

SKI CLUB OF GREAT BRITAIN®

Minutes of the Meeting of Council held via Zoom on the 28 January 2025

In attendance: Angus Maciver (Chair) (AM), Walter Macharg (Treasurer) (WM), Trevor Campbell Davis (TCD), Rick Krajewski (RK), Jean Lovett (JL), Evelyn McKinnie (EM), Kenny MacAllister (KMacA), Cris Baldwin (CB), Andy Lapham (AL), Mark Colston (MC), Holly Boucher (HB) Elizabeth Morrison (ELM) (Secretariat)

Apologies: Chris Radford (CR), David Jenkins (DJ),

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

1 Chairman's welcome and introductions

AM welcomed all Council and staff members to the online meeting. He extended a warm welcome to new Council members, Andy Lapham (AL), Mark Colston (MC) and coopted member Holly Boucher (HB) and asked that they say a few words about themselves. AM noted that AL would be taking over as chair of the IT advisory group, which MC would also join. HB would be joining the Holidays Advisory Group.

AM asked KE to share the very tragic and sad news of the death of a member while on snow. Further details will be shared when appropriate. Council asked that their sincere condolences were passed to the family. AM highlighted that the Club would offer whatever support might be required.

AM highlighted the main areas for discussion during the meeting:

- Chief Operating Officer working arrangements
- Recommendations from the Finance and Audit Committee
- *[Redacted]*

2 Minutes of the meeting held on 28 November 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.

AM requested that a package of materials relating to the work of the Human Resources Advisory Group was made available for Council approval at the next meeting in March 2025. This should also include the draft policy for Safeguarding.

Action	Package of policy documents to include: safeguarding, diversity, equality, inclusion, anti-slavery, whistleblowing, privacy statement, document management and retention policy.	JG	JL	Feb-25
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Please see the Action Tracker for more information.

Dates of Meetings 2025/2026

Proposed dates of meetings for 2025/2026 were shared with Council members who were asked to check and advise availability.

Council briefly discussed the member event in December 2024. It was agreed that the 2025 AGM should be a hybrid event, followed by a social event.

Council noted that the first member online event was scheduled for mid-February.

4 Finance Update

Platinum membership numbers for December 2024 continued to run below budget. While joiners for Standard membership are now catching up to budget, and the attrition rate is running in line with budget, the shortfall in new joiners for platinum membership compared to budget will continue to cause an income variance.

The forecast has been updated, assuming Platinum joiners 50% below budget and Platinum attrition of 25%. Some reductions in costs have been identified and forecast to partially offset the income loss. Overall, the updated forecast indicates an operating loss of around £80,000. The Finance and Audit Committee reluctantly concluded that further cost cuts to break-even would either have an unacceptable impact on member services or could result in reputational damage. The likely

operating result for the financial year is a loss of up to £100,000. After investment gains, the Club is forecast to show a small profit.

Council briefly discussed the price increases for Platinum membership and noted that this change would be implemented from 1 February 2025. Council members suggested that the Club explore a new membership product which would meet more members' needs better. OC noted that joins for January 2025 were just below budget. He had not had an opportunity to review the mix of Platinum and Standard memberships. OC reported that staff had considered competing insurance providers when agreeing price changes and concluded that the insurance offered very good value for the product offered. Analysis of website traffic indicated that pages related to Platinum membership were often viewed, but this is not converting to membership.

The importance of understanding the member journey better was highlighted, including the need for measuring everything to ensure robust data and analysis. Staff noted that they would be considering this further once the current season ended. Council requested that comprehensive data and analysis be prepared for the strategy day.

Council approved the 30 November 2024 and the 31 December 2024 finance reports.

WM highlighted the report on the cyber security incident and the actions being taken to reduce future risks. ELM noted the intention to change the method of sharing Council papers.

5 Holiday and Chalet Update

KE reported that December was a successful month for operations with around 280 members on Freshtracks holidays. Sales have been less successful; this is mirrored across the ski industry. However, revenue is still strong and ahead of last year. Passenger numbers are slightly down. The holidays team are expecting an uptick in books as snow falls.

KE also reported that the chalets are doing well, and some last-minute vacancies have been filled. Unfortunately, one of the chalet hosts had sustained an injury and will be out of action.

Mountain Tracks bookings have shown a noticeable increase since the end of November 2024. This growth reflects effective engagement and strong demand as the peak winter months approach.

Please see Appendix B for further details.

6 [Redacted]

[Redacted]

8 Membership and Marketing Update

Membership and marketing were briefly discussed under Finance.

Please see Appendix A for further details.

9 Chief Operating Officer Report

JG reported that insurance renewal dates would be moving to October.

He highlighted that the App development was proceeding well, and it is now easier for members to record presence in a resort. This was providing useful information about where members are skiing. Direct messaging is not yet working, but the chat function should be available shortly. It was noted that it would not go-live until it was working effectively.

The web shop is likely to open mid-February, as final integration is taking place with the fulfilment partner.

Council moved to a closed session.

10 [Redacted]

[Redacted]

13 Date and Time of Next Meeting

5th March 2025 at 1700 via Zoom.

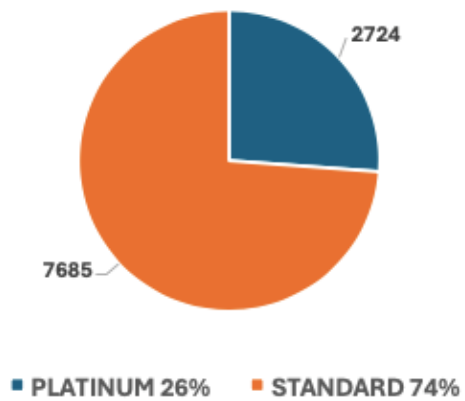
There being no other business the Council meeting closed at 1940.

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	Nov-24	Dec-24
TOTAL PAID HOUSEHOLDS	10292	10293	10350	10396	10409	10247	10315	10409
TOTAL PAID MEMBERS	15432	15434	15501	15568	15587	15348	15467	15601
TOTAL DISCRETIONARY	374	374	382	382	384	384	384	384
JOINS	36	36	85	98	127	200	225	319
LOSS	17	35	28	52	114	362	157	225
NET	19	1	57	46	13	-162	68	94
ATTRITION	5%	18%	13%	17%	23%	19%	11%	14%

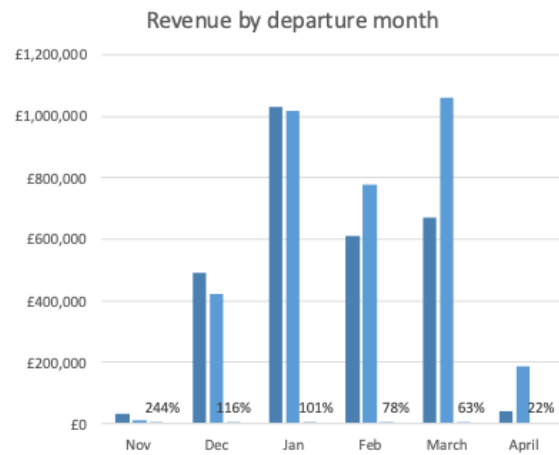
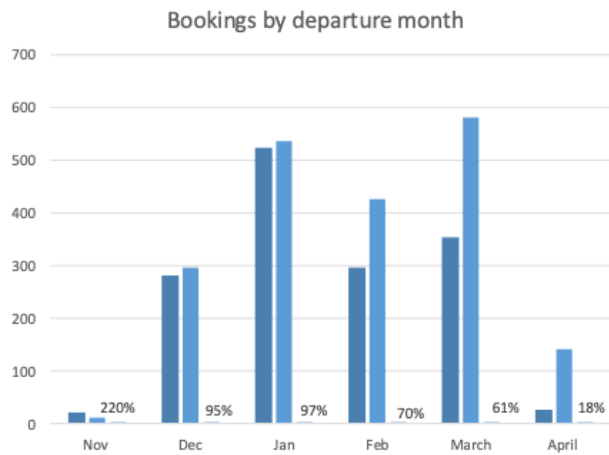
PAID HOUSEHOLDS



Appendix B

Figures as of 01/01/2025

Target Passengers	Current Passengers	Target Revenue	Current Total Revenue
2000	1501 (75%)	£3,493,851	£2,872,403 (82%)



Mountain Tracks

Figures as of 30/12/24
Winter only

Target Passengers	Current Passengers	Target Revenue	Current Revenue
321	205 (64%)	£413,680	£335,972 (81%)

