

# **SKI CLUB OF GREAT BRITAIN®**

## **Minutes of the Hybrid Meeting of Council held on the 25<sup>th</sup> of September 2025.**

**In attendance:** Angus Maciver (Chair) (AM), Walter Macharg (Treasurer) (WM), Holly Boucher (HB), Jean Lovett (JL), Elizabeth Morrison (ELM) (Secretariat)

**Online:** Trevor Campbell Davis (TCD), Kenny MacAllister (KMacA), Chris Radford (CR) (part of meeting), Andy Lapham (AL) (part of meeting), Mark Colston (MC) (part of meeting)

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

**Apologies:** David Jenkins (DJ), Rick Krajewski (RK), Owen Chapman (Head of Membership) (OC), Pete Davis (Head of Marketing) (PD)

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

AM opened the hybrid meeting of Council by welcoming everyone. He highlighted a few areas that would be covered in the meeting.

- Update on Fonteva and memberships.
- Update on insurance.
- Council input into Key Performance Indicators (KPIs).
- Annual General Meeting (AGM) preparation and reports.
- Chairman's letter to members and invite to member Zoom.
- Document Management and Retention Policy.

AM noted opportunities for members to engage with the Club, through the snow show and post-show party in the form of a drink's reception across from the show venue. He mentioned the rep's briefing on the same day as the snow show and expressed a desire that reps would also attend the drinks reception. AM reported that a communication to members about the snow show was due to issue immediately.

He reported that ELM and Nicholas Kennet would be the Council endorsed nominations for Council at the AGM. HB would remain as a co-opted member and David Sterland would join as a co-opted member. He intimated to Council that staff had thought it would be a good idea to run an election.

AM reiterated his desire to hold a hybrid AGM and provide an opportunity for members to speak to Council members. AM noted that members should be made aware of the pilot nature of such a hybrid event, designed to limit spend, and big enough to allow as many members as possible to participate live. He reported that information to members would be issued shortly.

### **2. Minutes of previous Council meetings**

With a minor amendment to the attendance list, the minutes of the Council meeting held on 27th August 2025 were approved. Following appropriate redactions these would be published.

### 3. Agreed actions and matters arising from previous meeting

While Council approved the Draft Document Management and Retention Policy before finalisation, they agreed that it would benefit from review by the Heritage Advisory Group. KE noted she would share with Nic Oatridge. Council requested more information regarding the document architecture and hierarchy held on SharePoint. This was originally set up pre-Covid by Cube, and it was agreed that it could be hard to find key documents. It was agreed that a spring clean of all documentation was required. This would be done by staff over summer 2026.

JG reported that he had started work on the Blueprint for a smaller Club and had set up a workshop with AM after the snow show to take this forward. The importance of involving others was highlighted.

Council requested further information and metrics about the role of the second rep in resorts. It was agreed this required feedback from reps which would be covered during the rep training days. It was agreed that the programme for the rep training days and course would be shared with Council.

Council expressed continuing concern regarding the assets held at the white Haus and wished to maintain a monitoring brief.

WM reported that the accounts had been signed and filed by the Auditors and ABTOT and ATOL licences issued.

#### **ACTION**

Share draft document management and retention policy with Heritage Advisory Group	KE	JL	Oct-25
Programme for rep's course and training days to be shared with Council	OC	KM	Oct-25

### 4. Management Accounts to 31 August 2025

WM reported the management accounts to the end of August. The total revenue in the membership business is under budget, this is due to timing of advertising and partnership income. Advertising and partnership income is negative, due to an adjustment to year end accruals, but is expected to catch up. Holiday revenue is on budget.

Membership income for August is over budget. Standard joiners and renewals are under budget, while Platinum numbers continued to be over budget.

The gross profit for August is under budget. The total overheads for August are also under budget.

Mountain Tracks has made a provision towards a refund claim submitted by an uninsured client for the last-minute cancellation of a trip. The Club has incurred a credit card chargeback, which is being disputed.

The total number of paid subscriptions in August is below budget. Standard membership is down, whereas Platinum membership is higher than budget. However, receipts are equal to budget, because the average receipt per Platinum member is higher.

The consolidated bank balance on 31 August 25 is considerably below budget. The cash position is being monitored and should improve in September as holiday balance payments start to be received. WM reported that the reps course sold out within less than 24 hours which helped the cash position.

Longer-term cash the forecast is materially unchanged, with a negative balance by April 2026 which will require sales of investments sales. Rathbones have been advised that the Club expects to dispose of investments or borrow to cover the cash position. WM noted the Club expects to repay the Rathbones loan of £500k in October as planned, and to be depositing short-term over the winter.

WM reported that following discussions at FAC, the investment policy should be added to the website and Rathbones made aware of same.

Currently the best estimate for the forecast is a loss of £83k, insurance changes might increase this by a further £50k which is just outwith the acceptable limit previously agreed by Council of £130k. Council briefly discussed the importance of “as accurate as possible” forecasting and noted there are several risks within the budget.

## **5. Digital Infrastructure Projects Update**

AL reported significant current issues with the membership database, Fonteva. This seemed to stem from an update which Fonteva carried out over the summer which had caused the issue. As a result, staff had been required to process renewals manually. While this was possible in August, Council noted this position was not sustainable longer-term over the busy winter months.

AL reported on meetings which had been held with Fonteva. He noted that Fonteva had been made aware that staff using the system had lost trust. He noted that improvement work on the “join journey” had been suspended until the current situation is resolved. This might free up financial resource. Fonteva have proposed a workaround.

Council discussed if Fonteva should be part of the Club digital infrastructure going forward, there were mixed views. In conclusion Council agreed to review at the end

of the year and make any further decisions required then. Council also noted that the Club's own data is contributing to the challenging situation, and more efforts to understand the data better should be followed up. *[Redacted]*.

AL also reported to Council some of the data being shared around website usage was misleading, as it referred to two websites. This had been tidied up and new data analysis referred to one website. This has enabled more data to be measured, and baselines established.

Council was updated on the integration of Xero and Sugati. Council requested an updated change form for approval by correspondence. The system will require stress testing. JG has discussed with three different companies and was waiting on a fixed price contract to be submitted. AL reminded Council of the need to run the "old" manual system and new automated system in parallel, with an option of 'roll back' if anything starts to go wrong. The integration should take place within six weeks.

## **6. Membership and Marketing Update**

CR opened this agenda item by reminding Council that he planned to do a presentation of the brand awareness survey at the October 2025 meeting of Council. This would follow a Membership and Marketing Advisory Group meeting in October 2025.

JG reported that attrition (of 30%) was a concern, but that otherwise he was happy with the current membership position and marketing had been limited over the summer months. He noted that the increasingly granular data from the website would be helpful for decision-making.

ELM urged caution around the member numbers, which are declining and noted in her view that Council should not be complacent. JG stated the Club are not forecasting any membership increase, and flat membership is what the Club is aiming for, and would consider a success. He further noted that the months where membership increased were to come. The financial modelling had been done on membership remaining constant ie not increasing.

More information on membership numbers may be found in Appendix A.

WM commended the brand awareness summary slides, which will be discussed at a future meeting.

Questions were asked around the relationship with Crystal and possible discounts. JG thought this would be unlikely but reported a willingness by Crystal to work with the Club.

Partnerships with nine resorts had been confirmed. This was a mix of what the Club could do for the resort and what the resort could do for the Club. Council agreed that improving visibility on resort websites would be an ambition.

## 7 Reps' and Resorts Update

In OC's absence, JG informed Council that the Club would have at least one rep in 23 resorts in the coming season. Five resorts would have two reps. As staff were leaving, it was noted that Henry John and Rob Edwards would be taking over key roles in rep and resort management. Most allocations for reps are complete. Likely that Madonna is back in, and due to lack of suitable accommodation Alpe d'Huez is out. St Anton is still to be confirmed (and accommodation still to be finalised). Council members encouraged having a rep in St Anton, even for a reduced number of weeks. Council noted the significant increase in cost of accommodation, particularly in Tignes.

The rep's course is fully booked, Anna Baker is assisting, as is AL. Rob is attending as the nominated staff member participating on the course. Council members requested that the reps course programme is shared. A strong focus on use of social media, including the App is considered essential. Council asked for further information about the theory being delivered in advance via Zoom. Council noted the need for them to be assured about the off-snow activities. JG reported this area was still evolving and the OC has a plan to tease out the knowledge and understanding of reps deemed to be highly effective.

Council noted the need to develop KPIs to measure and compare the success of having two reps compared with one rep.

KMacA requested that an email is sent to Scottish reps advertising a two-day outdoor first aid course. This is the same weekend as the reps' training in Edinburgh.

### **ACTION**

Develop KPIs for reps and resorts, including resorts with two reps	OC	KM	Nov-25
Email sent to Scottish reps about Frist Aid course	JG	AM	Oct-25

## 8 Holidays and Chalets Update

KE reported that after a strong start, August has been a slow month. Overall, passenger numbers are very slightly down but strong on revenue (exceeded target). November and December are selling well. Marketing emails have been performing well. Chalets are picking up and the "takeover" style holidays are doing well. Premier party has only a very few spaces remaining. KE confidently noted that overall holidays are on track.

Mountain Tracks are slightly ahead of last season.

KE informed Council that the team had decided not to continue with the booking process changes, until the membership join journey has been completed. Any changes may need to be further updated when the join journey changes. Small changes have been made to help with more information (number of spaces available, if single rooms are an option), which should help with members leaving the booking process. The team are moving forward with Xero payment integration with Sugati which should be implemented by end of Sept/mid Oct.

KE noted that a couple of members of the team had been promoted. ELM queried if salary increases were included in the budget. Council was informed that all salary increases were fully accounted for in the 2025/2026 budget.

## 9 Chief Operating Officer Report

- (a) Following discussion, Council agreed the need for clearer KPIs with baselines agreed by end of this financial year and yearly targets for the next three years set thereafter. Baselines included (but not exclusively), numbers skiing with reps, participating on Freshtracks/Mountain Tracks holidays.
- (b) The use of technology to gather and monitor performance metrics was agreed to be business critical.
- (c) Council also briefly discussed the brand awareness survey and why there seemed broad agreement that the Club is delivering the “right” products.
- (d) It was agreed that engagement with the App should be a KPI. Reducing friction in the join journey was agreed important for year 2.
- (e) Council requested a table showing all the metrics, with targets for the next three years shown.

## ACTIONS

<p>Develop tracker for KPIs with space for baselines to be agreed by end of financial year and yearly targets for the next three years set thereafter. Baselines including (but not exclusively), number of members, join and attrition rates, use of App, numbers skiing with reps, participating on Freshtracks/Mountain Tracks holidays, attending social events, website usage, quality of holidays, reps, insurance, holiday conversion, joins, discounts from website, etc.</p>	<p>JG/KE</p>	<p>AM/AL</p>	<p>Oct-25</p>
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## 10 Recruitment

JG reported that the on-snow services vacancy had been solved internally. He noted that all staff should be enabled to respond to member enquiries, this required an element of multi-tasking.

JG noted that recruitment was underway for new membership assistants. He reported that the use and manipulation of data would be a key part of the role for one post. He then explained to Council members that a further role would be around managing the website content and IT.

JG stated he was pleased the gap in the reps' team had been sorted.

## 11 Insurance Update

AM reported that revised proposals had been received from Millstream and that new proposals had been very recently received from another company. Staff had not yet had time to review new proposals fully.

*[Redacted]*

### ACTIONS

Share insurance proposals with FAC for a view	JG/JtS	WM	Nov-25

## 12 Any Other Business

Council members requested a strategic discussion about the role of Mountain Tracks within the Club.

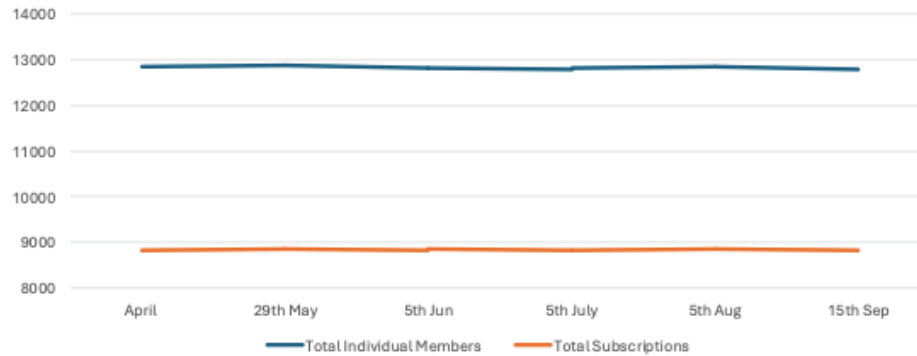
The meeting closed at 1945. The next meeting will be held via Zoom at 1700 on the 28<sup>th</sup> October 2025.

*Where the minutes contain commercially sensitive or personal information, the relevant extract will not be included in the published online record and will be marked as redacted.*

## Appendix A

### Summary – 15<sup>th</sup> September

	April	29th May	5th Jun	5th July	5th Aug	15th Sep	To date
<b>Total Individual Members</b>	12842	12874	12826	12821	12835	12774	-68
<b>Total Subscriptions</b>	8847	8852	8849	8847	8856	8833	-14
Standard	6560	6521	6523	6529	6541	6525	-35
Platinum	2287	2331	2326	2318	2315	2308	21



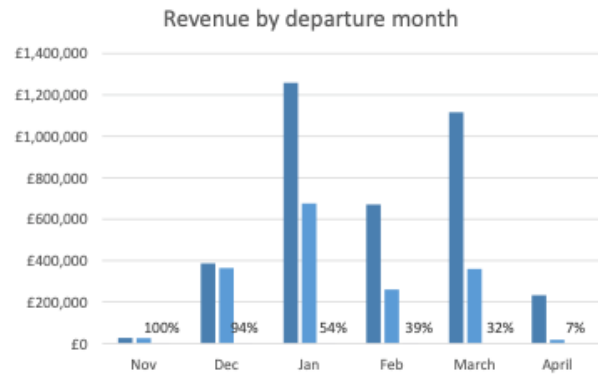
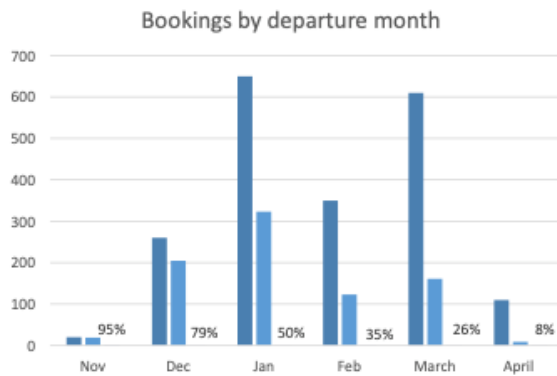
	Actual	Budget
<b>Joins to Date</b>	339	264
<b>Standard</b>	248	194
<b>Platinum</b>	91	70

	Actual	Budget
<b>Attrition to date</b>	30%	26%
<b>Standard</b>	30%	21%
<b>Platinum</b>	28%	31%

## Appendix B

Figures as of 01/09/25

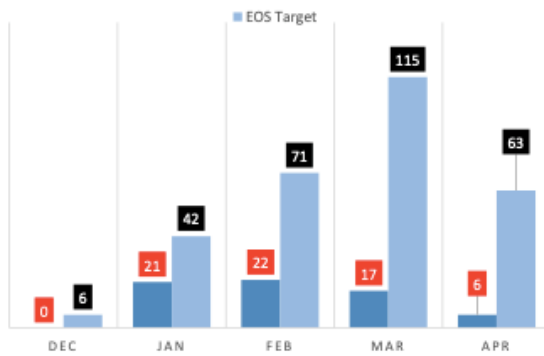
Target Passengers	Current Passengers	Target Revenue	Current Revenue
2000	837 (42%)	£3,689,000	£1,703,487 (46%)



Figures as of 01/09/25  
Winter only

Target Passengers	Current Passengers	Target Revenue	Current Revenue
297	66 (22%)	£448,740	£114,260 (25%)

BOOKINGS BY DEPARTURE MONTH



REVENUE BY DEPARTURE MONTH

