then it is hoped to take them all. It is not likely that sufficient quota spots will be generated in the Alpine Discipline and the Board noted the intricacies involved in selection. The Board will meet on Wednesday 24th January 2018 to agree upon the Company's recommendations for the nomination to the British Olympic Association of the Snowsport delegation to attend the Olympic Winter Games in 2018.
- The Board asked Mr Hunt to ensure that he sent all of the relevant selection documentation to the Coaches of all of the long list athletes and gain their acknowledgement that they had discussed the process and policies with their athletes.
- Mr Fawke and Mr Glasse Davies were asked to ensure that they had brought the selection processes and documentation to the attention of the relevant people within the Home Nations.
- Mr Hunt informed the Board that he had gained confirmation from each member of the entourage who will be recommended to the BOA to accompany the British athletes to PyeongChang that they had never worked with any of the Russian Federation.
- Mr Hunt and Ms Moore described a communications strategy for the performances of the British Snowport athletes in PyeongChang that celebrated winning medals but also celebrated top 10 performances and personal bests by athletes.

- The Board noted that the new Airbag, purchased with the support of UK Sport funds, had suffered damage in high winds. The damaged parts of it were being returned to the manufacturer as quickly as possible to ensure that it could be returned to full use at the earliest opportunity.
- The Board requested that Mr Edwards and Mr Hunt should review the Company Whistle blowing policy and ensure that a register of any Complaints should be compiled for others to access in future years.
- Mr Edwards was asked to seek the removal of the Company's logo from any programmes, activities, trials or competitions that did not fall directly under the Company's remit or permission. It was agreed that this should be done following the Olympic Winter Games.
- Mr Hunt informed the Board that all Coaches within the BSS Performance programme were being required to take the UKAD online training.
- Mr Hunt described the need for the organisation to review the mechanism for the provision of Sports Science and Medicine to BSS athletes and programmes.
- The Board discussed where the organisation should be physically located for the next four years and agreed that other locations, in addition to the BOA, should be considered.
- Ms Moore introduced a report on fundraising for the Company.
- Ms Moore stated that the Company has now contracted with an Agency who had commenced work and provided an initial view on value ranges for categories of relationships.
- Ms Moore discussed the possibility of running a major event immediately after the 2018 Olympic Winter Games are over and the athletes have returned to Europe.
- Ms Moore described a planned push for greater numbers of people to join the Company's fan membership scheme. She had been able to obtain a prize as an incentive for membership which consisted of a skiing holiday in Tignes.
- Ms Moore spoke about the British Snowsports Fund, and suggested a number of changes to the scheme that will generate greater engagement and improved financial results.
- The Board discussed the possibility of changing the name of the organisation in order to enhance awareness and commercial potential. Mr Fawke described Snowsport England's adverse experiences following the change of their name to "Snowsport" England. Mr Glasse Davis reported that there had been discussions at Snowsport Scotland in relation to changing their name to include Ski and Snowboard. The Board concluded that the Company should continue to trade under the name British Ski and Snowboard but Ms Moore was asked to continue to examine how to unify the various disparate brands that had appeared within programmes and disciplines and make recommendations on how this should be done.
- Mr Mark Ritchie joined the meeting for a discussion on Pathway Development and Talent Identification and the Futures project and ran through a presentation on this subject.

- The Board discussed the contents of the presentation and agreed that any general communication about the Futures project should take place immediately after the conclusion of the Olympic Winter Games in late February 2018.
- The Board held a discussion on the work required to gain agreement and then document approved athlete pathways.
- Mr Fawke and Mr Glasse Davies introduced a report on the activity within the Home Nations and Pathways.
- The Board noted that Snowsport England are currently seeking to recruit a number of new Independent Directors.
- Mr Edwards presented his progress report covering the last eight weeks of business.
- The Board discussed the makeup of the recommendations that the Company would make to the International Ski Federation (FIS) in relation to the British delegation that would work with the FIS committees for the two year period following the FIS congress in May this year.
- Mr Edwards presented a finance report covering the cash movements against budget for the financial year.
- The Board discussed the cashflow forecast contained in Mr Edwards' report and noted the additional income requirements in order to end the financial year with reserves that remained within the reserves policy. The Chairman expressed confidence that the current patronage and donors scheme would yield sufficient funds.
- Mr Edwards presented a series of slides providing a first draft of a budget for the next financial year.
- Ms Poulton described changes to the Terms of Reference to the Board Audit and Risk sub-committee (ARC). She also described a different approach to the documentation of the risk register and confirmed that she would be finalising this document in the next few weeks in order for the ARC to be able to assure the Board that the processes for the management of risk were satisfactory. The ARC would then meet a number of times during the year to keep the management of risk current.