

AGM Minutes Norfolk Snowsports

Thursday 15th September 2022



Attendee – Dudley George (DG), David Baxter (DB), Nick Watson (NW), Caroline Gibbs (CG), Kevin Rhead (KR), David Rich (DR), Ruth Rhead (RR), Harry Steward (HS), Edward Bellamy (EB), Jennifer George (JG), Ian Wilson (IW) Deborah Anstee (DA), Charlie Storey (CS), Edgar Harden (EH), Tony Chauhan (TC), Leah Fogg (LF) Cat Wood (CW), Sam Earp (SE), Barry Sponge (BS), Paul Muston (PM), Elaine Muston (EM), Karina Kurtiova (KK), Robert Loades (RL), Mark Duly (MM), Maxine Duly (MDu), Asha Smith (AS), Henry Wakeford (HW), Richard Oliver (RO), Helen Walker (HW), Piers Lincoln (PL), James Montgomery (JMo), Debbie Gunton (DGu), Martin Dade (MD), Tessa Freeman (TF), Liz Lund (LL), Nick Folliard (NF), Sally Wakeford (SW), Matthew Wakeford (MW), KironJ Gardner (KG), Tom Cheongvee (TC)

Apologies- None

Item 1: Apologies for absence. None

Item 2: Minutes of the NSC AGM dated 21st September 2021: The chair (DG) asked all if the 2021 AGM minutes sent to each delegate were accurate. No objections were raised.

Acceptance by show of hands

Item 3. Adoption of the Articles of Association

Proposal that the draft articles of association produced to the Meeting and, for the purposes of identification, initialled by the Chairman (a copy of which was made available to the members in advance of the Meeting) be adopted as the articles of association of the Club in substitution for, and to the exclusion of, the Club's existing articles of association.

NW requested a show of hands to adopt Articles of Association.

AGM Minutes Norfolk Snowsports

Thursday 15th September 2022



Acceptance by show of hands

RO complimented to NW for writing the new articles. DG – thanks to NW and appreciation expressed for the work done.

Item 4. Election of Executive Committee Members

DG announced those stepping down from Executive committee.

- Rebecca Matthews
- Richard Roberts

DG announced the current members of the Executive committee to re stand.

- Dudley George (Chair)
- David Rich (Vice Chair)
- David Baxter (Treasurer)
- Kevin Rhead
- Deborah Anstee
- Harry Steward
- Edgar Harden
- Caroline Gibbs

DG announced the new Executive members to stand who each introduced themselves.

- Ed Bellamy
- Ian Wilson

Acceptance by show of hands

Item 5: Annual Subscription Increases proposed by the Executive Committee

AGM Minutes Norfolk Snowsports

Thursday 15th September 2022



The proposed pricing increase of a 5% uplift to memberships was agreed through the Executive Committee and was presented by DB.

Membership

Family membership increasing from £84 to £89

One Parent one child membership increasing from £68 to £71

Single membership increasing from £53 to £56

Junior membership increasing from £37 to £39

Adaptive membership increasing from £27 to £29

Day (Guest) membership increasing from £22 to £23

Lessons, Open Practice and Coached sessions will remain at their current prices

Questions raised

HW – have single parent families been considered? TC we are looking to reflect the modern family

Acceptance by show of hands

Item 6: The Financial Accounts of the Club for the financial year ending 30th April 2022:

Presented by David Baxter

I have attached copies of the annual accounts which show a broadly break even for accounting profit (loss after depreciation of £5,522). The 2020/21 comparison can be summarised by a full year of activity against the covid affected 20/21 year, so not easy to make useful comments.

This is the best ever year for turnover beating 2018/19 by £28k.

AGM Minutes Norfolk Snowsports

Thursday 15th September 2022



I have not made any estimate for additional membership revenue achieved post year end as it is negligible to date.

As well as increased hours for zero hours staff, salaries are affected by two years of high rises underpinned by substantial increases in the minimum wage and increases for key members of staff to stabilise the business post covid. 20/21 was affected by the majority of staff being furloughed and paid at 80% of normal pay. Also redundancy costs for the catering team in May 2021 c.£10k.

Maintenance costs have been impacted by the start of the slope clean carried out in 2022 and work done by Briton to repair some snowflex areas £35k and dendex matting purchased £24k together with poma lift repairs.

Electricity costs have risen due to slope activity and the tariff increase kicked in during March 2022.

Questions Raised

IW – are we exposing ourselves to risk with an Interest Base rate rise – DB we only have a Bouceback loan which has a very low rate of interest.

IW – has Solar power been considered in order to insure against high unit prices? DB it is being looked into and has also been considered in the past.

RO – in respect of publicity have we hit a wall with existing members? DB – we are moving towards social media and can't rely on advertising as a means to a guaranteed return. RO this was meant as a compliment – a good return on a small spend.

DB requested a proposer to adopt the accounts

Proposer: Piers Lincoln (PL)

Seconder: Richard Oliver (RO)

Vote – Unanimous acceptance

AGM Minutes Norfolk Snowsports

Thursday 15th September 2022



Item 7: The Report of the Executive Committee

Presented by Dudley George

It falls to me to give an overview of the club on behalf of the Executive Committee; the achievements and challenges of the last year and our vision of where we would like to be over the next 2 to 3 years, as we seek to secure our future as the best dry slope snow sports facility in the UK. There are both risks and opportunities associated with that journey and a number of aspects that we know still require improvements.

We hope, today, to be able to share more of our thoughts on our activities, plans and priorities and to listen to your ideas and feedback – particularly in our informal sessions in the bar area.

It's appropriate to start with a perspective – on your way up the main stairs to the bar/Palfrey Suite, you will have passed the mural on the stair wall depicting the club's history.

Formed in 1968, we are now in our 54th year. We started with humble beginnings at Wensum Lodge and in 1976 moved to our current location. The rest is history, as they say, but in essence we have grown from a "hut on a hill" to what you see today – regarded by many as being one of the best dry slope facilities in the UK.

We have a turnover in excess of £1m, some 100 staff, 200 volunteers and perhaps most importantly some 4500 members! And unlike many other clubs, it's the members who own the facility – not a local authority or private operating company. Thus, we arguably have rather more influence over our destiny.

AGM Minutes Norfolk Snowsports

Thursday 15th September 2022



Against that backdrop and reflecting on the past year, this has seen us seeking to consolidate on the steady recovery of our activities after various Covid related lockdowns and restrictions on our activities. The impacts of this have not been insignificant but positive progress has and continues to be made.

Early in this term (from last years AGM) we saw the departure of my predecessor, Richard Oliver as Chair and shortly after that, Matt Brooks as Club Manager. We then Co-opted Nick Watson onto the Exec and decided to hold a “Workshop” early in January 2022 to identify our key actions and priorities. This was attended by the full Executive and members of the senior management team.

The key outputs from the Workshop identified the following priorities:

1. **Create a new Lead role of Director of Strategy and Operations and recruit a suitable candidate.**
 - a. Tony Chauhan joined us in March 2022
2. **Staff recruitment and retention**
 - a. A number of targeted interventions undertaken
 - b. Focus on relationships to be launched – constructive feedback and respect
 - c. Make staff feel valued and listened to
3. **Revenue collection including resolving problems with the Direct Debit process for membership subscriptions**
 - a. In hand and progress being made, but a challenge with data and systems
 - b. DD system side-lined and direct payments sought until resolved
 - c. Explore and develop other revenue sources to assist in managing and containing session fees.
 - d. Build a better budget to help us manage our finances better and prioritise spend to achieve best value.
4. **Slope maintenance and facilities (huge thanks to Lee and Team).**
 - a. Major works to Poma and spares
 - b. Ongoing maintenance to travelators

AGM Minutes Norfolk Snowsports

Thursday 15th September 2022



- c. Slope cleans – main and nursery
 - d. Carpark surfacing (thanks for help)
 - e. Lighting
 - f. Instructor changing rooms
 - g. Race hut floor
 - h. New clock
 - i. Replacement skis and boards
 - j. Tubing viewing area
 - k. Plans for launch ramp
 - l. Plans for reception area
5. **Food & Beverages**
- a. Developing sustainable offers targeted on customer needs
6. **Customer Experience**
- a. Plan to refurb main entrance – proper desk space for reception staff, with clarity of signage
 - b. Separate areas for other Admin staff to enable task focus
 - c. Booking systems – customers and volunteers
 - d. Creating effective feedback system for review and prioritisation by Exec and solutions implementation by Tony and Team.
 - e. Disabled Lift Project
 - i. Revised Plans – on display
 - ii. Delays regrettable but influenced by the need to secure our future:
 - 1. Financially
 - 2. New Lease on site
 - 3. Resource availability
 - iii. Architects now instructed to develop next phase of Disabled Lift plans
7. **Regulations, Compliance and Governance**
- a. Articles
 - b. Safeguarding
 - c. Health & Safety
 - i. Policy

AGM Minutes Norfolk Snowsports

Thursday 15th September 2022



ii. SOP's

- d. Food Hygiene
- e. Employment

8. Communications Plan

- a. Facebook
- b. Website
- c. Emails
- d. Proactive advice and information
- e. Clear process to obtain feedback from Members and Volunteers
- f. Move on from being "Norfolk's Best kept Secret"

Having commenced work on these activities, we decided that we needed to develop our broader vision and strategy – where we want to be and what we need to do to get there. After some further work on this we developed a strategy map which shows the main projects/activities and associated timeline. This is on display in the bar area and we would be delighted to chat further to you and answer any questions after the formal part of the AGM has finished.

That Vision reflects the following aspirations:

- The quality of our facilities
- The calibre of coaching and Instruction available at the club
- A strong Volunteer ethos, energy and commitment.
- The desire to embrace the principles of diversity and inclusion (as per SSE) and open up the fun and benefits of snow sports to the widest cross section of members and customers.
- To be recognised as a National Centre of Excellence, working in partnership with SSE – we have already made very positive steps here and as well as our enhanced reputation, it brings many revenue generating opportunities.

This Vision and Strategy has to reflect the risks, challenges and opportunities which we now face. We are entering a period of extremely high inflation and economic uncertainty for many

AGM Minutes Norfolk Snowsports

Thursday 15th September 2022



businesses and households. Indeed, we have emerged from one period of existential challenge (Covid) to, arguably, face another (inflation/cost of living). Against that backdrop we have to look after our:

- Staff
- Volunteers
- Assets
- Reputation

One final and essential component of our future, is of course, our home here – Trowse Mountain (nobody outside of Norfolk can quite understand that!). It may be known that we occupy the site on a leasehold basis from Crown Point Estates. The Existing Lease technically expired at the end of last year and I am pleased to report that we are making good progress in negotiating a new lease, for a substantial period of time on good terms.

It would not be appropriate to comment in detail at this stage of our negotiations, but positive progress is being made and we are cautiously optimistic. We are of course, also taking appropriate independent professional advice on both property and legal issues related to the lease, to assist us in achieving the best outcomes.

In all of the above we will have to exercise financial prudence and at times, take tough decisions on our priorities. We may not be able to do everything, but we will seek to explain our decisions, be honest and keep members informed.

We also have to work together across the communities of volunteers, staff and members, showing tolerance, encouragement and respect and harnessing the tremendous energy and positivity which exists in so many areas across the club. In that way, we will build on our many strengths and move forward positively.

So, let's celebrate our many achievements and successes and reflect and respond constructively and honestly to our challenges. And on that note, I would like to close by

AGM Minutes Norfolk Snowsports

Thursday 15th September 2022



thanking so many people, Volunteers, Staff & Members for all that they do for the club. Ultimately, we all share a passion for a very special place – that's why we come here - and we should be rightly proud of NSC and its achievements and excited by its potential.

Thank you and I look forward to chatting to you all later.

Dudley

Item 8: Presentation of the Ivan Palfrey Memorial Trophy

The Ivan Palfrey award nomination process took place via ballot box voting. All votes were counted and considered.

(DG) Presented the shortlist for the Ivan Palfrey and David Beckett Memorial awards and read out some of the nominations.

David Beckett Outstanding Junior member award – **Henry Wakeford**

Winner of the Ivan Palfrey Memorial Trophy – **Richard Roberts**

Closing statement (DG)

DG thanked all for attending, and looked forward to the year ahead and making the Club grow over the course of the next year.