

# **SKI CLUB OF GREAT BRITAIN®**

## **Minutes of the Meeting of Council held via Zoom on the 29<sup>th</sup> April 2025**

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

**Apologies:** David Jenkins (DJ) Pete Davies (Marketing Manager)

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

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

AM welcomed all Council and staff members to the online meeting. He opened the meeting by informing Council that Cris Baldwin and Evelyn McKinnie had resigned from the Council.

AM, on behalf of members, formally thanked CB and EM for their service to the Club.

AM reported that some Council members had expressed concerns to him about the need for all views to be considered fully and he suggested that more dissenting views should be added to the minutes. He noted a view from some members that there had not been a sufficient robust discussion about performance management to ensure the Council was fully accountable.

AM highlighted his intention to write to members in early May and the Zoom call on the 8<sup>th</sup> May 2025, including a timeline for the AGM in November. In his letter he noted he would be reaching out to the membership for new Council members. He recognised that a balance between reps and non-reps was helpful and that an increased balance on advisory groups would be helpful. He stated his own bias was towards experience, rather than appointing non-reps to ensure a balance.

### **2 Minutes of the meeting held on 27<sup>th</sup> March 2025**

The minutes were approved. Following appropriate redactions these would be published.

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

Please see the Action Tracker for more information. EM highlighted that very few new actions had been added to the tracker recently. After discussion, it was agreed actions as follows should be added (some of these actions had arisen from Advisory Groups).

#### ACTIONS

Review of insurance options and presentation on findings	OC	CR	Jun-25
Review of the App and its implementation	JG	AL	Jun-25
Refresh of IT strategy	JG	AL	Jun-25
Review of membership options including disaggregating insurance and introducing tiers of membership.	OC	CR	Jun-25

### 4 Holiday and Chalet Update

KE reported to Council that March 2025 sales had not been as good as she had been hoping for. At the end of March 2025, the Club was sitting at 90% of the passenger target for the full season. Commendably the Club had reached revenue target for the full winter. The Tignes Takeover had broken even. JL asked if there was scope for more “clubby” type holidays at other times of the season held in big resorts for the Ski Club.

Last remaining emails have had some impact but not as many as we had seen previously. Operations have been good overall, even with a few unprecedented issues (such as Heathrow shutting down).

NPS score sitting at around 67% which is very good. The holidays team have been sharing feedback with reps throughout the season, and suppliers will be updated at the end of season.

The holidays team are starting to look forward to contracting for winter 2025/2026. Many of the Club’s regular suppliers have already started reaching out for dates. There maybe a few issues/changes with some companies changing their group conditions or changing their single occupancy offering.

KM asked for more information about the performance of the chalets. These had been operationally good, accidents notwithstanding and had done better than broken even. Overall, the occupancy levels in the chalets had been a bit bumpy over the season, especially late season.

Council members asked when the next Freshtracks brochure will be available. Council asked if it would be possible to get bookings underway for a few holidays such as Norway and Premier Party?

JL asked if there was scope to take in early deposits at 2024/2025 prices and reduce the cashflow issue over the summer. KE noted that the price of flights had increased by around 50% and she was considering dropping flights for Premier Party.

Mountain Tracks have secured a total of 270 participants, for the winter season, generating £458,012 in revenue, this reflects 110% of target, demonstrating strong year-to-date performance.

More information is available in Appendix A

## **ACTION**

Review possibility of taking early deposits for Freshtracks holidays	KE	AM	Jun-25
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## **9 Membership and Marketing Update**

OC provided Council with an update on membership numbers, he noted that March 2025 showed a small growth in memberships. He commented this was like the pattern over the rest of the year. The number of Alpine joins had shown a good increase.

OC described contact with the Club insurance brokers and underwriters to scope alternative products and pricing. He suggested that the Club may be able to offer a top up winter type insurance (similar to Carre Neige), as many members may have regular travel insurance products through banks for example but may need winter sports cover as additional. Overall, a more flexible product would be desirable.

CR updated Council members on a meeting he had held with a new member of Membership and Marketing Advisory Group (MAMAG). The minutes of which were previously shared with Council. He stressed that Council should not be afraid to increase the cost of membership (and in line with other membership organisations). He suggested that the Club might consider ordinary membership and ski with the rep membership as different price points.

TCD commented that the Club needed to get better at disaggregating membership data and defining the (financial) drivers for members renewing, joining and leaving. He reiterated the need for a dedicated competent resource analysing the membership data.

JG noted that most Platinum members left the Club completely rather than changing to standard membership. This suggests that many Platinum members were members for the insurance and when it was no longer fit for their purpose or too expensive, they left the Club.

AL reported that the ability to link the data, such as:

- Skied with rep
- Took insurance

- Went on a Freshtracks holiday

was not currently possible but that the options would be included in the data review. He was also aware of seasonnaires who skied with the rep every week, often over several days.

[Redacted] He (KMacA) compared the cost with the Downhill Only Club which charges £120 per annum per person. He didn't feel that cost was a factor in the low membership growth. He agreed that tiered membership would add unnecessary confusion, and that a membership which did not permit skiing with a rep would be unhelpful.

[Redacted]

WM agreed that the Club needed to disaggregate the reporting of insurance from that of membership. And develop a better understanding of reasons for people joining and leaving. WM noted that Platinum insurance was fit for purpose for the right people. He also noted that Platinum sales had been declining for several years. He stated he expected a proposal on membership tiers to be reviewed at FAC before being put to Council.

AM requested data on the number of Platinum members skiing with reps.

## ACTIONS

Proposal on membership tiers to be shared with FAC before being put to Council	JG	CR	Jun-25
Analysis on number of Platinum members skiing with a rep, including on a Freshtracks holiday	OC	CR	Jun-25

## 6 Finance Update

WM tabled the Finance Report for the end of March 2025. The forecast operating deficit has deteriorated further by £16K from last month and is now almost £270K. With depreciation, the loss before interest is just over £400K.

WM reported that forecasts for Holidays and costs continue to be achieved or improved upon, and those areas are in line with or better than budget. He also highlighted the challenge of accurately predicting member income. The forecast for member receipts and income continues to reduce, below the forecasts which had previously been considered prudent.

When Platinum numbers were reasonably strong the issue was less apparent. However, while sales of Platinum saw some growth up to the 2023/2024 season, numbers have been declining since then, and arguably the trend of decline goes back to pre-Covid.

WM reported that the Club had budgeted for stronger sales and renewal of platinum memberships than was being achieved. Overall, the Club is spending more money than the Club is currently earning and while this is not an immediate worry, the Club may need to sell more investments.

He noted that the Club needed to get back to living within our means. A set of slides was circulated outlining plans of how we might do that. The proposals would impact on member services. So, making cuts quickly has a risk of loss of members, which would make the income worse. Council will also be asked to discuss a path to financial health that might take a bit longer and impact members less.

WM noted that the proposals are provisional, none had been modelled or stress tested. That work will take place for review at the strategy day. The Club had some challenges to overcome to get us on a more even keel financially, but Council will be able to take the critical decisions at each stage.

WM noted that unless there is strong investment growth in April 2025, the Club will show a loss before tax for the year. Investment growth appears unlikely, as markets declined in March 2025.

WM informed Council that two new members would be joining FAC in May 2025. One-Both of whom have ves significant expertise ien finance, one including consumer banking and insurance.

TCD expressed his view that while this was not yet a financial crisis, Council was collectively failing to deliver. WM noted that the shortfall in the sales of Platinum policies was an emerging issue as the majority were sold during the season.

CR reminded Council of his earlier comments and proposals for a tiered membership.

AM reminded Council that a risk had been taken to invest in member services. He asked Council to consider how the Club should get back on track, whilst maintaining the momentum that was apparent in resorts and throughout the industry. He highlighted two possible proposals which staff had prepared to potentially return the club to an operating profit and asked Council to discuss.

CR highlighted to need to identify what is working well and doing less. He suggested that holidays should remain as it is, but that reps and resorts should be restructured, coupled with pricing. He strongly advocated a multi-layered approach and would not support any plan suggesting growth in membership.

JL agreed with CR that the Club should make harder cuts now and that all assumptions should be reviewed. [*Redacted*]

KM agreed with all suggestions and noted that expensive rep resorts should be scaled back. Council briefly discussed how are successful resorts defined. He also suggested that reps travel allowance could be replaced with free membership, however it was unclear how much this might cost.

KM mentioned a proposal he wished to bring to the strategy day in June, to engage

with BASI to investigate if they will recognise our rep’s qualification and award as appropriate. After a brief discussion about the possible legal implications of this, it was agreed that AM, OC and KM were going to discuss viability before bringing to the strategy meeting.

It had been suggested the Club move to three copies of SKI magazine – moving to two copies would have a significant impact on advertising.

[Redacted]

Council briefly discussed the need for a physical office in central London. The impact of all of this on staff stability was a concern. Salaries and IT were significant budget lines.

AL reported that he needed to understand the quality of the service better before making any proposals re IT. He highlighted the need for better data to make key decisions. This led to a debate about the need for accurate and robust data to make evidence-informed decisions. There was a discussion about dynamic membership pricing, but overall Council members were against.

AL commented on the long process to join the Club via the website and noted this required to be streamlined. He further commented that any data tools would need to fit with the refreshed draft IT strategy (to be agreed at the strategy day in June 2025). He stressed the importance of having key people who understand data and its analysis.

The end-of-year audit was booked to take place from the end of June 2025.

**ACTIONS**

Develop budget options for May Council meeting to be confirmed in June 2025	JG/KE	WM	May-25
Set up an in-person workshop to establish what questions and data are required to make evidence-based decisions and define any analytical tools required.	JG/KE	AL	Jun-25
AM, OC and KM to review the possibility of engaging with BASI to investigate if they will recognise rep’s qualification.	OC	KM	May-25

**7 Member Events**

**Hemel Hempstead:** JG reported that the day will be a mix of inputs, including Warren Smith and Chemmy Alcott, and ski testing. Around 92 members have registered.

## **8 [Redacted]**

## **9 Chief Operating Officer Report**

JG reported that he had attended the Mountain Travel Symposium in Aspen where there was considerable interest in the Ski Show. He also reported the potential for the Club to sell Epic passes along with accommodation which would be through a third party.

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

Tuesday 28<sup>th</sup> May 2025 at 1700 via Zoom.

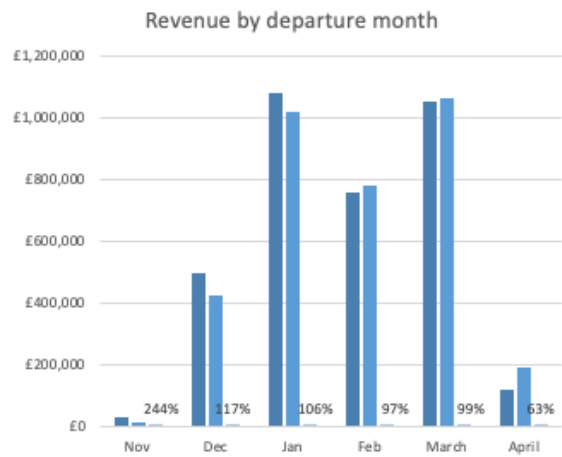
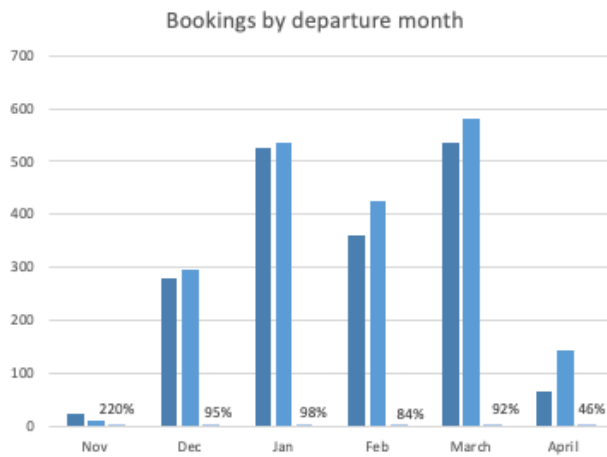
There being no other business the Council meeting closed at 19.55.

*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 04/04/25

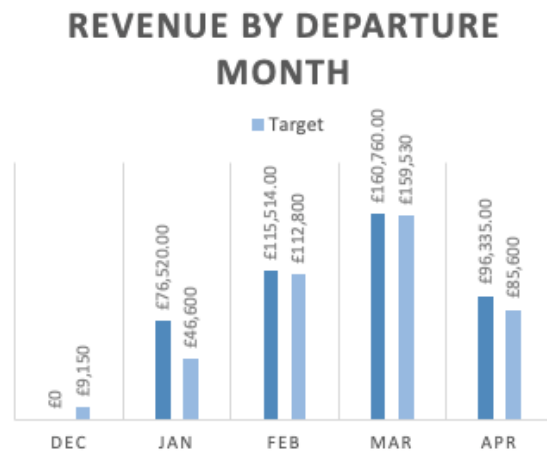
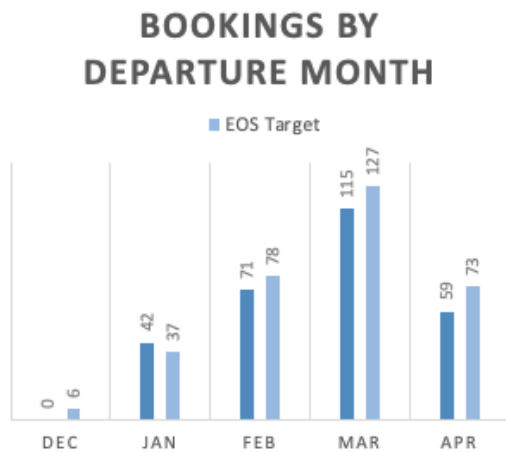
Target Passengers	Current Passengers	Target Revenue	Current Total Revenue
2000	1788 (90%)	£3,493,851	£3,516,570 (101%)



# Mountain Tracks

Figures as of 07/04/2025  
Winter only

Target Passengers	Current Passengers	Target Revenue	Current Revenue
321	270 (84%)	£413,680	£458,012 (110%)



## Appendix B

	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-24
TOTAL PAID HOUSEHOLDS	10292	10293	10350	10396	10409	10247	10315	10409	10572	10577	10624
TOTAL PAID MEMBERS	15432	15434	15501	15568	15587	15348	15467	15601	15769	15771	15832
TOTAL DISCRETIONARY	374	374	382	382	384	384	384	384	384	384	384
JOINS	36	36	85	98	127	200	225	319	500	332	218
LOSS	17	35	28	52	114	362	157	225	337	327	171
NET	19	1	57	46	13	-162	68	94	163	5	47
ATTRITION	5%	18%	13%	17%	23%	19%	11%	14%	22%	28%	25%

