

# **SKI CLUB OF GREAT BRITAIN®**

## **Minute of the Meeting of Council held at Chester House, London**

**26 May 2022 at 17.00**

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

**Apologies:** Amanda Pirie (AP), John Simpson (JS), Alison Wareham (AW).

**Observing:** Staff observed from item 2 on the agenda: Owen Chapman (Head of Memberships) (OC), Katy Ellis (Head of Holidays) (KE), James Gambrill (General Manager) (JG), Jitendra Shetty (Finance) (JtS).

### **1 Chairman's Welcome and Introduction (TCD)**

TCD opened the Council meeting by welcoming Council members and co-opted members to the in-person meeting, held in Chester House. Council members agreed that it was lovely to see and meet each other in person.

He reported the significantly improved context that the Ski Club of Great Britain is now operating in. The Club had delivered a successful winter holiday season. He commended the work of all staff to achieve this.

The Club's financial monitoring is improving, and the Finance and Audit Committee (FAC) is working well. Other Advisory Groups are also making an important contribution to the effective delivery of outcomes. However, ongoing, and constant diligence will be required to ensure the stable financial platform which has been established continues.

As a result, TCD reported that the Club is now in a stronger, and better, position to re-focus Club priorities and respond more directly to the views of members. The voices of members who participated in the Member event in May were clear, and he noted that he had received hundreds of emails in response to his most recent letter to members.

Overall, members reported that many had joined the Club to ski with similar standard and like-minded skiers. They had continued their membership to ski with others. Many were disappointed that reps were only available in sixteen resorts and keen that the rep service should be extended, and specifically, if possible, back to France. Members recognised the challenging context that existed in France. Members acknowledged that Freshtracks holidays provided a useful service for many, but overall, there was a clear mandate that the Club should increase the social skiing aspect of the Club. Council agreed that there were different models which could be developed to increase the availability of social skiing.

In emails, some members commented positively on the insurance provided as part of Platinum membership and for a number insurance was seen as a reason for joining or remaining a member. They also commented positively on the provision of discounts etc.

It was agreed that an Away Day for Council and staff should be set up at the start of July to discuss and agree a strategic approach to SCGB plans for the next three years, including increasing the SCGB presence and number of resorts with social skiing in place. It was further agreed that this increase in activity would require a very clear plan (blueprint) with

explicit objectives for Council and staff. These should be time limited and measurable. Accompanying financial commitment would be essential for success. All of this would require increased commitment from Council and staff. At the Away Day, it was agreed that Council would discuss the various priorities and risks that need to be considered in addition to the increased resort presence, including the considerable resource required for the IT project among other programmes.

Council discussed the leadership and management of the Club and were agreed that the current team should be given appropriate support, and clear objectives, to carry out the strategy once it has been clarified further.

220559	Set up an Away Day for Council and staff.	ELM	JG	Jun-22
220560	Consider the financial and resource envelope for a re-focused strategic approach to social skiing and increased resort presence.	WM	JtS	Jun-22
220561	Consider the creation and leadership of a new Resorts Advisory Group, with a Chair who could also project manage the programme and adjust priorities to increase the focus on social skiing.	TCD		Jul-22

Staff members were invited to join the meeting.

TCD explained to staff that Council had been reflecting on the previous two years and reminding themselves how far the Club had come: successful winter season; stable financial platform; effective governance/operational structures in place; and regaining focus as a members' sports and social club. As a result, TCD, on behalf of Council offered his thanks and congratulations, and asked that these be passed onto all staff.

TCD reminded staff that, as the Club is now in a good position, there is opportunity to re-focus the strategic direction for the Club. To that end, an Away Day for the Council and staff will be held in early July 2022, to discuss and confirm strategic objectives for the coming three years.

## **2 Minutes of meeting held on 27<sup>th</sup> April 2022**

Following a date correction, the minutes of the meeting held on 27<sup>th</sup> April 2022 were approved and should be uploaded to the website.

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

Please see the Action Tracker for more information. Council noted that several dates which had been previously presented and agreed at the Council meeting on the 27<sup>th</sup> April 2022 were not achievable. Council agreed that these dates should be revised, and the Action tracker updated. The Minutes of the meeting held on 27<sup>th</sup> April 2022 state the dates agreed

at the meeting. Council also agreed to close action 220447 and set up a new action.

220578	Reclaim FaceBook page	AH		Oct-22
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## Operational matters and reports

### 4 Finance

For the last month of the ski season and of the financial year, the margins for the Holiday business were high because of the reversal and correction of previous accruals with actual invoices from suppliers. The gross margin from holidays was 60.3% in the month (28.8% YTD) as against the budgeted margin of 23% (23% YTD). Membership revenue is increased in the month due to an adjustment to the method of spreading our income over time, which increases revenue by a one-off £250k in this month. This will be shown as an exceptional item (resulting from a change of accounting policy) in the statutory accounts.

There are some further adjustments to be made this week, as noted below. Figures should be final after that, subject only to any provision for tax, which needs to be discussed with the auditors. The audit will take place in early June.

Specific issues impacting the membership operation:

- The Club's total non-holiday income for the year is £137k above budget.
- This includes the £250k benefit of a change to the method of deferral of Platinum subscriptions. Previously the full Platinum subscription was spread over the 12-month membership year and the cost of insurance paid out of the subscription to the insurance company was charged in the month of payment. After review at Finance & Audit Committee, it is considered appropriate to change this so that the net income, after the cost of insurance, is spread over 12 months.
- Partnership income has been reconciled and invoices have been raised. A further circa £10k invoicing will be raised this week.
- Commission on insurance sold to non-members is £87k for the year, £13k below budget.
- Instructor Led Guiding was budgeted to generate income of £76k and costs (in SCGB cost of sales) of £128k, a net cost of £52k. Arrangements were changed and the net cost is to be billed to the Club. However, the latest advice from New Gen is that there is no material net cost to be billed, due to good take up by members and non-members.
- Cost of sales in SCGB is over budget due to: (1) higher Platinum insurance premiums (more Platinum members, and where members take out higher cover the additional premium now flows through the Club); (2) printing and postage due to an additional Ski & Board issue; (3) higher cost of Reps
- Net unrealised loss of £113k on investment this month due to further equity market falls. Plus, fees and interest gives a net cost of £117k. For the year, the realised gain was £65k and the unrealised loss was £30k; dividend income was £60k.
- The accounts do not yet include a provision for staff bonuses, the amount is to be finalised.
- There may be other adjustments in finalisation of the reconciliations.

Specific issues impacting the Holiday operation:

- Gross profit is higher because of correcting the accrual v/s actual invoices.
- The ATOL and ABTOT licences have been extended to 30 Sept 2022, based on lower revenue. A new renewal application for annual trading licenses will be submitted on September 22 for the period from 1 October 2022 to 30 September 2023 with a more realistic revenue projection.
- The annual revenue of SCWA is £69k above the budget of £2.74m. The gross profit is above budget by £174k, the margin by 5.6%. The gross profit includes an additional income of £170k from exchange gain which represents 6% of the total budgeted revenue.

## 5 Staff Annual Leave

Council noted that due to a range of circumstances, including being furloughed, several members of staff had been unable to take all their annual leave. Council agreed a proposal, in principle, for the limited carry-forward of the unused annual leave. Following discussion, JL took an action to check compliance with current legislation. In future, discussions such as these would fall to the proposed Human Resources Advisory Group.

220562	Check compliance with current legislation around carry-forward of annual leave.	JL	JG	Jul-22
220563	Convene the Human Resources Advisory Group (previously People and Place Advisory Group).	TCD	JL	Jun-22

## 6 Membership

Platinum membership continues to increase. Standard membership is more static. Further details are available in Appendix 1. AH suggested that a further regression analysis should be carried out on the figures.

The Membership Advisory Group are continuing to consider future options to increase membership. The Membership Advisory Group had developed a SCGB Positioning Statement which should be shared with Council and members.

Council agreed that consideration of how best the Club could track number and type of member engagements would be important for the Technology Advisory Group to consider as they implemented new systems.

220564	Minutes from the May meeting of the Membership Advisory Group to be shared with Council.	ELM	AM	Jun-22
220565	Statistical review of membership numbers and projections.	AH	OC	Jun-22
220566	Positioning Statement to be shared with Council and members.	AM	JG	Jun-22
22067	Consideration of tracking number and type of member engagements.	SB		Jun-23

## 7 Holidays

The end of season report was presented to Council in April 2022.

KE reported that work to develop the Freshtracks programme for 2022/23 is well underway, with around 50% confirmed. The team hopes to launch the sale of holidays mid-July. Costs of accommodation have increased and there appear to be few good options for cheaper holidays. One major ski holiday company has reduced their offer to only one hotel in the Alps.

Council noted that members are requesting regional flights, unfortunately this is not economic for the Club, as all group flights need to be via London Heathrow.

A few passengers are booked for Mountain Tracks trips over the summer. The organisation of these trips is challenging. Mountain huts are block booked, local mountain guides are booked, and UK mountain guides are constrained by current regulations. Mountain Tracks holidays are expected to go on sale sooner than Mountain Tracks.

## 8 IT Infrastructure Update

SB reported to Council that a steering group (which will become the future Technology Advisory Group) had been established and held their first meeting. Development of the website is going very well, with the wireframes almost finished. He noted that ongoing maintenance agreement needs to be scoped out further.

Council discussed the opportunity to rebrand (the new logo has already been designed) and use it to relaunch the Club website.

SB reported that work to develop a replacement for [Redacted] was also ongoing and going well. [Redacted] a client relationship management product looked promising. Along with [Redacted] who could offer, member and event management, digital communities and collect member data. Council noted that while there is no obligation to tender, Council has a responsibility to members to seek best value.

SB described some of the key decisions that need to be made including the possibility of completing all the work next financial year. This will have considerable implications for effective financial management. SB reported his view however that this would be a less risky option. Council agreed that SB and WM should discuss the financial implications further. Council also stressed the importance of key decision points for the steering group to consider and agree safe progress against risks. Council asked for a risk assessment to be prepared for the September Council meeting.

220568	Discussion to consider financial implications of all IT infrastructure work being completed 2022/23.	SB	WM	Jul-22
220569	Ongoing website maintenance agreement to be scoped out.	SB	Technology Advisory Group	Sept-22
220570	Risk assessment for IT infrastructure project.	SB	Technology Advisory Group	Sept-22

## 9 Members' Meeting

TCD requested that all emails from members were reviewed by staff and comments summarised. Council discussed how best to respond to members and build on the very positive member engagement.

Council agreed that the Technology Advisory Group should review how best response from emails can be tracked, for example through [Redacted].

Council agreed that the Away Day should include consideration of a three-year strategic plan which includes holidays; increased physical resort presence; expansion of Instructor-Led Guiding as a Club product; increased digital presence; visibility on tour operator websites;

revised rep training; role of social reps; financial and resource envelope; implications of return to France; and IT. It is important that the day has a clear outcome in the form of an action plan by the end of July 2022.

Council encouraged staff to speak to more resorts and suggested that finance might be available to support an increased number of resorts. In France, smaller resorts might be considered before the better-known larger resorts.

In response to a query, OC indicated that the Club had approximately 190 active reps and approximately 120 holiday slots. There was a suggestion that longer slots (which would be more economic re travel expenses) would be preferred by reps.

220571	Analyse, summarise and present emails from members.	OC	JG	Jul-22
220572	Reply to members' emails.	OC	JG	Jul-22
220573	Clear action plan for increasing resort presence.	JG	OC	Jul-22

## 10 Proposal for Outsourcing Human Resources

Council considered a proposal from the General Manager to outsource human resources. Council agreed that this would fall within the remit of the new Human Resources Advisory Group. JL agreed to meet with a possible supplier. It was agreed that should a new supplier be appointed; this should only be for a pilot period of twelve months. During this time, Council noted that it would be important to track usage of the service over the year.

220574	Meet with proposed supplier of human resources support.	JL	JG	Sept-22
220575	Track usage of Human Resources with outsourcing supplier of the service.	JG		Sept-23

## 11 Recognising Outstanding Contribution to the Club and Snowsports

AM reported on the outcomes of Council comments on the nominations for SCGB awards. It was agreed that due diligence was required before the award of the Thomas Lang School Bursary.

220576	Due diligence to be carried out before Thomas Lang School Bursary Awarded.	ELM		Jun-22
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220577	AM to arrange presentation of Awards	AM		Aug-22
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## 17 AOCB

TCD closed the meeting by offering thanks to all Staff and Council members for their inputs.

The next meeting will be combined with the Away Day. The date is to be confirmed.

The meeting closed at 21.00.

*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

### April Membership Review

Membership Type	Membership Households (Apr 2022)	Membership Households (Apr 2021)	% Variance
Standard	9192	9369	-2%
Platinum	2441	759	222%
TOTAL	11633	10128	15%

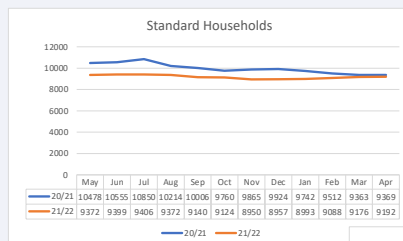
Membership Type	Members (Apr 2022)	Members (Apr 2021)	% Variance
Standard	14337*	14990	-4%
Platinum	4168	1214	243%
TOTAL	18505	16205	14%

Average Household Membership – 1.6 pax

\*Decline in standard due to members upgrading to platinum



Standard vs Platinum 22/23 budgeted target 5% increase 22/23 stretch target 15% increase



460 Standard Households

1000 Stretch Target

120 Platinum Households

580 Stretch Target

