

SKI CLUB OF GREAT BRITAIN®

Minute of the Meeting of Council held in via Zoom on 29 August 2023 at 1700.

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

Apologies: Anthony Harris (TH), Chris Radford (CR), (JG), Katy Ellis (Head of Holidays) (KE), Owen Chapman (OC)

Observing: James Gambrill (General Manager), Jitendra Shetty (Finance) (JtS),

AGENDA

1 Chairman's welcome and introductions

AM welcomed everyone to the online meeting and noted that the meeting would include a closed session for Council members.

AM informed Council that the launch of the new website is likely to be delayed slightly and now take place in October. This will be discussed further under the appropriate agenda item. AM noted that the overall cost of the IT programme had increased, but it was too early to predict if the cost increase would be covered by the overall contingency or not. Council was reminded that any increases above contingency required Council approval.

AM commented Council that pleasingly all tickets for the 120th celebration in the Fife Arms, Braemar in November were sold.

AM also reported that the Club had appointed a new marketing manager who would commence in post in September 2023. The Club will be supporting the new marketing manager to complete a Mini MBA provided by Marketing Week. This will be funded with agreed salary for role.

2 Minutes of meeting held on 29 August 2023

Approved

3 Matters arising and agreed actions from previous meeting

Please see the Action Tracker for more information.

It was agreed that the revised training materials for reps should be available for the Reps and Resorts Advisory Group and the Human Resources Advisory Group as soon as possible. This is to ensure members of both groups had sufficient time to review and comment on the materials before the submission of materials to Council in advance of the meeting in September.

4 Preparation for the Annual General Meeting

Council discussed preparation of the annual report, as per the Club articles, it is required that this is published by the 11th of October 2023. However, AM stated that he hoped this would be published towards the end of Sept 2023. A kick off meeting is planned. AM noted that it will be a challenge to prepare the annual report and accounts within this timescale. The report will only be produced in a digital version with sub-reports from the chair, general manager, treasurer, and head of holidays. References to membership numbers should be forward looking.

Following the email to members, AM had received information from two potential new members of Council. He highlighted their experience and noted that he intended to seek further information from each of them. Council agreed that EM should be a Council nominated candidate for membership.

AM noted that one or two Council members are required to resign from Council each year and that these should be the longest serving members. Consequently, MJ will resign at the AGM. Council noted that regular attendance at Council meetings was a requirement. AM agreed to discuss attendance at Council meetings with all current and prospective members.

Council briefly discussed the charring and membership of Advisory Groups. And noted that members could be co-opted onto Council as required.

Council debated the choice between a virtual, hybrid or in-person AGM, and agreed that on balance a virtual meeting with a separate “meet and greet” session would be the best option. Council agreed that a virtual meeting facilitated the participation of a greater number of members, and members from outwith London. The format of a “meet and greet” is to be considered further.

It was agreed that AM, JG and WM would participate in person, with OC providing technical support. SB will provide an IT update and AM/OC will discuss reps and resorts. JL stressed the importance of managing the narrative around investing to increase membership and describing what is being done and why.

5 Finance

Management Accounts to July 2023

WM provided a verbal summary of the written report detailing the management accounts to Council members.

The Club's total revenue for July was above budget. The increase in the month is due to an adjustment to platinum insurance income brought forward. Membership receipts continue to run below the budget.

During the month income from membership was above budget, advertising and partnership income was also above budget and provisional insurance commission was as budget.

Total overheads were below budget. The only category of overheads more than budget are IT costs.

Holiday operation:

- The revenue from MT was above budget.
- No Fresh Tracks holidays in the month. Bookings for 2023/24 are looking very positive and on or above budget.

Result for the year to date

Income and costs remain reasonably in line with the budget for this early stage of the year. However, Council agreed the need to keep a close focus on member numbers, which are not at budget levels.

Forecast for the year

The forecast has been updated at high level this month. The forecast for IT costs has been increased for known overspends on GoCardless and licenses. The resulting forecast operating profit is below budget. A more detailed reforecast exercise will be undertaken in the next couple of months, and the assumptions will be shared with Council. Now the cash forecast projects that the Club will maintain a positive cash balance over the summer, without the need to sell investments. Agreed that Rathbones loan will be paid off by realising investments.

Other issues/risks/opportunities for the attention of the Council

- WM highlighted the potential move to [redacted] which is a cloud-based accounting system.
- Following Council approval of the draft accounts, final checks are being completed before signature. The accounts will then be submitted to ATOL and ABTOT.
- A member of staff being paid through a firm of Irish accountants and the agreement that a desk in a serviced office should be funded for an employee who has moved to Dublin. This will be managed within budget.

- [Redacted]

6 IT Infrastructure Programme

SB provided an update on the IT infrastructure programme.

- Content is being loaded and website is working well.
- Salesforce and website are increasingly integrated.
- Concerns remain about ability of website developers to deliver.
- Members lined up to assist with user testing.
- Components are being tested in isolation – key stage is full integration.
- The further into the new season before switch to new website, the greater the expense and effort of dual running.
- Effectively used all the contingency agreed in advance, unknown how much extra it will be to complete integration.
- Plan to Go-live on 4th October.
- Guy Cobbold, project manager, has been an essential team member and should be singled out for praise. (Council asked what his role would be post-launch?)
- SB currently running web services, this needs to move to external site asap.

7 Membership Update

JG reported that numbers joining and renewing are traditionally lower at this time of year. While overall membership numbers had decreased, the attrition rate was lower in July. JG noted that marketing had not yet started, but there was lots of marketing planned. End of October numbers would provide a better idea of joins and losses.

Please see Appendix A for further details.

8 Holidays and Chalets

In the absence of KE, JG provided a brief update on holidays.

Ski Club Freshtracks

- Sales off to a great start with plenty of regulars booking their favourite trips.
- 16 bookings were new joiners – accounting for 50% of new joins in July.
- Chalets are a bit behind – though good interest in Chamonix.
- Chalet recruitment – one couple are returning to work for us again – this year in Chamonix, plus one couple have been offered position in Flaine. The other couple are still being recruited.
- Office recruitment –start the recruitment process in early September with a view to the role starting mid to end October.
- One existing staff member has been promoted to Senior Sales & Operations Executive

- Marketing – Sending regular weekly emails to the wider database plus the PPC campaign started w/c 31 July 2023.

Mountain Tracks

- Full reporting will start next month for winter sales with finalised summer figures.
- Summer operations are now finished. It was a successful summer with 34 passengers – small numbers but double last summer!
- The winter programme is finalised and on sales with a decent number of bookings coming through – including three private trips – and the new Kazakhstan Cat Skiing and Ski Touring week is sold out.
- The official sales launch will take place w/c 14 August with an email and PPC campaign starting that week.
- New staff member started in his new position as Sales & Operations Executive for Mountain Tracks on 3 August.

9 Council moved to a Closed Session

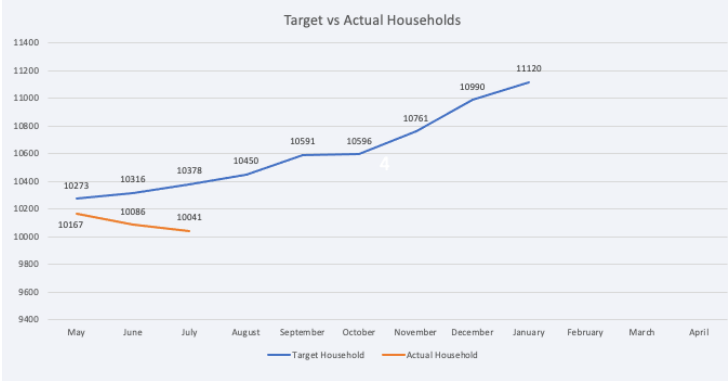
[Redacted]

There being no other business the Council meeting closed at 1920.

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

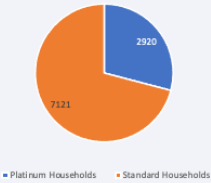
Year to Date Membership Households 2023/24



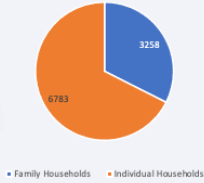
July 2023 Membership Overview

July	2023	2022	% Var
Total Households	10641	11581	-9%
Total Members	16098	17567	-9%
NET MONTHLY INCREASE/ DECREASE HOUSEHOLDS			
-36			
Average Age Members	52		
Average Household	1.5		

Platinum/Standard Household Breakdown



Family/Individual Household Breakdown



• Paid Memberships • Discretionary Memberships • Mountain Tracks Memberships