

# **SKI CLUB OF GREAT BRITAIN®**

## **Minutes of the Meeting of Council held via Zoom on the 23 October 2024**

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

**Apologies:** David Jenkins (DJ), Cris Baldwin (CB), Angus Maciver, (AM), Pete Davies (Marketing Manager) (PD)

**Observing:** James Gambrill (Chief Operating Officer) (JG) (Minutes) Katy Ellis (Head of Holidays) (KE) (part), Jitendra Shetty (Finance) (JtS), Owen Chapman (Head of Membership) (OC)

### **1 Chairman's welcome and introductions**

WM welcomed all Council and staff members to the online meeting. He noted apologies, including Angus Maciver, the Club Chairman. He highlighted that the following areas among others would be covered during the meeting:

- Feedback from recent events eg Snow Show, Listex and events at Snow Centres
- Rep training
- Award of Pery Medal to Dan Charlish at the Snow Show
- Award of a second Pery Medal in Tignes
- Preparation for Annual General Meeting (AGM)

### **2 Minutes of the meeting held on 26 September 2024**

JL suggested that additional text was included in the previous minutes. It was agreed the text would be shared for approval by correspondence after the meeting. Thereafter, once appropriate redactions are made Council approved in principle the publication of the minutes.

WM thanked ELM and JG for the comprehensive minutes and commended members of Council to note the section on the Heritage Committee update.

### **3 Matters arising and agreed actions from previous meeting**

ELM noted that it appeared from the notes she received following the previous meeting that a considerable number of items on the action tracker had been closed at the Council meeting in September 2024.

Council discussed the role of Directors, Executive Directors and Non-Executive Directors. It was noted that Company Law does not distinguish. All full members of

Council are Directors who have full accountability for decision making, while delegating responsibility to the Chief Operating Officer (COO) and his staff. Council discussed that aspects such as salaries and bonuses should always be brought to Council for approval. JL noted that Article 61 provided a helpful context for the discussion.

Council also discussed the role of co-opted members and noted that while there are no practical distinctions, co-opted members do not have any voting rights.

JG noted that a Whistleblowing Policy for employees was available on Bright Human Resources platform, and he was confident that all staff were aware of the policy.

Please see the Action Tracker for more information.

#### **4 Finance Update**

WM reported the financial position to Council.

Year to date turnover, gross profit and operating loss are better than budget. Member income is below budget; however, this is compensated by greater partnership and sundry income. Direct cost and overheads are below budget overall.

The first full-year forecast update will be run next month, based on the quarterly key indicators. Holiday bookings continue to support an income forecast at least equal to budget. Membership numbers are holding, however the next couple of months are important. Revenue from membership subscription for the month was below budget. Budgeted advertising and partnership income is 52% secured for the year. There are no indications of any major cost deviations at this stage.

The Rathbones loan of £250,000 has been repaid as planned. Cash funds being more than sufficient to do so. WM reported that a Treasury deposit was planned for later in the year.

ABTOT and ATOL now have granted the annual trading licences.

Insurance policies have been renewed for next year with premium savings from the original quotes following market testing.

Following a meeting with the Nat West relationship manager, the bank is likely to be able to approve an overdraft facility at fee of 1.5% annually. Interest rate would be around 4-5% over base rate. Council agreed it would probably make sense to put a facility in place for up to £500k from the Spring. The bank has offered a review of fraud controls, which Council agreed would be helpful.

Council also noted that over twenty IKON passes had been sold which was pleasing.

Council approved the 30 September 2024 finance report.

## 5 Annual general Meeting

WM reported that final papers would be issued shortly, once photos and biographies were received from all nominations. Council asked to see the full final draft document. It was noted that membership figures will appear to be different due to the different format in which the data is held in Salesforce.

Voting is being set up using the same system as the AGM in 2023. Votes will be as before.

Action	Final draft papers for AGM to be shared with Council	JG	WM/AM	Nov-24
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WM informed Council that Holly Boucher an ex-member of staff would also be joining Council after the AGM as a new co-opted member. Holly will also join the Holidays Advisory Group.

Council was informed that an in-person social event was being planned for the 19<sup>th</sup> December at the White Haus. Council briefly discussed the timing of the event and queried if members would show up so near to Christmas. No other events are in plan for the UK until after the end of the winter season. Council suggested that consideration be given to the need for further in-person events in the UK, especially in the period between the AGM and the premier party in Tignes.

KMacA enquired about funding for a New Year type event in Zermatt. JG indicated that while an events budget is available, Pete Davies being the budget holder, would need to approve.

CR noted that he had already made a request for funding for Val d'Isere and was disappointed that he had not had a response. He explained that events were already being planned. He further commented that the work done to promote skiing with the Club in resort does not have associated rep costs.

Operational	WM to discuss with CR / JG / AM and agree way forward re Val d'Isere funding	JG	WM	Nov-24
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## 6 ALTO App Update

JG updated Council on the very good progress being made with the development of the ALTO community app. However, several additional non-functional requirements had been identified by the project manager who had increased his number of days of contract work required and moved to a fixed price for this. The project manager has introduced rigorous testing procedures.

TCD clarified that the cost of the project manager had increased from £10k to £25k

and asked what the original costing had been (£8-12k). The fixed price contract for the project manager is based on delivery against milestones.

JG commented that the development of the App was more regimented than had been anticipated, as there are additional regulations to be met if the Community app is to be available through the Apple App or Google Play store. JG stated that he had identified savings from elsewhere in the capital budget for IT upgrades and there was no requirement for additional budget to cover this.

JL noted that she had found the papers around the App challenging to follow and that making-decisions based on the papers was difficult. She also commented that the current data privacy statement would require to be revised.

The next iteration of the App will include

- ski locker enhancements
- resort data from the website; and
- a section on “My Trips” to enable members to communicate with other members, and reps to report.

Development of the App is following an Agile process and will initially be delivered in a beta format. A bug list is being identified and passed to the App developers, ALTO.

Members will also be able to contact reps without downloading the App. Although it is anticipated that almost all members will download the App as proof of membership.

An App steering group has been established and JG reported that he was confident the Club would get a high-quality product.

Council approved that updated change process.

Action	Update data privacy statement	JG	JL	Apr-25
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## **7 Redacted**

[Redacted]

## **8 Membership and Marketing Update**

A membership advisory group (MAMAG) meeting had taken place the previous day. Notes of which would be circulated in due course.

Overall membership numbers are increasing, although there is some confusion remaining about joins, rejoins, renewals and losses. After October, this should reduce.

CR reported that the MAMAG were keen that emails were sent to members

- explaining what the Club does;

- how the App will actually work;
- benefits of Platinum insurance;
- detailing expansion of rep resorts; and
- sharing more general information.

The MAMAG proposed that there should be a review of the Platinum membership offer. CR intimated that OC is currently working on a paper with a changed pricing offer to make Platinum more attractive for new members by reducing profit margins.

Action	Review of Platinum pricing structure and value for money offer to members	OC	CR	Jan-25
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JL noted that the click-through rate from You-tube is greater than from other areas and asked if this could be maximised further.

Please see Appendix A for further details.

## 9 Holiday and Chalet Update

Sales continued to perform well in August, finishing ahead of target for passengers and up on the revenue target. Additional revenue vs bookings are accounted for by early lift pass sales in Tignes and single supplements. The average spend per head is £1915 vs cost price of £1747 without lift pass/single supps.

Chalets are 25% sold which is the same as this time last year. Bookings numbers are up, but revenue slightly down which is accounted for by more course only bookings, particularly in Flaine.

There was an issue with making payments via Sugati finance caused by an incomplete update from Stripe. Payments could be made online and via an onboarding form so bookings could still be made, but it took a few days for the issue to be resolved.

Website developments are ongoing and should be complete by the end of September.

Please see Appendix B for further details.

## 10 Reps Training

OC reported to Council that the reps training days had gone very well and that all slots had now been filled. New reps had been asked to identify provisional slots (dependent upon passing reps course in Tignes). The Club is continuing to receive enquiries about the rep course in Tignes.

Reps had been asked to notify the Club earlier if there is any likelihood of dropping

out. Reps were also encouraged to talk to their peers about covering slots. As a member of staff has been offered a place on the reps course, this should also provide additional last minute flexibility.

KMacA expressed his thanks and appreciation for the Scottish reps training day which was held in Edinburgh. He asked if any cost analysis had been completed.

## **11 Chief Operating Officer Report**

JG commented that he felt the Club was in a good place with a solid base. Listex had gone very well, with many journalists and the media reporting positively on the fresh and vibrant Club. Feedback from resorts was very good.

## **12 Any Other Business**

### **Theft**

Items of historical importance which were lent out and were being stored temporarily in a car which was stolen, had been lost. The items are not marked as belonging to the Ski Club. They can be reproduced, but it is unlikely that the originals will be found. eBay and other websites are being monitored. Council agreed that in the future original items should not be lent out, but replicas. All originals should be moved to DMU and copies lent.

### **Code of Conduct**

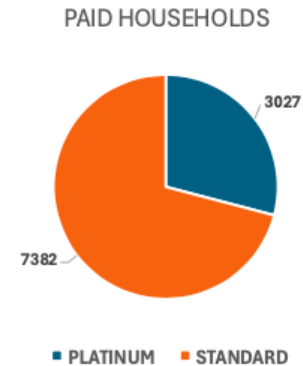
JG informed Council that the Code of Conduct for staff, volunteers and members had been revised and updated. Further clarity is required in some areas. Council agreed that the RARAG and MAMAGs should be asked for their views before the document is finalised. The document will be published before the start of season 2024/2025.

### **Date and Time of Next Meeting**

Council agreed that the time of the next meeting should be moved to 3pm on the 28<sup>th</sup> November 2024 via Zoom.

## Appendix A

	May-24	Jun-24	Jul-24	Aug-24	Sep-24
TOTAL PAID HOUSEHOLDS	10292	10293	10350	10396	10409
TOTAL PAID MEMBERS	15432	15434	15501	15568	15587
TOTAL DISCRETIONARY	374	374	382	382	384
JOINS	36	36	85	98	127
LOSS	17	35	28	52	114
NET	19	1	57	46	13
ATTRITION	5%	18%	13%	17%	31%



Joins were 42% above forecast, however attrition was higher than forecast at 31% resulting in a small net gain of 13 households. Forecast was net gain of 14 households.

Platinum saw a small net loss of 4 households

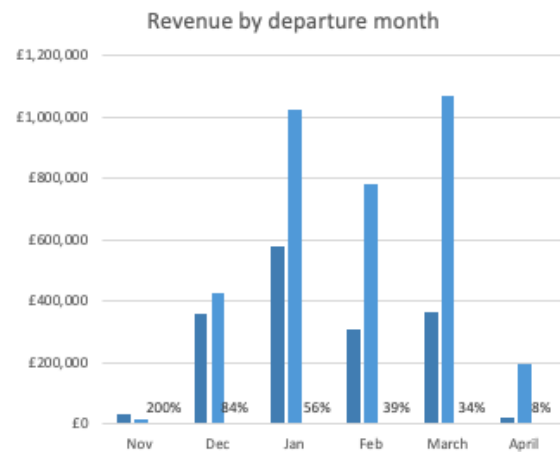
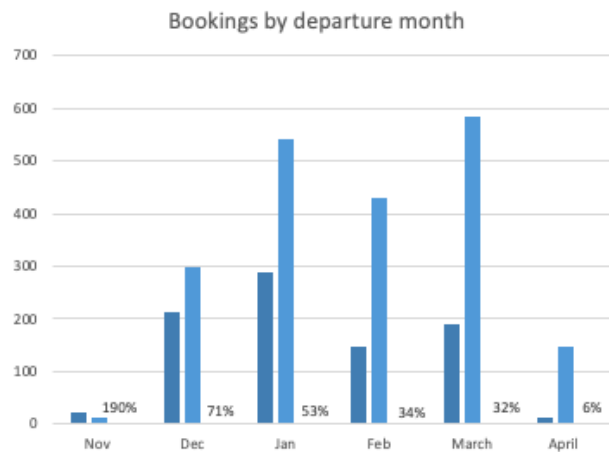


Joins continue to run higher than forecast.

## Appendix B

Figures as of 01/09/24

Target Passengers	Current Passengers	Target Revenue	Current Revenue
2000	851 (43%)	£3,493,851	£1,629,586 (47%)



Figures as of 31/08/24  
Winter only

Target Passengers	Current Passengers	Target Revenue	Current Revenue
315	59 (19%)	£413,680	£113,255 (28%)

