

# **SKI CLUB OF GREAT BRITAIN®**

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

**29 March 2023 at 1700**

**In attendance:** Angus Maciver (Chair) (AM), Stu Bevan (SB), Rick Krajewski (RK) (part of meeting), Martin Jordan (MJ), Jean Lovett (JL), Elizabeth Morrison (Secretariat) (ELM), Evelyn McKinnie (EM), Walter Macharg (Treasurer) (WM), Chris Radford (CR) (part of meeting), Trevor Campbell Davis (TCD)

**Apologies:** Anthony Harris (TH)

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

## **AGENDA**

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

AM welcomed everyone to this online Council meeting. He reported that due to work commitments, Alison Wareham had made the decision to step back from Council duties for the foreseeable future. Council members offered their grateful thanks to Alison and noted that she would be a big loss, particularly to the Holiday and Chalet Advisory Group.

AM briefly described some of the work he had been involved with since the Council meeting in February:

- Further work to clarify the legal position of reps in France.
- On-boarding session with new members of the Council.
- Work on the 120<sup>th</sup> celebration.
- Proposal around increased office space.

### **2 Minutes of meeting held on 29 February 2023**

The minutes of the Council held on 29 February 2023 were approved 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.

#### **Draft Investment Policy Statement**

It was noted that the minutes accurately reflected the aim to finalise the draft policy statement at the March Council meeting, however this had not proved possible, and the item would be remitted to the Council meeting in April 2023.

## **OPERATIONAL MATTERS AND REPORTS**

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

Council noted that membership numbers were like previous months. Strong numbers are joining the Club, but there is a higher than projected number of leavers. Overall membership numbers continued to show a declining trend. It was noted that poor snow (and the media reporting) in Europe had most likely contributed to this and impacted negatively on holiday sales. It was noted that the impact of members leaving who had joined through the Snowzone membership route will end in June 2023.

CR, in his role as Chair of the Membership Advisory Group, noted that the Club should expect a higher turnover in membership and that setting more ambitious targets for members joining was needed. Increasing membership is a reasonable expectation of the budget spend, yet the conversion rate is too low.

Further details may be found in Annex A.

JG provided an update on the various streams of marketing activity. He noted that specific messages are getting a notably better response than generic messages. Members are joining to access specific services and discounts. Platinum membership for example is doing particularly well. Council was pleased to learn that the average age of members joining is decreasing. JG reported that the single biggest reason for members leaving was that they were no longer skiing. As this may reflect the age demographic of membership, the age of new joiners is positive. It was agreed that going forward the cost of membership should be clearer on the website.

JG also noted that Pay Per Click (PPC) marketing had been more successful when people phoned the Club.

AM noted that all the valuable lessons which have been learnt will be important for the marketing review. The previously proposed deep dive into the impact of marketing was agreed for the April Council meeting.

JG informed Council that Marsh, the Club insurance broker, had made contact to indicate that due to changes in application of regulations around selling insurance products, it was likely that the Club would cease to be an appointed representation (AR) and would be moving to become an “introducer” ie IAR. This would allow the Club to continue selling most Platinum memberships, but the Club would no longer be able to sell silver or gold stand-alone policies. JG noted that it was likely that the Club would be required to add something to the Platinum membership, such as an Ikon pass or a buff. JG reported that the Club had held various discussions with other insurers, but most expressed satisfaction with the current offer brokered through Marsh.

Following discussion, Council agreed that moving to IAR was a sensible move for the Club and reduced the potential risk. JG reported that it was too early to establish the financial implications, but less risk was likely to correlate with some reduction in remuneration. Council noted that it will be important to have any new product (s) ready for the launch of the new website.

Financial	Develop proposal for new IAR set up will work and detail impact on insurance offer	JG	WM	Jun-23
Operational	Update risk register with actions and mitigations	JG	WM	Apr-23

In OC's absence, JG provided a brief update to Council on reps' activity. This was very positive. Council was very pleased to note that more members are skiing with reps and that the level of satisfaction is very high. Council requested a further cost breakdown and analysis to ensure value for money, albeit with the understanding that some resorts have additional historical significance. It was suggested that the Club should experiment more, for example focus on fewer resorts with several reps and therefore the opportunity to offer different groups for example fast, slow, on piste, off piste etc. It was noted that this is more akin to the model in Val d'Isere where around 80% of visitors are British. The programme in Val d'Isere has grown organically over several years and now has five/six groups going out daily.

Operational	Develop and analyse data re cost per ski-rep day	OC	JtS	Jun-23
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MJ and JL reported on the discussion with the Club lawyers on a return to repping in France. The lawyers noted that any prosecutor would look for evidence of “organising” which is defined under French law. See Article 212 1-8 of the French Sport Code for more details.

[https://www.legifrance.gouv.fr/codes/section\\_lc/LEGITEXT000006071318/LEGISCTA000006151564/#LEGISCTA000006151564](https://www.legifrance.gouv.fr/codes/section_lc/LEGITEXT000006071318/LEGISCTA000006151564/#LEGISCTA000006151564)

While views were expressed that the Club should be confident about going back to France, Council did not reach a consensus view. It was noted that the very good reps programme should also encourage confidence. It was agreed that a risk-based decision should be taken after further advice is forthcoming from the lawyers, the reps’ documentation is further revised and resorts have expressed a strong desire to host reps. Council agreed that a decision would need to be made within six weeks to enable a return to happen for next season. Many members have expressed a view that getting back into France is what they are looking for from the Club. The importance of being open and transparent with any reps deployed to France was noted, including the additional risks associated with any off-piste skiing. Council noted that a separate briefing for reps, including the legal position, deployed to France would be required.

## **5 Holidays and Chalet Updates**

AM noted that following AW’s resignation from Council, there was no longer a Council representative on the Holidays and Chalets Advisory Group.

KE reported to Council that sales were very strong at the end of January and beginning of February. However, sales at the end of February and March had been slightly disappointing for holidays sales. Snow conditions have proved challenging. There is a good response from online marketing campaigns and the regular emails are encouraging some last-minute bookings. KE noted that April was filling up better. Overall operations were going very well and opportunities for season 2023/24 were being identified.

The Flaine chalets are doing very well, and chalets in other locations are being actively considered for next season.

Mountain Tracks sales are going relatively well, and revenue is looking strong for a finish on or around target.

Further details may be found in Annex B.

## 6 Finance

### Management Accounts to February 2024

WM presented the February 2024 management accounts to Council. The total revenue for February was below budget. While membership revenue was above budget, there was no revenue from partnership income and commission from insurance was below the budget. The revenue from Freshtracks and Mountain Tracks was below budget and the revenue from Chalet Flaine slightly up on budget. The decrease in revenue reduced profit.

Costs during the month and year-to-date are running over budget. As agreed by Council, total marketing costs are above budget. Other additional costs have been due to increased cost of reps, Ski+Board, implementation of Stripe payment system and appointment of a new member of staff. The result is an operating loss for the month vs the budgeted operating profit. The Club is now forecasting an operating profit lower than budget. Careful control of costs will be required to achieve this forecast. WM noted the forecast is prudent and while it should be exceeded, there is a risk that the Club will post an operating loss for the year.

The value of the investments decreased, reflecting the economic markets. The Club placed a 30-day treasury deposit to improve interest receipts on short-term cash holdings.

WM reported that work is currently underway to develop the financial budget for 2023/24.

WM noted that the finance team are continuing to work with the IT implementation project and will review the business case for changing to accounting software which interfaces more easily with Salesforce. Proposals will be brought to the IT Steering Group, FAC and Council for approval.

TCD noted that while he was comfortable with the budget, the impact of in-year decisions was visible and would need to be explained clearly to members.

Financial	Detail budget variance using a waterfall chart	JtS	WM	Apr-23
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## 7 Proposal to increase office space

JG presented a proposal to increase the office space. JG described how the proposal to increase office space would increase the sense of teamwork, attractiveness of environment and encourage more people to work in the office more frequently. It would also allow space for storage. The proposal required urgent approval from Council if the proposal was to go ahead as the proposed new space was only on hold until the end of March. WM indicated his support for the proposal.

Council members expressed some concern at the timescale and deadline when it appeared that staff had been considering this for some time. Council reminded staff that in future there should not be any last-minute proposals which had financial implications for the Club. In response to a query, JG assured Council that following the recent additional recruitment there were no immediate plans

to increase the head count further and that through the budget proposals, staffing costs would be shared with Council in April.

## 8 120<sup>th</sup> Celebration

Council discussed the options presented to celebrate the 120<sup>th</sup> anniversary of the founding of the Club. There was a strong desire to include as many members as possible in events through national, local and resort events. Council agreed, following discussion, that the proposed event at the Café Royal should go-ahead and be booked asap. The central importance of negotiation with the Café Royal to reduce costs was highlighted. It was suggested that there should be more members than guests in attendance.

Council hoped that Dave Ryder would attend and enable formal presentation of the Pery Medal (<https://www.skiclub.co.uk/news-and-events/inspire-awards/the-pery-medal>). Council were reminded that several other awards (<https://www.skiclub.co.uk/news-and-events/inspire-awards/ski-club-inspire-awards>) are available and an action from April 2022 was to seek further nominations.

Operational	Negotiate with Café Royal and book event	CC	JG	Mar-23
Operational	Canvas members and seek suggestions for local (financially supported) events	JG	CC	Apr-23

## 9 General Manager's Report

JG reported to Council that the Club was now sponsoring two young aspiring racer-skiers. Post meeting suggestion – should these athletes receive Evie Pinching Awards?

## 10 Any other business

[Redacted]

Operational	[Redacted]	JG	AM	Apr-23
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**[Redacted]**

Operational	[Redacted]	JG		Apr-23
Operational	[Redacted]	AM		May-23

Council was reminded that the April 2023 Council meeting would be held in person. Food would be available after the meeting.

There being no other business the meeting closed at 2000.

*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.*

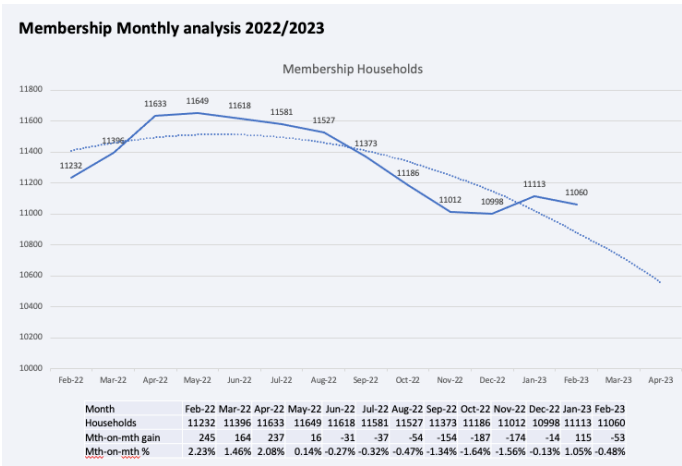
Annex A

February 2023 Membership Review

Membership Type	Membership Households (Feb 2023)	Membership Households (Feb 2022)	% Variance
Standard	8216	9068	-9%
Platinum	2844	2164	31%
TOTAL	11060	11232	-2%

Membership Type	Members (Feb 2023)	Members (Feb 2022)	% Variance
Standard	11919	14509	-18%
Platinum	4745	3462	37%
TOTAL	16664	17971	-7%

Average Household Membership – 1.5 pax   Average Age –56





Annex B

