**Ski Club of Great Britain®**

## Minutes of the 20 May 2026 Council Meeting

---

**Chair:** Angus Maciver
**Attendees:** Jean Lovett, Chris Radford, Rick Krajewski (part of the meeting), Trevor Campbell Davis, Elizabeth Morrison, Walter Macharg, Nick Kennett, Kenneth MacAllister (part of the meeting), David Sterland (part of the meeting)
**Apologies:** Mark Coulson, Andrew Lapham, Jitendra Shetty
**Observing:** Katy Ellis, Owen Chapman, Peter Davies, James Gambrill

### 1. Opening Remarks and Agenda

- AM noted that he hoped to limit the meeting to two hours. Key topics included an update to *[redacted]* an IT investment proposal, and a closed session.
- Two decisions were required: *[redacted]* and the potential IT investment.
- The minutes of the previous meeting were reviewed and adopted.
- ELM provided an update on previous actions, noting that many could be closed or moved forward.

### 2. Finance Update

- The most recent financial view is from March 2026, as the April 2026 data and final budget are incomplete. This is due to significant resource constraints in Finance and IT.
- Key finance personnel have been on medical leave, JtS is now recovering. Council wished him well in his recovery. Emma Reid from the CFO Centre provided cover.
- The year-end numbers are not finalised but are expected to show a pre-tax profit for the full year, slightly better than the forecast, due to investment gains in April 2026. The March 2026 forecast, which predicted a strong year-end position, is believed to be accurate.
- The March 2026 management accounts showed a profit below budget, mainly due to shortfalls in member numbers and advertising/ partnership income.
- The full-year forecast loss is projected at £164,000, an improvement from the previous forecast of £175,000. Overheads are within budget.

*[Redacted]*

## 3. Digital Infrastructure

*[Redacted]*

## Action

| | | | |
|---|---|---|---|
| *[Redacted]* | JtS | AL/WM | Jun-26 |

## 4. Website Security

- A security vulnerability was discovered, allowing easy access to a list of email addresses (primarily reps) stored on the WordPress website from past user registrations. No passwords or financial data were exposed.
- The vulnerability has been fixed, and access for the external developer has been removed. The long-term plan is to move all data storage to Salesforce.
- While there is no direct evidence of a malicious breach, it is considered likely.
- **Conclusion:** It was agreed to notify the Information Commissioner's Office (ICO) of the potential breach, inform the affected reps, and implement regular, external security audits. James Lapham's role will be expanded to include more IT and website responsibilities.

## Actions

| | | | |
|---|---|---|---|
| Notify the Information Commissioner's Office (ICO) about the potential data breach and inform affected reps. | KE | AL | Jun-26 |

| | | | |
|---|---|---|---|
| Establish a process for regular, external cyber-security audits. | KE | AL | Jun-26 |

## 5. Membership and Marketing Update

- Membership subscriptions declined from 8,850 to 7,900 in the last financial year. As of 5th May 2026, the total of subscriptions was 7,901.
- Membership attrition is worsening, particularly among Platinum members following the price increase.
- Analysis shows 92% of lapsed members in the last ten years had no on-snow engagement, whereas 51% of current members do engage on snow.
- The rep program saw increased “Alpine joins” (new members joining in-resort), but the absolute number per rep remains low (under two per season).
- The Val d’Isère group (approx. 350 members) operates informally via WhatsApp and does not use the Club’s app or standard reporting systems.
- Low attendance at rep social sessions was noted in some resorts like Morzine despite high member presence indicated by the app, suggesting a need for more proactive rep outreach and better marketing. The app allows reps to direct message members.
- Further information about membership numbers may be found in Appendix A.

## 6. Holidays and Chalet Update

- The department is focused on the 2026-2027 season, with costings expected to be 90-95% finalized by the end of June 2026.
- Holly Bucher has accepted the “Head of Holidays” position, and Johnny Elves is stepping up into a new role.
- While flight prices are stable, costs from mountain guides and instructors have risen significantly.
- Bookings for the current year are believed to be approximately 35% with flights and 65% without.
- The team is targeting an additional £500,000 in revenue and an extra hundred thousand in margin for holidays next year.

## 7. Draft Budget 2026/2027

- **Cash and Loans:** The consolidated cash balance was strong at the end of March 2026 (£600k), but this was inflated by asset disposals. A large outflow occurred in April, and £300k of the Rathbones loan was drawn, with another £200k available.
- **Next Year's Budget:** The current model projects a loss of £82k for next year, with subscription numbers dropping to 7,600 based on 30% attrition. This assumes a 10% membership fee increase (to £99). The budget's cash position is worse than the operating loss, showing a negative cash movement of nearly £200k.
- **Office Lease:** The office lease was renewed with no rent increase and a six-month break clause (mid-November).
- **"Go Big" Holiday Strategy:** It was proposed that a more aggressive "Go Big" holiday investment plan become the new base case for the budget. This plan aims to generate over £150,000 in contribution by April 2028 and add about 350 members per year.
- **Investment Portfolio:** A proposal was made to re-evaluate the investment portfolio strategy, shifting from asset growth to yield generation (e.g., 3-4%) to provide cash to support the business. This will be a key topic for the strategy day.

**Actions**

| | | | |
|---|---|---|---|
| Finalise 90-95% of the holiday program costings and budget by the end of June 2026. | KE | WM | Jun-26 |
| Prepare and circulate advance papers for the strategy day on insurance, pricing, and investment strategy. | KE | AM | May-26 |
| Discuss pricing, insurance, and investment strategies in detail at the upcoming strategy day. | OC | NK | May-26 |
| Aim for signing off the next year's budget at the strategy day. | JtS | WM | May-26 |

## 8. Strategy Day

- The upcoming strategy day will be held face-to-face and will focus on conversation over presentations.
- Key agenda items will include, pricing strategy, insurance strategy, IT/digital landscape, investment strategy, a chairman discussion, and a review of the budget and three-year outlook.
- An update on insurance indicated a move towards separating it from membership, with the broker (Marsh) preparing a three-year business case. An initial one-year transition program is likely.

| | | | |
|---|---|---|---|
| Book a farewell dinner for JG after the strategy day meeting. | KE | AM | May-26 |
| Minute Council's best wishes for JtS's recovery. | | ELM | May-26 |

## 9. Actions Summary

☐ The Finance and Audit Committee (FAC) is to conduct a full review of the Sugati digital infrastructure business case.

☐ Notify the Information Commissioner's Office (ICO) about the potential data breach and inform affected reps.

☐ Establish a process for regular, external cyber-security audits.

☐ Finalise 90-95% of the holiday program costings and budget by the end of June 2026.

☐ Prepare and circulate advance papers for the strategy day on insurance, pricing, and investment strategy.

☐ Discuss pricing, insurance, and investment strategies in detail at the upcoming strategy day.

☐ Aim for signing off the next year's budget at the strategy day.

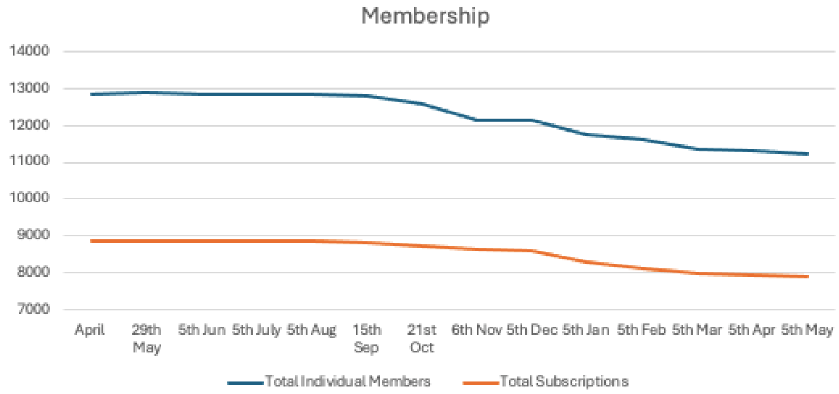
☐ Book a farewell dinner for JG after the strategy day meeting.
☐ Minute Council's best wishes for JtS's recovery.

***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 – 5th May

| | 5th July | 21st Oct | 5th Nov | 5th Dec | 5th Jan | 5th Feb | 5th Mar | 5th Apr | 5th May | To date | % Decline |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Total Individual Members | 12826 | 12554 | 12142 | 12120 | 11764 | 11592 | 11360 | 11289 | 11207 | -1635 | 13% |
| Total Subscriptions | 8849 | 8719 | 8637 | 8586 | 8294 | 8131 | 7987 | 7958 | 7901 | -947 | 11% |
| Standard | 6523 | 6423 | 6349 | 6264 | 6214 | 6137 | 6042 | 6035 | 5994 | -566 | 9% |
| Platinum | 2326 | 2296 | 2288 | 2322 | 2080 | 1994 | 1943 | 1923 | 1906 | -381 | 17% |




| | Actual | Budget |
|---|---|---|
| Joins to Date | 2054 | 2244 |
| Standard | 1527 | 1618 |
| Platinum | 527 | 626 |

| | Actual | Budget |
|---|---|---|
| Attrition to date | 31% | 26% |
| Standard | 31% | 21% |
| Platinum | 33% | 31% |