

SKI CLUB OF GREAT BRITAIN®

Minute of the Meeting of Council held in person

27 April 2023 at 1700

In attendance: Angus Maciver (Chair) (AM), 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), Trevor Campbell Davis (TCD)

Apologies: Stu Bevan (SB), 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 the first in-person Council meeting this year. He thanked all staff for their effective work over the past season. And highlighted the increased successful holiday programme and new resorts for reps.

He intimated to Council that the focus of the meeting would be on the Marketing Deep Dive and Budget Planning. He noted that he was assuming all Council members had read and assimilated all the papers issued in advance of the meeting. He also noted that there was no plan to take decisions on the proposed budget for 2023/24 at the meeting.

AM briefly described some of the work he had been involved with since the Council meeting in April 2023:

- Members' letter issued and described responses.
 - Including two positive responses to join the Heritage Advisory Group.
 - A plea for the Club to campaign about increasing safety on the slopes. JG suggested that he could raise the issue with other national ski bodies. Council agreed a member article in Ski + Board about slope safety followed by joint campaign would be the most appropriate strategy. This could helpfully link with a push on Public Liability Insurance.
- Follow-up with lawyers about rep position in France.
- Noted that following discussions with Council members there was little appetite to readmit previous members whose membership had been terminated.
- Prepared a template for the Advisory Groups to assist them to produce objectives and measures.

Action	Organise article about slope safety for Ski + Board	JG		Sep-23
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2 Minutes of meeting held on 29 March 2023

The minutes of the Council held on 29 March 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.

Thomas Lang Schools Bursary Award

Council agreed members should be emailed to remind them of this Award and the valuable opportunity provided to support financially a young person to ski.

Investment Policy Statement

The statement was approved. Council noted that the Policy should be kept under review by the Finance and Audit Committee and that further changes may be required in the future.

Bank Mandate

The Bank Mandate was approved. Council agreed that the current threshold of £100,000 should remain for those with delegated budget authority.

Advisory Groups

Each advisory group should develop a remit and ensure that minutes of meetings are shared.

Action	Email members about the Thomas Lang Schools Bursary and encourage application	JG	ELM	Jun-23
Action	Ensure guidelines re delegated budget authority are updated and followed	JG	WM	Jun-23

OPERATIONAL MATTERS AND REPORTS

4 Membership Update

Further details may be found in Annex A.

5 Holidays and Chalet Updates

Further details may be found in Annex B.

6 Finance

Management Accounts to March 2023

The Club's total revenue for March was £1.13m, which is below budget. Membership revenue is below budget and commission from insurance is also below budget. Revenue from the Holidays operation during March was below budget. The net value of investments increased this month. With one month of the financial year to go, the Club is in net operating profit and forecasting an operating profit for the year.

Detailed work on the draft 2023-24 budget is well advanced and key draft financial plans for 2023-24 are tabled at the meeting under a further agenda item.

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. Assistance from the new system providers will be required to complete the business case for any finance systems change. Proposals for change will be brought to the IT Steering Group, FAC and Council for approval.

IT Programme Update

Overall, the IT programme is making good progress and is on target for meeting completion deadlines. While some projects the programme are above budget, the programme was within overall contingency measures.

EM noted that she had not been invited to the join the IT steering group meetings.

Council agreed that spend within contingency for each project should be delegated to the IT technical team, however any spend for each project outwith contingency must be referred to FAC and Council for further approval. Council also requested that an IT finance paper detailing spend against budgets should become a standing item for Council meetings.

Operational	Ensure that EM is invited to IT programme steering group meetings	SB		May-23
Financial	IT finance paper showing spend against budget (and contingency) to become a standing item on Council meetings	JG/GC	SB/WM	Oct-23

Marketing Deep Dive

JG reported to Council on the key learning from the marketing strategy over 2022/2023. He noted that he and his team would be acting on all the lessons learnt. His report included the following key messages:

- Easy for the Club to target ski market.
- Conversion to Club membership is challenging to measure.
- Over the year, while circa 3000 people joined/renewed membership, overall Club membership decreased by circa 1500.
- Skier awareness of the Club and understanding of what the Club does has decreased.
- Specific messages eg insurance or product marketing elicited a better response than generic advertising.
- Direct contact with office staff also elicited a better response.
- Skiers are showing interest in the Club and what it does, but not necessarily joining.
- Ski Club offerings (eg snow and ski reports) that were previously only available to members are now freely available through other sources to everyone.
- Pay per Click should work more effectively with new website.
- Easyjet campaign was highly successful in getting in front of people, through Facebook and increasing traffic to website. However was probably started too late to be fully effective.
- Further work is required to measure return on investment more effectively.
- Experiential marketing was not as effective as hoped.

CR informed Council that the Membership Advisory Group (MAG) had reviewed the strategy and key messages at their most recent meeting. He reported that the MAG agreed that while it is not possible to establish what works and why, it is reasonable for Council to expect an impact from the investment in marketing. CR intimated that the MAG would be proposing a revised plan, in advance of the Council strategy day at the end of June 2023. He further noted that the revised plan would need to address fundamental questions such as:

- Is the Club trying to do too much?

- What are the right things to do?
- What will success look like?
- What should ambitious targets for increasing membership be?
- Should the Club be more aggressive about meeting ambitious targets?
- What benefits are only available for members?
- Role of members in getting other members to join?

Council agreed that a budget for marketing would be required and that funds should be allocated to this. The need for a simple plan and mission was key eg “ski with friends”.

Action	Develop marketing strategy in advance of strategy day in June	JG	CR MAG	Jun-23
Action	Agree marketing budget and targets	JG	CR/WM	Jun-23

Draft Budget Proposals 2023/24

Council briefly considered draft financial proposals for 2023/24. While the Club had recovered very well in 2021/22, it had done less well financially in 2022/23. Council considered the possible reasons for this.

WM presented four possible scenarios and requested that Council review what else could be done around the core offer. He also offered several new initiatives for Council to consider such as the inclusion of public liability insurance and a new smart membership card which could also be used as a ski pass. Council debated a suggestion to increase membership fees, agreeing that any increases would need to be linked to greater value.

Council was invited to discuss the benefits of the proposed plan and possible risks. A review of benefits for Platinum members was highlighted.

Council discussed the size of holiday programme and contribution towards revenue. They considered the cost of increasing the highly successful rep programme and agreed this spend was very worthwhile.

Council noted that any proposed changes to wages due to salary increases, bonuses and, or changes to headcount would require approval by the Human Resources Advisory Group (HRAG).

Next steps for agreeing the budget were approved by Council, including review by FAC and HRAG in May 2023, review of member benefit for Platinum members, and a paper tabled for approval at Council (May 2023).

Action	HRAG to approve recommendations re potential salary rises, bonuses and increased headcount.	JL	JL/WM	May-23
Action	FAC to review and approve draft budget, prior to review and approval by Council of proposals	WM	FAC	May-23
Action	Review of member benefits for Platinum members	JG	WM	May-23

8 120th Celebration

Council discussed the good progress being made organising events for the 120th celebration. Council agreed ticket prices for the White Haus event, the use of a ballot for the Café Royal dinner and drinks and price of ticket. They also noted that Council should not receive any free tickets, and all Council members would be expected to host a table at the dinner.

9 General Manager's Report

All items were covered through the agenda, there was nothing further to add and the meeting closed.

10 Any other business

None

There being no other business the meeting closed at 2015.

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

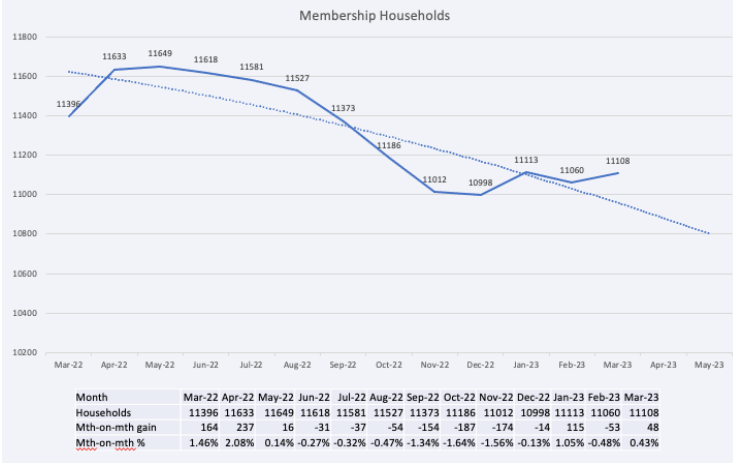
March 2023 Membership Review

Membership Type	Membership Households (Mar 2023)	Membership Households (Mar 2022)	% Variance
Standard	8172	9176	-11%
Platinum	2936	2220	32%
TOTAL	11108	11396	-3%

Membership Type	Members (Mar 2023)	Members (Mar 2022)	% Variance
Standard	11835	14222	-17%
Platinum	4916	4051	21%
TOTAL	16751	18273	-8%

Average Household Membership – 1.5 pax Average Age –56

Membership Monthly analysis 2022/2023



Annex B

