**Norfolk Snowsports Club Executive Committee Meeting No.421**

**Date:** 14th December 2021

**Location:** Ivan Palfrey Suite, Norfolk Snowsports Club

**Committee:** Deborah Anstee (DA); David Baxter (DB); Dudley George (DG); Kevin Rhead (KR); Richard Roberts (RR); Harry Steward (HS); Richard Oliver (RO)

**By Zoom:** Caroline Gibbs (CG); Rebecca Matthews (RM); David Rich (DR)

**Attending:** Matt Brooks (MB)

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| **No** | **Agenda Item** | **Action** |
| **1** | **Apologies:** Edgar Harden (EH) |  |
| **2** | **Conflicts of Interest:** None were declared against the published agenda |  |
| **3** | **Minutes of Previous Meeting 420 - RO** Minutes were approved |  |
| **4** | **Actions from Previous Meeting – RO**  See appendix A |  |
| **5** | **Financial Review – DB**  **A – Financial Update**   * Revenue for November was £95,397 which for the same period 2019 was ~£100k * Specific areas of revenue to highlight being tubing of £27.5k, £17K coaching, £13k lessons and £8.7k membership renewals * Expenditure for November stood at £78,788 leaving a trading surplus of £16,609 * Significant items of expenditure for November saw £10.9k for allowances running to the end of Q3, and the remaining water bill balance of £5,444, Bar Purchases high to support high volume of events in November * Wages & Salaries line saw an increase aligned to the impact of the agreed pay review from October. * DR asked if bar and catering could be split so the Exec can see if the catering function was profitable to drive decisions going forward or remain at the more snack based service currently being offered. MB advised although revenue accounted for jointly, the panepos till system can report against specific items * DR asked if financial reporting could be driven from a Profit and Loss lens? DB confirmed possible and took the action, though will take some time to adjust reporting and accrue revenue versus when it is exercised. E.G Booking made in one month for activities taken in future months. Time from Jules will be required to assist with this * CG asked if Committed Spend could also be tracked and will be merged into the above action * DB confirmed to CG that the remaining club champ’s revenue was shown as part of the £1320 race activities revenue line item   **B – Spend Requests**  No spend requests were submitted outside of the confirmation of the SkiTech matting quote for the previously agreed spend (Action 191006)  **C – Direct Debit Membership Update – DB**   * 2 working group meetings held between DB, CG, DA, MB and DB * Temporary credit control resource (Ian Moore) appointed for 3month engagement at the cost of £12k * The club now has access to Barclays detailed reports surrounding reasoning for Direct Debit rejections and will also receive notification when a member cancels a direct debit instruction * There is a current backlog of ~200-250 collection for membership due May-September which is undergoing analysis. Subject to the appropriate communication being issued it is planned to collect the backlog, Jan 2022. * Historical data surrounding rejections are not currently being investigated * The end result will be a cleansed membership database, improved process for direct debit membership collection and updated processes and training surrounding rejections and direct debit cancellations. * CG questioned if the subject of outsourcing the direct debit process could form part of the strategic planning workshop which was agreed. RO advised a recent contract processed for similar service was ~£10-15k pa for a 25,000 customer base   **FINANCE AOB**   * £8k invoice settle in December for Head ski’s including the quick payment discount * Insurance renewal awaiting final paperwork. Total cost is £23.5k which will be paid in 10 installments attracting a 4% credit fee. A £2k no claims will also be applied   **See appendix B for full finance report** | **MB**  **DB** |
| **6** | **Club Operations Report**  **A – Activity Volumes - MB** Comparisons drawn with the same period for 2019 (as per finance) which was a 5-week month compared to 2021 being 4 weeks.   * Freestyle open practice is up * Master and Ladies club showing good progress and ahead of 2019 volumes * Total race volumes are high as they include the club champs’ attendees to align with previous years * Fast Track progressing well. In time will separate carving coaching once separated out on the booking system which is dependent upon finding coaching staff to deliver the session late on a Friday evening * Junior Saturday coaching to recommence signoff to move children through to Junior club in January * Junior Snowboarding to be pushed harder now there is a good supply of instructors. * There are still come procedural issues to be addressed surrounding Private Lesson in both processing requests and ensuring the declared availability of instructors is optimally utilised. * Some issues have been experienced with Sky VIP customer booking session and not turning up or confusing as booked on a tasters rather than group sessions. This has been recognised and is being worked on to address the issue and ensure instructors do not have wasted journeys to the club * DB and MB to work together to align reporting period for finance and ops figures * CG asked if it was possible to identify of the booking how much/many were freetime versus paid. MB advised it was possible but very time consuming, but will investigate reporting options and report back to Exec * KR asked if the travelator outage had had a detrimental impact on tubing. HS and MB advised not too much. Some were in favour as it increased the number of runs, though some did find the walking up the slope an issue   **B – Clubmark – MB**  MD advised that the club was awaiting feedback and the revised assessment criteria from SnowSport England. Norfolk to be part of the working group revising the criteria.  **C- Slope Timetable Bookings**  BSA contract expires 2022. MB has first draft to share with BSA once club slope hire rate card has been updated.  DA asked if our own race camp can be scheduled for the summer along with junior club. MB to reach out to race team coaches to ensure cover and availability  **See appendix C for club operation reports** | **MB/DB**  **MB**  **MB** |
| **7** | **Strategic Direction and Planning** Following the email for availability requests previously issued it was agreed that the Strategic Planning Day will be Sunday 9th January. MB to book conference room in the White Horse pub in Trowse.  RO and DG shared the rationale behind the planning session being that now that the club has survived Covid19 restrictions, though there may still be more, now is the time to set the direction of the where the club wants to go, how it wants to grow and in what areas  All Exec members to supply DG with ideas and agenda items for the day.  RO readout his letter of resignation as Club Chair and shared the reasoning behind it.  The proposal was put forward for Dudley George as the current vice chair to be club chair until the AGM in September 2022 – this was approved.  The proposal was put forward for David Rich to be Vice Chair until the AGM in September 2022 – this was approved.  It was proposed by DB that Dudley George and David Rich be added to the bank mandate which was approved.  DB to make the relevant adjustments to listed directors on Companies House  MB to draft a comms note to staff and members. As part of said comms note, ask if any club members have a strength in IT to be co-opted onto Exec Committee with IT accountability  **See appendix D for copy of RO letter of resignation** | **MB**  **All**  **DB**  **MB** |
| **8** | **Health & Safety – MB**  Current H&S policy is under review to ensure it coverage of volunteers, member and public. MB has received guidance documentation from HSE and is reviewing. Once updates applied a check will be made with the insurance brokers to ensure the policy correctly support and aligns to the insurance policy in place which already has the coverage of all visitors to the club.  An updated policy will be brought to Exec for approval and once agreed will allow the re-issue of the updated Volunteer Agreement to volunteers.  Further analysis of the overlap between the club insurance and that provided by SSE to the instructors coaches will be undertaken as part of the 2022 insurance renewal when, with the 3-year agreement with Aviva coming to an end, a fresh review of the market option will be undertaken.  MB is reviewing the updated government guidance surrounding Covid19 and will update the club policy accordingly and share any changes with members through the website and social media communication vehicles. |  |
| **9** | **Grants & Funding Working Group Update – RM**  The first meeting of the group was held 25th November 2021. Present were RM, CG and EH  There was a lot of idea generation ranging from club-wide funding opportunities to smaller, more local personal funding options. Current ideas include…   * Celebration event surrounding the delivery of the new sitskis with a potential launch around the time of the Paralympics (RM/RR), the night slalom and/or the Special Olympics race to be held in 2022. * Potential for a tiered slope advertising revenue stream * Disabled Lift grant focusing the ethos behind of accessibility not to the club but to cover disabled parking aspect of the project as well * Themed bar/food nights * Club discounts advertised in local publication akin the “chequebook” issued to Norwich City Season Ticket holders * Grants to support travel to European race events * £1200 was received from South Norfolk District Council * Offer of assistance to the working group by Phil McCallan. RR to connect RM and Phil * Potential to hold stock of Club branded clothing such as Snoods etc * DB asked that with the race team having such success could someone be appointed from the race to feed the clubs marketing coordinator with updates and success stories? * MB to reach out to Dave Fennelly to understand Will Fennelly’s participation in the winter Olympics and if the club can get an interview * RR asked in CG could reach out to her NCFC contacts for any help regarding the Community Sports Foundation | RR  MB |
| **10** | **Activity Updates by Exception** Adaptive – RR shared that the club Adaptive group will be the Parasport Disability Club if the Month for January 2022. Filming and interviews will take place 19th December |  |
| **11** | **Correspondence Received**  MB from the [feedback@norfolksnowsport.com](about:blank) email   * Additional snowboard improvers now added to Thursday following increase in demand * Request to fix the disabled lift – DG advised status update on club social media * Slope availability to Private Lessons * Positive feedback for Max Leggatt and the team for a specific tubing session   Ro advised email of complaint received from Mrs. McCallan who was unable to see her grandson learn to ski as she was unaware the disabled stair lift was out of action. Ro replied apologizing with MB and LF to specifically provide Mrs. McCallan with updates and when the lift returns to use. |  |
| **12** | **Any Other Urgent Business**  KR – Repair of carpark potholes. MB advised alternate aggregate suppliers being sourced and it was agreed that they should also be engaged to pack the material down and take the task away from maintenance  CG – Surveyor to support he lease still being sourced. DG shared that the club are awaiting the head of terms from the Landlord to support the next lease. RO chased landlords who advised approval was still being obtained from the trustees.  CG – Race accident occurred, and reception staff seemed unaware of where to find icepacks. MB to investigate and educate  CG – Questioned current status regarding catering which was agreed to be picked up in the Strategy workshop. | **MB** |
|  | **Declarations of Interest throughout the meeting**  DG declared interest around voting for new club chair and abstained from voting  DR declared interest around voting for new vice chair and abstained from voting |  |
| **Date of next meeting…**  **Executive Meeting:** Tuesday 18th January 2022 | | |

**Appendix A – Action Register**



**Appendix B – Finance Report**

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**Appendix C – Operations Report**

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