**Norfolk Snowsports Club Executive Committee Meeting No.420**

Date: 16th November 2021

Location: Ivan Palfrey Suite, Norfolk Snowsports Club

Committee: Deborah Anstee (DA); David Baxter (DB); Dudley George (DG); Caroline Gibbs (CG); Edgar Harden (EH); Rebecca Matthews (RM); Richard Oliver (R0); David Rich (DR); Richard Roberts (RR); Harry Steward (HS); Kevin Rhead (KR)

Attending: Leah Fogg (LF)

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| **No** | **Agenda Item** | **Action** |
| **1** | **Apologies:** Matt Brooks (MB) |  |
| **2** | **Conflicts of Interest:** None were declared against the published agenda |  |
| **3** | **Minutes of Previous Meeting - RO**  Minutes of meeting 419 were agreed. |  |
| **4** | **Actions from previous meeting - RO** See appendix A |  |
| **5** | **Financial Review – DB**   |  |  |  |  | | --- | --- | --- | --- | | **November Report** | **2021** | **2020** | **Variance** | | Receipts for October 2021 | **£90,319** | **£51, 184** | **76%** | | Payments for October 2021 | **£84,790** | **£43,850** | **(93%)** | | Trading Cash in/(out) flow | **£5,529** | **£7,334** | **(25%)** |      * Tubing is showing good business * Bar and catering successful * Successfully completed October membership direct debit run to the value of ~£5k   Large Outgoings for the Month   * Tessier second payment of adaptive spend - £2,719 * Enabling Tech Sitski’s £4,953 * Slope allowances expenses £7,713 * Broadland Guarding catchup payments £4,755 * Overall net out flow (£2,338)   Large Items of expenditure approaching   * Slope allowance expenses - £6k * Quarterly Water bill - £5k * Head skis and boards - £13k which attracts 2.5% discount if settled within 10 days   **See appendix 2 for full finance report**  CG questioned the value shown for Race Activities of £380 as it didn’t reflect the 100+ racers entry fees for those that took part. DB advised that the financial reporting cut off was prior to the physical calendar month and there would be further revenue reported in the December report reflecting November’s revenue.  **Spend Requests**  HS asked regarding additional clothing for the new tubing supervisors. LF advised this was looked after by Georgie in the office and if HS made the request orders will be placed under the standard clothing purchase reporting line  KR asked if an audit of the instructor/coaching clothing stock could be undertaken. LF to action  **Direct Debit Memberships**   * Further training given to staff to setup direct debit instructions completed by DA * Two runs made for memberships falling due under their normal anniversary of October with any rejections to be handled through the office * A further backlog of collections to processed dating back to May 2021 which contains ~200 membership collections * CG – advised that a communication needs to be issued to customers if direct debits are being collected on a different date/period to normal under the Direct Debit guarantee MB is already working on an action to issue such a communication * CG advised that the club should receive a rejection report from Barclays detailing the reason for rejection such as No direct debit in place, insufficient funds. DB confirmed that such notification is received from Barclays * CG raised the concern that there appears to be evidence that direct collections are not being made for all member electing that method of membership renewal and given the volumes of membership reported from MB’s action from last meeting (#191003) the club could be short of several £000’s. DB advised that the figures reported are those collected and the funds that are paid into the clubs account and that club membership volumes are potentially overstated if payment rejections are not reflected back into the membership database * A working group consisting of DB, MB, LF, DA and CG are to investigate the direct debit membership issue and report back to exec any initial findings two weeks form the meeting (30th November 2021) * DG questioned if additional resource would help the investigations? DB advised he will need to approach agencies for resources with good financial administrative skills such as a credit control/credit manager. * KR asked that if members cancel their direct debit instructions, is the club advised. DB and LF advised yes and the membership is updated accordingly and the customer contacted. | **LF**  **DB** |
| **6** | **Club Operations Report – LF**  LF reported…   * Tubing 35% up on 2019 figures * Race coaching showing positive numbers * Private Lesson currently down from 2019 but volumes picking up DA asked if the system put in place by Flo Maynard has now returned to use? LF advised this is being pushed hard within the office * A drop off has been seen in Junior Snowboard and needs more coaches. Lee Rice is going through re-validation which couldn’t be done as part of the recent Level 1 validation but is being progressed * A meeting was held between Piers Lincoln, Jamie Halliday, Simon Howe, MB and LF regarding the booking process and good progress and mutual understanding resulted. Some complexity is removed as there are no further Ski X/Board X training sessions in 2021. * Freeski – More Freeski coaches have/will be signed off and should lift the pressure on the current resources * EH advised that form his time at the club attendance feels good and there is good feeling on the slope * KR advised he had heard request for Private Lessons weren’t getting callbacks. LF advised that the current demand outstrips capacity * Several office staff have requested to reduce their hours which has created one full time vacancy to which several strong applicants have applied to the advert * All office staff have undergone training delivered by DA |  |
| **7** | **Marketing Plan review and Feedback – RO in MB absence** MB had received no feedback regarding the marketing plan shared at the October 2021 meeting and is progressing with the plan as it stands.  RO stressed how important the plan was in driving the recovery of the club and for all to take a further review and provide feedback to MB |  |
| **8** | **Continuous Improvement & Efficiencies Working Group Update – DA**  DA reported the group met 1st November 2021 and highlighted the following areas being raised for investigation. Some of these areas and the delivery will overlap with other working groups such as Marketing and Communications.   * **Direct Debit membership process** This was agreed to be put on the back burner until the current concerns over the backlog and process has been addressed * **Club Communications** This might be covered by other actions and working groups, but improved member, volunteer and staff communications should be introduced * **Social Media** The working group felt it was generally unclear what social media presence the club and individual activities operates. Once a list has been compiled this should be shared with links to new members as part of a welcome pack. The Gladstone BPM module should be able to help deliver this * **Newsletter** Links to the website and social media channels for key focus areas should be included in the members newsletter * **Email addresses** There remains concerns and issues that correct email addresses are held for members and impacting communication * **Other areas for consideration**   + Tubing photographs – HS to investigate   + UEA tubing package – HS/LF   + Boot fitters list not completed and potential volunteer resource being misses   + Vary and increase the video being shown on the TV in the bar – HS to liaise with Cat Wood   + Potential opportunity for theme nights in the bar and catering |  |
| **9** | **Governance and Policies – RO**   * Health and Safety policy under review * Club Covid-19 policy and general guideline around colds/flu to be reminded on club website, social media and sent to all staff and volunteers |  |
| **10** | **Grant and Funding Working Group Update – RM**  Carried forward to December 2021 meeting |  |
| **11** | **Disabled Lift Update - DG**  Meeting with Leo Parsons to be arranged to understand his views, requirements, and any advice he can give regards funding avenues   * Initial building regulation details have been received * Further inspection to be arranged with Lee Rice for the Structural Engineer * Meeting to be arranged with key stakeholders within the club to review scope of work and fully understand the operational impact * Undertake soft market test for potential contractors. Looking for a contractor to project manage the whole works and it not become a responsibility of the club * Issue full tender for quotes and approaches. This will also be shared the club membership for any potential candidates. * DG and RM to meet to understand costs in order the Grants & Funding working group can investigate suitable options. RM advised that for the value of the grant the club would be seeking, outcomes and benefits and clear deliverables will need to be clearly articulated * RO advised that a positive meeting had previously been held with Trevor Holden form South Norfolk District council who was positive towards there being funding that the club could apply for – especially as such a high percentage of the clubs membership are within the council’s constituency | **RR** |
| **12** | **Risk Register Review – RO** No comments or updated were received against the version issued at the October executive meeting.  RO to review and categorise and then engage Nick Watson following his offer of assistance to review the risks, the categorization, the mitigants and to look at the register through a business lens as to wider risks the club could face letter.  As part of this engagement RM will be involved whilst asking Nick Watson to review our approach to Director governance. At this point RO also shared two presentations from 2020 surrounding the approaches, considerations and risks the club considered surrounding the pandemic. This aiming to bring new committee members up to speed, potentially drive further risks to the register and the options the club had to consider potentially fueling future improvement and efficiency opportunities. | **RO** |
| **13** | **Correspondence Received – RO** RO advised the new email address of [feedback@norfolksnowsports.com](mailto:feedback@norfolksnowsports.com) was now live and the messages received would be brought to the executive committee to respond to. Some more operational or booking related matter would be picked up by MB, but Exec still made aware.  In MB’s absence message received to date were not available and will be shared at next meeting. |  |
| **13a** | **Activities Update by Exception**  CG – Club Champs – a great event, well attended with 125 participants. Google forms improved the registration process greatly and improve further. Thanks given to club staff and volunteers. RO thanked Caroline and the team orchestrating events from the race hut.  KR advised that the annual instructors meeting takes place Tuesday 23rd November. Exec update to be provided by RO  KR advised that due to current algae on the nursery slope the SSE assessor had to move the level1 snowboard assessment to the mainslope. RO advised cleaning was underway. |  |
| **14** | **Any Other Urgent Business**   * RO advised that the club had been advised by SSE that it had been unsuccessful in its bids for outdoor GBR races (moving to another club as Norfolk hosted in 2021) and All England as Norfolk had hosted the time the event was held in the south of England. * RO advised the disabled stair lift is out of action as it was broken through incorrect use on Sunday 7th November. Stannah have been called and awaiting parts. Regular users of the stairlift have been advised * LF requested that if any of Exec haven’t submitted brief bio’s and photo’s to Emma for the Exec area of the club website to do so asap * RR advised that Emma had asked who was leading the Marketing & Communication working Group. RO advised that MB had been advised it was Emma as it is her role. LF to re-state to Emma. * HS enquired regarding a replacement travelator motor as the current lift our of service has been so for a while. RO advised this was being discussed the Maintenance Meeting to be held 17th November with a view to now source a replacement motor and the faulty device later which will then operate as a spare * EH that bar food struggled to handle volumes and could have extended the menu range. RO advised that event planning and post events meeting were held with the respective department managers by MB and this feedback would be passed on for the post event review * EH also advised issues with potholes in the carpark. RO advised that hardcore was being requested for remedial fixing from Tarmac who were yet to commit to delivery. This item is on the Maintenance meeting agenda scheduled for 17th November where if |Tarmac still haven’t responded alternative suppliers will be sourced * CG advised that some instructors expense payment did not reconcile with their statements. LF advised that some had other expenses than just slope time and if any had queries she would take them through the calculations * DB advised that he was still awaiting the annual insurance quote from the brokers and would details by email for exec approval upon receipt as the current policy runs to 28th November. DB recommendation to exec was to remain with Aviva for the final year of the price cap deal as market assessment shows sourcing a new insurer at the current time would a significant price increase and also not benefit form the no-claims rebate as part of the current arrangement. The asset value of the club had been increased by £400k to reflect the increase in costs of matting which has driven a £1k increase on the premium. * DB advised the meeting the landlord regarding the renewal of the lease had been moved at the landlord’s request to 22nd November and an update will be issued at next meeting, |  |
|  | **Declarations of Interest throughout the meeting**  None |  |
| **Date of next meeting…**  **Executive Meeting:** Tuesday 14th December 2021 | | |

**Appendix 1 – Action Register**

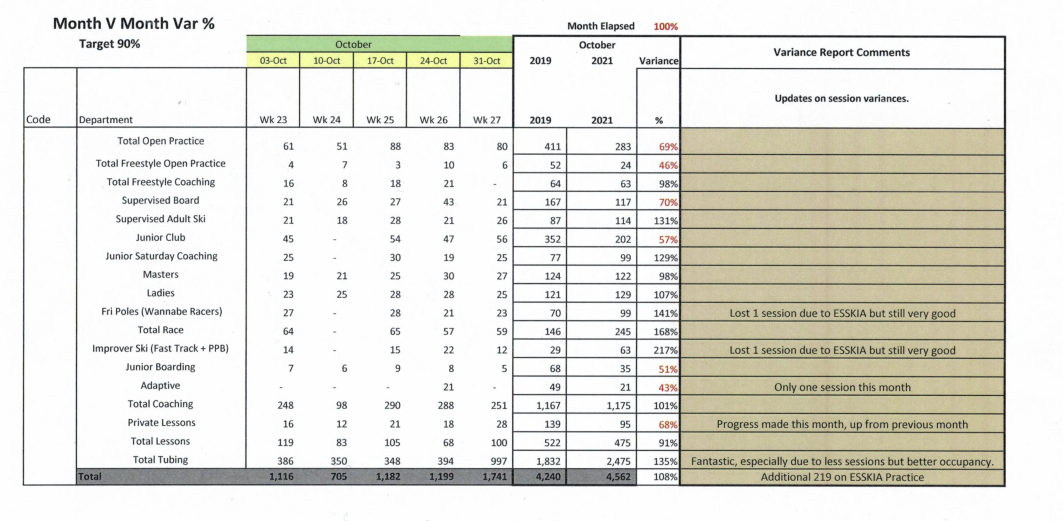


**Appendix 2 – Finance Report**

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**Appendix 3 – Operations Report**

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