



*British Ice Skating  
Annual Report*

2020/21

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The past 12 months have tested millions of people across the UK. As a second lockdown was enforced through the winter months British Ice Skating, skaters, coaches and rinks had their resilience challenged enormously.

Not only were those connected with ice sports having to deal with the fact that they couldn't participate in the sport they loved, but also come to terms with the fact that our sport was not given the same footing as others. It was, at times, infuriating but it brought the team and ice sports community closer together than ever before. Our sustained campaign did get more people on the ice than would have been the case and for that I am immensely proud.

Challenges were thrown up that I would never have imagined having to deal with, but we came through the difficult months and now, on the verge of a Winter Olympic Games, our sport will take centre stage. I'm pleased to write that, whilst still being cautious, we can now focus on the many projects linked to growing our sport.

As with many businesses our office has moved to a flexible approach, ensuring that phone lines are always covered but reducing the need for staff members to travel to the office every day. We have adapted well throughout the pandemic, the 200 online sessions held for members being a great example of our work to keep skaters engaged.

The return of events in July was a huge step back to normality and one that felt like a real milestone. Events play such a huge part in our calendar so to be able to get back to hosting major competitions, in a safe environment, was a huge relief.

The first day of the Academy of Dance was a personal highlight of the past year. The organisation is now in a position to put in place a programme to help our skaters develop and grow on the world stage.

As with every year TAC groups and volunteers play an essential part in our growth. The hours of work put in by all volunteers are crucial and I am grateful we have so many people committed to helping our sport in any way they can.

With a packed schedule through to the Spring, including the Olympic Games, Britannia Cup, Adult Open and so much more the organisation will continue to work tirelessly for its members. There are exciting times ahead as we continue to grow, develop more programmes that increase participation and ensure we continue to maintain the highest standards of governance.

# WELCOME TO THE CEO



What a difference a year makes. This time 12 months ago we were heading into a long winter lockdown and rinks were once again being asked to close their doors. Thankfully it seems we are now able to move forward without the threat of rink closures as we approach the Olympic Winter Games, our competition and events schedule continues to grow and we continue to work to support our members.

In reviewing the past year, my first as Chair, I am proud of the way British Ice Skating has pulled through these extraordinary times. I would like to take the opportunity to thank the staff who have continued to work tirelessly, adapting to the ever-changing Covid-19 regulations, to ensure all of our skaters, coaches and rinks were represented.

I would also like to thank our membership. We are very lucky to have loyal members who have continued to support us throughout the difficult months. It was incredibly frustrating to watch so many unable to do what they loved for so long, but I hope you saw the determination we had to support you.

I must also acknowledge the huge contribution that David Hartley made to the organisation during his 9 years on the board. He acted always in the best interest of the organisation and its members for the duration and his drive to succeed will be missed. We all know our new Vice-Chair, Robin Cousins from his Olympic heroics, but his presence as Vice-Chair and President is one that will be hugely beneficial to the organisation. His wealth of experience and passion will be invaluable as we move through the coming years.

As we look forward, compliance with the Code for Sports Governance is key to help BIS grow, so to have it formally recognised by UK Sport as a 'significant milestone' for BIS to achieve tier one, a recognisable benchmark, is hugely positive news. Good governance provides the basis for a strong National Governing Body that is able to access more Sport England and UK Sport funding. That is where we aim to be, and the Board's strategic priorities are all in place with a view to this. That recognition, and the support awarded as part of the Beijing Support Fund, shows that we are trusted by those major organisations.

This Annual Report shows the vast amount of work being done across the ice skating community and wider sport and activity landscape. To have a modern, accessible fundamentals skills programme is key to the long-term success of our skaters. The roll out of the new Skills programme from January 2022 will provide an accessible platform for skaters to develop core skills from early in their skating careers. Our events calendar is now back at pre-pandemic levels and volunteers and clubs are being supported in their return to normality by BIS staff.

Our performance athletes will travel to the Olympic Winter Games in February 2022, I hope their successes will help raise the profile of Ice Skating and encourage more people to take up the sport.

# CHAIR'S REVIEW

## Vice-Chair & President

This year saw David Hartley step down from the board after 9 years. Originally appointed as Director of Development his dedication to ensuring the organisation continued to improve and advance was unwavering. He was an integral part of the adoption of the current articles and a key player in making sure BIS is compliant with the Code for Sports Governance.

Robin Cousins was elected as the new Vice-Chair and appointed President and will serve a four year term.

## Equality, Diversity and Inclusion

Work is underway to form a new Equality, Diversity and Inclusion group to ensure that the organisation and sport are both inclusive and accessible. The terms of reference have been written and new roles for the group are expected to be advertised shortly.

All staff and board members attended a disability awareness training session run by Activity Alliance to make sure that best practice was in place across the workforce. Accredited coaches were also required to attend a diversity and inclusivity session led by Davina Victory. The board appointed an equality champion who will work to raise equality issues at every board meeting.

An equality report was produced to assess the make-up of staff and board to help future recruitment and training. This allows the organisation to truly understand its

## Membership Offers

As a membership organisation we understand they always need to feel they are appreciated and are able to see clear benefits of joining the organisation. With this in mind work has gone on throughout the year to identify and refine membership packages offered. This involved consultations with the Membership Engagement TAC group and our database provider. These membership categories, set to be released in the coming months, have been put together to offer individuals clear and beneficial membership options. Insurance offers have been extended, with members now offered the opportunity to purchase travel insurance. The wrkit benefits platform is widely used with over 1500 members registered who saved a total of £11,130 in 12 months. Members have also signed up to educational courses or take part in mindfulness activities.

# GOVERNANCE

## Partnerships

We have worked closely with many major stakeholders throughout the past 12 months. Our work alongside the Ice Rink Managers Association (IRMA) and the English Ice Hockey Association (EIHA) was crucial in lobbying the Government when rinks remained closed.

We partnered with [webuyanycar.com](http://webuyanycar.com) to release over 750 free skating tickets across the UK. The campaign, now its third year, allows families the opportunity to try out skating at no cost. This year's campaign also included a competition with prizes designed to increase future participation, such as free skating lessons. All those that attended Young Stars in November were given the opportunity to join a Disney masterclass. This is an exciting development not just for skaters but the organisation as well.

## Board Attendance

BIS BOARD DIRECTOR ATTENDANCE OVER 7 BOARD MEETINGS	
Abigail Hughes	*6/7 including 2 partial attendances.
Amanda Hembrow-Jones	5/7
David Johnson	*7/7 including 2 partial attendances.
David Thomson	*6/7 including 3 partial attendances.
Ian Gooch	7/7
James Young	*6/7 including 1 partial attendance.
Karen Rothery	7/7
Lois Jarvis	*6/7 including 1 partial attendance.
Rebecca Proctor	6/7
Robin Cousins	3/3
Tom Fell	*4/7 including 1 partial attendance.
*Partial attendances at meetings are often necessitated when Board directors, who are volunteers, are balancing work and voluntary commitments, and are fully recorded in all Board meetings where they occur.	

## Technical Advisory Committees

The Technical Advisory Committees (TACs) have continued working alongside staff to support the Board's key strategic aims. Their knowledge and skills are a huge asset to the NGB and the work they put in allows the organisation to continue to deliver of its priorities.

### Figure: Singles & Pairs

<b>Position</b>	<b>Name</b>	
<b>Coach</b>	<b>Christian Newberry</b>	<b>Elected</b>
<b>Judge/Referee</b>	<b>Mary Chapman</b>	<b>Elected</b>
<b>Retired Athlete</b>	<b>David Richardson</b>	<b>Elected</b>
<b>Technical Controller</b>	<b>Ann Findlay</b>	<b>Appointed</b>
<b>Judge</b>	<b>Maggie Worsfold</b>	<b>Appointed</b>

### Figure: Ice Dance

<b>Position</b>	<b>Name</b>	
<b>Coach</b>	<b>Candice Towler-Green</b>	<b>Elected</b>
<b>Judge/Referee</b>	<b>Lucy Visinoni</b>	<b>Elected</b>
<b>Retired Athlete</b>	<b>Jodie O'Keefe</b>	<b>Elected</b>
<b>Coach</b>	<b>Lucine Chakmakjian</b>	<b>Appointed</b>
<b>Judge</b>	<b>Hilary Selby</b>	<b>Appointed</b>

## Figure: Synchro

<b>Position</b>	<b>Name</b>	
<i>Coach</i>	<i>Amanda Clinton</i>	<i>Elected</i>
<i>Judge/Referee</i>	<i>Cynthia Alepin</i>	<i>Elected</i>
<i>Retired Athlete</i>	<i>Rio-Louise Sully</i>	<i>Elected</i>
<i>Coach</i>	<i>Adrian Jack</i>	<i>Appointed</i>
<i>Judge</i>	<i>Christopher Buchanan</i>	<i>Appointed</i>

## Speed: Short Track

<b>Position</b>	<b>Name</b>	
<i>Official</i>	<i>Tina Noble</i>	<i>Elected</i>
<i>Official</i>	<i>Peter Worth</i>	<i>Elected</i>
<i>Retired Athlete</i>	<i>Richard Shoebridge</i>	<i>Elected</i>
<i>Coach</i>	<i>Malcolm Harrison</i>	<i>Appointed</i>
<i>Coach/Official</i>	<i>Hew Williams</i>	<i>Appointed</i>

## Speed: Long Track

<b>Position</b>	<b>Name</b>	
<i>Official</i>	<i>Stephen Airey</i>	<i>Elected</i>
<i>Official</i>	<i>Peter Carr</i>	<i>Elected</i>
<i>Retired Athlete</i>	<i>VACANT</i>	<i>Elected</i>

# GOVERNANCE

## Participation Development

Position	Name	
Coach	Philip Harris	Elected
Club Official	Joanne Gillmore	Elected
Judge	Matthew Miller	Elected
BIS Member	Amanda Knight	Appointed
BIS Member	Pam Aguss	Appointed

## Coaching

Position	Name	
Coach - Short Track	Gerard Williams	Elected
Coach - Ice Dance	Paul Dredge	Elected (C)
Coach - Singles & Pairs	Andrew Smith	Elected
Coach - Long Track	Clare Upon	Elected
Coach - Higher Education	Sarah George	Appointed
Coach - Pairs experience	Kathryn Hudson	Appointed

# GOVERNANCE

## Membership Engagement

Position	Name	
Individual - Figure	Tony Barron	Elected
Individual - Speed	VACANT	
Individual - Inclusive Skating	VACANT	Elected
Individual - BIS Affiliated Club	Simon Wareing	Elected
Individual - Parent of Young Skater	Simon Hollyhead	Elected (C)
Individual: Parent of Young Skater	Simon Worton	Elected (C)
Individual - Adult Skater	Scott Petley	Elected (C)

## Performance & Talent

Position	Name	
TAC Member - Ice Dance	Hilary Selby (nominated)	Committee Elected
TAC Member - Singles & Pairs	Ann Findlay (nominated) - Chair	Committee Elected
TAC Member - Synchro	Cynthia Alepin (nominated)	Committee Elected
TAC Member - Short Track	Tina Noble (nominated)	Committee Elected
TAC Member - Long Track	VACANT	Committee Elected

# GOVERNANCE

## Return to Events

The Covid-19 pandemic altered the competition and events calendar significantly for a large part of the year. The British Figure Skating Championships, Britannia Cup, Qualifiers and Young Stars were all cancelled as the entire season was wiped out due to the extended closure of ice rinks across the UK.

A return to events was highlighted as vital step for the organisation to put in place as soon as was possible. Rinks and skating slowly returned in April and the team was quick to identified ways to host competitions again. This work came to fruition in July as three events filled the month.

The returning Young Stars was oversubscribed as a real appetite for competition from skaters up and down the country became even more apparent. A Solo Ice Dance Celebration quickly followed before the first Qualifier began just two weeks later. All events were helped by the enthusiastic return of spectators.

Additional safety requirements have added a significant workload on the Events team to ensure that all competitions and events are safe, compliant with any remaining Covid-19 protocols and able to welcome all skaters coaches and spectators.

As November ends the event calendar has largely returned to pre-pandemic levels with the British Figure Skating Championships on the horizon. A strong, varied and full competition calendar is essential for ice skating and the lack of events since March 2020 has been felt by skaters of all levels. The NGB is hopeful it can now plan a full range of events for skaters from performance to adults.

## Short Track Camp

An inaugural Short Track Speed Skating camp was attended by over 50 skaters from across the UK in July. Hosted at the National Ice Centre in Nottingham it was an opportunity for all those wanting to lace up their racing skates to get coaching from some of the country's leading skaters and coaches. All those who attended had two on ice training sessions, an off-ice exercise class before an afternoon of racing.

The level of skater ranged from those who had never been to a full session before to skaters trying to gain official qualifying times for National and International competitions. They were led by day was led by coaches from the Speed Skating Performance Programme (SSPP), as well as a range of dedicated volunteers.

# EVENTS

# EVENTS



The British Ice Skating events calendar was quickly filled when Covid-19 restrictions in ice rinks were reduced. This included a hugely successful Short Track Speed Skating Camp, Young Stars competition and Solo Dance Camps.

## Volunteers



The introduction of a simplified and central sign up site for volunteers saw 40 new people register as BIS volunteers.

The Participation and Development TAC group have worked at identifying how a volunteer pathway can reward, recruit and retain volunteers. The initial design of a volunteer factsheet, handbook and redesign of the BIS volunteer webpage have already provided and increase in recruited volunteers.

Volunteers are vital to the organisation and many events and competitions would simply not happen without their dedication and hard work.

Caitlin – (Volunteer): “I absolutely loved it. There are so many different things to do, and you get to watch a sport that you love. It’s really fun and I’ve made lots of friends. I would help again in a heartbeat!”

## Test Organisers

In April 2021 a new software system named Ice Test was introduced to aid local Test Organisers with their voluntary roles. The online system was developed by one of the Test Organisers, Matt Ralston, and then purchased for use by BIS. This new software includes tools to build a test session timetable, invite skaters and judges to a session, generate test papers and other documentation, and more. Information is secure and the software greatly reduces the risk of human error by automating many processes. Ice Test also improves efficiency when processing test results and expense claims in the office. Using feedback from Test Organisers and office administrators the software has been developed and improved in the time since it was implemented and moving forwards it will include a forum to enable Test Organisers to receive advice and information from office staff and develop the relationship between Test Organisers at different Test Centres. Training has been provided via Zoom meetings, leading to the majority of Test Organisers now using the system while organising test sessions. BIS will work to identify and remove any barriers preventing use of the software so that in time all Test Organisers will be onboard with the system, creating consistency across Test Centres. Feedback for Ice Test has been overwhelmingly positive, with Test Organisers calling it “a life saver”, “absolutely brilliant” and “really straightforward and saves so much time”.

# PARTICIPATION

## Clubs

Clubs were severely affected by the Covid-19 pandemic and many are still to return to their full pre-pandemic levels of activity. Despite this affiliation levels have been high, including the very first University club signing up. There is also interest from 4-5 prospective clubs, a sign that the club system across the country is expecting to bounce back from the pandemic.

The Affiliation process has been significantly developed with greater support offered by BIS staff members throughout. Monthly calls take place to allow club members to air any issues and receive updates from BIS.

BIS also facilitated 'Club Matters' training to help provide training for those who run clubs across the UK. Those volunteers were also able to access a discounted safeguarding course, of which dozens of key individuals in clubs attended.

## Coaches

As major stakeholders in the sport coaches play a huge role in ensuring that skaters up and down the country receive the support required. Over the past year they have been able to access a large amount of training. As part of their accreditation process all coaches were expected to attend sessions on concussion education, practicing wellness and equality and diversity awareness.

We once again supported UK Coaching's nationwide campaign UK Coaching week. This was a brilliant opportunity to allow skaters to show their appreciation for their coaches. We were thrilled to learn that coach Dempsey Andrews was recognised as a UK Coaching Hero at a prestigious UK Coaching ceremony.

## Skills

To align with the BIS strategy and objectives to increase participation and development of skaters, coaches and officials, it was recognised that new national skills tests were required.

The need was for a test structure relevant to the needs of today's skaters, achievable by the majority that would develop the skills, quality and understanding of skaters participating in all Figure Skating disciplines. This was designed to completely replace the current field moves in the test structure.

Two working groups comprising of coaches, judges and BIS officials from the north and south of the UK and all BIS figure disciplines, were tasked with designing new exercises to engage, educate and develop skaters, focusing on the key fundamentals of basic skating.

All elements of the skills programme have been completed and the roll out has moved on to coach education.

# PARTICIPATION

## BIS Academy of Dance

The British Ice Skating Academy of Dance was launched in August with the aim of becoming the new home of Ice Dance in the UK. It will create opportunities for the very best Ice Dancers as well as those progressing through the discipline.

Solo Dance Camps that run alongside the Academy offer skaters an opportunity to progress into the Academy of Dance. Supported by high level support staff including physios, dance coaches, choreographers and of course skaters.

The initial camps were incredibly well attended with positive feedback provided from skaters and parents alike. One skater wrote: "It was amazing, such a great opportunity, privilege and experience with so much engagement from the coaches with the skaters



## Figure Skating Performance Camp

Members of the BIS Figure Skating Performance Squad were invited to a weekend camp. A packed schedule saw them enjoy team building, media training and UKAD sessions. The weekend was an opportunity for skaters to meet newly appointed Performance and talent Manager Jon Eley. Many skaters



PERFORMANCE

## World Figure Skating Championships

The World Figure Skating Championships was the first major competition attended by our performance figure skaters since February 2020. Lilah Fear and Lewis Gibson finished in an impressive 7<sup>th</sup> place and Natasha McKay also performed well coming in 23<sup>rd</sup>.

Olympic quota places were awarded based on the results achieved at the Championships.

## World Speed Skating Championships

A squad of three competed at the World Speed Skating Championships for the first time in a generation. The event was part of a 'bubble' environment created by the ISU and included two World Cups and the World Championships. Gemma Cooper finished 9<sup>th</sup> in the Mass Start, Cornelius Kersten picked up a B-Division gold medal at the World Cup as well as an 11<sup>th</sup> place finish at the World Championships in the 1000m. Ellia Smeding recorded a 6<sup>th</sup> and 9<sup>th</sup> place finish at the two World Cups.

## Olympic Qualification & Beijing Support Fund

Great Britain won a women's singles and ice dance quota place for the Beijing 2022 Olympic Game at the World Figure Skating Championships. Performances from Natasha McKay and Ice Dance pair Lilah Fear and Lewis Gibson at the Championships in Sweden in March guaranteed the first GB figure skating places for the Games in February 2022.

The Short Track Speed Skating squad was selected at a selection event in Nottingham and races at four World Cups to try and attain quota places for Great Britain.

Final preparations for, and performances at, the Games in China will be supported by a Beijing Support Fund. UK Sport awarded figure, speed and short track a total of £80,000 from the total pot of £138,000.

## UKAD

We believe in clean sport and work in partnership with UK Anti-Doping (UKAD) and the ISU to ensure that the integrity of our sport is protected. This year we have submitted all evidence required to UK Anti-Doping Assurance Framework. This is part of governance, ensuring we are meeting anti-doping requirements and expectations. An updated webpage on the British Ice Skating site gives clear and essential guidance for any athlete, skater or coach who needs to know more.

PERFORMANCE

## BIS TV

The ability to broadcast events has long been a desire of the National Governing Body, allowing people across the country to enjoy competitions in the comfort of their own home. A new professional online platform will allow more people to access the sport without the associated travel costs. A partnership with PaircTV will allow BIS to grow its online presence and offer more opportunities to watch live skating.

Early streams will be analysed to see how we can build a long-term strategy that will eventually allow clubs to stream their home events.

## BBC TV Series

A major TV series following the lives of British skaters is due to be aired on the BBC over the coming months. It promises to put our sport in the spotlight, shining a light on the dedication of our athletes and the work the NGB does.

We have been open and accessible to allow. The target demographic of the documentary aligns well with organisational aims to encourage more people to take up the sport. Once aired it will also give BIS access to a library of footage.

## Social Media & Website

British Ice Skating's social media presence continues to grow, acting as an invaluable link between the organisation, membership and the skating community. These channels were vital in communicating the ever-changing Covid regulations that were in place for a large part of the year. The increase in platform also allows news to spread to the wider sporting and activity world with engagement consistently high across all three major platforms used.

Our number of followers as of November 12<sup>th</sup> are:

Facebook – 13249

Twitter – 9518

Instagram – 6301

The website plays a major role in our communication strategy. It has just over 55,000 unique page views every month, with the 'learn to skate' page regularly the most visited. A lot of work has been done to ensure it is as user friendly as possible as this figure is expected to significantly increase as attention turns to the Beijing Winter Olympics.

# MARKETING & COMMUNICATION

The financial year to June 2021 was loss making as expected, having been affected by the pandemic. The final loss was £74k which was favourable to the original budgeted loss of £143k. The year was very difficult to budget for and activities remained restricted throughout, with operations beginning to slowly return to normal from July 2021. Membership and coaching income were the only material forms of income in the year, with test and commercial income significantly reduced, and Event income non-existent. Exceptional Covid related costs were incurred in the year, including providing testing and safeguarding measures for the few activities that could go ahead, as well as unavoidable costs related to cancelled events.

The main identifiable reasons for the improvement to budget were ISU Congress being postponed until 2022 and a very generous donation left to BIS in the will of the late May Blackwood Paterson Smith of £50,000. This money is to be used for the preservation of BIS, with £30,000 specifically ringfenced to be used local to her home of Edinburgh and for the benefit of local skaters. The year also included the remaining £50,000 Sport England Covid Grant and an additional exceptional contribution from the ISU of \$20,000.

When looking at the accounts it is important to note that the 2021 period is for twelve months whereas the prior 2020 period is only for nine months due to the change in accounting period in the previous year to coincide with the ISU season. As such, some of the unavoidable fixed monthly overhead costs, for example rent and rates, insurance and wages, may initially appear to have increased. This is not the case, rather 2021 is a 12 month period compared with the prior period of 9 months. Costs in the year were closely analysed and wherever possible reduced. This is evidenced in the coaching insurance, where we again saw benefits from working with our new broker, Bluefin, post and stationery costs, and equipment hire.

Wage costs, although increased, include two additional members of staff, the PR & Marketing Officer and the Performance & Talent Manager, which are considered crucial to the progression of the Organisation. Savings were made by only recruiting when essential and through reduced staffing hours. The exceptional contribution from the ISU was also utilised to offset some of the costs of the Performance and Talent Manager. Furlough was considered and staffing was, and is still, constantly monitored. However, due to the very small nature of the team (equivalent to 11 full time staff) and the ongoing projects in Strategy, Performance & Talent Pathway, Equality, Diversity and Inclusion, the Skills implementation and Skate UK relaunch, it was deemed more beneficial to employ staff in these areas whilst practicable.

Whilst the year end losses are disappointing, these were expected, and within our capacity. Reserves are still in line with Company policy and therefore some investment in the year can be seen in the form of software development. The new Events module was added to the Sport 80 membership platform and the Ice Test software was designed and implemented for the Test Organisers. Both additions have improved processes, automation and time resource, giving better member experience, financial reporting and efficiency.

# FINANCE

Membership renewals, club affiliations and coach relicensing have been key to the survival of BIS over this period and will be crucial going forward. For this we are very grateful to our members, whose support has helped to secure the future of the Organisation. Similarly, BIS hopes that members appreciate the support endeavoured to be given to them throughout. This period has been a very turbulent time for all and continues to be so. Whilst this previous year's income has assisted greatly, current income is still down compared to pre-pandemic levels and as a consequence, a substantial loss is forecast for the 21/22 year. BIS has prudently budgeted to recover gradually to 85% of pre-pandemic income levels. This 15% loss equates to £100k of income, resulting in a budgeted loss for of £111,000 for the 21/22 period. Should this budget prove accurate at year end, BIS will have incurred large losses for 2 consecutive years and will have significantly depleted reserves, below the target level. This would limit opportunities for growth and development in the budget for 22/23. While this is a conservative budget and anticipated "worst case scenario", the first four months are showing only very slow growth, largely in line with this predicted budget. Should further lockdowns be implemented over the Winter months, this could be devastating to the Organisation.

Despite the above, there are many positives to highlight for the future. The Events calendar is now back to full capacity, the project work is still ongoing in all areas and strong relationships are being built with external bodies. In particular, BIS' ability to apply for funding with both Sport England and UK Sport is now imminent. Due to continued work, the culture changes and progress in Governance BIS is now in a position where it is considered for investment. This has already been seen with the Sector Partner Fund from Sport England and the Beijing Support Fund from UK Sport. Engagement is ongoing with the British Olympic Association for financial support and with Altius for commercial and sponsorship opportunities. The ISU have also awarded another exceptional \$30,000 for this year. Capitalising on these opportunities offers huge potential for the growth and future of the Organisation, and these will be the focus in the coming months.

Overall, the financial position of BIS is stable. Although the pandemic has had a substantial negative impact, it has not created a critical situation as yet. BIS has suffered losses and there are very real concerns for future losses, but these are being monitored and mitigated and there are also several opportunities for BIS to prosper. It will be key for the Board and Senior Management Team to monitor the coming months closely and to address any opportunities and threats to maximise results.

#### Summary of Members

Category	Pre-pandemic	Current
Members	5535	4250
Coaches	635	584
Clubs	77	61

## Summary of Financial Results

	2016	2017	2018	2019	2020	2021	2022 BUDGET
Profit/Loss	(£25k)	(£91k)	£75k	£119k	£153k	(£74k)	(£111k)
Reserves	£331k	£242k	£320k	£442k	£584k	£485k	£374k

The Audit Risk and Governance Committee has met as per the terms of reference throughout the year with the focus in this period being on policy management and completion of an audit tender process. All Company policies have been documented and processes implemented to ensure they are kept up to date, reviewed and published where necessary, as well as identifying any gaps in policy work that is needed in line with the Code for Sports Governance. The aim is for a full Company policy review to have been completed by the end of the year with progress well under way. The Equality, Diversity and Inclusion Policy, Social Media, Modern Slavery, Whistleblowing and Risk Management have all been finalised with Anti Bullying, Complaints and Disciplinary, and all Financial policies shortly ready for review.

An additional focus was the completion of an audit tender process. The current auditor, Botham Accounting, have been in post for 11 years. Due to the nature and size of BIS, there is no legal requirement to rotate auditors however rotation is accepted best practice. As such, it was proposed that the audit contract be tendered. Botham Accounting have been a well-respected and valuable supplier to the organisation for a considerable period and BIS would like to thank them for their service. The purpose of the auditor is to ensure an independent review and to confirm the financial statements give a true and fair view thus the Management and Board of BIS agreed on the value that could be achieved by rotating the audit provider. The result of the tender is the proposal of Sedulo for appointment as auditor at this year's AGM. Candidate firms in the audit tender were evaluated on a set of pre-agreed selection criteria and Sedulo was selected as the best candidate on several measures including value for money, professionalism and location but most importantly their expertise in working with National Governing bodies. This new relationship will bring fresh ideas and methods to BIS, confirm we are compliant with the latest requirements and processes and ensure transparency and good governance, and we very much look forward to working with them.

The coming focus for the Audit, Risk and Governance Committee will be to complete a full internal control review of the Organisation and to ensure full compliance with Principle 5, Policies and Processes, of the Code for Sports Governance.

# FINANCE

