

# SKI CLUB OF GREAT BRITAIN®

## Minutes of the online meeting of Council held on the 25th February 2026.

**In attendance:** Angus Maciver (Chair) (AM), Walter Macharg (Treasurer) (WM), Elizabeth Morrison (ELM) (Secretariat), Trevor Campbell Davis (TCD), Jean Lovett (JLo), Chris Radford (CR), Andy Lapham (AL), 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)

**Apologies:** Mark Colston (MC)

### 1. Chairman's welcome and introductions

AM welcomed everyone to the meeting and explained the focus of the meeting was on right-size planning, with JG presenting a PowerPoint on membership trends and attrition rates. He highlighted the need for Council to agree decisions on team size reduction in principle, allowing the team to execute the changes for next year's budget. AM highlighted that the meeting would not follow the regular format to ensure sufficient time to discuss the issues raised by the presentation. Information about member numbers and holidays may be found in Appendix A and B respectively.

Council discussed the timing of online meetings, deciding to keep the current 5pm start time after considering MC's request for a later start.

Council agreed to schedule a member update meeting in April to discuss the season's performance. AM asked OC to identify a date and inform Council.

### ACTION

Organise online member meeting and inform Council	OC	AM	Mar-26
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### 2. Minutes of previous Council meeting

These were approved.

### 3. Right-sizing

The meeting focused on reviewing the ski club's membership and financial strategy, with JG presenting an analysis showing the current membership is 11,592 members and tracking towards 11,500 by May 2026. The right-sizing team had discussed

three potential scenarios for membership size ranging from 6,000 to 14,000 members, with current challenges including a 30% attrition rate and declining new member joins.

Key discussions were around reducing costs through staff reductions (two positions), optimizing the rep program budget to £250,000, and exploring alternative membership systems to save £20,000-40,000 annually.

The right-sizing team had also considered increasing membership fees by £10 to generate additional revenue of £50,000, while noting that price sensitivity was not believed to be a major driver of attrition.

## **ACTION**

Share updated 3-year financial model(s) incorporating different membership/Fresh Tracks scenarios and cost reduction plans by 6 March 2026	JG	WM	Mar-26
Review shared model and prepare detailed budget for March 2026 meeting, including profit and loss scenarios	JG	WM	Mar-26
Ensure financial papers for March 2026 meeting are released at least two weeks in advance	JG	WM	Mar-26

## **Membership Planning and Budget Decisions: Club Financial and Membership Trends**

JG presented an overview of the club's financial performance and membership trends since 2022. He highlighted that while the club has grown in terms of turnover, membership has declined due to high attrition rates, despite strong join numbers. JG explained that on-snow engagement is the strongest predictor of member satisfaction and renewal, with around 3,000-4,000 members engaging with the club on snow annually. The club currently has 11,592 members, down from 12,800 at the start of the season, and is currently forecasting a £150K deficit. This is an improvement from the previous year's £430K shortfall, but it is more than previously agreed by Council.

## **Member Engagement and Attrition Analysis**

The meeting focused on analysing member engagement and attrition rates. OC presented data showing that approximately 60% of current members have engaged

with the club in a skiing capacity over a 5-year period, with around 4,000 members engaging on average per year. Attrition analysis revealed that 92% of members who left had never engaged with the club through skiing activities (with reps or through holidays), while 8% had engaged. JG and OC explained that the risk of members leaving is higher in the first year of membership, with a 40% attrition rate, but drops significantly after that. The discussion also touched on the need for a unified system to track member engagement more effectively.

**ACTION**

Create and share Venn diagram/analysis showing overlap of members using Fresh Tracks, Reps, Platinum and other services	OC	CR	Apr-26
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**Membership Retention and Growth Strategies**

The meeting focused on addressing the decline in membership, with JG highlighting that attrition is higher than joins, necessitating either increased joins or reduced attrition. CR and JG described strategies to improve awareness, communication of the club's purposes, and reducing friction in the join journey, with CR emphasizing the need for better messaging and online processes. TCD suggested a third step in the analysis, focusing on the threshold of attraction and cost, which JG and CR agreed needs further exploration. Council members acknowledged that while reducing attrition is important, attracting new members remains a priority, with JG noting that the current attrition rate of 30% is at the upper end of normal for similar organisations and is unlikely to fall below 15%.

**Membership Engagement and Retention Strategies**

Council discussed membership strategies and the club's future size. JG presented data showing that attrition is mainly driven by lack of engagement with on-snow services, particularly in the first year, rather than dissatisfaction with core club services.

Council agreed that increasing engagement and focusing join strategies on people who want to ski with the club could help reduce attrition. ELM expressed concerns that the suggested strategies may not be significantly different from what has been done in the past, and CR explained that they wanted to be realistic in their planning rather than promising major changes.

**Membership Trends and Growth Strategies**

Council focused on analysing membership trends and developing strategies to address declining membership. JG presented three possible scenarios: a baseline scenario with stabilization at around 7,500 subscriptions, a decline model with a

significant drop to 4,500 subscriptions, and a growth scenario with potential for recovery to 10,000 subscriptions.

Council members agreed that targeting new members who engage with snow activities could help reduce attrition. They discussed the potential of Freshtracks holidays as a recruitment tool and the need for more aggressive marketing. TCD suggested exploring the overlap between holiday members and those using rep services. The conversation ended with a recognition that small changes in join rates and attrition could lead to significant differences in the club's long-term size and financial stability.

### **Club Financial Strategy Review**

The meeting reviewed the club's financial and operational strategy, with JG presenting an analysis of revenue streams and cost reduction opportunities. A potential £10 increase in membership fees was suggested, which JG estimated could generate an additional £50,000 in revenue without significant impact on attrition.

NK raised the possibility of realigning the investment portfolio to generate yield while maintaining capital growth, which could provide additional revenue. Council agreed to keep this option under consideration while focusing on addressing the core business issues, particularly membership attrition.

### **Cost-Cutting and Membership Strategy**

Council considered cost-cutting measures and strategic planning for the organisation. JG presented a plan to reduce staffing and expenses, including [Redacted]. Council discussed potential savings of around £140,000 from these initiatives. They also explored options for reducing IT costs, including moving away from the current membership system. The discussion concluded with a review of membership trends and strategies to increase on-snow recruitment, with OC noting an increase in Alpine joins from 91 to 280 last year.

TCD raised questions about the organizational structure, particularly regarding the roles of the head of membership and head of on-snow activities. Council discussed whether the head of membership role should also oversee on-snow operations, with JG and AM noting that in a small organization, membership responsibilities naturally fall to senior leadership.

[Redacted]

### **Organizational Structure and Growth Strategy**

The meeting focused on two main topics: organisational structure and Freshtracks growth strategy. KE presented a plan for expanding Freshtracks, showing how the program could grow from 2,000 to 4,000 passengers over five years while maintaining a 3% profit margin. TCD suggested using the successful holiday

business to cross-subsidize other club programs, with KE agreeing that a “go-wild” option could generate significant additional profits.

**ACTION**

Develop detailed Fresh Tracks growth plan and financial model for next season, including resource requirements	JG/KE	WM	Mar-26
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**Seasonal Marketing and Growth Strategy**

KE proposed a seasonal marketing budget strategy, with increased spending planned for late September and October, allowing for flexible adjustments based on conversion tracking.

KE explained the current half-price offer for first-year holiday members, while AL suggested reconsidering the discount structure to align better with holiday pricing. The group agreed to maintain the physical brochure as a key sales tool for now, though KE expressed a long-term goal of transitioning to a digital-first approach once website functionality improves. Council generally expressed strong support for KE’s “go wild” growth plan, with CR and others endorsing the expansion strategy while acknowledging the need to carefully manage risks and maintain core product success.

**ACTION**

Review and potentially adjust membership fee approach for holiday bookings (e.g., presenting full membership fee separately from holiday cost)	KE	WM	Jun-26
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**Freshtracks Growth and Product Strategy**

Council discussed strategies for holiday growth, including increasing marketing spend and improving the website to allow multiple bookings. Council agreed that it was desirable to decouple Platinum insurance from membership to simplify the product offering and potentially increase revenue. AL emphasized the need for a coordinated IT program to support these changes, suggesting a one-off investment to avoid delays. The group also considered making ski club insurance a membership requirement, like the BMC model, which could drive additional membership sign-ups.

## ACTION

Form cross-silo team to design and plan IT changes (including decoupling insurance from membership) during non-snow period. Prepare updated marketing/proposition plan and website changes for March meeting.	JLa	AL/CR	Mar-26
Present new material, website journey changes, and emotional engagement/social media strategy at next meeting	PD/JLa	CR	Mar-26

### Strategic Planning and Financial Modelling

Council discussed the need to stabilize membership at 11,500 members before next fiscal year. JG and his team are working on a 3-year budget model that will be shared with Council during March 2026.

JLo requested more time to review all financial papers before meetings, and the staff team agreed to provide materials at least a week in advance. JLo also suggested an additional meeting was required to review all the suggestions with better financial information. TCD raised concerns about the current finance and audit cycle and stressed the need for up-to-date financial information. [Redacted].

### Financial Modelling and Cost Initiatives

JG presented a financial model showing the impact of membership decline over three years, which he agreed to simplify for Council review. DS raised concerns about the current financial projections.

Council approved immediate cost-saving measures, including [Redacted], while continuing to develop plans for Freshtracks expansion and marketing improvements. TCD emphasized the need to consider the impact of price increases on membership retention.

[Redacted]

### 9. Any Other Business

The meeting closed at 20.10.

The next meeting will be held online at 1700 on the 26 March 2026.

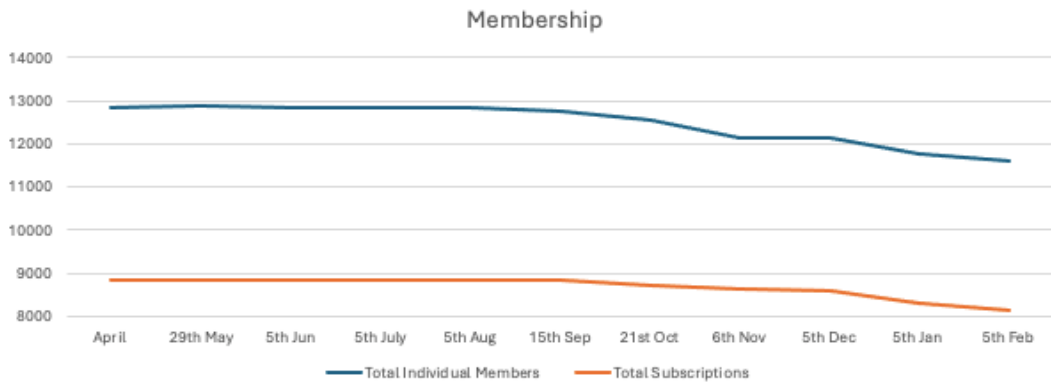
*Where the minutes contain commercially sensitive or personal information, the relevant extract will not be included in the published online record and will be marked as redacted.*



## Appendix A

### Summary – 5<sup>th</sup> February

	5th July	21st Oct	5th Nov	5th Dec	5th Jan	5th Feb	To date
Total Individual Members	12826	12554	12142	12120	11764	11592	-1250
Total Subscriptions	8849	8719	8637	8586	8294	8131	-716
Standard	6523	6423	6349	6264	6214	6137	-423
Platinum	2326	2296	2288	2322	2080	1994	-293



	Actual	Budget
Joins to Date	1580	1668
Standard	1132	1201
Platinum	448	467

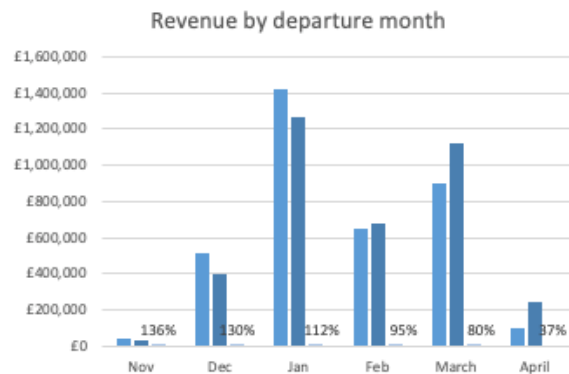
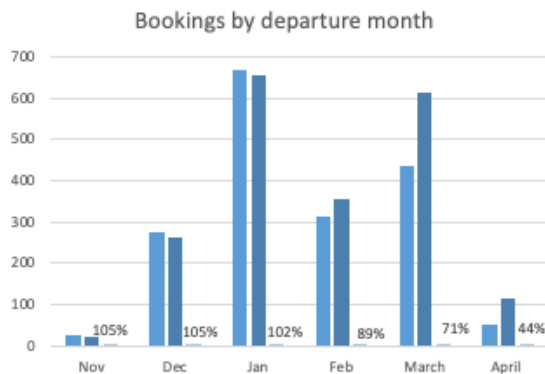
	Actual	Budget
Attrition to date	30%	26%
Standard	29%	21%
Platinum	32%	31%

## Appendix B

### Freshtracks

Figures as of 01/02/26

Target Passengers	Current Passengers	Target Revenue	Current Revenue
2000	1747 (87%)	£3,689,000	£3,558,129 (96%)



### Mountain Tracks

Figures as of 01/02/26  
Winter only

Target Passengers	Current Passengers	Target Revenue	Current Revenue
297	250 (84%)	£448,740	£394,198 (86%)

