

# ENGLISH SKI COUNCIL LTD

(t/a SNOWSPORT ENGLAND)

Minutes of a Board meeting held on Tuesday 05<sup>h</sup> of November 2013 at 8am to 11am.

At SportPark, Loughborough.

Present:

JE	Jeremy Eaton	Chairman
BT	Bryan Thomas	Finance Director
GP	Geoff Parsons	Director
KR	Karen Richardson	Director
TF	Tim Fawke	Chief Executive
CP	Clive Punter	Director
RR	Rob Robson	Director
KN	Kirsty Nicol	Company Secretary

The board requested Jeremy Eaton to chair this Board meeting, Jeremy accepted.

## **1. Apologies:**

None

## **2. Declaration of Interest**

JE informed the board that Vital agency has been approached by SSE regarding quoting for a new CRM system. JE has not been involved in this process and will not be present in the board meeting when CRM is being discussed at item seven of this agenda.

## **3. Approval of Minutes**

GP requested a change to AOB from previous minutes and BT has some corrections which will be fed back to JE.

## **4. Matters Arising (See Action Plan As per last board meeting)**

## **5. Chairman's Report**

A) JE- is happy with the board evaluation and informed the directors he will meet with everyone individually regarding roles and responsibilities. JE also plans to look closely into succession planning for the board. Discussion then ensued regarding the skill matrix involving JE and CP. JE was happy for the results of the board evaluation to be circulated to the whole Board. TF to send out.

B) Investment statement was delivered to the board by JE.

Statement covering the significant projects which we are covering off over the next 12-18 months -

Namely – CRM, Website, Governance review, key committee, alpine, membership services and strategy development plan.

All of these initiatives will take a significant draw on our reserves. This is not a decision we have taken lightly and are all critical actions to deliver the following

1. CRM – a back office system fit for purpose that will alleviate pressure on resources and deliver better customer experience
2. Website /social media engagement – our window on the world is currently outdated and is not a fair reflection of SSE and its activities, it needs modernising and preparing for the next five years
3. Governance Review – this is long overdue and holds the organisation back in its relevance and inability to deliver clarity, make swift and effective decisions and perform at our best
4. Key Committees – will be reviewed and restructured for the future as part of the above
5. Alpine – we need to ensure we keep engagement with this core and critical part of our future talent pool – this is not about money but about engagement
6. Membership services/benefits – we need to be competitive, in how we market ourselves – benefits are not clear
7. Strategy development – a renewed more transparent three pronged strategy is up for board approval. It allows everyone to see clearly what we do and how we do it.

Communication – we do not have funds to employ a communications manager but it needs to be a key part of what we do – when we get it right we should be shouting from the rooftops. However points 1-7 will deliver a much better organisation fit for the future that will communicate better

through the channels our customers use, I thank the board for its faith and support for getting us to this point and I now urge you to support this investment, but at the same time be aware that it brings risk and we should be accountable for that risk.

There are other areas that we should focus on for our development – making sure we join up with schools, making the most of any opportunities post Sochi, commercial development, grant support etc. if we grasp these 1. We could gain increased membership 2. We will raise the sports profile 3. Drive commercial partnerships and sponsorship. These will alleviate pressures created from the above.

JE then requested that board vote to support the investment statement. There was then a discussion regarding the statement. GP requested information on unallocated funds from BT before a vote to support the investment statement prepared by JE. GP expressed that he could not reach a decision without knowing the figures that the board have to work with regards to investment.

CP commented that the board should try to prioritise the investment opportunities to see what benefits and additional gains they may bring to SSE. CP also suggested that all investments in JE statement should be assessed on the risk they also pose to the organisation in spending reserve funds.

BT and GP will prepare a finance report stating how much reserve funds we require and how much money we have to invest. This will be completed within 24-48 hours and circulated to TF and directors as a decision on the CRM system must be reached shortly to meet deadlines for renewal period in 2014.

KR suggested that TF should meet with Sport England regarding funding available for the governance review as this in part has been initiated by the new requirements imposed by Sport England as a condition of funding.

## **6. Governance Review**

GP reported back to the board on the Key committee chairs meeting on the 4<sup>th</sup> of November 2013 at Sport Park Loughborough.

- 1. Introduction**
- 2. Governance**
- 3. 2013-17 strategy document**
- 4. Current planning 2014 & beyond**
- 5. Committee / board expectations**

GP was overall very encouraged with the progression of the meeting. GP stated that it was made clear to all at the meeting that this was a discussion and that SSE would collate all notes to be circulated at a later date. GP and TF agreed to organise meeting with the regions which GP informed the Board is very important to carry out. GP also stated that it is equally important to meet with all stake holders as soon as possible in order to have the governance review 95% complete by February 2014. TF and GP will send invites for meeting that will be held around the country in the next few weeks. GP requested if the board have any suggestions of additional stake holders which TF and he should meet and these are communicated back by Friday the 8<sup>th</sup> of November 2013.

TF commented that the key committee meeting was very positive and feels there may still be challenges to come from the key committees which need to be drawn out from them. This needs to be done over the next few months so the governance review is successfully implemented.

JE also felt there were good discussions at the key committee meeting on the 4/11/2013 surrounding the role of regions and how they will now fit into the governance review legally.

## **7. CEO Report**

A) Operations Manager Report- Discussed and Approved.

B) CEO Report- TF gave a brief overview of the busy time both in and out of the office. The spike in work was due to the renewal period and informed the board that we are on track with renewals at the moment and club affiliations are going well. TF realised the documentation for the board was late in being published and will make sure papers are circulated in plenty of time for future meetings.

### **Whole Sport Plan**

TF gave an update on the progress of the Slide 2 Sochi road show, the GO SKI GO BOARD campaign and ski shows, all have been going well and we have received great publicity through the shows both at a local level and national level. TF highlighted the spread sheet which shows all the coverage received and the success Betony has achieved.

TF will inform the board of the next internal quarterly review where progress against the Sport England contracted targets will be reviewed, GP expressed that he would like to attend this meeting which should be in December 2013. GP also wanted to understand when SE feedback on our progress was verified. TF stated this would be in January but no exact date has been given.

Discussion ensued between JE and GP regarding how SSE feedback to Sport England accomplished.

TF informed the board that Susie Moore senior development officer will be attending the next board meeting to present a 15min presentation on equality policy. (AGENDA ITEM)

### **i) CRM Decision**

JE left the meeting for the discussion on the CRM system.

TF reported back to the board that SSE approached Vital which is the company of JE for a quote on a bespoke CRM system. JE has had no involvement in this quote or work surrounding this. BT fed back to the board on the technical specification which has been issued to SSE from Vital, BT stated that the specification looks very good and is the best option on cost and Vital can provide comprehensively what we require from the new CRM system. BT also commented that according to the time line provided by Vital the new system could be up and running at its earliest within three months. BT also added that Vital is a bespoke system which the other quotes are not. BT has carried out a financial audit of Vital which is totally satisfactory.

A discussion regarding previous board communications on the new CRM system was initiated by KR. KR feels communication must be improved between all directors of the board. BT agreed that communication must be improved between meetings. Also that he feels Vital is the best option for the new CRM.

GP raised concerns that the board need to have a robust process in place for the selection of the CRM Company especially due to the relationship between Vital and the chair of Snowsport England. This is to protect JE and the board so it cannot be used against them at some future date. GP suggested that the board should complete a report to support the decision on which CRM system quote to accept.

GP suggested that once the decision has been made TF should inform Sport England of the process and that we have been completely transparent in the selection of a CRM system and JE did not influence the decision.

KR has requested that the two previous quotations that were previously presented to the board should be approached and asked to re quote for the CRM including website redesign as this is included in Vital quote. This should then be circulated to the board within the week to be assessed and voted on again to select the most appropriate system. This was agreed and TF to get the necessary quotes.

JE returned to the board meeting 10.30am.

## **ii) English Alpine Champs Update**

This is within the CEO report and there were no further questions

## **iii) Annual Staff appraisals and Salary Increase**

KN left the board as was not appropriate to be present.

TF discussed the SDO team and the funds available for salary increase as this has to be from the grant. The board agreed the percentage available and TF and JD would agree on how this would be distributed and inform JE.

The office staff were discussed. TF to justify any changes and send back to JE

KR made the board aware SSE would need in 2016 (need to check date with HMRC) to start a 1% pension contribution which would rise to 3% 3 years later.

## **IV) Sports Direct**

TF reported to the board that the Sports Direct deal has moved forward but is not quite as first envisioned. It won't be a separate Snowsport England online shop but a section on the Skiwear4less website which is owned by Sports Direct. This is now up and running on the site and needs the board to accept the agreement with them. TF commented there is mostly race equipment advertised at the moment but stock selections will increase. TF informed the board that this will be assessed after the one year trial period. Board agree to go ahead and see how the deal works for 12 months. JE suggests that TF should request analytical data over the 12 months trial to monitor site.

## **V) Confirm New Pricing Structure**

TF supplied the board with the pricing structure categories overview. There was a discussion regarding the categories being clearer and the board was happy with the new structure, the exact prices for 2014/15 would be decided at a later date.

## **8. Finance and Admin**

### **A) 3<sup>rd</sup> Quarter Accounts**

BT commented the 3<sup>rd</sup> quarterly accounts have shown nothing untoward and there is slow progression on the bottom line. BT and KR are looking into fall VAT registration and will give feed

back to the board at the next meeting. JE requested to see figures for VAT registration and the impact it would have on the organisation if we did fully register.

#### B) Central Services Budget 2014

The first draft has been produced by TF but needs to go through it with BT and check the figures based on the 3<sup>rd</sup> quarter accounts.

#### C) 2014 Budget Update

BT and TF to discuss after TF has read 3<sup>rd</sup> quarter accounts.

### **9. Key Committees**

#### A) ARC- Regional meeting Minutes and Proposed change

GP commented that the Alpine regional meeting on the 15<sup>th</sup> September 2013 was very interesting for the sport as whole. Also the board does have a commitment to the key committees to help them understand our view and give direction to move the sport in the correct direction.

#### B) Receive Minutes of Meetings

No other minutes were received by the board from Key committees.

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### **10. Esskia & Schools Racing**

RR communicated to the board that we need to be more integrated with the regions and committees. Esskia would like to become more involved in the GO SKI GO BOARD program to become more involved particularly with SSE.

RR also commented on Children performers who take part in the school races should be given a clearer performance pathway when developing through the performer categories.

KR also commented that Esskia should be promoted in state schools as there is a perception that Esskia is only for Private school attendees. JE proposed that KR, RR and BT create a subcommittee to allow the board to come up with ideas to help SEE and Esskia to work better together. RR had agreed to chair.

### **11. BSS**

TF reported back to the board on BSS AGM which he attended and that there were no issues to report back. TF commented that BSS will review working with Snowsport Scotland after Sochi and

the vote for independence in Scotland. This is based on agreeing to an independent review of BSS constitution and Home Nation's all having observer status at the BSS board

JE stated that in regards to the constitution review which BSS has asked for SSE involvement that JE has made it clear to BSS that SSE does not have the funds or resources to be involved in a constitution review.

KR suggested to the board that SSE try to connect with Snowsport Scotland without the involvement of BSS. KR also added that if we could gather enough agenda points that SSW, SSS and SSE would be able and willing to hold a joint meeting.

TF agrees that a home nation meeting should be organised for some time next year.

### **12. Dates of the Next Board Meeting**

TF put to the board to hold 5 meetings in 2014, the board agreed. TF requested that JE add membership points, GP to add governance topics and decisions and BT to add finance points and return to TF. Away day will be arranged once all points have been received. GP suggested the away day should be held around the end of February beginning of March 2014.

### **13. AOB**

#### **Member and Club Survey**

BT informed the board that he has summarised the responses from the membership and club surveys this will be fed back to the board and membership.

#### **Christmas Closure**

TF put to the board that the office will be closed over Christmas and New Year, board approved.

Action Points from Board meeting 05/11/2013

	Details	Action
1	Details of ESC Skiers Trust to Jeremy & Geoff	PH
2	Organising Peter Keen and Vice Chancellor Lunch	TF/GP
3	IF to amend presentation slides regarding Sport Aid funding and circulate to the board	IF
4	Speak to Endsleigh regarding discounted home insurance offer	TF
5	RR to provide a short biography and photo to TF	RR TF
6	KN to Circulate 5 meetings a year dates & board away day to board	KN
7	CP to carry out commercial audit	CP
8	CP to support TF in finalising strategy and implementation plan document	CP
9	JE to continue with SE on high performing governing body	TF
10	BT to feedback previous board min corrections to JE	BT
11	JE meet with directors individually regarding roles	JE
12	TF to circulate board evaluation	TF
13	BT and GP to complete Finance report on reserve money amounts and investment risks	BT GP
14	TF consult SE on funding for governance review	TF
15	SSE office to collate and circulate Key Committee Meeting Notes	Office
16	GP & TF to invite regions to meeting	GP TF
17	Directors to send GP additional stake holders suggestions	ALL
18	TF to inform board of next quarterly review meeting date with SE	TF
19	TF to request re quote from two previous CRM	TF
20	BT and KR to look into VAT registration and feedback to Board	KR BT
21	Create subcommittee to improve relationship with Esskia	RR KR & BT
22	JE to add membership points to board meeting plan and return to TF	JE
23	GP to add Governance points to board meeting plan and return to TF	GP
24	BT to add finance points to board meeting plan and return to TF	BT
25	BT to circulate membership and club survey summary to membership and board.	BT

**Re Action Point 1:-3**

BT and GP met on the 8th November 2013 to review the minimum cash reserves and Treasury Policy statement in the light of the expenditure proposed on the CRM and Website investments and concluded that the investment risk was acceptable in the light of future trading projections. The Treasury Policy statement will be amended in the light of this review and an agreed and approved addendum to the minutes of this meeting is available for discussion with BT, our finance director on request