

SKI CLUB OF GREAT BRITAIN®

Minute of the Meeting of Council held online on 28 March 2024 at 1700.

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

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

1 Chairman's welcome and introductions

AM welcomed everyone to the meeting and apologised there had been some confusion over meeting invites, this was due to him being out of contact for some time. He noted that following constructive feedback the format of the meeting had been reviewed and further feedback on the revised format would be welcomed. He also noted that he would prefer any new ideas to go to Advisory Groups for consideration before being shared with a recommendation to Council.

He described his recent ski experiences: including Sun Peaks, where he suggested there should be a Freshtracks holiday next season; Whistler, where he had skied with around 40 members; and his attendance at 120th celebration events (including Whistler). Following the success of the 120 celebration events, he noted that he was suggesting a limited budget should be made available for reps to maintain member parties in resort. He indicated he had asked the finance team to consider this as part of their budget considerations for 2024/2025.

Action	Consider allocation of budget to maintain member parties in 2024/2025	JtS	WM	Jun-24
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AM noted that consideration of the 2024/2025 budget had been started with the team considering the shape of the outline budget and thinking about cost considerations.

AM reminded Council of the member's Zoom event planned for the 14th May 2024. He indicated that he intended to write to all members as the Club approaches the end of season and would include an invite to the Zoom event in the letter.

AM indicated that an update re membership numbers was now available, and that during the meeting recommendations from the Technology Steering Group would be considered.

2 Minutes of meeting held on 27 February 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 Reps and Resorts

KMacA reported that he was seeking approval from Council to invite David Baker, as the longest serving rep, to join the Reps and Resorts Advisory Group. He noted that while he wanted to keep the group to a manageable size he felt it would be helpful to have someone with David Baker's very extensive experience join. He also noted that he intended to invite JL and Bruce Goodlad to an Advisory Group meeting. Council approved the invite to David Baker.

Council discussed sensitivities around rep visibility on snow. It was agreed that any recommendations around increased visibility should be shared with Council before being implemented by the Advisory Group.

Overall feedback from members skiing with reps had been very positive. Unfortunately, to date, not all members who had skied with a rep had been asked for feedback.

5 Marketing Update

Council commented positively on the source of new members, mainly Alpine, Val d'Isere and Freshtracks. They also noted that members were not unsubscribing despite increases in number of emails being sent which was pleasing.

6 Membership Update

JG reported that following some teething issues, he was now confident that the membership figures were more accurate. The team had carried out correlation tests on the data and had a greater understanding of the underlying structure of the data.

Following a query, JG was reported that number of households is important as it relates to finance and revenue. Pleasingly there had not been any observable downshift in the number of Platinum members following the changes in January. There was a spike in December, but it appeared that the situation had stabilised since.

CR enquired if it would be possible to ascertain revenue per member, whilst accepting that household is the revenue generating unit. This led to a discussion about forthcoming budget process and possible level of growth. WM noted that without an increase in membership, it was not possible to plan for any increases in the marketing budget. Council agreed it would be useful to see revenue per member.

There was general comment that all the changes which had been made such as more rep resorts and reps back in France had perhaps not generated the increase in membership numbers that had been hoped for.

Overall, membership remains stubbornly flat. New members are joining (circa 152 households since October), but members are also leaving and join figures are below overall target. In line with figures from national tourist boards, the attrition rate is expected to increase from around 16% to 20% over the next year. KMacA suggested there might be merit in talking to some of the big players in the ski industry at a senior level with a view to offering membership as part of the booking process.

JG mentioned that it was now possible to view live data on Fonteva which was a big step forward. Unfortunately, due to the change of system, it is more challenging to compare pre-October data. Council asked that historical data was pulled together for the strategy day. Council also requested that JG shared screenshots of the new data, with some Council members expressing a desire to have a presentation of the live data at the next Council meeting.

JG also reported that the consultant had finished her contract.

AM suggested that a “retired” membership should be explored for ex-members wishing to retain an interest in the Club and gain some benefits, without being active skiing members.

Council noted that around 200,000 people are taking up skiing for the first time and was there anything which the Club could offer for beginner skiers. It was noted that the Club did not currently cater for beginner skiers, but that this was a potential untapped audience.

Share screenshots from Fonteva and arrange a session with Council members for a live demo of the data.	JG	OC	May-24
Explore "retired" membership option	OC	JG	Aug-24

Please see Annex A for further details.

7 Finance

Management Accounts to 29 February 2024

WM summarised the finance report to Council.

Membership revenue is now over budget in February. Comparisons in individual months are impacted by budget phasing assumptions, however the cumulative shortfall compared to the budget is reducing, and pleasingly new member income appears to be trending up. Accurate member headcount statistics are awaited to confirm this. Cash receipts are also trending closer to budget.

Freshtracks is trading in line with the budget. Revenue to February is slightly higher than the budget, and while the gross margin is lower than budget overall the forecast is to be on budget for the full year.

Mountain Tracks' revenue and margin are above budget following a strong February.

The level of secured holiday sales continues to provide confidence in the forecast, barring unexpected cancellations before the end of the season. A significant increase in holiday profitability is forecast in the coming two months.

The picture of costs is unchanged from the previous month. Costs remain over budget partly due to timing differences in marketing, reps costs and Ski & Board production. There is not yet a reduction in the run rate of these costs, however a significant reduction is forecast in the next two months. IT and accommodation costs are over budget.

The forecast continues to be updated each month, and the Club continues to forecast an end of financial year operating surplus. There is a reduction in the forecast operating profit from the same time last year, and there is a risk that the forecast operating profit forecast may not be achieved.

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

The team are actively considering the budget for 2024/25, WM noted that the budget planning assumptions for the current financial year will remain.

TCD informed Council that he had highlighted several risks at the preceding FAC meeting. These included:

- Size of profit forecast swing.
- Reduced cash figure over the summer months which might necessitate some realisation of investments.
- Significantly increased cost of the IT project when compared to the original figures.

AM noted he was optimistic the Club would achieve an operating profit; he highlighted the reliance on the last two months of the financial year when numbers can change dramatically. He mentioned that in the future a staff ski trip should be included as a budget planning assumption.

8 [Redacted]

9 Document Management and Retention

EM asked Council if they felt the new draft document covered everything required. She noted that AM had previously requested the inclusion of an annual review of all documentation which had been added.

JL indicated that she and JG were discussing. She agreed she would send comments to the CB and HRAG, and then work with JG to develop a final version.

10 IT Update and Review

SB presented a paper, including recommendations from the Technology Steering Group. He acknowledged that the project had been considerably more complex than he had anticipated and had required significantly more effort on his part.

He highlighted the need for someone to be accountable for Club IT developments who could be around all the time ie a voluntary Club member with expertise would be unlikely to have sufficient time to devote the smooth running of the system.

[Redacted]

SB expressed a desire to have Council members using the corporate system and acknowledged that this would require an element of commitment to follow procedures from all Council members.

TCD reiterated his concerns about the increased (annual) costs from the original emails in 2021/22 and recommended this was added to the risk register. WM agreed it was a good challenge to compare original estimates with current costs.

Council discussed the choice of having an on-call person for IT issues compared with the creation of an in-house resource. Council asked for further recommendations from the Technology steering group and suggested that this group should be renamed as the "Technology Advisory Group" in line with other advisory groups.

Technology Advisory Group to develop recommendations for IT support going forward in preparation for Council strategy day	JG	SB	May-24
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11 Holidays and Chalet Update

KE provided an update to Council on the position regarding holidays and the chalets. She remarked that she was feeling positive, although the season was having a slow finish. Positively many last-minute slots had been filled following an email campaign.

Feedback from members participating in Ski Club holidays had been overwhelmingly positive.

KE described possible plans for next season, including offering additional trips to Japan, Norway and Canada. Otherwise, she thought the programme would be the similar. She commented that development holidays had sold very well, as had holidays with single occupancy. An analysis of age profile was requested for the strategy day.

Council noted that due to the resignation of the Chair of the Holiday Advisory Group, there had not been a chair or meeting for some time. AM mentioned the possibility of a new chair who had previously worked in the luxury holiday market which led onto a discussion about the extent to which the ski club potentially only targets the luxury end of the market. AM added he would see suggestions in his forthcoming letter.

The role of holidays in attracting new members was highlighted.

Analysis of age profile for Club holidays	KE	AM	May-24
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Please see Annex B for further details.

12 Chief Operating Officer Report

JG informed Council that recent media coverage had been very positive, that journalists were currently in Tignes and momentum was growing.

Ha noted that the reps programme was finishing after Easter and the final member party in Zermatt was about to kick off.

JG requested Council views on a commemorative issue of Ski + Board celebrating the 120th to be issued at the end of May 2024. He noted that many members had been unable to attend any events. The estimated cost was around £10K which would need to be set aside from the budget in 2024/25. Council did not reach a decision on this. SB agreed to share a link from the 100th video celebrations for comparison purposes.

JG highlighted that the number of active reps was a potential limiting factor in adding more resorts to the programme. Several reps had been injured over the season and consequently some resorts were left without an active rep. This led to a discussion about the age profile of reps and the potential market for new reps. KMacA noted that some reps may not wish to use annual leave when conditions are not favourable and that reps had less time in Europe available to them. He informed Council that this was an agenda item

for the next reps and resorts advisory group and that the group would make suggestions to Council in preparation for the strategy day.

JG shared a draft equality, diversity and inclusion policy, Council agreed further work was required and this was remitted to the HRAG.

JG shared an Affiliate Membership Proposition paper, Council agreed further work on this was required before any agreement could be discussed and, or reached.

13 Any Other Business

WM raised positive and negative feedback that he had received on the new website and asked if Council felt that any further professional input was required? SB noted that the new website largely replicated the old website, and that part of the Technology Advisory Group discussion would be around how the website should evolve further. SB also noted that an ongoing log of changes was being maintained which would be helpful in the future. Attempts to change the underlying architecture of the website had risks.

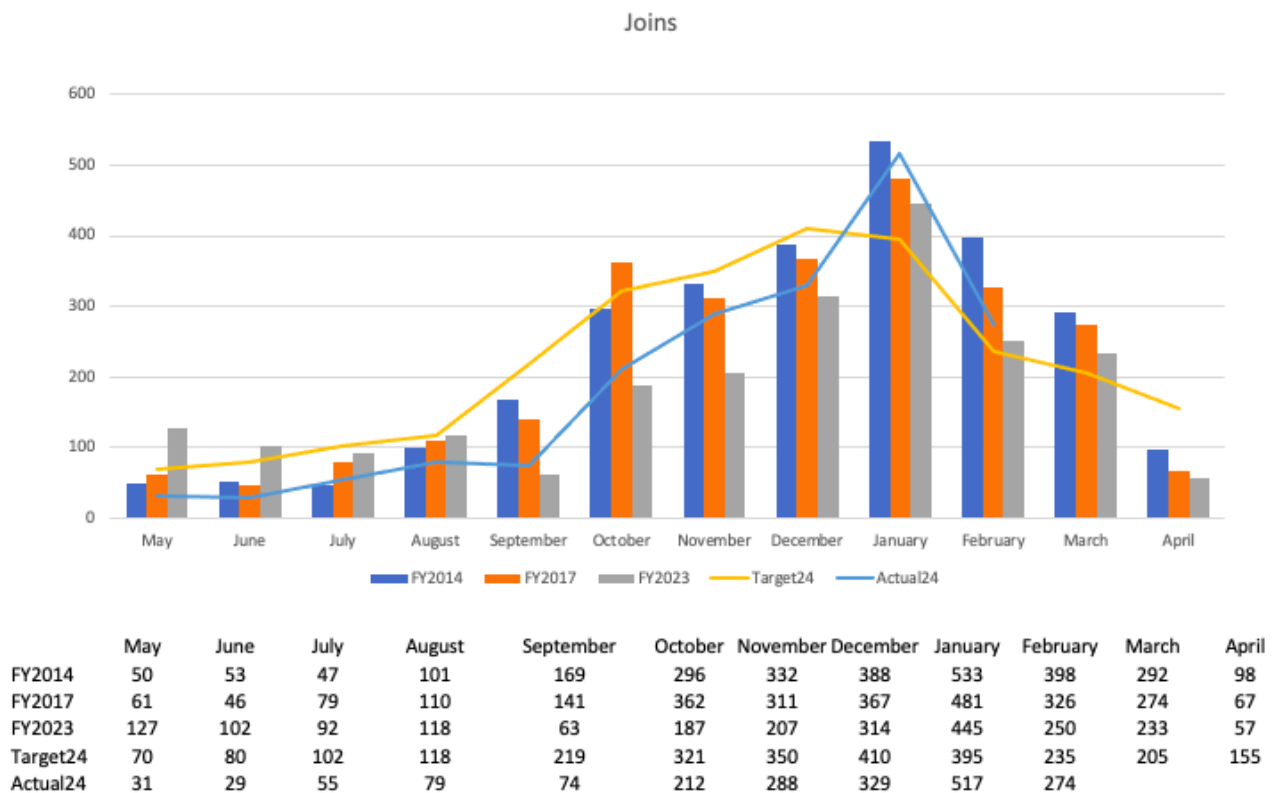
There being no other business the Council meeting closed at 2000.

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.

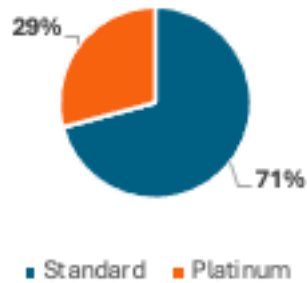
Annex A

	October	November	December	January	February
TOTAL HOUSEHOLDS	10419	10436	10514	10608	10551
TOTAL MEMBERS	15629	15654	15771	15912	15827
JOINS (HOUSEHOLDS)		288	329	517	274
LAPSED (HOUSEHOLDS)		271	251	423	331
NET		17	78	94	-57
ATTRITION	15.90%				

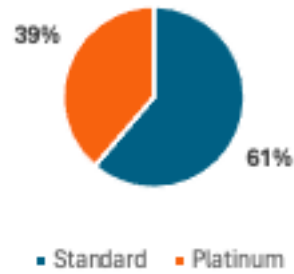
Overall increase of 132 Households and 198 Members



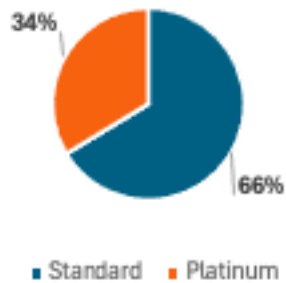
November



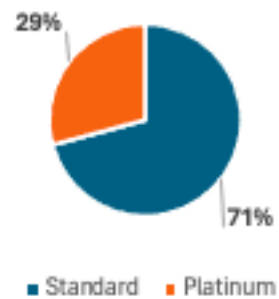
December



January



February



Membership	Activations			
	November	December	January	February
Standard	873	731	1115	743
Platinum	359	462	566	306

Annex B

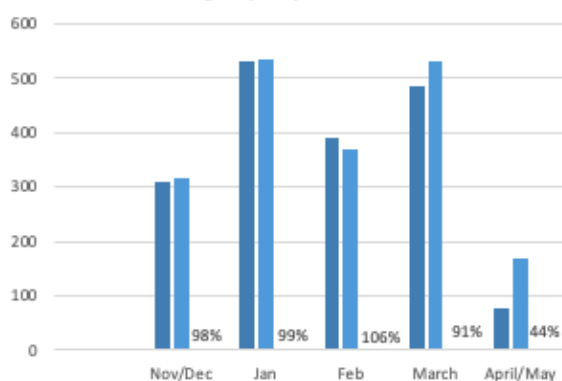


Ski Club Freshtracks Sales Update

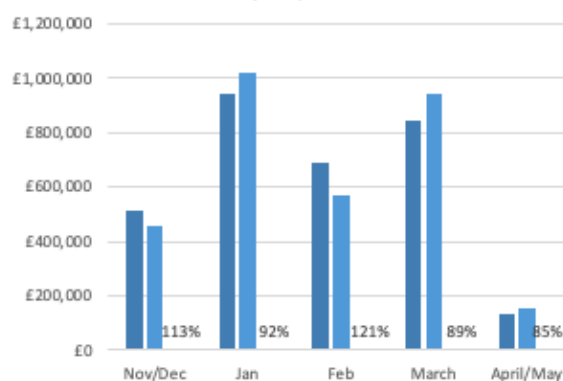
Figures as of 01/03/24

Target Passengers	Current Passengers	Target Revenue	Current Revenue
1900	1778 (94%)	£3,111,126	£3,089,675 (99%)

Bookings by departure month



Revenue by departure month

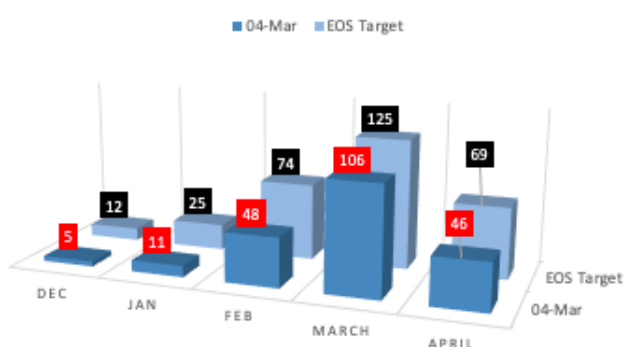


Mountain Tracks Sales Update

Figures as of 07/03/24

Target Passengers	Current Passengers	Target Revenue	Current Revenue
325	236 (77%)	£430,247	£414,506 (96%)

BOOKINGS BY DEPARTURE MONTH



REVENUE BY DEPARTURE MONTH

