

# Snowsport England Ltd

Minutes of a Board meeting held on Thursday 3<sup>rd</sup> March 2016

9.00am – 13.00pm

Loughborough University campus

## Present:

JE	Jeremy Eaton	Chair
BT	Bryan Thomas	Finance Director
TB	Tania Barton	Director
GW	Gareth Wynn	Director
CS	Chris Shelley	Members Director
EC	Elly Cockcroft	Director
AE	Alison Eyre	Director
TF	Tim Fawke	Chief Executive / Director
JD	Jan Doyle	Head of Development

## Apologies:

NO	Nick Ogden	Director
SM	Stuart Maclean	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.

CS informed the board has a new directorship but is in an unrelated business

### 3. MINUTES OF MEETINGS HELD ON 19<sup>TH</sup> JANUARY 2016

The minutes of the Board meetings held on 19<sup>th</sup> January 2016 were agreed and signed as a true and accurate record of the meeting.

#### 4. **MATTERS ARISING FROM MEETINGS HELD ON 17<sup>TH</sup> NOVEMBER 2015**

The action log was updated by TF.

##### Actions Log update

- Action point 1 - Decision on ESC skiers trust to be followed up once position of GB skiers trust has been clarified. Still with HMRC for decision. *No news on Skiers trust*
- Action point 2 - Development of Schools skiing and link with Esskia – meeting with Mark Vernon. *Further discussion in minutes regarding Esskia and new action points*
- Action Point 3 - GW to pass on example risk register to TF to add new column to current register. *Completed*
- Action point 4 - Agree board meeting date with Glennis Dore and provide guidance. *TF has provided dates and awaiting response from Glennis Dore*
- Action point 5 - BT to link with Betony and get PR out to promote the changes with ARC Committees to the membership and clubs. *On hold.*
- Action point 6 - Plan on cheque books and if we should look to resource more to quicken the process up and what this would entail to deliver for this season. *Due to staff personal issues and the up coming funding submission it has been decided that the cheque books initiative is to be put on hold as we don't have the resources to follow this up currently.*
- Action point 7 - TF to coordinate meetings with clubs to follow up on club data. *5 clubs meetings completed and have been positive. On-going meetings planned*
- Action point 8 - Feedback on HPNGB process and diagnostic tool to SE. *Completed*
- Action point 9 - The challenge of retention of membership to be put to committees and ideas we could follow up with. *Completed*
- 10 Strategic Template to be developed further with the team including targets and timelines. *On going*
- 11 Standing orders amended to include posting of result to SSE and circulated to committee's chairs. *Completed*
- 12 Code of conduct add in clause on privacy and circulated to committee's chairs. *Completed*
- 13 York GO rollerski club – check constitution. *Completed*
- 14 UKCP – to look at what support CTP thinks they need to be able to make sure UKCP is the course of choice. *On going TF to circulated UKCP briefing document compiled for Rory Taper*
- 15 Change in AST rep – discuss with current rep and meet with potential candidates. *Awaiting response from Lloyd to message left. Change in role post BSS Alpine Work shop*

#### 5. **ALPINE**

JE introduced the reason why he decided to have a much longer and deeper discussion on Alpine. While the committee had been discussed the broader Alpine issues had not. He felt a look at it from the bottom up rather than purely top down. Volunteers are all doing a good

job in their fields of expertise but isn't always aligned to what the team and board are trying to achieve. JE split this down into a number of areas

**a. Alpine – participation**

JD gave an overview of current situation with what the funding could be used on (challenge with ages being funded which was 16 and then moved to 14). Main focus GOSKI GO BOARD as the broad campaign to increase regular participation in England

30 days of Snowsport as a promotion at the beginning of season to help raise awareness

NSSW initiative for schools participation which is new this year.

Challenge in terms of data collection and monitoring of participation as all facilities have different systems and some don't collect data. This is a hard one to crack and we are looking at this in the next funding round.

In terms of clubs they are all slightly different and have a different focus. Some are quite happy with where they are and what they are doing and are not looking for massive growth due to the additional work load this would put on club volunteers.

An in depth discussion was had around the different sort of clubs and how they work. It was felt there is a club disconnect between clubs and regions and it wasn't in a hierarchy structure and the regions are to one side. It would be good to share case studies of clubs that had moved a long way over the last 3 years and what other clubs could learn from.

Case study - around Ackers / Midland Ski Club to circulate

**b. Alpine – dry slope/indoor/mountain**

Gareth Case has volunteered to help with the artificial squad (or which ever name is decided) TB to circulate to CS and AE for comment

TB to send info to TF to link in with Gareth Case and look at getting structure in place in time for the summer. This is to mirror the alpine criteria and requirements Name needs to be confirmed but Future Stars is a possibility

**c. Alpine – talent/squads**

BSS will be having a work shop in Tignes which will be looking at the pathway so we need to see the results of this and how it will impact on the SSE pathway and how we can have a joined up pathway. JE and TF will be attending and feedback

TB gave background on the pathway and history of why things are as they are.

While we will select an U14 squad this year as we published the selection criteria this will probably change in future years based on the research available from other countries and other sports of the right age to start to select national squads at.

Any changes need a clear communications plan to be put in place and appropriate information on the website.

For 2016/17 We will follow through on the criteria set out but wording may change slightly. To be clear there will be a selection for U14 this year.

**d. Alpine – schools/Esskia**

JE gave an overview of the background and the efforts to try and engage with ESSKIA to no success. Schools participation and racing is a positive growth area but ESSKIA is shrinking and not showing any interest in changing.

It was agreed that SSE can't sit here any longer and stay with the same situation. In the short time in his position, CS our members director, confirmed that more than half the enquires/concerns he had received were on ESSKIA.

There is huge access to our sport from schools but limited knowledge and awareness of SSE

Action JE: JE/BT to follow up before next board meeting

Action All: thought and implications on the team and how we will deliver a replacement structure

Further discussion was had on how to engage tour operators further, a need for a clear pathway for teachers to be able to follow to make it easier for them to access the sport and the challenge with getting appropriate coaching provision.

JE thanked everyone for the discussion on Alpine and items below would be followed up on future agendas as it was key to the development of the sport how we move people through from participation into membership.

- e. Alpine – committee
- f. Alpine – volunteers/qualifications level 1 & 2
- g. Alpine – coaching
- h. Alpine – budgets
- i. Alpine – communications/website/social
- j. Alpine – racing

## **6. HPNGB**

TF gave overview of the process so far. While there had been some issues with the admin from Cognosis and the roll out of the diagnostic tool the workshop was facilitated extremely well. In attendance were the following board members and staff. JE, TB, BT, TF,JD, CC, IF, CP It was a positive session although we did not complete all the sections.

The follow up is that we need to complete the other areas and embed the implementation plans into the SSE strategy. To finalise the process, I am looking at having Cognosis present at the next board meeting in May.

JE confirmed the challenges that had been in place through the process and had given feedback directly to Katie Legg (KL) both the positives and the negatives. It needs to be made clear that the scores we came out with were high (4.3 on average out of 5 ) so there is a lot we are doing well but also areas we need to improve on. JE confirmed he had agreed to share results with SE and this will be seen as a positive by SE on the work that we have done on this.

TF to circulated Report confirm Cognosis for next board meeting

**7. B-FOCUSED**

This work was nearing completion. The documents produced so far are in dropbox and outline the feedback B-focused has provided. The key points are

- Need to review communications we send out as we produce a large amount of varied information and there needs to be a clearer strategy behind it. The amount of work in this area means that it is impossible for VC to take time to really plan the development of our communications. It has moved a huge distance but it is now time to review what we have in place. VC will work on this with Betony Garner.
- There needs to be a clear distinction between SSE and GSGB. These should be treated as separate brand and their identity needs to be built up for each one. GSGB been a white labelled brand so we can link to the whole industry. It is looking at creating a hub where people entering the sport can get all the information they want. The SSE site is very much aimed at the people who are engaged in the sport but we are trying to bring the site into a more formal structure.  
The clarity between the two brand will help in developing partners and getting the industry fully behind GSGB.
- There needs to be an understanding on the amount of funds that are available for the assets we have and that many sports are struggling to find partners. Since 2012 the amount of sponsorship income into sport has dropped significantly.
- We need to put together a framework around all our larger assets and be clear on what is on offer so easier for partners to see and understand.
- VC has made great progress on this and has secured the Visit Andorra Sponsorship.

**8. MEMBERSHIP DIRECTOR**

CS gave a brief update as needed to catch up with VC on the next steps. Had worked with Bridget and VC on Bormio survey and had ~~get~~ secured over 100 responses which were above target. TF mentioned the concern that NO had raised with regard to having safe guarding questions in the survey. TF felt it was a real positive that SSE take safe guarding seriously and that we needed to embed these questions to meet our safe guarding standards set out by the CPSU.

There was an open forum in Bormio and about 40 people attended which was a huge improved from last year. CS had the notes from the meeting and this would help in looking at themes to look at over the coming year.

**9. BSS UPDATE**

TF updated on the latest BSS board information which had been the day before. A really positive meeting and some great progress was being made by Rory Tapner (RT). RT has gone and met SSS and had a positive meeting and thought there was away forward to make sure HN's were more involved with BSS without making changes to the articles. There ~~was~~ were some challenges in making sure that committee had the support required to deliver especially if BSS was to grow and be doing more over the coming years. An example is the AST committee hadn't met for 5 months. RT was going to look at what this may look like and would like feedback on any ideas.

RT was also looking for names to be put forward for his advisory board to look at fund raising. GW stated that he may have a name and would forward to TF. RT was also going to have 1:1 meeting with each director as well. TF was keen to have this and to push the case for UKCP and GSGB.

**10. CHAIR REPORT**

JE stated that the English Alpine Champs in Bormio had been a great success and had received lots of positive comments back about the championships from athletes, Parents, and coaches. It was the largest entry we have ever had and while there was some challenges from the Italian course crew that caused a few delays and the cancellation of the 2nd run of the GS due to fog it all went to plan. JE noted his thanks to all volunteers that had helped to run the event.

JE attended a Sport England consultation and it was clear that the world will change for the next funding round. The health agenda will play a big part and there was a really good debate at the consultation day which was run very well.

Positive conversation with KL around our development and the fact we have done the HPNGB work is seen very much as a positive and that our good record will help , together with the governance review.

We will be getting an advert out shortly for new directors with skills in HR and legal awareness strengthening our skill base, ie. ticked lots of boxes.

Another key area discussed with KL was succession planning for SSE chair – JE is into his last year. SE advise are keen to have an independent chair and will help find a suitable person . JE will make sure that the funding round is completed and support new chair into post.

**11. CEO REPORT**

TF presented his report to the board.

Due to the new board members involved and requirements from CPSU we need to have some training for board directors in safe guarding. This will be planned for the September board meeting.

We had now started having regular meetings with the working group to look at the next funding round. This consisted of ,JD, CC, WM, TF and would link into JE as board member.

All club meetings positive and well received so far and a full report will be circulated once the first batch of clubs has been completed.

Question on membership numbers renewals from BT. TF stated we are roughly on track with registrations and renewals. Clubs we have chased up and any outstanding ones the SDO's are working with Claire Pennell to resolve.

**12. GOVERNANCE SUB COMMITTEE (ATTENDED BY JE, BT, CS, AE, JD,TF)**

The Governance subcommittee met post board meeting and agreed the following

- Regions update  
TF and JD updated on the progress with regions and if the work to engage them more has had a positive effect. This has worked with a number of regions but there are still some who

have not put together plans which we can put funding behind. BT thought the amended form was too complicated and was asking for too much information. TF explained the amendments were done following feedback from the regions and JD said that we needed the information in the document to enable what we wanted. JE suggested two documents. One as a template to fill in and one document which is a how to complete which has the guidance notes to help the regions. This would enable the form to be completed straight forward and less time consuming.

- Key committee updates  
The alpine committee still has issues and BT presented his report with the challenges he is facing. TF, JE, CS to look at alpine committee and see how they can support this going forward.
- JD said we had a request for SSE representation at ERSA event on 24<sup>th</sup>. However CS would be in attendance and it was also believed that NO would be in attendance.
- Risk Register – Brexit will be added with reference to potential increases in exchange rate costs

#### **AOB**

- TB mentioned there should be awards for NJR for English 1, 2, 3,
- Any director present in Bormio should also be wearing an SSE organiser’s team jacket.
- BT mentioned the email highlighting the level of grants raised in the current funding period as compared to the previous one that JE had circulated and was surprised that there hadn’t been any other comments back from other directors. These successes should be celebrated.
- TF mentioned 2015 accounts were being finalised to go to the auditors and it was estimated these would show a small surplus for the year.
- JE mentioned IT report submitted by NO and that he was meeting NO shortly to clarify the programme and reporting to the board on progress.  
The website, EC to talk to Victoria Crampton after the meeting to progress.
- TF, JE to get a few dates for an away-day meeting for the board.

#### **DATES OF NEXT MEETINGS**

10 <sup>th</sup> May 2016	10.00 – 13.00 Loughborough
5 <sup>th</sup> July 2016	16.00 – 19.00 Loughborough
13 <sup>th</sup> September 2016	10.00 – 13.00 Loughborough
16 <sup>th</sup> November 2016	16.00 – 19.00 Loughborough

AGM Date –Provisionally at Coaching Conference 17<sup>th</sup> & 18<sup>th</sup> September 2016

#### **Action Points from Board meeting**

Action Log – priorities are in **bold**

	<b>Details</b>	<b>Action</b>
1	Decision on ESC skiers trust to be followed up once position of	TF

	GB skiers trust has been clarified. Still with HMRC for decision	
2	Esskia – A clear message to Esskia needs to be sent	TB, BT, JE, TF
3	Agree board meeting date with Glennis Dore (Nordic) and provide guidance	TF
5	BT to link with Betony and get PR out to promote the changes with ARC Committees to the membership and clubs,	BT
7	TF to coordinate meetings with clubs to follow up on club data. On going TF to compile report from meetings carried out.	TF & ALL BOARD
10	Strategic Template to be developed further with the team including targets and timelines	Leadership Team
14	UKCP – to look at what support CTP thinks they need to be able to make sure UKCP is the course of choice. Circulated briefing note compiled for Rory Tapner.	TF, Coaching Committee
15	Change in AST rep – discuss with current rep and meet with potential candidates. Awaiting response from rep and implement following BSS Alpine workshop	TF, JE
16	Circulation of proposal for artificial squad (Future stars) and engage Gareth Case to help	TB
17	JE and TF to attend BSS works shop on Alpine and feedback	JE and TF
18	Circulated HPNGB diagnostic results and workshop report to board	TF
19	Advert for new directors with HR and Legal expertise to go out	TF
20	Case studies on clubs that have been successful to be circulated	JD
21	Report on club meetings to be circulated	TF
22	Brexit to be added to risk register	TF
??	JE to talk with KL re next board chair	JE