

# **SKI CLUB OF GREAT BRITAIN®**

## **Minutes of the online meeting of Council held on the 27th January 2026.**

**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), Nick Kennett (NK), David Sterland (DS), Kenny MacAllister (KMacA)

**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)

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

AM welcomed everyone to the meeting and wished all a Happy New Year. He identified several of the key areas to be covered during the meeting and highlighted that there will be more to discuss at the meeting in February when the right-sizing work will be presented.

- Reasons for members leaving the Club.
- Finance and insurance update.
- Mountain Tracks Update.

### **Mountain Tracks**

Following the resignation of the Mountain Tracks manager, AM informed Council that HB had left her employment and takeover oversight of Mountain Tracks. Council was reminded that HB was previously a member of staff within the holidays team. To avoid a potential conflict of interest, HB will stand down from her co-opted role within Council for the foreseeable future. Council noted that there would be a significant element of remote working as the other member of the Mountain Tracks team is based in Edinburgh and this would require planning.

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

Following minor revisions, the Minutes of the previous meeting were approved and following appropriate redactions would be uploaded to the website.

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

#### **Pride Events**

KMacA agreed to discuss plans further with OC.

## **Platinum Insurance**

OC requested clarification about the narrative re insurance, this was provided. It was noted that the narrative had not yet been shared with Council members.

## **4. Management Accounts to 30 November 2025**

WM tabled the management accounts to the end of November 2025. In the month of November 2025, revenue from membership was below budget, within that subscription revenue was equal to budget, advertising and partnership was below budget, and other income was below budget. Income from Holidays was above budget.

Joiners and renewals continue to run under budget: Worldwide Platinum is performing better than Europe, which supports a less negative variance on income. Platinum 35-50 age categories show the poorest performance.

Advertising and partnership income in November 2025 was less than 50% of budget. There was no sponsorship income. The timing of monthly income shows a variance, but to date is over budget.

The total gross profit for November 2025 was below budget. Total overheads for November 2025 were below budget, due to the timing of the Ski magazine edition that was printed in the previous month. Other overheads were within budget. The total gross profit year to date is ahead of budget.

The forecast for the full year has been updated this month. The forecast operating loss is less than last month.

Council noted that if all possible opportunities were to happen, then the Club would lose around £80,000 and if all potential risks were to happen then the Club would most likely lose close to a quarter of a million pounds. WM noted he thought this later scenario was highly unlikely.

As the forecast has deteriorated, at their January 2026 meeting, FAC had discussed whether the forecast is sufficiently prudent. JG and WM considered that the forecast for member income was prudent given the assumptions adopted, and the lack of sensitivity of later months in the financial year to membership income.

Council noted with concern that the impact of membership attrition would make a bigger impact on the finances in 2026/2027. CR noted that the Club can do less about attrition, and the only opportunity to increase membership is to attract more joiners.

TCD reminded Council that the potential financial loss was a repeating pattern and noted that plans for future years will be critical as part of the right-sizing discussions in February 2026. KMacA stated that he thought the Club offered very good value and as services are costing more, the cost of membership needed to increase. He also reminded Council of the need to engage with younger people, possible through racing. He noted this might require a review of the Articles. Other members of Council noted

that not all young people are interested in ski racing and the Club was committed to the promotion of recreational skiing.

Council noted the Club appears to be successful in gaining new members, but as around a half of new joiners leave within the first year, there were questions around engagement.

JL noted that difficult decisions are going to be required and suggested that holding a strategy day in June 2026 was too late for decisions to be made for 2026/2027. Council members commented that despite the best efforts of all, the Club is continuing to lose money. A debate on the fiscal situation will be critical to the right-sizing discussion in February 2026.

Council noted a proposal to sell circa £300k (approx. 10% of assets) of investments to cover cash flow. This needs to be balanced with the need to protect the portfolio.

## **5. Key Performance Indicators**

Council agreed Key Performance Indicators (KPIs) in principle. KE suggested gross margin should be in cash and not as a percentage. Additionally, performance indicators (PIs) for reps were required.

Following discussion, Council agreed that the KPIs would need further consideration after the strategy day in June 2026.

## **6. Digital Infrastructure**

PD described work being done to measure return on marketing investment. Small scale testing had confirmed proof of concept.

AL noted work was ongoing re the App and highlighted comments or suggestions for improvements should be passed to OC or Henry John (HJ). The opportunity to add video footage has already been identified.

AM mentioned he had recently met with Stuart Bevan who had offered to write code updates in May 2026.

## **7. 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. Overall membership has decreased by more than 1000 members this fiscal year. Attrition analysis indicates impact of Platinum price increase has been negative. Anecdotal evidence suggests either members appreciate the insurance cover or think it's too expensive.

NK suggested the Club needed to develop a more flexible insurance product, notwithstanding the inability of the Club to sell insurance. OC described various discussions now taking place.

Attrition analysis has also identified that many people leaving the Club are no longer skiing. 92% of leavers have never skied with the Club. Members skiing with the Club are more likely to remain members. Council noted the need to follow up with new members. The need for accurate information to flow from reps back to Salesforce was identified as a gap. As a result, knowledge to enable comprehensive member segmentation is lacking.

RK posed the question about what else the Club could do for members. The market has changed, the Club has not and there is a general anecdotal feeling that the Club is offering less than the Club used to.

Council noted that content on the website is improving, and reps are providing great additional content for social media.

## **8. Reps and Resorts Update**

All rep resorts are up and running. One issue had been resolved as far as possible. Feedback systems are working better. Feedback data would be provided for the meeting in February 2026.

Older members are generally reluctant to use the App. Need for rep to confirm with office who actually ski with them as not all members are registered on App. WhatsApp groups in resorts are still very active.

Resort parties established.

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

KE tabled the Holidays and Chalets Update noting that December has been a great month. First departures have all been and gone successfully with some very positive feedback. Bookings have been strong again. The Club are close to passenger target and tracking more passengers ahead of this time last year. In terms of revenue, ahead of target, so a really strong performance.

The Club is continuing to monitor bookings, and whilst the Club has been fortunate to not have had to cancel any more trips, some trips have been reduced to one ski group to manage margins.

Chalets have started off well, with one Flaine and Chamonix now fully up and running. The second Flaine chalet will kick off in Jan 2026. December as a month exceeded the revenue target margin.

NPS scores have started strong, with Freshtracks coming in at 63% and chalets at 66%.

Xero integration has now been tested, and will be implemented on the live site, in Jan 2026.

Mountain Tracks Winter sales have progressed strongly, reaching 83% of the winter revenue target. Nine private trips are booked, with more in discussion. January 2026 is nearly sold out and above target, and February 2026 is performing well reflecting sustained momentum and strong engagement from clients.

Further information is available in Appendix B.

*[Redacted]*

## **9. Chief Operating Officer Report**

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

## **10. Digitisation of Assets**

Council discussed a proposal from the Heritage Advisory Group to create a 125<sup>th</sup> celebratory book. Council agreed a full scoping with associated costs was required before a final decision could be made.

This led onto a discussion about celebrating the 125<sup>th</sup> anniversary of the founding of the Club. Would 2028 be more appropriate as a celebration of 100 years of reps?

It was suggested any proposal should be linked with 100 years of reps and held in 2028.

### **ACTION**

Scope proposal for a 125th celebration book	KE	AM	Aug-26
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## **11. White Haus**

KE reported that she had picked up the Challenge Cup and would seek to replace it with other assets. The cup would be sent to De Montford University storage area. Insurance and contract are still to be refreshed.

## **9. Any Other Business**

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

The meeting closed at 20.25.

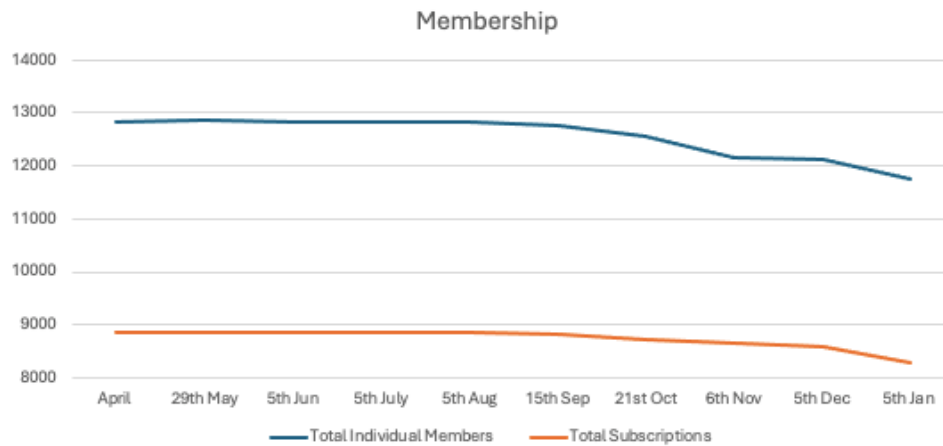
The next meeting will be held online at 1700 on the 25 February 2026.

*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 – 5<sup>th</sup> January

	5th July	21st Oct	5th Nov	5th Dec	5th Jan	To date
Total Individual Members	12826	12554	12142	12120	11764	-1072
Total Subscriptions	8849	8719	8637	8586	8294	-553
Standard	6523	6423	6349	6264	6214	-346
Platinum	2326	2296	2288	2322	2080	-207



	Actual	Budget
Joins to Date	1187	1166
Standard	846	833
Platinum	341	333

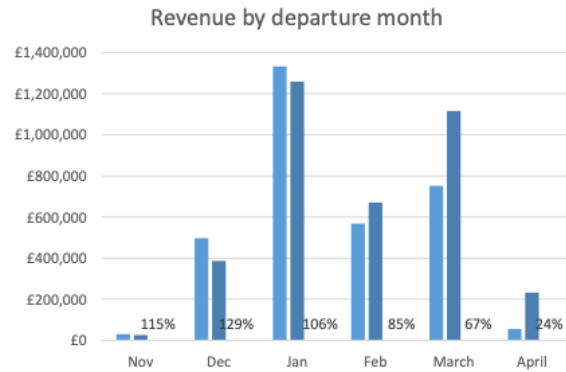
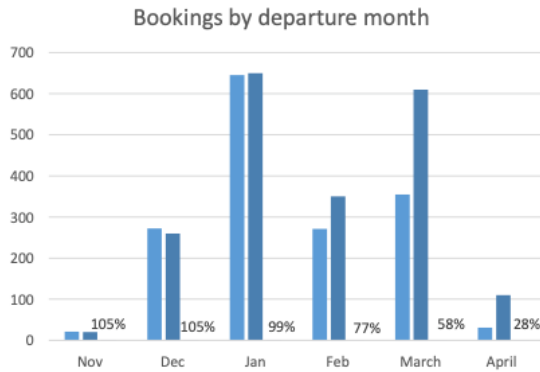
	Actual	Budget
Attrition to date	29%	26%
Standard	28%	21%
Platinum	31%	31%

## Appendix B

### Freshtracks

Figures as of 01/01/26

Target Passengers	Current Passengers	Target Revenue	Current Revenue
2000	1595 (80%)	£3,689,000	£3,235,006 (88%)

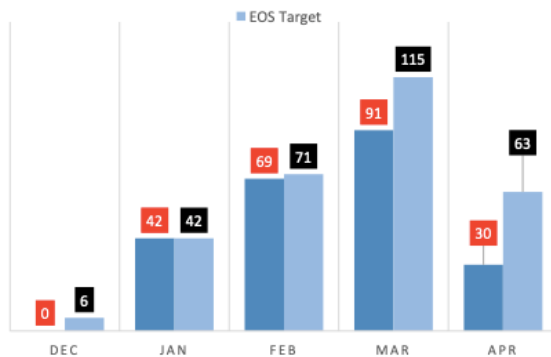


### Mountain Tracks

Figures as of 01/01/26  
Winter only

Target Passengers	Current Passengers	Target Revenue	Current Revenue
297	232 (78%)	£448,740	£380,264 (83%)

BOOKINGS BY DEPARTURE MONTH



REVENUE BY DEPARTURE MONTH

