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AUTHOR:	Gail Bradley – Finance Secretary		
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Introduction

Dear ISC Plenary,

I am pleased to present the annual Finance Report and accounts for ISC, yet to be ratified by you and fully audited by the FAI.

As at the date above, I have another three claims to process so the year cannot be finalised until 15 January 2023 when I receive the final P&L from FAI for December.

It will then be subject to the FAI audit next April and our final figure presented in Swiss Francs which is the FAI's only currency for accounting.

As such, all euros presented within, ISC's currency, are necessarily estimates.

The content includes stand-alone sections for these topics which can be clicked to reach:

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Please read and support the proposals contained herein to keep ISC on a solid financial footing.

Thank you for your support. I enjoy working with all of you and this hard-working Bureau.

Yours sincerely,



Gail Bradley
ISC Finance Secretary
ISC Delegate - Australia

2022 Income

The “Approved versus Actual Budget 2022” may be found in Appendix A to this report.

Our events have been largely profitable, although the forecasts made by the Committee Chairs and me were lower by 19%. Therefore, ISC received €25,000 less income than forecast, but also were able to rein in expenses by ~€28,000. Note that “green is good” throughout.

APPROVED 2022	€	ACTUAL 2022	€
Originally forecast (2022) income at 1240 participants:	136,400	Actual Income at 1015 participants: Plus 600 CP “Challenges” & Protest Fees	111,650 600
		TOTAL	112,250
Expenses:	-128,920	Expenses:	-101,112
Forecast Profit:	7.480	Actual Profit:	11,138

2022 Expenses

The expenses always require further description with larger items meriting your attention.

Good items included:

- Bureau not spending allocated Budget by €10,000+
- Committees not spending €4,000
- Judge claims reduced from estimated €83,000 to close to €54,000 (excluding The World Games judges (~€11,040))

Unexpected items that sent us backwards included:

- ~€14,000 for The World Games (incl. ~€11,000+ for Judges, €2,800 for officials)
- Under-estimated Jury spend by €6,000 (~€20,000 not €14,400)
- Competition Records still €500 over estimate.

APPROVED 2022	€	ACTUAL 2022	€
Bureau	-12,310	Bureau (incl. President to CISM & Belgium)	-1,684
Committees	-5,250	Committees (€850 CP, Video Library-139)	-1,133
Records Processing	-2,200	Records Processing	-2,707

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Jury	-14,400	Jury	-19,864
Judges	-83,000	Judges	-54,040
Media & Promotion	-8,000	Media and Promotion	-7,330
The World Games	0	The World Games	-13,854
Other	3,760		-309
Forecast Expenses:	<u>-128,920</u>	Actual Expenses:	<u>€101,112</u>

2022 Expenses explained

Here is an explanation of some of the more significant expense items.

1. 2022 Jury – Estimate versus Actual: €5,464 over

- Clearly, Belgium was a cost-effective Jury.
- Czech Republic required travelling in the peak of July.
- While it was generous of the Jury in Eloy to agree to performing for all six disciplines - thus saving the ISC the travel costs (€3,300) of three more Jury Members - the equivalent costs in food, housing and motor vehicle were still the costs of six Jury Members, not three.

Thus, if we examine the costs of Juries going forward, €19,864 / ~12 = €1,655, the estimate of €1,650 per Jury head is still approximately valid (an increase of €50 over previous).

With five Juries required in 2023 and 2024, estimated future costs of Juries is **€24,750** .

	JURY €1.600 (est)	JURY € 1.650 (actual)
USA	€ 4,800	€ 11,878
Belgium	€ 4,800	€ 2,345
Czech	€ 4,800	€ 5,641
	€ 14,400	€ 19,864

2. 2022 Judges – Estimate versus Actual: €27,626 under

Estimate			Actual	
JUDGES € 1,000.00	#		JUDGES € 791	#
€ 7,000	7	WPC AE - Artistic Events	€ 7,106	7
€ 7,000	7	WPC CF - Canopy Formation	€ 7,454	5
€ 8,000	8	WPC CP - Canopy Piloting & CP-FS	€ 7,132	8
€ 14,000	14	WPC FS - Formation Skydiving	€ 10,427	11
€ 22,000	22	WC IS - Indoor Skydiving	€ 11,478	21
€ 0		WPC PS – Para-Ski		
€ 3,000	3	WPC SP - Speed Skydiving	€ 1,984	2
€ 14,000	14	WPC FS/AL - Style and Accuracy	€ 5,587	12
€ 8,000	8	WPC WS - Wingsuit Flying	€ 2,872	4
€ 83,000	83		€ 54,040	70

As evident, ISC funded 13 fewer Judges than estimated due to there being six “cross-over” Judges in Eloy, (some of whom were Chief Judges funded by the Organiser before the rules

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changed), three Judges being “cancelled” when WS-Acro did not proceed, one fewer Judge in Belgium and three Judges entirely funded by their employer or NACs.

Costs were further reduced by there being six USA Judges capped at €400 for travel in their home country. All travel limits should be raised now that the costs of travel have increased.

The average cost per Judge travel over the year was a very low €791, and I feel safe estimating based on **€1,100** per head per Judge into the next years.

3. The World Games (TWG)

Despite ISC provisioning €4,000 pa for three of the past four years to cover TWG costs, it came as a shock to learn the FAI had not set these sums aside. A cap of €1,000 was placed on each Judge’s travel with judges asked to indicate if they thought their expenses would exceed that. Following a Zoom meeting between the FAI and the two Commissions concerned, when it became apparent (to CIAM and ISC) that insufficient money had been budgeted for TWG, it was decided that each party should add an additional €4,000 to the €4,000 already provisioned and the Chief Judges were asked to review their panels with the objective of saving on travel costs. Due to some confusion over communications and responsibility, the Judge claims were processed outside my control and have just now reached **€11,040**. This only became apparent when I received the monthly P&L, *after the event*.

ISC is obliged to accept these costs, as FAI simply does not have the funds, and we cannot expect CIAM, which made a big effort to keep its own costs down, to pay ours. If FAI decides to proceed with TWG in the future, and ISC remains involved, better provisioning must be set in place. This topic will be discussed further in this report and at the Plenary meeting.

4. Records

Following the work of the Records Working Group in 2021, a new agreement was negotiated with FAI. It has been agreed that ISC will fund the internal costs for FAI to process ISC’s World Records for 75 CHF and, when combined with a Continental Record, a further 75 CHF will be levied for a total of 150 CHF which is half the regular cost of records. All other Continental Records will be paid for by the claimant at the FAI rate of 300 CHF.

A first-time situation arose in Eloy where a person beat his own record more than once in the same day. The SC GS indicates in § 7.6. *“On any date that a record is broken by more than one claimant, the best performance only will be awarded the new record”* and this was applied.

When looking at multiple WRs in the same competition, whether they are achieved on the same day or not, ideally, we would pay for each World Record (€75 x n), but only the best of the Continental Records (€75 x 1), at the end of the event, saving multiple Continental Record payments. We urge you to agree to this proposal in the Agenda. Had it been in effect in 2022 we would have saved €525, a small sum, but a common-sense application of the agreement.

New FAI Expense Claim Procedure

In its first year of trialling the new Claim Form and procedures, we had a few wrinkles, none of them insurmountable. The overall experience was positive and I taught it at different events to show and help. This yielded great results while some first-timers delivered perfect claims. Problems included:

- Claimants unable to make pdfs out of their receipts

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- Claimants not filling in the blue boxes with their exchange rate, even if it was “1”, ie: euro to euro conversion
- Swiss bank deducting 25 CHF arbitrarily from some international refunds, ZAR and AUD
- Countries not grounded in CHFs giving poor exchange rates
- Learning that 3% extra needs to be added to every claim to compensate for CHF to USD, CAD, AUD, ZAR, PLN, but not “the Viking” currencies, SEK, DKK or NOK.
- Claimants being late – still waiting for seven from Eloy as of 29 November
- Claimants going over limits and/or not understanding there were limits.

But overall, I am pleased with the new process and with claimants’ willingness to learn and adapt. The changes included:

- New Expense Claim Form (live in Excel) *** Note this will change to a 2023 version*
- All receipts to be named, numbered and made into pdfs, matched to their lines in the Claim Form
- Exchange rates inserted in the Claim Form and “proven” by public websites/banks statements
- Updated Expenses Reimbursement Policy
- Claims only to be made digitally and in CHF; payments still in local currency to claimants’ banks.

In summary, it will be easier next year if everyone moves to CHF.

The ERP will also be updated as required with the FAI “close books” date of 15 December and all EURO figures changed to CHF.

Claims statistics

I processed over 95 claims in 2022, and handled around 20 invoices and refunds for fees, services and hardware. I and FAI processed our claims in 48 hours unless there were exceptions.

Work with FAI

ISC and FAI have continued to work cooperatively. The Finance Manager turns around our claims within 24 hours. Any delay comes from the banks in between.

FAI under David Monks, President, and Markus Haggney, Secretary General, has exhibited fiscal rectitude and a strong desire to be transparent, cooperative and frugal.

FAI ran at a profit in 2021 of 405,366 CHF, approximately half of the overspent money taken from ASC reserves, that was largely helped by COVID assistance from the Swiss Government. However, with the loss of Russia/Belarus subscriptions, the estimated gain for end 2022 is only 42,184 CHF.

My thanks also to Gillian Rayner, Chair of the FAI Statutes Working Group, for inviting me to remain on the SWG with a view to improving the FAI Statutes, By Laws and Constitution.

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FINANCE REPORT Part 2 – The Future

Create a Price List

The FAI Secretary General has proposed creating an FAI Price List that would include all the different amounts charged by FAI and the ASCs. For NACs and other users everything will be in one place. I think this idea is great and wish I'd thought of it. It will also make it easier to update our numerous documents.

I recommend ISC supports this house-keeping change to create an "ISC Fees and Prices List".

Our fees and prices are few; they include:

Fee	Amount	Document containing it or needs changes to:
Sanction Fee	110 CHF	FCEAD 2.2.4
Application Fee	800 CHF	FCEAD2.2.4 & Section 5, 1.1.1.5 and 1.1.1.5
Deposit	From 5.000 – 14.000 CHF	FCEAD 2.2.4
Protest Fee	150 CHF	Section 5, 5.3.1
CP Challenge Fee	50 CHF	CP Competition Rules 8.3.5
Competition Continental Record	300 CHF	FAI website?
World Record (internal)	75 CHF	Internal agreement
Plus Continental Record	150 CHF	
Travel Limits, Visa, per k rate and taxi/one way limits	<i>Retain in Expense Reimbursement Policy</i>	Easier to locate if all travel costs in one document.

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Write-off IPC medals and stock

ISC owns an inventory of IPC medals (544), diplomas (1,266), COPS (1,355) and stickers (6,658), redundant since they contain the old IPC logo. FAI has agreed to dispose of them at no write-down cost to ISC.

Medals Table:

1	IPC MEDALS, or, 64mm	52	52
2	IPC MEDALS, silver, 64mm	51	51
3	IPC MEDALS, bronze, 64mm	50	50
4	IPC MEDALS, or, 50mm	132	132
5	IPC MEDALS, silver, 50mm	127	127
6	IPC MEDALS, bronze, 50mm	132	132

While we tried to get them to Malmo to distribute (or sell as souvenirs!) the weight of 45 kg made shipping or carriage prohibitive.

I propose we write-off the old IPC medals and stock.

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The move to Swiss Francs

The FAI's preferred currency is Swiss Francs (CHF), accounting for around 80% of their costs, i.e.: interest, insurance, salaries. By having to manage payments and keeping accounts in both CHF and EUR, the FAI loses around **-79,000 CHF pa**. They would rather pay the currency costs of small discretionary items in alternative currencies (aka euro), than maintain two currencies ongoing.

As such, FAI has requested all Commissions to move their accounting and payments into Swiss Francs in 2023, announcing they are closing Euro accounts/ing.

In 2022 I was asked to submit the 2023 ISC Budget to FAI in CHF, converting it back into Euros to present to ISC. Obviously, it loses accuracy at each conversion.

Each month I receive the ISC P&L statement for reconciliation with your payments. It is sent in CHF. I convert it back to euros, each line, to try and match it with the ISC P & L.

€	CHF
-€ 1,005.13	
-€ 1,426.92	
-€ 643.15	
-€ 1,525.00	CHF -1,508.95
-€ 841.74	
-€ 1,169.19	
-€ 846.34	
-€ 336.00	CHF -330.72
-€ 1,854.00	CHF -1,833.84
-€ 1,798.00	CHF -1,937.36
-€ 188.00	
-€ 710.00	
-€ 1,494.77	
-€ 574.66	CHF -566.23
-€ 1,837.00	CHF -1,810.71
-€ 1,185.00	CHF -1,168.09
-€ 2,625.00	CHF -2,585.70

I maintain our accounts in *both* euro and chf, and count our savings in both currencies. Here is an example, where orange is a calculated figure and white is a real amount.

All claims in Euros this year were sent and paid in Euros. (FAI agreed to maintain euros for one more year while we "tested" the non-euro claims). All "other currency" claims and payments were converted into CHF.

Of these, 45 claims were in CHF, in other words, non-Euro, USD, CAD, AUD, SEK, PLN, etc, and 59 claims were in euros, conveniently indicating that ISC is ~60% euro, ~40% "other".

While it is a pain in the neck to run two sets of accounts, Excel is a wondrous beast and it is possible. My concern is not the work, it is losing the accuracy of our accounts. Each time the CHF shifts against the Euro, we lose or gain precision. I would prefer our accounts to be perfectly precise. I think you would prefer to know exactly what our bottom line is at any time.

In our experience with currency movements this year, I've learned that adding 3% to the wholesale rate of exchange, in other words, 3% added to each claim in USD, CAD, AUD, GBP, others, (while the Nordic currencies, Swedish, Danish and Norwegian krona, don't need this addition), almost exactly matches the non-euro claims, meaning no one is out of pocket. This is simply experience gained, and there will be more to gain.

I'd like to ask the Plenary to allow me to continue adding the 3%, and not just the €20 euro discretion granted (in the ERP) last year which is inadequate, in order to make valid refunds.

I believe the time is right to move ISC to Swiss Francs. We are one of the few Commissions still using Euros. While the EURO and the CHF are approximately equal, 1:1, I shall propose this change at the Plenary and am happy to show examples and discuss it further. If adopted, our documents will need to be updated accordingly.

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The history of our Sanction Fee

This year we will need to change our Sanction Fee. But let's look back first.

The Sanction Fee was first introduced in the 1990s to cover general ISC overheads, Bureau expenses and special projects. At the time both Juries and Judges expenses were paid by their NACs or themselves as they were part of their NAC delegations. The representative Jury was replaced by a nominated Jury and in 2004 the SF was increased from €25 to €50 to cover the Jury costs. The accompanying judges then became nominated judges and in 2006, the Plenary decided to start paying for the judge travel. In 2007, the SF increased to €90 to fund that. We have now decided to pay for Chief Judge travel too.

We waited 12 years before increasing it again to €110 in 2019, (instead of when it probably should have happened, in 2014). The table below shows the Sanction Fee projected forward at 3%, the worlds' long-term compound growth rate (CPI), until 2029.

Projected €90 at 3% since 2007			
Year	In Euros		
2007	€ 90		
2008	€ 93		
2009	€ 95		
2010	€ 98		
2011	€ 101		
2012	€ 104		
2013	€ 107		
2014	€ 111		<i>Should have increased here</i>
2015	€ 114		
2016	€ 117		
2017	€ 121		
2018	€ 125		
2019	€ 128	€ 110	<i>Increased x €20</i>
2020	€ 132		
2021	€ 136		
2022	€ 140		
2023	€ 144		
2024	€ 149	€ 140	<i>Planned increase x €30</i>
2025	€ 153		
2026	€ 158		
2027	€ 163		
2028	€ 167		
2029	€ 172	€ 170	<i>Forecast Increase x €30</i>
2030	€ 178		

In Lille, we agreed to increase it every five years by a mild increment, for each new generation of competitors. This plan is still good but I may propose the increment should be to **€150 or €170 in 2024** and for the next five years, depending on other Cost Reductions made by the Plenary. In the following pages, I'll walk you through how that might look.

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2023 Proposed Budget

Please refer to Appendix B to consider the income and expenses Proposed Budget in detail. The net result (with a Sanction Fee at €110 (or CHF)) is:

2023 Proposed Budget	Total Income	€ 101,090	919
	Balancing item from ASC Reserve	-€ 43,110	
	Total Expenditure	-€ 144,200	

The income is based on 919 Sanction Fees x €110.

The extraordinary loss of **€49,710** is based on:

- ~€116,000 of officials
- The World Games – provision €4,000
- The Edge Media - €8,000

TOTAL €	estimated
JURY	JUDGES
€ 24,750	€ 91,100
Total	€ 115,850
PERSONNEL	
15	86
Total	101

2024 Draft Budget

Please refer to Appendix C to consider the income and expenses Draft Budget in detail. The net result (with a Sanction Fee now at the agreed (in Lille) €140 (or CHF)) is:

2024 Draft Budget	Total Income	€ 168,700	1205
	Balancing item from ASC Reserve	€ 5,450	
	Total Expenditure	-€ 163,250	

The income is based on 1205 Sanction Fees x €140.

The gain of **€5,450** is made because of the higher income. Other high costs items include:

- ~€126,000 of officials
- The World Games – provision €4,000
- The Edge Media - €8,000

TOTAL €	estimated
JURY	JUDGES
€ 24,750	€ 101,000
Total	€ 125,750
PERSONNEL	
15	95
Total	110

As can be seen, ISC tends to run in two year cycles, with gains made in one year and losses in the next, due to the lower number of participants in outdoor World Cups.

A Mondial year is the most cost-effective year for ISC, as there are substantial savings in Jury and in cross-over Judges.

Let's look at the longer-term effects on ISC's savings – the Special Reserves.

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Savings (Special Reserve) Trends

The already-spent ASC "Special Reserves" can never be recovered until FAI makes one million profit in cash or investments to be able to replace it. However, by law it cannot be written off.

But while it exists, on paper anyway, if the Commissions, including ISC, continue to tap into it to run their Commissions, it continues to make FAI run at a loss when it adds up all the Commissions' losses.

The Auditor in his report and the FAI EB have asked Commissions to try and run balanced budgets or small profits and to stop relying on their Special Reserves to simply function.

This is the biggest concept we need to consider for ISC's finances in the future – we must stop thinking we have €158,000 in Reserves, and start again at zero, to achieve a balanced budget (or at least balance every two years).

2021: ISC's Special Reserves were audited in April 2022 for end of 31 Dec 2021 and show **177.749 CHF** which included €19.000 worth of Application Fees and Deposits then held, so our estimated EURO balance after converting from CHF was **€158.164**.

If we "wrote that off", and started again from zero, here are the next years' estimates, without any cuts in expenses, starting with the **€11.138** profit from 2022.

Current Plan: Yellow - Sanction Fee at €110, Green - €140 (or CHFs), Blue - €170

YEAR	INCOME	OUTDOOR	# Comp'tors	EXPENSES	Profit/Loss	BALANCE
2021						€ 0
2022	€ 112,250	WPC	1,015	-€ 101,112	€ 11,138	€ 11,138
2023	€ 101,090	WC	919	-€ 144,200	-€ 43,110	-€ 31,972
2024	€ 180,750	WPC	1,205	-€ 158,850	€ 21,900	-€ 10,072
2025	€ 135,000	WC	900	-€ 163,616	-€ 28,616	-€ 38,688
2026	€ 195,000	Mondial	1,300	-€ 168,524	€ 26,476	-€ 12,211
2027	€ 135,000	WC	900	-€ 173,580	-€ 38,580	-€ 50,791
2028	€ 180,000	WPC	1,200	-€ 178,787	€ 1,213	-€ 49,578
2029	€ 153,000	WC	900	-€ 184,151	-€ 31,151	-€ 80,729

I will show you these examples "live" in the Open Meetings for you to add your thoughts and ideas. I personally am not promoting or dismissing any of ISC's cost items; I feel my task is just to count the consequences of certain changes and show those to you.

Please note that your choice has to be between increasing the Sanction Fee and/or decreasing our costs to the point where we balance.

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It is evident based on those estimates that ISC presently is not able to balance its Budget in any two or four year period and will run at a continual loss, which in effect means we are being subsidised by other Commissions who run at a profit.

Here is the same table with **SF = €150** from 2023 for six years.

YEAR	INCOME	Outdoor	# Comp'tors	EXPENSES	Profit/Loss	BALANCE
2021	SF \$150					€ 0
2022	€ 112,250	WPC	1,015	-€ 101,112	€ 11,138	€ 11,138
2023	€ 137,850	WC	919	-€ 144,200	-€ 6,350	€ 4,788
2024	€ 180,750	WPC	1,205	-€ 158,850	€ 21,900	€ 26,688
2025	€ 135,000	WC	900	-€ 163,616	-€ 28,616	-€ 1,928
2026	€ 195,000	Mondial	1,300	-€ 168,524	€ 26,476	€ 24,549
2027	€ 135,000	WC	900	-€ 173,580	-€ 38,580	-€ 14,031
2028	€ 180,000	WPC	1,200	-€ 178,787	€ 1,213	-€ 12,818
2029	€ 153,000	WC	900	-€ 184,151	-€ 31,151	-€ 43,969

And one more comparison, if we put the Sanction Fee up to €170 from 2023, we would be making a growing profit, (at the expense of our competitors and possibly negatively affecting participation), and building a new Special Reserve but we'd never grow back our original €158,000.

YEAR	INCOME	Outdoor	# Comp'tors	EXPENSES	Profit/Loss	BALANCE
2021	SF \$170					€ 0
2022	€ 112,250	WPC	1,015	-€ 101,112	€ 11,138	€ 11,138
2023	€ 156,230	WC	919	-€ 144,200	€ 12,030	€ 23,168
2024	€ 204,850	WPC	1,205	-€ 158,850	€ 46,000	€ 69,168
2025	€ 153,000	WC	900	-€ 163,616	-€ 10,616	€ 58,553
2026	€ 221,000	Mondial	1,300	-€ 168,524	€ 52,476	€ 111,029
2027	€ 153,000	WC	900	-€ 173,580	-€ 20,580	€ 90,449
2028	€ 204,000	WPC	1,200	-€ 178,787	€ 25,213	€ 115,662
2029	€ 153,000	WC	900	-€ 184,151	-€ 31,151	€ 84,511

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Cost Reduction / Income possibilities

The truth lies somewhere in the middle. We should consider cutting some expenses, and it's up to you to decide which, while ALSO trying to protect our competitors with keeping the Sanction Fee as low as reasonable. Maybe we need to raise some income too.

As talking points, if we removed the following bigger actual costs, I will show you "live" the same tables with different Sanction Fees that may result.

- **Jury:** As proposed by the Jury Discussion Group in 2020, make one member remote for all single-discipline or low numbers/stable competitions, and step the FAI Controller into the 2nd Jury Member slot. *Bureau/Plenary to decide which events pa. Please hear the Proposal from Australia and arguments for and against (again) and decide.*
 - In 2023 this would potentially save €9,900 (six Jurors) for Eloy (CP), SP/WS and ST/AL.
 - In 2024 this would potentially save €6,600 or €9,900 for CP, CF and ST/AL.
- **Judge:** Numbers of judges *could* be reduced and the following are proposals from the Judges Committee:
 - FS x 2 = 13 (or move one panel x 6 completely to remote judging)
 - AE x 1 (EJs to work on Panel as in CF) = 7
 - ST/AL x 1 = 14
 - WS x 1 = 7
 - SP wants plus 1
 - CP wants plus 1
 - IS wants plus 2
 - This is a net change of -1 Judge in 2023 and 2024 saving €1,100 per annum.
- **Media.** It costs €8,000 per annum to provide ISC with a promotion and social media presence.
- **The World Games:** We need to look at the benefit to ISC (and to FAI) for our continued participation in this event. Each version is very different with its own challenges. This year's event has cost us nearly €14,000, and the next one is in 2025, just three years' away. We need to save €4,000 per annum or find other ways to fund our participation.

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Here are the 2023 Proposed Budget (SF €110) and the 2024 Draft Budget (SF €140) again, and all future Budgets, with ~€23,000 pa removed from:

- Jury (-€9,900)
- Judges (-€1,100)
- Media (-€8,000)
- The World Games (-€4,000)

2023 Proposed Budget	Total Income (SF €110)	€ 101,090	919
	Balancing item from ASC Reserve	-€ 20,110	
	Total Expenditure	-€ 121,200	

The previous loss was **€43,110**

2024 Draft Budget	Total Income (SF €140)	€ 168,700	1205
	Balancing item from ASC Reserve	€ 25,450	
	Total Expenditure	-€ 143,250	

The previous gain was **€9,850**.

On this basis, Cost Reduction, without changing the planned Sanction Fees, ISC can produce a profitable and stable Budget, that balances every two years.

Your choice is between reducing some costs or raising some Sanction Fees or some of both.

YEAR	INCOME		# Comp'tors	EXPENSES	Profit / Loss	BALANCE
2021	Yellow 110, Green 140					€ 0
2022	€ 112,250	WPC	1,015	-€ 101,112	€ 11,138	€ 11,138
2023	€ 101,090	WC	919	-€ 121,200	-€ 20,110	-€ 8,972
2024	€ 168,700	WPC	1,205	-€ 143,250	€ 25,450	€ 16,478
2025	€ 135,000	WC	900	-€ 147,548	-€ 12,548	€ 3,931
2026	€ 195,000	Mondial	1,300	-€ 151,974	€ 43,026	€ 46,957
2027	€ 135,000	WC	900	-€ 156,533	-€ 21,533	€ 25,423
2028	€ 180,000	WPC	1,200	-€ 161,229	€ 18,771	€ 44,194
2029	€ 153,000	WC	900	-€ 166,066	-€ 13,066	€ 31,128

Income Generation: Is there an opportunity?

Second Category Events: introduce a Licence Fee which will enable competitions fulfilling the requirements to be added to the FAI Sporting Calendar, make use of FAI IP (competition rules) and use the competition for any ranking established by a Committee. This is done by other Commissions and is set at around €70 (or CHF in the future). Although a small income, we could do the same.

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Other options?

ISC is able to run a small profit in a WPC year, a loss in an (outdoor) World Cup year – due to lower participation – and a bigger profit in a Mondial year due to combining many fixed costs, e.g.: Jury, some crossover Judges.

Presently, ISC cannot be profitable in a four-year cycle. Perhaps we need to discuss how to be profitable each year or each two years? If a profit cannot be generated by increasing participation, (which seems to be 20% lower and fairly fixed), can it be helped by reducing costs in WC years? Should the Sanction Fee be different in WC years? Should we play with the Sanction Fee at all, or leave it on its current five-year cycle? Should we charge each Discipline its real costs or continue cross-subsidising each other?

Here is an example of the costs per Discipline, and what the “real” Sanction Fee would be if it were charged on a per-Discipline basis. Of course, it is only theory. AE might be unprofitable outdoor but is a big contributor to IS and is always combined with FS anyway.

The solution may not be the same across all our disciplines. The various cost saving options (i.e. combining more disciplines together, not accepting bids that do not allow for ISC costs to be recovered, modifying the competition cycle, etc, must be examined both within the Committees and during our Open Meetings.

Location	Discipline	C Competitors plus proportion of Other	D Judges (# paid by ISC)	E Income (C x €110) €	F Judge Cost €	G Jury Cost (for Eloy TOTAL JURY / 6 Disciplines) €	Profitable? (E - F - G) €	Av Cost per Judge Travel (F/D)	Av Cost per Jury expenses (G/3 or 12)	Sanction Fee per discipline - if ever. (Cost of F + G/ C)
Belgium	IS	319	21	35,090	11,478	€ 2,345	21,267	547	€ 781.67	€ 43.33
Czech	AL/ST	198	11.5	21,780	5,587	€ 5,641	10,552	486	€ 1,880.33	€ 56.71
Eloy	AE	34	7	3,740	7,106	€ 1,980	- 5,346	1,015		€ 267.23
Eloy	CF	85	5	9,350	7,454	€ 1,980	-€ 84	1,491		€ 110.98
Eloy	CP	107	8	11,770	7,132	€ 1,980	2,658	892		€ 85.16
Eloy	FS	197	11	21,670	10,427	€ 1,980	9,263	948	€ 3,959	€ 62.98
Eloy	SP	32	2	3,520	1,984	€ 1,980	- 444	992		€ 123.86
Eloy	WS	43	4	4,730	2,872	€ 1,980	- 122	718		€ 112.83
TOTALS		1015	69.5	111,650	54,040	€ 19,864	37,746	777.55	€ 1,655.33	

FYI:	All	498	36	54,780	36,975	- 11,878	79,877	1,027	-3,959
ELOY									
Without doubles (5) and CJs (4):			45		46,219				

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Proposals by FS - 5.1 and 5.2

Proposal 5.1:

5.1 Approve the 2022 Actual Budget as presented, allowing small future amendments for late claims and the April 2023 audit by FAI.

Proposal 5.2.1

Create an “ISC Fees and Price List” to remove all prices and fees from all Sporting Code and other documents into one place, accessible on the web-site.

Proposal 5.2.2

Write off the IPC medals and stock.

Proposal 5.2.3

Allow the ISC Finance Secretary to use up to 3% additional discretion per claim for the various currencies that do not convert well from Swiss Francs, CHFs.

Proposal 5.2.4:

Move ISC Budgets and Claims to Swiss Francs, (CHF), and adopt CHF as our accounting currency.

Proposals at end of Plenary Meeting:

Proposal 23: Modify the Sanction Fee to whatever will make the 2023, 2024 and future Budgets balance, after all other cost reduction items are voted.

Proposal 23.1.1: Accept 2023 Proposed Budget

Proposal 23.1.2: Accept 2024 Draft Budget.

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Proposal 23.1.3: Increase Travel Limits:

This is a FS proposal to raise the Travel Limits for inflation in the ERP for 2023 if the Plenary has agreed to aim for a balanced Budget.

INCREASE 2022 TRAVEL LIMITS € from – to:	
400	450
600	700
1.800	2.000

Proposal 23.1.4: Accept the 2023 Expense Reimbursement Policy now and the 2023 Claim Form, (when FAI sends it out in 2023).

Finance Working Group composition

The FWG comprised Patrice Girardin, Doris Merz and Natasha Higman, who shows great interest in how it works. We have had no meetings or discussions.

The FWG has not seen this Report as at 29 November 2022. The FWG therefore is not to be held responsible for my errors, omissions, ideas and proposals.

I shall rewrite this report with updated figures in January 2023 when I receive my reconciliations from FAI.

Conclusion

Best wishes to all for a safe and healthy festive season. Blue skies

Gail Bradley
ISC Finance Secretary
1 December 2022

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APPENDIX A: ISC 2022 Budget Approved versus Actual

Plenary date:				29/01/2022				
Sanction Fee:		€ 110	ENTRIES	ACTUAL €	ACTUAL #	PROFIT/LOSS		
INCOME:			Est.	€ 0				
AE - Artistic Events	Eloy	€ 5,610	51	€ 3,740	34	-€ 5,346		
CF - Canopy Formation	Eloy	€ 11,000	100	€ 9,350	85	-€ 84		
CP - CPFS	Eloy	€ 11,000	100	€ 11,770	107	€ 2,658		
FS - Formation Skydiving	Eloy	€ 25,300	230	€ 21,670	197	€ 9,263		
IS - Indoor	Belgium	€ 48,400	440	€ 35,090	319	€ 21,337		
PS - Para-Ski	N/A							
SP - Speed Skydiving	Eloy	€ 3,300	30	€ 3,520	32	-€ 444		
ST & AL - Style and Acc	Strakonice,	€ 23,650	215	€ 21,780	198	€ 10,740		
WS - Wingsuit	Eloy	€ 8,140	74	€ 4,730	43	-€ 122		
Protest Fees		€ 0		€ 600		Shortfalls		
Total Income		€ 136,400	1240	€ 112,250	1015	-€ 24,150		
Balancing item Spec Res		€ 7,480		€ 11,138		225		
Total Expenditure		-€ 128,920		-€ 101,112				
EXPENDITURE:								
Extended Bureau - Plenary		€ 0		-€ 255				
ISC Plenary 2022		€ 310		-€ 518				
FAI General Conference		€ 2,000		€ 0				
ISC President Travel		€ 5,000		-€ 910				
Bureau Meetings - Bureau Expenses		€ 1,500		€ 0				
ISC Bureau Representation		€ 3,500		€ 0				
Sub-Total ISC		-€ 12,310		-€ 1,684				
ISC Committees and WGs								
- Artistic Events				€ 0				
- Canopy Formation				€ 0				
- Canopy Piloting		€ 1,000		-€ 850				
- Dynamic		€ 1,000		€ 0				
- Finance WG				€ 0				
- Formation Skydiving				€ 0				
- Indoor Skydiving		€ 1,000		€ 0				
- Judges		€ 2,250		-€ 283				
- Para Ski				€ 0				
- Rules & Regulations				€ 0				
- Speed Skydiving				€ 0				
- Style & Accuracy				€ 0				
- Technical & Safety				€ 0				
- Wingsuit Flying				€ 0				
Sub-Total Committees		-€ 5,250		-€1,133				
FAI for Comp'n Records		€ 2,200		-€ 2,707				
FAI Jury		€ 14,400		-€ 19,864				
FAI Judges		€ 83,000		-€ 54,040				
TWG Costs		€ 0		-€ 2,814				
TWG Judges		€ 0		-€ 11,040				
Licences/Updates		€ 190		-€ 254				
Hosting and maintenance		€ 520		-€ 473				
IT Development		€ 2,000		€ 0				
Media & Promotion		€ 8,000		-€ 7,330				
Bank Fees		€ 50		-€ 25				
Currency Loss		€ 2,000		-€ 2,118				
Currency Profit		-€ 1,000		€ 2,369				
Sub-Total Officials		-€ 111,360		-€ 98,296				
Total Expense		-€ 128,920		-€ 101,112				

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Cost of Officials Estimate versus Actual 2022:

Summary:

TOTAL € and #	JURY	JUDGES
Forecast €	€ 14,400	€ 83,000
Forecast #	9	83
Actual €	€ 19,864	€ 54,040
Actual #	9	70
PLUS	TWG JUDGES	
		6
€ 3,779		€ 11,040

Actual Data:

	JURY AND JUDGES' EXPENSES			Personnel Numbers		
	€ 1,600	€ 1,000		JURY #	JUDGES #	
	JURY € Actual	JUDGES € Actual		JURY #	JUDGES #	
USA	€ 11,878	€ 7,106		3	7	WPC AE - Artistic Events
		€ 7,454		0	5	WPC CF - Canopy Formation
		€ 7,132		0	8	WPC CP - Canopy Piloting & CP-FS
		€ 10,427		0	11	WPC FS - Formation Skydiving
Belgium	€ 2,345	€ 11,478		3	21	WC IS - Indoor Skydiving
				0		WPC PS - Paraski
		€ 1,984		0	2	WPC SP - Speed Skydiving
Czech	€ 5,641	€ 5,587		3	12	WPC FS/AL - Style and Accuracy
		€ 2,872		0	4	WPC WS - Wingsuit Flying
	€ 19,864	€ 54,040		9	70	
	€ 75,238	€ 791.06	Aver. 70	Total 80		

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APPENDIX B: ISC 2023 Proposed Budget *

PROPOSED BUDGET 2023	Plenary Meeting	Changes since 2022	29/01/2023
Sanction Fee:		€ 110	ENTRIES
INCOME:			estimated
AE - Artistic Events	Norway	€ 3,850	35
CF - Canopy Formation	N/A		0
CP - Canopy Piloting & CP-FS	Eloy	€ 12,100	110
FS - Formation Skydiving	Norway	€ 18,700	170
IS - Indoor Skydiving	Slovakia	€ 36,300	330
PS - Para-Ski	TBA	€ 5,500	50
SP - Speed Skydiving	Czech Republic	€ 3,520	32
ST/AL - Style and Accuracy	Intent	€ 16,500	150
WS - Wingsuit Flying	Czech Republic	€ 4,620	42
Protest Fees		€ 0	
Total Income		€ 101,090	919
Balancing item from ASC Reserve		-€ 43,110	
Total Expenditure		-€ 144,200	
EXPENDITURE:			
Plenary - Extended Bureau		€ 2,500	
Plenary 2023 facilities - Sweden		€ 3,000	
FAI General Conference		€ 2,100	
ASC and other ISC President		€ 3,000	
ISC Midyear Bureau Meeting		€ 0	
Officer Expenses		€ 1,500	
Bureau Representation		€ 3,500	
Sub-Total ISC		-€ 15,600	
ISC Committees and WGs			
- Artistic Events			
- Canopy Formation			
- Canopy Piloting			
- Dynamic			
- Finance WG			
- Formation Skydiving			
- Indoor Skydiving		€ 1,000	
- Judges		€ 1,250	
- Para Ski			
- Rules & Regulations			
- Speed Skydiving			
- Style & Accuracy			
- Technical & Safety			
- Wingsuit Flying			
Sub-Total Committees		-€ 2,250	
FAI for Comp'n Records Processing		€ 2,200	
FAI Jury		€ 24,750	
FAI Judges		€ 84,500	(includes proposals made by JC pre Plenary)
World Games 2026		€ 4,000	
Licences/Updates		€ 300	
Hosting and maintenance		€ 550	
IT Development		€ 2,000	
Media & Promotion		€ 8,000	
Bank Fees		€ 50	
Currency Exchange Losses		€ 1,000	(if move to CHF)
Currency Exchange Profit		-€ 1,000	
Sub-Total Officials & Other		-€ 126,350	
Total Expense		-€ 144,200	

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Cost of Officials Estimate 2023:

		JURY AND JUDGES' EXPENSES				
		<i>Using 2022 averages</i>		Personnel Numbers		
		€ 1,650	€ 1,100			
		JURY	JUDGES	JURY	JUDGES	<i>Proposals</i>
		€ (est.)	€ (est.)	#	#	
Voss		€ 4,950	€ 6,600	3	6	WPC AE - Artistic Events
			€ 0		0	WPC CF - Canopy Formation
Eloy		€ 4,950	€ 9,900	3	9	WPC CP – CP-FS
Voss			€ 13,200		12	WPC FS - Formation Skydiving
Slovakia		€ 4,950	€ 23,100	3	21	WPC IS - Indoor Skydiving
			€ 4,200	@ €600	7	WPC PS - Paraski
Cz. Rep		€ 4,950	€ 4,400	3	4	WPC SP - Speed Skydiving
TBD		€ 4,950	€ 15,400	3	14	WPC FS/AL – ST/AL
Cz. Rep			€ 7,700		7	WPC WS - Wingsuit Flying
		€ 24,750	€ 84,500	15	80	
		€ 109,250		95		

* *These figures are not the final figures until certain other proposals have been voted by the Plenary. Please consider the “live” spreadsheet created during the Plenary to be the 2023 Budget.*

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APPENDIX C: ISC 2024 Draft Budget **

DRAFT BUDGET 2024		Plenary Meeting	29/01/2023
Sanction Fee:		€ 140	ENTRIES
INCOME:			
AE - Artistic Events	Israel	€ 7,000	50
CF - Canopy Formation	TBA	€ 8,400	60
CP/CPFS - Canopy Piloting	RSA to bid	€ 14,000	100
FS - Formation Skydiving	Israel	€ 30,800	220
IS - Indoor Skydiving	Macau	€ 60,200	430
PS - Para-Ski	TBA	€ 7,000	50
SP - Speed Skydiving	Israel	€ 4,900	35
ST/AL - Style and Accuracy	TBA	€ 25,200	180
WS - Wingsuit Flying	Israel	€ 11,200	80
Protest Fees		€ 0	
Total Income		€ 168,700	1205
Balancing item from ASC Reserve		€ 9,850	
Total Expenditure		-€ 158,850	
EXPENDITURE:			
Extended Bureau - Plenary		€ 2,500	
ISC Plenary 2024		€ 3,000	
FAI General Conference		€ 1,200	
ASC and other ISC President		€ 6,000	
ISC Midyear Bureau Meeting		€ 0	
Officer Expenses		€ 1,500	
ISC Bureau Representation		€ 3,500	
Sub-Total ISC		-€ 17,700	
ISC Committees and WGs			
- Artistic Events			
- Canopy Formation			
- Canopy Piloting			
- Dynamic			
- Finance WG			
- Formation Skydiving			
- Indoor Skydiving		€ 1,000	
- Judges		€ 250	
- Para Ski			
- Rules & Regulations			
- Speed Skydiving			
- Style & Accuracy			
- Technical & Safety			
- Wingsuit Flying			
Sub-Total Committees		-€ 1,250	
FAI for Comp'n Records Processing		€ 2,200	
FAI Jury		€ 24,750	
FAI Judges		€ 96,600	
World Games		€ 4,000	
Licences/Updates		€ 250	
Hosting and maintenance		€ 600	
IT Development		€ 2,000	
Media & Promotion		€ 8,500	
Bank and FX		€ 1,000	
Sub-Total Officials & Other		-€ 139,900	
Total Expense		-€ 158,850	

** These figures are not the final figures until certain other proposals have been voted by the Plenary. Please consider the "live" spreadsheet created during the Plenary to be the 2024 Budget.

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Cost of Officials Estimate 2024:

Note: from this year forward ISC pays for travel of all Judges including Chief Judges, so Judge numbers have increased while proposals from 2023 are taken into account also.

JURY AND JUDGES' EXPENSES				Personnel Numbers		
Using 2022 averages				JURY	JUDGES	Proposals
€ 1,650	€ 1,100			#	#	
JURY € (est.)	JUDGES € (est.)					
€ 4,950	€ 7,700	<i>Israel</i>		3	7	WPC AE - Artistic Events
€ 4,950	€ 7,700	<i>CF</i>			7	WPC CF - Canopy Formation
€ 4,950	€ 9,900	<i>RSA</i>		3	9	WPC CP – CP & CP-FS
	€ 14,300				13	WPC FS - Formation Skydiving
€ 4,950	€ 25,300	<i>Macau</i>		3	23	WC IS - Indoor Skydiving
	€ 4,200	@ €600			7	WPC PS - Paraski
	€ 4,400			3	4	WPC SP - Speed Skydiving
€ 4,950	€ 15,400	<i>ST/AL</i>		3	14	WPC FS/AL - Style and Accuracy
	€ 7,700				7	WPC WS - Wingsuit Flying
€ 24,750	€ 96,600			15	91	
€ 121,350				106		