

British Ski and Snowboard Federation

Congress, 7 November 2005

Briefing Paper

Introduction

This paper has been produced by Genesis Strategic Management Consultants on behalf of the Steering Group of Federation Chairs (SGFC) of the major UK snowsports organisations. It reflects a developing consensus among the members of the SGFC and the Modernisation Working Group (MWG) and is intended to provide a basis for discussion at the Congress and then for wider consultation amongst the memberships of the constituent organisations. The aim of the SGFC is to build on the strengths of the existing snowsports bodies and to create a new organisation that is capable of leading the development of all snow sports throughout the United Kingdom, whether for recreational or competitive participants. The paper provides a possible structure with key elements of detail proposed. It also identifies where further work will be required, a possible timescale for consultation and implementation and, where appropriate, specific advice from Genesis on aspects of the proposed development.

Vision for Success

It is important to agree an overall vision and strategy before determining structure and the following vision reflects input from a broad cross-section of representatives from the existing organisations. This has to be seen as delivering a real step change in snowsport activity in the United Kingdom.

[BOB] is recognised and valued as a leading, innovative and effective National Governing Body for all snow sports throughout the United Kingdom:

- ***Attracting and retaining increasing numbers of participants***
- ***Providing the excellent services and benefits that its members want***
- ***Achieving ever-improving standards of performance on the world stage through an excellent system of talent identification, pathways, coaching and support.***

A possible slogan to summarise this vision might be:

Starting well; staying involved; achieving success

What's in a Name?

It is recognised that a totally new organisation needs to be created and not simply an evolution of one of the existing partners. The question of name is therefore significant. The SGFC has identified ***British Snowsports*** as its preferred option, with a possible alternative of ***UK Snowsport***. Given the sensitivities associated with the name, the SGFC has been using the working title "BOB" for the new organisation.

The Structure of the New Organisation

The Steering Group of Federation Chairs, accompanied by nominated representatives from their organisations, considered in detail a range of options presented by Genesis on 7 October 2005. They evaluated each of them against a set of agreed criteria and agreed a proposed structure, based on elements from a number of the presented options, for consideration by Congress. The proposed structure is presented in diagrammatic form below:

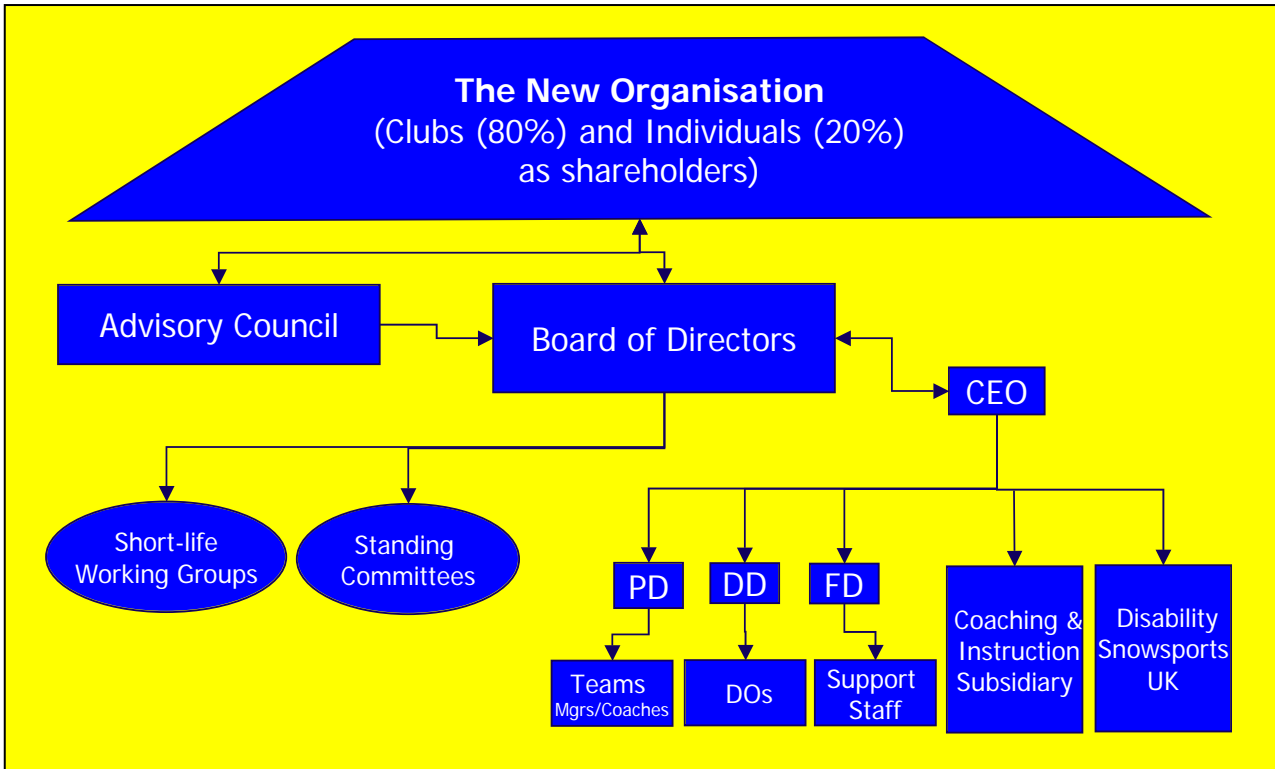


Diagram 1: Proposed New Structure¹

The new organisation would replace the existing bodies of the British Ski and Snowboard Federation, Snowsport Scotland, Snowsport England, Snowsport Wales and the Ski Council of Northern Ireland. The status of the British Association of Snowsport Instructors, the Ski Club of Great Britain, the British Alpine Racing Ski Clubs Ltd and the Combined Services Winter Sports Association is clarified below. The British Snowboarding Association no longer exists as an independent body, but snowboarders are considered an integral part of the proposed new organisation.

¹ **Glossary of terms:**

- CEO Chief Executive Officer
- PD Performance Director
- DD Development Director
- FD Finance Director (and/or Operations Director)
- DOs Development Officers

Sub-structural Issues:

Beneath this overall structure, a number of important sub-structural issues must be addressed. These have been considered in detail by the Steering Group of Federation Chairs, the Modernisation Working Group and three Focus Groups.

MEMBERSHIP

In agreeing an appropriate democratic structure for the new organisation, account must be taken of sensitivities relating both to existing vote holders and to modern trends in sport and membership. The needs of club members and individual members were discussed at length and the following proposals suggested:

Summary Membership Proposals:

- The primary shareholders will be the clubs
- Licensed individuals will also have a vote
- Clubs will hold an 80% share of the AGM vote, individuals 20%
- The Club voting structure will be determined by a calculation based on numerical strength and activity
- Non licensed individuals may register for benefits, but without a vote

Concern was expressed about the need to define what a club was, given the importance of clubs within the democratic structure, and Genesis have suggested the following criteria:

- Must have a constitution that is acceptable to the governing body
- Must be able to present at least one set of audited annual accounts
- Must register at least 10 members

In terms of the individual members, it is suggested that those who hold a current licence should be entitled to vote. This would include presently all licence holders (Coaches, Instructors, Competitors and Officials) of 18 years of age and older.

The detailed allocation of votes to the various sizes of clubs has yet to be worked out in detail, but it is proposed that clubs could be divided into four groupings with for example, respectively, 1, 2, 3 or 4 votes.

OTHER ORGANISATIONS

There was considerable debate around the appropriate relationship between the new organisation and some of the existing bodies.

British Association of Snowsport Instructors:

BASI will be reconstituted as "New BASI", a subsidiary company of BOB, with responsibility for Coaching and Instruction. The proposed arrangements for this are described below.

Ski Club of Great Britain

SCGB wish to remain involved in the new organisation, but not to dissolve. In essence, they consider that their existing infrastructure may make them an ideal service provider for elements of the new organisation's business, where commercially viable. In terms of their place within the democratic structure, they will be a shareholder club.

Combined Services Winter Sports Association

It is proposed that the existing CSWSA associations would become shareholder clubs in the new organisation. Their collaboration on Service events will continue.

British Alpine Racing Ski Clubs

BARSC shareholder clubs will become shareholder clubs in the new organisation.

Trade Organisations

The e-questionnaire responses have shown considerable support for the new organisation to create strong links with the sponsors, trade and commercial organisations, perhaps as corporate or affiliate members, but without a vote.

Disability Snowsports UK

Disability Snowsports UK have indicated that they want to become a subsidiary company within the BOB group. Legal advice has confirmed that their charitable status can be protected within that type of arrangement.

CORPORATE GOVERNANCE

Advisory Council

There was considerable discussion on the shape, nature and make-up of an advisory council and indeed if it was required at all. However, in order for the Board of Directors to be an effective and strong management board, the role of the advisory council was considered important:

- In providing knowledge from the volunteers in the sports
- In advising on the policy and strategy of the organisation, without getting involved in day-to-day activity and decision-making.

Summary Proposals for the Advisory Council:

- The advisory council will be elected by the AGM
- Its membership will, in part, reflect specific facets and interest areas of the organisation; others will be elected without portfolio
- It will comprise between 10 and 15 volunteers and will probably require to meet no more than twice per annum
- It will give advice on strategic planning and broad policy

Board of Directors

The key discussion here related to the voting status of executive directors on the Board of Directors.

It was felt that the board should have a corporate structure with non-executive directors fit for purpose and elected to a portfolio. A notional model, with 5 non-executive directors appointed by the AGM plus the CEO and Finance Director as executive directors, was discussed and it was agreed that this should be considered to be a matter for further discussion.

Summary Proposals for the Board of Directors:

- The Board of Directors will have a corporate structure, with non-executive and executive directors
- The non-executive directors will be appointed by the AGM
 - They will be appointed with portfolio and have appropriate skills
 - They will serve for a period of 3 years and may be reappointed for no more than one subsequent term
 - They will not also be eligible for membership of the Advisory Council
- There will be 2 executive directors on the Board (CEO and Finance Director)
 - They will be appointed by the non-executive directors
- The Board of Directors will have executive authority to manage the business of the organisation, reporting as required to the AGM

Management Team

The management team for the new company will be led by the Chief Executive and will comprise, in addition, the Performance Director, Development Director, Finance Director, the Chief Executive of the Coaching and Instruction Subsidiary Company and the Chief Executive of Disability Snowsports UK. Finalisation of the make-up of the management team is to be determined during the next detailed planning stage.

Only the CEO and Finance Director of BOB will be executive directors of the new company but all members of the management team will be able to attend Board meetings.

Summary Proposals for the Management Team:

- The Management Team will be led by the Chief Executive of BOB
- It will comprise the CEO, Finance, Performance and Development Directors and the CEOs of the Coaching and Instruction subsidiary and DSUK

Short Life Working Groups

Summary Proposals for Short Life Working Groups:

- Short life working groups will be part of the executive structure
- They will be set up, as and when required, by the Board of Directors
- They will have specific remits and timescales set by the Board

Standing Committees

Standing committees are considered important to support strategy, fulfil technical functions and engage volunteers, although they must be accountable and have a clear purpose and lines of reporting. They are likely to fulfil discipline-specific and other technical needs.

Further thought needs to be given to specialist groupings, such as schools. These must be given early consideration in the new organisation, through the Development Director, perhaps with the assistance of a short-life working group.

Summary Proposals for Standing Committees:

- Standing Committees will be appointed by, and be accountable to, the Board
- Committee membership will be reviewed annually by the Board
- It is anticipated at this stage that there will be no more than six standing committees, which support UK strategy

Honorary Positions

Summary Proposals for Existing Honorary Positions:

- The current posts of Patron, Hon Presidents and Vice Presidents of the existing organisations will be integrated into the structure of the new organisation

LOCAL DELIVERY NETWORKS

From Steering Group discussions, the consensus appeared to be that the UK should be divided into areas, determined by levels of activity and practicality, in order to provide a local delivery mechanism. A network of development officers is desirable and the exact extent of that network will depend on what can be afforded and what the respective Sports Councils may support. The development network notwithstanding, officers in BOB will be identified to take responsibility for each home country, managing and supporting the volunteer advisers and committees and liaising with appropriate organisations such as the Sports Councils.

The key issue for existing regions in the modernisation process is how local delivery will be managed and whether funding streams will continue/increase.

Summary proposals for Local Delivery Networks:

- Local networks are for the purpose of delivery
- Each nation should have an identified officer, with a national advisory committee
- Each nation will be required to produce an annual costed development plan
- The nation may be split into subdivisions, with committees, as required
- Subdivisions will be included in the organisation's overall development plan
- Monies will be granted through the central structure

COACHING AND INSTRUCTION

It is proposed that a new subsidiary company will be created within the new organisation as its coaching and instruction arm. Its responsibilities will be to maintain BASI's existing instructional awards and its international credibility and to develop and deliver an integrated UK coaching scheme, determined by existing coaches and clubs, with research and development monies ring-fenced for that purpose. This should provide a clear development pathway from amateur/volunteer coaching to top-level performance coach.

The board of the subsidiary company will be made up of non-executive and executive directors, and will have an advisory group taking in disciplines and local development officers. The CEO of the subsidiary company will be a member of the BOB management team as described above.

The existing BASI operational infrastructure will provide a strong organisational base to support the delivery of the new UK Coaching Awards but will have a new corporate structure that reflects its wider responsibilities.

It is envisaged that the coaching and instruction subsidiary will provide income for both their ongoing research and for the development of those schemes and will use surplus to finance other areas of the BOB's activity.

Clearly, existing coaching qualifications will remain in the short to medium term and transition arrangements will be put in place when the new UK structure is established.. Coaches should have greater say in course development and may require to pay fewer subscription fees in future.

Summary Proposals for Coaching and Instruction:

- A Coaching and Instruction Subsidiary Company will be established
- Coaches will become members of a UK Coaching and Instruction Scheme, delivered and coordinated by the new company
- Coaches, instructors and teachers will be part of the advisory group and will have influence over course content
- The CEO of new company will be part of the BOB Management Team

LOCATION

Ideally, the Headquarters of the new organisation should move to new premises but the timing of such a move will have to take account of the economics of issues like breaking existing leases. BASI are currently looking to buy a new office – a co-location would be desirable and this implies that the issue of location should be considered with reasonable urgency. Existing local offices are in some cases more cost effective than working from home. A range of options for location has already been identified and further suggestions will be considered.

Summary Proposals for Headquarters Location:

- A new location would be desirable
- This objective should be pursued, mindful of the financial and practical implications

STAFFING

The approach to creating new posts and managing the effects on existing staff was discussed, without a definitive proposal being agreed at this stage on the best option for changing staffing arrangements. In any event, the talent and experience of the existing staff is acknowledged and the hope expressed that they will wish to continue in appropriate roles in the new organisation. Location will inevitably be a factor in their decision-making, so the costs of potential relocation or redundancy must be investigated as part of the relocation issue.

Summary Staffing Proposals:

- The new organisation will require a new staffing structure
- Outside expertise will be required to manage these changes
- Efforts should be made to minimise the effect of change on existing staff

FINANCE

Objectives of the new organisation will include making the best use of the combined resources available to it and maximising the commercial and other revenues available. The aim must be to invest as much as possible in the long-term development of the sport.

It is recognised that possible costs of this restructure will be an issue of concern for the various memberships. Overall, however, the costs are likely to be small in comparison to the combined turnover of the bodies. Equally, the costs will be small in comparison to the potential of the new body to rationalise its expenditure and raise increased membership and commercial income. The following possible cost areas need to be noted:

- Legal advice in drafting the new memoranda and articles
- Redundancy costs (likely to be minimal due to the likelihood of existing staff being appointed to the new positions and/or short levels of existing service)
- Staff relocation costs – depending on office location
- Office relocation costs
- The need to establish a new identity/brand for the new body and to produce all new materials with that identity/brand

Given that the decisions that will influence these cost factors, such as location and detailed staffing structures, require to be taken by the new body, it is impossible accurately to quantify costs at this stage. The different organisations have different sources of financial and legal advice and it is envisaged that a significant part of the legal costs may be provided free of charge.

In terms of budgeting, we suggest that a sum of between £50k and £100k should be considered for non-recurrent expenditure, which might be spread over 2 financial years to cover the implementation costs of the new organisation. It is likely that this will be immediately offset by savings such as reduced meeting costs, reduced costs of publications and reduced audit fees.

Summary Finance Proposals:

- A detailed business plan for the new companies should be produced as part of the implementation process
- The business plan should include clear targets for raising the income of the new companies and rationalising the expenditure where appropriate
- Provision should be made within the business plan for up to £100k of non-recurrent expenditure

NEXT STEPS

It is recognised that consultation with the existing organisations and their members will be a critical part of the effective implementation of a new structure and the timescales for completion of the task need to recognise this.

In terms of the formal responsibility for overseeing the development of a new structure, Genesis have advised that we use a broadly similar structure to that presently guiding the approach, but that we should seek to reduce the number of levels and groups. The proposed structure is as follows:

- The Steering Group of Federation Chairs should be expanded to include the senior officers of the existing organisations and will have overall responsibility
- The Modernisation Working Group will be re-formed as a Macro-Operations Working Group (MOWG). It should include the senior officers of the organisations directly affected by the changes and should focus on business planning, membership, staffing and location issues
- The Coaching sub-group should continue to plot the development of the new UK Coaching awards, but reporting directly to the SGFC

A proposed timetable for the next steps in the process is given in the table below:

Outline Implementation Plan	
Date	Action
November 05	Congress endorsement of the principles
Nov 05 - May 06	Consultation with the constituent bodies on the direction proposed
Nov 05 onwards	MOWG progresses detailed staffing, business plan and location proposals for consideration by the SGFC
May 06	Detailed proposal, based on the consultation and the work of the SGFC and MOWG, presented as a resolution at the AGM of SnowsportGB
	Action, if proposals are approved
May 06 – July 06	Finalisation of details, including draft memoranda and articles for the new companies
May 06 – July 06	Final consultation on the detailed proposals
Aug 06	Required proposals sent out to members of the individual organisations
Sept - Oct 06	Required proposals put to EGMs/AGMs of the individual organisations
Nov 06	Final approval at SnowsportGB EGM
Jan 07 onwards	New organisation fully operational