

SKI CLUB OF GREAT BRITAIN®

Minute of the Meeting of Council held via Zoom on the 28th August 2024

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

Apologies: David Jenkins (DJ), Cris Baldwin (CB)

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

1 Closed Session of Council

[Redacted]

2 Chairman's welcome and introductions

AM welcomed all Council and staff members to the online meeting. He highlighted that the following areas would be covered during the meeting:

- Pery Medal
- Rep visibility
- Approval of all finance papers
- New design proposal for Ski + Board
- Annual General Meeting (AGM)
- Member Zoom event
- Holidays
- Membership numbers at this stage of the season
- Rep resorts
- Membership and Marketing Advisory Group meeting feedback
- Review of IT project led by an external facilitator

2 Minutes of the meeting held on 30th July 2024

Once appropriate redactions are made Council approved publication of the minutes.

3 Matters arising and agreed actions from previous meeting

Please see the Action Tracker for more information. AM requested that a timeline and priority for policies was created for the outstanding HRAG policies.

ACTION	Timeline for outstanding HR policies and procedures	JG	JL	Sep-24
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4 Finance Update

WM reported the current financial position to Council. He highlighted:

- Membership income for July was below budget. Membership receipts are also below budget.
- In July, there was a realised gain on the disposal of investment and an unrealised gain in the month.
- Most of the July expenses were within or lower than the budget.

WM also reported the year-to-date finances:

- Membership revenue is below budget. We need to keep levels of attrition and joiners under close review.
- Cost of sales in membership are just over budget; this is mainly due to advertising commission cost running earlier than budget.
- Overheads to date are within budget, other than accommodation, which is over budget due to rates increases, storage and cleaning, and marketing.

WM noted that a reforecast exercise will be undertaken within the next couple of months.

Council approved the July 2024 financial report.

WM drew Council's attention to the first page of the SCGB accounts and commentary on the year, as this will form the basis of the report to members at the AGM.

WM noted that the recent audit report had not identified any new recommendations, and several weaknesses in forecasting were being improved. Following discussion with the Auditors, a letter of comfort re winter arrangements was created.

Council commended the response to the audit report as a good and clear summary of the Club's position. WM reminded members that this was a collective responsibility. Council approved the documents.

WM reminded Council members that while the declaration of interest form needs to be returned by a couple of Council members asap, Council members have a statutory obligation to disclose any interests at the time and not wait until being asked.

5 Annual General Meeting and Member Zoom Event

AM reminded Council that in terms of the articles, one Council member was required

to stand down. SB agreed that he would. AM also reminded Council that this would enable the election of two new Council members.

Appropriate notice of the AGM has been given via the website. Nominations from the membership for election are required by the end of August, and 21 days in advance of the AGM for those nominations supported by Council.

AM highlighted the need for new Council members with expertise in IT and holidays. A couple of reps with experience in IT had come forward and CR noted that he believed that further expertise in membership marketing was required. AM indicated that a letter to members was under preparation.

AM reminded WM and staff present at the meeting that draft sections of text for the annual report would be required by the end of September. Profiles for Council nominees would be added later.

AM described the possible options for the AGM and recommended that the AGM remain online, followed by a separate social drinks event to meet the Council. He also recommended that this should not be combined with a Council meeting.

AM noted that office bearers are also up for re-election.

AM described a potential format for the member Zoom event in September. A very short report on the past year to set the scene for the AGM, with most of the meeting taken up with a look at “What’s New” in holidays, reps and the Community App. He noted that JG, KE, OC and WM would be required to present (along with his good self).

6 Membership and Marketing Update

Council briefly discussed the new marketing video, and agreed that while it was excellent, it needed better balanced with less confident skiers and less technical skiing.

CR described the discussion which had taken place at the Membership and Marketing Advisory Group (MAMAG) around the introduction of better metrics to develop a better understanding of the membership journey and why people are becoming or not becoming members.

The MAMAG recommended that Ski + Board is rebranded as “Ski” the Ski Club magazine which will better reflect the strapline “Discover Better Skiing”. Council noted that there is an existing Ski magazine. Council discussed the messaging to Boarder members which make up approx. 6% of the membership. JG reported that

content on boarding techniques has already been dropped. JG demonstrated a new design based on “Ski” and indicated he would share the link.

Council discussed visibility for reps within resorts and the suggestion of a flag at the meeting point. JL highlighted the potential risks with this as an approach. Council agreed the need to discuss with the resorts and suggested that the approach should be tried in non-French resorts. AM expressed his view that it was not a big risk which could be mitigated by talking to the locals.

CR expressed a view that reps should not be deployed as marketeers on trips but should focus on ensuring members have a great time skiing.

RK asked for clarification around the risks of setting up a flag which seemed to him to be low. Council noted that the use of a flag could lead to an accusation that a rep is organising activities on snow which would be a breach of the French sports code. It was also noted that there was a potential risk around any future accidents, which were then investigated and where all factors would be taken into consideration.

Council was reminded that the new Community App will facilitate members finding other members in resort.

Please see Annex A for further details of membership numbers.

7 Holiday and Chalet Update

KE reported that Freshtracks holiday sales had got off to a great start and initial bookings had exceeded expectations. The brochure had been well received, teaser and launch emails sent, social media posts and pay per click started to coincide with launch.

Sugati developments were underway and should be finalised by early/mid-September. This should improve admin and operations behind the scenes. Website developments had stalled as the Club did not have a suitable test environment set up and issues with that are ongoing. Issues around the search functionality remain.

The summer saw a total of 25 participants (PAX), generating a revenue across 11 Mountain Tracks trips. For the upcoming winter season, a total of 52 participants (PAX) have been booked so far. Currently, 12 trips have been confirmed to run, indicating a strong season ahead.

Please see Annex B for further details

8 [Redacted]

9 Chief Operating Officer Report

JG shared an IT project priorities and timeline. EM asked that this was extended to include the level of spend. JG reported that the App would need a more formal and a more substantial programme management structure to be developed to monitor costs and milestones, and a more formal steering group needs to be established.

ACTION	IT list of changes to include spend level	JG	SB	Sep-24
	Project milestones to be developed and circulated to Council for the Community App	JG	SB	Sep-24
	Steering group for the Community App project to be established	JG	SB	Sep-24

Council discussed two nominations for the Pery Medal. Following discussion, Council agreed that as both are worthy of an Award, two Pery Medals should be awarded for 2024. It was proposed that these be awarded if possible, by Dave Ryding at the Snow Show.

JG reported that the Thomas Lang Bursary had also been awarded, Council asked for more information about this.

ACTION	Information around other awards to be shared.	PD	AM	Sep-24
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OC reported that the reps course had sold out, with 36 people committed (four of whom were under 30 and four of whom were over 60). OC also reported that he expected that the new rep resorts would be announced imminently.

Council very briefly considered the list of emails which can be opted into/out of. It was suggested that this should be reviewed along with the privacy statement on the website.

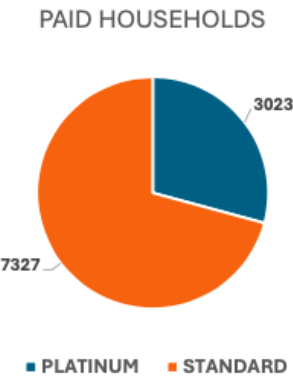
10 Any Other Business

As there was no further business the meeting closed at 1850.

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

	May-24	Jun-24	Jul-24
TOTAL PAID HOUSEHOLDS	10292	10293	10350
TOTAL PAID MEMBERS	15432	15434	15501
TOTAL DISCRETIONARY	374	374	366
JOINS	36	36	85
LOSS	17	35	28
NET	19	1	57
ATTRITION	5%	18%	13%



July was a strong month for Joins, with Holidays and the launch of the Under 35 membership contributing 31 new households (*Under 35 – 16 Holidays – 15*)

Losses were within the forecast 15% attrition



Joins year on year have increased and in July ahead of forecast.

Membership 24/25 – 1st Quarter

Due to Renew	726
Renewed	646
Attrition	11%

Attrition is slightly ahead of forecast over the first quarter. In the previous year attrition during the first quarter was 34%. However, this included the last three months of snozone renewals

Joins	157
Forecast	150
	7

Joins over the first quarter are on track with the forecast with a small increase of 7 Households. This has been helped with holidays going on sale and the introduction of the Under 35 membership. In the first quarter last year we hit 112 joins so a good increase year on year of 45 households

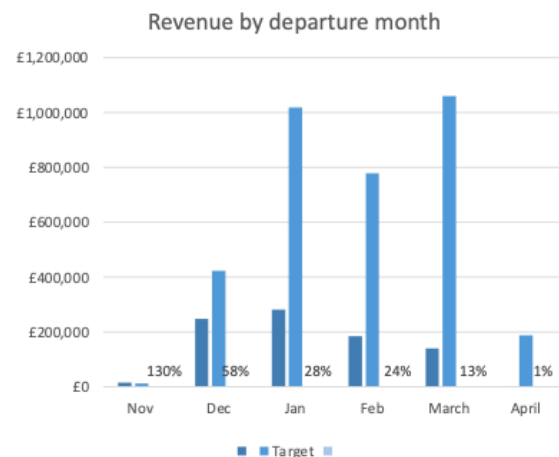
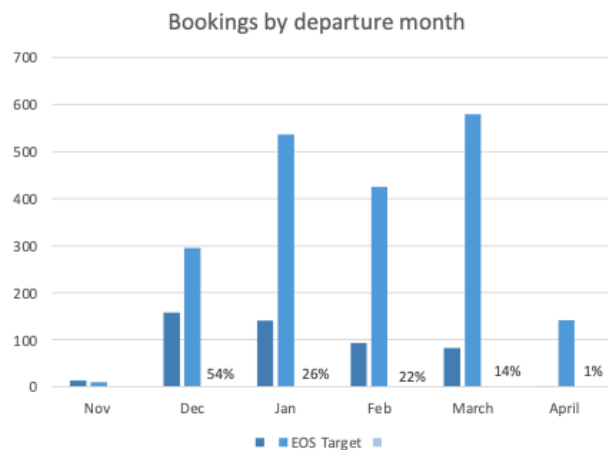
Annex B



Ski Club Freshtracks Sales Update

Figures as of 01/08/24

Target Passengers	Current Passengers	Target Revenue	Current Revenue
2000	489 (24%)	£3,493,851	£952,331 (27%)



Mountain Tracks Sales Update

Figures as of 12/08/24
Winter only

Target Passengers	Current Passengers	Target Revenue	Current Revenue
315	52 (17%)	£413,680	£101,175 (24%)

