

SKI CLUB OF GREAT BRITAIN®

Minutes of the Meeting of Council held in person on the 29th July 2025.

In attendance: Angus Maciver (Chair) (AM), Trevor Campbell Davis (TCD), Rick Krajewski (RK) (part of meeting), Kenny MacAllister (KMacA), Holly Boucher (HB) (part of meeting) Chris Radford (CR), Holly Boucher (HB) Andy Lapham (AL), Jean Lovett (JL), Elizabeth Morrison (ELM) (Secretariat)

Apologies: Walter Macharg (Treasurer) (WM), Chris Radford (CR), David Jenkins (DJ), Mark Colston (MC)

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

1 Chairman's welcome and introductions

AM welcomed everyone to the meeting. He noted the Treasurer's apologies and intimated that others may need to support him (AM) to finalise the Audit and complete the Directors report as it needs to be approved and signed off in August 2025.

AM highlighted several decisions to be made in the meeting:

- Approval of revised and updated Budget for 2025/2026.
- Revised rep programme.
- Focus on driving membership through digital strategy and spend.

AM mentioned that Council had been issued with many papers in advance of the meeting. He also asked PD to share the recent brand research with Council members.

[Redacted]

AM reminded Council of the key dates in preparation for the AGM:

- Invitation to members by 13th Aug 2025 to AGM and inviting nominations
- Non-Council nominations for new Council members by 12th Sept 2025.
- Annual report available online by the 15th October 2025.

ACTION

Brand research to be shared with Council	PD	CR	Aug-25
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2. Minutes of Previous Council Meetings

The minutes of the Council meeting held on 28th May 2025 and the Strategy Day held on 26th June 2025 were approved. Following appropriate redactions these would be published.

3 Matters arising and agreed actions from previous meeting

Several outstanding actions on the Tracker were confirmed as complete.

Following a query, JG indicated that Verena Stella would be tasked with completing the Document Management and Retention Policy document. AM asked that this was done by the September 2025 meeting of Council.

JG informed Council that The White Haus which currently hosts considerable and significant Ski Club memorabilia and heritage items had been sold to new owners (Whelan's Pub Chain). He had tried to contact staff and had eventually visited The White Haus where he met with the new manager. Council members expressed their concern that valuable items could be inadvertently lost or destroyed. Council asked for an urgent plan to be developed to secure the assets.

JG reported that he had already sent letters to the Manager and Chief Executive Officer about the SCGB ownership of these assets. Council asked that these emails/letters are shared.

JG informed Council that he had an assurance from the Manager that Whelan's Pub Chain will not do anything with or to the Ski Club assets without informing the Club first.

Council asked that further letters were sent, with a deadline and followed up urgently with a contract. Council also briefly discussed where the assets could be moved to if required. In extremis, it was agreed that the offices could store the items for the short-term.

Please see the Action Tracker for more information.

ACTION

Develop plan for relationship with the new owners of The White Haus. Urgently consider how the assets currently hosted by the White Haus can be secured. Confirm ownership of	JG/KE	AM/NO	Aug-25
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assets with new owners. Send letters to Manager and CEO, copied to Chairman.			
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4. Finance and Budget 2025/2026

Council approved the Finance Report to 30 April 2025, and the Finance Report to the end May and June 2025.

JG described the changes which had been made to the previous version of the draft budget for 2025/2026 following the strategy day.

- Reduced membership revenue to project membership numbers as flat year-on-year.
- Reduced Platinum profit to represent potential changes in numbers and margin.
- Increased sponsorship to reflect payment from Marsh.
- Increased projected Mountain Tracks revenue.
- Increased in rep's costs to cover two reps in five resorts and include a social budget.
- Reinstatement of membership engagement role to increase member comms and resort events.
- Increased hosting costs to support growing load on website. (This may reduce after review.)
- Contingency cost included for liability insurance to cover duration of membership up to April 2026 for members joining before October 2025.

RK noted there was no contingency in the budget. RK stated he backed the Executive team to deliver a set of results in 2025/2026, against the under-delivery of the past two/three years. He noted the budget had been developed on a bottom-up approach, unlike previous years.

TCD reminded Council that in the year to 30 April 2025, the company had made an operating loss of £423,248 (compared to an operating loss of £233.930 in 2023/24).

It was also noted that the Auditors had highlighted that support costs for the new IT system had been incorrectly capitalised and this would impact negatively (circa £30,000) on the deficit for 2024/2025 and bring the operating loss/deficit to more than £450,000.

TCD expressed frustration that Council had decided to give it another go, despite evidence that unless radical changes were made, it was highly unlikely to be successful. TCD highlighted several issues and stated that in his opinion:

- Membership issues, which should not have happened, should have been identified sooner.
- There was a lack of skilled and dedicated staff to monitor membership numbers.
- Significant IT spend which has not delivered to expectations.

- Significant investments have allowed Club to make decisions they would not have otherwise made.

JG reminded Council that the legacy IT system had to be updated, and he considered the spend on IT to be comparable to IT spend elsewhere. He reported that it was only one area of the IT system which was unsuccessful. He also highlighted that the Club only works well if there are over 15,000 members. The Club membership on the 30 April 2025 was 12,844, hence the need to develop an alternative model. (The membership was previously reported to Members to be 15,973 on 30 April 2024).

The COO stressed his view that the Club operations were in a disastrous position in 2021/2022. ELM noted this was not reflected in the Minutes from that time. AM noted the Minutes reflected what members were saying and recording a substantial surplus, however the operation of the Club had been problematic, notably with c.80% of the team having left the previous year and a substantial recruitment effort to hire new team members - so both points of view could be understood. JG also stated his view that the Club only reported a sizeable surplus as spend was pushed into 2022/2023. He described how he had built the team up and improved their morale.

JL stated she had started from a position like that being expressed by TCD, however she had turned around her views. She reminded Council that they had consistently taken decisions to invest, and she believed that the updated plan would lead the Club to profitability. She also said however that Council had to be brutal about looking at it throughout the year and comparing expected performance to budget. And set deadlines for making any changes.

JL noted she found decisions about IT spend incredibly difficult and had to rely on others telling her they were required and that the correct approach was being offered.

RK suggested that the tenure for Council membership needs to be extended. Very few current members were around in 2021/2022 and when he started decisions around IT spend had already been made. He reminded Council of the need to be fiscally responsible for Members' money. He noted the Club had spent money because they had money available through investments and if the Club had not had such significant reserves they would have had to find alternatives. He added that the inability to spot something fundamentally wrong with the membership numbers was indefensible.

TCD noted his agreement with RK that the rotating membership of Council could be an issue. As a Board, a balance of skills is required. He also expressed his view that no-one on the staff has adequately maintained the accurate administration and reporting of membership records.

JG again stressed that 2021/2022 was not repeatable, it was not a structure which worked well, and he had invested in re-building the Club.

AM reminded Council that fundamentally the Club has a membership problem i.e. too few members for the current operational mode of delivery. AM noted that the

overheads TCD wanted to cut were marketing which are required to attract new members and team members. There was no clear view on how to do that whilst maintaining the current offer and no clear agreement on what to cut. Thus, Council needs proper consideration of what a smaller Club might look like and how it would operate. Hence the need to develop a plan by February 2026, to resize the Club for implementation at the start of April 2026.

KMacA indicated that the Club had moved forward significantly, and that a new model for a reduced membership would take time to develop. He believed that the Club would not grow back to a membership of 15,000, but that membership would now always stay below 10,000. He thought a membership of 9,000/10,000 could create a good Club. He mentioned the opportunity to raise awareness of the Club.

AL highlighted his optimism when joining Council, but that it had been tough and the declining membership figures disappointing. He remained hopeful membership would not decline further and that work could be done to simplify the "Join Journey". He described the positive vibes when skiing with members.

He made a plea that Council would approve the small spend he was requesting to develop the digital channel further. The big IT spend had been done and now is the time to optimise by judicious smaller IT spends. He reported a retired experienced developer (and rep) was doing some work for the Club in this area. He also expressed his concern about the proposal to drop nine rep resorts.

HB reminded Council about the benefits of employing staff who are passionate about the Club and acknowledged the impact of staff who are not skiers have previously had on the Club.

AM commented he remains deeply frustrated with a suggested strategy of growing by cutting costs. He reminded Council, that the plan is not for growth, but is a less optimistic, more realistic plan to move the Club out of the current crisis it is in. However, given only 20% of skiers know about the Club and when presented with its benefits many were interested, there is no great reason why the Club could not grow membership, and the Club have only really been marketing all the new resorts in France for a year so making dramatic changes now may be too much of a correction.

Council discussed the desire to involve members in decisions around developing a Blueprint for a smaller Club. AM noted his wish to work with the team and meet with members in focus groups about what the Club might look like. Council stressed the need to be transparent with Members.

JL reiterated the need for a clear and fast deadline for developing a plan for presentation to Council at February Council meeting. She also reiterated the need for hard targets re membership numbers in end of year figures. If overall membership continues to decline, then the Council needs to stick with an agreement to do something different.

A lengthy discussion ensued with council members expressing several points. In summary, Council wanted to stick with the decision made during the strategy day that it was too early to reduce costs any further at the moment and that Council

agreed that the Club should allow some more time to see if the increase in Rep resorts and more focussed marketing for new members could stabilise the membership numbers as management outlined and to understand more conservative forecasting could result in hitting the plan numbers. However, Council was also keen that proper consideration be given to a reduced cost and overhead model suited to a smaller membership and a continued focus on skiing with the Club.

Thus, after much discussion Council approved the revised budget.

5. Holidays and Chalets

KE reported to Council that since the sale of Holidays went live, sales were better than last year, with over 509 passengers booked to date.

6. Finance and Digital Infrastructure

AL described improvements that are required to the Join Journey on the website and reiterated his plea for a small amount of CapEx funding to complete improvements to the website. Council noted that there had been almost 120,000 views of the membership pages, but only a very small fraction of these had joined. He highlighted that Key Performance Indicators (KPIs) would be developed as part of the project and used to evaluate success. KMacA sought an assurance that there would be no further additional spends this financial year. This was given.

Council had a brief discussion about accountability for membership growth and while it was agreed that PD owns the KPIs, Council and the COO are accountable.

Council approved the request for funding to improve the Join Journey.

RK stressed the need for proper (full) accountability for delivery by the Club. He commented that too often he heard, and read, retrospective justification of under-performance. He highlighted that there needed to be a cessation of excuses being offered.

ACTION

Improve website re Join Journey	HJ	AL	Dec-25
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7. Rep Programme

AM introduced this item by sharing the proposal from the staff team which followed decisions made at the strategy day. The net result of this being that more money was required to accommodate all the requests.

Council agreed that while they wanted reps in as many resorts as possible, this should not be at any cost. Council noted that many Members might be aghast at the level of spend in a few resorts. Council did not agree how many resorts should have

reps; some Council members favoured dropping all nine proposed resorts while other members thought this was too many.

Council commented they were pleased to see more Club-type holidays in the brochure but found it challenging to interpret the proposal paper. Some rep resorts had two reps. These resorts were chosen based on returns from the past three years. Council discussed how they thought reps would be likely to respond.

Council agreed that there was an urgent need to advertise where reps would be and what the offer was going to be. They also stressed the need for clear expected outcomes to be established to ensure effective monitoring of achievement.

Council agreed to an additional £10,000 funding. OC to choose which resorts and which resorts to have two reps. Council requested clear KPIs to measure success. Council also requested reassurance on the reps briefing and asked that rep Council members were included in delivering Autumn training.

7. [Redacted]

[Redacted]

8. Insurance

AM reported that meetings had been held with Marsh and Millstream and that some things had already happened. For example, the number of days covered had increased. A paper would be brought to a future Council meeting.

9. Pery Medal and Other Awards

JG had an idea for the recipient of the Pery Medal, to be circulated via email.

10. Heritage Advisory Group Update

A proposal had been received from the Heritage Advisory Group around the digitisation of assets. Due to time constraints, this was remitted to the next Council meeting.

11. Membership Update

Due to time, discussion was remitted to next Council meeting.

Council was presented with a new way of looking at membership versus budget which aimed to align with the Treasurer's budget assumptions using the most up to date understanding of the system generated data. EM requested that reporting dates are clearly similar and that there is a better, more obvious graphical representation of the data on the first page. OC to revise with input for the next meeting.

12. Date and Time of Next Meeting

Wednesday 27th July 2025 at 1700 via Zoom.

There being no other business the Council strategy meeting closed at 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.