

# SKI CLUB OF GREAT BRITAIN®

## Minutes of the Meeting of Council held via Zoom on the 5<sup>th</sup> March 2025

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

**Apologies:** David Jenkins (DJ), Evelyn McKinnie (EM), Andy Lapham (AL), Owen Chapman (Head of Membership) (OC), Holly Boucher (HB)

**Observing:** James Gambrill (Chief Operating Officer) (JG), Katy Ellis (Head of Holidays) (KE) (part of meeting), Jitendra Shetty (Finance) (JtS), Pete Davies (Marketing Manager) (PD)

### 1 Chairman's welcome and introductions

AM welcomed all Council and staff members to the online meeting and noted that the new secure method of sharing papers appeared effective.

AM highlighted the main areas for discussion during the meeting:

- Review and respond to wealth of papers from JL as chair of the Human Resources Advisory Group (HRAG).
- Finance at this stage in the year.
- Holidays and Membership.
- Rep feedback.

### 2 Minutes of the meeting held on 28<sup>th</sup> January 2025

The minutes were approved. Following appropriate redactions and a minor change to the draft text, these would be published.

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

Dates of meetings were confirmed. The Annual General Meeting will be held on Thursday 13<sup>th</sup> November 2025. It was noted that the first scheduled online meeting for Members will be held in April 2025 as an "end of season" report.

Two nominations, *[Redacted]*. Council agreed that the COO would evaluate the two options and give the award to one candidate this fiscal year.

Several outstanding actions on the Trackers were confirmed as complete. Please see the Action Tracker for more information.

## 4 Finance Update

WM introduced the Finance Report for the end of January 2025.

Total revenue for January was below budget. Platinum membership numbers for January 2025 continued to run below budget. While joiners and attrition for standard membership are now running in line with budget, the shortfall in joiners for platinum membership compared to budget will continue to cause an income variance. Revenue from advertising and partnership income in the month was below budget.

Total revenue and gross margin from Holidays in the month exceeded the budget: Freshtracks operated 35 trips, Chalets eight trips and Mountain Tracks eight trips during the month. For Holidays, year-to-date revenue and gross profit are also ahead of budget.

The membership forecast assumes that platinum joiners are 50% below budget and platinum attrition of 25%. Membership prices increased from 1<sup>st</sup> February. Some reductions in costs have been identified and forecast to partially offset the income loss. The result is a forecast operating loss of circa £100,000. The Club still expects to show a small profit after investment returns.

Overheads for the month and year-to-date were less than the budget and are expected to remain within budget.

Sundry income from Ikon passes and the web shop is forecast on budget. Ikon pass sales are largely secured; the web shop is not yet running.

WM very briefly described the initial preparations and plan for the budget 2025/2026 process. He noted a draft budget would be presented to Council in advance of the strategy meeting, with changes being made if agreed at that meeting.

CB asked about member profiles and level of information held by the Club on new members. JG noted that level of skiing was held for members participating in Freshtracks holidays, but not for other members.

CB and others noted anecdotal feedback including from prospective members which indicated that the Club was overly focused on “experts’ and “old, black run skiers”. It was agreed that the strategy day in June should have a greater focus considering the target audience for joining.

JL queried the potential return on investments when markets are volatile and the potential implications for Club finance. WM responded that accounting conventions required that we mark investments to market, but that in review of the results we should focus on the long term expected return rather than short term fluctuations.

TCD noted the continued volatility in the financial forecast and that we needed to continue to make efforts to stabilise the forecast earlier in the financial year. It had been discussed in FAC that the challenge in growing membership meant that finances were constrained. The budget for the coming year would need to establish greater headroom to improve the chances of breaking even for the year. Increased

and broader membership should be the target. The insurance offer is not currently as attractive as the Club had hoped.

The Chairman commented that all these challenges are areas for further discussion at the strategy day in June 2025.

CR stressed the importance of attracting more members and noted the challenge of changing the attitudes of people who don't know the Ski Club.

KMacA suggested more could be done to target other ski holiday companies such as Crystal as he had been struck by the number of members he had encountered who had travelled with Inghams and received a discount which covered the cost of membership. JG advised positive conversations with Crystal are underway with the aim of resurrecting the £50 member's discount. He also noted that it is difficult to create the kind of partnership in which holiday companies promote the Club and they would in effect be promoting ways to discount their holiday offer.

## **5 Holiday and Chalet Update**

KE reported on Holidays and Chalets in January 2025 and February 2025.

- January sales had picked up, and February sales were as expected.
- Operations have been good overall with a few issues mainly down to weather
- The Chamonix chalet host dislocated his shoulder and has been signed off work. Cover was arranged where possible.
- The chalets are otherwise doing well, some last-minute spots were filled up and they have broken even for the season. As there are still several weeks in the chalets that need more bookings, marketing continues.

KE advised Council that the Holidays Advisory Group had met mid-Feb to discuss the end of the season and initial plans for next winter. The Club have committed to the full property for "Tignes Takeover". This is a risk; however, the Holidays team are confident the trip will at least break even and committing gives the team the opportunity to take lots of last-minute bookings and test the holiday to see if the Club would want to do more.

Initial thoughts for next year will be to target a small increase, with most of the existing products to be repeated. New products to include Norway, more Austria, more Dolomites, plus potentially more touring, another larger holiday for more standards, a trip for families, and a younger age group trip.

Pleasingly most repping slots have been filled over the season, with fewer last-minute dropouts compared to last season.

Please see Appendix A for further details.

## 6 Human Resources Update

JL introduced a draft Diversity and Inclusion Statement, draft Safeguarding Policy and a draft Safeguarding Statement for the website. She noted that a comprehensive Equality, Diversity and Safeguarding Policy already exists for staff, but these statements are aimed at members. She further noted that best practice would be to separate adults and children for a safeguarding policy, however the Human Resources Advisory Group (HRAG) had taken a pragmatic approach and combined.

The draft Diversity and Inclusion statement states the Club will not discriminate against, or in any way treat anyone less favourably on the grounds of age, gender, disability, race, parental or marital status, pregnancy, religion or belief or sexual orientation. The Club will not tolerate harassment, bullying, abuse or victimisation of individuals.

The statement also reiterates the Club's focus on positive action to encourage more women to join the Club and participate in its activities.

Council discussed the advisability or otherwise of requesting Disclosure and Barring Service checks for new reps and noted these are not currently required for staff members. Council members had mixed views on this. It was decided, on balance as children are only able to join in any activities with a responsible adult present, that these would not currently be required. It was however agreed that references should be provided before reps are accepted onto the rep course and a question regarding criminal convictions should be added, the exact wording to be determined later. Council further agreed that the Safeguarding policy and statement should be reviewed within a year.

KMacA suggested that a Holiday targeted at LGBTQIA+ should be considered.

Council approved the draft statements and policy as final. These would now be published as approved documents on the website. Council noted the need to publicise all documents to members and beyond.

Council also approved KE's role as the Designated Safeguarding Officer. Members of Council were asked to consider volunteering as the Safeguarding representative on Council. It was suggested that this role was more appropriate for a female member of Council. Council members were reminded that EM was the current Whistleblowing Council member representative.

JL noted that revised Member Terms and Conditions were almost complete, but further advice from the data protection team was required. The privacy policy and the document management and retention policy were still being worked on.

AM recorded his thanks to JL for all the considerable work that she had completed.

## **7 [Redacted]**

[Redacted]

## **8 Reps and Resorts Update**

Almost all feedback on reps was very positive. A complaint had been raised, this was being investigated and a response would be issued. Promotion codes for new members were going well and many new members were joining. A complaint about inadequate office follow-up following an injury to a rep had also been received, this was being dealt with.

Most reps were recording members skiing with them through the App. On occasions the App was only recording one family member. It was noted that some members and a few reps were unwilling to download and, or use the App, citing privacy concerns. Zell, Obergurgl and Zermatt have very well-utilised rep services.

Council received information about rep training and were assured that all reps had attended training as appropriate. Any reps not attending were not being allocated rep slots. Overall, however, the information required further analysis and interpretation and should be revisited.

## **9 Membership and Marketing Update**

PD reported that the web shop (which has been built within the Ski Club website) would have a soft launch within the week, following work being completed to integrate a fulfilment partner and payment facilities. Work was continuing to source appropriate stock and suppliers for the shop.

PD provided an update on the highly successful Brand video. Analysis of data showed that many users viewed the video and clicked through to the website.

PD described excellent videos created by reps, which The Telegraph was featuring.

January 2025 was a successful month, with the number of new members surpassing the target of 420 by 80 members, reaching 500. However, the attrition rate was significantly higher than anticipated, at 22%.

Platinum membership remains significantly behind the forecasted target by approximately 45% in terms of join rates. Conversely, Standard membership has surpassed expectations by 9% in terms of join rates. Although January 2025 witnessed an improvement in Platinum attrition as Standard attrition increased, a similar pattern persists. Standard membership continues to align with forecasted levels, while Platinum membership losses exceed forecasted projections. Overall, there was a small increase in member numbers in January 2025. Data around the number of members converting from Platinum to Standard membership is not yet available.

Please see Appendix B for further details about membership numbers.

## **10 Chief Operating Officer Report**

JG reported a considerable growth in household membership. To date membership has risen by circa 300 households or circa 400 members which is commendable after many years of decline.

JG highlighted that “Trips” in the App continues to work well with good engagement from members and the back office are reporting that functions are working well. The “Chat” function which has not yet been publicised fully is working well enough until the end of the season when it can be de-bugged fully and glitches smoothed. Meanwhile work is continuing behind the scenes and would be progressing faster when AL returns from his rep slot.

JG noted that discussions with St Anton about the promising possibility of a rep had progressed positively. It is likely that a current resort would need to be dropped if St Anton came on board next season, with an offer of a lift pass and support with accommodation.

**Council moved to a closed session.**

## **11 [Redacted]**

*[Redacted]*

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

27th March 2025 at 1700 via Zoom.

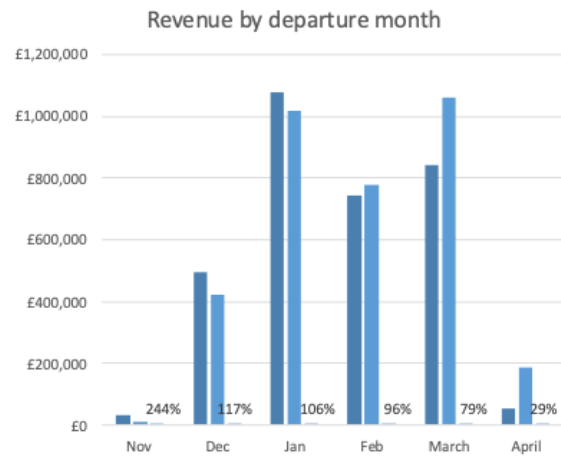
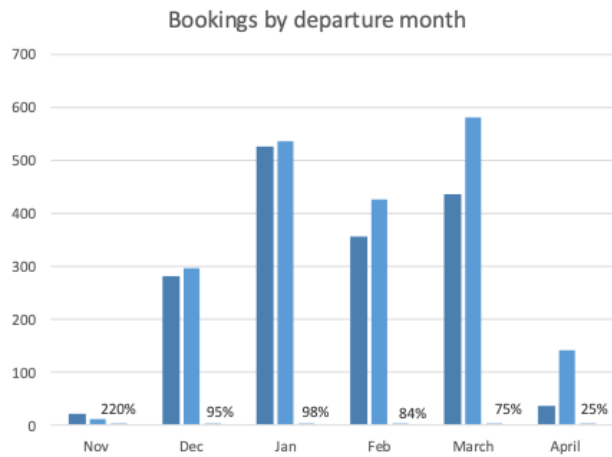
There being no other business the Council meeting closed at 1940.

*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

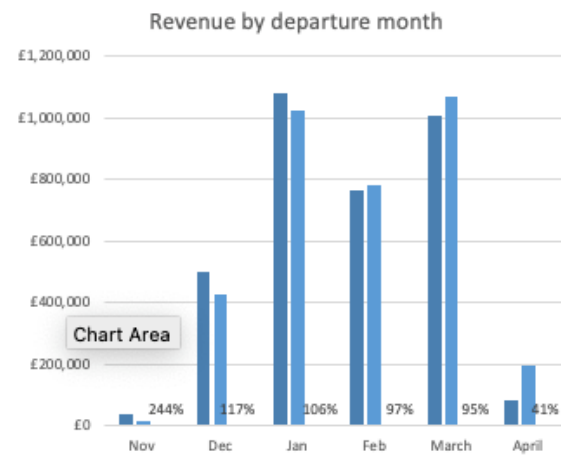
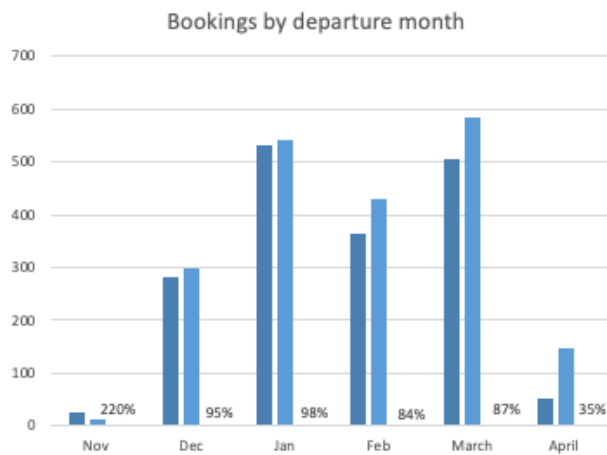
Figures as of 01/02/25

Target Passengers	Current Passengers	Target Revenue	Current Total Revenue
2000	1656 (83%)	£3,493,851	£3,329,441 (93%)



Figures as of 01/03/25

Target Passengers	Current Passengers	Target Revenue	Current Total Revenue
2000	1738 (87%)	£3,493,851	£3,438,617 (98%)

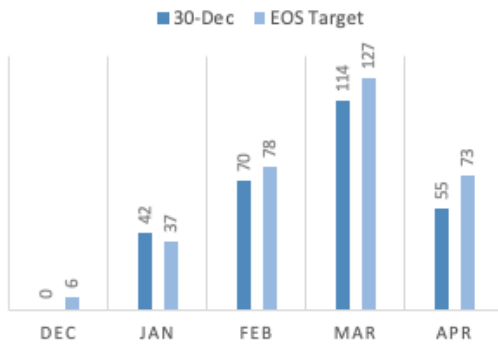


# Mountain Tracks

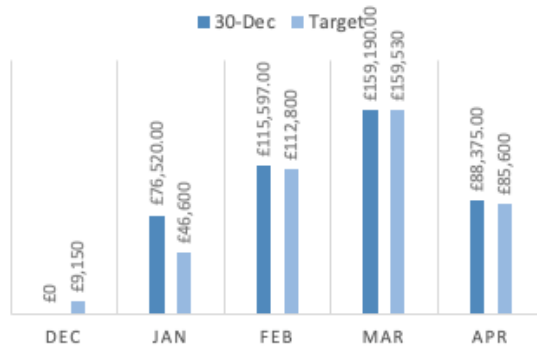
Figures as of 01/03/2025  
Winter only

Target Passengers	Current Passengers	Target Revenue	Current Revenue
321	281 (88%)	£413,680	£439,682 (106%)

### BOOKINGS BY DEPARTURE MONTH



### REVENUE BY DEPARTURE MONTH



## Appendix B

	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-24
TOTAL PAID HOUSEHOLDS	10292	10293	10350	10396	10409	10247	10315	10409	10572
TOTAL PAID MEMBERS	15432	15434	15501	15568	15587	15348	15467	15601	15769
TOTAL DISCRETIONARY	374	374	382	382	384	384	384	384	384
JOINS	36	36	85	98	127	200	225	319	500
LOSS	17	35	28	52	114	362	157	225	337
NET	19	1	57	46	13	-162	68	94	163
ATTRITION	5%	18%	13%	17%	23%	19%	11%	14%	22%

PAID HOUSEHOLDS

