



## Norfolk Snowsports Club Executive Committee Meeting No.435

Date: 21<sup>st</sup> March 2023

Location: Ivan Palfrey Suite, Norfolk Snowsports Club

Committee: David Rich (DR); David Baxter (DB); Nick Watson (NW); Edgar Harden (EH); Ed Bellamy (EB); Ian Wilson (IW); Harry Steward (HS), Deborah Anstee (DA), Kevin Rhead (KR)

Attending: Tony Chauhan (TC); Leah Fogg (LF)

| No | Agenda Item                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Action     |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| 1  | <b>Apologies:</b> Caroline Gibbs (CG), Dudley George (DG)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |            |
| 2  | <b>Conflicts of Interest:</b> None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |            |
| 3  | <b>Minutes of Previous Meeting</b><br>Minutes Agreed. EB Raise under s5 That the provision of 2 x Jnr Leader jackets had been agreed and under s7 the agreement had been for risk/concerns would be sent to DG & DG, not TC.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |
| 4  | <b>Actions from Previous Meetings</b><br>See attached Action Tracker Schedule produced for this meeting (No 436) which reviews the status of all Actions arising from Exec Meetings.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |            |
| 5  | <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>• (a) Update – DB presented figures for Feb. This period incurred a cash loss. A VAT qtr payment was made along with a large slope allowances payment. See attached report. A detailed financial pack was provided to exec and TC and DB presented the contents of the pack.</li> <li>• It was noted that clearly a great deal of work has been involved and the progress towards visibility and understanding of our finances was welcomed.</li> <li>• It was noted that at an initial read, many of the numbers did not tally with each other and further work is required.</li> <li>• It was noted that the club finances are finely balanced and there will be challenges in the next financial year.</li> <li>• TC/DB/CG to further refine the budget and cashflow and present to Ops for further consideration.</li> </ul> <p>• (b) Spend requests. The following were approved:</p> <ul style="list-style-type: none"> <li>• New matting £55k.</li> <li>• It was noted that there was a lengthy and considered debate regarding the cost of the replacement matting and on balance and taking into account financial risks, health and safety and other key considerations, the spend request was approved by all present. It should be noted that NW and IW had left the meeting prior to this point. Prior to departing both NW and IW had expressed concern about finances and those concerns were taking into account.</li> <li>• Jump air bag 25k euros (NOTE THIS IS AT ZERO COST TO THE CLUB AS FULLY FUNDED)</li> <li>•</li> </ul> | DB, CG, TC |
| 6  | <p><b>Club Operations Report</b></p> <ul style="list-style-type: none"> <li>• (a) Activity Volumes</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |            |



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|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
|                                                                  | <ul style="list-style-type: none"> <li>○ See report issued with Agenda – There are some requests for increased open practice session. The ICC will consider further.</li> <li>○ Freestyle supervised only has one coach able to run the session, which causes the session to be cancelled from time to time. It is hoped that further coaches will be available once their qualifications are approved by SSE soon.</li> <li>• (b) Revenue Initiatives <ul style="list-style-type: none"> <li>○ There are many race camps in coming months and the revenue opportunities from those were discussed, along with summer camps and other creative uses of club premises.</li> </ul> </li> <li>• (c) Timetable <ul style="list-style-type: none"> <li>○ See Freestyle point above.</li> </ul> </li> <li>• (d) Staff <ul style="list-style-type: none"> <li>○ 3 staff have recently left, with 2 new starters in place and ongoing interviews. Staff retention to be discussed as strategy day</li> </ul> </li> </ul> | ICC/KR |
| 7                                                                | <b>Health and Safety</b> <ul style="list-style-type: none"> <li>• No incidents to report.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |        |
| 8                                                                | <b>Events</b> <ul style="list-style-type: none"> <li>• (a) Future Events <ul style="list-style-type: none"> <li>○ 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.</li> </ul> </li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |        |
| 9                                                                | <b>Strategy Day</b> <ul style="list-style-type: none"> <li>○ The Strategy day will be 30<sup>th</sup> April in the morning. TC to email confirming arrangements. It was noted that some exec members will be unable to attend due to racing commitments away from the club.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | TC     |
| 10                                                               | <b>Correspondence Received</b> <ul style="list-style-type: none"> <li>• None noted</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |        |
| 11                                                               | <b>AOUB</b> <ul style="list-style-type: none"> <li>• None noted</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |        |
| 12                                                               | <b>Any Items deemed confidential</b> <ul style="list-style-type: none"> <li>• None noted</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |        |
| <b>Date of next meeting:</b> Tuesday 18 <sup>th</sup> April 2023 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |        |



Executive Meetings - Action Log Tracker (from minutes) - Produced for Mtg 436 - 18th April 23

| Action Number | Meeting Number | Item | Description                                                                                                                           | Action Owner | Closed | Comments                                                                         |
|---------------|----------------|------|---------------------------------------------------------------------------------------------------------------------------------------|--------------|--------|----------------------------------------------------------------------------------|
| 1             | 430 (from 429) | 4    | Compile Minutes Action Log                                                                                                            | DG           | Yes    |                                                                                  |
| 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                                                                                                       | KR ??        |        | Report was to insurers                                                           |
| 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           |        | TC/DG/Ops to discuss off line & revert with proposals                            |
| 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           |        | Working 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? Delay until KR return                               |
| 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 12 above - development of budget                                                                                      | CG/DB/TC     |        | Budget - Work in Progress                                                        |
| 26            | 432            | 12   | Relaunch of feedback process & Communication                                                                                          | DG/TC        |        | Box has been refreshed. Facebook activity pending.                               |
| 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           |        | Club to produce risk assessment - who?                                           |
| 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           |        | Risk assessment done. Lighting improved.                                         |
| 31            | 433            | 7a   | Meeting with Freestylers re Thursday night sessions                                                                                   | TC           |        |                                                                                  |
| 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           |        | Not done for March Ops.                                                          |
| 34            | 434            | 5a   | TC to investigate separate identification of revenue from school groups                                                               | TC           |        | In progress                                                                      |
| 35            | 434            | 5c   | Budget prep as Actions 12 & 25 above - CG & DB to review TC's budget proposals                                                        | DB/CG        |        | In progress. Finance report presented at exec. Numbers to be checked and updated |
| 36            | 434            | 6a   | TC to review Activity report colour coding                                                                                            | TC           |        |                                                                                  |
| 37            | 434            | 6b   | EB to convey appreciation of Exec to Instructor/coaching community for Feb Initiative to cover demand                                 | EB           |        | Outstanding                                                                      |
| 38            | 434            | 6d   | TC to convey appreciation for her long service and best wishes to Sara Blackman on her departure from the club.                       | TC           |        | Done                                                                             |
| 39            | 434            | 7    | ICC to collate schedule of observed risks and concerns and feedback to TC - EB to coordinate                                          | EB           |        | Done but send to DR&DG. To be shared with TC. Now done                           |
| 40            | 434            | 8a   | TC to confirm arrangements for pre National Championship Training being run by Jon Reidy and Sally Bartlett                           | TC           |        | In planning                                                                      |
| 41            | 434            | 8b   | Ensure we fully optimise the PR arising from the excellent results of Club members in Bormio                                          | All          |        | Done. EDP article                                                                |
| 42            | 434            | 8b   | EB to identify location of trophies and revert to Exec with proposals for a trophy cabinet                                            | EB           |        | Trophies located. Agreed to locate in reception area.                            |
| 43            | 434            | 9    | Half Day Exec Workshop to be organised for April                                                                                      | DG           |        | 30th April 2023 AM. IP Suite. TC to send out confirmation email                  |
| 44            | 435            | 5    | Further refinement of budget and cashflow                                                                                             | DB/CG/TC     |        |                                                                                  |
| 45            | 435            | 6    | ICC to consider increase in number of Open Practice sessions                                                                          | KR/ICC       |        |                                                                                  |
| 46            | 435            | 9    | Confirm arrangements for Strategy Workshop                                                                                            | TC           |        |                                                                                  |



## Appendix A – Finance Report



## Appendix B – Operations Report

### March

| Month V Month Var %<br>Target 90% | Month Elapsed <b>100%</b> |              |              |              |              |              |             |                           |                  |                 |
|-----------------------------------|---------------------------|--------------|--------------|--------------|--------------|--------------|-------------|---------------------------|------------------|-----------------|
|                                   |                           |              |              |              | March        |              |             | March Session Utilisation | Utilisation High | Utilisation Low |
|                                   | 05-Mar                    | 12-Mar       | 19-Mar       | 26-Mar       | 2022         | 2023         | Variance    |                           |                  |                 |
| Week Commencing                   | Wk 44                     | Wk 45        | Wk 46        | Wk 47        | 2022         | 2023         | %           |                           |                  |                 |
| Department                        |                           |              |              |              |              |              |             |                           |                  |                 |
| Total Open Practice               | 90                        | 99           | 67           | 77           | 329          | 333          | 101%        | 5%                        | 14%              | 7%              |
| Total Freestyle Open Practice     | 5                         | 9            | 6            | 7            | 6            | 27           | 450%        | 30%                       | 32%              | 24%             |
| Total Freestyle Coaching          | -                         | 8            | 9            | 7            | 41           | 24           | 59%         | 9%                        | 30%              | 15%             |
| Supervised Board                  | 43                        | 34           | 32           | 28           | 182          | 137          | 75%         | 16%                       | 30%              | 16%             |
| Supervised Adult Ski              | 65                        | 49           | 36           | 50           | 142          | 200          | 141%        | 29%                       | 35%              | 6%              |
| Junior Club                       | 84                        | 95           | 85           | 69           | 252          | 333          | 132%        | 37%                       | 50%              | 33%             |
| Junior Saturday Coaching          | 36                        | 31           | 31           | 29           | 180          | 127          | 71%         | 28%                       | 84%              | 34%             |
| Masters                           | 17                        | 8            | 11           | 14           | 58           | 50           | 86%         | 22%                       | 76%              | 37%             |
| Ladies                            | 17                        | 15           | 16           | 14           | 117          | 62           | 53%         | 28%                       | 61%              | 44%             |
| Fri Poles (Wannabe Racers)        | 29                        | 33           | 25           | 25           | 89           | 112          | 126%        | 50%                       | 107%             | 91%             |
| Total Race                        | 80                        | 71           | 61           | 52           | 84           | 264          | 314%        | 39%                       | 52%              | 33%             |
| Improver Ski (Fast Track )        | 20                        | 26           | 20           | 20           | 109          | 86           | 79%         | 48%                       | 94%              | 26%             |
| Junior Boarding                   | 11                        | 12           | 13           | 10           | 28           | 46           | 164%        | 11%                       | 26%              | 9%              |
| Adaptive                          | 27                        | -            | -            | -            | 36           | 27           | 75%         |                           |                  |                 |
| Total Coaching                    | 362                       | 337          | 301          | 283          | 1,260        | 1,283        | 102%        |                           |                  |                 |
| Private Lessons                   | 28                        | 27           | 34           | 38           | 88           | 127          | 144%        |                           | 71%              | 21%             |
| Total Lessons                     | 161                       | 122          | 103          | 190          | 608          | 576          | 95%         |                           |                  |                 |
| Total Tubing                      | 504                       | 486          | 453          | 460          | 1,715        | 1,903        | 111%        | 55%                       | 58%              | 52%             |
| <b>Total</b>                      | <b>1,579</b>              | <b>1,462</b> | <b>1,303</b> | <b>1,373</b> | <b>3,975</b> | <b>4,322</b> | <b>109%</b> |                           |                  |                 |

### February

| Month V Month Var %<br>Target 90% | Month Elapsed <b>100%</b> |              |              |              |              |              |             |                              |                  |                 |
|-----------------------------------|---------------------------|--------------|--------------|--------------|--------------|--------------|-------------|------------------------------|------------------|-----------------|
|                                   |                           |              |              |              | February     |              |             | February Session Utilisation | Utilisation High | Utilisation Low |
|                                   | 05-Feb                    | 12-Feb       | 19-Feb       | 26-Feb       | 2020         | 2023         | Variance    |                              |                  |                 |
| Week Commencing                   | Wk 40                     | Wk 41        | Wk 42        | Wk 43        | 2020         | 2023         | %           |                              |                  |                 |
| Department                        |                           |              |              |              |              |              |             |                              |                  |                 |
| Total Open Practice               | 91                        | 119          | 76           | 99           | 589          | 385          | 65%         | 7%                           | 14%              | 7%              |
| Total Freestyle Open Practice     | 5                         | 7            | 2            | 4            | 13           | 18           | 138%        | 10%                          | 32%              | 24%             |
| Total Freestyle Coaching          | 11                        | 7            | 4            | 18           | 50           | 40           | 80%         | 18%                          | 30%              | 15%             |
| Supervised Board                  | 35                        | 35           | 26           | 36           | 143          | 132          | 92%         | 19%                          | 30%              | 16%             |
| Supervised Adult Ski              | 123                       | 75           | 87           | 63           | 137          | 348          | 254%        | 37%                          | 35%              | 6%              |
| Junior Club                       | 61                        | 58           | 79           | 78           | 146          | 276          | 189%        | 38%                          | 50%              | 33%             |
| Junior Saturday Coaching          | 37                        | 38           | 32           | 36           | 166          | 143          | 86%         | 40%                          | 84%              | 34%             |
| Masters                           | 15                        | 24           | 23           | 20           | 52           | 82           | 158%        | 46%                          | 76%              | 37%             |
| Ladies                            | 12                        | 17           | 24           | 16           | 92           | 69           | 75%         | 38%                          | 61%              | 44%             |
| Fri Poles (Wannabe Racers)        | 20                        | 31           | 33           | 30           | 110          | 114          | 104%        | 63%                          | 107%             | 91%             |
| Total Race                        | 48                        | 59           | 71           | 78           | 173          | 256          | 148%        | 47%                          | 52%              | 33%             |
| Improver Ski (Fast Track )        | 19                        | 13           | 17           | 22           | 75           | 71           | 95%         | 53%                          | 94%              | 26%             |
| Junior Boarding                   | 10                        | 6            | 11           | 9            | 99           | 36           | 36%         | 11%                          | 26%              | 9%              |
| Adaptive                          | 11                        | -            | 6            | -            | 25           | 17           | 68%         |                              |                  |                 |
| Total Coaching                    | 361                       | 326          | 363          | 367          | 1,034        | 1,417        | 137%        |                              |                  |                 |
| Private Lessons                   | 27                        | 49           | 41           | 51           | 166          | 168          | 101%        |                              | 71%              | 21%             |
| Total Lessons                     | 183                       | 100          | 145          | 266          | 704          | 694          | 99%         |                              |                  |                 |
| Total Tubing                      | 549                       | 1,547        | 632          | 535          | 2,203        | 3,263        | 148%        | 95%                          | 58%              | 52%             |
| <b>Total</b>                      | <b>1,618</b>              | <b>2,511</b> | <b>1,672</b> | <b>1,728</b> | <b>4,833</b> | <b>5,998</b> | <b>124%</b> |                              |                  |                 |