

Ski Club of Great Britain

Council Meeting Full Meeting Minutes

Date: 26 March 2026

Attendees and Apologies

Attendees:

- Angus Maciver
- Elizabeth Morrison
- Walter Macharg
- Kenneth MacAllister
- Nick Kennett
- Andy Lapham
- Mark Colston
- Chris Radford
- Trevor Campbell Davis
- Jean Lovett

Observing:

- Peter Davies
- Jitendra Shetty
- James Gambrill
- Katy Ellis

Apologies:

- David Sterland
- Owen Chapman

1. Welcome & Opening Remarks

AM opened the meeting and outlined the key agenda items: finance, [Redacted], CR's strategic papers, marketing tactics, and the closed session. He noted that operational performance is strong (holidays, reps, feedback, costs) but membership numbers continue to decline.

2. Minutes from Previous Meeting

ELM reported challenges using Zoom's AI tool to generate minutes, noting unclear actions and missing context. Feedback from the group suggested using Copilot or Claude for improved accuracy.

Decision: AL and MC will trial Microsoft Teams for their next IT call to evaluate its suitability.

Minutes were approved with a clarification regarding IT actions assigned to JLa and not JLo.

3. Action Tracker Review

ELM highlighted that the tracker contains many overdue items, partly due to AI-generated actions from the previous meeting. Some deadlines were unrealistic, and

several items depend on external parties. ELM requested better feedback on the action tracker from team members to indicate when items have been completed.

Key points:

- Online member meeting originally planned for April now targeted for early May. OC to finalise date.
- Three-year financial model: update to be reviewed this meeting; approval scheduled for next meeting.
- IT project list: AL confirmed delivery for April 2026.
- Some actions (e.g., Platinum narrative, new materials) can be closed.

4. Finance Update

WM provided a financial update, reporting that while the organisation remains better than budget in total revenue, gross profit, and net profit year-to-date, membership numbers are declining significantly, with February showing a 25% drop in joiners and renewals compared to budget. The operating loss forecast has worsened to approximately £165K, up from an earlier projection of £145K, with additional concerns about advertising and partnership income. WM agreed to share the February results before the next meeting. Council discussed current membership numbers showing 7,790 subscriptions as of March 5th, which is tracking close to expectations.

WM provided an initial view of next year's budget and multi-year outlook. Discussion acknowledged the need for more time to review next year's budget, especially for financial scrutiny. A further update would be provided at the next meeting in April 2026.

WM tabled a work-in-progress 3-year financial plan, which aims to achieve significantly reduced losses next year and positive operating profits in subsequent years. Council discussed concerns about membership assumptions, with ELM and TCD expressing doubt about projected growth figures and suggesting a more conservative approach. They identified three key areas for improvement: reviewing insurance offerings, attracting new members through Freshtracks, and streamlining the membership renewal process. The group agreed to reassess the base case projections, which currently assume 8,000 subscriptions next year, with TCD noting the current membership has already fallen to 7,970.

WM presented a financial forecast projecting an operating loss of around £50K for the next year, with potential improvements in future years depending on various factors including membership attrition rates and holiday revenue growth. The forecast assumes several cost-saving measures including removing the COO position, reducing staff costs, and limiting Ski Magazine to three issues next year before reducing to two thereafter. WM noted that while the base budget shows cash outflows, better attrition rates and holiday growth could turn the organization into positive cash flow in later years. Council

agreed to review and provide comments on the proposed key assumptions and budget approach.

Council discussed financial concerns and strategies for the organization. MC expressed worry about negative forecast numbers and emphasized the need to quantify IT issues' impact on the bottom line before making cost-cutting decisions. NK agreed with concerns about overcutting too quickly and highlighted insurance as a significant risk, while also suggesting the investment portfolio could be better leveraged to support core operations.

WM summarized key feedback, including the need to use a less optimistic starting point for projections, focus on recruiting engaged members, and carefully manage IT costs and service adaptations for a smaller club.

KMacA suggested exploring a potential change to the rep benefits model by removing travel allowances and replacing them with free annual club memberships for active reps. CR rejected this idea. AM suggested taking cost-saving options to the next reps and resorts meeting for evaluation.

The discussion then shifted to membership software problems, with CR reporting numerous technical issues affecting renewals and suggesting a review of the current software system, potentially including implementation of a new solution. Council agreed that further discussions about software solutions and membership marketing strategies should be included in an upcoming IT Advisory Group meeting in April 2026

Council discussed member engagement metrics, particularly focusing on members skiing with reps and the cost per member. There was some confusion about the numbers, with KE noting that the reported figure of 1,000 members skiing with reps by February seemed low compared to previous data showing 2,700 members. Staff agreed to create a comprehensive analysis by May 2026 that would deduplicate data across different programs and provide a clearer picture of member engagement, including a Venn diagram showing overlap between holiday and rep skiing members.

AL explained the 5,600 active app users figure included anyone who had logged in (including on Freshtracks holidays), though more detailed engagement metrics were available and would be reported end-of-season. Council discussed the app's usage and performance, noting that while it was initially targeted at members skiing with reps, it's being used by members in various resort settings to meet and connect. JG highlighted that the app is therefore achieving its intended purpose of facilitating group formations, even in non-rep resorts. There was discussion about potential expansion to Freshtracks, though this would require additional investment.

Council approved adding KE as a bank signatory.

[Redacted]

6. Strategic Papers

CR presented papers on membership marketing strategy, focusing on positioning the ski club as a community for connecting with other skiers. Council generally supported this direction, with TCD suggesting they should also target a wider audience beyond their current core demographic of passionate skiers. CR noted that while increased marketing spend could help achieve growth objectives, any additional spending would need to be carefully considered given current financial constraints. Themes from these papers align with PD's marketing tactics presentation.

7. Marketing Tactics

PD presented tactical proposals based on strategic themes. Discussion included opportunities for improved member engagement and visibility. The meeting focused on marketing strategies to increase reach and membership. CR and TCD discussed the challenges of allocating funds from cash reserves for marketing, noting past unsuccessful attempts.

AM suggested starting with a smaller budget, around £50,000, on holiday marketing and scaling up if successful. The group explored various marketing tactics, including website and social media improvements, with PD noting that most strategies are already in place but require more effort.

KMacA raised concerns about the "Fresh Tracks" branding potentially alienating intermediate skiers, though CR explained previous discussions had considered rebranding but decided to maintain the name due to existing equity.

CR shared feedback from a Val d'Isere treasure hunt event and restaurant partnership, which resulted in a brand video that could be used as marketing material. AM emphasized the importance of broadening the demographic focus and ensuring deliverability of marketing plans.

KE reported on the success of the Bad Hofgastein takeover, which attracted 52% new members, mainly blue/red. KE also discussed current sales for upcoming holidays. Council also touched on sponsorship opportunities, including telemark festivals and Laurie Taylor's World Cup Finals involvement, though exposure would primarily be through social media.

8. Technology & Meeting Platforms

Discussion on Zoom vs Teams. Teams offers better AI-powered minutes but may be less accessible for external participants. Agreement to trial Teams in a smaller IT meeting.

9. Pery Medal

Nominations for the Pery Medal were discussed and agreed.

10. Decisions Made

- - Minutes approved.

- - Teams trial agreed.
- - Several actions closed (Platinum narrative, new materials).
- - Online member meeting moved to early May 2026.
- - Three-year model approval scheduled for next meeting.

11. Action Items

Owner	Action Item	Deadline
OC	Finalise date for online member meeting	Early May
AL	Deliver IT project list for April meeting	April meeting
WM	Provide updated financial model	April meeting
All directors	Review CR's strategic papers and PD's marketing proposals	Before next meeting (April)
ELM	Update action tracker to reflect closed and revised items	Before next meeting (April)

12. Closed Session

The meeting moved to a closed session of Council members.

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.