



SNOWSPORT SCOTLAND

The national governing body for skiing and snowboarding in Scotland

Strategic Plan 2010-2018

NB: this document is founded on the strategic plan originally approved by the Board and Council in 2009. *It is a working document* which takes into account changes in Snowsports landscape since its inception. In particular, it includes a change in approach to running a successful Snowsports Governing Body and the shift in funding criteria by our major supporter – **sportscotland**.

The document comprises the executive summary and introductory pages which outline the proposed strategic direction.

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EXECUTIVE SUMMARY

Snowsport Scotland's strategic plan 2010-2018 is designed to: provide a sharp focus for the work of the governing body, to secure investment from partners, involve stakeholders, launch and establish a more sustainable structure and to provide a framework for the annual planning process.

ABOUT US

Snowsport Scotland is the governing body for Snowsports in Scotland. Several disciplines fall under its governance – Alpine Skiing, Cross Country Skiing, Snowboarding, Speed Skiing and Freestyle. The **purpose** of the organisation is to: promote participation; develop and sustain participation; raise the performance bar by developing and supporting elite athletes.

Snowsport Scotland's **vision** is: to provide accessible participation for everyone either within clubs or as individuals: recreational participants, competitors, instructors, officials, volunteers, and to reinstate Snowsports as mainstream in Scotland through volume of participation *and* elite, high-achieving athletes.

Our **values**, the guiding principles for conduct, behaviour and attitude include: respect, integrity, impartiality, reliability, accountability and teamwork.

OUR STRATEGY

"To promote and develop participation in Snowsports, in the broadest sense, to all. To sustain involvement and nurture participants cultivating an environment of long term commitment to produce a fit and healthy member population as well as a larger pool of elite athletes with Olympic podium potential."

Our headline goals for 2014/18 are:

Development: increase participation in Snowsports by a percentage figure to be agreed after a year of research to establish a base line, through organising and delivering introductory and, critically, follow-on courses via schools, clubs, local authorities, our own coaching, leading and instructing members.

Performance: achieve excellence in all disciplines resulting in Scots in each discipline attaining top 100 in the world status by the 2014 Olympics in Sochi. This to include relatively new freestyle disciplines Ski Across and Snowboard Cross. Scots across disciplines delivered to the National Governing Body Elite programmes.

Membership: support the club, competitor and coaching membership structures; recognising their critical role in achieving participation and performance goals.

Corporate Development: Support our strategy and development by introducing a new staffing structure with a more commercial focus; one that can provide additional financial support to pathways and performance. Developing a sustainable organisation that is well placed to achieve its goals over the next decade is critical.

Snowsport Scotland's vision will become a reality if these goals are achieved, however, the sport as a whole has significant challenges to overcome before making the required headway. There are several areas that need to be addressed in the planning process:

Education and training – agreeing one UK wide pathway to develop our coaches, leaders, instructors and officials in all disciplines.

Snowboarding/Freestyle/Cross Country – establishing and formalising a recognised development and competition pathway for these athletes, coaches and volunteers.

Funding/income – securing sponsorship funding to support clubs, for events and participants as well as partner funding to support development programmes (particularly for elite athletes). Increasing commercial income streams is a must in order to become a more self sufficient/sustainable organisation.

Charitable Status - apply for and achieve charitable status as agreed by members at the 2009 AGM. Reap immediate financial benefits via Gift Aid regardless of discipline. Use Charitable status to access funds reserved solely for organisation with this status and initiate a communications campaign via regular communiqués and website to attract donations (taking advantage of Gift Aid)

On snow time – creating opportunities for all participants, but particularly elite athletes in all disciplines to spend more time on-snow.

Corporate – ensuring the right staffing and operational structure, individuals, practices and procedures are in place to deliver the plan.

THE TEAM

There is currently a Board with nine volunteer director roles: a Chair, Vice Chair, Finance Director, portfolio directors: Competitions, Performance, Coaching, Development, Commercial and Membership. *Board roles and titles are reviewed regularly. Changes in the Constitution/M&A are inevitable in the process of applying for and being granted Charitable status. Should this not occur for any reason, the M&A will be reviewed and updated.*

Salaried employees are: Chief Executive, one Performance Manager, one Development Coordinator, one Competitions and Volunteering Coordinator, one Freestyle/Snowboarding Performance Coach, one part time Development Officer, one Marketing and Memberships Coordinator and a Finance & Administration Coordinator.

SUMMARY of SNOWSPORTS POSITION

In recent years Snowsports in Scotland have slipped down the national consciousness due to poorer than expected performances by athletes in high profile competitions, a varied snowfall pattern in the five Scottish resorts and reliance of the national governing body on funding for top flight athletes rather than this finance for competition being directed towards developing athletes in the home nation's programme. Recreational participants are, largely, an unaffiliated group.

At the time of writing however, Snowsports are exploiting the legacy of the 2010 Vancouver Olympic Games where, apart from raising the profile of all disciplines, the Snow Cross events ignited the enthusiasm of current and potential participants, several young Scottish athletes participated for the first time and acquitted themselves well thus setting themselves up as role models for up and coming athletes and Scotland has had the best snow on its home mountains for 30 years offering the opportunity to 'try out' what people were watching on TV.

Even without a Winter Olympics to promote participation, increasing numbers of families take to the slopes to participate in the widest range of snowsports activities for one or two weeks a year (without their participation being documented in any meaningful way) and some of the largest snowsports clubs – those associated with artificial surfaces have been thriving.

Snowsports provides a viable option to schools and local authorities seeking to meet healthy living targets and is currently used in activity programmes, albeit patchily, throughout Scotland. With our excellent artificial slope facilities around Scotland and the current real snow conditions, this

participation should be increased. Harnessing the enthusiasm of the recreational participants by offering programmes to meet their needs will undoubtedly promote greater involvement at this level while also complementing the development initiatives to provide a solid base on which to build our elite programmes. The Scottish Government's 'Reaching Higher' vision provides an excellent brief and focus for our development programme.: *'Reaching Higher focuses on the promotion, delivery, playing and enjoyment of sport. Key to this is developing a culture where sport is valued for the pleasure and quality it brings to people's lives and for the pride and recognition it brings to our nation.'*

Despite the current economic climate, poor profile of Snowsports and uncertainty of snowfall in Scotland, (although it is believed by those who know that after two winters of good snow we are once again in a good weather cycle) the future looks bright for Snowsport Scotland. We have a plan, and a plan that will take us forward. But we also need to be able to adapt, quickly, to changing circumstances. If we are to look ahead for eight years, it would be naive to assume that the financial and meteorological climates remain static. We need to be a dynamic organisation that is prepared to challenge the status quo in order to keep meeting the needs of our wide group of members.