

Norfolk Snowsports Club Executive Committee Meeting No.434

Date: 21st February 2023
 Location: Ivan Palfrey Suite, Norfolk Snowsports Club
 Committee: Dudley George (DG); David Rich (DR); David Baxter (DB); Nick Watson (NW);
 Caroline Gibbs (CG); Edgar Harden (EH); Ed Bellamy (EB); Ian Wilson (IW); Harry
 Steward (HS)
 Attending: Tony Chauhan (TC);

No	Agenda Item	Action
1	Apologies: Kevin Rhead (KR); Deborah Anstee; Leah Fogg	
2	Conflicts of Interest: None	
3	Minutes of Previous Meeting Minutes Agreed	
4	Actions from Previous Meetings See attached Action Tracker Schedule produced for this meeting (No 434) which reviews the status of all Actions arising from Exec Meetings.	
5	Finance <ul style="list-style-type: none"> • (a) Update – DB presented figures for Jan. This represents a very good month with significant upturn in revenue compared to Jan 2022. See attached report. DR asked if revenue generated from school groups can be identified separately – TC to investigate • (b) Spend requests. The following were approved: <ul style="list-style-type: none"> ▪ Toblerone covers - £2k ▪ Lighting - £3k ▪ Invertor for travelator - £2k ▪ Spare poma cable - £1.7k ▪ Spare poma hanger sleeves - £300 ▪ 2 x Junior Leader Jackets – just under £200 each • (b) Spend request. The following decision was deferred to the next Exec meeting, pending completion of full club budget review and acceptance by Exec: <ul style="list-style-type: none"> ▪ Paper from TC on replacement matting strategy for nursery slope & remedial work to tubing (intermediate) slope • (c) Budget Preparation – This is now actively in hand. DB and CG to review budget proposals prepared by TC and report back to Exec. 	<p>TC</p> <p>DB, CG, TC</p>
6	Club Operations Report <ul style="list-style-type: none"> • (a) Activity Volumes <ul style="list-style-type: none"> ○ See report issued with Agenda – significant improvement in January with more activities moving to Amber ratings (from red) and Adult Supervised and Tubing doing exceptionally well (green). Activity report ratings colour code to be reviewed. ○ Also noted upturn in Adaptive Activities following promotion of club programme – Team very busy. ITV Anglia have also made contact and are interested in doing a piece on our Adaptive Programme. • (b) Revenue Initiatives <ul style="list-style-type: none"> ○ All formal Instructor Training (save for trainee Lvl 1's) has been suspended for February to free up more qualified Instructors to respond to the high seasonal demand for lessons. The response has been very good. The Exec expressed their appreciation to the Instructor and Coaching community and asked that this message be conveyed back through the ICC. • (c) Timetable 	<p>TC</p> <p>TC</p> <p>EB</p>

	<ul style="list-style-type: none"> ○ Timetable continues to be monitored and reviewed to optimize usage in response to demand. • (d) Staff <ul style="list-style-type: none"> ○ TC reported that Sara Blackman was leaving. She has been with the club for close to 30 years and the Exec expressed its appreciation and best wishes to Sara and asked Tony to convey these. A replacement for Sara has been recruited. The individual concerned has good experience in safeguarding and child welfare and it is planned to utilize her skills in this area in particular. 	TC
7	Health and Safety <ul style="list-style-type: none"> • No incidents to report. • Suggested that ICC collate any appropriate observations and feedback on risks/concerns to TC for action where required. 	EB
8	Events <ul style="list-style-type: none"> • (a) Future Events <ul style="list-style-type: none"> ○ Night Slalom planned for the 11th March. Take up so far low, but anticipated that this will improve as the event draws closer. ○ Some discussion around the Planned Training Camp to be run by NSC. Jon Reidy and Sally Bartlett will be coaching. TC to confirm further details around arrangements, but it was felt that this is an excellent revenue and profiling opportunity for NSC and should be well attended. • (b) English Alpine Championships Event in Bormio, Italy <ul style="list-style-type: none"> ○ Noted excellent results and performance from NSC Athletes at this recent event and agreed that we must optimize the PR opportunities for the club. Congratulations to all participants! ○ Following on from above – EB to identify location of other trophies (CG has some) and revert to Exec with a proposal for a trophy cabinet if appropriate. 	TC ALL EB
9	Strategy Map <ul style="list-style-type: none"> ○ DG noted that the map was issued as a reminder of the plan developed in the early part of last year. ○ A half day Exec workshop is to be organized for April, with a focus on reviewing progress against the current map and considering, in particular, the heavy demands on our current volunteer base and how this sits with our drive for growth. All good ideas will be welcome! 	DG
10	Correspondence Received <ul style="list-style-type: none"> • None noted 	
11	AOUB <ul style="list-style-type: none"> • None noted 	
12	Any Items deemed confidential <ul style="list-style-type: none"> • None noted 	
Date of next meeting: Tuesday 21 st March 2023 (note DG away – DR to chair)		

Appendix A – Finance Report

NORFOLK SKI CLUB FINANCE REPORT - JANUARY 2023

	Month		Month 9			Budget		% of bgt.
	2023		Cumulative		2019/20			
	2023	2022	2023	2022				
Receipts - to 31 January 2023								
			%			%		
Memberships	15,795	8,752	80	57,230	45,276	26	105,000	55%
Lessons	23,569	15,740	50	103,869	95,619	9	135,000	77%
Coaching	26,675	15,350	74	139,249	100,458	39	120,000	116%
Open practice	5,525	6,784	(19)	26,704	31,561	(15)	70,000	38%
Courses and events	0	0	#DIV/0!	0	0	#DIV/0!	5,000	0%
Race activities	0	1,800	(100)	19,162	10,894	76	25,000	77%
Tubing	49,502	35,899	38	307,272	277,889	11	215,000	143%
Tasters	6,042	2,575	135	33,900	19,553	73	25,000	136%
Room hire	225	50	350	6,239	1,865	235	15,000	42%
Sundry sales (furlough ** etc.)	356	1,230	(71)	6,725	29,687	(77)	10,000	67%
Interest on cash deposits	0	0	#DIV/0!	0	0	#DIV/0!	200	0%
Donations received/refunds	0	2,000	(100)	0	8,953	(100)	0	#DIV/0!
Bar takings	14,653	9,565	53	86,343	114,849	(25)	110,000	78%
Food sales	3,815	0	#DIV/0!	26,727	1,287	1,977	25,000	107%
	146,157	99,745	47	813,420	737,891	10	860,200	95%
Payments - to 31 January 2023								
Courses and events	190	0	#DIV/0!	11,174	8,241	(36)	15,000	74%
Racing	0	0	#DIV/0!	1,073	5,401	80	4,000	27%
Post, stationery and phone	516	1,737	70	5,582	6,302	11	12,000	47%
Newsletter costs incl postage	0	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!
Slope allowances	0	16,234	100	52,828	36,586	(44)	67,500	78%
Clubhouse running costs	8,065	3,492	(131)	51,296	38,380	(34)	61,667	83%
Wages and salaries	53,582	39,591	(35)	462,201	377,217	(23)	375,000	123%
Slope running costs	5,094	10,140	50	70,255	53,536	(31)	93,333	75%
Boot, skis, mat replacement	0	0	#DIV/0!	0	7,568	100	90,000	0%
Publicity and meetings	185	0	#DIV/0!	1,629	666	(145)	6,500	25%
Rent, rates, insurances, corp. tax etc.	16,049	10,854	(48)	57,914	45,124	(28)	66,000	88%
Bank charges and interest	1,398	952	(47)	8,373	7,797	(7)	9,500	88%
Refunds	1,680	0	#DIV/0!	3,580	0	#DIV/0!	0	#DIV/0!
Bar purchases	6,548	5,407	(21)	53,052	46,747	(13)	52,500	101%
Drinks machine purchases	0	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!
Clothing purchases	2,212	534	(314)	6,269	3,335	(88)	7,500	84%
Instructors deposits repaid (taken)	0	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!
Food purchases	1,590	0	#DIV/0!	5,706	2,028	(181)	17,500	33%
Donations	0	0	#DIV/0!	0	0	#DIV/0!	1,000	0%
VAT	2,230	1,400	(59)	68,067	14,332	(375)	0	#DIV/0!
	99,339	90,341	(10)	858,999	653,260	(31)	879,000	98%
Trading cash in/(out)flow	46,818	9,404		(45,579)	84,631		(18,800)	242%
Grants & loans received	0	0		0	2,455	100	0	
Development expenses	0	0		(2,630)	(595)	(342)	0	
Capital expenditure	0	(769)	100	(4,600)	(14,821)	69	(15,000)	31%
Total cash in/(out)flow	46,818	8,635		(52,809)	71,670		(33,800)	156%
Cash at bank	last year		this year		Rent	7,486		
Current	328,363	248,560			SSE affiliation	3,666		
Deposit	685	686						
	329,048	249,246			Allowances	c16000		
Barclays loan	(44,424)	(35,000)			VAT	25010 + vat qtr		

Appendix B – Operations Report

Month V Month Var % Target 90%	January					Month Elapsed 100%			January Session Utilisation	Utilisation High	Utilisation Low
	January					January					
	01-Jan	08-Jan	15-Jan	22-Jan	29-Jan	2020	2023	Variance			
Week Commencing											
Department	Wk 35	Wk 36	Wk 37	Wk 38	Wk 39	2020	2023	%			
Total Open Practice	137	117	155	135	142	897	686	76%	10%	14%	7%
Total Freestyle Open Practice	-	1	-	5	4	23	10	43%	11%	32%	24%
Total Freestyle Coaching	15	17	10	13	10	64	65	102%	24%	30%	15%
Supervised Board	21	48	41	49	27	227	186	82%	22%	30%	16%
Supervised Adult Ski	-	90	111	100	81	371	382	103%	56%	35%	6%
Junior Club	67	68	75	60	86	302	356	118%	40%	50%	33%
Junior Saturday Coaching	45	39	51	47	40	229	222	97%	49%	84%	34%
Masters	18	21	18	13	15	51	85	167%	38%	76%	37%
Ladies	13	15	20	19	18	111	85	77%	38%	61%	44%
Fri Poles (Wannabe Racers)	19	25	28	23	22	141	117	83%	52%	107%	91%
Total Race	43	51	67	53	51	253	265	105%	39%	52%	33%
Improver Ski (Fast Track)	-	13	11	15	21	122	60	49%	33%	94%	26%
Junior Boarding	1	8	4	2	9	88	24	27%	6%	26%	9%
Adaptive	-	10	-	12	-	52	22	42%			
Total Coaching	224	363	404	369	349	1,730	1,709	99%			
Private Lessons	21	20	33	32	34	203	140	69%		71%	21%
Total Lessons	177	213	191	180	223	874	984	113%			
Total Tubing	556	432	479	513	539	1,950	2,519	129%	73%	58%	52%
Total	1,357	1,551	1,698	1,640	1,671	5,817	7,917	136%			

Month V Month Var % Target 90%	December				Month Elapsed 100%			December Session Utilisation	Utilisation High	Utilisation Low
	December				December					
	04-Dec	11-Dec	18-Dec	25-Dec	2019	2022	Variance			
Week Commencing										
Department	Wk31	Wk32	Wk33	Wk34	2019	2022	%			
Total Open Practice	75	92	68	51	659	286	43%	4%	14%	7%
Total Freestyle Open Practice	-	1	-	-	7	1	14%	1%	32%	24%
Total Freestyle Coaching	8	10	-	-	13	18	138%	16%	30%	15%
Supervised Board	31	30	29	5	153	95	62%	16%	30%	16%
Supervised Adult Ski	44	38	43	-	297	125	42%	25%	35%	6%
Junior Club	64	53	-	-	167	117	70%	33%	50%	33%
Junior Saturday Coaching	34	30	-	-	96	64	67%	18%	84%	34%
Masters	19	15	12	-	59	46	78%	34%	76%	37%
Ladies	6	18	5	-	46	29	63%	21%	61%	44%
Fri Poles (Wannabe Racers)	9	17	-	-	44	26	59%	29%	107%	91%
Total Race	37	38	8	-	133	83	62%	61%	52%	33%
Improver Ski (Fast Track)	16	14	12	-	61	42	69%	31%	94%	26%
Junior Boarding	13	5	7	-	64	25	39%	10%	26%	9%
Adaptive	10	-	12	-	26	22	85%			
Total Coaching	259	232	109	5	1,089	605	56%			
Private Lessons	44	40	30	19	212	133	63%		71%	21%
Total Lessons	106	139	145	96	633	486	77%			
Total Tubing	602	696	1,122	1,035	2,872	3,455	120%	89%	58%	52%
Total	1,377	1,468	1,602	1,211	5,498	5,027	91%			

Appendix C – Action Tracker

Executive Meetings - Action Log Tracker (from minutes) - Produced for Mtg 434 - 21st Feb 23						
Action Number	Meeting Number	Item	Description	Action Owner	Closed	Comments
1	430 (from 429)	4	Compile Minutes Action Log	DG	Yes	Report was to insurers
2	430 (from 429)	4	Instructor Expenses Review	CG	Yes	
3	430 (from 429)	4	Report on DD Status	TC/LF	Yes	
4	430 (from 429)	4	Fireworks spend	TC/LF	Yes	
5	430 (from 429)	4	Report Jnr Club Accident to HSE	TC	Yes	
6	430 (from 429)	4	AGM Actions	TC/LF	Yes	
7	430 (from 429)	4	Advise Instructors of new 35p mileage rate	CG/LF	Yes	
8	430	5	Circulate Directors Code of Conduct	NW		
9	430	6	Reminder of submissions process - papers to Board	ALL	Yes	
10	430	7	Action spend request approval "Swedish Ladders" frame	TC	Yes	Installed
11	430	11	Proposals for level of Authority/spend for Tony	TC		Sent to DG
12	430	11	Development of Working Budget	CG/DB/TC		Work in progress
13	430	12	Risk Register Review & Update	NW/DG/TC		DG to produce first draft for discussion
14	430	13	Strategy - working party group nominations to DG	ALL		Review Strategy Map at Mtg
15	430	14	Lease renewal - full budget to be produced	DG		Work in progress to conclude
16	430	15	Disabled lift - plans and budget to Exec for agreement before submission for Planning Approval & development of funding strategy	TC/DG		In hand
17	431	6	Uniforms spend request - review to identify savings	TC/CG/DB	Yes	
18	431	6	Ditto above KR to raise with ICC	KR	Yes	Agreed to purchase of one jacket and two tops if jacket unserviceable
19	431	6	Approval one jacket per Instructor/Coach and Junior Leader if they don't have a serviceable jacket. ICC to suggest replacement policy	KR		Replacement policy as above?
20	431	7	Conversion of ABL's to memberships - raise at Annual Instructor Meeting	KR/DA	Yes	
21	431	15	Noise Complaint Mitigation Measures	TC	Yes	
22	431	15	DB to complete Barclays "know your client" form	DB		In hand
23	431	16	AOUB - CG requested GDPR be raised at next meeting	DG		Action for staff training
24	431	16	EH requested outside F&B area be opened Fri, Sat & Sun	TC/EH	Yes	
25	432	7	As mtg 430 item 11 above - development of budget	CG/DB/TC		Budget - Work in Progress
26	432	12	Relaunch of feedback process & Communication	DG/TC		Launch on Facebook & better feedback Box in reception, email up and working
27	432	13	Opps Remit & Authority to be developed	NW	Yes	
28	432	15	Airbag proposal - DB to check any requirements/conditions with insurers before order issues	DB		
29	433	5	Forward all Directors ID Verifications to lawyers for lease renewal exercise	TC/DB	Yes	
30	433	6b	Risk Assessment for Swedish Ladders to be completed by Lee Rice	LR	Yes	
31	433	7a	Meeting with Freestylers re Thursday night sessions	TC	Yes	Trial to re-instate Thursday night freestyle
32	433	7a	Fast Track Numbers low - to be advertised more widely	LF		
33	433	10a	Circulate Opps Minutes to full Exec - note sensitivities and confidentiality where appropriate	DG		

