

SKI CLUB OF GREAT BRITAIN®

Minutes of the Meeting of Council held via Zoom on the 28 November 2024

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

Apologies: Pete Davies (Marketing Manager) (PD)

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

1 Chairman's welcome and introductions

AM welcomed all Council and staff members to the online meeting, being held in advance of the Annual General Meeting (AGM). He noted minor changes to the order of items in the agenda and indicated that he wished to add an item on cyber security.

AM noted that he had unfortunately missed the previous meeting but had been pleased to note progress being made, especially with the Community App. He highlighted the positive media coverage following the award of the Pery Medal at the Snow Show.

AM recorded his appreciation of the work that had gone into the recent successful rep training events. He informed Council that the "Trip" and "Rep Interactions" areas of the Community App were now live and would be used during the rep training in Tignes and for the Premier Party.

AM mentioned that the Membership and Marketing Advisory Group and the Reps and Resorts Advisory Group had held meetings recently.

A final draft version on the Code of Conduct was issued with the meeting papers.

ACTION

All Council members should review the final draft Code of Conduct and feedback any comments to JL and JG	JG	JL	Jan-25
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2 Minutes of the meeting held on 23 October 2024

The minutes were approved and following appropriate redactions would be published.

3 Matters arising and agreed actions from previous meeting

Council agreed that one action relating to sustainability should be closed and a new action opened.

NEW ACTION

Develop sustainability policy	HJ	EM	Jun-25
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Please see the Action Tracker for more information.

4 Annual General Meeting

Council briefly discussed last minute preparations for the AGM, including responses to questions which had been submitted in advance. They also discussed the relatively low number of members who had registered to attend and vote. Council believed this reflected the stronger position of the Club and lack of controversy, but also agreed that the process should be reviewed for future AGMs.

5 London Snow Show

AM described the position with Mountain Trade Network (MTN) taking over the running of the London Snow Show and noted that MTN is owned by JG's wife. MTN has significant experience of running business to business events such as Listex, and they believed that JG's skills and experience were going to be required to head up the Snow Show with focus on business to customer. AM noted that the Club would have significantly more opportunities to become more involved in the Snow Show as a full partner – with more members attending, greater access etc.

[Redacted]

6 Finance Update

WM summarised the current financial position to Council members. Membership numbers and the proportion of platinum members continue to run below budget, which is reducing income. This is compensated by earlier advertising and partnership income, and reduced overheads but at this stage the benefits are expected to be timing issues which will reverse later in the year. WM also reported

that FAC in their October 2024 review of the finances noted that there is a risk that member numbers, and therefore member income, will be less than had been assumed by the end of the year. Scenarios of reduced member income show that there is a risk of an operating result at break even or a small loss, which would give a loss before interest and investments in the range of £100k to £150k. Actions to address this are being examined and will be discussed at the January 2025 Council meeting.

CR noted his nervousness about the membership forecast. He stressed the need to take action to curtail spending sooner rather than later.

Council briefly discussed use of reserves and continuing investment phase with reps and resorts. Council agreed it would be odd to start pulling reps at the start of the season. Messaging to members at the AGM following the Council meeting would need to be carefully managed.

OC reported that in the past couple of days he had an initial meeting about Platinum pricing for next year. AM noted that serving members was more important than preserving profit margins.

Members of Council asked that Platinum pricing was discussed fully at the next Council meeting. OC reminded Council that members would require advance notification of any changes to Platinum pricing. AM requested that hard numbers and differential benefits of Ski Club insurance should be included in the paper being prepared to support the discussion.

Council approved the 31 October 2024 finance report.

7 [Redacted]

Redacted

8 Membership and Marketing Update

Council noted that overall, the number of paid household and members had declined. While membership joins were strong, more members had left.

Please see Appendix A for further details.

9 Holiday and Chalet Update

KE reported to Council that sales had been much quieter in October 2024. The team had taken a net of 157 bookings, below target. However, the Club is still in a very strong position. This trend is mirrored across the industry with many ski companies

reporting a similar story.

Following a recent media article, CB asked about the impact on ski holiday sales. He also queried the expense of ski holidays and market value. JG noted there had been a direct response to an article about the rep's course. KE responded that she believed holidays represented good value relative to what is being offered, for example the inclusion of a rep. She also noted that benchmarking is done each year to compare pricing. JG reported that Freshtracks are the top performing pages on the website.

Chalets sold comparatively well in October 2024, and now achieved 55% of passengers and revenue (excluding extras) across the three properties.

Mountain Tracks are also anticipating a strong season. Bookings have shown a noticeable increase since the end of September 2024. This growth reflects effective engagement and strong demand as we approach the peak winter months.

Overall, Mountain Tracks are currently performing better in terms of total revenue compared to the same period last year.

Please see Appendix B for further details.

10 Reps and Resorts Update

KMacA provided an update from the Reps and Resorts Advisory Group meeting. He described the discussion about parity between Freshtracks reps and resort reps regarding travel and subsistence expenses. KMacA suggested that the RARAG and HAGs should meet to discuss further.

11 Chief Operating Officer Report

JG commented that all his items had been previously covered by the agenda.

12 Any Other Business

TCD reported that the Club had been the subject of a sophisticated cyber security attack. This had been caught, without detriment to the Club or members, by the normal processes in place.

A range of actions had been agreed to ensure cyber security processes continued to work well. This would be taken forward by the ITAG.

Council noted that SB would be resigning as a director following the AGM. AM on behalf of Council warmly thanked SB for all his work over the past few years and steering the implementation of changes to the IT system.

13 Date and Time of Next Meeting

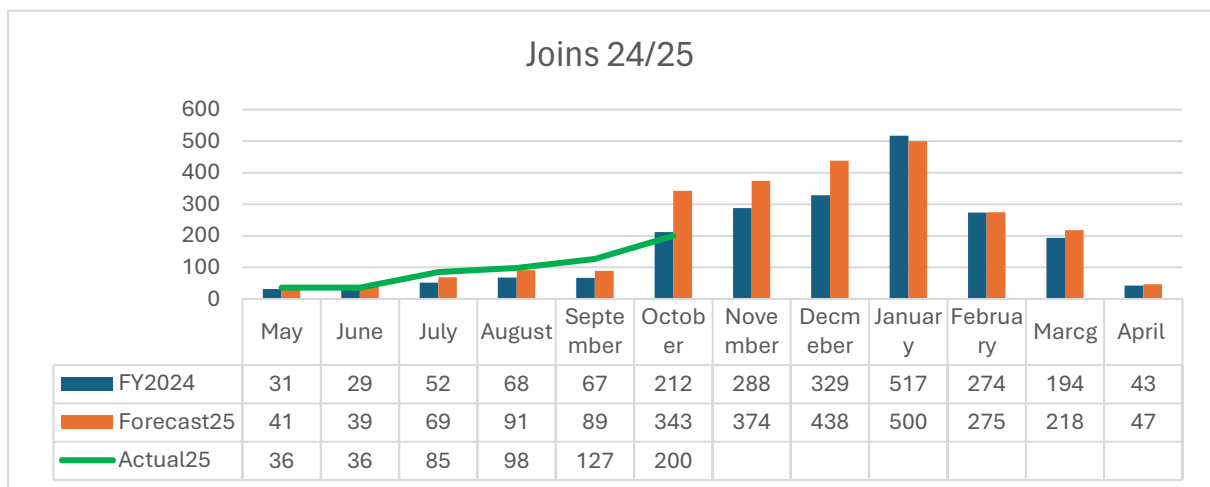
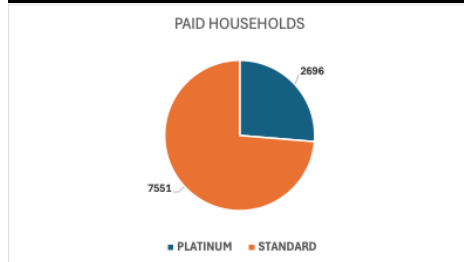
TBC

There being no other business the Council meeting closed at 1710.

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.

Appendix A

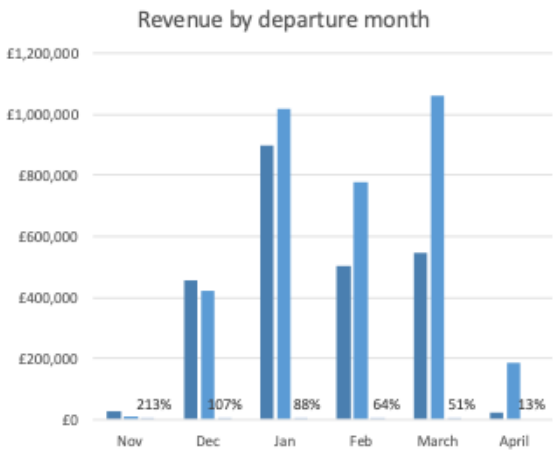
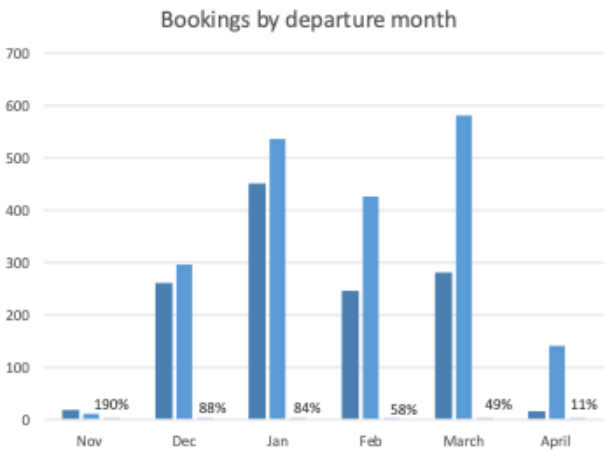
	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24
TOTAL PAID HOUSEHOLDS	10292	10293	10350	10396	10409	10247
TOTAL PAID MEMBERS	15432	15434	15501	15568	15587	15348
TOTAL DISCRETIONARY	374	374	382	382	384	384
JOINS	36	36	85	98	127	200
LOSS	17	35	28	52	114	362
NET	19	1	57	46	13	-162
ATTRITION	5%	18%	13%	17%	23%	19%



Appendix B

Figures as of 01/11/24

Target Passengers	Current Passengers	Target Revenue	Current Total Revenue
2000	1275 (64%)	£3,493,851	£2,447,503(70%)



Mountain Tracks

Figures as of 31/10/24
Winter only

Target Passengers	Current Passengers	Target Revenue	Current Revenue
321	137 (43%)	£413,680	£232,882 (56%)

