

**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
Paul Trayner
Mark Lund
Iain Mackay
Colin Holden
Tim Fawke

Attendees:

Su Moore
Robin Kellen

- The minutes of the Board meeting held on 19th September 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.
- The Chairman opened the meeting meeting with praise for some of the very promising early seasons results. Dave Ryding’s performance in Levi and Andrew Musgrave’s recent FIS race seemed to bode well for the season ahead as did Katie Ormerod’s performance in Milan. He noted that Mr Hunt could comment further later in the meeting.
- The Chairman reported that he, Mr Leman and Mr Hunt had met with the Chairman and CEO of the BOA recently and discussed a number of items. They had reinforced the fact that Snowsports is responsible for delivering c50% of medals at an Olympic Winter Games and that a successful British Snowsports team at the games could help to inspire the Nation once every two years rather than once every four as at present.
- The Chairman and Mr Hunt’s recent efforts with developing better relationships with the press was starting to yield results and further improvements are expected following meetings with the BBC and Sky TV. The Board noted the recent work that Betony Garner had done to get the Telegraph to change the tone of an article that they had written.

- The Board discussed the opportunities that could arise from the integration of the Company and its programmes with the elite athletes and teams from British Para-snowsports.
- The Chairman described the process that had been undertaken to obtain an internal evaluation from Board members on the effectiveness of the Board as well as self-evaluation of appropriate skills. There was overwhelming agreement that the Board members possessed the appropriate mix of skills for the Board of the Company and believed that most Board matters were dealt with effectively. However, it was thought that improvements could be made in the evaluation of the performance of the Senior Executives and that the Financial affairs of the Company should be considered in more detail. The upgrading of the remuneration committee and the implementation of the Xero double entry book keeping system should help improve these matters.
- The Chairman, Messrs Hunt and Leeman and Mrs Lees Jones were tasked by the Board with forming a sub committee of the Board tasked to identify how the Company could improve athlete's voice, representation and communication at Board, Discipline level and across the Company.
- The current Board pack was discussed and Mr Edwards was asked to separate items that require Board decisions from the general reporting items that were reported for general information. He was also asked to change the Agenda so that approval of minutes and actions were discussed at the start of the meeting.
- The Board noted that two new members of staff had commenced work with the Company helping with PR and communications (Mr Brett Moore) and partnerships (Miss Lisa Rowe).
- The Board discussed the current work load carried out by Ms Moore and agreed that it would be appropriate for Ms Moore to become a Company employee and some of her time should be charged back to the British Ski and Snowboard National Foundation Charity. Mr Edwards was asked to make the necessary arrangements.
- The Board discussed progress of the retail commission scheme and Ms Moore pointed out that the current holdup in relation to a "mass market" launch was because of obtaining sign off from the retailer.
- The Board discussed Ms Moore's proposal to utilise an Agency to help raise sponsorship for the Company. It was agreed that the Agency should be utilised and asked to commence work immediately so that they would be fully up and running by the time the Olympic Winter Games began.
- The Snowsports Industry fund was discussed and it was noted that one of the partners has now agreed to start fund raising in resort to assist in the overall fund raising.
- The Company's attendance at the London Ski show was discussed and it was noted that the membership drive at the show had resulted in approximately 100 fan members joining the newly launched scheme. Ms Moore was asked to make recommendations on a variety of improvements for the Company's involvement in next year's show.
- The Board agreed that the branding that the Company uses and even the Company name needs detailed consideration and Ms Moore was asked to make recommendations.

- The Board noted that currently the BOA accreditations being offered to the Company for the OWG were meeting expectations. The Company was still waiting to learn what accreditation might be offered by FIS.
- Mr Hunt informed the meeting that no additional athletes, other than those discussed at the last Board meeting, had met Olympic Qualification Standards.
- Mr Edwards highlighted an issue in relation to the Insurance provided to members of the Technical Delegates (TD) forum. He pointed out that both our new and previous Liability Insurance policies provided TDs' with liability cover when they were under the Company's direct supervision and control. The policy did not however provide them with liability insurance when they were working at race meetings arranged by other organisations such as the Home Nations or even FIS race organisers at International races. The TD's were seeking an umbrella type cover that could rely on if the race organisers insurer, the insurer of first resort, failed to cover them. Mr Edwards was asked to obtain a quotation for this type of secondary cover.
- The Board noted that Ms Poulton was carrying out a review of the current risk management processes undertaken by the Company with a view to making suggestions on improved processes. This would be done through the Audit and Risk Committee. Mr Edwards reminded the Board of the obligation placed on Sports by the UK Sport code of good governance namely that "The Board shall conduct an annual review of the effectiveness of the organisation's risk management and internal control systems to ensure that they provide reasonable assurance."
- The Board unanimously agreed to support the candidacy of Dr Jenny Shute for the position of Chair of the FIS medical committee when this is next debated by FIS in May 2018.
- Mr Edwards reported that he and Mrs Owen, Company Lead welfare officer, had presented to the NSPCC recently as part of the Company's attempts to obtain the Advanced safeguarding standard. He was delighted to report that Company had been given a conditional pass at that standard but would need to meet two conditions.
- The Board discussed progress of the Company Diversity action plan.
- The Board discussed the need to write to all BSS Coaches to remind them of the need for athletes to comply with ICR 204.1.4 and make "BSS a party" to athletes individual sponsorship arrangements.
- Mr Edwards informed the Board that he would be resigning his position as Chief Executive Officer and Director of the Company at a suitable point after the Olympic Winter Games had finished and in any event by 30th April 2018. He did not wish to commit to another complete Olympic cycle and he and the Chairman felt that the best interests of the Company would be served if the search for a replacement could begin immediately. The Board thanked Mr Edwards for his eight years of service to the Company. The Board asked Mr Lund to manage the necessary arrangements to find a successor to Mr Edwards.
- Mr Edwards presented a finance report covering the cash movements against budget for the financial year.
- Mr Edwards noted that although the cash reserves at the end of October were well ahead of budget this was just a timing issue with a number of early payments being received and a small number of large invoices remaining unpaid.

- The Board asked Ms Poulton to obtain the appropriate paperwork associated with Donations received this year to satisfy the Company Auditors.
- The Board discussed the cashflow forecast including additional expenditure that had now been identified. The Board discussed this proposed increase and, after re-assurance from the Chairman on prospective donations, agreed that these should be added to the budget and forecast.
- Mr Mark Ritchie joined the meeting for a discussion on Pathway Development and Talent Identification. Mr Ritchie ran through a presentation.
- The Board discussed the contents of the presentation and agreed to the following:
 - (a) The accreditation and accreditation criteria for clubs and academies would need future consideration.
 - (b) Talent identification and working with “scouts” who would identify future talent in both the UK and abroad was a vital part of the role.
 - (c) Mr Ritchie should consider utilisation of technology and Apps to assist with the futures programme.
- Mr Ritchie was asked to complete pathway “maps” or diagrams for each of the major BSS Disciplines and include them in an update to the Board in January.
- The Board discussed the issue associated with an athlete who is wholly domiciled overseas having to join a Home Nation prior to obtaining a FIS Licence.
- The Board discussed Mr Fawke’s proposal for Coaching Pathways and it was agreed that he and the Chairman should talk further about this matter prior to the next Board meeting.
- A report was provided by the Home Nations
- The Company Risk Register was reviewed.