

# SKI CLUB OF GREAT BRITAIN®

## Minutes of the online meeting of Council held on the 16th December 2025.

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

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

**Apologies:** Kenny MacAllister (KMacA)

### 1. Chairman's welcome and introductions

AM welcomed everyone to the meeting, and extended a warm welcome to new members, Nick Kennett and David Sterland. David is a co-opted member. He highlighted some of the key areas to be covered during the meeting. He noted there were no significant decisions to be made or approved.

- Review of forecast i.e. where the budget might come out at the end of the financial year.
- Review of staffing and governance arrangements.
- Annual General Meeting.
- Ski Club branded jackets.

### Annual General Meeting

Overall, the Annual General Meeting (AGM) went well. However, attendance was disappointing, and only one member attended in person. To avoid the risk of the meeting not being quorate, publicity for the AGM in 2026 should start earlier in the year and should be increased. Council noted their content to continue plans for a hybrid meeting.

### Right-Sizing Workshop

AM reported that a meeting of the right-sizing group had very recently taken place and work was continuing. The team are looking at a growth of 5-10% despite declining membership.

Travel industry research shows three growth areas:

- Solo travel.
- Experiential travel.
- Educational/learning type holidays.

Freshtracks holidays fit this profile well and could possibly be expanded significantly.

Council discussed migration from Freshtracks customers to skiing with reps in resorts and the opportunity reps have on Freshtracks holidays to upsell other areas of the Club.

## 2. Minutes of previous Council meeting

Council discussed if post-meeting notes to minutes are appropriate and agreed that in principle these should only be used to correct aspects which were later found to be inaccurate or required further explanation.

Council approved the Revised Minutes of the Council meeting in October 2025 and the meeting in November 2025.

## 3. Matters arising and agreed actions arising from previous meetings

### Key Performance Indicators

Following queries, Council agreed that Key Performance Indicators (KPIs) should be tabled and discussed further at the Council meeting in January 2026. Council further agreed that KPIs should be a standing agenda item.

### Platinum Insurance

NK reported that Chemmy Alcott (CA) had recently commended the Club's Platinum insurance policy. As the Club's paid ambassador this is helpful. Council agreed that it would be important to ensure that that CA was fully briefed on the policy, and the narrative for staff and reps should be shared with her. The narrative should also be shared with Council.

### ACTION

Share narrative re Pt insurance with CA and Council	OC	WM	Jan-25
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## 4. Management Accounts to 31 October 2025

WM tabled the management accounts to 31 October 2025. In the month of October 2025, revenue in the membership business is below budget, including subscription revenue. Advertising and partnership revenue are also below budget this month, and other income is above budget. There is no income from Holidays during the month. There is no sponsorship income. Timing of monthly income shows a variance, and year to date revenue, gross profit and operating profit are over budget.

Subscription revenue was slightly down compared to budget in October 2025 but just over budget for the year to date, due to a higher mix of the more expensive platinum memberships. Standard joiners and renewals are under budget in the month and year to date, while Platinum numbers continued to be above budget.

The total gross profit for October is below budget. Due to timing, with Ski magazine costs coming through. No gross profit from Holidays, other than exchange revaluations.

The total overheads for October 2025 are above budget, due to timing of marketing costs, which included sponsorship of Listex and the London Snow Show. Other overheads are within budget.

## **5. Financial Forecast 2025/2026**

WM reported on the first full re-forecast for the 2025/2026 financial year. This was reviewed by FAC at their meeting at the end of November 2025.

He noted that the forecast aims to be prudent. Joiners and Platinum attrition are assumed to be worse than the experience to the end of October, and attrition for standard members is assumed to continue at the current level, which is worse than budget. The most uncertain assumptions in the forecast are the number of joiners and renewals in the balance of the financial year. Most planned joins and renewals are still to take place. The most pessimistic scenario shows an operating loss worse than this forecast. The best-case scenario would be a loss around the planned budget deficit level.

At this stage, WM reported that the forecasts included for Holiday revenue and sundry income are prudent, and there may be some upside.

FAC had reviewed the forecast and was concerned to note that the forecast operating result is worse than budget, and at the bottom end of a range which had been informally discussed when the budget was set by Council. It was noted that this position was not unexpected given the membership position. The main drivers are, as flagged to Council and FAC in October 2025:

- total joins and renewals; and
- the continuing uncertainty over the impact of the Platinum price increases on member numbers.

FAC also noted that forecasts have tended to deteriorate in past years. However, the SMT and WM believe that the forecasts are now more robust than in the past and that this is less likely. FAC discussed whether immediate cost cutting measures should be undertaken. It was noted that it was difficult to find immediate cost savings that would not risk a further negative impact on joins and renewals in the important months of the season. There will be better opportunity to change the cost base for the next financial year. Work is continuing to develop options for 'rightsizing' operations. FAC noted that the Club's strategy remained to preserve services and to focus efforts on stabilisation of membership numbers. After some debate FAC and Council considered that this policy should continue. FAC and Council agreed that it was very important to monitor joins and renewals closely over the next couple of months.

AM updated Council on the "right-sizing" work. He described the work to look at a Club of circa 9,000 members, including the financial model, staff team size, reduced member benefits, and service costs per benefit. More data was required on the membership model and membership movements (including data on reasons for leaving). He noted holidays are doing well and maybe a driver for future growth.

Council members enquired about the Ski Club Shop. They expressed disappointment that the magazine had advertised the shop as having an expanded range of items available for Christmas and ski season, but these are not yet on the website. DS reminded Council that any such items need a significantly longer pre-planning/ordering time.

DS highlighted that in the distant past, all memberships were renewed in October. This enabled better financial planning for the ski season, and it was suggested this should be included in the “right-sizing” discussions.

WM informed Council that the contingency in the budget has been allocated to the increased cost of closing liability insurance, and with the aim of providing clarity no contingency was included in the forecast.

RK noted that Council had accepted a loss of up to circa £130,000, and this is the most likely scenario. Plans for the next financial year need to be made before the next financial year starts and clear action identified in advance.

## 5. Digital Infrastructure

AL reported on the recent advisory group meeting at which a work schedule had been agreed. He highlighted ongoing operational issues with assignments and noted that the team had developed an effective manual work-around. Xero integration has commenced.

He mentioned the App which had worked well in Tignes and noted that the App developers had recently been very helpful. He described the rep training on the use of the App which stressed the need for data to enable effective decision-making.

AL noted the improvement to logins on the website and the review of join journeys. This includes improvements to membership conversion and member benefits.

IT/cyber security had also featured at the advisory group meeting, with suggestions of an audit, and phishing training for all staff.

AL noted that due to a backlog of IT projects there was a need to improve the formality of IT change requests. All projects should be scoped and prioritised in advance of the next financial year.

Council briefly discussed the way in which artificial intelligence (AI) is changing the way search engines are working to find information on the web. PD noted that AI optimisation is increasingly important for web searches.

### ACTION

Prepare list of IT projects for scoping and prioritising	JL	AL	Jan-25
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## **6. Membership and Marketing Update**

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

Overall, the declining trend in membership continues, as attrition is higher than expected. Previous historical patterns of join, leave, renew are different to current situation. More and better data is required.

Approx 25% of members who inadvertently left because of the IT issues have rejoined. Staff have attempted to reach every ex-member in this situation and have been successful in a minority of cases. Staff can offer incentives to rejoin.

AL noted members in Tignes had suggested a non-snow membership tier should be considered. CR responded this had been reviewed previously and disregarded as it was impossible to find a way to do this without a significant financial hit. JL suggested a retired older person rate for non-skiers might be welcomed. Perhaps for members who had previously been members for over five/ten years and had attained age 65/70.

Council commented that the attrition rate remained above budget and that a key focus needs to be on better understanding of the reasons for this. Council recognised that it continues to be a challenge to retain members. An improved awareness of what we offer needs to continue to be a strategic priority. Should there be a big push to get members to renew in the month of October, by for example offering a longer membership? CR offered to deliver a positioning presentation at the January 2026 meeting.

## **7. Reps and Resorts Update**

OC reported that reps are currently in two resorts: Obergurgl and Zermatt.

He noted that the reps' course had gone well, and feedback was positive. Almost all participants had passed.

Council discussed the SCGB jackets which will shortly be on sale in the shop and the advisability of reps SCGB wearing branded jackets on snow. Council noted there are significant risks, particularly in France. After much discussion, Council agreed that reps should be advised not to wear SCGB jackets while on snow, at least until a considerable number of members are. Reps should be informed of this.

## **8. Holidays and Chalets Update**

KE updated Council on Holidays which are tracking ahead of last season. So far operations have gone well. The new EU Entry/Exit system is causing some minor delays and there have been issues travelling back due to delays through security with members missing flights, members should be encouraged to go to the gate

asap. Marketing emails are continuing to work well, seeing a couple of bookings coming in after each email.

November was a strong booking month. A few trips have been cancelled, due to lack of numbers but the team have been much more effective at getting trips to at least one ski group rather than cancelling altogether. This will help with overall margin at the end of season.

Chalets are now also picking up on sales and some weeks have been made single occupancy to encourage more bookings.

Regrettably the Club had received a complaint about the behaviour of a small number of members Tignes. Council agreed that all members should be reminded about the code of conduct. Council agreed that the rep should speak to the specific members involved and it was worthy of a letter from the Club.

KE informed Council that the Mountain Tracks manager had handed in his resignation. Council discussed options for delivering the Mountain Tracks product in the immediate future. Council noted risks around the potential development of similar trips with a new company and the need to remind the manager of his contract.

## **ACTION**

Draft letter for members involved in poor behaviour in Tignes.	KE	AM	Jan-26
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Further information is available in Appendix B.

## **8. Chief Operating Officer Report**

JG noted his report was covered by other items and his submission. He commented that the Club is in a solid position and the next few months are critical.

## **9. Any Other Business**

The Council meeting moved to a closed session to discuss staffing and governance.

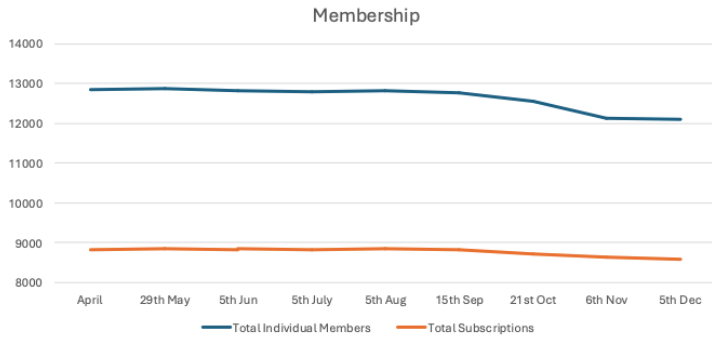
The meeting closed at 1715. The next meeting will be held online at 1700 on the 27 January 2026.

*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 November 2025

	April	29th May	5th Jun	5th July	5th Aug	15th Sep	21st Oct	6th Nov	5th Dec	To date
<b>Total Individual Members</b>	12842	12874	12826	12821	12835	12774	12554	12142	12120	-722
<b>Total Subscriptions</b>	8847	8852	8849	8847	8856	8833	8719	8637	8586	-261
<b>Standard</b>	6560	6521	6523	6529	6541	6525	6423	6349	6264	-296
<b>Platinum</b>	2287	2331	2326	2318	2315	2308	2296	2288	2322	35



	Actual	Budget
<b>Joins to Date</b>	877	836
<b>Standard</b>	643	612
<b>Platinum</b>	243	224

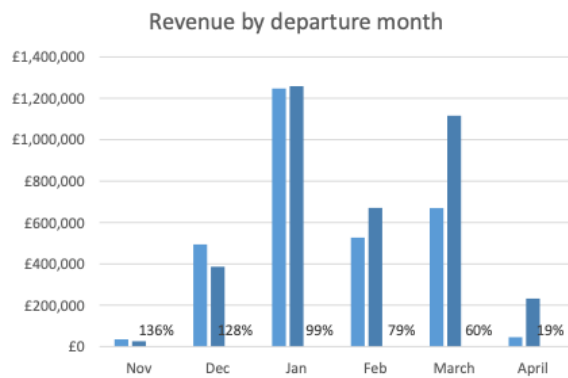
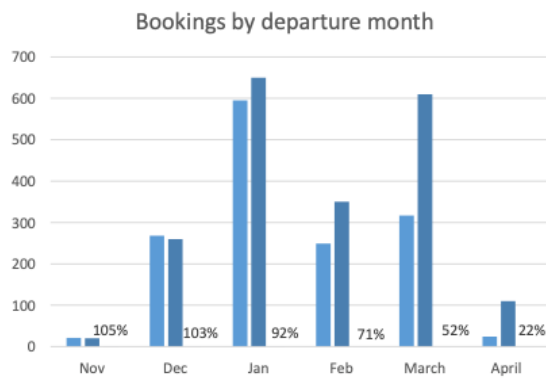
	Actual	Budget
<b>Attrition to date</b>	31%	26%
<b>Standard</b>	32%	21%
<b>Platinum</b>	28%	31%

## Appendix B

### Freshtracks

Figures as of 01/12/25

Target Passengers	Current Passengers	Target Revenue	Current Revenue
2000	1474 (74%)	£3,689,000	£3,017,796 (82%)



### Mountain Tracks

Figures as of 01/12/25  
Winter only

Target Passengers	Current Passengers	Target Revenue	Current Revenue
297	182 (61%)	£448,740	£301,355(67%)

