

# **SKI CLUB OF GREAT BRITAIN®**

## **Minute of the Meeting of Council held online via Zoom**

**24 November 2022 at 1200**

**In attendance:** Trevor Campbell Davis (Chair) (TCD), Stu Bevan (SB), Ed Killwick (EK) attended for part of the meeting, Angus Maciver (AM), Elizabeth Morrison (Secretariat) (ELM), John Simpson (JS), Walter Macharg (Treasurer) (WM)

**Apologies:** Anthony Harris (TH), Martin Jordan (MJ), Jean Lovett (JL), Alison Wareham (AW)

**Observing:** James Gambrill (General Manager), (JG), Owen Chapman (Head of Memberships) (OC), Katy Ellis (Head of Holidays) (KE), Jitendra Shetty (Finance) (JtS),

## **AGENDA**

### **1 Chairman's welcome and introductions**

TCD welcomed everyone to the online Council meeting for November. He reminded Council members that this meeting would be his last meeting as Chairman of the Ski Club Council. TCD also noted that all present, future and retiring Council members would be very welcome to attend the December Council meeting.

TCD explained to Council that the meeting would be focused on the imminent Annual General Meeting, later the same day. Several questions had been submitted and responses drafted.

TCD reported that when the voting closed, all proposals were passed by a clear majority.

### **2 Minutes of meeting held on 26 October 2022**

The minutes of the Council held on 26<sup>th</sup> October 2022 were approved in principle and subject to appropriate redactions would be uploaded to the website.

### **3 Matters arising and agreed actions from previous meeting**

Please see the Action Tracker for more information.

Council discussed the Club's approach to Sustainability and the proposal to award small grants.

Council agreed that developing a strategic approach to sustainability had been added at the strategy day in July 2022. The execution of the approach had however proceeded without full Council awareness. Council agreed that while the proposal was sound, they wished to see other suggestions and opportunities explored further. Council noted that the Member's levy had been discontinued. They further noted that circa £37,000 was currently sitting in the budget allocated to sustainability. Council noted these funds did not need to be spent all at once and agreed that a phased approach was preferable.

Following discussion, Council therefore approved in principle that SnowCarbon and Protect Our Winters (POW) should receive the funds requested. Grant funding agreements would be required as part of the finalisation of the grant approval process.

Council also asked staff to explore opportunities in resorts that members rated highly and suggest to these resorts that the Club might be prepared to fund small sustainability projects.

## **OPERATIONAL MATTERS AND REPORTS**

### **4 Membership and Marketing Update**

OC reported that over the month, new members had continued to join, but as more had resigned, overall membership numbers are continuing to decline. Membership numbers are now below target and stretch target, and increasingly unlikely to achieve target.

The marketing campaign and Pay Per Click approach appears to be successful in driving increasing numbers to the website, unfortunately this is not yet translating into membership joins or overall holiday bookings (there does appear to be an increase in online bookings).

Council acknowledged and commended the hard work of staff to increase opportunities to bring skier's attention to the Club. Council expressed their appreciation at the increased social media presence and issue of relevant emails. Council noted that there may be a time lag between this increased traffic and membership joins/holiday bookings.

Further details may be found in Annex A.

## **5 Holidays and Chalet Update**

KE reported that overall sales were not as strong as she had hoped and were slightly below target. KE noted that following the pandemic it was increasingly challenging to predict performance as holiday booking patterns has altered significantly, however KE was optimistic that the increase in emails and social media will start to drive an increase in holiday bookings. Additional staffing is allowing dedicated time to be spent marketing holidays. A significant fall of snow would also help increase sales. As this current performance may result in a shortfall, it was suggested that modelling should be carried out for a 5%, 10% and 15% shortfall.

Mountain tracks is performing on target.

Council noted that the first holidays and reps training were starting imminently and requested that their best wishes and thanks to all concerned were passed on.

Further details may be found in Annex B.

## **6 Finance**

### **Management Accounts to October 2022**

Total revenue during October was £105k, 11% (£13k) below the budget of £119k, the shortfall was due to timing differences on partnership income. Membership revenue was just over budget (+£1k), the commission from sales of insurance to non-members was £4.2k (budget £3.6k) and partnership income £0.4k (budget of £15k).

Gross profit and contribution profit (after internal allocated direct costs) are below budget for the month and year to date; this was due to higher platinum premiums because of the mix of members, plus higher marketing / communications costs and credit card charges. Part of this is compensated by an underspend on marketing within overheads, such that marketing costs remain under budget in total. We need to review this allocation. We need a further review of costs of sales to confirm that the overspends are timing and allocation issues and that the full year forecast remains on track.

Overheads are continuing to run below budget. For the month and year to date the operating loss remains better than budget. There has been some recovery in investment values this month.

Club (membership) operation:

- The YTD gross profit for the Club is £394k, and contribution profit was £249k, with an operating profit of £136k compared to budget of £109k.
- Partnership income is low in the month but on budget year to date and forecast to be on budget for the year.

- Insurance commission income continues to be ahead of budget.
- Investment values recovered somewhat this month, with the improvement in the gilts market. Year-to-date net losses (realised and unrealised) are £238k, a decline of 5.86% in the total value of investments for the financial year to date.

Holiday operation:

- There were no departures in the month. The year-to-date net operating loss is £241k v budget loss of £286k. Losses are expected at this stage of the year as we are reassigning the direct costs of staff, marketing, publishing, IT, and credit card costs to the cost of sales on a reasonable basis between the companies.

## **8 Annual General Meeting**

Council discussed the format of the Annual General Meeting (AGM), including questions which had been submitted and likely areas which may come up during the meeting. It was agreed that the number of slides should be reduced to allow more time for debate and discussion.

Overall, the key messages being shared with members are very positive and members were expected to be pleased that the Club is now on a considerably stronger footing.

## **9 General Manager's Report**

TCD reported his intention to write and thank Chemmy Alcott in her position as Club Ambassador and Honorary President. He noted that the letter would also clarify changes and her ongoing position. TCD suggested that Chemmy Alcott should be offered life membership, Council were pleased to approve this suggestion.

Council was also pleased to note the reps training and refresher about to take place in Tignes.

TCD advised Council that he had accepted an invitation to attend the opening on the new Club Med Hotel in Tignes at the start of December 2022.

## **10 Any other business**

On behalf of Council and Club members AM offered his sincere thanks to TCD for his significant role in turning the Club around. Without TCD's input and considerable efforts it was highly likely that the Club would be in a significantly worse position.

AM also offered thanks to members of Council (Ed Killwick and John Simpson) who would be retiring following the election of new Directors at the AGM. He noted the considerable input Ed had made through chairing the On-snow Advisory Group and the key role John had played as Treasurer.

There being no other business the meeting closed at 1350.

*Where the minutes contain commercially sensitive or personal information, the relevant extract will not be included in the published online record and will be marked as redacted.*

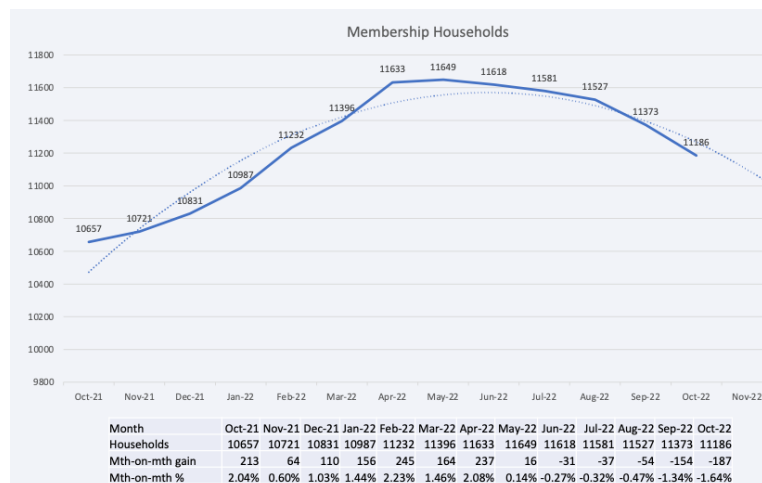
## Annex A

### October 2022 Membership Review

Membership Type	Membership Households (Oct 2022)	Membership Households (Oct 2021)	% Variance
Standard	8671	9140	-5%
Platinum	2515	1304	93%
<b>TOTAL</b>	<b>11186</b>	<b>10444</b>	<b>7%</b>

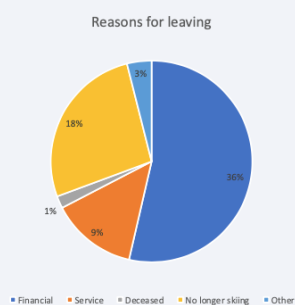
Membership Type	Members (Oct 2022)	Members (Oct 2021)	% Variance
Standard	13215	13659	-4%
Platinum	3987	2159	85%
<b>TOTAL</b>	<b>17202</b>	<b>15854</b>	<b>9%</b>

Average Household Membership – 1.5 pax



### Why are they leaving?

The two main reasons for leaving the Club are financial issues and no longer skiing making up **44%** of those who have left the Club



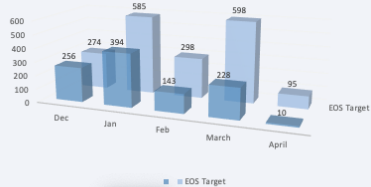
## Annex B

### Freshtracks Sales Update

Figures as of 31/10/22

Target Passengers	Current Passengers	Target Revenue	Current Revenue
1850	1031 (56%)	£3,025,000	£1,701,652 (56%)

BOOKINGS BY DEPARTURE MONTH



REVENUE BY DEPARTURE MONTH



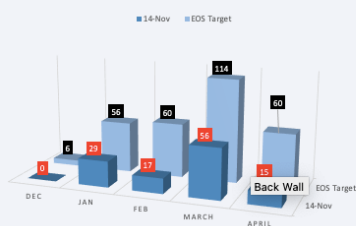
Chart Area

### Mountain Tracks Sales Update

Figures as of 14/11/22

Target Passengers	Current Passengers	Target Revenue	Current Revenue
296	117 (40%)	£364,000	£177,010 (49%)

BOOKINGS BY DEPARTURE MONTH



REVENUE BY DEPARTURE MONTH

