

SKI CLUB OF GREAT BRITAIN
Minute of the Meeting of Council

24 February 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 (part) (JL), Walter Macharg (Treasurer) (WM), Angus Maciver (AM), Elizabeth Morrison (Secretariat) (ELM), John Simpson (JS), Alison Wareham (AW).

Apologies: Amanda Pirie (AP), Katy Ellis (Head of Holidays)

Observing: Owen Chapman (Head of Memberships), James Gambrell (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.

2 Minutes of meeting held on 26 January 2022

With a minor correction to be made, the minutes of the previous meeting were approved and will be published 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. Council focused their discussions on actions which had not been progressed sufficiently to be closed. The high number of completed actions was commented upon positively and on behalf of Council and members, the Chair recorded his thanks.

Further details are available on the Action Tracker.

5 Management accounts to 31 January 2022

WM introduced the Management Accounts to 31 January 2022. It was noted

by Council that the Finance and Audit Committee (FAC) had met and reviewed the Management Accounts. It was agreed that approved minutes of the FAC meeting should be shared with Council members.

With the major holiday trading quarter still to come, the position remains that revenue is below budget, but gross and operating results are ahead of budget due to control of costs.

The gross margin from tour operation was slightly higher in the month as against the budgeted margin. The forecast assumes this remains at the budget margin as final invoices are settled.

The following key points were noted:

- partnership income remains below budget to date but is forecast to increase in the last quarter as invoices are raised;
- insurance commission is below budget due to reduced number of policies but is increasing;
- membership income should be split to differentiate membership and insurance income;
- members are now paying the ski school directly for Instructor Led Guiding (ILG) and therefore no receipts/income;
- unrealised loss of £264,000 on investments this month due to market movements;
- restrictions for UK travellers particularly in France has been withdrawn and going forward holidays are expected to operate as planned;
- projected revenue for this season is expected to exceed the projections given to CAA and ABTOT for trading licences, a variation application for licenses has been submitted; and
- projected holiday revenue for the full year is expected to be below budget.

Council also discussed the draft budget setting process for 2022/23 and agreed likely timelines.

ACTION	Review insurance products to ensure that it continues to meet Member's needs.	JtS	May 2022
	Set up planning meeting with key Council members and staff to discuss draft budget for 2022/23	WM	Mar 2022

	Agree draft budget	WM	May 2022
	Share FAC meeting minutes with Council members	ELM	Mar 2022

6 Membership

Membership numbers continue to increase slowly. Platinum memberships are recovering faster as members return to taking foreign holidays. Further details are available in Appendix 1.

Council was advised that a Membership Advisory Group meeting was held on 23rd February 2022. At the meeting a research summary paper was shared. It was agreed that Council members would also find this useful.

Council noted that research suggests that members and non-members view member benefits differently. Members are more likely to engage with, and value, on-snow activities. It was therefore suggested that there would be some merit in developing skier journeys from beginner to intermediate and beyond. These journeys could then inform future Membership Advisory Group actions.

The Membership Advisory Group also noted their plans to review membership benefits and articulate the Club's USP. Council members were reminded that the Club had a *Refer a Friend* scheme in place. Council reiterated the need for a strategy to take forward all aspects of social media to support and increase member numbers.

ACTION	Share research summary with Council members	AM	Feb 2022
	Build and capture new member journeys to inform future strategic actions.	AM	May 2022

7 On-snow Advisory Group

EK informed Council that a very positive On-Snow Advisory Group meeting had also taken place in February 2022. Several actions had been agreed by the advisory group and would be followed up by them. Agreed meeting points should be added to the website as soon as possible.

Overall, feedback from members skiing with Reps was very good. OC shared a paper detailing the numbers of skiers (members and non-members) skiing with reps across each of the resorts with a SCGB rep. The paper also detailed the number of followers on resort Face Book pages. Council noted that some of the Face Book pages had significant numbers of followers and that these did not appear to translate into Club member numbers. It was agreed that Face Book admin from one of the pages with particularly high number of followers should be approached to join the On-snow Advisory Group.

ACTION	Zell am See Face Book admin to be contacted and invited to join On-snow Advisory Group.	EK	Mar 2022
	Meeting points for reps added to website	JG	Mar 2022

8 Holidays and Chalet

AW reported the outcomes of the most recent Holiday Advisory Group Meeting to Council. The positive way in which team roles had been realigned was welcomed. Enquiries are now being actioned promptly and training developed for new team members. The importance of team members being in place over the summer months for planning and training was emphasised to Council. Council agreed that further work should be done to investigate a system to analyse and record telephone calls.

It was noted that the Flaine chalet had not booked up as quickly. However, as a result of the reduced staffing, costs had also been reduced.

Mountain Tracks bookings were doing well. Council discussed the need for additional capacity to run and extend the programme and the inherent risks of depending on individual knowledge and expertise. Frustrations with the current IT system were acknowledged.

More details are available in Appendix 2.

9 Ski + Board strategy

JG presented a paper detailing a range of strategic options for Ski + Board. Following discussion, it was agreed that the current hybrid approach which offered the greatest flexibility should continue to be recommended for season 2022/23.

It was also agreed that a March edition should be published. This edition should be a celebration of the return to skiing. Consequently, it will be important to include both stories and photographs from the snow.

ACTION	March “celebration” edition of Ski + Board to be published with stories and photographs from the snow	JG	Mar 2022
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10 Planning for the 17th March 2022 member event

Council agreed that the format should be:

- TCD, JG and AM to present content
- a short presentation (update from the AGM)
- a couple of reps describing their season and time on snow
- an opportunity for questions and feedback

ACTION	Meeting set up and questions from members invited	JG	Mar 2022
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11 General Manager’s summary

JG reported that having gained another position, the Club HR officer had resigned. Council briefly discussed the function of the HR officer. Council agreed that while an immediate replacement was not required, further assistance/resources for HR would be required whether through an internal appointment or external consultancy.

12 AOCB

- It was agreed that the May Council meeting should be the first of a return to in-person meetings.
- Possible dates for a joint Council-staff event should be identified and a venue booked.

The meeting closed at 19:15.

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.

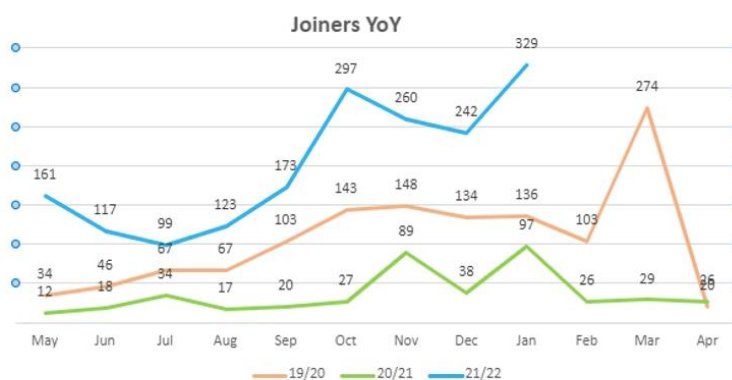
Appendix 1 Membership

January Membership Review

Membership Type	Membership Households (Jan 2022)	Membership Households (Jan 2021)	% Variance
Standard	8993	9784	-8%
Platinum	1994	1016	96%
TOTAL	10987	10800	2%

Membership Type	Members (Jan 2022)	Members (Jan 2021)	% Variance
Standard	14388	15654	-8%
Platinum	3190	1625	96%
TOTAL	17579	17280	2%

Average Household Membership – 1.6 pax



New member Joins – 196

By campaign
 Alpine Joins – 7
 Holidays – 7
 Refer a friend – 3
 Snozone – 59

Lapsed member Joins - 133

Appendix 2 Holidays

Figures as of 31/01/22

Holidays Sales Update

Target Passengers (Pax) for 21/22: 1353

Target Revenue for 21/22: £2,182,389

Overall Target Pax by January 31	Overall Current Pax	Overall Target Revenue by January 31	Overall Current Revenue
1243	1333	£2,004,959	£2,185,706
Overall Target Pax by April 23	Overall Current Pax	Overall Target Revenue by April 23 2022	Overall Current Revenue
1353	1333	£2,182,389	£2,185,706

Notes

Currently Fresh Tracks is just ahead of the end of season target. Budget figure is £2,381,112 projection for end of season is now £2,334,461.

Gross margin target is £598,220. December margin was on target.

Once all invoices from January trips are reconciled we will have a better understanding of our forecasted margin.

Mountain Tracks is now at 98% of revenue target @ £273,426. Margin is above target

Figures as of 01/02/22

Holidays Sales Update

Notes

- Sales figures have fluctuated over the month with holidays being cancelled and members being refunded or transferred to other holidays but once December and January holidays are reconciled it should become more stable
- Target passenger numbers are achievable though capacity on late Feb and early to mid March trips is limited. Still availability later in March and April
- A couple more trips cancelled due to lack of numbers (2 x weekends – no flight commitments)
- The team are back on top of workloads having cleared the backlog of emails and enquiries and now focusing on chasing up options and getting ahead with operations for the busy March weeks
- [Redacted] has joined us on a temporary basis to cover for [redacted] through to the end of March
- Mountain Tracks steps away from overall revenue target at the end of Jan and should be achieved by end February. There have been numerous frustrations with the IT infrastructure particularly online bookings not being processed.