

Snowsports Modernisation Paper 29th September 2006

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Executive Summary

The project for modernisation of snowsports in the United Kingdom aims to bring together all the existing governing bodies into a single, new coordinated structure, UK Snowsports, offering improved services and benefits for all involved.

The specific vision for UK Snowsports (UKS) is to be recognised and valued as a leading, innovative and effective National Governing Body for all competitive and leisure snow sports throughout the United Kingdom with the following objectives:

- To attract and retain increasing numbers of participants
- To provide the excellent services and benefits that its members want
- To achieve ever-improving standards of performance on the world stage through an excellent system of talent identification, pathways, coaching and support.

Whilst there will be a transitional phase where some existing organisations remain as separate legal entities, the longer term intention is for all the existing governing bodies to be incorporated under UKS in a form that preserves the distinct national identities, local control and funding.

Where operational efficiencies can be achieved, UKS will manage and provide consistent support services to the clubs, individual members, and the regional and national groupings within it.

Where local structures are strong, these will continue unaffected by the creation of UKS.

The need for change should be viewed in the context of a lot of good work that is delivered through the Federation today: based within the various relatively robust existing organisations, in partnership with experienced and committed staff and volunteers, long-term commercial sponsors, many capable athletes up to and including elite Olympic prospects in Alpine, snowboard, freestyle and Nordic disciplines, and a large and loyal recreational base.

This notwithstanding, the current federal structure does give rise to significant challenges, including confusing, complex and inconsistent structures; poor communication; duplication of activity drawing upon scarce staff and voluntary resources; and poor leveraging of the large membership base resulting in lower commercial sponsorship levels and fewer valued membership benefits than could be the case with more effective organisation.

To continue unchanged is clearly an option, but it is clearly an inefficient one which would fail to address these fundamental weaknesses and lead to a continuing sub-optimal level of technical and financial support to a large number of current and future skiing and snowboarding participants.

The proposed solution to address these many challenges centres on the alignment and integration of the existing governing bodies into a single, UK-wide, national governing body: to be known as UK Snowsports (UKS).

It is of fundamental importance that UKS is created without undermining the existing club structures or status of the English, Scottish, Welsh or Northern Ireland Home Nations. As such members of each of the existing Home Nations bodies will be identifiable as English / Scottish / Welsh members etc. and will have directly elected representatives on the new UKS Board. Home Nation generated or secured funds will similarly continue to sit and be managed locally.

The primary focus of the proposed change is on removing inconsistency and inefficient, duplicative administration in order to be able to create a better environment which is able to support all skiers and snowboarders better in enjoying their sport.

It is proposed that UKS will be created as a company limited by guarantee, with a new constitution, a new board and a single UK-wide executive management team from 1st May 2007.

The new Board of 12 non-executives will comprise directly elected representatives and independents holding weighted voting rights to reflect the make up of snowsports activities across the UK. This will provide much closer engagement from the elite to the grass roots of the sport.

An executive management team will incorporate most of the existing roles currently performed within each of the Home Nations management teams, notwithstanding the initial separate legal status, enabling better co-ordination of activity and resource use, more focused management attention on key common matters including a UK coaching scheme, enhanced membership services, increasing commercial (sponsorship) revenues and British team performance.

A further significant change is that there will be one centrally coordinated UK Coaching Education Scheme. Through the delivery of the UK Coaching Education Scheme all members should have access to improved course resources, improved course opportunities, and better trained coaches.

Government funding will continue to be sought as today: UK-wide through UK Sport and through each of the respective Home Nations bodies, but through demonstrating the commitment of the sport to more efficient administration, it is hoped that income resilience can be increased.

Related to this is one of the clear benefits from developing a UK-wide national governing body: the UK brand. The opportunity for commercial sponsors to engage from club to national team is an attractive proposition that will directly benefit members as financial revenues are increased. A target of a 10% increase over three years is considered to be achievable based on recent SnowsportGB achievements through focused management of commercial activities. Through collective agreement at the UKS Board level, options for allocation of any incremental income will then be reviewed and progressed, presenting an attractive opportunity for proactive participants at national, regional, and local club levels.

Finally, in financial terms, the proposals have been designed to be affordable and to incur no additional costs to those already budgeted within each of the principal organisations. A single consolidated budget has been compiled which will produce a small surplus, without the assumption of additional income being generated.

Overall the new UKS structure has to facilitate progression by any participant in the sport to that individual's ultimate potential level of competency:

- The pinnacle of personal success has to be open to all, regardless of Club, regional or national starting point
- Capturing the energy, passion and focus from the existing (and future) clubs and individuals is the key to achieving the optimum UKS solution
- Equality of opportunity is paramount.

Through UKS predictable, well communicated and appropriate support in coaching will be accessible to all enabling the best to succeed and progress; and administrative services, race registration services, support information and grass roots development will to be facilitated to enable best practice to be deployed by all.

Through the overall UKS and existing club structure there is a substantial membership which will benefit from being seen as an accessible and co-ordinated larger group.

We recommend UK Snowsports to you.

Section 1 Background

The British Ski & Snowboard Federation, now trading as SnowsportGB, was established in its current form in 1981, having previously existed as the National Ski Federation of Great Britain. It is primarily concerned with the management of British representation in competitive snowsports at an international level up to World Cup and Olympic levels through the British (GBR) skiing and snowboarding teams.

Membership of the Federation comprises nine constituent groups: the four Home Nation Governing Bodies - charged with the fostering and developing the sport at grass roots and club levels; the Combined Services Winter Sports Association; the British Association of Snowsport Instructors; the Ski Club of Great Britain; the British Alpine Racing Ski Clubs and the British Snowboard Association (added to the Federation in 1997).

In 2003, UK Sport presented 'Investing in Change': an initiative within the Modernisation Programme, intended to help Governing Bodies identify appropriate steps towards lasting and significant change; providing support to improve effectiveness and efficiency; and, benefit their participants. In May 2004, the SnowsportGB Congress formed a working group to consider the Federation in the context of 'Investing in Change'.

The group examined the strengths and weaknesses of the existing set up and proposed the formation of one new organisation, working effectively and efficiently to a national strategy and being more able to face the challenges ahead, including those associated with London 2012 increasing attention on competitive sporting success. UK Sports Modernisation funding was unavailable however the Congress representatives undertook to fund external project management support to develop the concept.

Genesis Consultancy was appointed in July 2005 and guided lead representatives of all constituent groups through a series of exercises confirming the existing challenges; developing the consensus view that a single organisation was ultimately desirable; and establishing the key building blocks required to bring about effective change.

The Genesis report was reviewed and the broad recommendations for structural change were approved by Congress in November 2005 subject to further detailed development.

This paper presents the detailed recommendations for consideration by the membership.

Section 2 The Principal Challenges Today

There is a lot of good work delivered through the Federation today: based within the various relatively robust existing organisations, in partnership with experienced and committed staff and volunteers, long-term commercial sponsors, many capable athletes up to and including elite Olympic prospects in Alpine, snowboard, freestyle and Nordic disciplines, and a large and loyal recreational base.

This notwithstanding, the current federal structure does give rise to significant challenges, including:

- A confusing and complex structure, replicated through a variety of performance, coaching and membership structures;
- Poor communication taking place between the constituent organisations, and a fundamental inability for any party to reach the full membership with single clear messages when necessary;
- Fault lines and competition existing between member organisations, creating damaging tensions, breeding protectionism and hampering natural pathways to success for athletes and their supporters;

- Duplication of resources, effort and administration due to minimal knowledge and skill sharing;
- Opportunities and innovation often being thwarted by limited time, money and specialist expertise;
- A sub-optimal use of staff talents linked to small business employment challenges; and
- Significant obstacles to leveraging the collective buying and selling (sponsorship) power of the sport due to its fragmented structure beneath the British team.

Some statistics underline the basic business challenges:

- Ten separate organisations, 2 million UK snow sports participants, but no clear map of how the Federation works for individuals existing anywhere;
- Four periodic publications and nine separate and generally unlinked websites, with no means of reaching all members consecutively or directly;
- Fifty overlapping coaching courses, some in competition with one another with a potential requirement to pay membership to multiple, similar coaching schemes;
- Five senior executive managers with differing strengths, in similar, all-encompassing roles working with numerous duplicated boards and committees;
- Five part time accountants, 46 sets of management accounts per annum and multiple direct audit costs in excess of £10k;
- Innovations such as the 2005 Scottish Ski Show and 2006 UK Snow Awards postponed due to a lack of available management and staff time; and
- High profile competitors with credibility, good TV and press coverage but with no clear link to the grassroots to easily encourage participation.

To continue unchanged is clearly an option, but it is clearly an inefficient one which would fail to address these fundamental weaknesses and lead to a continuing sub-optimal level of technical and financial support to a large number of current and future skiing and snowboarding participants.

Section 3 The Proposed Solution: UK Snowsports

The proposed solution to address these many challenges centres on the alignment and integration of the existing governing bodies and potential other Federation members into a single, UK-wide, national governing body: to be known as UK Snowsports (UKS).

It is of fundamental importance that UKS is created without undermining the existing club structures or status of the English, Scottish, Welsh or Northern Ireland Home Nations.

The primary focus of the change is therefore on removing inconsistency and inefficient, duplicative administration in order to be able to create a better environment which is able to support all skiers and snowboarders better in enjoying their sport.

The specific vision for UKS is to be recognised and valued as a leading, innovative and effective National Governing Body for all competitive and leisure snow sports throughout the United Kingdom with the objectives:

- To attract and retain increasing numbers of participants
- To provide the excellent services and benefits that its members want
- To achieve ever-improving standards of performance on the world stage through an excellent system of talent identification, pathways, coaching and support.

Where operational efficiencies can be achieved, UKS will manage and provide consistent support services to the clubs, individual members, and the regional and national groupings within it.

Where local structures are strong, these will continue unaffected by the creation of UKS.

Initially, UKS will be created to commence after the 2006/07 Winter season in May 2007 to replace SnowsportGB, with a new broader board structure and a more representative, 'bottom-up' basis for the election of board directors and members of support committees.

The existing Home Nations bodies, with the exception of the Ski Council of Northern Ireland which will immediately become a full part of UKS, will initially re-brand to UK Snowsports England, UK Snowsports Scotland and UK Snowsports Wales but will retain independent legal status pending future membership voting on full corporate integration, after which, each would continue to operate as a distinct division of UKS reducing financial and legal administrative costs.

All existing clubs, whether members of Home Nations; or independent clubs from the SCGB to members of BARSC or the Combined Services across skiing, snowboarding and Nordic interests will continue to remain entirely separate under their existing and varied constitutions and structures, but will have greater direct voting rights to elect UKS board representatives and future AGM / EGM resolutions. Some, such as BARSC may choose to fully integrate in due course.

Individual membership of UKS will also be available to those choosing to enjoy their sport outside club structures and such members will also have proportionate voting rights for specific board roles and general meeting resolutions.

The goal is to encourage participation and ensure the benefits of UKS are accessible by all.

Government funding will continue to be sought as today: UK-wide through UK Sport and through each of the respective Home Nations bodies, but through demonstrating the commitment of the sport to more efficient administration, it is hoped that income resilience can be increased.

A new executive management team will be created to take effect from 1st May 2007, incorporating most of the existing roles currently performed within each of the Home Nations management teams, notwithstanding the initial separate legal status, enabling better co-ordination of activity and resource use, more focused management attention on key common matters including a UK coaching scheme, enhanced membership services, increasing commercial (sponsorship) revenues and team performance.

One of the most important functions that will be undertaken centrally is coaching education, course administration and development and the associated coach membership services. Under UKS, a new and consistent approach to a UK-wide Coaching Education Scheme will be developed.

BASI's existing administration of snowsport instruction course development and delivery has many complementary aspects notwithstanding the very different characteristics of the two systems. As a result it is believed BASI's potential involvement in elements of the proposed Coaching Education Scheme could be very valuable.

Through professionalising the coaching development, directly as UKS, and organising the management resources into a single integrated team, it is expected that members will see change in those areas needing it most: in the development of all competitive athletes; in the level of technical and financial support provided to our most high potential skiers and snowboarders; and in the commercial value offered to clubs and individual members through a better focus and packaging of information to an accessible membership.

At the same time, the creation of UKS will not remove any of the local management matters that are best dealt with at club, regional or home nation level including national offices co-ordinating local races, grass roots development, school and club interfaces, and local volunteer activities.

Section 4 Membership

The categories of membership, voting rights and subscriptions to UKS will be kept simple and comprehensible.

The object is to include as many people as possible across the whole of the sport, whether their involvement is competitive, recreational, amateur, professional, commercial or supportive.

Only those clubs and individuals who are members of UKS will be permitted to organise or participate in competitions and other activities under the auspices of the governing body.

Appendix B describes the proposals in detail however the two principal classes of voting membership will be as clubs and as individuals: enabling those who choose to participate through their selected club to receive the benefits of UKS without any change to the arrangements today, alongside enabling individuals who prefer individualism to be able to access comparable benefits.

Through this arrangement, genuine 'bottom up' participation and influence will be offered to the maximum number of members with voting for Board directors and on general meeting matters being structured to reflect relative club size and the mix of club based and individual members.

Further (non voting) membership classes are proposed covering junior, associated and affiliated groups enabling all interested parties including commercial linkages to be accommodated.

The resulting membership database, knowledge and accessibility will be used to secure member benefits to a greater value than offered today: through insurance, commercial discounts etc. and to facilitate better communication between the participating enthusiasts across the sport.

Individual costs of membership will not increase as a result of Modernisation and the creation of UKS. In the medium term, fees will be harmonised to a consistent level across the UK.

Section 5 Coaching & Development Plans

Currently, each of the Home Nations (except Northern Ireland) run separate coaching, instructing and leadership course programmes, some to an internationally recognised standard, however, little parity exists. There are currently in excess of 50, in some cases competing, courses on offer.

Separately, BASI manages and delivers a suite of professional instructor qualifications to recognised international standards.

All run separate membership schemes and are not for profit organisations.

Under UKS, it is proposed that a single, integrated Coaching Education Scheme is created throughout the UK: for all snow sports disciplines; for Coaching, Leading and Instruction; and covering from the 'grass roots' up to the elite athletes.

The benefits of a UK Scheme are expected to be:

- Simple, but discrete, professional pathways and qualifications
- Coordinated course development and reinvestment
- Improved quality assurance and streamlined administration
- Avoidance of duplicate memberships for individuals
- Harnessed buying power of all UK coaches and instructors
- A single UK structure which improves the brand, look and value of qualifications

A Coach Education Executive will be established within UKS. This group will approve all coaching and leadership courses. Course development will be assisted by the establishment of short term technical development groups, whenever required focussing on the key categories of qualification. As with all such groups, participation will need to include national and club representatives.

Existing qualifications will remain valid. Individual licences will continue to be issued annually. Under the terms of the new Coaching Education Scheme, all coaches who are currently delivering courses will remain in post, assuming development targets and normal working terms and conditions are being met.

Section 6 Executive Management & Governance

Executive management and governance of UKS, proposed to be a company limited by guarantee, will take place through three principal levels:

- The Board of directors of UKS
- The Executive Management Team (EMT) of UKS
- The Specialist Committees & National Boards

The UKS Board

The Board will be elected by the membership and will be constituted to reflect the need for inclusion – encompassing all principal groups; effective decision making – including being of a manageable size and comprising formal legally accountable director appointments; and to reflect the relative size and current influence in funding and membership terms (for example of the existing Home Nation governing bodies).

A Board of 12 non-executive directors is therefore proposed. It will comprise one director elected from each of:

- The English affiliated clubs and members
- The Scottish affiliated clubs and members
- The Welsh affiliated clubs and members
- The Independent clubs (affiliated to BARSC, BUSC, etc.)
- The Ski Club of Great Britain (SCGB)
- The Combined Services Winter Sports Association (CSWSA) clubs
- The British Association of Ski Instructors (BASI)

Two special interest groups will also each be given the opportunity to elect representative Board directors – enabling the Board to develop a changing emphasis in future as new special interest groups emerge. Initially the two identified groups have been defined as the snowboarding community, and the adaptive skiing community through Disability Skiing UK (DSUK).

In addition, all members will vote for the remaining three Board directors: the Chairman of UKS and two independent directors.

Nominally each director will be able to serve up to two consecutive three year terms (maximum) and the initial appointments will anticipate a rolling election programme with one third of the directors being voted for each year.

The range of organisations merging to form UK Snowsports have many and varied merits; strength in numbers, heritage, expertise and finance. While all deserve a voice, those contributing most significantly on a financial basis will require a proportionate vote.

The Home Nation bodies combined will contribute approximately 50% of turnover and it is therefore proposed that the three Home Nation directors should share 50% of the vote at Board meetings, with the remaining 50% to be distributed equally amongst the remaining nine Directors. Based on current numbers this would result in England 20%, Scotland 20% and Wales 10%. The Chairman would have a second casting vote where necessary.

In addition to the formal directors, the following may be invited to attend UKS Board meetings to contribute to the debate and add specific skills and perspectives:

- Key executives (e.g. the CEO, FD or any executive from within the EMT)
- Committee Chairs
- Elected Athletes' Representative
- Observers, e.g. Northern Ireland
- If the electoral process does not result in a sufficiently broad range of skills (e.g. across disciplines) the Board may also co-opt a member of the relevant Committee to assist the Board

The Board will meet quarterly and will hold an open Annual General Meeting for all members to attend – from club level to individuals.

The Executive Management Team (EMT)

The EMT will comprise a team of full or part time professionals under a Chief Executive Officer (CEO) appointed by the Board. They will cover the following functions:

- Performance
- Finance
- Coach Education
- Commercial & Fund Raising
- Membership & Registration
- Development

Appendix D illustrates the proposed organisation under UKS.

The targets and achievements of each executive will be managed by the Board (or a sub-committee of the Board). Line management of the members of the EMT will be by the CEO.

The Chairman of the UKS Board will chair the EMT meetings comprising all management staff and meeting monthly.

The Specialist Committees & National Boards

In addition to the responsibility for the group which elected him or her, each nominated director will be expected to be able to commit sufficient time to a further specialist portfolio mandate (linked to either the Committees or Short Life Working Groups) and to act as a professional non-executive director.

The portfolios to be covered will be determined by the Board but will include Coaching; Membership Services; Commercial; Grass Roots Development; and each of the four core disciplines (Alpine, Snowboarding, Freestyle and Nordic) as well as athletes' interests.

The membership of specialist committees will comprise a mix of professionals and volunteers who are best fitted for the tasks concerned while ensuring that geographical representation is maintained.

The nationally elected Directors on the UKS Board will be mandated to chair their own National Board – also being the board of each of the continuing, legally independent entities during the initial years post formation of UKS. The National Boards will comprise members, elected from the national affiliated clubs on a basis to be determined by each Home Nation body. National Boards will also include the local EMT member with local P&L responsibilities.

Each committee will be accountable to the EMT for delivery of actions in line with the overall agreed business plan.

Each committee will also be directly accountable to the Board for advice and strategic / development guidance.

All members of committees (and sub-committees) will be expected to participate fully in the work of the committee. The committees (and the relevant sub-committees) will meet as frequently as necessary to achieve the agreed goals.

Overall

Minutes of all meetings – the Board, the EMT, the specialist committees and the national boards - will be kept and published on the UKS website within a specified time frame to enhance awareness of work being done and to improve communication and openness.

The separate club management structures will continue to meet as often as is appropriate to serve their membership. For the avoidance of doubt, there will be no changes to club activities or accountabilities as a consequence of the formation of UKS.

Section 7 Staff & Volunteers

The proper management of people is key to the success of any major transition, where some restructuring of roles of staff, directors and other officers and volunteers is inevitable.

The sensitivity of this aspect is also very important as should the proposals be rejected, the same individuals must continue with their normal business unaffected.

We therefore are proposing the following key recommendations for dealing with staffing matters:

- To minimise redundancy and relocation wherever possible (none are anticipated)
- To make sure that decisions regarding structural change will be solely determined by the key operational needs of the sport
- To make sure that any new structure is confirmed as affordable, before restructuring begins
- To make sure that any recruitment subcommittee will include an external and objective personnel specialist
- To make sure that any positions which are merged or which have a substantial change in responsibilities will become 'new posts' and will be advertised internally, in the first instance

While some change in day to day remits are likely, more coordinated working should allow roles to develop to an employee's strengths and allow for some professional development, in comparison with today's all-encompassing remits and short pathways. It may also ease existing 'small business' staffing challenges.

The dynamic of the relationship between the staff, the Board of directors, committees, and other volunteers will also be critical to the effective operation of the organisation and its governance structures. There will be practical variables however, the most basic ground rules must be:

- All should work to foster mutual respect between volunteers, officers and staff on a professional basis
- The respective roles of volunteers, officers and staff must be clearly understood and the procedures for reporting are known and implemented
- The procedures for election, appointment and appraisal must be clear
- While staff may contribute to the formulation of policy, policy decisions must be made by the Board, otherwise accountability is undermined
- Decisions made by the CEO and relevant staff in implementation of policy should normally be supported by the Board, otherwise staff expertise will be undermined
- If it is not clear whether a decision involves policy-making or policy implementation, the matter should be referred to the Chairman, and if necessary to the Board
- Directors, committee chairs and staff should respect one another's spheres but also recognise their common responsibility to work together in the service of the sport

UKS will continue to encourage and support local events and activity, which rely on a strong base of enthusiastic and capable volunteers, many of whom have no interest in the wider administration of the sport, beyond their local slope, club or specialist area of interest.

For those who wish to offer their valuable time and expertise at a UK or national level, we believe that UKS can improve coordination, communication and direction: making better use of good volunteers to support competitive and leisure skiers, from adults to children.

The recruitment of UK level volunteers for Board and committee positions must be competence driven, but will seek to cover a reasonable geographical spread.

Section 8 Infrastructure & Support Services

Infrastructure and support services within SnowsportGB and the Home Nations is limited and is characteristic of small business scale. Modernisation can therefore offer some enhanced buying power, but offers more through the simple alignment of approaches and removal of duplication.

For example, accommodation is limited in size, relatively low in cost and geographically dispersed reflecting the current organisations. It is however, a highly sensitive issue, in employment, local commitment and symbolic terms. There is little if any cost advantage to be gained through consolidation due to the associated staff costs arising from relocation or redundancy. There is also likely to be substantial resistance to closure of any representative premises by local members.

In total, 18 workstations are supported in three locations for four organisations. The average cost per workstation per annum is £1,980 with a wide range from just £606 in Cardiff, to £1,430 in Halesowen, to £2,585 in Edinburgh. Against typical short term commercial office costs, these are low in all cases as the cost of a workstation in professional serviced office space will generally be between c.£3,000 per annum in the regions to in excess of £7,500 per annum in central London.

There will always be low cost, lower quality space in all markets, and therefore the current low cost structure can be expected to continue. Commitments are also relatively short with the exception of Edinburgh, the highest cost space, where the first option to terminate arises only in 2010. The location, adjacent to the Hillend dry ski slope however presents unique advantage which it is hard to see being challenged.

With the relatively low sums involved, there is little benefit to be gained from trying to reduce costs other than through sensible expenditure controls at a local level. No location changes are therefore proposed.

Of greater importance is making sure that the utility of each workstation is increased – facilitated by establishing a common IT infrastructure and high speed, ideally wireless connectivity in each location so that visiting staff and volunteers can operate efficiently and therefore increase their use of and value derived from all workstations.

In parallel, a single website platform and consolidation of publications will demonstrate to members more than any other action the new face of UKS. This is a high EMT priority.

The proposals are therefore to retain local offices; improve network connectivity and enhance mobile working; maintain a tight financial control on costs through collective purchasing of common, location independent elements such as insurance, telecommunications etc. to maximise operational efficiency; and to adopt a single web and wider communications platform.

Section 9 The Costs & Benefits of Change

Costs

The costs of change have to date been related to the costs of external support to the process.

The engagement of Genesis Consulting and Fiona McNeilly as project manager have totalled c.50k. These costs have been borne by the existing Federation members on a generally pro rata basis to current revenues and are fully accounted for.

Significant greater costs through time and effort has also been provided by volunteers and by valued commercial partners without charge – most notably Alec Craig and Halliwells on legal support and Sir John Ritblat and The British Land Company through office facilities, meeting space and general counsel throughout the process. Appendix E details those individuals to whom and those companies to which acknowledgement is due.

Fundamentally however, the plans for change for UKS have been founded upon the principle that resources are finite and are at risk in the medium term.

None of the Federation members can be assured of future funding unless each is able to retain its membership and / or demonstrate to its public sector funders and commercial sponsors that it is operating optimally and offering value to those it is supporting: athletes, coaches, or other stakeholders.

As such a balanced budget has been developed: enabling UKS from 1st May 2007 (including the legally separate entities within the Home Nations initially) to achieve the objectives set out in this Modernisation change paper to be achieved with the funds known about today.

No significant incremental costs are anticipated: involving staff, accommodation or other infrastructure. However, the EMT will need to make decisions year on year as to priorities given funding secured, whether from membership, public sources or commercial sponsors. This is no different from the challenge faced in each distinct entity today.

Within UKS accounts, there will be at least 6 separate cost centres (profit and loss accounts) covering the three legally distinct Home Nation bodies (England, Scotland and Wales), coaching, performance and member services.

Under UKS, funds will continue to be linked to sources: for example, the membership and coaching income and Sport Scotland funds secured by Snowsport Scotland today, will under UK Snowsports Scotland from 1st May 2007 continue to be managed by and accountable to the clubs and members in Scotland.

Income to each will therefore largely be driven by ring-fenced funding streams, with the remainder to be decided by the Board where surplus funds are generated centrally by UKS.

Responsibility for the day-to-day management of these accounts - budgeting and financial monitoring - will lie with the relevant staff, committees and National Boards.

Individually, the accountable budget manager will be responsible to the CEO and in turn, to the UKS Board. Existing reserves will remain tied to the natural / initial owner and will be accounted for as such after full integration of any entity – as and when that occurs.

Appendix C summarises the financial plan for the new £2.17m turnover UKS organisation.

Benefits

The benefits of change are believed to be significant and directly relevant to the athletes of today and tomorrow. They can be summarised as follows:

- Enhanced success potential internationally through performance improvement
- A wider pyramid of talent in place for longer
- Clarity of opportunity
- Enhanced efficiency
- Seamless pathways for individual development
- Greater participation
- Better member services
- Better communications
- Better voice
- Greater commercial appeal
- Better and clearer direction
- Better delivery
- Better infrastructure
- Better profile

With the cost management plan as described, the benefits are expected to far exceed the costs.

Section 10 Building Confidence through Transition

In recognition of the sensitivity of making a commitment to change before all outcomes are known, it is proposed that a transitional period applies during which the existing Federation members can participate in the new UKS model, but can reserve a final decision on whether full integration is beneficial to the membership.

On 1st May 2007, UKS will be created with a new broader board structure and a more representative, 'bottom-up' basis for the election of board directors and members of support committees.

The existing Home Nations bodies, with the exception of the Ski Council of Northern Ireland which will immediately become a full part of UKS, will initially re-brand to UK Snowsports England, UK Snowsports Scotland and UK Snowsports Wales but will retain independent legal status pending future membership voting on full corporate integration, after which, each would continue to operate as a distinct division of UKS reducing financial and legal administrative costs.

The new management structure will be put into action: with a single Executive Management Team (EMT), with staff initially remaining employed by their current employers but with an over-riding UK buy-in and new reporting lines at senior level and with greater harmonisation of

processes and integration of activity across the existing teams. No existing offices will be closed or relocated, and we will seek to continue the employment of all existing staff.

The members of the current Home Nation bodies in England, Scotland and Wales will then be able to ensure the alignment of accountability and financial control under UKS, and gain comfort that the new model is not disadvantageous to them before making any final decision on full integration.

Financial accountability, transparency and operational efficiency does not support permanent retention of all entities and therefore whilst there is no certainty that all the Home Nation bodies will progress to full integration, it is the long term objective to achieve this and positive efforts to encourage this are proposed.

Section 11 Risk Mitigation

The proposed stepped changes aim to recognise the perceived and real risk associated with a 'big bang' integration.

Openness in communication, greater alignment of activities and a commitment to fully transparent accounting across all parts of the new organisation will enable all involved to participate, monitor and take appropriate action to slow or stop integration if genuine concerns are found to exist.

The Modernisation debate commenced in November 2003 and the time and cost committed to determining how it may be achieved to meet the goals of all involved has been significant.

To prolong the debate, given the clear steps described would be to take a decision to postpone any change for a number of years as each organisation will have to refocus on developing its future independently.

Risks are therefore potentially much higher in voting to reject the proposed changes and to maintain the status quo.

Section 12 Next Steps

This document proposes significant change, which the SGFC believes will benefit snow sports and the membership, in the future.

As such, we recommend the proposals to you.

The decision to modernise, however, rests with you, the membership.

Currently, you are not being asked to change the legal status of your own organisation. However, as part of the existing Federation you are being asked to consider and vote on the future role and constitution of The British Ski & Snowboard Federation (SnowsportGB), of which your organisation is a member.

A formal resolution to support Modernisation will be put to a series of constituent group AGMs/EGMs, in order for your delegates to place their votes according to your wishes, at the British Ski & Snowboard Federation EGM being held in December 2006. A vote in favour will be supporting the principles set out for the creation UK Snowsports, and Modernisation.

If the new organisation, UK Snowsports comes into being each organisation in turn may consider reviewing the need to retain their separate legal status. This is a private matter for the membership of each of the constituent bodies to consider in time.

September 2006	Publication and dissemination of the Modernisation Formal Paper
October & November 2006	Member groups' AGMs / EGMs or Council Meetings
December 2006	SnowsportGB Congress & EGM

Assuming agreement to proceed:

January 2007	Begin nominations process for new board and initial committees
1 st May 2007	Formal creation of UKS and full rebranding of existing Home Nation entities to UK Snowsport England, UK Snowsport Scotland and UK Snowsports Wales etc.
2008 onwards	Future consideration by each Home Nation organisation of full legal integration

We recommend UK Snowsports to you.

All Member organisations will be voting on the proposals in this paper at the SnowsportGB Congress on 10th December 2006:

The resolution to be presented to the EGM will be:

Do the member organisations within the British Ski & Snowboarding Federation support the proposals in the Snowsports Modernisation Paper dated 29th September 2006 and the creation of UK Snowsports on the basis described from 1st May 2007?

Your opinion counts, please engage in supporting this important development of our sport through your own member organisation

Appendix A Glossary of Terms & Abbreviations

BARSC	British Alpine Racing Ski Clubs
BASI	British Association of Snowsport Instructors
Bob	The initial working name for the proposed new organisation used by the working groups and in early presentations; now dropped following the selection of 'UK Snowsports' as the formal name
BSA	British Snowboarding Association
BUSC	British Universities Snowsports Clubs
Congress	The twice yearly meeting of the current Federation members
CSWSA	Combined Services Winter Sports Association
DSUK	Disability Snowsports UK
Federation	The British Ski and Snowboard Federation (known as SnowsportGB)
Genesis	Genesis Consulting: the advisory consultant appointed in July 2005 to support the Federation members in developing a common vision of what Modernisation should mean in snowsports. Their advisory role concluded in December 2005.
Modernisation	The UK Sport initiated process of improving the efficient administration of sports governing bodies
NISC	Northern Ireland Ski Council: the Home Nation Governing Body for skiing and snowboarding in Northern Ireland
SCGB	The Ski Club of Great Britain
SGFC	Steering Group of Federation Chairs – the working group appointed by the SnowsportGB Congress to progress the development of detail relating to the Modernisation project
SnowsportGB	The trading name of The British Ski and Snowboard Federation
Snowsport England	The trading name of the Ski Council of England and the Home Nation Governing Body for skiing and snowboarding in England
Snowsport Scotland	The trading name of the Scottish National Ski Council and the Home Nation Governing Body for skiing and snowboarding in Scotland
Snowsport Wales	The trading name of the Ski Council of Wales and the Home Nation Governing Body for skiing and snowboarding in Wales
UKS	UK Snowsports: the proposed new, UK-wide, national governing body

Appendix B Membership Options

The categories of membership, voting rights and subscriptions to UKS will be kept simple and comprehensible.

The object is to include as many people as possible across the whole of the sport, whether their involvement is competitive, recreational, amateur, professional, commercial or supportive.

Only those Clubs and individuals who are members of UKS will be permitted to organise or participate in competitions and other activities under the auspices of the governing body.

Member Clubs

Definition - A Club is an entity which:

- Has a constitution that is acceptable to the governing body (UKS)
- Fulfils any legal and safety requirements laid down by the governing body
- Has traded for at least one year and is able to present at least one set of accounts.
- (A newly formed Club should be permitted to join without voting rights until such time as it has fulfilled the above criteria.)
- Small clubs (less than 250 members) – 1 vote
- Medium Clubs (250 to 1,000 members) – 2 votes
- Large Clubs (more than 1,000 members) – 3 votes

Individuals

Individual (non-Club) members will hold a balancing voting percentage in proportion to their numbers against total Club membership numbers (to the nearest 1% calculated annually)

Full Members - Individual adults paying the full fee to UKS will enjoy the full range of member services and have a vote at General Meetings.

Adults who are members of a Member Club may be offered a discount.

Honorary Members - Those persons elected to the position having given distinguished service to the sport. Existing Hon. Members of organisations which disband as a result of modernisation will become Hon. Members of UKS. These individuals will enjoy full member privileges and have a vote.

Associate & Junior Members Those individuals who require only the basic (**Associate**) membership services will pay a reduced fee and have no vote. **Juniors** – persons under the age of 18 (who cannot vote by law), full time students under the age of 25, and Senior Citizens over the age of 65 are also eligible for reduced membership fees.

Note: All individuals, senior or junior, registering for membership to include an athlete's start licence must be members of a member club.

Affiliated Members – this would be in two categories,

- **Non-commercial** - schools, youth groups, trusts and statutory bodies.
- **Commercial** – proprietary clubs, snowsports centres, trade organisations, snowsports equipment suppliers and retailers.

These organisations would pay an affiliation fee in return for the use of the UKS logo etc. they would not have any voting rights.

Membership Database

The ultimate aim is to have a central record of all British snow sports participants. It is therefore vital that the database is properly managed from the start and that the appropriate data protection boxes are used.

The system must allow individuals and clubs to register ticking a number of boxes. In addition to the obvious name, address, phone number, email and date of birth there must be provision for choices and interest areas.

Both clubs and individuals may belong to one or more other organisations but they must nominate their primary choice for the purposes of voting.

There must also be provision for registration as an athlete, coach etc. and a choice of which activities / disciplines are of most interest.

Ideally this database should be set up so that as each choice is made the system shows the amount payable for that level of involvement and on completion shows the total payable for that year. E.g. Basic subscription + athlete registration + liability insurance + FIS licence = £ xx.xx Reference to the relative application forms would be available along the way.

Membership Fees

At present the clubs pay a per capita amount to SnowsportGB and we assume a similar system will continue to operate. It needs to be decided whether this will be paid direct to UKS or via existing entities during the transition period.

Registration / Licence Fees

It is recommended that the cost of athlete registration etc. be kept to an absolute minimum. Historically there were considerable costs involved for photocopying and postage but this is no longer the case. The group feels that far more individuals such as students and servicemen etc. would register if the fee was realistic and this should be encouraged.

Insurance

It has been obvious from the start that the key to member services is insurance. Firstly, it has to be offered as part of athlete registration to a minimum of public liability. Secondly, the option for personal accident cover to include competition has to be available as well; otherwise the individual will end up paying for some cover twice. Thirdly, the ordinary club member badly needs an all inclusive mountain holiday insurance that they can trust because someone who knows has read the small print.

Expenditure Assumptions

Staff

The current administration (excl. coaches) staffing of the three home nations can be seen below:

- 4 Chief Executives
- 1 full time book keeper and 2 part time financial administrators
- 2 full time general administrators and 1 part time administrator
- 2 coaching administrators
- 1 part time membership administrator

Total Current Administration staff: 11

The proposed staffing including administration of the new UK wide Coach Education Scheme would be:

- 1 Chief Executive
- 3 National Officers
- 1 part time Director of Finance and 2 full time accounts administrators
- 1 Coach Award Scheme Manager and full time administrator
- 1 full time general administrator/ office manager
- 1 full time membership administrator and 3 part time Administrators.

Total Proposed Administration staff: 12

Salaries would represent 33% of expenditure.

Pensions

Currently Snowsport Wales detail their pension costs and this has not been done in any of the other organisations. Snowsport Scotland are introducing the Childcare voucher scheme and pensions and such tax saving schemes for the employees should be considered in the larger organisation.

Staff Training

Staff training remains at a modest £1,716 and this will need to be increased as the nature of the National Officers' roles is likely to change following the decision to outsource coaching courses.

Athlete Awards

This expenditure is for athletes who receive grants which are paid directly to the organisation and not to the athlete. A percentage will go to the athlete via UKS to help meet travel costs.

Administration

The administration costs have been reduced significantly following the outsourcing of coaching courses. This is most notable in telephone costs, printing costs, and postage. Professional services will be reduced due to no longer having to pay auditors fees four times. These costs will not be as low should any of the Home Nations opt to remain separate in the long term.

Insurance

Expenditure remains high for insurance at £71,556 and it is agreed that as a larger organisation more favourable rates could be achieved which will bring this cost down. For the purposes of this budget current costs have been used.

PR and Marketing

Currently publications cost £25,632. This considers the Piste and the publication from Snowsport Scotland and their Handbook. Obvious savings can be made here; however the costs of these publications remain in the budget until alternatives have been created.

Buildings

The budget assumes all locations are being kept.

Summary

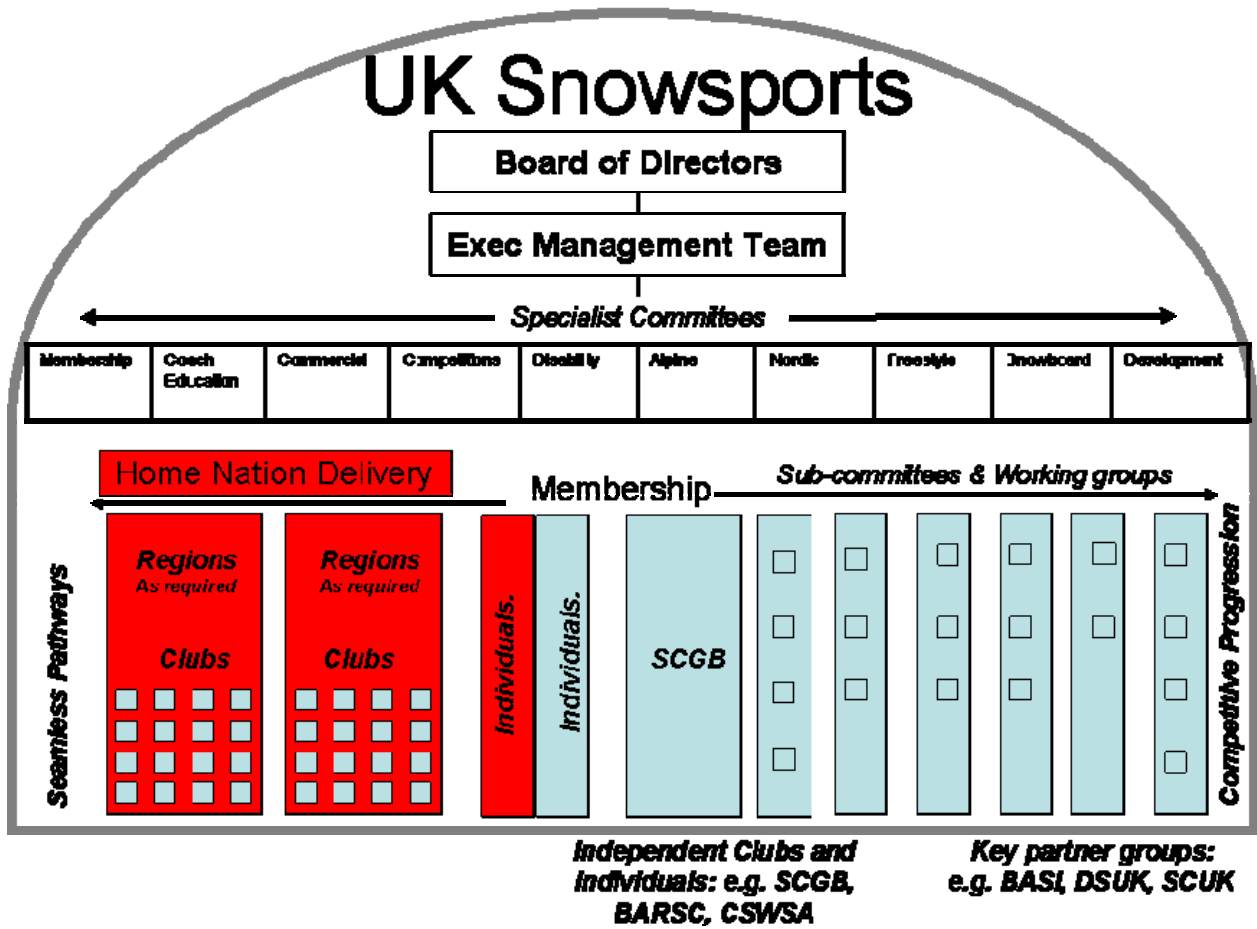
UK Snowsports would be more financially robust than each of the existing organisations but would also allow for much greater integration of the performance staff of the Home Nations and the British Teams. This should significantly help in our objectives of achieving a seamless performance pathway.

There are some clear areas for further savings and efficiencies most notably in the expenditure on buildings, publications, and insurance.

Membership income and the membership offering needs greater clarity to ensure revenues are maximised through offering excellent value to all members.

Appendix D UKS Organisation Charts

1. The overall organogram



Appendix E Acknowledgements

To cover:

- Members of the SGFC – to be listed with associated organisation along with agreed mandate.
 - Oliver Jones (Chair) Chairman, SnowsportGB
 - Martyn Allen CSWSA
 - Simon Ashton Freestyle Representative, SnowsportGB
 - Susie Berry BARSC
 - Nigel Brown Halliwells
 - Trish Chalk Chief Executive, Snowsport England
 - Jason Cockburn Chief Executive, SnowsportGB
 - Bruce Crawford Chief Executive, Snowsport Scotland
 - Alun Evans Chairman, Snowsport Wales
 - Steven Gray Vice Chairman, Snowsport Scotland
 - Lisa Hall Chairman, Disability Snowsports
 - Paul Hancock Chairman, Snowsport Scotland
 - Colin Holden Snowboarding Executive
 - Robin Kellen Chief Executive, Snowsport Wales
 - Peter Kuwall Chief Executive, BASI
 - John Liddell President, Snowsport Scotland
 - Andrew Lockerbie Chairman, BASI
 - Ian McDougall Chairman, NI Ski Council
 - Fiona McNeilly Modernisation Project Facilitator
 - John Nuttall Chairman, Ski Club of Great Britain
 - John O’Grady SSGB, Former Chairman, BSA
 - Sarah Robinson Chairman, BARSC
 - Elisabeth Small Halliwells
 - Stewart Smith Chairman, Snowsport England
 - Andy Spinks Chairman, CSWSA
 - Caroline Stuart-Taylor Chief Executive, Ski Club of GB
 - Bob Williamson Commercial Director, SnowsportGB
 - Fiona Young Chief Executive, Disability Snowsports

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- Working Group members
 - Coaching & Instruction Group
 - Peter Kuwall (Chair)
 - Trish Chalk
 - Bruce Crawford
 - Chris Exall
 - Gillian Glover
 - Robin Kellen
 - Nick Quinn
 - Mark Tilston
 - FionaYoung

- Membership & Voting Group
 - Susie Berry (Chair)
 - Stu Brass
 - Alun Evans
 - Caroline Evans
 - Alan Jones
 - Spud Leaning
 - John Liddell
 - Andrew Lockerbie
 - John Nuttall
 - Sandy Telling
 - Duncan Worrell
- Commercial
 - Bob Williamson (Chair)
 - Jason Cockburn
 - Colin Holden
 - Oliver Jones
 - Tim Noble
 - Barry Spouge
 - David Sterland
 - Adam Sullivan
 - Mark Thursfield
 - Mike Welby
- Real Estate
 - Oliver Jones (Chair)
 - John O'Grady
- Legal
 - Elisabeth Small (Chair – from Halliwells)
 - Martyn Allen
 - Nigel Brown (Halliwells)
 - Trish Chalk
 - Alec Craig (Halliwells)
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 - Robert Cohen
 - Bruce Crawford
 - Peter Heath
 - Robin Kellen
 - Simon McCombe
 - Ian McDougall
 - Fiona McNeilly
 - Caroline Stuart-Taylor
 - Fiona Young
 - Amy Urpi (Halliwells)
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 - Trish Chalk
 - Bruce Crawford
 - Robin Kellen
 - Peter Kuwall
 - Jack McCool
 - Fiona McNeilly

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