



Strategy Consultation

A summary of the results of the consultation exercise



Some Conclusions and Questions

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- 18 organisations responded
 - Responses were:
 - Thoughtful
 - Sometimes quite consistent
 - Challenging
 - Clustered
 - Impressive spirit of positive encouragement, tempered by realism



The Mission

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- What is a mission?
 - Where we want to be in 4 years time; aspiration; ambitious
 - Did we achieve this with proposed mission?
 - Not really – too bland – focussed on SSE internally (do what we do only better)
 - Was there one theme that everyone could hold on to?
 - Yes – increasing participation



Boundaries

We can't be everything to everyone. We have boundaries

- In England
- Disciplines we focus
 - Skiing; nordic ; freestyle; snowboarding
 - NOT ice sports; speed skiing; ski jumping
- We have participants, competitors, officials, volunteers, families, coaches
- We support racing from grassroots up to British squad



Revised mission

To increase participation and support performance in Snowsports in England

- Focus on the disciplines of Snowboarding, Alpine skiing, Nordic skiing and Freestyle
- We support participants, competitors, families, volunteers, officials, coaches

“strapline, strapline, strapline”



Can you help?

What words can you think of that unite us all?

- Alpine skiers, nordic skiers, freestylers, snowboarders, enthusiastic amateur racers, elite racers working to break through to GB team, coaches, officials, schools, clubs, regions, staff, parents, families, supporters
- HINT – not “skier”, not “slope”, not “speed”



Strategic Objectives

	Grow	Sustain	Excel
Within Snowsport England, educational establishments and workplaces, seek to raise the profile of all the disciplines within Snowsport England's remit	√	√	
Improve affordability for all participants in snowsports	√	√	√
Provide high quality support for athletes, their parents, participants, coaches, officials and volunteers		√	√
Support the development and improvement of facilities in England	√	√	√
Better recognise the commitment, achievements and contribution of individuals, teams, supporters and clubs involved in Snowsports		√	√
Develop mutually beneficial partnerships with other key Snowsports bodies for the benefit of our stakeholders	√	√	√
Increase the number of participants, coaches, officials, volunteers and athletes active in the snowsports	√	√	√



Strategic Objectives – a debate

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- Mostly they work well
 - But one big debate emerged around improving affordability. Almost everyone commented. Two camps:
 - Yes, very important and about time you tried to do something
 - No, completely impossible, accept it is an elitist sport
 - Bound up also with widening access
 - A suggestion would be to set a goal in terms of access – increase participation and at the same time ensure a proportion come from non-traditional backgrounds
 - Should the objective be re-framed in terms of opening up access to snowsports? But affordability worth pursuing as part of this.



Next Steps

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- Working group for each goal, led by a board member
 - Participation
 - Profile
 - Affordability/Access
 - Support
 - Facilities
 - Recognition
 - Partnerships
 - Leads to operating plan for next year with objectives
 - SMART
 - Responsibility assigned
 - Reporting back
 - Board structure



Working Groups

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- Tim to co-ordinate the process
 - No more than 6 people
 - Led by SSE board member, with involvement of SSE staff
 - Representation from all disciplines where possible, and a variety of backgrounds, seek to involve contributors to strategy process
 - Not a soap-box but a working group to develop a plan in support of the mission and strategic objectives
 - Seek to involve contributors to strategy process
 - Purpose is to develop objectives for 2011-2014 and a plan for next year (SMART objectives)
 - Need to have a plan that includes all disciplines, all regions and supports overall mission
 - Resources and costs identified (but the idea is not to increase central costs!)
 - Co-ordination and review by Tim and the team – for realism, coherence, remove duplications, dovetail with SE grant