

BRITISH ICE SKATING ANNUAL REPORT 2020





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CEO WELCOME



As we held the ISU World Junior Synchronised Championships alongside the National Ice Centre in March it would have been impossible to predict that it would be one of the final major events to take place in 2020. It is fair to say the previous twelve months have not gone as planned, but who could have planned them?

As an organisation we have taken what was thrown our way and made the most of an enforced break from normality. The work done behind the scenes has made sure we continued to engage with members and push the organisation forward. I firmly believe that, because of the difficult circumstances faced, progress has been made on projects that would have otherwise taken months and years to work through. The entire team has stepped up and worked incredibly hard to enhance our reputation as a National Governing Body and the support we offer. This has all been alongside making sure that rinks, clubs, and members had all that was needed to support the safe practice of skating. We have built relationships with the Ice Rink Managers Association and Department for Digital, Culture, Media and Sport to enable skaters to get back to training.

In what are challenging and uncertain times there has been a constant throughout, the generosity and significant support of our volunteers. I would like to extend my thanks to all those who volunteer and support British Ice Skating. The sport and organisation are indebted to those across the UK, at all levels, who put in so much time and effort. To those who sit on TAC groups, run clubs, gave up time to join an online session and so many more I would like to put on the record an enormous thanks on behalf of British Ice Skating.

With a full membership database now in place, work has been undertaken to improve its functionality, really bringing the organisation into the 21st century. It has marked a significant milestone for British Ice Skating, enabling us to be more efficient, communicate effectively and allows our members to complete renewals online. New ways of communicating with the membership have been discovered. The addition of online sessions to entertain, educate and engage has shown an alternative way is possible. There are methods that can be taken forward to streamline and revolutionise aspects of our sport.

Looking ahead the challenges are very real for the whole sports sector in the UK. We are faced with the reality of a long period of enforced restrictions and the inability to keep people on the ice. The needs of our members and clubs will change, our event portfolio will be impacted, and commercial opportunities will be more limited. I am however, heartened by the way in which we have adapted and we will continue to work closely with Sport England, UK Sport, our partners, clubs and members as the whole sport sector rises to the challenges of Covid-19.

Financially the organisation is stable, in part thanks to a Sport England Grant. The financial year ended in lockdown and although we can continue to operate there are very real financial challenges ahead and we will need the membership to support us through these unprecedented times.

The skating community has pulled together through tough times and because of that I am certain it will emerge from the other side of this dreadful health crisis in good shape.



President & Acting Chair's Review

As I begin to pass over responsibilities to the newly appointed Chair, Karen Rothery, I am proud to look back at the changes made during my term and the major projects that are underway. The staff, senior management team and board that are now in place are all working well together for the benefit of British Ice Skating members.

The strategy that guides the organisation is being adapted to realign with the processes and goals that are now required. This will place the association in a prime position to grow and develop in the future.

The successful development of Technical Advisory Committees has allowed the association to utilise the wealth of knowledge within the membership. I know that the organisation is very lucky to have the groups' help on a range of vital work.

A relaunch of SkateUK and Skate Tots is a major reform that promises to engage more and more people. The changes to the fundamental programmes offered to skaters across the UK will give the organisation the opportunity to capture a new array of people who may never have otherwise been involved with British Ice Skating.

The appointment of a new chair is also a hugely positive step. Karen Rothery brings a wealth of experience to the organisation having worked with England Netball, British Universities & Colleges Sport and Surrey Sports Park. When my term ends in May I know that BIS is in good hands.

There will be obstacles to overcome in the next year, many imposed by the reality of a global pandemic. However, I believe the work being done behind the scenes will leave the organisation in a position to capitalise when the world returns to some sort of normality.

In extremely difficult circumstances I have seen the association pull together and work incredibly hard to make sure the sport and its members could pull through. I want to thank the staff and senior leadership team who have adapted to great challenges and will make sure that BIS continues to grow.

The way in which the membership has rallied around during such unprecedented times has been inspiring, but not surprising. The organisation is very lucky to have such a dedicated community of skaters backing it. I need to thank every member who has stuck by the association in the tumultuous past few months and for taking up the online sessions with such enthusiasm.

Michelle Draper's work with the Ice Rinks Managers Association and the Department for Culture, Media & Sport has been exemplary and was instrumental in making sure that ice rinks were able to re-open after the first UK-wide lockdown. The hours spent lobbying the Government and working with external stakeholders meant that members were able to get back on the ice.

It has been a privilege to serve the members of British Ice Skating for the past 9 years and would like to finish by thanking everyone for helping to continue to move the association and sport forwards.

ORGANISATION





Board and TACs

The priorities agreed by the Board for the TACs and Executive arm to work towards remain unchanged with a focus on:

1. Test Structure
2. SkateUK and Business Strategy
3. An 'Officials and Judges Pathway'
4. A 'Coaching Pathway'

The Technical Advisory Committees (TACs) have continued to grow into functioning, fit-for-purpose bodies which provide the base of knowledge and skills required to assist the delivery of the Board's key strategic aims. All but one TAC group are fully operational, with one having election candidates at the 2020 AGM to make it quorate. The groups meet regularly and provide wide-ranging assistance to the organisation including technical input for new pathways relating to SkateUK, coaching and athlete development and membership engagement.

The Audit, Risk and Governance Committee continues to function effectively, with a new Chair being appointed in February 2020. This committee is in place to oversee the financials, risks, and internal controls of the Association. Throughout this financial period they have overseen the implementation of a monthly Management Accounts Board Pack that includes commentary, cashflow projections and KPI and metrics data, as well as the Accounts, and an ongoing project currently is the review of all Company Policies. They will also undertake an Audit tender process next year to ensure best practice related to our external auditors.

Membership

A thorough review of membership packages is underway, with help and guidance provided by the Membership Engagement TAC. The review is designed to increase membership benefits and better highlight what the organisation can offer. The opportunity to increase and accommodate all types of member, offering appropriate price bands and benefits is also being investigated.

In a first for BIS, members will be given access to a platform that offers financial benefits. An online member benefits platform, Skate Perks, will offer discounts from several major retailers, as well as access to online learning and well-being classes. The product will be monitored closely to see the uptake amongst members with a view to future adaptations. Skating specific financial discounts are being produced and will be released on the platform.

As another new benefit and in line with a new insurance policy, BIS is hoping to offer travel insurance to members. All work being carried out is based on research and survey led guidance. A large-scale membership benefits survey was conducted to help guide the organisation in its aims. Specific results from this can be found in the Governance section of this report.



Insight – A view from TAC member Scott Petley

I started skating 4 years ago initially on 'learn to skate' classes progressing to compete in the adult category of the British Synchronised Skating Championships. I had been a member of BIS for 2 years before I decided to join the Membership Engagement Technical Advisory Committee over lockdown on a casual basis. I initially saw the online sessions about volunteers and the work of the different TACs and saw that there was a vacancy for an adult skater, so signed up.

Being unaware of the extent of the involvement of the TACs, I was impressed to see how BIS was making the most of the time over lockdown to move forward with a variety of projects to improve the organisation and member experience through the different TAC groups.



Since I joined the Membership Engagement TAC, we have worked on a variety of projects from writing various policies, organising and analysing surveys, looking at new membership benefits, looking at how BIS can work with clubs more, planning future online sessions and how to improve the BIS website. I have also gotten to hear of some of the work of the other TAC groups such as the volunteer pathway and not to mention, the huge amount of work from BIS and various TACs involved in getting skaters back on the ice.

The hard work involved has proved to be very rewarding, giving something back to the sport and I am excited to be nominated for a permanent role on the TAC at the next AGM. It has been great to see BIS develop in such a short space of time through the hard work behind the scenes from the BIS team together with the many volunteers who, like me, are passionate about the sport of ice skating. It is exciting to see the organisation grow with new faces joining the team to further support its future endeavours.

It is definitely an exciting time to be involved with BIS and I am sure the membership will be impressed with what's to come over the coming months and years!



Policies & Documents

The organisational strategies are regularly monitored to ensure ambitious, yet attainable goals are set across the Association. These easily communicable aims set out the future plans of the NGB.

Progression is being made towards compliance with the Code for Sports Governance, including a review of all policies and work on audit & risk documentation.

Technology

A new membership database has brought huge benefits to members and the organisation. The process has streamlined and improved many tasks. It allows members to instantly join, renew or relicence, apply online for tests and qualifications, make online payments and upload certification into a central place. The addition of a database also allows the organisation to boost engagement with members through regular communications using a CRM system.

A fit-for-purpose website is at the heart of sharing the work and on-going aspirations of the organisation. Future integration is planned of data from the membership platform into tools such as a rink finder, coach finder and event finder.

Clubs affiliated with BIS will now be given access to their own website. Each page will follow a similar format, allowing clubs to signpost new and existing members to relevant information. This significant benefit will allow better engagement with all those involved, as well as giving the organisation the ability to strengthen ties between clubs, members and the NGB.

The organisation is also working to develop an app that will work alongside the revised SkateUK programme, offering bespoke video content. This will enhance the offering and provide crucial information regarding the details of those signing up to a SkateUK course.

A £13,000 investment was made into a collection of equipment that will aid in the production and recording of events. A high-spec camera and live streaming kit were purchased to allow the organisation to work towards being able to stream events across a range of platforms. The enhanced technology will also improve the video replay capability for judges and technical panels during marking.

WORKFORCE





Office Staff

New members of permanent office staff have added to the breadth of knowledge and expertise amongst the workforce after a slight restructure in the previous 12 months. Individuals hired include two new Development Officers a Performance & Talent Manager, PR & Marketing Officer & Performance & Coaching Coordinator.

Regular support is offered by a designated line manager as well as a Senior Management Team.



Andrew Hibberd

Development Officer



Keith Hudson

Development Officer



Sarah Hunter

Performance & Coaching Coordinator



Wilf Reeve

PR & Marketing Officer



Paul Greaves

Performance & Talent Manager

Volunteer Strategy

A major project is underway to establish a Volunteer Pathway to “reward, retain and recruit” volunteers in Ice Skating. The Participation and Development TAC group have contributed an enormous amount of time and effort to this process.

This pathway is being reviewed and finalised by the development team after a natural pause in progression due to the global pandemic. The extra time this has allowed is being used to take suggestions from other sports and Sport England to fine-tune the proposals before a launch.

A large part of the pathway is research led with a volunteer survey at the heart of proposals. The survey highlighted the position and long-held views volunteers had of the National Governing Body. This helped to implement an effective pathway that will addresses many issues highlighted. A review of this survey can be found in the governance section of the report.



External Partnerships

The organisation's working practices and knowledge base have been enhanced by utilising external stakeholder resources.

The development team have built up a strong working relationship with Sport England and benefit from regular communication and cross-sport interaction days. BIS has been able to adopt Sport England schemes and benefits as well as raising its profile amongst influential Sport England staff.

This partnership has seen BIS benefit from access to an online training platform. The 'Reactivate' site will allow BIS to engage with officials, volunteers, members, and athletes to offer bespoke and specific online training. The platform promises to offer enhanced training service levels across the organisation.

Partnerships with Universities are also being put in place with benefits hoped to be gained across all aspects of the organisation, including athlete support and office-based roles.

Rinks

Partnerships and mutually beneficial relationships have been developed with rinks across the UK, closing the gap between operators and the NGB. BIS has worked alongside rinks to promote and support all ice sports.

Staff have been supporting the development of a new potential multi-million-pound rink, and conversations are being had to assist developers of new facilities and those looking to upgrade and refurbish older venues.

In unprecedented and difficult circumstances BIS staff worked across the sector to produce a Government approved Return to Rinks document allowing for the resumption of skating in the UK after the initial nationwide lockdown. A collaboration between rinks and the organisation allowed this process to move smoothly to the benefit of all involved.

Michelle Draper "led the team and industry to a result" – Shaun Lough, Chair of Ice Rinks Managers Association

Coaches

Nominations for five positions on the UK Coaching Performance Foundation were accepted. This mentoring programme will upskill individuals in delivering a performance pathway required to feed into elite and world-class programmes.

In conjunction with UK Coaching, BIS took part in the nationwide campaign UK Coaching week. This was run to allow people to show thanks to their coaches. In difficult circumstances many coaches went above and beyond this year, running online classes to help skaters through the pandemic. A huge amount of support was shown across BIS social media accounts, highlighting the possibility of future campaigns that champion the work that coaches do.

PARTICIPATION





Development Officers

A team of Development Officers continue to work to increase participation through projects, schemes, links to wider stakeholders and communication with all relevant bodies.

A concerted effort to improve and enhance the relationships between clubs and the NGB has been made a priority as a long-term and sustainable way of increasing participation in the sport.

A review of the club affiliation process has been put in place to create nationally recognisable standards that clubs have to follow to provide more security and robust governance. This has been assisted by Sport England officials, so the process will continue to be recognised across sectors.

As part of further ongoing support the development team offer clubs regular meetings, advice, and assistance with funding bids. Training has also been provided on safeguarding, the writing of club constitutions and risk assessments. The addition of a new Synchronised Skating Club in Wales shows the effective process of affiliation, with feedback given that BIS staff were always on hand to guide them through the process.

To improve communication between clubs, a central BIS club Facebook page was created. This has been used positively as a crucial way in which to pass on announcements to skaters and parents, with any outstanding clubs being encouraged to join.

Skate Tots & Skate UK

To ensure that as many people as possible can skate and develop through enjoyable and engaging lessons a revamp of the SkateUK and Skate Tots programmes is in the planning stages. With a major launch planned in the coming twelve months this promises to be a huge moment for reaching out to those who have not previously been involved with the organisation.

Led by development staff this promises to be of huge benefit to the organisation. The aim is to engage new skaters with the organisation through a registration process that will allow BIS to develop strategies to better connect with those involved on the programmes.

Online Sessions

Born out of a nationwide lockdown brought on by the Covid-19 pandemic, online sessions are set to become a regular benefit produced for the membership. They have offered a relief from the daily routine, a structure for those out of work or school and a huge morale boost for the skating community. From Olympic legends to fitness coaches, an astonishing array of people have contributed to a programme that has gone above and beyond the realistic expectations of those involved.

The regular zoom sessions give members the opportunity to learn from the very best and offer an insight into the lives of some of their heroes. They were seen to be an essential and valued part of the way in which BIS coordinated its response to the covid-19 pandemic.



Insight – A view from a member

Back in March my daughter had just competed in her first Young Stars Competition, we had only just started out on our ice-skating journey. Days later the country went into national lockdown leaving parents to educate their children at home whilst also trying to keep them physically and mentally active with limited knowledge or resources. These challenges in supporting my daughter seemed daunting.

We have been so grateful to British Ice Skating for organising a wide range of weekly on-line sessions. These activities supported my daughter by giving her a routine and engaging her in something which she looked forward to. The sessions helped in many ways with just a few examples below:

- Motivated my daughter to remain physically active and develop her core strength. The gymnastic based sessions and combat fitness with Ashley Mitchell delivered in this area.
- It significantly helped her mental well-being. Paul Greaves' sessions which involved visualisation were really helpful. His advice to choose one small element to develop and improve was invaluable. My daughter worked on developing the depth of her sit spin.
- She was able to explore different elements of the sport that she had never considered until being introduced to these through these sessions. For example, the Q&A session with short track skater Elise Christie.
- All the sessions with the Olympians and professional skaters were hugely inspiring especially listening to Paralympian Libby Clegg and her experiences.
- Our daughter also developed her performance skills through the sessions with Chantal Stringer and the ballet sessions with Alison Russell.

It was good to see lots of familiar faces from Ice Sheffield running sessions as this gave my daughter confidence to participate and get involved. She has previously been reluctant to try something new whereas now she is more than more willing to try new forms of fitness sessions with other coaches.

As a family one of our favourite sessions was the skater's pub quiz hosted by Ice Theatre of London. We had a good laugh and realised that our general knowledge of ice-skating is pretty poor and something that we need to work on! I won't embarrass us by revealing our score that night!

From a parent's perspective the communication relating to the re-opening of rinks and any changes helped to keep us abreast of the fast-moving situation. The session that I gained the most from was "Understanding and Interpreting a PDF" by Maggie Worsfold. It helped me to understand my daughters PDF from the Young Stars Competition and how I can help her to improve without any skating knowledge. It also covered rules and regulations associated with competitions, none of which I understood beforehand – thank you Maggie for delivering a clear and informative session!

Many thanks to everyone at British Ice Skating for supporting skaters off ice during these unprecedented times with the organising of a wide range of practical and theory-based sessions. It is one of the very few highlights of lockdown for our daughter to receive the weekly email from Becky, who I am sure has worked tirelessly, detailing the forthcoming sessions. I am sure that it is not only our daughter who has benefitted from this and its greatly appreciated by the members.

PERFORMANCE & TALENT





Performance Athletes

As major events were cancelled across the globe due to the spread of Covid-19 opportunities for elite skaters to compete was severely restricted. The outlook for the months ahead is also uncertain due to the frequent cancellation of major events.

As BIS establishes an elite pathway, several new priorities are to be put in place to better work with athletes. Levels of communication between BIS and performance skaters are to be increased, with regular one-to-one sessions between development staff and each member of the performance squads. This will allow BIS to offer bespoke advice and assistance to individual athletes.

A concerted effort is to be made to increase the promotion and awareness of performance squads, in line with the recruitment of a PR & Marketing Officer. This focussed press and marketing operation will aim to build the profile of individual athletes as well as helping to solidify the position of the NGB as an elite organisation in the run up to any major events.

Funding bids made to the ISU were also successful for several performance athletes, helping to support a range of skaters.

Pathways for future elite skaters and coaches

To help secure the next generation of elite performers a Talent Pathway is in the process of being established. A structure is being progressed and work is ongoing to ensure that future generations of elite athletes can be supported by the organisation to an expert level.

Working closely with multiple stakeholders and with feedback from the Head of Talent at Sport England, the process of creating a streamlined talent recognition model is well underway. The pathway will focus on the holistic development of skaters, coaches and all others involved. It will be put in place across all disciplines including figure, short track, and long track. The programme will be led with an evidence-based approach using sport scientists, technology, and technical experts.

External parties have been contacted as learning opportunities for the organisation. An ISU coach will visit BIS as part of a 10-day performance visit. The 'Visiting Coach' plan was approved after a successful bid was made to the International Federation.

A world-class performance centre continues to support the Speed Skating Performance Programme (SSPP). The programme in conjunction with the National Ice Centre, Nottingham City Council and Sport England, has laid the foundations for future generations by providing a top-level training environment.



Events

The domestic British Ice Skating competition structure has been revised, with the Championship Qualifier events becoming fully-fledged in 2019. This will enable better control to ensure high-level and consistent events and judging that allow the progression of the correct athletes to the Championships

Great Britain hosted their first ISU Major Championship in eight years with the World Junior Synchronized Skating Championships in Nottingham in March 2020. This proved to be a great success despite early lockdowns across the globe and travel restrictions.

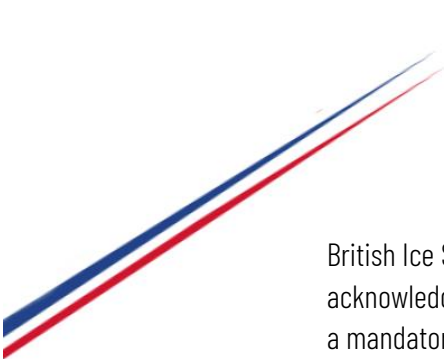
The live streaming of the British Championships and Inaugural Britannia Cup on the BBC gave the sport a platform to showcase the talent across the UK.

The BBC stream of the Britannia Cup was broadcast online and on the BBC Red Button with viewing figures described by the BBC as “very strong”. Over 40,000 people watched some of the coverage across three days with promotion around the event from both BIS and the BBC helping to attain these figures. There was also constructive feedback from the BBC including recommendations on how to improve the quality of the broadcast. These will be taken on board and put into practice for future productions.

There are discussions underway to enhance the streaming capabilities of the organisation, with possible live streams of national and local events.

GOVERNANCE





British Ice Skating is fully committed to ensuring good governance throughout the organisation. The Board acknowledges that it has a responsibility to ensure there are sound systems in place, not just because it is a mandatory requirement of funders UK Sport and Sport England but because it is in perfect accord with our vision in moving forward.

In 2019 – 2020 changes were made to the Board with the following directors welcomed:

David Thomson

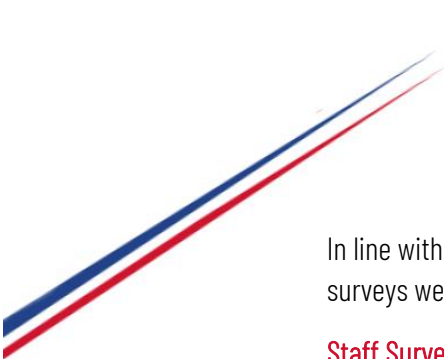
Rebecca Proctor

David Johnson

Abigail Hughes

The Board Skills Matrix was updated in June 2020 and the following table identifies Board Members attendance at Board Meetings.

BIS BOARD DIRECTOR ATTENDANCE	
	Full Board Meetings
Abigail Hughes*	2/4 full attendances and **2 partial attendances.
Amanda Hembrow-Jones	5/5
David Johnson	4/5
David Hartley (President and Acting Chair)	5/5
David Thomson	3/5
Ian Gooch	5/5
James Young	3/5
Lois Jarvis (Senior Independent Director)	4/5
Rebecca Proctor	5/5
Tom Fell	5/5
*Abigail was appointed after the 1st Board meeting of 2020 had taken place and hence was only eligible to attend 4 meetings in the year.	
**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.	



In line with the Code for Sports Governance and to ensure engagement with our stakeholders the following surveys were carried out in 2019 and 2020:

Staff Survey

The overall staff survey identified a positive culture and understanding of roles. The following are samples of comments made:

- "There have been quite a few changes in the staff team in the last year, but it feels like we are moving in the right direction. I think some of the strategic planning work will also help in terms of the effectiveness of the team."
- "There is a clear vision for the future of BIS. It is a shared team vision that really supports a unified approach in positive strides forward to not only improve the standard of the sport but indeed the overall quality of service for its members."
- "I feel very motivated to work for the sport and the team and I also know a lot feel this way."
- "Motivation is exceptionally high through the culture and ethos that has been created for the team."

Key Volunteer Survey

Overall volunteers felt that they were well supported and managed by British Ice Skating and had a manageable workload. This survey has helped guide the creation of a volunteer pathway that is set to be launched soon. Feedback covered a wide range of requests and comments including:

- A large majority of those that volunteer did so to "put something back into the sport"
- Some volunteers felt they would benefit from more training and development opportunities including clearer routes of progression.
- A clearer and easier to navigate webpage on the BIS site would be beneficial to volunteers. All information relevant to volunteers should be in an easy to access location.
- "I have been a volunteer in my role, now for more than 47 years, and it has been a wonderful and fulfilling part of my life."



Member NPS Survey

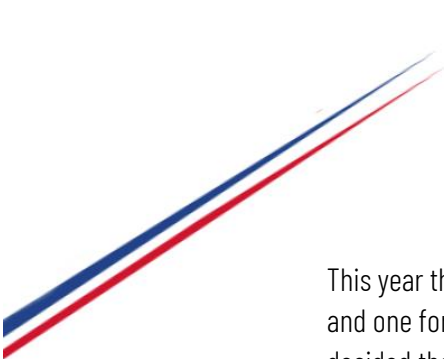
To evaluate how the membership felt about BIS a Net Promoter Score (NPS) survey was conducted over a six-week period. The responses will help to guide strategies and projects taken on by the organisation over the coming months and years.

Overall a majority of respondents were either promoters (enthusiastic supporters) or passive (satisfied but unenthusiastic customers) with several common themes throughout responses. These included:

- **Customer Support** – Answers referred to the support that was provided throughout lockdown. These statements showed that the organisation had got better over the past few months in offering value and members would be monitoring to see if this was a sustained change.
- **Communication** – It was highlighted that British Ice Skating has in the past been poor at communicating with the membership but there was an overall impression that work was being done to better engage with the membership. It was also mentioned that this had improved significantly over the previous months that would coincide with the hiring of a designated PR & Marketing Officer.
- **Online Training** – Online sessions provided were “inspiring” and “amazing”. There was widespread praise for the way BIS adapted during the pandemic and the online sessions provided. They were very well received with comments about how further training should also be placed online. As the organisation continues to adapt more work is being done to provide a larger amount of online training.

FINANCIAL REVIEW





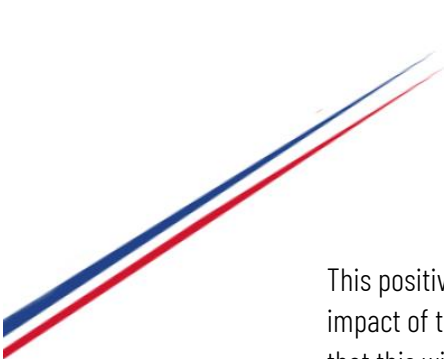
This year the Association is presenting two sets of Accounts, one for the year ending 30th September 2019 and one for the nine-month period to the 30th June 2020. The reason for this being that the SMT and Board decided that to provide the most useful and up to date information, the Accounts would work best if they ran in line with the skating season and were produced so that the current year's Accounts were available to be reviewed at the current year's AGM. Therefore, to achieve this, the year-end date has been changed with Companies House to the 30th June which has allowed us to produce the two sets of Accounts this year to bring us up to date. Going forward, each July to June season's Accounts will be presented at the same year's AGM, meaning the information is much more relevant and current for the members.

Both sets of Accounts show a healthy profit, following on the same trajectory started in the 2018 Accounts. Prior to this when annual losses were the norm, BIS has now established a period of three years showing successful results which have enabled us to rebuild a robust foundation and a secure level of Reserves to protect the Organisation's future. Going forward the aim is to maintain a six-month level of reserve with any profits above this level to be reinvested into the Sport to enable development and growth. BIS is fundamentally a not for profit Organisation and the ongoing strategy is that any surplus funds are to be used for the benefit of our members.

The 2019 Accounts showed a profit of £119k. Turnover grew 5% compared to 2018 and costs continue to be controlled well. This year was always budgeted to be profit making to bring up the reserves to the expected level.

The 2020 Accounts only cover a nine-month period and have been affected due to the pandemic throughout April to June. Coronavirus has seen all income effectively stop meaning that whilst ever restrictions are in place, BIS is budgeted to make a loss. The Association has worked hard to try and produce opportunities where possible to maintain membership engagement and generate income. For example, getting the online sessions up and running for members, social media presence and increased communication, introducing BIS facemasks and looking into the possibilities of virtual events. These approaches, particularly the online sessions, have enabled BIS to maintain 50% of monthly membership income.

2020 was originally budgeted to breakeven as the targeted reserves had been reached, however due to the circumstances a final profit has been achieved of £153k. The main reasons for this being, a Sport England Covid Grant being received which brought £100k into the Accounts, and the write off of an inter-Company loan which also brought a gain of £31k. If these were excluded the true profit would have been £22k. Cost savings were also made due to the end of the season being cancelled, ISU congress not going ahead, and decreased admin expenses related to reduced activity.



This positive result means that BIS is currently in a financially stable position going into 20/21 but the impact of the ongoing restrictions is being monitored frequently and is difficult to predict. We are aware that this will be a loss-making year and we ask for the continued support of our members during this difficult time to support British Ice Skating for when these unprecedented times are a thing of the past.

The current circumstances have highlighted the importance of the new reserves policy and effectively shown its use. It has enabled BIS to be prepared for unforeseen conditions and have the ability to continue throughout. The large losses expected in the coming year will be difficult to manage but the Associations foresight means we are prepared. The culture change at BIS in the last three years is now becoming evident within the financials, showing a shift to positive results and financial stability without which we may have struggled to survive. Thanks to this change, the help of Sport England and the support of our members, we have the capacity to see us through this period, ready to go on to a successful 21/22.

Summary of Financial Results

	2015	2016	2017	2018	2019	2020	2021 BUDGET
Profit/Loss	(£60k)	(£25k)	(£91k)	£75k	£119k	£153k	(£143k)
Reserves	£314k	£331k	£242k	£320k	£442k	£584k	£441k

A copy of the full financial statements can be found on the British Ice Skating website. They are held in the Governance section of the [Resource Centre](#).



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