

Paper 1 SCGB 20260520 Minutes of the Council meeting held on 26042026

Minutes of the Ski Club of Great Britain Council Meeting held on 28 April 2026

Chair: Angus Maciver

Attendees: Angus Maciver, Andrew Lapham, Rick Krajewski, Trevor Campbell Davis, Elizabeth Morrison, Walter Macharg, Nick Kennett, Kenneth MacAllister, David Sterland, Mark Coulson (joined later)

Apologies: Jean Lovett, Chris Radford

Observing: Katy Ellis, Owen Chapman, Peter Davies, James Gambrill, Jitendra Shetty

1. Welcome

AM opened the meeting noting key topics:

- Year-end financial position
- Budget planning for next year
- Membership system overhaul
- [Redacted]
- Operational updates (membership, marketing, holidays)

AM noted the executive team had hoped to present a full budget for next year but were not yet ready due to staff availability and timing. He was able to report that the current forecast operating loss is expected to be between £150k–£160k, and possibly slightly improved from the earlier £170k loss estimate. He informed Council that after tax and unrealised gains, the bottom line is expected to be marginally profitable. Membership income continues to underperform, due to high attrition. Advertising and partnership income is weaker than budgeted. The annual Audit is scheduled for end of June 2026, with sign-off expected at the July 2026 Council.

AM also announced that Hannah Sykes has decided to leave the organisation and KE is working on alternative plans to address this key leadership gap.

2. Financial Performance Update 2025/2026

WM presented recent financial reports, noting that while holiday programs remained strong, membership numbers are below budget, resulting in an operating loss forecast of £175K for the year. Council noted the upcoming audit scheduled for the end of June, with results expected by the end of July council meeting. Walter also provided an update on next year's fiscal planning, indicating a projected loss of around 50K, with further work needed on the budget and potential improvements through increased marketing investment in holidays programs. WM noted that the results tabled were to February 2026 and the forecast had been prepared in March

2026 based on those results. It was reported that the financial report for March 2026 had just been reviewed in draft at FAC, and that gave some support to the forecast out turn for the year, and that there was some possibility that the forecast would improve.

3. Budget Planning for Next Fiscal Year

WM described the current working position for the 2026/2027 budget. The early draft shows a potential operating loss of ~£50k, improved by £100k from this financial year. However, this is not yet finalised and further work is required on the budget plans and potential improvements through increased marketing investment in holidays programs. Longer-term projections show small surpluses in later years, only if attrition improves.

Council discussed budget assumptions, with WM noting that next year's base assumption is no growth in advertising and partnerships. JG highlighted the risk of declining membership affecting advertising revenue, but noted they've managed to maintain advertising levels despite dropping one magazine this financial year. Council reviewed current subscription numbers, with OC reporting 7,933 subscriptions, and £8K behind April 2026 forecast receipts.

Council also discussed the overlap between members using Freshtracks holidays and representatives, with KE sharing 1,473 unique members booked from a total of 1900 passengers, representing about one-eighth of total membership. Council agreed the need to revisit membership scenarios in May 2026 and reminded OC to share a Venn diagram showing member overlap between different services.

The discussion concluded with WM agreeing to provide detailed reports on current fiscal year performance and projections for next year's plan at the meeting in May 2026. Council noted the draft budget figures had been prepared in early March and would change in subsequent versions.

WM reported that scenario modelling shows:

- If attrition remains at current ~30%, membership could fall below 7,000, creating significant financial risk.
- Additional cost-saving levers (e.g., reducing magazine issues) exist but are not yet built into the model.
- TCD emphasised the need for more conservative forecasting, given repeated over-optimism in prior years.
- Council requested clearer visibility of depreciation, cashflow, and IT capex impacts in the next iteration of the draft budget.

Council focused on budget discussions and financial projections, with participants analysing membership attrition rates and the profitability of different business segments. TCD highlighted that while holidays would generate nearly £200k in profit,

membership would result in a loss of around £300k, emphasizing the significant vulnerability in membership income.

Council discussed further potential cost-saving measures including reducing magazine numbers and IT expenses, with WM noting that any significant IT investment would need to come from investments rather than operations. KE acknowledged growth targets for next year carry inherent risks, but indicated she thought there is sufficient built in flexibility through variables like seasonal staffing and marketing spend to mitigate potential challenges.

4. Membership System Replacement Proposal

AL reported that the current membership management system continues to cause operational issues including low confidence in the accuracy of membership numbers, and high licence costs. He presented a one-pager outlining these issues and proposed solutions, including potential migration to a new platform. He detailed the challenges with the current system, and outlined next steps, including comparing options with suppliers and potentially separating insurance from membership tiers. AL also mentioned a prototype developed in September 2025 for a simplified membership process. AL emphasized the need for process owner sign-off on any new system.

Council discussed a proposed £100K investment in a new membership system, with AL explaining that while the current system has only been in place for four years, previous implementation issues were largely due to a problematic integrator and insufficient testing.

AL outlined potential cost savings of around £45K annually through reduced licensing fees with a new provider and noted that while the system would require a 2/3-year payback period, it could potentially increase online membership conversions. RK raised concerns about future system reliability, to which AL responded that better documentation and testing processes would be implemented to prevent previous issues.

Council discussed concerns about another potential IT project, with TCD and RK expressing scepticism based on past failed implementations and questioning the business case for spending around £120K over five years. JG clarified that while the membership system has been problematic, three out of four recent IT projects have been successful, and highlighted a potential annual cost saving of £20,000 by moving away from the community licenses. AM confirmed that £75,000 is already allocated in next year's CapEx budget, though additional funding would be needed to implement fully the proposed changes.

Council debated costs and while significant operational savings could be achieved, the exact figures needed verification. The discussion also covered separating insurance from membership tiers, with ELM raising questions about commission tracking, though the final approach for insurance structure was still under consideration by the insurance working group.

Council discussed implementing a new membership system, which could be ready in about four months. KE expressed strong support for moving forward with the project, citing the current system's inefficiency and inability to provide necessary data. Council agreed to proceed with a parallel development process, allowing for testing while assessing options for different components.

AL noted the need for detailed staffing requirements and business case development, particularly regarding internal versus external resources needed for implementation and testing. Council discussed the emerging business case, with TCD emphasizing the need for a complete and final version to be included in the forward budget.

ACTION

Produce full business case for membership system replacement (incl. DCF, staffing, 3-yr integration)	AL/WM
Add geopolitical/flight risk to risk register	WM

5. Membership and Marketing Update

OC provided an update on membership trends, noting that numbers are being adjusted downward to reflect more accurate renewal projections which are being incorporated into budget proposals. Overall, the membership decline continues, renewals remain below forecast and attrition is circa 30%. Subscriptions are currently just below 8000.

Following discussion, OC was reminded of the need to share a Venn diagram/data showing overlap of members using Freshtracks, Reps, and other Club services with Council.

Council requested that JG provide intent data/survey results on member/holiday intent for the next meeting.

PD reported progress on marketing initiatives, including work with the design team on holiday messaging and upcoming video content, including ski test reviews and a brand film scheduled for release in September 2026.

PD also reported that a recent press trip with influencers and a journalist resulted in nearly 50 new Instagram followers, bringing the total to nearly 15,000, and the content was positive despite some operational difficulties.

Council discussed the forthcoming member Zoom event.

ACTIONS

Send out the Venn diagram of member engagement (holidays, reps, etc.) to Council.	OC
Share links/saved content from the recent influencer/journalist FreshTracks trip on Instagram (or similar) for Council review	PD
Additional promotion for Members' Zoom	PD

6. Holidays and Chalets Update

KE reported that the season had completed successfully. She also shared updates from the Tignes takeover program, which sold out despite some operational challenges, and the highly successful Slalom event, with plans for further improvements for next year.

Council noted the relative underperformance of the Chamonix Chalet. KMacA raised concerns about the marketing of the Chamonix Chalet, suggesting that the current photographs in the brochure do not accurately represent the quality and appeal of the property, and KE agreed to address this issue.

KE reported that succession planning for the head of holidays position is underway. Options include internal development and interim external support.

ACTION

Improve Chamonix Chalet photography for brochure	PD
--	----

7. [Redacted]

8. SCGB Awards including Eve Pinching Award

- No progress since last meeting.
- Previous nominees included Molly Butler (awarded last year) and [Redacted]
- KE was asked to compile a list of all awards and propose process for selection.

ACTION

Prepare award nominations list	KE
--------------------------------	----

9. Chief Operating Officer Report

- No major updates beyond items already discussed.
- JG to provide skier intent survey data next meeting.

10. Other Business

[Redacted]

Following a question from NK regarding the Strategy Day in June, Council were informed that AM and WM would be developing the agenda with KE and JG. Council was asked to share suggestions for the day with KE.

Action

Submit Strategy Day topics to KE, copy to ELM	All Council
---	-------------

11. Date of Next Meeting

The next meeting of Council will be held online on the 20th May 2026. There being no further business the meeting closed at 1930.

Actions Summary

Action	Owner
Produce full business case for membership system replacement (incl. DCF, staffing, 3-yr integration)	AL/WM
Send out the Venn diagram of member engagement (holidays, reps, etc.) to Council.	OC
Improve Chamonix Chalet photography for brochure	PD
[Redacted]	JG/WM
Submit Strategy Day topics to KE	All Council
Prepare award nominations list	KE
Share links/saved content from the recent influencer/journalist Freshtracks trip on Instagram (or similar) for Council review	PD
Additional promotion for Members' Zoom	PD
Add geopolitical/flight risk to risk register	WM
Prepare and deliver a paper/presentation on the future of insurance for the upcoming strategy day.	OC/NK