



# ANNUAL REPORT & ACCOUNTS 2024

PART 1 // AGM NOTICE

**ski club**<sup>®</sup>  
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 28 November 2024 at 5:30pm as a virtual meeting using Zoom.

### Agenda

- 1 Welcome and introductions
- 2 To approve the minutes of the 116th Annual General Meeting held on 2 November 2023
- 3 To receive the Chairman's Report
- 4 To receive the COO's Report
- 5 To receive the audited Accounts for the year ended 30 April 2024
- 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 two members of Council

### Questions & discussion

To manage a large number of potential virtual attendees smoothly we ask that members:

**Register to attend:** please 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 on Friday 22 November 2024**

### SKI CLUB OF GREAT BRITAIN

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# Chairman's report

**Overall, the Club is in a good place as we finish off 2023/24 and head towards the 2024/25 season. I want to thank each and every member of the team, Council and the Club as a whole for their camaraderie and enthusiastic participation in the Club's activities in the last year, it felt very much a vibrant and lively group of members who took to the slopes in our 120th year.**

For many of us the last season was an odd experience with great early season snow followed by spring-like conditions from January to March and a return to winter in April. Despite this Ski Club members returned to skiing in greater numbers than the year before aided by the expansion of the Reps and Holidays programmes.

We finished a very busy year in 2023/2024 with an improved offer to members across several areas, notably more Ski Club Representatives in more resorts and a much more robust IT platform upon which we can build for the future confident in it being supported and secure. Club membership was stable and holiday numbers grew in strength,

we attracted more revenue from partnerships and advertising and produced four great quality Ski+board magazines. In addition, the 120th year celebrations across multiple resorts involved hundreds of members and showed the Club to be in good spirits, something reflected in our positive social media posts.

Wherever I met members and many non-members who followed us on social media, I got a strong impression of an upbeat feeling about the Club, something we surely want to build upon in the coming years.

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In terms of the Club finances, I will leave the detail on that to The Treasurer's report, suffice to say that the Club's balance sheet remains strong despite missing our desired target of making an operating surplus.

This was mainly through our desire to spend a little extra on some things and a revenue target shortfall. That being said, we managed a significant IT spend and increased Reps spend whilst growing the revenue by 15%. Our financial controls receive a clean bill of health from our auditors, and we are continuing to work on improvements to our processes, building on the new IT systems.

This past year saw a return to more focus on attracting members. We on Council believe that to do that we need to make the IT and website work more smoothly to help people find it easy to join. We also believe that attracting new members and keeping existing members requires the Club to be good value for money. We have thought of that

as enhancing member value. This means that our members should feel that the fee is worth paying because the benefits outweigh the costs. The value from membership is in many things, and different members use the

Club in different ways, some of the most obvious ones are: the camaraderie of skiing with like minded people at a similar level – be that on holiday or in a resort with other members and with a Rep; the social opportunities; the quality insurance; the discounts; information both online and in the magazine and the snow reports from real people who are there as the report is being written. Our aim on Council is to keep improving

in these areas and to add news or innovation where possible. Thus, a major focus in 23/24 was on ensuring the delivery of the IT project. As a reminder, this was primarily to ensure that we had a robust, supported and secure back-office membership system especially as the old one, Summit, was falling out of support, therefore there was an imperative to replace it. We debated replacing the systems piecemeal with, at its core, a new



*Our focus now turns to the next season where we believe we are now in a position to be more energetic in our push to recruit new members behind our improved process online and robust back-office IT.*



Customer Relationship (CRM) system and add other pieces like Holiday software and a new look website later. However, it became obvious that it would be much more efficient to do everything at once, which is what we did. So, the Club now operates on a well-known CRM system, Salesforce and specifically two native applications built on Salesforce to manage holidays and membership. These all in turn work with a new website which is also on a new, easier to use, infrastructure. The team can now access more data, alter more information and get more real time data than they could before with many more possibilities for improvement in the future.

Another major focus was re-entering France with our Reps service. As you all know by now, the Reps act as a kind of in resort concierge, acting as a catalyst to introduce members to each other both socially and so that members can ski with each other as well as representing the Club to the resort and to look for new members to join up. Clearly the Rep also wants to go skiing and can ski with member groups and share information on the resort as any other knowledgeable member might do. We stationed Reps in Méribel, Val Thorens, Flaine, Les Arcs and Tignes and all went well in resort with strong numbers of members joining the

Reps, particularly in Méribel and Tignes. All the resorts seemed happy to have Reps back and there were no problems reported. This gives us the confidence to expand again for the coming year.

The 120th year celebrations all went off well too. On a personal note, I attended four of the events. The kick off formal event in London at The Café Royal with Chemmy and Dave Ryding as well as Will Lunn as guest speaker (yes, he of the Lunn family who essentially invented ski tourism). Then up to Scotland, organised by Kenny MacAllister where Myrtle Simpson addressed members at the Fife Arms in Braemar, over in Tignes where over 150 members were in resort in early December and then later in the season in Whistler, where even all that far away we still had 40 members in attendance at the party organised by Ryan Crisp. It was great to be part of these energetic events which showed that the Club membership was in good spirits.

There were obviously a number of other activities going on. We had to revamp the way in which we offered insurance due to new guidance from the FCA; we launched our new ski-pass style membership cards with a new membership app which we believe will serve as the basis for a more full Club app in the future; we had more social get togethers at the White Haus and

expanded the UK ski training programme with Warren Smith as well as Chemmy. In addition, you will have noticed that we have themed all our marketing efforts behind one central idea, this being that joining the Club helps people “Discover better skiing”, no matter which of the Club benefits members value they value to deliver a better skiing experience.

We are still organising Council with monthly meetings and with Advisory Groups reviewing areas of the Club in some detail, advising the full Council on direction of travel. The groups are Finance and Audit, membership and Marketing, Reps and Resorts, Holidays, HR and Heritage. Most of the groups are led by a member of Council and involve both Council members, members of the executive team and some co-opted members who are not on Council. In general, these groups work well to ensure that Council understands what is going on in the Club sufficient to make informed decisions. Council still requires people with useful and relevant skills on it, especially in IT, Holidays and also in Marketing. We have two elected Council positions available this year and you will see that we have two candidates for those places, both of which have relevant Club and IT experience. We would be very pleased to co-opt onto the relevant Advisory Groups those who have relevant Holidays and Marketing skills, if you do, please get in touch with the Club membership team.

I want to take this opportunity to thank all the Council members for their participation and contribution over the past year, in particular I want to single out Stuart Bevan who is stepping down from Council

after his immense effort in helping us deploy the new IT infrastructure, not only did he lead the Advisory Group and the project, he even contributed his own code writing skills to help the project along. Stu will stay on the IT Advisory Group for a while longer to help transition to our new IT Council members.

Our focus now turns to the next season where we believe we are now in a position to be more energetic in our push to recruit new members behind our improved process online and robust back-office IT. Expect to see more French Rep resorts opening up. Also, more marketing online with a new Club film to provoke interest in joining. We have new holiday destinations, and a new end of season Tignes take-over for all levels of skiers in a hotel exclusively ours. We will finally create our own App providing easier ways to interact with Reps and other members in resort – a proper Ski Club community app. There will be new membership options for under 35s and overseas based skiers, especially for North Americans visiting Europe with their Ikon and Epic passes.

When we think about the skiers most likely to be interested in Club like ours, those who are keen skiers, tend to go on holiday more than once to the mountains and have an interest in improving their skiing, there are probably about 500,000 of them. There is lot of opportunity therefore for the Club to continue thriving and attracting some more of those people to join our vibrant community to “discover better skiing”. ■

**Angus Maciver // Chairman**



# Chief Operating Officer's report



**With the Club on a stable footing, we were once again able to push forward with improvements to member services on several fronts.**

On an operational basis, this past year has been focused on IT. The substantial task of replacing not only the website but the Club's legacy IT system has been looming for several years and following extensive research we successfully transitioned to the chosen systems built on the Salesforce platform in October 2023. This coincided with the launch of the new website and shortly after by the launch of the new members app, built to help members manage their membership with the transition to the new smart liftpass membership cards.

This means the Club now sits on modern, upgradeable systems which have transformed our flexibility and ability to better communicate with members.

We have only just begun to take full advantage of these new capabilities, and we will roll out several improvements this coming winter including the new integrated Ski Club web shop, community features on the app with the ability to communicate with both reps and other members, and in time increased personalisation of member services as we better understand the utilisation of member services

Our increased focus on

***Our increased focus on marketing built around the member promise of 'Discover Better Skiing' is beginning to bear fruit, with membership stable last year after years of decline.***

marketing built around the member promise of 'Discover Better Skiing' is beginning to bear fruit, with membership stable last year after years of

decline – with over 2000 new members joining the Club. We have continued to attract new members and grow membership overall in the summer months, and we will continue to work to further attract more members and achieve further membership growth over the winter. A key part of this strategy is working more closely with other businesses, organisations and clubs in the snowsports world, and so we are launching a new affiliate

programme headed up by a dedicated manager to further reach out to skiers who are the Club's future members.

Underpinning that growth is the increasing value of membership. After

two years of substantial growth in rep resorts since 21/22 including the successful return to France last winter, we are now adding another three popular French

resorts for 24/25 with Morzine, Serre Chevalier and Alpe d'Huez featuring Reps once again. The recent expansion has almost doubled the size of our reps programme since 2021, and to help facilitate further growth we are excited to be running the largest training course for new reps in recent years this December in Tignes.

We're also very aware of the growing cost of skiing, with prices increasing by an average of 10% year on year since 2021. We are substantially increasing the scope of member discounts, with over 120 offers now available to members from partners, and increasing monthly. Members can save £100's with discounts from leading tour operators, retailers and other providers, and for this season we are partnering with some of our favourite hotels who are offering many member benefits to those who prefer to book independently. We also want to offer those members with properties in the mountains a way to promote to other members with our new accommodation pages under each resort listing on the website. In addition, we're expanding partnerships in resort with more of your favourite restaurants and retailers joining the partnerships programme. »





Freshtracks exists to provide an opportunity for members to travel and ski together on holiday, and to experience better skiing thanks to our incredible community of guides and instructors that are a feature of so many of our trips. The successful expansion of our chalet programme to Chamonix last year mirrors the further growth across the whole Freshtracks programme, as the team led by Katy Ellis continues to add new destinations alongside the perennial favourites where members return year after year.

Last year's 120th celebrations culminated with the publication of the 120 yearbook, to mark the occasion and to look back at the history of the Club since the very beginning. The Club has a proud publishing history with the "Annual Yearbook" and "Ski Notes and

Queries", which became our regular monthly periodical firstly named Ski Survey and becoming Ski+board in the late 1990s. As part of our brand

refresh, the Club's magazine is also undergoing some changes this year, with a new look and feel reflecting the future outlook for the Club.

The same team remain behind the scenes, with contributions from industry experts including Chemmy Alcott and Warren Smith.

At the end of the season, we sought feedback from members

on what types of products and services they would like to see the Club provide. We received well over 1000 responses, for which we are very grateful as these insights really do help us to better shape the Club's offerings for the future. One particularly clear request from members was for more events, talks and social gatherings. So, for this year we have expanded our on-snow sessions with Chemmy and Warren, added technical talks with our partners Snow and Rock and Carv, and added more social events including in Scotland as well as our London home, 'The White Haus' in Farringdon. We're actively planning for more talks and events, both in person and online, so please keep an eye on the website and Club communications for more details.

The recent celebration of the Club's 120th birthday was a timely reminder of the rich heritage we possess, and the Club's integral place in the history of skiing itself. Since the move from our clubhouse in Wimbledon the heritage collection of skiing books and artefacts have been held mainly at De Montfort University DMU. The collection has been mostly catalogued by the professional team at DMU and remains accessible to both members and the general public. This summer we visited the collection with several leading journalists who were fascinated by the Club's pivotal role in snowsports history. We now plan to make the collection

more accessible online where possible, and to bring some elements to shows and events.

In the past three years since 2021, the Club has moved forward in many ways. The decline of membership has halted (hopefully), the Reps programme has substantially increased, we've seen the redevelopment of our IT and launch of the new app and smart membership cards, and the magazine has been upgraded with a new look and feel. Partnerships have significantly expanded, awareness and reach have increased with far more followers on social media and increased national press. Liability insurance is now included with every membership, and we've celebrated our heritage and affirmation of our place in the modern snowsports world in the Club's 120th year. This progress has been built on the back of financial stability, the voluntary contributions of Council members and the hard work of the head office team, many of whom only joined the Club in the past 3 years but who share the passion for snowsports that has served the Club so well in its long history. With this enthusiasm and growing experience, we have a great platform to build on for the future. My thanks go to each and every one of the Club's staff, Reps and members for their part in this progress. ■

**James Gambrell //**  
Chief Operating Officer

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# Council nominations

The 2024 election is for the positions of two elected Council members. Their biographical information is shown on pages 17-18.

The current and continuing members of Council are

- Angus Maciver (elected 2019)
- Walter Macharg (elected 2021)
- Trevor Campbell Davis (elected 2020)
- Rick Krajewski (elected 2022)
- Chris Radford (elected 2022)
- Jean Lovett (elected 2023)
- Evelyn Mckinnie (elected 2023)
- Cris Baldwin Cristoffison (elected 2023)
- Kenneth MacAllister (elected 2023)
- David Jenkins (eco-opted 2023)
- Elizabeth Morrison (co-opted 2021)

Council intend that Mark Colston and Andy Lapham be elected to Council for the coming year and propose one new co-opted member, Holly Boucher.

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 **Mark Colston** and **Andy Lapham**

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. ■



**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 skiing in Scotland and the Alps. I have been a Club member for many years and am qualified as a Rep.

I have now completed three years as Treasurer. Our financial position remains strong, and we look forward to continuing to grow the Club and to help members to enjoy even better skiing. ■



## MEMBERS STANDING FOR ELECTION TO COUNCIL



**Mark Colston**  
PROPOSER: COUNCIL

I have been a member of the Club for over 10 years, initially joining to benefit from the Club's resort Rep programme. As I entered my early twenties, I became passionate about backcountry skiing, seeking both an escape from the crowds and a way to challenge myself. The Club's unique Freshtracks programme enabled me to embark on off-piste adventures as an individual traveler, and helped me to significantly develop my skiing skills and deepening my love for the sport. I progressed from a complete off-piste novice to confidently tackling a variety of off-piste challenges (albeit not always stylishly).

Four years ago, I decided to do the Club's Reps course, which turned out to be one of the best skiing experiences. I already had similar group leadership skills as a keen amateur yacht/ dinghy sailor and professional powerboat skipper. I am proud to have passed the course. As a Rep, I've been privileged to ski with some incredible members and to have explored some great mountains together, from launching last season's re-entry into France to leading Freshtracks trips to La Grave, Flaine, and Chamonix. This season I am particularly excited to

take members on a trip to Japan. I've also helped inform the new Reps fresher course format and have been a part of the Reps and Resorts advisory group.

With over 15 years of experience in the investment, retail banking, and payments sectors, I specialise in developing and managing global digital businesses and products. Additionally, I serve as a charity trustee, focusing on youth development and the provision of accessible sports facilities. I am married to an incredibly supportive wife and

am the proud father of three boys aged 4, 2, and 8 weeks.

As the leaders of the Club, I would like us to continue focussing on creating a more diverse membership and Rep base. This will help our Club become more welcoming and attractive to all. It is essential that we also make the Club accessible and work to minimise barriers to entry. I believe that by prioritizing diversity, openness, and accessibility, we will strengthen the Club and increase participation from existing and new member verticals. ■



**Andy Lapham**  
PROPOSER: COUNCIL

I am a dynamic IT leader with a proven track record in driving innovative digital solutions. My expertise lies in leveraging creative thinking and agile methodologies to deliver high-impact web and app development projects. As the founder of InnovImpact Ltd, I have successfully applied my innovative approach to help businesses of all sizes navigate the complexities of the digital landscape.

I have led digital product innovation in UK listed PLCs, and built internal capability, platforms and organisation structures to enable future strategy, so I understand how to deliver digital innovation effectively. I have a strong strategic knowledge of the global digital marketplace backed up with solid international consulting experience, having

lived and worked in Europe.

With retail clients such as Costa Coffee, Bicester Village and McArthurGlen designer outlets, I have created mobile experiences to drive their loyalty programmes integrating membership data in Salesforce CRM and using React Native responsive mobile frameworks so that the app experience functions on both the website and on a mobile app.

With a deep understanding of the IT management landscape, I am skilled at aligning technology strategies with business objectives, ensuring that IT initiatives deliver tangible value. My experience in developing and implementing robust web and app development frameworks enables me to create scalable and user-friendly mobile digital experiences.

My passion for staying ahead of emerging technologies drives

my commitment to continuous learning and innovation. My ability to foster a culture of innovation within my teams empowers them to explore new possibilities and push the boundaries of what is achievable.

In addition to my technical expertise, I have strong communication and interpersonal skills. I am adept at building relationships with stakeholders at all levels, ensuring that IT projects are aligned with business goals and meet the needs of end-users. My ability to translate complex technical concepts into clear and understandable terms facilitates effective collaboration and decision-making.

My strategic thinking and problem-solving abilities make me a valuable asset for any organisation seeking to harness the power of technology to drive growth and success. My focus on delivering innovative web development solutions, combined with strong IT management skills, positions me as a thought leader in the field.

I have been an active Ski Club Rep since completing the course in December 2013, with a passion for skiing supporting the Club as a Rep in resort and on Freshtracks holidays. ■





**Holly Boucher**  
CO-OPTED TO COUNCIL

I previously worked for the Ski Club of Great Britain for four years within the Freshtracks department, and have remained a member for a further three. I have the unique advantage of understanding the day-to-day business operations, whilst reaping the benefits as a full-time member, having made long lasting connections and developed my skiing.

My experience started in 2013, when I opted to move to Canada to complete a ski season at Sunshine Village, Banff. This move opened the doors to a career path in travel and adventure sport. I have since worked in providing global round the world travel holiday packages, on ultramarathon and cycling events, led the operations team at the Ski Club of Great Britain and went on to deliver corporate sail days, international sailing races and an Arctic sailing expedition. In the early days of my career, I undertook a degree in Natural Sciences (Biology), choosing to study part time over the course of six years whilst working full time. I am passionate about the environment and helping others, and have voluntary

experience working with the recycling team at Glastonbury Festival and as a surf mentor at the Wave Project, a charity focused on helping children with their physical, emotional or mental health. I am a keen skier, having skied in over 15 resorts across Canada, France, Austria, Italy and Scotland and love exploring new destinations; more recently taking a career break and travelling to New Zealand, Australia, Indonesia and Sri Lanka. Outside of work, you will find me soaking up nature; hiking, cycling, surfing or locating a new wild swim and sauna spot.

Across my roles to date, I have worked with a wide range of internal and external stakeholders, managed large scale project budgets, developed crisis management and business continuity plans, embraced sustainable business practices and worked on business development. I believe I can bring understanding, fresh perspective and new ideas to the Club. From my own personal and professional experience, I understand how holidays and events can pave the way for incredible solo adventures (especially for women!). ■





## Club membership

Club membership remained broadly level in 23/24 with the number of members leaving balanced by a significant number of new joiners. This is in contrast to a long period of gradual decline in membership where the number of new joiners has failed to keep pace with those leaving.

The Club has several membership types including individual and family memberships, platinum versions of both with annual travel insurance included, and several discretionary membership types. With the move to Salesforce we took the opportunity to clean the database, removing a number of legacy discretionary membership types. This has meant a small reduction in the overall quoted member base, but a small increase in paid memberships.

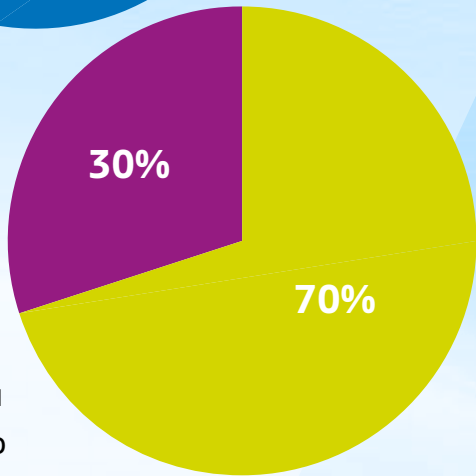
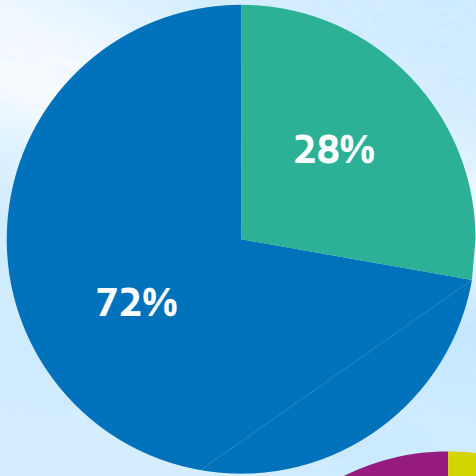
Platinum continued to grow as an overall percentage of membership last year reflecting the popularity of our fully featured insurance policy. We also saw a continued reduction in the average age of membership due to new members being on average ten years younger than those leaving.

Whilst the UK ski market has bounced back strongly since COVID, it remains below the pre COVID level, yet Club membership has grown since 2019 reflecting the growing attraction of the Club to UK skiers. Of the more than 2000 members who joined us last year, over 1000 were brand new members, who have never been a part of the Club before. Our aim for 24/25 therefore is to keep attrition to a consistent level and further grow joins, creating real growth in the Club's paying membership for the first time in over a decade. ■

# membership data

## MEMBERS BY TYPE

Total members  
15,973



- PLATINUM
- STANDARD
- INDIVIDUAL
- FAMILY

## MEMBERS BY REGION



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

# Holidays



Ski Club Freshtracks continues to grow, with a 15% increase year-on-year. Freshtracks offers exclusive snowsports holidays, available only to Club members, that can't be found elsewhere. These trips are tailored around specific ski profiles, allowing members to confidently ski with others of similar ability and ambition. Led by a carefully selected group of instructors and mountain guides, and featuring a wide range of destinations - many not covered by mainstream operators - Freshtracks' popularity continues to rise.

We successfully reintroduced a chalet programme to Chamonix, allowing us to run a full winter of courses, from all-mountain instruction to advanced ski touring, and this will be back again this winter.

Ski touring continues to grow in popularity, as did our weekends programme, which we expanded with lots of resorts last year. We are building on this with trialling some mid-week short breaks this winter - cheaper, easier travel and quiet slopes - what's not to love!

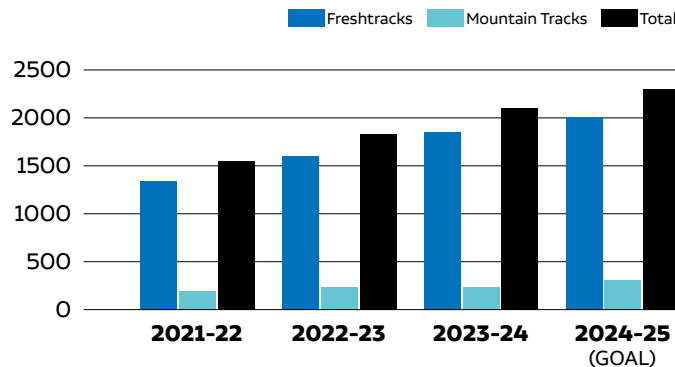
### What's new?

Looking ahead to 2024/25, Freshtracks has expanded its programme to include popular destinations like the Dolomites, and added trips with single rooms included in the price to Baqueira and Avoriaz. We are also expanding our North American offerings with new trips to Banff, Kicking Horse, Revelstoke, and Sun Peaks. Additionally, we're growing our operations in the lesser-known Carinthia region of Austria, introducing a new ski tour that showcases the best freetouring in the area.

In Tignes, we're trialling a new type of trip at the end of the season, open to all abilities. Whether skiing with Club reps or joining an on-piste or off-piste course, this new trip format welcomes a wider range of skiers.

Freshtracks continues to attract new members and welcome back previous ones, with over 200 participants in the past year either joining for the first time or rejoining to travel with us.

PASSENGERS TRAVELLED ON SKI CLUB HOLIDAYS



Mountain Tracks offers a diverse portfolio of trips and extraordinary adventures, driven by a deep passion for mountain exploration and a commitment to delivering unforgettable experiences.

### What's new?

In 2023/24, Mountain Tracks saw significant growth, with nearly 250 clients joining trips led by over 20 IFMGA-certified guides. The company's revenue exceeded £420,000, marking a year-on-year increase of more than 6%.

March continues to be the most popular month for departures. With the changing weather and snow conditions in the Alps, along with rising demand for mountain huts, the logistical challenges are constant. However, the team's expertise ensures seamless adjustments to the programme as needed. ■

# On-snow service

The 2022/23 season marked a significant achievement for the Ski Club, with the single largest increase in Repped resorts in recent years. However, 2023/24 brought about an even more remarkable milestone, as Ski Club Reps returned to France for the first time in 10 years. This return to France included several major resorts, such as Méribel, Tignes, Les Arcs, Val Thorens, and Flaine, all of which welcomed our Reps back for the winter season. These additions, along with the continued success of the popular member meet-ups in Val d'Isère, have increased our total number of repped resorts to an impressive 28.

The return of the Rep service to France has been a major highlight, and the feedback from members has been overwhelmingly positive. As part of the service, Ski Club goggle covers were handed out to all members who met with Reps in resort. These goggle covers provided a unique way for members to easily recognise each other on the slopes. It fostered a stronger sense of community among members, encouraging more meet-ups and connections in the mountains.

Throughout the winter season, Reps met with over 2,200 members across various resorts. In France alone, nearly 400 members met up with a Rep, marking a strong and encouraging start to our return to the region. When surveyed, an impressive 98% of those members said they would recommend the Rep service to non-members. This demonstrates the value that our members place on the Rep service, which remains one of the most cherished and highly regarded benefits of Ski Club membership. Beyond simply being a valued service, the Rep presence has also proven to be an excellent avenue for attracting new members to the Ski Club. Over 150 people joined the Club while in resort, thanks to their positive experiences with Reps and the sense of community they encountered.

Looking ahead, we have been actively exploring how we can

continue to grow our presence in even more resorts, offering members more opportunities to meet up, share experiences, and enjoy the mountains together. We are pleased to announce that, in response to member demand, we will be expanding our Rep service in France even further. For the upcoming season, we are adding Alpe d'Huez, Serre Chevalier, and Morzine in the Portes du Soleil to our list of Repped resorts. This expansion will provide additional options for members to meet Reps, get advice, and connect with other members while on their ski holidays.

In addition to expanding the Rep service, we are also looking at innovative ways for members to interact with one another and stay informed. The Ski Club member app, which launched last year, is being further developed to enhance its functionality. The upcoming updates will include a chat feature, allowing members to communicate more easily, as well as the ability to add trip details and see who else is in the same resort. Members will be able to notify the Rep of their arrival, chat with other members, and stay updated on events happening in the resort - all through the app.

With these exciting developments, we are confident that our expanded Rep service and enhanced digital tools will continue to strengthen the Ski Club community and provide even more memorable experiences for our members. ■

*Throughout the winter season, Reps met with over 2,200 members across various resorts. When surveyed, an impressive 98% of those members said they would recommend the Rep service to non-members.*

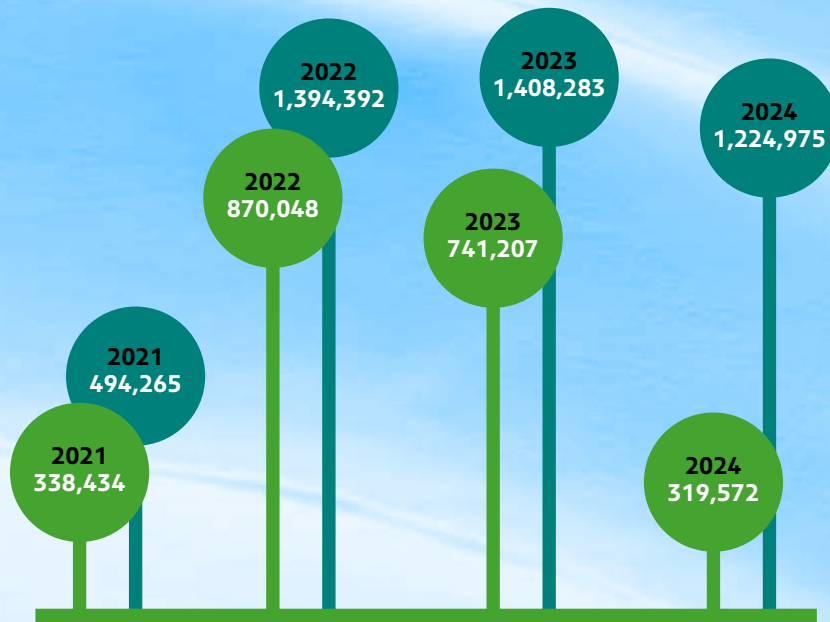
# Online stats

Google has changed definitions of some metrics, causing considerable changes in traffic numbers esp. page views & sessions. Figure is now a more accurate representation of "value" visits, i.e. those that generate engagement and further clicks.

A focus of the new site was to increase engagement and drive more users to return to

the site frequently as the content became more dynamic and engaging. We see that in the number of visitor sessions being close to the 2023 figure, despite reducing content, site visitors are coming back to the site far more frequently as both members and non-members utilise the site far more than before.

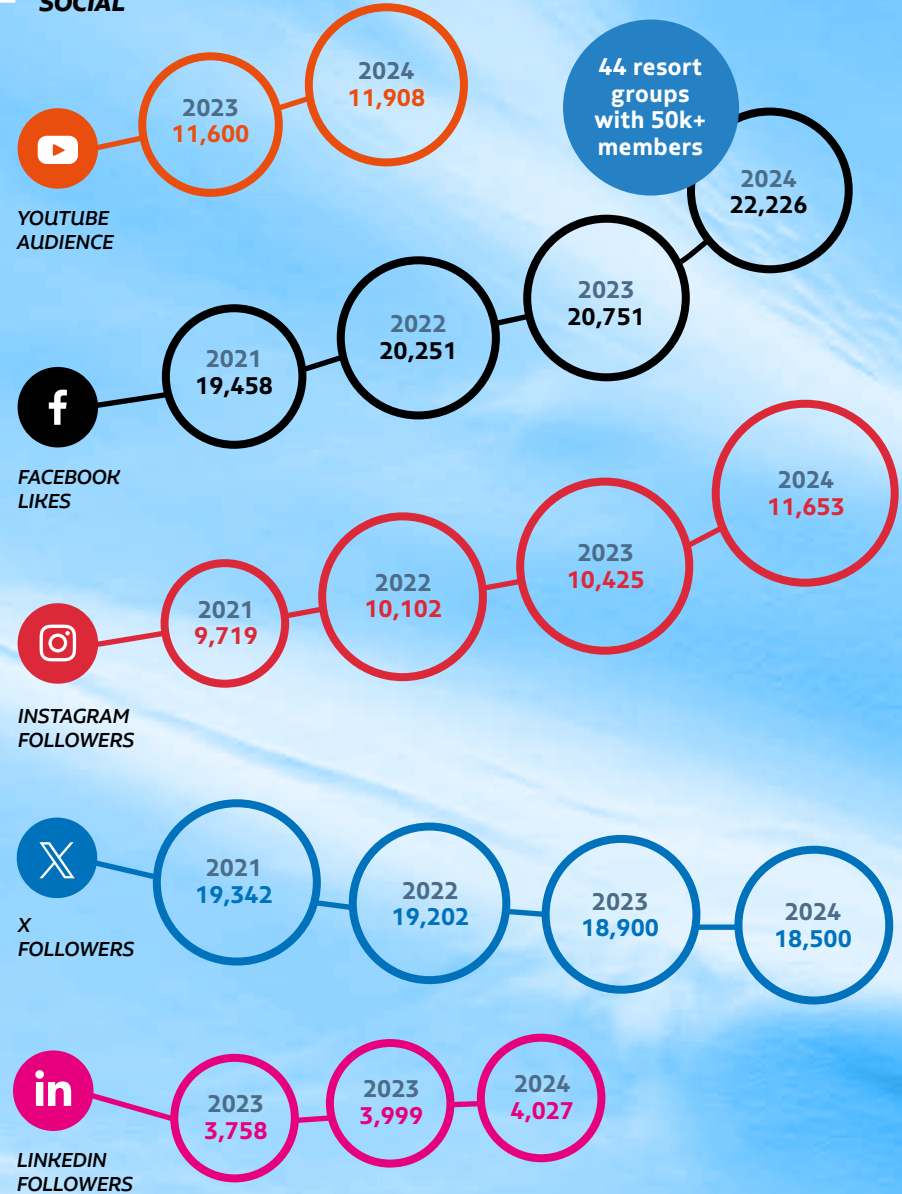
## SKICLUB.CO.UK TRAFFIC



**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





# Treasurer's report

**This has been a year of investment in the future of the Club. In the year to 30 April 2024 the Club made a profit after tax of £62,765 (2023/24 loss: £105,479) and our net assets increased as a result. This included a benefit from an increase in the value of our financial investments of £264,000, in a turnaround from the previous financial year, following the general improvement in investment markets, which we report below the operating profit line. At the operating level the loss was £233,930 (2022/23 profit £47,538). The Club remains financially strong. We have sufficient financial reserves to absorb some operating losses in the interest of improving services, but it is Council's intention to return to operating profit for the coming year and in the future.**

The operating loss was the result of increased expenditure on the Club's services to members over the year, in which we replaced our website and main IT systems, expanded the number of resorts served by Reps, and celebrated our 120th anniversary. Our income continues to grow, but this year the growth was not sufficient to cover the increase in operating costs.

The Holidays operation is performing in line with our targets, and there has been strong growth in advertising and partnership income. On the membership side, we targeted a greater increase in member numbers than we achieved, and a key focus for the coming years is to realise the benefits from the investments we are making, in an increase in membership.

Turnover increased by over 15% compared to the previous year. There was a decline in the reported total number of members over the financial year, but this was due to data cleansing of older non-paying member categories on transfer to our new systems. Numbers of full paying members were stable

over the year, ending several years of decline. There was an increase in membership income, reflecting a continued increase in the proportion of our members taking out Platinum membership. Due to changes in the insurance regulatory regime, we can no longer take commission from sale of stand-alone insurance policies to non-members, so this source of income ceased during the year.

The growth in the Freshtracks programme brings increased turnover and profit, and holidays attract excellent feedback from the members who take part. 2,125 members travelled on our holidays this season, an increase of 15% for the second year running.

The COO's team have been successfully targeting growth in our income from advertising and partnerships, and this forms an increasing contribution to our income.

There was increased expenditure in the membership side of the business. Causes of increased cost were the expansion the number of resorts with a Ski Club Rep presence, the liability insurance cover now

put in place for all members, and smart membership cards and the associated app. The Club's employed team expanded with the addition of our marketing manager and additions to the member services team, and we have taken a larger space in the managed accommodation at the Oval, to provide an acceptable working environment for the team. We are spending more on communication with members and potential members.

As detailed in the Chairman's and COO reports, the Club's website was re-written and re-launched, and the out-dated legacy systems to manage membership and holidays were replaced with a new system based on Salesforce, integrated with the new website. This represents a significant investment to support the Club's operations in the coming years. The previous cost of maintaining bespoke software is broadly replaced by licence fees. The overall cost of running the new system is similar to the previous system, but in the year there were some necessary one-off costs of running the systems

*This has been a year of investment in the future of the Club. In the year to 30 April 2024 the Club made a profit after tax of £62,765 and our net assets increased as a result.*

in parallel. The IT cost base is also increased by the need to run a separate reservation system for Mountain Tracks, the maintenance of the new member app, and increased use of software to manage our email and web communications with members. Implementation costs of £243,000 were capitalised during the year, which increased our depreciation charge.

There was a non-recurring cost of £49,000 to fund events to mark the 120th anniversary of the Club; in resorts, in Scotland, and in the Club's founding venue, the London Café Royal.

While the Club is not generally subject to tax on trading with members, we pay tax on realised investment gains. However, use of losses resulted in a small tax repayment in the year.

During the year we repaid the long-term loan from our investment managers, Rathbones, disposing of investments to realise the necessary funds. The loan was £794,000 at the time of repayment. In the environment of higher interest rates we considered it made sense to reduce our borrowing. »





This has reduced our net interest cost. The only borrowing now held is the Government subsidised coronavirus Bounce Back Loan, currently £80,000. A further £300,000 of investments were sold during the year to fund the investment in IT systems. Cash holdings were £499,000 at the year end. We expect to continue to fund the Club's operations from our cash holdings over the coming financial year, and do not plan further disposals of investments.

As mentioned by the Chairman, we continue to work to make our financial processes more efficient and effective. During the year we installed the Xero accounting system, and the next step will be to use its capabilities of integration with Salesforce, and automated reporting and forecasting. Our finance team consists of two people; this year we have engaged some limited support from a financial advisory firm to support them.

I am grateful to the member volunteers who serve on the Finance & Audit Committee. I would like to thank John Simpson and Tony Harris, who left the committee during the year after many years of dedicated service to the Club. We welcome Phillipa Oram to the committee, who brings a career's expertise in senior finance positions.

I am also very grateful for the dedication of our small finance and administrative team, led by Jitendra Shetty and ably supported by Katie Gange.

The consolidated accounts of the Ski Club of Great Britain Ltd are attached to this report. A summary of the results is shown opposite. ■

**Walter Macharg // Treasurer**

**Summary of Consolidated Profit and Loss Statement // Year to 30 April**

	2023/24	2022/23	2021/22	2020/21
	£	£	£	£
<b>Revenue</b>				
membership subscriptions	1,602,667	1,391,630	1,309,421	1,214,425
Holidays	3,759,766	3,310,504	2,832,177	9,356
Advertising and other partnership income	343,892	244,060	181,895	37,990
	<b>5,706,325</b>	<b>4,946,194</b>	<b>4,323,493</b>	<b>1,261,771</b>
<b>Cost of sales</b>				
Direct costs	(4,001,887)	(3,325,332)	(2,508,362)	(176,146)
Direct staff costs	(620,373)	(548,780)	(383,499)	(524,938)
Communications & IT	(444,342)	(496,993)	(315,422)	(141,973)
	(5,066,601)	(4,371,106)	(3,207,283)	(843,057)
<b>Gross profit</b>	<b>639,724</b>	<b>575,088</b>	<b>1,116,210</b>	<b>418,714</b>
<b>Overheads</b>				
Staff costs	(260,122)	(179,300)	(253,907)	(260,752)
Premises and administrative	(146,455)	(76,005)	(158,077)	(252,547)
IT and marketing	(267,679)	(171,458)	(119,473)	(167,246)
Insurance, legal and professional, finance	(105,682)	(90,123)	(79,965)	(107,765)
Other operating income	-	-	91,383	143,065
Amortisation and depreciation	(44,218)	(10,664)	(19,550)	(22,517)
Exceptional items	(49,498)	-	(270,046)	-
	(873,653)	(527,551)	(809,635)	(667,762)
<b>Operating profit/(loss)</b>	<b>(233,930)</b>	<b>47,538</b>	<b>306,575</b>	<b>(249,048)</b>
Net investment income and interest	29,064	10,305	14,511	22,987
Net investment gain/(loss)	264,276	(151,791)	34,517	593,901
<b>Profit/(loss) before tax</b>	<b>59,410</b>	<b>(93,948)</b>	<b>355,603</b>	<b>367,840</b>
Taxation	3,355	(11,531)	(34,600)	-
<b>Profit/(loss) for the year</b>	<b>62,765</b>	<b>(105,479)</b>	<b>321,003</b>	<b>367,840</b>

**Summary of Consolidated Balance Sheet // 30 April**

	2023	2022	2021	2020
	£	£	£	£
Investments	2,827,728	3,586,345	3,702,358	3,985,447
Cash	499,457	766,424	721,803	214,567
Borrowings	(80,654)	(866,773)	(834,756)	(816,866)
Other net liabilities	(299,529)	(601,759)	(599,689)	(714,435)
<b>Cost of sales</b>	<b>2,947,002</b>	<b>2,884,237</b>	<b>2,989,716</b>	<b>2,668,713</b>

# 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 will be online. 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 22 November 2024.

## 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 22 November 2024.

## YOUR PROXY BY POST

I [redacted] 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 28 November 2024 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 116th AGM, held on 2 November 2023.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• To approve the audited Accounts for the year ended 30 April 2024.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• To reappointment of Alliotts as Auditors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• <b>Re-election of President</b> To re-elect Trevor Campbell Davis as President	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• <b>Re-election of Chairman</b> To re-elect Angus Maciver as Chairman	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• <b>Re-election of Treasurer</b> To re-elect Walter Macharg as Treasurer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Election of council members

There are two positions available for Council membership.

Mark Colston

Andy Lapham

### Your details

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

Signature

Name in BLOCK CAPITALS

membership Number

Email Address