

SKI CLUB OF GREAT BRITAIN®

Minutes of the hybrid meeting of Council held on the 13th November 2025.

In attendance: Angus Maciver (Chair) (AM), Walter Macharg (Treasurer) (WM), Elizabeth Morrison (ELM) (Secretariat)

Online: Trevor Campbell Davis (TCD), Jean Lovett (JL), Kenny MacAllister (KMacA), Chris Radford (CR), Andy Lapham (AL), Mark Colston (MC)

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

Apologies: Rick Krajewski (RK), Holly Boucher (HB)

1. Chairman's welcome and introductions

AM welcomed everyone to the meeting being held in advance of the Annual General Meeting (AGM). He highlighted the key areas to be covered.

- Date and time of meeting in December.
- Discussion about Minutes of previous meeting.
- Platinum insurance.
- Sustainability.
- Reps training.
- Annual General Meeting.
- Right-sizing.

Reps Training Events

OC intimated that all four training events had gone well, and feedback was very positive. Reps praised the theoretical exposition followed by practical discussions about inclusion, equality and diversity delivered by Ian Caldwell. OC reported that reps welcomed the two-rep model and were understanding about the position the Club found itself in. Council wished to record their official thanks to Ian Caldwell.

Annual General Meeting

JG reported that the Zoom link will be open from 5pm, the AGM will start at 5.30pm. Over 100 members are expected to join. 29 members voted (which is above quorate). AM noted the intention is to go through the entire slide pack with questions and discussion at the end.

Right-Sizing Workshop

AM reported that the team are working hard to develop a blueprint for a smaller club and confirmed that this would be presented at the Council meeting in February 2026.

2. Minutes of previous Council meeting

ELM reported that it had been suggested that the previous minutes were inaccurate. Council agreed the minutes accurately reflected discussions at the meeting, but agreed they were not factually correct. Council agreed revisions and corrections to the minutes, delegated final approval to the Chair and asked that the revised minutes were recirculated. Thereafter, following appropriate redactions these would be published.

ACTION

Recirculate minutes of the Council meeting held in October 2025	ELM	AM	Nov-25
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3. Matters arising and agreed actions arising from previous meetings

Council agreed to the closure of completed items.

The White Haus

KE reported that the White Haus is under new management and is undergoing a refurbishment. The new tenants had advised that all assets held by the SCGB should be removed by the end of the month. KE further advised Council that arrangements will be made to transfer all assets to the DMU for safe storage. She further advised that she had ensured that the Heritage Advisory Group had been notified.

Post-meeting note: Further contact has been made with both Stonegate and the new tenants, who are keen to retain the SCGB assets and to continue to work with us.

FAC at their meeting in November 2025 agreed that it should be established whether insurance of SCGB assets was the landlord or tenant responsibility, FAC also agreed that a lawyer's letter should be sent to the landlord and, or tenant confirming ownership of the SCGB assets, and the responsibilities of the landlord and tenant.

Key Performance Indicators

JG shared draft Key Performance Indicators with Council and noted that some KPIs require annual monitoring, and others monthly monitoring. Council discussed if industry norms were available for comparison purposes. Council also agreed the need for clear criteria for judgments being made on a red, amber, green (RAG) scale such as:

- Green - 100% and above
- Amber – 95 -100%
- Red – below 95%

The awarding of plaques was discussed as an economical way of getting publicity and increasing visibility. The Membership and Marketing Advisory Group, working with PD, will consider further.

Platinum Insurance

Council noted the short notice of the considerable increases in the price of some Platinum premiums. As it is likely some members will leave as a result, TCD noted that every effort should be made to quantify the potential impact on the budget.

Following discussion Council agreed that a short narrative should be created for reps to share with members and non-members skiing with them. Council further agreed that a standard communication for all participants on Freshtracks holidays should be developed and shared.

Council members were informed that staff had analysed the financial impact of selling Platinum insurance at cost and shared with RK.

ACTION

Develop a narrative around Platinum insurance offering for reps and participants on Freshtracks holidays	OC/PD/KE	WM/NK	Dec-25
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Digital Infrastructure

CR expressed frustration that emails issued following new member joins are not yet seamless. Further work to automate this process is required, AL offered to take this to the Information Technology Steering Group.

AL described briefing reps at their training on the effective use of the App. He noted that he had reminded reps of the need for data to enable Council to make evidence-informed decisions about resorts.

AL reported that the membership assignment task had been completed, errors identified and rectified. He stated he was confident in the accuracy of the numbers. He highlighted and commended the work of Katherine Perkins to resolve issues. Council asked staff attending the meeting to pass on their thanks to Kat.

AL highlighted ongoing issues with the customer relationship management system, including the need for further automation, such as on-boarding and the sequence of emails which should follow. AL noted the need to obtain a quote for any further automation work with the scope clearly briefed and work defined.

ACTION

AL and PD to discuss on-boarding and automation of emails.	PD	AL	Jan-25
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4. Management Accounts to 31 October 2025

WM reported that FAC are meeting towards the end of November 2025 to review an updated forecast and as such final management accounts for October 2025 are not yet available.

5. Membership and Marketing Update

OC reported the current membership numbers to Council. These are available in Appendix A.

OC noted that membership revenue remains on track, although the number of members has fallen. As before joins are strong, but attrition is above budget. AM requested that staff prepare a comprehensive data briefing on members who are leaving and what details can be obtained about their reasons. He asked for this data to be presented at the January 2026 meeting of Council. He noted his feeling that members joining with a join code are more likely to remain members, it would however be useful to confirm this with data. He stressed the importance of continuing to contact members who were missed off the auto-renewal.

Council briefly discussed the likely impact of the Platinum price increase. OC reported that a few members had contacted the office and expressed disappointment in the scale of increase. Council noted a duty of care for staff who might be on the receiving end of angst from some members. Circa a third of members phoning in to complain about the price increase indicated they would not be renewing their Platinum membership. Council members suggested that a core script would be useful for staff (including staff working on the holiday side of the business) and reps to use. Council encouraged staff to offer join codes for renewals. More information about attrition would be available for the next Council meeting.

Council asked about frequency of membership monitoring and were reassured by OC that this was done by him daily.

Data analysis of members leaving	OC	CR	Jan-26
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PD reported on aspects of marketing to Council. The new partnership with Epic is generating considerable interest. New Halti stock for the shop has arrived and photos are being taken and will be added to website shortly.

6. Reps and Resorts Update

KMacA noted that the Reps and Resorts Advisory Group were due to meet and focus their discussions on key performance indicators. He highlighted that visibility on snow and off-snow was still an area provoking discussion.

OC intimated that reps are confirmed for St Anton and would be covered by two reps completing four weeks each.

7. Holidays and Chalets Update

KE reported that holidays are ticking along steadily. Freshtracks are slightly behind on passenger numbers but ahead on revenue. 23 holidays are fully sold out, and another 20 have just 1 or 2 spaces remaining. Departures are starting towards end of November 2025. Pay Per Click (PPC) is believed to be working as there appears to be some correlation between clicks and bookings. And while the Club cannot track direct conversion, there are generally several bookings on holidays featured within 24 hours of marketing emails being distributed.

Mountain Tracks departures start in January 2026. KE reminded Council that 2026 is the 25th anniversary of Mountain Tracks and a publicity campaign was planned.

Further information is available in Appendix B.

8. Chief Operating Officer Report

JG noted his report was covered by other items and his submission.

9. Sustainability

HB reported that the cost of the repair service is likely to be less than previously estimated.

Council approved the use of ring-fenced sustainability funds to encourage staff and reps to use trains and electric vehicles.

10. Any Other Business

AM indicated that he had worked with JL to develop a form to enable Council members and staff to contribute to a review of the working arrangements of the COO and Depute COO. This would inform discussions in December 2025.

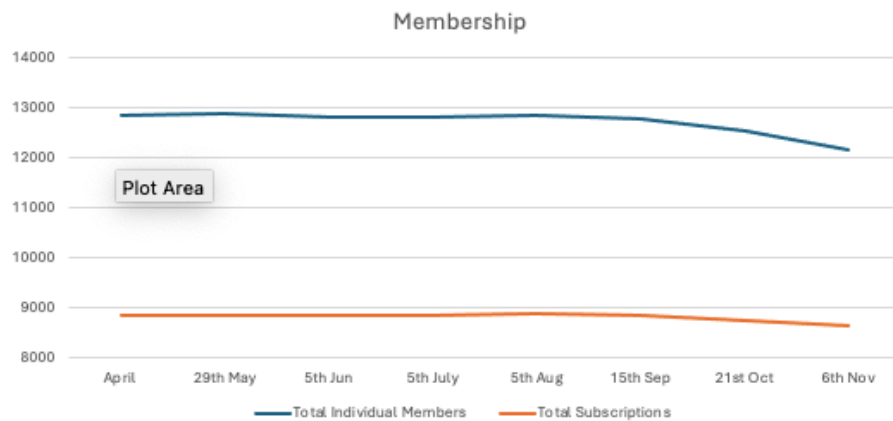
The meeting closed at 1615. The next meeting will be held online at 1400 on the 16th December 2025.

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 – 6th November

	April	29th May	5th Jun	5th July	5th Aug	15th Sep	21st Oct	6th Nov	To date
Total Individual Members	12842	12874	12826	12821	12835	12774	12554	12142	-700
Total Subscriptions	8847	8852	8849	8847	8856	8833	8719	8637	-210
Standard	6560	6521	6523	6529	6541	6525	6423	6349	-211
Platinum	2287	2331	2326	2318	2315	2308	2296	2288	1



	Actual	Budget
Joins to Date	678	604
Standard	506	460
Platinum	181	144

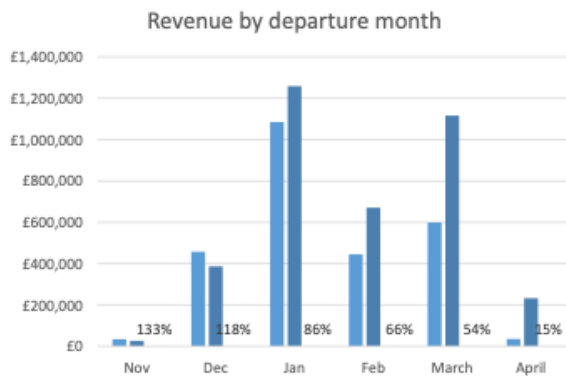
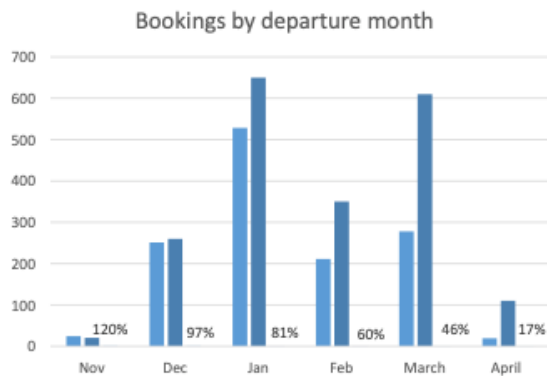
	Actual	Budget
Attrition to date	31%	26%
Standard	32%	21%
Platinum	28%	31%

Appendix B

Freshtracks

Figures as of 01/11/25

Target Passengers	Current Passengers	Target Revenue	Current Revenue
2000	1311 (66%)	£3,689,000	£2,653,569 (72%)



Mountain Tracks

Figures as of 03/11/25
Winter only

Target Passengers	Current Passengers	Target Revenue	Current Revenue
297	140 (47%)	£448,740	£234,570(52%)

