

Snowsport England Ltd

Minutes of a Board meeting held on Monday 13th June 2016

4.00pm – 6.30pm

Conference call

Present:

JE	Jeremy Eaton	Chair
BT	Bryan Thomas	Finance Director (arrived at point3.7)
TB	Tania Barton	Director
CS	Chris Shelley	Members Director
SM	Stuart Maclean	Director
TF	Tim Fawke	Chief Executive / Director
JD	Jan Doyle	Head of Development

Apologies:

NO	Nick Ogden	Director
EC	Elly Cockcroft	Director
AE	Alison Eyre	Director

1. NOTICE, QUORUM AND CHAIR

The Chair reported that due notice of the meeting had been given and that a quorum was present. Accordingly, the Chair declared the meeting open.

2. DECLARATION OF INTERESTS

All other Directors present confirmed that they had no direct or indirect interest in any way in the proposed arrangements to be considered at the meeting, which they were required by section 177 of the Companies Act 2006 and the Company's Articles of Association to disclose other than those recorded later in these minutes.

3. SPORT ENGLAND

JE welcomed everyone to the meeting and set out that the board meeting had one clear purpose and that was for TF and JD to take us through the 2017/2021 Sport England grant

process. This was critical to the organisation and would be the main focus over the coming months.

TF thanked everyone for their patience with this process as there have been a number of changes and I am sure there will be more to come as Sport England get their head round the new strategy. While we don't have all the information yet he would have liked for the board meeting it is important to set out the information we have so the board is aware of the current situation, the progress we are making and to enable comment on the future documents.

Timeline and process

- 3.1 Release date of the NGB Investment Guide. Sport England original aspiration was 31 May, but it will now be released 'in June'. This has been completed but waiting for sign off from government
- 3.2 Need to qualify to be able to put a submission into SE. This will be based on finance and governance (eg some sports may struggle as they have doping issues). Need to comply with SE Governance Charter. No major issues with this as yet but not all the details are there so we may have some points to implement. On the finance side TF has submitted additional information already to SE.
- 3.3 No date for submission as yet given although mid-September is the date we have heard. This will be a bespoke process for each NGB. They have set up SE board meetings throughout the autumn to be able to assess applications.
- 3.4 Sport England intend to try and process each application through NGB's individually to get us to submission stage-on a case by case basis.
- 3.5 Allowed to submit on the "Core Market" section only first. Other parts we can bid for with other organisation once opened for applications. No time line has been given on these areas yet.
- 3.6 There will be a scoping process which will involve a number of meetings with Sport England. This will look at how the SE strategy aligns with the Snowsport England's and from this we will need to provide a 2 page document which sets out our plans backed up by evidence on our track record and insight and research around on the people who participate in our sport or may do and how we can influence. Based on this SE will provide a funding range and we will complete the submission through an online application.

JE asked how different this process is from previous submissions.

TF confirmed this is not a like for like process and it is a very different position due to the new government strategy on sport and with that a new SE strategy and a focus on getting the inactive active. Also because it is a big change in what they are looking for and, as is the process. There are still a lot of questions that are not answered. A key one is around the measurement process which is far from clear.

CS asked whether they hadn't worked out how they will judge our submission or if they were still trying to work out how to measure our performance over the funding period. TF confirmed it was how they would measure our performance over the funding period.

JD stated that there would be less measurements released in the public domain and these would be in 2020 and 2025 but programmes would be evaluated continuously and if not working then they would be stopped and funding withdrawn and also if successful then additional funds added.

JE stated that we may need some flex around the September board dates to make sure all directors have a chance to read and comment on but hopefully the date already in place will work.

Key points from Sport England Strategy and info we have received both formally and informally.

- 3.7 The Volunteering strategy - approach to volunteering in the future will be different, following the lead of Sporting Future and placing the volunteer themselves at the heart of the work. Sport England say this needs some careful thought and insight, so it will be completed by the end of the year. They are currently speaking to partners inside and outside sport in order to shape the content.
- 3.8 Sport England have had lots of questions about measurement, when the other strands of investment will come on line and cross department working.
- 3.9 Identified a need for Sport England to do more to help everyone understand the behaviour change model, which they've taken away as an action. The behaviour change model is central to the programmes they will fund.
- 3.10 Real concern about measurement and that SE don't have the answers on this – if we can provide a solution more likely to get funding
- 3.11 Frustration that relationship managers can't answer questions although not their fault. Obvious they have not got all the detail or information sorted.
- 3.12 There will be changes at Sport England due to new areas of work and so new skills and knowledge required.
- 3.13 To be an outcome based process - on both what funding is awarded and measurement of achievement
- 3.14 Continue to invest in those who are already active - seen as the NGB area of work, but to a lesser extent over time with efforts to drive sustainability and self-sufficiency.
 - (a) A focus on us 'Putting customers at the heart of what we do' with a strong focus on those groups who currently under-participate.
 - (b) Building capacity in the sector to service digital expectations and needs.

- (c) Working to foster strong local collaborations and partnerships.
 - (d) Working with new partners including more organisations from the private and charitable sectors.
- 3.15 Investing more in innovation (20% of Sport England funds will go into this area). Obviously we will await more detail here but this looks like an exciting opportunity - Championship Ski and Snowboard.

BT asked about working in partnership more with BSS, especially on the commercial side. TF updated the board on the progress and the meeting at BSS on the 13th July to take this forward. This would potential put us closer to BSS and would make working in partnership more likely.

JE asked if through our hubsite work, we were in a good position with the local delivery outlined. JD said we have moved along the right lines with this and that we have made good progress and that Katie Legg had also confirmed this. Although we will need a lot more detailed plans of what we would need at local level. JD outlined how a partnership could work in a local area and went through an example at one of our hubsites.

JE asked what was the consensus from other NGB's on the new strategy. TF stated there was the whole spectrum at the NGB's forum from people very concerned about the new strategy to some being extremely positive. There was a number of NGBs that were planning on a reduction in grant funding which was about 15-20%. JD agreed there was a spectrum of views and it depended on the position of the NGB as feedback we have received is that some haven't changed that much over the last funding period and this could prove more of a challenge for them. While the approach we have taken put us in a better position. TF expressed cautious optimism that we will achieve an acceptable grant.

CS asked if this a cost cutting exercise. JE made it clear it was not a cost cutting exercise. There is a different priority from the government and the health agenda has taken on a bigger focus and there is a behaviours shift needed in terms of activity of the nation. This presents a challenge and an opportunity for sports and it depends on how we approach the broader market. The total pot SE has is roughly the same.

Key points of focus for Snowsport England

- 3.16 TF went through the spread sheet document which listed the 7 areas of funding that SE have outlined in their strategy. There is only one that we can bid for initially and this is the Core Market. We haven't RAG rated the others yet as we are still awaiting further information to be able to give a recommendation to the board. We will however need to be clear if these areas do fit within our SSE strategy when we do the submission for the Core Market.

There are some key points to consider though on each area

Tackling inactivity – By inactive they mean less than 30 minutes' exercise per week. Do we feel as an NGB we can be effective in tackling this and should we be targeting our resources in this area? Will club & facilities support this work?

Discussion around this followed with comments from EC that had been received. The general feeling was that Snowsport did offer a different opportunity to other sports and it was more in line to an "Activity and Experience" and that the "Sport" word did not have to be used. The challenge is getting these people to centres to have a go and whether clubs/facilities would be engaged in this process.

TB asked about sledging and tubing been included. TF thought if it was part of a behavioural change plan then it would be able to fit into funding submission. We would however need to be clear to members why we have funding for sledging and tubing (if we did get some for that)

The other areas were around under-represented groups and what should we be targeting as an NGB Women/Girls, BME, Disabled, Disadvantaged.

There was a feeling that Women/Girls and disabled sit quite naturally with us and more of a challenge would be BME and Disadvantaged although partnership work with Snowcamp could work in these areas. We would also need to work with partners including DSUK, wheel chair charities etc. TF stated it depends on the location and what the local delivery looks like. We need to recognise we have limited resources and can't target all areas across all locations.

Children & Young people - As we understand this will target PE teacher training, School games and families. The main area we might have a chance to get funding would be families. This is a new area for SE so may take a while for this funding stream to be rolled out. Other areas for children & young people would be included in our core market submission

Volunteering – Strategy won't be out until end of the year and this will focus more on the benefit to the volunteer. JE asked what does SE think it means in their language? JD commented - Something in it for them, social skill, social base, CV building, what volunteers got from Olympic games, feel good factor, mental, social well-being. JE has concerns on this and not sure what it means. JE to ask at the upcoming chairs meeting at SE. SM suggested making use of 'Join In' as they have structure in place which could help.

Taking Sport & activity into the Mass Market – There are Mass marketing opportunities we could piggy back on or run but need clarity on what areas they would fund. The other mass market activity could be linked to the digital aspect. So a more recreational version of Championship Ski and Snowboard could be a possibility.

Supporting the sport Core Market – Awaiting the Guidance document and this is the main submission for NGB's initially.

Local delivery – This depends on the 10 locations decided by SE and if we have a facility in one of these chosen areas, then there would be potential to be involved.

Facilities – This will be more focused at multi-sport facilities which may prove a challenge for a lot of our facilities but ones like Ackers could benefit. Other facilities may have to look at how they could link with other sports to be able to access this fund.

TF we will develop the spread sheet as we get more information and be able to RAG rate the different funding streams.

- 3.17 More frequent reviews of where investment works and where it doesn't (with the potential for it to increase/decrease) – how would/could we respond to this?
- 3.18 A new focus for Sport England in working harder to broker new relationships – what cross sector relationships do SSE have, and which new relationships do we need to create?
- 3.19 The use of behaviour change as the key model and framework for tackling inactivity – and making investment choices to support that. Sport England to release more detail on this to help NGBs understand how to use this.
- 3.20 Working more closely with health commissioners and explicitly in the health area – how good is our data in this area at the moment?
- 3.21 Workforce and coaches – what is SSE plan for building a fit for the future workforce to deliver the safe, quality offer that many new people coming into sport and physical activity will need?

Next steps for working group (TF, JD, WM, CC, IF see roles document)

TF outlined the working group and the roles in place. There was agreement that this structured was suitable to carry out the submission process. BT asked if much work was currently being done. JD outlined the tasks and actions currently being undertaken. There was quite a bit already being undertaken but this would step up once the NGB guidance document had been produced.

3.22 Statement to stakeholders

TF introduced the statement to stakeholders and there were a number of suggested changes which would be included before distribution. TF to amend and circulate.

JE wanted to clarify what work we would not be doing to free time up to work on the submission. JD outline the reduction in hubsite meetings and also work around sportivate submissions. On the commercial work TF confirmed we would only be focusing on the follow up work from B-focused work, any on-going work we would continue but we are not actively targeting new areas with the one exception of Bormio.

TB – asked about the Website and who she should contact. TF confirmed this should be going live shortly. TB was concerned as she hadn't seen a newer version. TF confirmed this would be circulated before it went live.

3.23 SSE strategy and alignment with Sport England

Sport England have made it clear that they will need to see any part they fund within the SSE strategy. In the board papers there is a one pager on the SSE strategy. TF invited comment back on this. There would be a lot more detail behind this document which TF was developing with the team and this was pulling the work together from B-focused, Cognosis and SSE strategy document. JD would then make sure the language aligned with SE.

3.24 Gap analysis

We will be working out and have already started looking at where our gaps are for insight and we will be working to fill these gaps over the coming months.

3.25 Support for understanding customer change / behavioural change model

This is central to the SE strategy and we have got to get this embedded in what we do and it may require some external support on this which we would like the board approval for if we require it.

4. BOARD DIRECTOR ROLE

ADVOCATES FOR THE WORK WE ARE DOING

It is important that the board understand the work we are doing and help to explain this to members and stakeholders when they see them at events. As discussed, the working group (TF, JD, CC, IF) will not be able to take on other areas of work during the grant submission period meaning that the staff of SSE will be stretched to its limit. Therefore, TF asked that this message be clearly communicated to the regions, clubs and members, minimising as far as possible all unnecessary distractions and working together to get the best result for the sport possible.

As we progress we will want input from directors in areas of the submission and as the documentation is completed their input and comments will be welcomed.

5. AOB

5.1 AGM

Following NO's comments about where the AGM was to be held, TF did consult with key committees and regions. There was a mixed response, which ranged from no point in taking it to events as people will not be focused on the AGM, to can we have it at... All England was

the slight favourite but not that many responses. TF did investigate the hotel at Gloucester but there is no room available.

So the proposal is that we have the AGM at the coaching conference as previously discussed at the board meeting and look to have it at the All England next year. The attendees all agreed.

JE supported this and stated the coaching conference was the right choice to take the AGM to in the first instance as it covered a multiple of disciplines.

TF will have the date circulated. The official invite only has to go out 21 days in advance however we need to publish the date and timings so we can get as many members along as possible. There will also be the opportunity to join the coaching conference awards dinner at the same time.

5.2 Director recruitment

JE went through the applications received for the director role (21), which were of high quality and variety. He had spoken to a number of them who wanted further information. From this initial list we have a short list of 6. This was done in consultation with TF.

The board accepted the short list and for TF to ask the office to contact them and confirm interviews. Also to contact applications not being progressed stating that we may contact them if their skills are suitable for future positions.

The interviews would be carried out by JE, TB and TF.

CONFIRM DATE AND TIME FOR NEXT MEETINGS

5th July 2016	16.00 – 19.00	Loughborough
13th September 2016	10.00 – 13.00	Loughborough
17th September 2016	4.45 – 6.15	AGM Coaching conference Manchester
16th November 2016	16.00 – 19.00	Loughborough