

SKI CLUB OF GREAT BRITAIN

Minute of the Meeting of Council

26 January 2022 at 17.00

In attendance: Trevor Campbell Davis (Chair), Stu Bevan (SB), Anthony Harris (TH), Martin Jordan (MJ), Ed Killwick (part) (EK), Jean Lovett (JL), Walter Macharg (Treasurer) (WM), Angus Maciver (AM), Elizabeth Morrison (Secretariat) (ELM), Alison Wareham (part) (AW).

Apologies: Amanda Pirie (AP), John Simpson (JS)

Observing: Katy Ellis (Head of Holidays) (part) (KE), James Gambrill (General Manager) (JG), Jitendra Shetty (Finance) (JtS)

Meeting held online using Zoom

1 Chairman's introduction (TCD)

TCD opened the Council meeting by welcoming everyone to the online meeting. On behalf of Council and members he offered congratulations to Ed Killwick, who had recently achieved Silver medals including a second place in his age category, in Khandahar Ski Club races and including the Inferno.

The significant achievement of Dave Ryding making history as Britain's first alpine skiing World Cup event winner was also noted by TCD who offered congratulations on behalf of the Council and members. [Redacted]

[Redacted]

ACTION	Dave Ryding to be contacted and formally congratulated.	JG	Feb 2022
	Following Winter Olympics and winter season, suggestions for award of Pery Medal to be discussed at March Council meeting	JG	March 2022

TCD welcomed Katy Ellis (new Head of Holidays) to her first Council meeting since her return to the Club staff. Katy attended for part of the meeting.

An additional item "On-snow report" was added to the agenda, as item number 7.

2 Minutes of meeting held on 15 December 2021

The minutes of the previous meeting were approved and would be posted online.

3 Matters arising from previous meeting.

Covered under agreed actions and agenda items.

4 Agreed actions from previous meeting

Council members reviewed the Action Tracker and ELM thanked Council members for timely updates.

Council agreed that a number of actions had been overtaken and could be closed. Overdue actions should be closely monitored and all actions progressed as detailed. Further details are available on the Action Tracker.

5 Management accounts to 31 December 2021

WM introduced the Management Accounts to 31 December 2021. He highlighted that the format had been revised to provide more data in a tabular format. It was noted by Council that the newly reconstituted Finance and Audit Committee had met and reviewed the Management Accounts.

Overall with the major holiday trading quarter still to come, revenue is below budget, while gross and operating results are ahead of budget due to improved control of costs. WM noted that partnership income is below budget, but is forecast to catch up by year end as invoices are raised. He also noted that insurance commission was below budget and that a notable increase was expected over the last quarter. The importance of wrapping up all partnership income (which was also an action from the previous meeting) was highlighted.

Restrictions for UK travellers, particularly to France had impacted albeit not

significantly on gross profit to date. The finance team had carefully considered different scenarios if more holidays were cancelled and had concluded that in the worst-case scenario, it could be funded from reserves. The worst-case scenario is now considered to be highly unlikely. A shared review of the season and approach to budget planning by the Finance and Audit Committee and the Holiday Advisory Group was suggested.

The value of investments had increased during December 2021 from £3.97m to £4.04m.

Further to the action at the previous meeting the Finance and Audit Committee met in January 2022 to interrogate the finance data and information further. Council were advised that the Committee had a wide-ranging discussion which included: review of results; volatility of forecasts; risks from foreign exchange currency rate changes; charitable structures; and proposals for team bonuses. Council noted that the addition of two new external members to the Finance and Audit Committee has been very positive and improved the quality of debate.

ACTION	Finance and Audit Committee to work with the Holiday Advisory Group to review whole season and support future budget planning.	WM	March 2022
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6 Membership

Memberships are slowly increasing. Platinum memberships are recovering better as members return to holidays. Platinum sales for December 2021 are ahead of December 2020 sales figures. Overall, however, memberships are likely to remain lower than initially forecast. It is thought likely that new and re-joining memberships in December were negatively impacted by the fears of Omicron. More details are available in Appendix 1.

Council reviewed the output of a Membership Advisory Group meeting held in January 2022. It was noted that two new external members had also joined this group. The Membership Advisory Group is developing a plan to grow memberships from the end of April by 5% per year. Council noted that some of the resort Facebook groups are attracting high numbers of followers

which are not translating into skiers joining the Club. The previously discussed development of the social media strategy for the March Council meeting was viewed as critical to increasing membership numbers.

The key role of SCGB reps in resorts encouraging people to join the Club was highlighted. Offering incentives to reps for getting new members to join the Club was discussed. Council asked JG and AM to work together and develop a proposal to incentivise reps to be brought to the next meeting. Council also recommended that office staff should take every opportunity to encourage membership.

ACTION	Proposal to incentivise reps to be developed and brought to the next Council meeting.	JG	Feb 2022
	Office staff to be reminded to encourage membership uptake as often as possible	JG	Feb 2022

7 On-snow

It was noted that a meeting of the On-snow Advisory Group has not taken place recently. Council agreed that a meeting should be planned and take place shortly.

Council discussed the number of resorts hosting reps (currently 18). It was noted that at times, due to Covid-19, not all resorts advertising the availability of reps had a rep available every week as planned. This is due to reps testing positive or being required to self-isolate just before travelling and therefore being unable often at the last minute to travel. Office staff are working hard to address these last minute call-offs, but a few have been inevitable.

The number of members skiing with reps was discussed. It was agreed there was a need for better data and greater accuracy of information about members (and non-members) skiing with reps. Information about the performance of reps should also be gathered.

ACTION	Set up an On-snow Advisory Group meeting by end of Feb.	EK	Feb 2022
	Review information about members/non-members skiing with reps to ensure greater accuracy	OBC	Feb 2022
	Comprehensive data regarding quality and number of members skiing with reps to be prepared and presented to Council in February 2022.	OBC	Feb 2022

While it was noted that the Club is not focused on racing, Council agreed that the Club should endorse the forthcoming Amateur Inter-Club Championships (AICC) to be held in Wengen in March 2022. Council suggested that support could be offered through an article for Ski and Board, and that merchandise could be provided to competitors representing the Club.

Council also discussed the potential hosting of the Amateur Inter-Club Championships (AICC). As hosting is planned well in advance, this is likely to be several years hence. It was agreed by Council that the possibility of hosting should be explored, providing there are no adverse financial implications.

ACTION	Draft article for Ski and Board and explore offer of merchandise to members racing while representing the Club.	EK	Feb 2022
	Explore potential hosting of Amateur Inter-Club Championships in 2027 or 2028, and provide further details to enable Council to make an informed decision.	EK	April 2022

8 Holidays and Chalet

KE provided Council with an update on holidays and the chalet. Following a challenging period with increased Covid-19 restrictions in Austria, France and Switzerland overall sales and bookings are strong. It was noted that it is

better financially to fill up existing holidays rather than starting new bookings.

Demand for the Flaine chalet is strong after a late start. It is thought that the chalet may pose a greater Covid-19 risk, including to the two experienced and very capable members of staff. This creates a particular risk should one or both of them contract Covid-19.

KE highlighted that the inexperienced office staff are working hard dealing with last minute operational changes and demands, but that, like other much larger organisations, they have been overwhelmed with the high number of phone calls and emails. Unfortunately this resulted in several hundred unanswered member queries.

KE has implemented plans to resolve the situation, but due to the sheer volume of unanswered enquiries this will take some time. Enquiries are now being dealt with on a priority (by date of departure) basis. In her very short time in post, it was recognised that KE has already allocated tasks to staff and re-defined their priorities. KE noted that a tightening up of operational issues and increasing team competency was required.

Council asked JG and KE to consider options and recommendations around staff working in the office, working from home and, or hybrid working. Balance is likely to be required between losing key staff who want to work from home and team ethos, core training, learning and monitoring while in the office.

Council agreed that a letter from JG should be sent to all members indicating the issue and detailing measures now in place to avoid such a situation repeating. Council also indicated their willingness to support further measures to address the issues. This included the short-term use of agency staff. It was also thought that longer term improvements to IT would be helpful.

ACTION	Analysis of number of member enquiries and responses	KE	Feb 2022
	Recommendations to be developed for staff working in	KE	March 2022

	the office/working from home/hybrid working		
	Agree draft and send letter from JG to members indicating the issue, apologising and detailing measures now in place to avoid such a situation repeating.	JG	Feb 2022
	Review finances for possible holiday cancellations and refunds being required.	JtS	Feb 2022

More details are available in Appendix 2.

9 Lessons from two pandemic seasons

Overall, financial re-negotiation of contracts and work with suppliers had been done well. Re-profiling the finances of the holiday programme was highly effective. Strategically the Club was very well placed to cope. The Covid-19 Hub on the website was considered to be an excellent source of up-to date reliable and verified information.

The reduced staffing resource over the summer months while financially effective at reducing costs had impacted on preparations for a disturbed season. The impact of a second season of disruption on an inexperienced staff was probably underestimated.

IT systems had been stress tested and found to be over-complex and inadequate for current (pandemic) needs. The systems however did enable remote working.

The changing role of resort reps away from leading and into roles as Club representative during Covid-19 times has been challenging. Reps were unfamiliar with aspects such as the organisation of LFT and PCR testing in resorts.

10 General Manager's summary

JG described the introduction of a new partnership FX pre-loaded card from

MoneyCorp. After some debate, it was agreed that information about the MoneyCorp card should be placed on the website. The uptake should be monitored.

The discussion about MoneyCorp led to a more general Council discussion about the appropriateness and possible perceptions of endorsement of other partnership activities. The need for feedback, and data around uptake of partnership offers by members would be required for future decisions around which companies and organisations should be partners. JL offered to review the language used around partnership offers.

ACTION	Comprehensive analysis of data around partnership activity, including uptake of offers, by how many members and value to members.	JG	March 2022
	Review of language around partnership activities and how partnership activities are defined.	JL	April 2022

11 Revised dates for future meetings

Revised dates were approved and would be posted on the website for members information.

ACTION	Dates of Council and members meetings to be posted on the website for members information.	JG	Feb 2022
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The meeting closed at 19:30.

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.

Appendix 1

Membership

December Membership Review

Membership Type	Membership Households (Dec 2021)	Membership Households (Dec 2020)	% Variance
Standard	8990	9924	-9%
Platinum	1841	1292	42%
TOTAL	10831	11216	-3%

Membership Type	Members (Dec 2021)	Members (Dec 2020)	% Variance
Standard	14384	16462	-8%
Platinum	2945	3041	28%
TOTAL	17329	19503	-3%

Average Household Membership – 1.6 pax

Membership Forecast

Target – 11800 Member Households
Current Forecast – 11106



Appendix 2

Holidays

Figures as of 02/01/22

Holidays Sales Update

Target Passengers (Pax) for 21/22: 1353

Target Revenue for 21/22: £2,182,389

Overall Target Pax by December 31	Overall Current Pax	Overall Target Revenue by December 31	Overall Current Revenue
1091	1206	£1,762,359	£2,005,948
Overall Target Pax by January 31 2022	Overall Current Pax	Overall Target Revenue by January 31 2022	Overall Current Revenue
1237	1206	£2,004,959	£2,005,948

Notes

Currently Fresh Tracks is just ahead of Jan 31 cumulative revenue target, 97.5% of pax target to end Jan achieved.

Mountain Tracks is now at 96% of revenue target £270,127

Figures as of 02/01/22

Holidays Sales Update

Notes

- The overall figures are slightly lower than reported last month (as of 15 December) since these figures reflect an additional two week period with few sales (partly due to the holiday season) and cancellations of several trips hence our total sales for the season have slightly declined for December 31 vs December 15.
- The figures are compared to end of January targets to give a better sense of the 'buffer' created by strong early season sales, reflected in our end of December position still being slightly ahead of the end of January target. If sales for January exceed cancellations we will end January still ahead of target. With France open again this is now a likely position.
- 10 Fresh Tracks trips have been cancelled to date (not including Flaine), 8 due to COVID-19. Some trips are always cancelled due to lack of numbers. Many members rebooked to other trips and currently re-scheduling 4 trips to later in the season reducing net loss to 4 trips.
- Cancellations were run on a 14 day schedule (7 days for Flaine). With France re-opened all trips from January 22 onwards are now running.
- The impact of cancelled trips is estimated at around £15,000 in lost gross profit, though this could be recuperated by additional later season trips and better load factors on later trips.
- Mountain Tracks has moved or rescheduled all impacted trips to date and demand has increased again since France re-opened so we expect to reach the season target by the end of January.