



ANNUAL REPORT & ACCOUNTS

PART 1- AGM NOTICE 2023

ski club[®]
great britain

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The statutory accounts are available as a separate document (part 2)

AGM notice

The Annual General Meeting will be held on Thursday 02 November 2023 at 5:30pm as a virtual meeting using Zoom.

Due to the success and positive feedback received following the previous AGMs held virtually, the Council of the Club has this year again decided to hold the Annual General Meeting online.

AGENDA

- 1 Welcome and introductions
- 2 To approve the minutes of the 115th Annual General Meeting held on 24 November 2022
- 3 To receive the Chairman's Report
- 4 To receive the General Manager's Report
- 5 To receive the audited Accounts for the year ended 30 April 2023
- 6 To reappoint Alliotts as auditors
- 7 To re-elect the President
- 8 To re-elect the Chairman
- 9 To re-elect the Treasurer
- 10 To elect four Members of Council

QUESTIONS AND DISCUSSION

This year, to manage a large number of potential virtual attendees smoothly we ask that members:

Register to attend: please can you register using the link in the members' AGM email we have sent to you; if you have not received an email please [click here](#) to request one. We will then send you the Zoom link to allow you to attend.

Vote in advance: Please use the link and code we have sent you in the members' AGM email. Votes must be received by **5:30pm BST on Friday 27 October 2023**

SKI CLUB OF GREAT BRITAIN

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Chairman's report

As the Club enters its 120th year it maintained a good position in 2022/23, continuing the progress made over the past few years. We finished April 2023 with an operating profit, strong cashflow - enough to see us through the summer and into the next season, a strong influx of new members and another increase in the members using Club holidays. In addition, the key members of the office team remained in place building their experience and skill levels and we successfully expanded the Reps programme.

Council saw a smooth transition from the Chairmanship of Trevor Campbell Davis to whom we owe a debt of gratitude for his sterling work in understanding the predicament of the Club and his thoroughness in taking the necessary actions and instilling a strong habit of Council taking its fiduciary and oversight duties seriously. Thank you once again, Trevor.

We will continue the general thrust of the Council decision making process implemented by Trevor, that is using Council members to lead advisory groups

allowing them to develop a better working knowledge of the activities and issues facing the Club thus allowing better quality discussion and decisions in Council.

One other thing we will continue is the programme of member engagement through virtual meetings. However, now that we are post Covid we have also started to return to in-person events. The main area for this in 2022/23 was the programme with Chemmy Alcott at the snow centres in the UK. There have already been more opportunities in the new financial year, with an end of season party and the 120th celebrations, with more to come.

This past year saw the beginning of the Club's transition from stabilisation after the poor financial situation and Covid.

Regarding the Council; there will be a few changes to the make up of Council this year. The Club's Articles of Association allow for up to eight elected Council members

plus co-opted members at Council's discretion. In 2022/23 we have been running with five elected members and three co-opted members. Of the Elected members we are required to rotate out a quarter each year with the longest serving members retiring. This means that we all owe our thanks to Martin Jordan for his service to the Club and Council since he joined in November 2019. Martin has recently led the Reps and Resorts Advisory Group and has been a big help in helping identify the best way to deploy Reps. He has been an enthusiastic advocate of new resorts and will continue to help this group over the coming months in a co-opted role. In addition, Tony Harris will also be

taking a step back from Council whilst remaining co-opted on the IT and Finance groups. Tony has done an outstanding job supporting the Advisory Groups and in sorting out the Club's trademarks. We will therefore be in a position to welcome four new elected members of Council.

This past year saw the beginning of the Club's transition from stabilisation after the poor financial situation and Covid, to a period where Council is keen to rebuild our momentum in terms of member services and membership growth. If the Club is to remain one where member benefits are wide-ranging across discounts, a magazine, a Reps programme in resort and specialist insurance cover, to name a few, then it is imperative that we maintain or grow our membership and carefully put in the investment necessary to achieve this. Without the sort of scale we still have, attracting suppliers and partners for our benefits and affording those we fund ourselves will become difficult. Thus, it is membership growth we have started to focus most upon.

In looking at last year we are satisfied with where we ended the year. We continue to believe that the Club should aim for an operating profit surplus which is what we achieved with £47,538. This was not as high as the previous year for a number of reasons which Walter goes into more detail later in the report. This was however, partly to spend



more on communications and new Rep resorts. The total balance sheet of the Club remains strong with net assets of £2.88m although that was slightly down on the previous year due to investment market fluctuations.

In June, Council took some time to create a mid-term strategy following a few years of a more short-term focus. Council aligned behind this objective:

To secure and grow membership whilst lowering the average age over the next three years by enhancing member benefits whilst maintaining financial and operational stability

We will do that by focussing on the following areas:

- Grow membership by 5% whilst reducing average age of membership by one year each year.
- Ensure the Club is stable both financially and operationally.
- Increase quality (and enhance the experience) of Club services.

With those objectives in mind as well as past experience of some tangential projects, we have chosen to build upon the benefits we currently have and also to start marketing those to a wider audience. There are over 2m skiers in the UK, many are occasional and most see skiing as a "holiday". We believe Club members see skiing more as their sport, it's more than a holiday. So perhaps the subset of skiers we are looking to attract might only be 200,000 strong. The challenge we have is

that very few of those 200,000 know what the Club can do for them, so we have to start finding ways to tell them. With that in mind, creating news to allow potential members to re-appraise the Club is very important, hence the re-expansion of Rep resorts, the set-up of a marketing presence in the Hemel Hempstead Snow Centre and at the Channel Tunnel and an increased presence in on-line and digital marketing outside of the existing membership.

We can see some of that working. We had a strong year for attracting new members, some 3,300 of them (welcome!) with an average age of 47 versus the current incumbent age of 56. However, this was still outweighed by the loss of c.4,450 existing members. Many of those members who left us had joined originally through a bundled membership deal with one of the indoor ski centres; the leaving rate amongst this group was 75% compared to a "normal" rate of 15%. We should not bundle/hide our membership in another organisations again as it loses its value to those members who did not actively join the Club. Hence our strategic aim to focus on full members and our core offer.

Part of that work is to make our website and membership acquisition journey much better. Although we need to change our relationship management software for security reasons as the old system is no longer supported, it gives us the opportunity to improve several

important things at once. We will have new modern systems to manage membership, holidays bookings and website content. We have been building that over the course of 2022/23 and into the new financial year and are confident that we have learned the lessons of the past. The new systems are to "go live" in October 2023. Please note though that at launch, although the website will be better than it was, it will still have much to do. The advantage of the new systems is that ongoing enhancement will be far easier than in the past.

We felt that the digital and social media marketing spend was working to attract new members, and we will do more external marketing in the year to come, with our Facebook traffic almost three times higher and a 5% increase in web traffic. The Membership Advisory Group has been doing some good work on defining the Ski Club brand and what makes it attractive - expect to see more communication clarity in the coming year.

Holidays are another way to attract new members, and our programme in 2022/23 grew 15% in the year to take 1,850 members on holiday. This is obviously still a core part of our member offer and something we can still build on outside of the current membership base.

Expanding the Repts programme up to 24 resorts has been a success with all of the new resorts having strong member

participation. Council extends its thanks and appreciation to the c.200 Repts who have helped to make this and the Holidays programme work so well. More than 2,000 members skied together in Rep resorts, and this is encouraging us to do more again next year.

As part of our confidence in the Repts programme we have been careful to clarify the role of Repts: The key role of the Rep is facilitation of social interactions with members and to represent the Club to the resorts whilst also signing up new members. In terms of skiing, they are available to ski with other members in the same ways as any other member is. Ski Club members skiing in a group with or without the Rep must make decisions on what and where to ski together. The Rep can be part of that process but is not responsible for organising a ski day, that must be a group process. That is, in essence, how we have approached the members skiing in Rep resorts over the last couple of years and the feedback from members about their enjoyment of skiing in Rep resorts remains very strong.

On a separate note, it is easy to list the areas the Club has organised centrally, however, with any member's Club it is also important to recognise what individual and groups of members do to create a vibrant Club. There are many examples of that and the team at the office would like to support more. Members have organised events in the UK snow centres, the Val d'Isere group and

the Verbier 1936 group have vibrant skiing programmes, and yet to come is a member hosted 120th event in Scotland supported by the office team. We would all love to see more member driven activities and the team are ready to help if necessary.

Turning to 2023/24 briefly, we have commenced the 120th year with a couple of very well attended events including the 120th anniversary dinner which attracted a number of journalists and industry representatives as well as many lucky members. As we move forward expect more member service enhancements which are in the pipeline: new insurance offers, new membership materials and more 120th parties, all facilitated by a new IT infrastructure. With all that going on we are feeling very excited about the future of the Club over the coming years, with all our current members benefiting from the new initiatives. Please encourage your skiing friends to join us!

Angus Maciver
Chairman



General Manager's report

Finally, we can reflect on a year of unrestricted travel for the winter season, and one where British skiers and Ski Club members returned to the mountains in numbers not dissimilar to pre-covid times.

Thanks to the stability we have worked hard to establish over the previous years, 2022/23 marked an expansion on a number of fronts, not least the largest expansion in Rep resorts in recent history with 8 new destinations joining the programme. Feedback from members skiing in both old and new rep resorts has been exceptional this year, with the Reps providing a focal point for members to meet, socialise and go skiing! Now building on the success of the rep format, we are hugely excited to be expanding the programme further in 2023/24 as we return to France, where so many more members can enjoy the rep service.

A key focus last year was to rebuild membership, after the

inevitable losses over covid, but also to reverse the declining membership numbers of recent years. A secondary objective was to gradually reduce average membership age. The Club is for everyone regardless of age, but with the average age of a British skier being 47 vs the average age of a Club member at 57, there is a longer term aim to be more reflective of the overall market.

We welcomed over 3,000 new members to the Club in the last year with an average age of 47, demonstrating that membership and the benefits and services members receive are still both relevant and attractive to British skiers. Our focus for the current year is therefore quite simple: to increase the value of membership and its benefits, and work to ensure more British skiers recognise and understand the value of Club membership.

To that end we are focusing on a significant number of enhancements and new benefits

to members for this year. The Reps service is expanding once again, private liability insurance is now included as standard for all members, and membership cards are being replaced with 'smartcards' that function as a lift pass in hundreds of resorts worldwide. In addition, a renewed focus on partnerships is bringing a further range of discounts and benefits to Club members including discounts with ferry operator DFDS, the opportunity to save hundreds of pounds thanks to discounts with major tour operators including Skiworld, Inghams, Sunweb and more, and further discounts with retailers, brands and ski schools. We have also launched an exciting partnership with the multi resort IKON pass, which members can purchase through the Club for a substantial discount.

Whilst we were successful last season in attracting new members, we also saw a large number leave the Club, and future growth is of course only possible if new joins exceed those leaving. Whilst some members will always leave due to a change in their personal circumstances, we believe the enhancements in member benefits and services mentioned above will encourage more members to stay, as the value of their membership increases. However, we are also aware from member feedback that many members do not utilise all the benefits of membership, and to a large extent this is due to the complexity and limitations of the current website, which is hard to navigate and difficult to update with the latest information. As a result, we have been working hard on the design and implementation of not only an entirely new website, but back-office systems for membership and holidays that power key elements of the site. The result, we believe, will be

transformational in allowing us to communicate better with members, and allowing members to understand and access all the benefits of membership. This is very much the start of the improvements, so there is still much work to do, but the new systems will allow for much faster development and improvements to become available. We're excited to receive your feedback

By the season-end we could reflect on a very strong performance across all areas of the Club, including a positive operating surplus for the first time in a number of years.

on the new site, and we hope it will be a significant enhancement to your member experience!

These new services and benefits, and the implementation of an entirely new set of IT systems, have put considerable pressure on the head office team, even with the expansion in key staff to deliver both these improvements and to ensure we continue to deliver a high level of service to members. It's been a pleasure to welcome several new members of the team this year and to see the vast majority of the existing team stay with us and develop their knowledge and skills. As an organisation, the quality of our services to members is almost wholly dependent on our passionate office team and volunteer

Reps, and my sincere thanks goes to them all for delivering what has been a successful and stable year,

providing the platform for the exciting developments ahead!

REPS

Following the successful expansion of the Reps service last season we are excited to be expanding again, and this time into France with Reps confirmed in two of the largest ski areas – Espace Killy and the Three Valleys. This has been possible thanks to a significant amount of work by staff, Council and Reps to develop and refine the modern role of the rep, as well as building on long term conversations with French resorts who understand the benefits that a Ski Club rep in resort brings in terms of visitors and exposure. We remain on track to continue to expand rep-serviced resorts over the coming years.



PHOTO: ROSS WOODHALL

GENERAL MANAGER'S REPORT

INFORMATION AND ADVICE

As noted last year, information may be everywhere now, but accurate and unbiased information is scarcer! The Club has always been a source of expertise and advice to our members and with the expansion of our team this year that knowledge and expertise has grown further. The new website will make it much easier for members to access this expertise and we look forward to expanding our information further with increasing use of video and member generated content across all our communication channels. The recruitment of a Member Engagement Officer has significantly increased the volume of information and advice we share across social media with a corresponding increase in engagement.

HOLIDAYS

With a growing programme, Ski Club holidays are going from strength to strength. Members travelling on holidays increased significantly last winter and are targeted to grow again. Member feedback was also much improved, thanks to a stable team in the holidays department who have delivered very high levels of customer service to our members and guided them through the incredibly varied programme across Freshtracks and Mountain Tracks. We are seeing strong demand for off-piste focused holidays and for instruction, as well as a return to more long-haul destinations with the US, Canada and Japan back in the programme. Our unique holiday concept is still very popular with members and increasingly attracting new members, and the expansion of our successful chalet programme to Chamonix this year is especially exciting.

SKI+BOARD MAGAZINE

Last year we made some significant improvements to Ski+board, with

Warren Smith joining the team as technique editor and more tips from our ambassador and multiple Olympian Chemmy Alcott. We also carefully increased distribution with selected partners into Snow and Rock stores and indoor snow centres. Advertising revenue has significantly increased allowing the membership fee subsidy of Ski+board to decrease, freeing up funds to spend on other member services. For this season, Ski+board is in the hands of a new design team with a sharp new refreshed look and more valuable content from members. Members can also meet and ski with the Ski+board team including Chemmy and Warren at more UK events this year.

MEMBERSHIP AND INSURANCE

Membership has been a story with two sides this year with significant numbers of members both leaving and joining. A large number who left had 'joined' through affiliates, and we no longer pursue these types of relationships as it's important that members join through a conscious desire to be members and engage with the Club. With that the change and the enhancements to membership we expect to see the level of those leaving drop, allowing us to grow membership through new joins as we demonstrated we could do last year.

The recruitment of a Member Engagement Officer and the new data that will be made available with our new Salesforce based membership systems will allow deeper and better understanding of why members join, stay and leave, allowing us to further refine member benefits and services for the future.

One area of membership that has been growing in real terms is platinum, which includes annual travel insurance. This was carefully designed with skiers and

members in particular in mind, covering off piste (without a guide) along with a range of cover for additional travel and sport. Feedback has been excellent and working closely with the underwriter has allowed us to better understand the needs of our members in regard to insurance. There will be changes to platinum coming this year as we simplify the product but ensure it covers the needs of the vast majority of members. Careful benchmarking in the wider market also ensures platinum remains excellent value for the level of cover provided.

The new private liability insurance will provide peace of mind to members who are unsure if they have this cover included in their existing home or travel policies. As a mandatory requirement for all skiers in Italy and with other nations likely to follow suit, this is a valuable addition to every membership.

Our new partnership with Alto Ski sees plastic membership cards replaced with liftpass key cards, on to which members can add lift tickets of varying durations in hundreds of resorts worldwide that use the Skidata system. We expect these new cards to have a lifespan of over 3 years, reducing the waste in producing new cards every year as well as in purchasing a new liftpass card in each resort. An accompanying app will show your current membership status and relevant information and allow you to manage all members of your family membership if applicable. The app will also mirror the resort guides and member discounts from the new website, updated in real time. This membership app will initially run in tandem with the popular community app that many members now utilise to meet up in resort or on a Club holiday. In

time we plan to combine all the functionality and more in a single member app, once the current IT projects are in use.

IT

We've known for some time that our current IT systems were approaching end of life and offering a less than optimal experience for members, as well as for Reps and staff. The challenge was finding a solution that could work across the Club's key activities of membership and holidays, whilst avoiding the complexity and cost of a fully custom-built system.

The solution chosen combines two dedicated applications: 'Fonteva' built for membership organisations; and 'Sugati' built for specialist tour operators. Both are built on the global standard Salesforce CRM. Our new website is built in WordPress, again a global standard platform. The systems interact but with less reliance on data transfer than the previous systems, which increases both simplicity and security.

With the project signed off just after the AGM in 2022, we have been working at pace to develop the new systems and site and move all of our data across. No IT project is without challenge, and this has been no exception! At the time of writing, we are confident of delivering what will be a hugely significant improvement both for internal systems and workflows and for member experience. Critically, the new systems allow for further refinement and improvements with significantly shorter timescales and lower costs than previously.

LOOKING AHEAD

With another successful and stable year behind us, we can continue to focus on increased and enhanced member benefits to

both retain more members and attract new ones. Our new website and underlying IT will increase our productivity and understanding of the membership, as well as making benefits and services easier for members to access and utilise and clearer for non-members to understand and evaluate. We continue to understand the importance of making the right decisions as we evaluate choices on what to develop, who to target and how we can grow membership for the benefit of all members. An increasing exposure to more skiers and potential members through our industry partnerships and marketing is a key focus for the coming year.

This is an exciting time for the Club, as we look forward (with more confidence!) to an undisrupted season ahead, but with the knowledge now that we can survive with the challenges we have faced over recent years. We have a strong financial and operational basis, with a passionate and knowledgeable team ready to deliver high quality services to members. Our strategic planning reminds us that we must make good choices, we can't do everything, but we can continue to grow both services for members and the number of members who can enjoy them, which provides further resources and benefits for all. Thousands of UK skiers remain potential members, and our recent positive join numbers suggests our current offering is attractive to many of them. We will continue to improve that offering and improve our communication to grow our Club for the benefit of all.

James Gambrell
General Manager



Council nominations

The 2023 election is for the positions of four elected Council members. Their biographical information is shown on pages 17-20.

The current and continuing members of Council are

- Angus Maciver (elected 2019)
- Walter Macharg (elected 2021)
- Stu Bevan (elected 2020)
- Trevor Campbell Davis (2020)
- Rick Krajewski (elected 2022)
- Chris Radford (elected 2022)
- Jean Lovett (co-opted 2021)
- Evelyn McKinnie (co-opted 2021)
- Elizabeth Morrison (co-opted 2021)

Council intend that Jean Lovett and Evelyn McKinnie be elected to Council for the coming year and propose two new co-opted members, Paul Bond and David Jenkins.

Council propose the re-election of the current Officers of the Club. Their biographical information is shown on pages 14-16.

The members standing for election to Council are **Trevor Campbell Davis, Jean Lovett, Evelyn McKinnie, Cris Baldwin-Cristoffison** and **Kenneth MacAllister**.

Council and its committees are supported by members in various capacities.

Elected members of council are nominated by Council or another member and stand for election by the entire membership at the AGM. Council members become directors of the Ski Club of Great Britain Ltd.

Co-opted members of Council are selected from the membership by the Chair and other Council members because of their specific skills and experience which match a need identified by Council. They attend Council meetings alongside elected members. Co-opted Council members are non-voting and are not directors.

Advisory group members are invited to join one or more of the advisory groups and committees set up by Council to offer their expertise in a nominated area. They may attend some Council meetings relevant to that group, but they do not have voting rights, nor will they attend all parts of a Council meeting.

The following pages contain biographies for those members wishing to be elected to Council. Biographies are also included for those members who have kindly agreed either to be co-opted to Council or to join an advisory group committee.

OFFICERS FOR RE-ELECTION



Trevor Campbell Davis

**PROPOSER: COUNCIL
STANDING AS PRESIDENT**

Trevor Campbell Davis is a long-time member of the Club and of the Alpine Club, where he is Chair of the Finance Committee. He is an experienced Chairman and CEO, who has held a wide range of executive and non-executive board positions in both the public and private sectors across the UK and Europe, working extensively for NHS trusts as both chairman and CEO. Trevor has served as Chairman of the Club between 2020 and 2022, and as President since 2022.

NOMINATIONS: OFFICERS FOR RE-ELECTION



Angus Maciver

**PROPOSER: COUNCIL
STANDING AS CHAIRMAN**

I have been on Council/General Manager since 2019 and Chairman since November 2022.

In my time on Council, we have moved from managing a poor financial situation, managing through Covid and now emerging into a period where we can start thinking about growth of services and members again. I very much want to continue that journey over the next year albeit making sure that any growth is appropriately funded.

I remain committed to the Club: I have been a member for nearly twenty years, giving it significant focus and time; I've skied in many resorts with Reps; been on multiple Freshtracks holidays; and am also a Rep. Additionally, having left full-time employment, I have time to invest.

I have a strong business background with a track record of growth including senior Marketing/Sales roles in: PepsiCo; Prudential; and Morrisons where I was the Marketing Director; and until 2018, was CEO for seven years of a successful Marketing Services business.



Walter Macharg

**PROPOSER: COUNCIL
STANDING AS TREASURER**

I am a Chartered Accountant with many years' experience in managing major companies and building financial control and governance systems. Trained with a major audit firm, I have been a Group Financial Controller for a listed property and financial services PLC, finance head for the division of Network Rail which

runs the UK's largest stations, and financial controller for major railway construction projects. I have recently retired from Crossrail, where I was Head of Financial Control and latterly Head of Change Control.

I started skiing at a very young age at Hillend in Edinburgh and spent

many childhood hours in the Cairngorms and Glenshee. I have been a Club member for many years and am qualified as a Rep.

I have completed one year as treasurer and believe we are now in a great position to grow the Club and to help members to enjoy their skiing even more.

MEMBERS STANDING FOR ELECTION TO COUNCIL



Jean Lovett

PROPOSER: COUNCIL

I have been a co-opted member of Council for two years and know, first hand, that this is a really exciting time to join the Council! During this period, I have had a unique insight into the Club's strategy and the investments it is making to enhance and refresh its member experience, member benefits and its holiday and repping programme.

In my day job, I am a practising employment lawyer, currently a partner in an international law firm. I regularly advise employers, boards and remuneration committees on the people-related

challenges they face, ranging from executive and remuneration issues, to regulatory change, disputes and HR strategies (including DEI). In my role as a co-opted Council member, I have provided support to Council and the General Manager on people-related issues of all kinds – both legal and HR. If I joined Council, I would continue to contribute with energy and enthusiasm, combining common sense and legal knowledge.

It goes without saying that I am also a keen skier.



Kenneth MacAllister

PROPOSER: COUNCIL

I have only been an SCGB member since 2017, and since that time have enjoyed many of the aspects of the Club and benefitted hugely from membership in terms of being part of an active ski enthusiast community. I have previously been a member of the Scottish Ski Club, and Gordon skiers, primarily to access the youth training programmes they provided for my children.

I am now at a stage (retired) where I can devote time and experience to help the Club thrive and grow and give back to the sport of skiing

some of the pleasures it has provided to me and my family.

I live in Edinburgh and am an active Ski Club Rep. My professional background is as an oil company exploration geophysicist having lived and worked in Scotland, India, North, South and West Africa, and England.

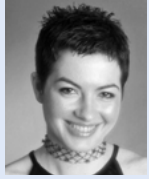
I would bring to Council, an energetic, driven, Scottish based, active SCGB Rep and DHO leader, with ski racing, and 33 years telemark experience who has a

good interpersonal persona, is passionate about snowsports, and is committed to youth development in skiing.

A major benefit of my inclusion in Council will be having Scottish based Council representation, active rep representation, cross club representation, and a good network of skiing contacts both recreationally and in the ski racing and teaching community.

I live in a family immersed in skiing. My wife Sheila, and daughter Morven are both Ski Club Reps, as is my brother Colin. My son is a BASI Level 4 ISTD and French Carte Pro qualified ski instructor who lives in the winter between New Zealand and Canada or France.





Evelyn McKinnie

PROPOSER: COUNCIL

Most of my working life has been spent in management consulting at Accenture, for which I was a Managing Director until taking the decision to leave in 2021 to pursue a career direction more focused on Energy Transition and Sustainability work. During my 21 years in the firm, I enjoyed opportunities to work with a wide range of clients across multiple industries, including Utilities, Communications & Media, Consumer Goods, Oil & Gas and the public sector.

My client work focused on strategic transformation programmes of various size and scale, defining and implementing

change within organisations, much of it customer-focused. As the Club pursues its path to serving membership needs, I look to bring my experience to bear in terms of understanding how membership and needs are changing, help shape products and services to fulfil them and enable the adoption of new working practices that help sustain and grow the organisation moving forward. I believe our ability to rediscover the spark that led to the development of an open, diverse, loyal community served by mutual interest is key to the Club pursuing a successful path in the future.

I was lucky enough to be introduced to the wonderful world of skiing at school. The Club served as my primary avenue to enjoy the sport with like-minded individuals in the absence of ski-ing family members. Many individuals that still need that avenue and my engagement in the Membership Advisory Group and as a co-opted member of Council will focus on helping us tap into and retain them.



PHOTO: ROSS WOODHALL



Cris Baldwin-Cristoffisson

PROPOSER: COUNCIL

I am a new member of the Ski Club and can bring a fresh perspective on the Club's offering and how it can be more attractive to its non-core audience.

My first impression is that the Club prefers to speak to "Expert" experienced skiers. I encourage us to speak more strongly to novice skiers, and people interested in the possibility of skiing whose default thinking is that "skiing is the reserve of posh white men, and so (as I am not one) this isn't for me."

My observation of skiers and snowboarders out on the slopes is that there are very few:
Women
BAME
Over 60s (though well represented as members)
LGBT+
People with disabilities

We need to attract people from these groups. They are under-represented in our publications and ambassadors (employees and volunteers). Let's be more inclusive and welcoming to individuals from a variety of backgrounds and experience

levels as customers and ambassadors. Being too "exclusive" means that our revenue streams are not optimal. Let's appreciate our normal base but look beyond it.

Taking myself as an example outside of the Club's norm: I have 30 years of skiing experience with an average of 2 weeks skiing per year, yet I am still an "advanced intermediate". I have joined the Club this year as my wife no longer wants to ski. With a hidden disability and being a sociable person, I prefer not to ski alone. I want to join a group on the slopes who'd accept me and also welcome companionship, inclusivity and encouragement from a better leader-skier adept at gentle coaching. Whilst the off-piste "Mountain Tracks" offering is not for me, I know I can be a better skier with the right kind of support. I am not alone. Let's think differently about how the Club reaches out to women, people from BAME and LGBT+ backgrounds etc.

My international HR background in the commercial airline and public sectors will benefit the Club. Clients include marketing specialists in world-leading brands. I am also a volunteer and ambassador for a range of organisations. I can use my experience and skills to enable the Ski Club of Great Britain to broaden its appeal to a more diverse range of people who currently think that the Club is "not for them". This is our loss currently, yet taking action to diversify our customer base can only be our gain.

NOMINATIONS: CO-OPTED



Paul Bond

CO-OPTED TO COUNCIL

The Club is now cruising on well groomed pistes and moving forward. I have long experience in youth and schools sector including the schools travel sector, insurance and legal aspects. As I advise leaders and solve issues as well as being involved in membership organisation governance, I believe I have something contribute.

The 'Ski with Chemmy' events are just the kind of 'keeping in touch' enjoyable events that could be extended to a regional calendar of meets either ski & social or just social including talks from 'gear gurus', coaches, fitness and injury rehab speakers, this would compliment the content in Ski+board where a more practical

hands on approach is appropriate. Servicing and adjusting your own kit comes to mind and I am sure there are many others.

Breaking down barriers (cost, climate change, travel, kit) is essential to ensure both our membership and the snowsports sector thrives. Taster sessions, perhaps as described above on a structured regional level could be be a concept. The pathway to competitive elements or lifelong participation in snow sports emanate from this. We know many young people also find their way into snowsports from a first introduction either as a family or school experience but there are many who access neither, I believe the Club has a role to lead and

coordinate existing initiatives and support new ones that are well designed to capture those who miss out.

The Freshtracks and Mountain Tracks offers and in resort reps are a real benefit of membership and sustainable enhancement and expansion should continue. The Club is in a strong position to continue supporting and enhancing the membership offer, as well as introducing initiatives to support growth which are fundamental. I believe my portfolio of experience in the travel sector, corporate governance and successful directorship of a not for profit community interest company offers a valuable skill set to the Club.



David Jenkins

CO-OPTED TO COUNCIL

I have been a member of the Club since 2013, joining in my 50th year to follow my dream of learning to ski off piste.

My working life saw me have a career in property and construction, and I consider myself very lucky to have been able to work on so many exciting projects during the course of my career. My work has included advising the government on the appropriateness of the Building Schools for the Future programme, and its relationship with new build academies. I was also fortunate to spend time on the pre-construction phase of some very large and innovative projects in central London and finished my career specialising in the construction and refurbishment of some of the

largest private homes in London, working with ultra-high net worth clients. The highlight of my managerial career saw me undertake the role of Managing Director for a PLC property services business unit employing over 100 people.

I retired in 2020 just as coronavirus took over control of all of our lives, having to flee Italy, where I was repping for the Club, at a moment's notice as the country went into lockdown. I have participated as a client on a large number of Freshtracks holidays, both on and off piste, across Europe and Canada. My skiing adventures have also taken me as far afield as Kyrgyzstan and North Macedonia.

I successfully completed the Club Leaders course in 2018 and was fortunate enough to have been given the opportunity to lead holidays that season and be able to wear my hard-earned blue jacket on snow. Alas we are no longer able to wear our jackets on snow, but the new Reps role is still able to provide a wonderful service to Club members and it is a role I thoroughly enjoy.

I feel my experience in business leading 100 people in a highly profitable consultancy enterprise, as a Club member and subsequently a Rep, and as a regular client on Freshtracks holidays, leaves me well placed to support the purpose, mission and vision of the Club as it evolves to meet the challenges of years to come.



Club membership

The past year has seen some significant changes in our membership, with large numbers of members both leaving and joining.

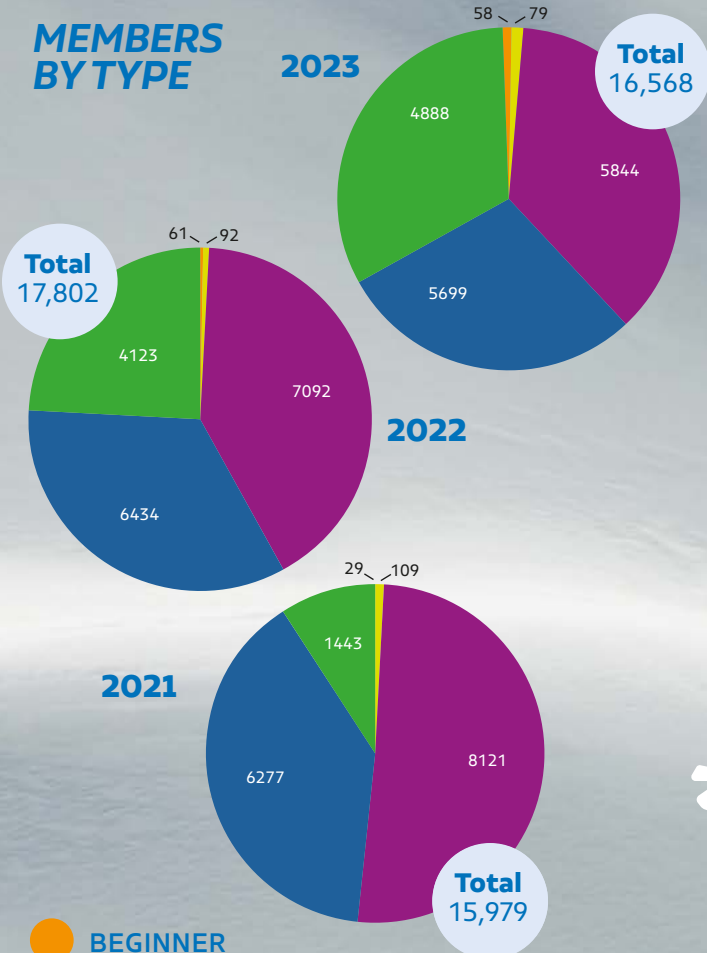
A significant number of those leaving joined through 'bundled' memberships as Angus notes in his report. We have moved away from these type of arrangements to ensure those that join the Club do so as a conscious choice. Amongst those who left and advised us of the reason why, 'no longer skiing' was the predominant reason. The UK ski market overall shrank somewhere between 10 and 15% from its pre-covid size last year, though

early signs point encouragingly to more of those skiers coming back for this winter. Nevertheless, clearly some members have stopped skiing and therefore are stepping away from the Club. We have seen no evidence of members leaving because of dissatisfaction with the services provided, nor the cost. We are also not seeing members leaving because they have reached an age where they stop skiing, the average age of those leaving is representative of the average age of membership overall. The importance of attracting new, younger members has been discussed frequently on the

member zoom calls, and we set an objective this year not only to attract new members, but also to lower the average of membership by attracting more members in the 40 – 50 age range. It's pleasing to see that the average age of the over 3,000 new members joining was 47, which is the average age of all UK skiers according to the latest data. This brings the average age of Ski Club members closer to 55, and we will continue with the objective of welcoming a broad range of members from all age demographics more representative of UK skiers nationally.

Membership data

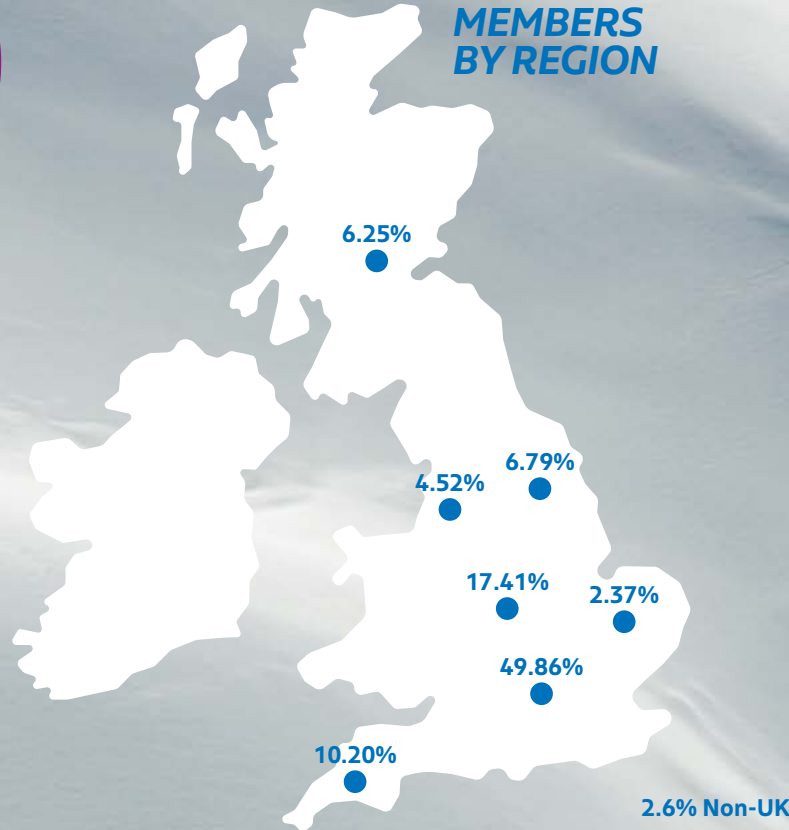
MEMBERS BY TYPE



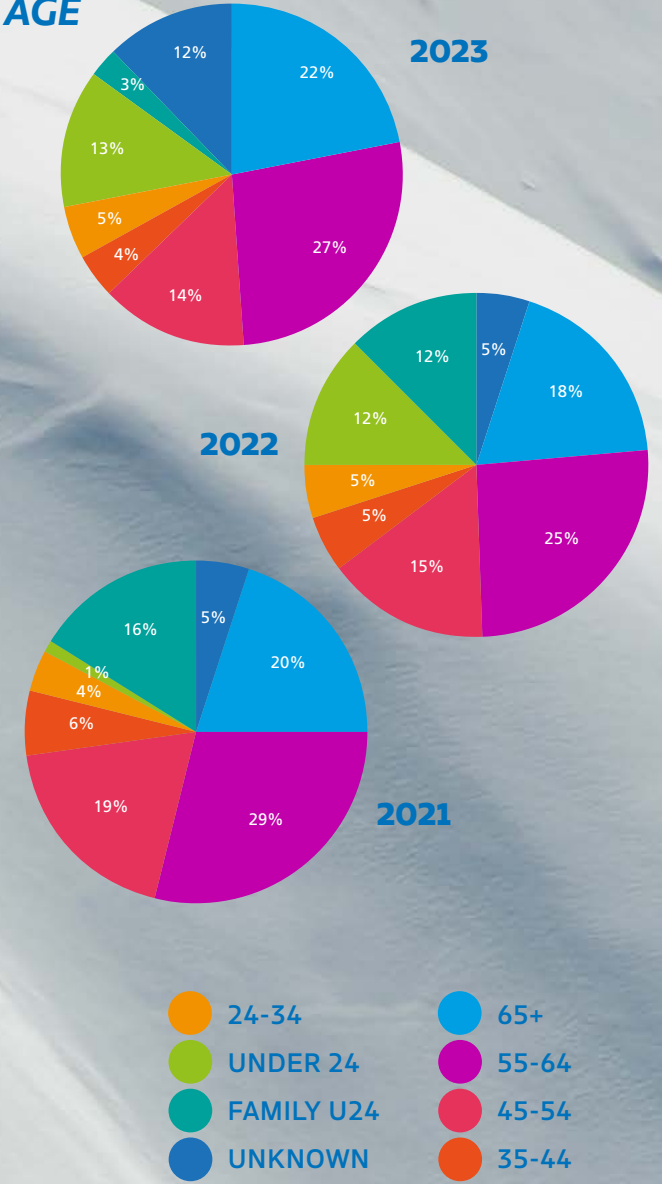
- BEGINNER
- UNDER 24
- FAMILY
- INDIVIDUAL
- SKI CLUB PLATINUM

NB. Figures for Beginner memberships include Individuals, Family and Under 24.

MEMBERS BY REGION



MEMBERS BY AGE



- 24-34
- UNDER 24
- FAMILY U24
- UNKNOWN
- 55-64
- 45-54
- 35-44
- 65+



Freshtracks

Ski Club Freshtracks continues to expand following the recovery in UK skiers taking holidays post covid, as we look to return to the volumes of members travelling with us on Freshtracks holidays that we saw in pre-covid years.

Freshtracks offers snowsports holidays that are simply not offered elsewhere. Holidays are only available to Club members, arranged around ski profiles to give members the confidence of knowing they will be skiing with others of similar level and ambition, and led by a hand picked selection of instructors and mountain guides. This, coupled with a huge range of destinations including many not served by mainstream operators, ensures the popularity of Freshtracks continues to grow.

Those members who travel with Freshtracks are hugely enthusiastic about the product, as seen from the high NPS (Net Promoter Score) of 62. Net Promoter Score measures advocacy, how likely are those travelling with Freshtracks to recommend the programme to other skiers, and our score puts Freshtracks in the top 10% of ski tour operators.

A key appeal of the programme is the categorisation of the holidays by type: on-piste, all mountain, off piste, ski touring, weekends and bucket list. Within those categories are several options arranged by profile, so members can really pick the perfect holiday.

With a disruption-free season we were delighted to welcome over 1,250 members on Freshtracks holidays, an increase of 16% on the previous year. Those members enjoyed 146 holidays to 46 different resorts between them.

We were delighted to welcome over 1,250 members on Freshtracks holidays, an increase of 16% on the previous year. Those members enjoyed 146 holidays to 46 different resorts between them.

Freshtracks also continues to attract new members and members re-joining: 24% of Freshtrackers in the past year were new to the Club or rejoined to travel with us on holiday.

Tignes remained our most popular Freshtracks destination for 2022/23, in large part due to the hugely popular Premier Party and Tignes Instruction weeks that kick off the season in early December.

WHAT'S NEW?

Looking ahead, we've expanded our popular chalet based off-piste programmes in Flaine by adding a new chalet in an iconic destination, Chamonix. Japan is back in the programme for 23/24 by popular demand - it's the top bucket list destination for members. Closer to home we have new trips running to the incredible Sierra Nevada in Spain and charming Jasna in Slovakia. We're also expanding our operations in the lesser-known region of Carinthia in Austria with a learn to ski tour weekend.

Early bookings were very strong with over 40% of the programme sold by the end of August, just weeks after going on sale. But we still have plenty of availability on many trips so do give the team a call or check out Freshtracks on the new Ski Club website to secure your place on one of our fantastic trips this winter!

Mountain Tracks

Mountain Tracks runs a diverse portfolio of trips and extraordinary adventures that serve as a testament to the organisation's profound passion for mountain exploration and its dedication to delivering unforgettable experiences.

Alongside the introduction of new departures for the 2023/24 season, Mountain Tracks takes great pride in the continuation of its timeless classics that have long defined its identity. From the iconic Silvretta Ski Tour to the captivating Dolomites Ski Tour, the exhilarating Mt. Etna Ski Tour, and the renowned Haute Route Ski Tour, these enduring journeys remain as captivating as ever, awaiting discovery.

2022/23 saw further growth for the Mountain Tracks brand, carrying almost 250 clients on trips with over 20 IFMGA guides. Revenue was just under £400,000, an increase of more than 30% over 21/22.

March remains the most popular month for departures. The changing weather and snow conditions in the Alps coupled with ever increasing demand for huts provides an ongoing organisational challenge, but one where the team's experience is invaluable to adjust the programme accordingly.

As the organisation looks ahead to the 2023/24 season, it is pleased to present a range of new departures that reflect a commitment to diversifying offerings and exploring emerging opportunities. These include a Cat Skiing and Ski Touring Deep Powder Week in Kazakhstan,

offering a blend of cat skiing and ski touring in a unique setting.

Another addition is a Ski Touring Expedition in Kyrgyzstan, capitalizing on the growing interest in this region often dubbed the "Switzerland of Asia." The organization is also introducing the Lofoten Legends Ski & Sail Expedition, tapping into the demand for iconic Ski & Sail experiences in the dramatic fjord landscapes. Lastly, Heliski Courmayeur offers a new dimension to winter offerings, exploring the allure of heliskiing in the pristine off-piste of Courmayeur, Italy.

We are pleased to present a range of new departures for the 2023/24 season including a cat skiing and ski touring deep powder week in Kazakhstan, a ski touring expedition to Kyrgyzstan, the Lofoten Legends Ski & Sail Expedition in dramatic fjord landscapes and the pristine off-piste of Heliski Courmayeur.

Each new departure represents an opportunity to explore exciting, untapped markets and enhance the portfolio to meet the evolving needs of adventure travellers.

The highlight of the Summer 2023 season was the Clifton College Route bolting expedition in the Julian Alps. This endeavour offered exceptional climbing experiences and contributed to the development of new climbing routes, and hopefully instilled in the younger generation the passion and respect for the mountains that we all have.

As of the beginning of October, Mountain Tracks has made significant progress in the 2023/24 season. A total of 84 passengers have booked their adventures, inclusive of 31 passengers from Summer 2023. This translates to approximately 42% of the targeted financial year revenue for 2023/24. We look forward to continuing to deliver exceptional mountain adventure experiences to clients as a leader in the adventure travel market.



On-snow service

22/23 marked the single largest increase in Repped resorts in recent years, with 8 new resorts welcoming Reps and members, and in turn leading to almost 2000 members meeting up with over 100 Reps and other members across the now 24 Rep serviced resorts.

As the role of the Rep has changed, the focus is on helping members to meet each other in resort at Club social events, get together for skiing, often accompanied by the Rep, and providing expert advice on the best shops, restaurants, bars and slopes. This new look Reps service was rated at 8/10 or above by 98% of members, so clearly a very valuable element of their membership.

Meribel, Val Thorens, Tignes and Les Arcs will all become part of the Club's Rep programme for 23/24, meaning that members will find Ski Club Reps in the largest French ski areas of the 3 Valleys, Espace Killy and Paradiski, which between them account for well over 50% of British visitors to France.

Where last year we focused on expansion into Austria and Italy due to the growing demand for resorts in those nations, France remains the most popular destination for British skiers,

accounting for over 50% of all ski holidays. We've been working hard over the past couple of years talking to the stakeholders in multiple French resorts from the tourist offices to the ski schools, to explain the new look Rep service as more of a 'Club concierge' there to help members have a better ski holiday in their resorts. With almost 60% of members choosing a resort because of the presence of a Rep, the advantages for the resorts are clear.

We're delighted to announce that for 23/24 we're expanding the number of Repped resorts by 5, all of them in France. Meribel, Val Thorens, Tignes and Les Arcs will all become part of the Club's Rep programme for 23/24, meaning

that members will find Ski Club Reps in the largest French ski areas of the 3 Valleys, Espace Killy and Paradiski, which between them account for well over 50% of British visitors to France. They're

joined by the member's favourite of Flaine, itself part of one of the other largest ski areas – the Grand Massif. We're hugely excited to have our Reps back in France for 23/24 and we look forward to seeing many more members being able to utilise the Reps service for the coming winter. In addition, the very successful member led initiatives for members to meet up and ski in Val d'Isere will continue for 23/24, as will our popular Instructor Led Guiding service in several resorts. And to help even more members find each other in resort we're ensuring each Rep has a branded Ski Club top to wear at social hours and around the resort, and a stash of branded Ski Club goggle protectors to give out to all members in resort to help spot each other in a crowded cable car or busy bar!



Online stats

In the past year we have seen a further small increase in website traffic measured by overall sessions, though a reduction in the number of site visitors. This is measured across the year, and we did see the number of visitors in the peak winter months exceed last year's, with significant increases in January, close to 2019 levels.

With the development of the new website over the past 12 months the focus has been on creating a better and simpler user experience rather than adding more features or significant additional content. The new site gives us far more flexibility to add new features and content quickly, so we will be focusing on content development with due consideration of Search Engine Optimisation (SEO) over the coming months to grow our web traffic further.

Social channels continue to grow, especially our Facebook resort groups which now connect over 25,000 group members. We are looking at other digital solutions to help make it easier for members to connect and share advice and information with each other and with the Club HQ team, to be shared centrally across all our channels including the website, social groups and apps.

We've worked hard to increase engagement with the current Ski Club app, and pleased to report more and more members are making use of this secure communication channel. We will be evaluating improvement to our app-based services and how we connect them with the new website and Salesforce systems over the coming year.

SKI CLUB APP

TOTAL USERS: 2,430

UNIQUE GROUPS: 232

POSTS LAST SEASON: 2,000+

NEW MEMBERS SINCE 1/10/22: 600

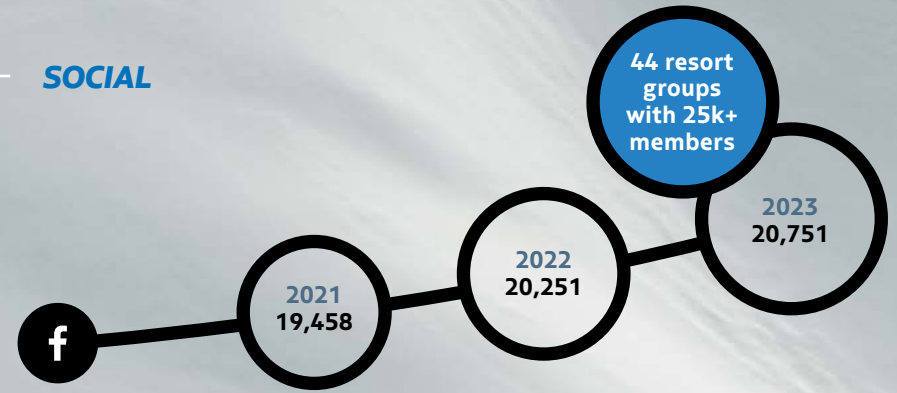
SKICLUB.CO.UK TRAFFIC



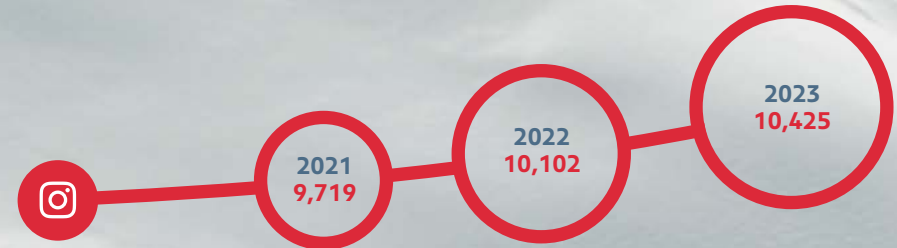
Unique visitors: A unique visitor is an individual person who is browsing the internet.

Visitor sessions: A visitor session is a session of activity that an individual spends on a website (also called a visit). This could include several page views as the individual browses through the website.

SOCIAL



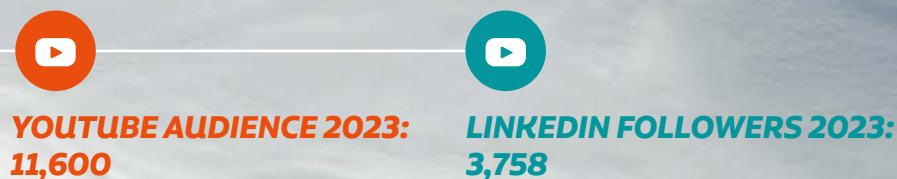
FACEBOOK LIKES



INSTAGRAM FOLLOWERS



TWITTER FOLLOWERS



Treasurer's report

It was a pleasure to return to a fully normal ski season in 2022/23. The Club's income continues to grow, and we took the opportunity to expand our facilities and our services to members

In the year to 30 April 2023 we made an operating profit of £47,538. This was lower than in the previous financial year (2021/22 £306,575). This was due to a planned increase in our cost base, with the increase in the number of Rep resorts, and an increase in our communications to members and the wider skiing public.

3,300 new members joined during the year, but there was a net reduction in the total number of members, as shown in the membership report. A significant proportion of leavers had joined through partnership organisations. However, more of our members are taking out Platinum membership including insurance, which resulted in an increase in total subscriptions received. We also increased income from advertising and partnership arrangements by 70% to £162,000.

Costs in the membership operation were higher than last year, with expenditure to improve the attractiveness of the Club's offer to members and the expansion of the Rep service to more resorts. The membership operation made an operating loss of £83,000, versus a profit of £48,000 last year.

There was an increase of 15% in the number of members travelling on the Club's holidays in the 2022/23 season. The holiday business continues to operate profitably, although profit margins were lower than the prior year. The cost of ski resort accommodation continues to increase, and we have aimed to minimise increases in prices charged to members. The net operating profit from the holiday business was £131,000, compared to £494,000 last year.

The Club's funds are held in financial investments, and the value of these investments reduced during the year, following the significant falls in the value of virtually all asset classes. Our professional investment managers have a mandate to manage the investments at moderate risk levels, and we remain invested in a range of tradeable securities, mainly equities and bonds. The Council believes that this remains the best strategy to manage these funds for the long-term benefit of the Club. We do not foresee a need to draw down from our investments to fund operations in the near future, as we plan to manage trading within our operating cash flows. Since the year end, we have seen some recovery in asset values.

After the reduction in investment values, there was a loss before tax of £93,948 (2021/22 profit £355,603). The profit for 2021/22 has been restated to recognise the profit element of the sale price of Platinum insurance policies at the point of sale, having previously been deferred over the period of membership. This increases the 2021/22 reported profit before tax by £53,829.

Our funding position continues to be strong, and over the year we generated a net cash inflow of £45,000. This is after capital investment of £102,000 in the new website and IT operating system, which is continuing into the current year. We are confident that this investment will significantly improve members' interactions with the Club. We continued to hold loans under the Bounce Back Loan Scheme and from our investment managers, Rathbones. After the year end the Council took the decision to sell investments in order to repay the

FINANCIAL SUMMARY

Rathbones loan because, with the increase in bank base rates, the interest going forward is likely to be higher than our investment returns. We consider that we have sufficient cash holdings for our operations, and sufficient investments to safeguard the future of the Club.

As described in the Chair's report, the Council is targeting continued expansion and improvement in the services provided to our members and in the holiday programme. We are determined to

keep strong governance and financial controls in place, and to ensure that the Club's growth continues to be financially sustainable. We aim to continue to make an operating profit each year, and our financial plan for the coming season allows for further investment in improved member services while planning to maintain an operating profit at least at this year's level.

I am grateful to those who served on the Finance & Audit Committee this year which, in addition to

Council members, includes the vital contributions of Tom Lewthwaite, Rick Krajewski and John Simpson. I am also very grateful for the dedication of our small finance and administrative team, led by Jitendra Shetty. The consolidated accounts of the Ski Club of Great Britain Ltd are attached to this report. A summary of the results is shown below.

Walter Macharg
Treasurer

SUMMARY OF CONSOLIDATED PROFIT AND LOSS STATEMENT | YEAR TO 30 APRIL

	2022/23	2021/22	2020/21	2019/20
	£	£	£	£
Revenue				
Membership subscriptions	1,391,630	1,309,421	1,214,425	1,431,987
Holidays	3,310,504	2,832,177	9,356	2,927,181
Commission and other partner incomes	244,060	181,895	37,990	345,222
	4,946,194	4,323,493	1,261,771	4,704,390
Cost of sales				
Direct costs	(3,325,332)	(2,508,362)	(176,146)	(2,951,321)
Direct staff costs	(548,780)	(383,499)	(524,938)	(893,306)
Communications & IT	(496,993)	(315,422)	(141,973)	(425,473)
	(4,371,106)	(3,207,283)	(843,057)	(4,270,101)
Gross profit	575,088	1,116,210	418,714	434,289
Overheads				
Staff costs	(179,300)	(253,907)	(260,752)	(365,813)
Premises and administrative	(76,005)	(158,077)	(252,547)	(484,254)
IT and marketing	(171,458)	(119,473)	(167,246)	(364,131)
Insurance, legal and professional, finance	(90,123)	(79,965)	(107,765)	(168,707)
Other operating income	-	91,383	143,065	16,171
Amortisation and depreciation	(10,664)	(19,550)	(22,517)	(84,741)
Exceptional items	-	(270,046)	-	(236,654)
	(527,551)	(809,635)	(667,762)	(1,688,128)
Operating profit/(loss)	47,538	306,575	(249,048)	(1,253,839)
Net investment income and interest	10,305	14,511	22,987	64,249
Net investment gain/(loss)	(151,791)	34,517	593,901	(7,966)
Profit/(loss) before tax	(93,948)	355,603	367,840	(1,197,556)
Taxation	(11,531)	(34,600)	-	458
Profit/(loss) for the year	(105,479)	321,003	367,840	(1,197,098)

SUMMARY OF CONSOLIDATED BALANCE SHEET | 30 APRIL

	2023	2022	2021
	£	£	£
Investments	3,586,345	3,702,358	3,985,447
Cash	766,424	721,803	214,567
Borrowings	(866,773)	(834,756)	(816,866)
Other net liabilities	(601,759)	(599,689)	(714,435)
	2,884,237	2,989,716	2,668,713



Your vote is important

As a member of the Ski Club of Great Britain, you have the opportunity to make your opinion count.

There are two ways to vote:

ONLINE

Voting at the AGM this year will be replaced by online voting: You will need to follow the link below to access the voting site, or the link provided on the members AGM email.

[> click here for voting site](#)

Every member over the age of 18 can only vote once.

Online votes must be received no later than 5:30pm on Friday 27 October 2023.

BY POST

Vote by postal proxy:

If you are unsure of who to vote for or do not have access to the internet, you may appoint the Chairman as a proxy to vote on your behalf. The Chairman will either choose the votes for you, or if you fill in the voting form the Chairman will follow your instructions. To do this, please print and complete this form. The form MUST be signed and returned to the following address:

**Ski Club of Great Britain
3.25 Canterbury Court
Kennington Park
London SW9 6DE**

Postal votes must be received no later than 5:30pm on Friday 27 October 2023.

YOUR PROXY BY POST

I being a full member of the Ski Club of Great Britain hereby appoint the Chairman of the meeting as my proxy to vote for me on my behalf, if a poll is called, at the Annual General Meeting of the said Club to be held on 2 November 2023 and at any adjournment thereof.

VOTING FORM

Please mark 'X' to indicate how you wish to vote. The person you appoint as your proxy will vote as you instruct them, unless you have left items blank, in which case your proxy will vote or abstain as he or she thinks fit in respect of your membership.

AGENDA ITEM	FOR	AGAINST	WITHHELD
• To approve the minutes of the 115th AGM, held on 24 November 2022.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• To approve the audited Accounts for the year ended 30 April 2023.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• To reappointment of Alliotts as Auditors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Re-election of President To re-elect Trevor Campbell Davis as President	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Re-election of Chairman To re-elect Angus Maciver as Chairman	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Re-election of Treasurer To re-elect Walter Macharg as Treasurer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ELECTION OF COUNCIL MEMBERS

There are four positions available for Council membership.

<input type="checkbox"/>	Jean Lovett	<input type="checkbox"/>	Cris Baldwin-Cristoffison
<input type="checkbox"/>	Evelyn McKinnie	<input type="checkbox"/>	Kenneth MacAllister

YOUR DETAILS

You must sign this section or your votes cannot be counted.

Signature

Name in BLOCK CAPITALS

Membership Number

Email Address