

# Snowsport GB Spring Congress

Modernisation Progress Report

# A Reminder

- In November 2004, the MWG presented the view that the future of UK Snowsports will be best served by a UK organisation, serving the needs of its members and offering proper representation for all interest groups and disciplines.
- The concept organisation “Bob” should be:-
  - Nationwide - core national policies
  - Multi-sport - all FIS disciplines
  - Fully inclusive & equitable - embracing race, gender & ability
  - Functionally driven - core activity professionally managed & with the invaluable support of volunteers

# Timescale & Process

Stage 1	Series of MWG meetings to discussion options for change	Completed October 2004
Stage 2	Seek the mandate of Congress to continue in the modernisation process	Mandate Given, 21st November 2004
<b>Stage 3</b>	<ul style="list-style-type: none"> <li>• <b>Investigation of case studies and examples of best practice</b></li> <li>• <b>Detailed analysis of potential cost savings and reinvestment opportunities</b></li> <li>• <b>Consultation with the wider membership and partner organisations</b></li> <li>• <b>Identification of realistic timescales &amp; project leadership</b></li> </ul>	<p><b>Findings presented to Spring Congress 2005</b></p> <p><b>Proposals presented to Spring Congress 2005</b></p>
Stage 4	Presentation of completed modernisation plan to membership for ratification	Expected Autumn Congress 2005
Stage 5	Seek a formal mandate via member group AGM to implement modernisation plan	Expected November 2005 - May 2006

# Case Studies

## **NISA**

- A Winter Sports NGB, with similar turnover
- Manages a range of disciplines, with differing funding priorities
- The ratio of NISA members to UK participants (approx 2.5M) runs at about 1%

### **2001 Financially Unfit for Purpose**

- Corporate Governance Restructure
- Draft Strategic plan (2003 – 2007)
- £35K investment
- Questionnaire & roadshows
- 2 year process

## **RYA**

- A strong UK wide membership organisation
- World Class success in a number of disciplines
- ABC1 client base similar to Snowsport
- A strong core administration, retaining limited regional presence

### **2000 Committee Structure Unfit**

- Participation, Safety & Corporate Governance
- McKinsey & Co pro bono project (valued at £600k)
- Email consultation group
- 6 month process

# Snowsports Lessons

- Benefit of NISA hindsight with respect to flawed consultation process
- Considerable opportunity to “borrow” from NISA strategic consultancy advice
- A board solution to a multi-discipline based problem
- A warning to tread carefully with respect to regional and national issues
- An example of a positive modernisation outcome, albeit with a low starting point
- An example of an email based consultation process
- Considerable opportunity to “borrow” from expensive RYA consultancy advice
- A method of splitting strategic and operational issues
- A good example of a core infrastructure supporting regional delivery
- An example of a positive modernisation outcome, albeit from a higher starting point

# Cost Benefit Analysis

- A comprehensive questionnaire was prepared and completed by all existing BSSF stakeholders
- Analysis statistics exclude BASI and SCGB who will continue to operate as separate entities
- Actual savings are limited, however, the opportunity to make better use of existing resources is significant

# Finances

- Combined annual turnover is approximately £2M
  - 30% government funding (£601k)
  - 28% sponsorship (£563,800)
  - 42% self-generated - membership, courses, events, registration
- We currently spend more than £10250 on auditors fees involving over 5 weeks of work
  - Estimated potential saving of £5K+
- 46 sets of management accounts are prepared
- We employ/contract 3 part time bookkeepers and 5 part time accountants
- The cost of finance staff is not excessive, the existing work is piece-meal and involves duplicated effort

# Human Resources

- We employ 5 senior managers, all with broad overarching remits (accounts to webmaster) - Total Cost = £171121
- We employ 8 f/t and 2 p/t administrators all fulfilling similar varied roles. Total Cost = £80656
- Other - Development Officers £28792, Finance staff £26750
- Total Management/Admin staff cost = £307319
- Employment benefits, HR services & career development opportunities are limited
- Redeployment would alleviate duplicated effort and play to the strengths of existing staff
- Will allow greater focus on more specialist areas, such as PR & marketing, HR, IT and legal
- Leave the organisation better placed to delegate duties in the event of short to medium term absence
- Provide some flexibility for professional development and some scope for a career pathway

# Corporate Governance

- We have 54 board members, 37 Board Meetings = 963 man hours
- There are 21 committees, leading to 74 meetings, involving 201 delegates = 2100 man hours
- Many duplicate policies, child protection measures managed by many individuals
- Volunteers must be recognised as valuable resource and utilised where their talents are best suited
- Where possible their efforts should also not be duplicated
- All volunteers should be provided with appropriate guidance and encouragement

# Commercial Activity

- We currently attract £563800 in sponsorship and are looking for more yet, there is no one person dedicated to sponsorship and PR issues
- We have attractive properties, which gain value when sold as a whole
  - Successful elite athletes provide a televised branding vehicle
  - We have a vibrant events calendar at home and abroad, operating at a modest profit
  - We have potential buying power of of 30k+ membership (50k+ with SCGB & BASI)
- Separate coaching, membership, events and merchandising schemes provide reasonable income, but duplicate administrative effort and compete in the same market place
- Recent experience, and the example of other organisations, show that a headline sponsor seeking elite level branding exposure is likely to want access to grassroots also
- Many good schemes have not been launched, due to a lack of time and money

# Communications

- We produce 4 in house publications =10 magazines per year
- Circulation ranges from 500 to 3000
- They run at a collective total production cost of £18,400, using 59 hours of executive time
- £8K is recovered in advertising revenues, although they compete in a similar market
- We all have a website - or one in the pipeline
- In both cases, content is not strictly local and the aim is to inform, above all
- A combined publication, with a mix of local and general snowsports articles could be implemented now.
- One front end could tie the websites together now until a more permanent solution can be found

# Member Services

- There are at least 34 membership alternatives
- Serviced by at least 20 different, but very similar databases
- Member benefits are similar
- Total membership appears to be 42,599 (ex SCGB 17265 and BASI 4000) although there is an unavoidable degree of duplication in these figures
- There are 50 listed courses and considerable overlap in delivery
- There are 3685 registered coaching scheme members, affiliated to 3 different, but very similar schemes (ex BASI 4000)

# Bob's Revised Structure



Possible commercial outsourcing of processes to associate organisations

**SCGB**

**BASI**

# Detailed Planning and Consultation

- Set up 3 targeted steering groups
  - Membership Issues
  - Coaching & Instruction
  - Constitution & Governance
- Develop Email Consultation Forum From Membership
  - Consult forum regularly on ongoing work of steering groups
  - The Forum should reflect the activities of “Bob” & the modern membership
- Presentation of Final Proposal to the Membership
- At each stage the financial implications and wider implementation issues will be considered by the project management

# Timescale

- Steering Group Discussion - May - Sep 05
- Email Forum Consultation - Jun - Sep 05
- Financial Detail and Implementation Issues - Jun - Oct 05
- Completed Modernisation Proposal in place by Autumn Congress - Nov 05
- Member Group Proposals to AGM/EGM
- Implementation Summer 2006

For British Snowsports to flourish in the 21st century we must be prepared to be effective, efficient and increasingly self-sufficient

**Together Everyone Achieves More**