

SKI CLUB OF GREAT BRITAIN®

Minute of the Meeting of Council held in person at the Ski Club of Great Britain offices on 29 November 2023 at 1600.

In attendance: Angus Maciver (Chair) (AM), Elizabeth Morrison (Secretariat) (ELM), Evelyn McKinnie (EM), Walter Macharg (Treasurer) (WM), Trevor Campbell Davis (TCD), Rick Krajewski (RK), Chris Radford (CR), Cris Baldwin (CB)

Online: Stu Bevan (SB), David Jenkins (DJ), Kenny MacAllister (KMacA)

Apologies: Jean Lovett (JL), Jitendra Shetty (Finance) (JtS), Pete Davis (Marketing Manager) (PD), Owen Chapman (Head of Memberships) (OC)

Observing: James Gambrill (General Manager) (JG), Katy Ellis (Head of Holidays) (KE)

AGENDA

1 Chairman's welcome and introductions

AM welcomed everyone to the in-person meeting. He noted that at the Annual General Meeting on the 2 November 2023, Jean Lovett (JL) and Evelyn McKinnie (EM) (who were previously co-opted members of Council) had been elected as full members of Council. He was pleased to also introduce new Council members, Cris Baldwin (CB) and Kenny MacAllister (KMacA), and David Jenkins (DJ) as a new co-opted member of Council. Council agreed that in view of experience, CB would join the HRAG and that KMacA would join the Reps and Resorts Advisory Group (RARAG). DJ would also be joining the RARAG. AM highlighted the onboarding sessions which had taken place for new Council members.

AM reported that circa 100 members had participated in the online AGM, with fewer questions than there had been in previous years.

He further highlighted the successful 120th Celebration event In Braemar and a subsequent call with the President of the Scottish Ski Club.

AM noted that following the in-person meeting, Council would move to the White Haus and participate in a "Meet and Greet" with Club members.

KMacA noted a few areas of Club operation that he would like to become involved with such as:

- Increasing development of a youth programme for the Club
- Building relationship with Scottish ski club and youth racing programme
- Partnerships with other ski clubs
- Work of the membership advisory group.

Action	New Council member (KMacA) to attend MAG meeting and discuss priorities	KMcaC	CR	Apr-24
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2 Minutes of meeting held on 2 November 2023

The minutes were approved.

3 Matters arising and agreed actions from previous meeting

Please see the Action Tracker for more information.

Following a discussion about the complexities of the switch from IAR to AR for insurance purposes, Council agreed that several actions relating to insurance could be closed. Following this move, Council were advised that only two policies would be available in the future through the Club, Platinum, and Platinum Plus. Platinum covering Europe and Platinum Plus covering worldwide. Both policies would include Activity Pack 1, members seeking cover for other activities would continue to be able to do so via direct contact with Marsh. Further consideration is to be given to providing reps with Platinum insurance. Reps volunteering for the Club are currently covered through a group policy. Council noted that the cost of insurance had increased over the past year.

Action	Consider provision of Platinum insurance for all reps	OC	WM	Mar-24
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Council requested that Terms of Reference and Minutes for each of the Advisory Groups and the FAC should be shared with Council members on a timely basis.

3 Memberships

In OC's absence, JG reported on membership numbers. The attrition rate has slowed which is positive. And there are green shoots from the impact of the marketing campaign, new website, and greatly increased communications. Joins are below budget and tracking below last year.

CB posed a question about reasons for members leaving, Intelligence suggests that people report they are no longer skiing and, or affordability. It was noted that the Club only has information from circa 20% of leavers.

Council discussed advertising on other websites, deploying full marketing budget and selling good news stories better. JG reported that increasing partnerships had massive

potential with very little costs to the Club.

Council discussed if membership should or could be further incentivised. The average length of memberships is around ten years. Should there be a joining fee and reduced subscription were one of the ideas suggested. Also, possible untapped potential members in Scotland, some of whom regard the Club as too London based with little relevance north of the border. Council also discussed other regional areas and targeted marketing, such as racing clubs.

It was noted that the Club had three years of doing very little marketing and that things were only just beginning again, and that initial impact had been very positive.

Council discussed the format of the report. It was noted that the move to the new IT system had uncovered some anomalies in the data held about memberships and that a priority should be to improve the accuracy of the data. Council agreed that more historical data in the monthly would provide a context for current changes. Council also requested greater use be made of graphs to show changes over time. Member segmentation may be helpful. The new IT system should help facilitate improved accurate reporting. Overall Council felt that the report needs to be more focused, and a commentary might be helpful.

Operational	Set up a sub-group for MAMAG	JG	CR	Mar-24
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Please see Annex A for further details about memberships.

4 Finance

Management Accounts to 31 October 2023

WM reported on the Management Accounts to Council members.

He noted the management accounts have been somewhat delayed this month due to staff absence, but have now been completed as usual, with remote working.

A risk to member subscription income was flagged. The Club are increasing confident in the forecasts for advertising / partnership and non-platinum insurance income (as agreement with Marsh approaches). Holiday bookings are positive.

In terms of costs, the forecast for the year included £50k of contingency before operating profit. The Club are already seeing some calls on that such as:

- IT costs of legacy systems and GoCardless, as previously flagged.
- Increased Reps expense allowances.
- Staff travel – more work is required to keep within budget.

Staff costs should be just under budget for the full year assuming no further recruitment or pay changes; all planned staff (including seasonal staff) have been recruited. Marketing is planned to be controlled within budget.

The budget allowed £50k for the 120th events on the contingency line after operating profit. The Club are forecast to spend the full budget.

Membership

The Club's total revenue for September was above budget. The increase in revenue over budget in the month is due to timing effects on advertising income, with high billings this month. Membership receipts continue to run below the budget.

Result for the year to date

The shortfall in new member joins compared to budget is the cause of the reduction in membership income. Advertising and partnership billings are running above budget for this stage of the year. Salary costs are running below budget due to later than planned starts. All posts budgeted are now filled. As noted in previous minutes, IT costs are over budget due to longer licences for the legacy systems.

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

Thanks are due to Katie Gange for keeping our key processes and payments working very smoothly, including the transition to Xero accounts.

[Redacted]

Forecast

WM reported on several possible budget scenarios. Taking a prudent approach, the Club remains in a good financial position and the Club is expected to make a profit by the end of the year.

5 Reps Expenses

Council approved the increase to rep's expenses. Council noted that they expected most of the increase to be covered within the existing budget for reps.

6 General Manager's Report

JG reported on several items to Council.

- New membership cards issued and new App live.
- In response to a question from TCD, JG noted that the Club now employs 22 staff, plus two seasonal staff, and several chalet staff who are employed in France.
- Holidays look very positive and tracking ahead of last year by around 14%.
- 120th celebrations working very well. The Scottish event in Braemar was a great success.

Events in resorts are planned with reps being asked to lead. Office staff can provide support, and events can be set up on Eventbrite. All resort events will be published on website to create enthusiasm.

Action	Add 120th celebration events to resorts information on website. Events to be set up on Eventbrite.	CC	TCD	Jan-24
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7 IT Infrastructure Project Update

New IT system is up and running well. The legacy system has now turned off fully. New reps' area is still to go-live.

Office staff require further training on aspects of the system to ensure full use of the new system is being fully capitalised on.

Council agreed there should be a review of implementation, what went well, what didn't go as well, suggestion for improvement etc at the next meeting in January 2024.

SB offered to review the possible automation of emails and telephone calls and enable systematic tracking of same. He further offered to investigate the various member apps and suggest how they could be better integrating with existing data sources.

Action	Review of implementation on new IT system, what went well, what didn't go as well, suggestions for improvement	JG	SB	April-24
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Action	Review automation of emails and telephone calls	SB	SB	Mar-24
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Action	Review various Member Apps with view to rationalising and integrating with other data sources.	GC	SB	Mar-24
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8 Reps and Resorts

Council was pleased to note that the reps' course was underway in Tignes. Several members of staff are in Europe supporting the course. New format appears to be going well. Pleasingly new rep resorts in France are all sorted. Zoom calls for each resort are underway. Important that feedback on reps was gathered and appropriate action taken to ensure that reps continued to deliver a high-quality service.

Action	Systematically gather and act on feedback about reps in resort.	OC	JL	Apr-24
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9 Holidays and Chalets

Freshtracks

- Passenger numbers slightly below target by end of October, but revenue generation has been surpassed.
- The chalets remain below average sold overall, however there has been an upturn in bookings and enquiries since starting a Pay Per Click (PPC) campaign on those resorts.
- Some bookings have been made in response to emails. PPC campaign stepped up early/mid-October has generated some online bookings and an improvement in chalet bookings.
- Online bookings have fallen off and remainder of season is not selling as well.
- Staff have worked hard to minimise the impact of go-live and new system issues on sales and have achieved this. It is too early to tell the impact of the new website, but online bookings are coming in successfully and feedback has been positive.

Mountain Tracks

- Achieved over 50% of the annual revenue target, ahead of the last year result. Passenger number target is unlikely to be achieved, revenue target looks OK.
- 18/25 trips have been booked and 16 trips confirmed to run.
- The PPC campaign has been underway throughout September, on a cautious budget which will now be extended to encourage more bookings throughout October and November. Regular emails are being sent and new sales channels considered.
- The St Foy accommodation (Auberge sur la Montagne) has been sold and can no longer accommodate the groups. Fortunately, most of the trips can be salvaged by moving accommodation.
The move away to an independent IT system is underway.
Six summer bookings already confirmed.
- Mont Blanc Summer Climb is proving difficult to sell and run. More operators are pulling the product from their portfolio.

Council discussed the role of Mountain Tracks, and progress was noted toward the development of a discussion paper on how best to manage Mountain Tracks in the future.

Please see Annex B for further details about holidays and chalets

10 Any other business

RK asked if the Club had a policy for expenses for Council members attending meetings? It was noted that is allowed in the Club Articles. Council agreed that FAC should review and come back to Council with a definition.

Action	FAC to develop position on expenses for Council members to attend in-person meetings	WM		Mar-24
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Following discussion at the previous Council meeting, Council agreed that the job title for JG should be changed from General Manager to Chief Operating Officer. Council further approved that JG became a Director for Ski Club of Great Britain Winter Arrangements.

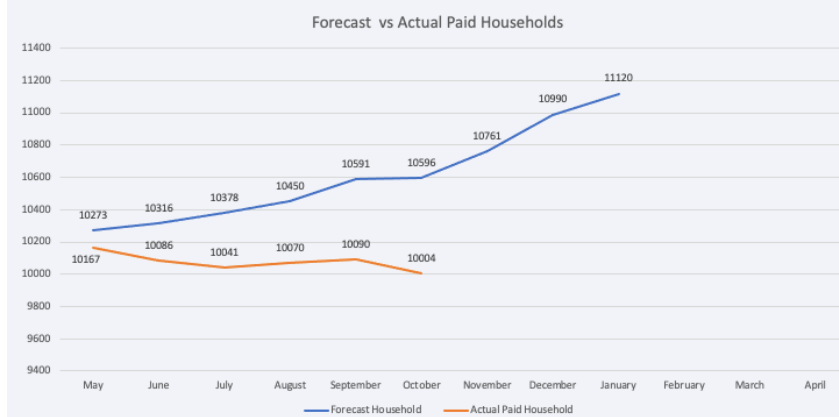
There being no other business the Council meeting closed at 1840.

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 paid Membership Households 2023/24

Total paid memberships vs forecasted paid membership



October	2023	2022	% Var
Total Households	10419	11186	-7%
Total Members	15771	17202	-9%

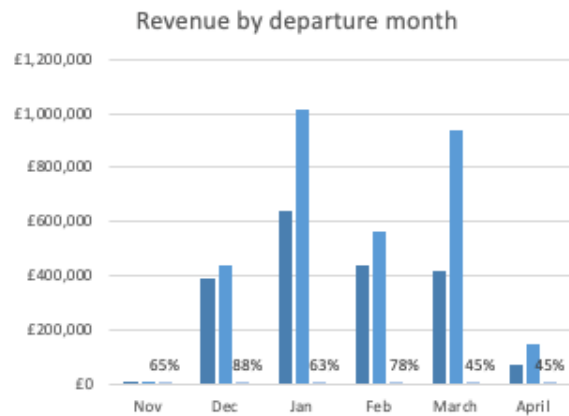
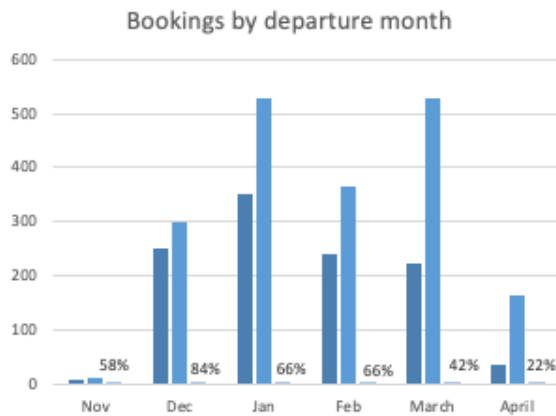
Total Households/Members includes discretionary memberships as well as paid membership types, see breakdown below

NET MONTHLY INCREASE/ DECREASE HOUSEHOLDS		-86
Average Age Members	52	
Average Household	1.5	

Annex B

Freshtracks

Target Passengers	Current Passengers	Target Revenue	Current Revenue
1900	1108 (58%)	£3,111,126	£1,952,547 (63%)



Mountain Tracks

Target Passengers	Current Passengers	Target Revenue	Current Revenue
325	123 (38%)	£410,000	£231,056 (56%)

