

# ENGLISH SKI COUNCIL LTD

(t/a SNOWSPORT ENGLAND)

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Minutes of a Board Meeting held on Saturday 29<sup>th</sup> January 2011 at 10.00am  
at Hotel Ibis, Crick, RUGBY

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Present:            Barry Spouge                    Chairman  
                      Jennifer Denning                Finance Director  
                      Jemima Barnes                 Director  
                      Dan Hardie                     Director  
                      Nigel Matthews                Director

                      Tim Fawke                      Chief Executive  
                      Peter Heath                     Company Secretary

Apologies:        Fergus Bisset  
                      Karen Richardson  
                      Peter Stratton

## **835    Declaration of Interests**

Dan reported a potential interest with a ski related equipment supplier.

## **836    Approval of Minutes**

The minutes of the Board meeting held on 13<sup>th</sup> November 2010\* were confirmed as a true and accurate record thereof and were signed by the Chairman.

## **837    Matters Arising**

### **Actions from last meeting:**

- 825    New Directors have completed and returned Declaration of Interest forms
- 797e   Child Protection training – Tim to invite CPSU on 16<sup>th</sup> April.
- 799c   VAT position re invoices from BSS. Awaiting clarification from Karen
- 809e   Accounts reporting in Sage – telephone conference held to discuss issues – in progress
- 828a   Andrew Bingham MP – Jennifer attended the launch of the Parliamentary Sports Fellowship Scheme, but Andrew left before there was an opportunity to meet him. He is not available for Bormio. Jennifer to contact him to arrange dates.
- 828b   Age group analysis of membership – done – now part of KPI report
- 828f   Risk Register – updated register on agenda for approval
- 830a   Community Audit – progress reported under Finance
- 830a   VAT review – progress reported under Finance
- 830d   ESC Skiers' Foundation Trust – review terms - outstanding
- 833c   Nordic Equipment application – Wrong number of poles reported to last meeting – now resolved.

\* inserted into the minute book for record purposes.

**a) Sport England**

18 month review now complete. We are not hitting the grow target and need to demonstrate that the SDOs are having a positive effect at the target sites for the 2 year review.

Information on slope attendance trends at each ski facility is to be gathered to quantify the improvement at target centres in comparison with others.

Two new Development Officers have been appointed: Susie Moore starting 1<sup>st</sup> February to cover the 3 southern Regions; Vicci Wells starting 1<sup>st</sup> April to cover the central Regions. Jan will retain responsibility for the northern Regions and co-ordinate the work of the others.

**Self-Assurance**

We have achieved a green light on the self-assurance programme – aligning on governance, strategic planning, financial management, human resources and organisational policies

However, to improve our governance and financial framework, the report has highlighted the following outcomes where improvement is required before the next review:

- 3.2: A mechanism is in place to ensure information regarding changes to legislation is obtained and implemented
- 4.5: Responsibility for the achievement of objectives, tasks and KPIs are allocated to specific committees, employees or volunteers
- 5.1: We note the comments relating to the development of the new plan. The new long term financial plan should be completed as soon as possible
- 6.1: The following management reports were prepared, approved by the Chief Executive and presented and discussed at each Board meeting: - Income and expenditure - Budget v actual with variance explanations; - Balance Sheet; - Cash flow forecast; - Debtor and Creditor reports
- 9.4: There is designated accountability within the organisation for ensuring that HR policies and employment practices are evaluated and regularly reviewed to maintain compliance with legal requirements
- 11.14: ICT - Strategy, Administration, Training, Support and Security
- 12.1: A risk management strategy has been produced and approved by the Board
- 12.2: A risk register has been produced and is monitored by the Board

An action plan is required to deliver on each of these areas as soon as possible. Sport England will assist in this process.

**Risk Management**

The Board ratified the Risk Management Strategy originally approved in November 2009.

The Board reviewed and approved the revised risk register. The main changes related to the implications and challenges if the office lease is terminated this summer. This needs to be managed and will take up a lot of Tim's time.

It was noted that one of the high risk areas is the loss of key volunteers. The Board agreed that a register of current volunteers is required, identifying the work carried out by each, the training/experience required etc., with an appropriate succession plan to ensure that their work and experience can be passed on to others. Jemima offered to help in preparing this.

### **Facilities Strategy**

Some members of the facilities working group are unhappy with the findings of the report prepared by Sport Structures. Tim is discussing these with Sport Structures and Sport England and is planning to chair a joint meeting of the working group with the Sport England representative to resolve these issues and start the handover to the working group to deliver on some of the required actions. A chairman is required to lead this group.

Tim highlighted a section of the report which identifies a number of slopes at risk of closure, the possible impact on SSE members if closed and suggestions for SSE support.

Tim to invite Sport Structures to give a presentation to the 16<sup>th</sup> April Board meeting.

### **b) Strategic Plan 2011-14**

Tim is aiming to collate the plan in time for approval at the April Board meeting and presentation at the AGM. Dan is assisting in this.

### **c) Web site**

The first phase of the new site is due to be launched in February. The draft CS budget includes provision to pay someone to keep the site up-to-date and chase the key committees for content.

The employment of a student to write articles for work experience was proposed. Jemima suggested that a university student doing a journalism or sport related course might be offered an unpaid placement over a year as part of their course. If we wish to seek a placement student, we should promote this now for an allocation in the next academic year.

A re-launch of the SSE Individual Membership Scheme via the web site is under consideration as a means of increasing our overall membership, attracting more people to the sport and to join member clubs.

This is also an opportunity to re-launch the SSE Shop with an online ordering facility.

### **d) Renewals and Registrations**

Renewals are still running about 10% down on last year. However, total members of affiliated clubs are 24% up – primarily due to significant numbers joining clubs with outdoor snow facilities.

Some clubs are declaring lower numbers due to the earlier renewal date. However, it is important that clubs provide updated numbers and pay the extra fees to avoid the risk of being uninsured.

Tim to check the Alpine figures in the KPI report and send an updated copy to Jennifer.

### **e) Membership Database**

Tim is now having weekly phone calls with InterFuse to resolve the outstanding issues. Little change from last month's report.

### **f) New Club**

The Board approved an application for full membership from Keyneskiers (Ski & Snowboard Club of Milton Keynes). Attendance at the SSE AGM to be added to the club's constitution.

Martin Carr is looking at the possibility of providing remote access to the AGM via Skype – either listening only or possibly with a facility to contribute.

### **g) Future Jobs Fund**

No response to the job advert so far.

#### **h) Office Accommodation**

The Board considered Tim's report and supported his recommendation for Option 2 with a planned completion of August 2011. Tim to continue researching the options with help from Barry.

#### **i) SSE Travel Insurance**

Negotiations are almost complete to launch an SSE travel insurance policy which includes cover for skiing and racing. The policy will be provided by a specialist broker and promoted on a separate web site with SSE receiving commission on policies sold.

#### **j) 2011 Budget**

Following a review of office costs, Tim proposed a re-allocation of the service charge. The basis for the allocation of staff salary and insurance costs has been accepted by the Key Committee Leaders, but some concern had been expressed regarding the allocation of other costs based on discipline revenue.

Peter Stratton is reviewing the use of the marketing budget – currently spent mostly on The Piste magazine.

Online bank charges for race entries – agreed that this be cross-charged to Alpine in a single end-of-season charge, rather than per event.

Discipline submissions:

Alpine Shows a £10k reduction on event and £5k on non-event surpluses compared with 2010 actuals. With a £12k increase in service charge, overall budget is £9800 behind target.

Alpine Squad – not yet submitted – Peter H's apology for delay, his fault - not Muriel's.

Budget likely to show a deficit anticipating fewer squad members if BSS continues with a large Junior Team. Tim & Jennifer to discuss the best use of the accumulated surplus.

Coaching. Each course set to deliver a surplus. Overall budget on target following £10k reduction in service charge.

Schools. Despite reduction in demand for SCO/ASCL courses, budget shows a surplus £3k ahead of target, due to £8k reduction in service charge.

Tim & Nigel to discuss the pricing structure of courses & where the log book is charged.

Nordic. Unable to cover the full £4k increase in service charge and 3% target surplus, so showing a net loss of £3.5k

Freestyle – not yet submitted

Sport England grant: Will need SE approval to transfer some year 2 grant between interventions and to year 3. It is proving difficult to support the performance pathway while no pathway has been agreed to date with BSS.

Further work is required to complete the budget, but the Board accepted the view that an overall breakeven budget can be achieved

Jennifer questioned the wisdom of showing separate reserves for each discipline and suggested that the Board consider transferring all to a central reserve as more compatible with the Board's current policy on reserves. To be discussed further.

#### **k) BSS**

UK Sport has now signed their agreement to pay the 2010/11 WCPP grants for the GB alpine ladies and boarder cross programmes via Snowsport England. UK Sport awards for the next four year cycle to Sochi 2014 do not include grants for skiing or snowboarding, so this agreement does not extend beyond March 2011.

There is still no information available on the proposed consultation process on the future structure of BSS. It is understood that the proposals will be published on the BSS web site inviting comments by e-mail. However, there is no clarity on who will be entitled to vote on the new structure and constitution.

For our member clubs and registered performers, it will be important to ensure that there is a clear performance pathway through clubs, regions and nations to the British teams and international competition and that all the members have full democratic rights to determine the future of British skiing.

#### **l) Communication between Board, Regions and Key Committees**

Tim proposed that the practice of having a Board member linked to each Region and Key Committee be reinstated – agreed. Tim to circulate a proposed allocation.

POST MEETING NOTE - Proposed allocation:

NWSF: Karen Richardson, Peter Heath

NESA: Karen Richardson

YSF: Jemima Barnes

CESA: Nigel Matthews

ERSA: Barry Spouge

LSERSA: Jennifer Denning

SRSA: Dan Hardie

SWSA: Fergus Bisset

Coaching: Nigel Matthews

Alpine: Jemima Barnes, Peter Heath

Nordic: Fergus Bisset

Freestyle: Dan Hardie

Schools: Nigel Matthews

Finance: Jennifer Denning (Chairman)

#### **m) Child Protection**

Tim reported that he had re-submitted the advance standard documentation and that this had been recommended for approval by the CPSU.

#### **n) Regional Grant**

The Board agreed that the 25% regional grant for 2010 be paid to the NWSF. Following a change of Treasurer, NWSF had missed the deadline for providing their annual accounts.

### **839 Strategic Plan 2011-2014**

Covered in minute 838b - CEO report

### **840 Commercial Activities**

Dan gave a short presentation on his activities to date.

After initial discussions with Tim, Jennifer and Peter, he has circulated details of sponsorship opportunities to a number of companies – both snowsports related and others.

A number have shown interest, but generally came back with numerous questions about the sport, what we want from them, what effect their support would have on the sport etc.

Several are keen to support minority sports and are not seeking big exposure for themselves.

Many found the current snowsports structure confusing and did not understand the different responsibilities of the various organisations.

The aim is to provide a clear concise sponsorship document based on the new Strategic Plan, which will provide potential sponsors with a clear vision of what they would be buying into.

## 841 Finance and Admin

### a) **Management Accounts & Finance Report to 30<sup>th</sup> November 2010**

The accounts continue to show an overall surplus ahead of budget.

Jennifer presented her report and recommendations:

2010 Financial Accounts: In the past, these were prepared manually by the auditor from the QuickBooks reports, but can now be produced direct from Sage. Jennifer has the software to export the Sage output in the required ixbrl format for sending to HMRC. Agreed to produce these from Sage.

2010 Audit. Stephen Jones has provided a separate quote for the audit work. The Board agreed Jennifer's recommendation that she seek alternative quotations from WSM and Harrison Salmon.

2011 Audit. Tim has asked Sport England about the possibility of having a community audit in future and is awaiting their response. UK Sport may have a different requirement while SSE is receiving WCPP grants for British Team athletes.

VAT. Jennifer reported the quoted charges by The VAT People for providing one-off expert advice and recommended that we seek their advice for one query. If we are happy with the advice given & the charge, we give them the other 3 queries one by one. Agreed. Jennifer also to ask WSM for their charges.

Jennifer to convene a Finance Committee meeting once her review of the reserves policy is complete.

### b) **Distribution of Monthly Accounts**

It was agreed that the full P&L report be circulated to all Key Committee Leaders each month. Peter H to arrange with Sara.

Jennifer to consider an appropriate layout for regular distribution to Council members

## 842 Key Committees

Minutes of the following meetings were received:

Alpine – 21<sup>st</sup> November 2010

Freestyle – 6<sup>th</sup> December 2010

Nordic – 1<sup>st</sup> October 2010

Coaching – England Group – 22<sup>nd</sup> December 2010

Any comments or queries should be made to Tim or the Committee Leader as appropriate

## 843 British Ski and Snowboard

Covered in CEO report – minute 838k

It was noted that brief reports of the 14<sup>th</sup> October and 17<sup>th</sup> December Board meetings have been published on the BSS web site.

**844**    **AOB**

**a) AGM**

Nigel reported that Midlands Ski Club/CESA are interested in hosting the AGM. They had various ideas re venue and wanted the AGM to be part of a day's activities. The Board were interested in the proposal and agreed that Nigel ask for more details of their proposed activities.

**b) SSE Logo**

On a suggestion that SSE should have a new logo, Dan advised that we should keep the snowflake and England flag, but perhaps make it more dynamic. Better not to include discipline specific content – ski, snowboard etc.

**845**    **Next Meetings**

Tuesday 22 <sup>nd</sup> March @ 7.15pm	Telephone conference
Saturday 16 <sup>th</sup> April @ 10am	Hotel Ibis, Rugby East
Saturday 18 <sup>th</sup> June	AGM at Halesowen

There being no further business, the meeting ended at 4.25pm