



Norfolk Snowsports Club Executive Committee Meeting No.424

Date: 15th March 2022
 Location: Ivan Palfrey Suite, Norfolk Snowsports Club
 Committee: David Baxter (DB); Dudley George (DG); Caroline Gibbs (CG); Rebecca Matthews – part mtg (RM); David Rich – part mtg (DR); Richard Roberts (RR); Harry Steward (HS).
 Attending: Tony Chauhan (TC); Leah Fogg – part mtg (LF), Lee Rice (LR)

No	Agenda Item	Action
1	Apologies: Edgar Harden (EH), Nick Watson (NW), Deborah Anstee (DA), Kevin Rhead (KR)	
2	Conflicts of Interest: None were declared against the published agenda	
3	Minutes of Previous Meeting Minutes agreed Note – CG requested that Finance report be attached to minutes when distributed	DG
4	<p>Actions from Previous Meeting (423)</p> <p>Item 5 – Financial</p> <ul style="list-style-type: none"> • Spend requests <ul style="list-style-type: none"> ○ Race hut floor pricing (DG) ○ Price for timing board in Race hut (LF) ○ Price for new large visible external clock (LF) ○ Price from Mark Duly for reception desk refurb (DG/LF) ○ Materials for carpark repairs £800. DG to thank Alan Russell Jnr for assistance (DG) ○ Costings required for replacement of hand-held radios and also a radio mike. Working group to investigate (DR, HS, LF, CW) • VAT Payments <ul style="list-style-type: none"> ○ Discussion required to ensure back up and support of finance functions (ALL) <p>Item 6 - Club Operations Report</p> <ul style="list-style-type: none"> • (a) Activity Volumes <ul style="list-style-type: none"> ○ Agreed future figures to be compared with 2019 data. Private lesson capacity restrained by slope space. Further discussion with IC required (LF/KR) <p>Item 7 - Jan Workshop Output Priorities</p> <ul style="list-style-type: none"> • (a) Appt – new Director – in hand (DG/Opps) • (b) Staff recruitment & retention (Opps/LF/LR) • (c) Revenue Collection <ul style="list-style-type: none"> ○ Intro through Barclays BACS for DD letter template (DB/LF) ○ Collect May to September DD on bulk run (DB/LF) ○ Review database to clarify members – v – memberships (DR) • (d) Slope Maintenance <ul style="list-style-type: none"> ○ LR to attend future Exec Mtgs (LR) ○ Electrician to programme inverter for travelator and repair carpark lighting (LR) ○ Repair and resurfacing of fun park in early March (LR) ○ Tubing slope clean scheduled for early May (LR) • (e) Bar & Catering <ul style="list-style-type: none"> ○ Financial Proposal from Bellys (RM/EH) ○ Batch cooking and freezing proposals (RM/CW) ○ Possible hiring of an “order cook” – job spec (RM/CW) <p>Item 8 – Health & safety</p>	



	<ul style="list-style-type: none"> • (a) Overriding Policy Statement – DG signature required (DG) – ongoing development of supporting elements of policy required <p>Item 9 – Risk Review</p> <ul style="list-style-type: none"> • (a) Update – no revision required at this point (DG) <p>Item 10 – Activity Updates by exception</p> <ul style="list-style-type: none"> • (a) Disabled Lift – Review of further spec details and sign off (DG/RR/LF/CW) • (b) Funding – Discussion by Matt Brooks with Council about additional Covid related grant (LF) <p>Item 11 – Correspondence Received</p> <ul style="list-style-type: none"> • (a) SSE correspondence re focus on Diversity and Inclusion (All) <p>Item 12 – Exec Workload</p> <ul style="list-style-type: none"> • (a) Brief discussion on the need to form Subject Matter Expert (SME) Workgroups to avoid single points of failure and leverage expertise available whilst sharing workloads. (All) <p>Item 13 – AOUB</p> <ul style="list-style-type: none"> • Review increasing max numbers on tubing sessions to maximize revenue (HS/LF/LR) • Creation of an Energy Conservation and Climate Change Champion. CW to take on role (CW) 	
5	<p>Financial Review</p> <ul style="list-style-type: none"> • (a) – Financial Update <ul style="list-style-type: none"> ○ Finance Report for March attached ○ Cash at bank – this year: £286647; Last Year £176987 ○ DB noted approx. £12k holiday pay due to Tubing staff. Zero hours entitlement goes back 2 years. <p>See appendix B</p>	
6	<p>Club Operations Report</p> <ul style="list-style-type: none"> • (a) Activity Volumes <ul style="list-style-type: none"> ○ Activity volumes showing comparison with same period in 2019 (pre covid are attached. Questions arising: <ul style="list-style-type: none"> ▪ Why aren't more people coming to open practice, post ABL's and Adult Supervised? ▪ How do we make the club an end destination rather than just a specific session? ▪ Covid has focused us on the sessions we could easily manage while complying with guidelines. We now need market research to review what sessions our members and customers really need. Note also that whilst Masters and possibly Ladies Club continue to have good attendance – these utilize a proportion of “volunteer free time” as opposed to paying participants. ▪ TC to suggest a Framework for researching and developing the above • (b) Slope Timetable/Bookings to be reviewed • (c) Other <ul style="list-style-type: none"> ○ Suggested name badges for staff and Exec Members so that we can all be identified and approached when at the club. <p>See appendix C</p>	<p>TC</p> <p>TC</p> <p>TC/LF</p>
7	<p>January Workshop – Outputs and Priorities</p> <ul style="list-style-type: none"> • (a) Appointment of New Director – Tony in place and welcomed! <ul style="list-style-type: none"> ○ TC noted that Admin process is complicated and things to fix quickly ○ Need to explore the “customer journey.” 	<p>TC</p> <p>TC</p>



	<ul style="list-style-type: none"> ○ Noted people stop on entering the building and are lost! Staff need to wear uniform and be easily identified and approachable. • (b) Staff recruitment and retention – ongoing • (c) Revenue Collection <ul style="list-style-type: none"> ○ Direct Debit (DD's) Issues: <ul style="list-style-type: none"> ▪ Temp initially recruited to review system didn't work out. Owen now taking on data cleanse task – very able. Jules will be helping. Cleansed database will facilitate accurate forecasting. ▪ First part of problem is that members list is "corrupt." We also need to know who remains active as a member. ▪ If we start up DD process again and fail, we will not collect any revenue. ▪ Noted that we pay both SSE and Gladstone on the number of members. This must, therefore, be accurate. ▪ Agreed that we move away from DD system for now. Contact Members and ask them to renew by Credit Card. We can also then check and confirm other personal member contact data etc. We may possibly revive DD system in the future (some time away) when members database issues have been resolved. • (d) Slope Maintenance & Facilities <ul style="list-style-type: none"> ○ New matting & repairs to funpark undertaken. ○ Top travelator inverter – electrician attending to reprogramme ○ Car park lighting repairs to be undertaken by electrician ○ Tubing slope clean scheduled for 9th May onwards. Tubing Team to be advised plus note to members (email/Facebook etc) • (e) Bar & Catering <ul style="list-style-type: none"> ○ Questions around what is happening with Bellys? Not very fast. ○ TC/EH/RM need discussion with them ○ Arrangements for food for ERSA event on the 24th April? • (f) Customer Experience <ul style="list-style-type: none"> ○ Add RR and NW to the working group • (g) Regulations & Compliance <ul style="list-style-type: none"> ○ No specific issues reported • (h) Communications Plan <ul style="list-style-type: none"> ○ Discussion about developing an evening event(s) with members to enable Exec Members to "mix and mingle." As per item 6(C) above, it would be good for Exec members to have a name badge. Also need some standard questions to support a structured conversation and obtain useful feedback. 	<p>TC</p> <p>DB/TC</p> <p>LR</p> <p>LR</p> <p>LR</p> <p>TC/LF</p> <p>TC/EH/RM</p> <p>TC</p> <p>DG</p> <p>TC/DG/LF</p>
8	<p>Health & Safety</p> <ul style="list-style-type: none"> • (a) Policy Update <ul style="list-style-type: none"> ○ Covering Statement signed by DG – supporting elements need to be developed • (b) Reportable Issues <ul style="list-style-type: none"> ○ None noted in period • (c) Slope Evacuation of Injured People <ul style="list-style-type: none"> ○ Options to be reviewed. Initial views from IC obtained. Working Group to be formed. 	<p>DG/TC</p> <p>DG/TC/KR</p>
9	<p>Risk Review</p> <ul style="list-style-type: none"> • Agreed TC to review Risk Register and comment back to Exec with thoughts/proposals 	<p>TC</p>



Appendix B – Finance Report

NORFOLK SKI CLUB FINANCE REPORT - MARCH 2022

	Month		%	Month 10 Cumulative		%	Budget	% of bgt.
	2022	2021		2022	2021		2019/20	
Receipts - to 28 February 2022								
Memberships	7,367	0	#DIV/0!	52,643	8,770	500	105,000	50%
Lessons	24,628	121	20,254	120,247	9,193	1,208	135,000	89%
Coaching	16,168	0	#DIV/0!	116,626	23,509	396	120,000	97%
Open practice	7,426	150	4,851	38,987	9,745	300	70,000	56%
Courses and events	0	0	#DIV/0!	0	0	#DIV/0!	5,000	0%
Race activities	2,250	0	#DIV/0!	13,144	6,739	95	25,000	53%
Tubing	32,801	(239)	(13,824)	310,690	31,833	876	215,000	145%
Tasters	4,620	47	9,730	24,173	1,606	1,405	25,000	97%
Room hire	0	0	#DIV/0!	1,865	1,955	(5)	15,000	12%
Sundry sales (furlough etc.)	178	21,803	(99)	31,368	196,774	(84)	10,000	314%
Interest on cash deposits	0	0	#DIV/0!	0	0	#DIV/0!	200	0%
Donations received/refunds	0	0	#DIV/0!	7,453	725	928	0	
Bar takings	10,551	0	#DIV/0!	125,400	7,337	1,609	110,000	114%
Food sales	0	0	#DIV/0!	1,287	1,531	(16)	25,000	5%
	105,989	21,882	384	843,883	299,717	182	860,200	98%
Payments - to 28 February 2022								
Courses and events	102	0	#DIV/0!	8,343	4,991	(67)	15,000	56%
Racing	0	0	#DIV/0!	5,401	257	(2,002)	4,000	135%
Post, stationery and phone	202	266	24	6,503	3,438	(89)	12,000	54%
Newsletter costs incl postage	0	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!
Slope allowances	229	11	(1,982)	36,816	10,930	(237)	67,500	55%
Clubhouse running costs	6,297	821	(667)	44,876	32,557	(38)	61,667	73%
Wages and salaries	45,349	31,302	(45)	422,566	334,254	(26)	375,000	113%
Slope running costs	46,115	0	#DIV/0!	99,652	22,953	(334)	93,333	107%
Boot, skis, mat replacement	3,330	0	#DIV/0!	10,898	1,475	(639)	90,000	12%
Publicity and meetings	0	0	#DIV/0!	666	356	(87)	6,500	10%
Rent, rates, insurances, corp. tax etc.	4,181	8,531	51	48,371	24,989	(94)	66,000	73%
Bank charges and interest	1,214	29	(4,086)	9,011	889	(914)	9,500	95%
Refunds	639	0	#DIV/0!	639	260	(146)	0	#DIV/0!
Bar purchases	4,536	152	(2,884)	51,283	5,538	(826)	52,500	98%
Drinks machine purchases	0	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!
Clothing purchases	0	383	100	3,335	417	(700)	7,500	44%
Instructors deposits repaid (taken)	0	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!
Food purchases	0	0	#DIV/0!	0	148	100	17,500	0%
Donations	0	0	#DIV/0!	0	0	#DIV/0!	1,000	0%
VAT	31,260	77	(40,497)	45,592	15,535	(193)	0	#DIV/0!
	143,454	41,572	(245)	793,952	458,987	(73)	879,000	90%
Trading cash in/(out)flow	(37,465)	(19,690)	90	49,931	(159,270)	(131)	(18,800)	-266%
Grants & loans received	0	14,571		3,955	106,585		0	
Development expenses	0	0		(595)	(350)		0	
Capital expenditure	0	0	#DIV/0!	(14,821)	(672)	(2,106)	(15,000)	99%
Total cash in/(out)flow	(37,465)	(5,119)		38,470	(53,707)		(33,800)	-114%
Cash at bank								
Current	last year	this year		Skitech			23,766	
Deposit	176,302	285,961		Head			3,330	
	685	686		VAT return			26,975	
	176,987	286,647		Briton first 50%			20,583	
				March payments				
				Briton bal 20583 Ski Slope Serv 6701 Hol pay 13k				
Barclays loan	(50,000)	(44,071)						



Appendix C – Operations Report

Month V Month Var %						Month Elapsed		100%
Target 90%						February		
		06-Feb	13-Feb	20-Feb	27-Feb	2019	2022	Variance
Code	Department	Wk 40	Wk 41	Wk 42	Wk 43	2019	2022	%
	Total Open Practice	121	109	128	63	764	421	55%
	Total Freestyle Open Practice	11	9	8	-	46	28	61%
	Total Freestyle Coaching	13	-	-	14	68	27	40%
	Supervised Board	43	45	32	56	180	176	98%
	Supervised Adult Ski	61	33	31	62	209	187	89%
	Junior Club	47	57	40	65	326	209	64%
	Junior Saturday Coaching	48	45	38	42	251	173	69%
	Masters	25	20	12	20	62	77	124%
	Ladies	27	26	27	27	119	107	90%
	Fri Poles (Wannabe Racers)	23	28	2	34	-	87	0%
	Total Race	44	40	14	60	193	158	82%
	Improver Ski (Fast Track)	30	24	4	30	107	88	82%
	Junior Boarding	6	14	4	6	-	30	0%
	Adaptive	-	21	-	21	91	42	46%
	Total Coaching	338	290	198	376	1,515	1,202	79%
	Private Lessons	43	38	34	30	251	145	58%
	Total Lessons	319	169	31	138	653	657	101%
	Total Tubing	368	455	762	442	2,231	2,027	91%
	Total	1,567	1,423	1,365	1,486	5,551	4,552	82%



Weekly Dept Breakdown

Dept Code	Department	06-Feb	13-Feb	20-Feb	27-Feb	Feb total
	Total Open Practice	121	109	128	63	421
	Ski Open Practice	106	92	121	59	
	Ski Open Practice Free Time					
	Board Open Practice	15	17	7	4	
	Board Open Practice Free Time					
	Total Freestyle Open Practice	11	9	8	-	28
	Ski Open Practice Freestyle	7	5	8		20
	Ski Open Practice Freestyle Free Time	4	-			4
	Board Open Practice Freestyle	-	3			3
	Board Open Practice Freestyle Free Time	-	1			1
	Total Freestyle Coaching	13	-	-	14	27
	Ski Freestyle Coaching Saturday	8			6	14
	Board Freestyle Coaching Saturday	5			8	13
	Ski X Board X					-
	Supervised Board	43	45	32	56	176
	Board Supervised Monday 1900	30	31	30	30	121
	Board Supervised Thursday 1815	13	14	2	26	55
	Supervised Adult Ski	61	33	31	62	187
	Ski Supervised adult 1700	34	20	11	36	101
	Ski Supervised adult 1800	27	13	20	26	86
	Junior Club	47	57	40	65	209
	Eagles	7	16	9	17	49
	Hawks	18	18	11	9	56
	Kestrels	1	12	7	13	33
	Kadets	21	11	13	26	71
	Junior Leader	4	-			4
	Junior Saturday Coaching	48	45	38	42	173
	Junior Supervised 1630	40	41	31	40	152
	Junior Supervised 1530	8	4	7	2	21
	Masters	25	20	12	20	77
	Masters	25	20	12	20	77
	Ladies	27	26	27	27	107
	Ladies	27	26	27	27	107
	Total Race	44	40	14	60	158
	National Race					-
	Fri Race Training					-
	Sunday race	21	12	12	26	71
	Friday Poles (Wannabe Race)	23	28	2	34	87
	UEA Race					-
	Improver Ski Fast Track	30	24	4	30	88
	Ski Improver (Fast Track) Parallel	30	24	4	30	88
	Ski Improver (Fast Track) Carving					-
	Junior Board Club	6	14	4	6	30
	Junior Board Club	6	14	4	6	30
	Adaptive	-	21	-	21	42
	Adaptive		17		18	35
	Adaptive Sit Ski		4		3	7
	Total Coaching	338	290	198	376	1,202
	Private	43	38	34	30	-
	Private Begginner	43	38	34	30	
	Private Improver					
	Total Lessons	319	169	31	138	657
	Ski Adult Beginners	48	15	8	6	77
	Holiday Beginner Lessons			8		8
	School Lessons	142	128		109	379
	UEA Lessons					-
	Ski Junior + Continues	48				48
	Polar Bears	8				8
	Board Beginners	36				36
	Tasters (Individual,Corp & Camp)	16	16	8	16	56
	School Taster	15				15
	Sunday Sign Off	6	10	7	7	30
	Tubing	368	455	762	442	-
	Normal Tubing	368	455	762	422	
	Private Tubing				20	
	Junior Tubing					
	Adaptive Tubing					