

SKI CLUB OF GREAT BRITAIN®

Minute of the Meeting of Council held online on 27 February 2024 at 1700.

In attendance: Angus Maciver (Chair) (AM), Elizabeth Morrison (Secretariat) (ELM), Walter Macharg (Treasurer) (WM), Trevor Campbell Davis (TCD), Rick Krajewski (RK), Chris Radford (CR), Jean Lovett (JL), David Jenkins (DJ), Cris Baldwin (CB), Kenny MacAllister (KMacA), Stu Bevan (SB)

Apologies: Evelyn McKinnie (EM), James Gambrill (General Manager) (JG),

Observing: Katy Ellis (Head of Holidays) (KE) (part of the meeting), Pete Davies (Marketing Manager) (PD), Owen Chapman (Head of Memberships) (OC) Jitendra Shetty (Finance) (JtS)

1 Chairman's welcome and introductions

AM welcomed everyone to the meeting. He started the meeting by noting that the Club's financial position, with two months of the financial year to go, was in a good place. He also noted that while good progress had been made with the full implementation of Salesforce, issues continued. It was still proving challenging for staff to access reliable and robust membership numbers from the system. He highlighted several key decisions for Council to make during the meeting. These were around:

- Review of implementation of IT system and lessons learned.
- Operational overspend of the IT budget.
- Staff incentives.
- Staff bonuses.

AM indicated to Council that items would be taken in a slightly different order from the agenda as KE was unable to attend for the whole meeting.

AM reported that he had met with the Chair of Snowsports GB and agreed discussions should continue around mutual areas of interest and benefit. He mentioned that Snowsports GB were organising a fund-raising dinner and AM thought it would be appropriate for the SCGB to take a table.

He highlighted other areas to be covered at the meeting including:

- Rep training and understanding (including those who had been unable to attend training).
- Skiing policies.
- Members skiing with members.
- Need for input from members on Awards.

Council members noted that papers for Council meetings were required at least 72 hours before the meeting and that papers should only be considered in an emergency if they were issued late.

2 Minutes of meeting held on 24 January 2024

The minutes were approved. Following appropriate redactions these would now be published.

3 Matters arising and agreed actions from previous meeting

Please see the Action Tracker for more information.

4 Holidays and Chalet Update

KE provided an update on holidays and chalets. She was confident that holidays were ahead of targets re cash margins and an increase on previous season. The recent heavy dump of snow in the Alps had helped secure an additional number of last-minute bookings. April holidays still had several spaces, she was however optimistic these would fill up too. Overall, the chalets had proved more challenging to sell across the season and had a few empty weeks. Peak Experience holidays had continued to prove very popular, as had on piste development holidays.

Mountain Tracks are likely to exceed gross margins ,and revenue created for summer 2024 is now equal to that of Summer 2023 revenue.

Planning for season 2024/2025 is underway. It was noted that the Holidays Advisory Group had been without a Chair for some time.

Council commended the work done by KE and the holidays team and asked that their positive comments were passed on.

Please see Annex A for further details.

5 Membership Update

CR reported that he had shared the minutes of the most recent meeting of the membership advisory group and had nothing further to add. Notwithstanding the challenge of not knowing how many members the Club has, he believed that the Club had stopped the decline in membership and was starting to build the brand. The focus should now be on attracting new members. The average age of membership appeared to have fallen. Surveys had indicated that the main reasons for leaving or not renewing were around:

- Age.
- No longer skiing.
- Injury.

OC reported that it was difficult to get the same data from the new system as the old system produced, around individual membership numbers and leavers and joiners. However, he was confident in the number of households. He reminded Council that a contractor had been brought in to interrogate access to the data. Council enquired about expected timescales for fixing the situation and agreed outputs for contractor payment.

OC noted that the number of households was available, but the challenge was around determining the number of members (including how many were Platinum members). Council agreed that the contractor should be invited to the forthcoming meeting on the IT steering group.

WM noted that he had included the cost of fixing access to membership numbers in the full-year forecasts. Council discussed the possible capitalisation of these additional costs. This was remitted to FAC for further discussion.

Please see Annex B for further details.

6 Marketing Update

PD describe how more benchmarks had been added to the data and marketing report. He was optimistic that over time, more forensic detail could be added to the data analysis.

PD highlighted the advertising video which had just been completed for launch in 2024/2025. AM asked to be involved in the final review of the video before release to social media.

PD reported that the number of emails being sent by the Club to members and non-members had increased significantly. Council enquired about the “open” rate for emails. Following discussion, the consensus was that the Club should be sending more emails.

7 Finance

Management Accounts to 31 January 2024

WM reported on the Management Accounts to Council members. He noted that concerns around completion of the finance report continued.

Membership revenue is derived from receipts; analysis of number of joins and leavers awaits the resolution of reports from Salesforce. Membership income showed an operating loss in January against a budgeted operating profit. The shortfall in new joiners compared to budget in earlier months continue to cause an income variance to budget.

From 1 January 2024, when the updated platinum pricing was introduced, the prices and the amount payable to the insurance company have been higher, and the net “profit” retained by SCGB greater. This increased profit is designed to compensate SCGB for the cessation of commission on non-platinum policies, following the change in the insurance arrangements. The forecast platinum income has been adjusted in line with the new pricing. Non-platinum insurance commission income is now forecast at around a third of

the forecast budget for the financial year. Over time platinum sales may be affected by the new pricing (although the latest indication is that sales remain strong).

Advertising and partnership billings remain above budget year-to-date and are expected to be at least equal to the budget for the full year.

FreshTracks revenue and margin to January is slightly lower than budget. Revenue and margins are expected to increase in the last quarter. Mountain Tracks revenue and margin are under budget at this stage, with most of the winter season remaining. The annual forecast has been held to budget. The level of secured sales underpins the Holidays forecast. Over January, the Holidays operating profit in the month was less than the budgeted operating profit.

Costs are over budget in total for the year to date, but much of this is a timing difference, with costs incurred earlier than budget: in marketing, reps costs and credit card charges. IT costs are over budget, due to longer running of the previous system, more licenses than budgeted for the new systems, and increased support costs. Bank charges and accommodation costs are also over budget. This has been reflected in the updated forecast.

The forecast continues to be updated each month, still assuming joiners 20% below budget, i.e. just below last year's total over the year. The Club continues to forecast an operating surplus. This is materially the same as last month's forecast. The Club is forecasting some £270k of operating profit in the last quarter due to strong holiday margins and lower costs, and due to the cost phasing earlier in the year.

The reps course generated a loss, instead of the forecast gross profit. This remains subject to further review by the head of membership. Council noted is the Club policy is not to plan to make a surplus on reps' courses.

Action	Review cost of reps course	OC	JG	Apr-24
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Other issues/risks/opportunities for the attention of the Council

[Redacted]

The Exec team are developing proposed main assumptions to go into the budget for next financial year, for FAC and then Council review. This will need to be aligned with Council's next iteration of the Club's strategy. At this stage it is envisaged that the focus for next year will be on consolidation of business changes that have been made in the current year.

Investment values continued to recover in the month and show an overall net gain for the year.

8 Reps and Resorts

KMacA reported that he had held meetings with Martin Jordan and OC and set up meetings for the reps and resorts advisory group quarterly. He noted he was in the process of setting up an action tracker.

KMacA described his ideas for setting up a matrix to develop robust criteria for dropping/adding resorts. A matrix which was both logical and pragmatic. He noted that he was aware that some resorts might not fit these criteria but were of historical significance to the Club.

KMacA mentioned that visibility of reps was a key area, and asked what sort of budget might be available to improve this.

KMacA proposed that reps could be recruited from the office staff. This would provide office staff with a coal face view of being a rep and would promote teambuilding. It would be important that some form of retainer clause was built in. Members of Council noted that office staff were required over the ski season to ensure the Club continued to function effectively and while not against office staff volunteering as reps this was not what they were paid to do.

Council members questioned if the Club was aware where most British skiers went. OC noted that most resorts were covered, with a few notable exceptions, all of which had specific and sometimes longstanding reasons for not hosting a rep.

Council discussed how the Club could intensify activity in the resorts that the Club is already represented in. The importance of marketing and sociability was mentioned, along with the idea of removing the reps programme and ensuring that everyone was welcomed every day.

Council asked how the Club could replicate the success in Val. The need for several volunteers knowing the resort well and being both enthusiastic and welcoming was highlighted.

9 IT Update

SB reported to Council that overall, the project had gone extremely well. He thanked all the staff for their commitment and effort to ensure the success of the project. Council noted their warm appreciation and thanks to staff and especially to SB for all his work and significant effort to ensure the project was achieved.

He indicated that he was working to extricate himself from the day-to-day operation of the website. He stressed that someone (perhaps a current member of staff) would be required to take over this function, ie someone needs to take responsibility for maintaining a constant surveillance. SB reported that while Guy Cobbald was still available to the Club, he was no longer active in the IT space.

Action	Consider responsibility for website monitoring	OC	JG	Apr-24
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SB highlighted the review at the end of April. He mentioned the importance of collating lessons learned for future IT projects that the Club may wish to embrace.

Council discussed the budget for the IT project and noted that additional costs were incurred because of the longer support required for the legacy systems, additional licences for the new systems, plus some additional consultancy costs. The importance of agreeing outputs for the additional consultancy costs were agreed by Council.

The need to reinvigorate and regularise the IT steering group was agreed by all.

10 Council Expenses

The paper was approved.

11 Staff Bonuses

[Redacted]

Council also agreed to fund a ski trip as a reward and thank you for staff members at the end of the season.

There being no other business the Council 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.

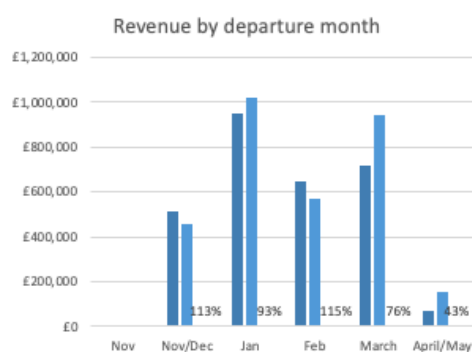
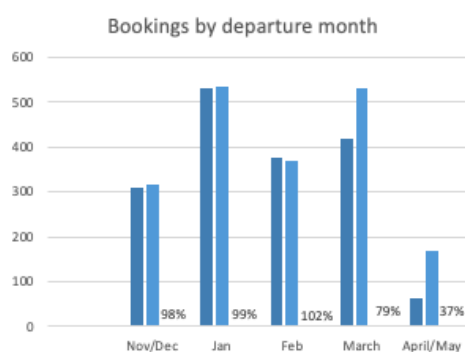
Annex A



Ski Club Freshtracks Sales Update

Figures as of 01/02/24

Target Passengers	Current Passengers	Target Revenue	Current Revenue
1900	1683 (89%)	£3,111,126	£2,863,743 (92%)

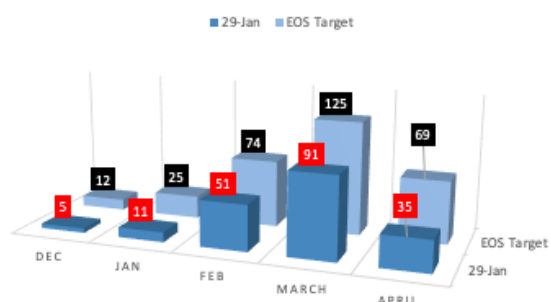


Mountain Tracks Sales Update

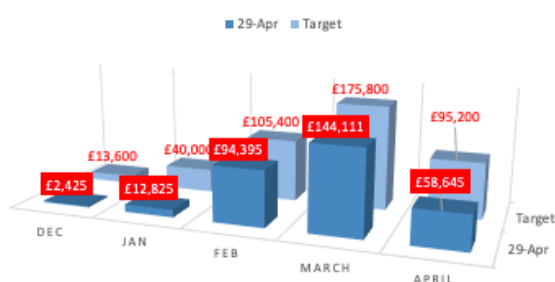
Figures as of 01/02/24

Target Passengers	Current Passengers	Target Revenue	Current Revenue
325	224 (68%)	£430,247	£372,396 (87%)

BOOKINGS BY DEPARTURE MONTH



REVENUE BY DEPARTURE MONTH



Annex B

