

<i>SUBJECT:</i>	Finance Report & Budgets 2021, 2022, 2023		<i>AGENDA #</i>	5
<i>AUTHOR:</i>	Gail Bradley – Finance Secretary			
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## FINANCE REPORT – January 2022 INTERNATIONAL SKYDIVING COMMISSION

### Introduction

Dear ISC Plenary,

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

The content includes:

- [2021 Income](#)
- [2021 Expenses](#)
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I am very sorry I cannot be there in person to answer your questions and enjoy your company. Maybe next year we can do that if I am elected Finance Secretary again, which I would like to be in order to continue working on the improvements we have commenced at FAI and until ISC gets back onto a more sound financial basis. There are many good ideas yet to implement.

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

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## 2021 Income

As you are all aware, the Russian Parachute Federation was able to run *Mondial 2020* in August 2021 in Tanay and Kemerovo, Russia. This was ISC's only competition. Para-Ski was due to run in December 2021, then was moved to March 2022, then cancelled.

The number of Sanction Fees received was 553. This was 46% of the originally forecast 1,200 SF-paying participants.

However, due to a number of financial factors initiated by the Russian Federation, ISC was able to make a profit in 2021. Here are the figures, yet to be audited by FAI, finally accounted and subject to currency fluctuations, but nevertheless, it is good news.

Note "green is good" throughout.

<b>APPROVED 2021</b>	<b>€</b>	<b>ACTUAL 2021</b>	<b>€</b>
<b>Originally forecast (2020) income at 1.200 participants:</b>	<b>132.000</b>	<b>Actual Income comprising:</b>	<b>61.552</b>
<b>Income modified (2021) to 780 participants:</b>	<b>85.800</b>	60.830 Sanction Fees x 553 250 CP "Challenges" (Protest Fees) 472 Credit Note from 2019	
<b>Expenses:</b>	<b>-76.140</b>	<b>Expenses:</b>	<b>-48.040</b>
<b>Forecast Profit:</b>	<b>9.660</b>	<b>Actual Profit added to Special Reserve:</b>	<b><u>13.512</u></b>

The "financial factors" referred to above include the following generosity exhibited by the Russian Parachute Federation. Without their magnanimity, ISC would be again suffering a loss. Despite other issues, we wish to thank the Russians for a good financial outcome for ISC. Thank you.

<b>Russia paid travel for:</b>	<b>#</b>	<b>Av. Cost</b> <b>*</b>	<b>Total</b>
Event Judges	8	€ 915	€ 7.322
Russian Judges	4	€ 400	€ 1,600
Jury	6	€ 1,600	€ 9,600
<b>Representing savings to ISC of:</b>			<b><u>€ 18.522</u></b>

\* See "Appendix D: Discipline Financials"

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## 2021 Expenses

It was a most unusual year. The expenses of **€48.040** above deserve further description.

Here is what was approved in the 2021 Budget versus what actually happened. Aside from a substantial reduction in the cost of Records Processing, and the President making only one trip to CISM, the bulk of the savings were in reduced Judges' Costs.

<b>APPROVED 2021</b>	<b>€</b>	<b>ACTUAL 2021</b>	<b>€</b>
Bureau	<b>-2.560</b>	President to CISM	<b>-900</b>
Committees	<b>-1.150</b>	Committees	<b>-81</b>
Records	<b>-6.600</b>	Records	<b>-2.080</b>
Jury	<b>0</b>	Jury PCR Tests, Visas, local travel	<b>-1.368</b>
Judges *	<b>-58.000</b>	Judges PCR Tests, Visas, travel *	<b>-34.896</b>
Licences/Hosting	<b>-630</b>	Licences/Hosting	<b>-681</b>
Media & Promotion	<b>-7.200</b>	Media and Promotion	<b>-6.560</b>
Bank Fees/Currency Losses **	<b>0</b>	Bank Fees/Currency Losses **	<b>-1.475</b>
** Not forecast		** To be explained below	
<b>Forecast Expenses:</b>	<b><u>-76.140</u></b>	<b>Actual Expenses:</b>	<b><u>-48.040</u></b>

The full Approved versus Actual Budget 2021 may be found in Appendix A to this report.

### \* Judges' costs explained

The largest element of ISC expenses is always Judges' Costs. Here is an explanation of the significantly lesser cost - **~€23.000** - than expected.

Firstly: *These items increased Judges' costs.*

1. The Bureau voted that Judges should, by exception, be reimbursed for PCR tests for COVID-19 to return home from Mondial, (IBD 2021/09). A total of **€2.690** was paid in PCR Test reimbursements.
2. The Bureau voted to increase the inter-continental travel limit, by exception, from €600 to €1.000 for European Judges to be able to afford to travel to distant Siberia, (IBD 2021/03). There were **26 Judges** who exceeded the European €600 limit (average ~€850), and two (2) who exceeded the temporary €1.000 limit (not paid).
3. The cost of obtaining Russian Visas varied considerably depending on the country applied in with Canada and USA being the most expensive, France and Italy also high, with seven (7) Judges paid up to the Policy limit of €150. Most others claimed €60-€90 for their Russian Visas, with a total of **€3.729** paid in Visa claims to Judges.

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*These items lowered Judges' costs:*

- Russia paid travel for 12 Judges as listed above. ISC still paid the costs for Event Judges for local travel, Visas and PCR tests but EJ costs were substantially reduced.
- There were depletions in the judging panels due to last minute withdrawals, i.e.:
  - FS: 14 became 10
  - ST/AL: 14 became 13
  - WS: 7 became 5
  - This was an overall reduction of seven (7) Judges, or ~€7.400 for travel/visa/PCR
- Eight (8) Judges performed double-shifts, judging two disciplines. Had eight Judges been needed to fill these shifts, it would have cost ISC ~€8.500 for travel/visa/PCR. We thank those Judges for their work and commitment.

***In summary:***

**58 Budget Forecast of Judge Numbers required**

- 7 Panel size reductions
- 8 Double-shifts
- 4 Russian Judges fully covered by Russian Federation
- 8 Event Judge travel paid by Russia

**31 Judges ISC paid for travel at higher than normal costs**

Average cost for travel-only across 31 Judges was **€915**; including Visas and PCR tests it was **€1.125**.

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## Claims' statistics

### *Mondial:*

- I processed 44 claims from Judges and Jury.
- All claims were acknowledged immediately upon receipt.
- Claims were processed within 48 hours, with two exceptions, and sent to FAI for payment or sent back to the claimants for corrections.
- 50% of claims were incorrect on the first attempt. Claimant had not read the Policy (despite me sending it to all Chief Judges one month in advance and asking for it to be distributed, and most did), entered wrong amounts, did not provide receipts, claimed overly-expensive flights, claimed travel insurance, did not provide explanations of exceptions, wrongly added up totals, sent claims handwritten, and other reasons.
- I considered four claims to be inappropriate or abusive. These claims were denied and took some weeks to settle. They were reported to the relevant Chair.
- FAI paid all correctly completed claims within 10 days. This was excellent service.

### *Throughout the year:*

- There were invoices to pay,
- I processed Bid Application Fees, refunds and Deposits as required.

### *Russian Deposit:*

The Deposit of €15.000 was paid by Russia in time, as were the Sanction Fees. The FAI Controller, Alberto Martin Paracuellos, did a good job with these.

When it became time to make refunds to Russia, it became apparent that Russia had not paid some suppliers nor refunded 50% of some entry fees for non-attendance, so I was instructed to withhold the Deposit until these items were settled.

As at November, I have instructed FAI, with Russia's written consent, to pay three suppliers and four competitors' NACs from the Deposit, which is not yet refunded. I remark upon it because this situation is unprecedented in my experience. One would expect that not only is an event well-marketed and well-delivered, but it is also well-wrapped up. This has not happened in the case of the Mondial and that is such a shame because it colours the good work and generosity of Russia previously shown.

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## Work with FAI

I said earlier it has been an unusual year. For the first time in many years, ISC and FAI have worked, not only cooperatively, but in “tandem”, to use our language.

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

FAI ran at a loss for the end-2020 year of CHF -74.747, an improvement on CHF -340.000 in 2019. FAI should be positive ~CHF69.000 at end 2021, which puts something back into the “Missing Million” from Commission’s Reserves that I identified in 2020. ASC’s Reserves are still covered by the FAI building, (building prices are improving), in an insolvency situation, but not by the cash we first put into them. I have made it my mission to help FAI recover our funds in any way I can help.

My thanks to Paola Lopez, Finance Manager at FAI who answers me *next day* without fail, and whose help, explanations and patience have contributed to a really tight understanding of ISC’s financial status and accounts.

My thanks also to Markus for inviting me onto a tiny group of two to take ISC’s processes to the sport aviation world. I authored a *Guide to the Standard Budget Template* and was privileged to be able to help teach the new budgeting system to other Commission Treasurers. This enabled my own deep understanding of the accounting codes too, so that ISC’s annual reconciliation with FAI takes minutes, while Paola and I stay on top of it through the year. She has borrowed some of my ideas and is using them to great effect with other Commissions in an effort to homogenise FAI ASC work. A new, standard, simplified, Expense Claim procedure will be introduced in December.

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.

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## 2022 Proposed Budget

For 2022 the Plenary approved the Draft Budget found in Appendix B to this Report. As you will see, we once again forecast a loss: **-€31.100**. As a minimum, it would be great to try and break even, or make even a small profit to rebuild our Reserves, so let's try and mitigate that with *these suggestions for your consideration in purple*. *Let's think about these before the Plenary and try to create a different Proposed Budget 2022:*

1. My plan is that at the Plenary I will work proactively and in real time on ZOOM to establish a new basis for the number of participants each Discipline Chair expects to see in Belgium, Czech Republic and USA. *Please prepare for that forecast or send me your numbers in advance now? Thank you.*
2. I have taken out Para-Ski due to the cancellation in March 2022, *but fully hope a PS competition will be run in 2022, adding back around €6.600.*
3. We now must add two Chief Judges' costs (CP and CF) to our costs for Eloy, because they were *new Bids* added to the USA later, and agreed by the Plenary in 2019. In 2023 and beyond, for all New Bids, ISC will be paying for nine (9) Chief Judge travel costs. *Can we do something about that? Who wants to be creative?*
4. I believe one Discipline may be asking to *reduce* their Judge panel size by one, while another Discipline wishes to *add* one Judge. *I ask the Judges Committee and all Discipline Chairs if any reduction in Judges' Costs are possible? Should panel sizes be reconsidered for indoor versus outdoor, WPCs versus WCs, for example? Should there be an impartial Discussion Group to review ISC's approach to training, selecting, retaining, revalidating and removing Judges? Comments?*
5. *Can we finally remove the €5.000 for Judges' Train-The-Trainer Seminar?*
6. In forecasting, I've used an average of **€1.000 per head for Judge travel**, noting most will be travelling inter-continently to USA, and there may be a COVID-price increase on flights as there is on everything else. It would be good if I am wrong on this.
7. The FAI General Conference is going to be in Wuhan, China. For this, I have had to increase the cost of President travel. However, *I am very sure that the €5.500 set aside for the 2022 Plenary in Bucharest will not be spent, and shall happily reduce it when we all agree.*
8. The ISC President has a travel Budget of €5.000, *usually not fully expended.*
9. The **€5.000 set aside for Bureau and Officer expenses will not be fully utilised** as there are only three competitions to attend.
10. Let's see what the Records Processing Working Group decides in terms of what records ISC pays for. *This could reduce the €6.600 by two thirds, if Russia is the baseline.*

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11. We have nine (9) Jury Personnel to send to three competitions at a cost of €14.400. As one of those competitions is a single Discipline, and based on Russia where two out of six Jurors did little or no Jury work, *can the Plenary/Extended Bureau agree that the FAI Controller can fill one of these Jury positions for Czech Republic, and try the idea proposed last year by the Jury Discussion Group?*
12. Licences and Maintenance will increase. They already did in 2021.
13. IT Development has €2.000 set against it for an as-yet unidentified project. I feel a project may be coming though, and simply ask the proposers to *keep the project scope to the “bare essentials”*.
14. Media and Promotion has €8.000 set against it. *We need an update on this price.*

## 2023 Draft Budget

The Plenary will be asked to consider and approve the Draft Budget for 2023 found in Appendix C to this Report.

## Future Trends for the ISC Special Reserve

Now you have considered all those cost-saving ideas, let me give you some really good news, and a little blip.

At the start of 2021, ISC’s Special Reserve was **€93.189** by my calculations and all who preceded me, not including monies held in trust in Application Fees and Deposits. At losses of around €30.000 per annum we looked at bankruptcy in three to four years.

However, the FAI auditor told us it was **CHF176.922 (~€161.000)** at the end of December 2020, an impossibly high figure I was not prepared to accept without examination and an audit.

And the good news is ... that figure is correct, and I accepted it for a concession, noting it also included €21.070 in Application Fees. Here’s the actual workings in euros, noting that FAI now deals exclusively in CHF which is the concession I had to accept, to do all our Budgets and forecasts in CHF and wear the currency exchange losses and gains and Bank Fees. In other words, all Commissions are now asked to carry their own costs of banking and finance, and I need to run two Budgets and Estimates, one for ISC and one for FAI.

<b>€ 93,189</b>	Old balance of Special Reserve
€ 34,082	Plus “Release of historical short-term liabilities” *
€ 18,491	Plus “long-term currency exchange effects apportioned to ISC”
<b>€ 21,070</b>	Plus current liabilities in Application Fees
<b>€ 166,832</b>	<b>New Balance – close enough to the auditor’s figures, given exchange effects</b> (or <b>€145,762</b> deducting €21.070 Application Fees which are owed to Organisers.)



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## **We’ve had a ONCE-OFF windfall of +€52.000 when the new accountant and auditor did their work at FAI in 2020/2021. Let’s not spend it all at once?**

\* What does it mean? Skip this paragraph if you don’t want to know. “Release of historical short-term liabilities” means one of two things and I share my thoughts. It implies that a former FAI employee so mucked up the refunds of Sanction Fees, Application Fees and Deposits, that over time those numbers accrued to €34.082. I’d say our Finance Secretaries, who were a great bunch, did not allow that to happen, so here is theory #2: It’s the return to ISC of the money spent on IPETA, which a proper accountant/auditor would correctly and properly ascribe to FAI as the shareholder, not to ISC. Just a theory. But I’ve badgered FAI about this for years, and there’s no knowing any more with the change of personnel and management, if that was the end result. I just conclude that FAI now has a really good accountant and auditor.

The €18.491 was a result of all currency costs and profits, apportioned to each Commission’s Special Reserve as the instigators of the transactions over the years. The auditor gave us this when the accounting system changed to a new baseline.

But from now on, we wear our own currency effects as I explained earlier. We will continue to speak in euros and claims will still be in claimants’ preferred currencies, but I must now convert back to CHF for Budget and estimating purposes.

Sadly, in 2021 I had no knowledge this would happen nor that the end result for the year would be -€1.319 in currency losses with bank fees over -€160. These are the blips. On this basis, I’ve authorised FAI to close our bank account to save on fees, but also because the processes of claiming at FAI are good enough that I no longer need to see the cash flow go through a bank account. I can see it in the monthly statements FAI sends to me directly from *Run-My-Accounts*, and I can question any strange transactions immediately, as I used to do by opening the bank account.

As our “cash” was never held as an asset in our bank account”, but was used by FAI to manage its own cash flow, I’ve let nothing go. Our bank account had only around €2.000 in it, not the whole €145.000 which is asset-backed only by the FAI building as explained. So now our Special Reserve is held only on paper, as it has been for the past fourteen years!

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### Trends forward

Let's have a look at the next few years Income and Expenses, starting from the now higher base of €145.762:

YEAR	INCOME		# Competitors	EXPENSES	NET	NEW RESERVE
2020		MONDIAL	830	€ 0	€ 0	€ 145,762
2021	€ 61,552	MONDIAL	533	-€ 48,040	€ 13,512	€ 159,274
2022	€ 114,400	ON	1,100	-€ 145,500	-€ 31,100	€ 128,174
2023	€ 116,600	off	1,060	-€ 142,590	-€ 25,990	€ 102,184
2024	€ 154,000	ON	1,100	-€ 146,590	€ 7,410	€ 109,594
2025	€ 126,000	off	900	-€ 146,590	-€ 20,590	€ 89,004
2026	€ 182,000	MONDIAL	1,300	-€ 146,590	€ 35,410	€ 124,414
2027	€ 126,000	off	900	-€ 146,590	-€ 20,590	€ 103,824
2028	€ 187,000	ON	1,100	-€ 146,590	€ 40,410	€ 144,234
<b>Sanction Fees:</b>	€ 110					
	€ 140					
	€ 170					

As you can see, if we can reduce expenses to match income, as much as possible, AND if we can retain competitor numbers as above (increasing would be better), AND we increase the Sanction Fee as forecast to €140 we are in a good place. I am comfortable with more than €100.000 in ISC's Special Reserve, but €150.000 would be better given we don't know about future pandemics, disasters, or other factors impinging on competitor numbers.

### Proposals

#### Proposal 1:

To this end, I've looked at proposing we *bring forward* the five year increase in the Sanction Fee *to €140 from 2023* instead of 2024 (*it was last increased in 2019*), *for all New Bids approved at and from the Plenary 2022 forward*. This has the effect of putting €13.000 into our Reserve, now, and putting us in a safer place – but again, let's not spend it all at once.

I leave it entirely up to the Plenary to agree or not. I am not wedded to any position, just doing the forecasts. (The next Sanction Fee increase should be to €170 from 2028).

YEAR	INCOME		# Competitors	EXPENSES	NET	NEW RESERVE
2020	€ 0	MONDIAL	830	-€ 11,879	-€ 11,879	€ 145,762
2021	€ 61,552	MONDIAL	533	-€ 48,040	€ 13,512	€ 159,274
2022	€ 114,400	ON	1,100	-€ 145,500	-€ 31,100	€ 128,174
2023	€ 129,800	off	1,060	-€ 142,590	-€ 12,790	€ 115,384
2024	€ 154,000	ON	1,100	-€ 146,590	€ 7,410	€ 122,794
2025	€ 126,000	off	900	-€ 146,590	-€ 20,590	€ 102,204
2026	€ 182,000	MONDIAL	1,300	-€ 146,590	€ 35,410	€ 137,614
2027	€ 126,000	off	900	-€ 146,590	-€ 20,590	€ 117,024
2028	€ 187,000	ON	1,100	-€ 146,590	€ 40,410	€ 157,434

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**Proposal 2:**

*This is a proposal to raise the Travel Limits in the Expense Reimbursement Policy for 2022.*

Analysis of flight prices in 2021, admittedly an unusual year, showed how difficult it was to find flights within the 400, 600 or 1800 euros limits. I suspect the COVID uplift across the world will impact on flight prices and it's been at these limits for a long time.

*For this proposal to be supported, I believe we need to see reductions in other Judge/Jury expenses first.*

<b>INCREASE TRAVEL LIMITS € from – to:</b>	
400	450
600	700
1.800	2.000

**Finance Working Group composition**

The FWG comprised Buzz Bennett, Patrice Girardin and Doris Merz. We have had no meetings or discussions.

In 2021 Buzz tendered his resignation from the FWG and has been thanked gratefully and sincerely for all the work he has done for ISC over the years, particularly as the “Father” of the ISC Expense Reimbursement Policy. So much of the work we do today is based upon Buzz's great thinking and excellent processes. I have promised to still refer to him in need and he has graciously accepted.

I ask the Plenary to approve **Natasha Higman, (UK)**, as his replacement.

*The FWG has had a short timeframe to see this Report. It is not to be held responsible for my errors, omissions and ideas.*

**Conclusion**

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

Gail Bradley  
ISC Finance Secretary  
January 2022

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### Appendix A: Approved versus Actual Budget 2021

<b>ISC BUDGET 2021</b>	<b>2021</b>	<b>@</b>	<b>24/01/2021</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>Sanction Fee:</b>	<b>€ 110</b>		<b># ENTRIES</b>	<b>€</b>	<b>#</b>
<b>INCOME:</b>					
WPC AE - Artistic Events	Russia	€ 4,400	40	€ 60,830	23
WPC CF - Canopy Formation	Russia	€ 6,600	60	€ 0	49
WPC CP - Canopy Piloting & CPFS	Russia	€ 8,800	80	€ 0	45
WPC FS - Formation Skydiving	Russia	€ 25,300	230	€ 0	144
WC IS - Indoor Skydiving	NONE	€ 0	0	€ 0	0
WC/EC - Para-Ski	NONE	€ 6,600	60	€ 0	0
WPC SP - Speed Skydiving	Russia	€ 3,300	30	€ 0	27
WPC ST & AL - Style and Accuracy	Russia	€ 24,200	220	€ 0	99
WPC WS - Wingsuit Flying	Russia	€ 6,600	60	€ 0	35
Sale of Merchandise		€ 0		€ 0	131
Sale of ISC Medals		€ 0		€ 0	
Protest Fees & CP "Challenges"		€ 0	780	€ 250	553
Credit Note from 2019				€ 472	
<b>Total Income</b>		<b>€ 85,800</b>		<b>€ 61,552</b>	
Balancing item from ASC Reserve		<b>€ 9,660</b>		<b>€ 13,512</b>	
<b>Total Expenditure</b>		<b>€ 76,140</b>		<b>-€ 48,040</b>	
<b>EXPENDITURE:</b>					
Extended Bureau - Plenary		€ 0		€ 0	
ISC Plenary 2021 - internet		€ 60		€ 0	
FAI General Conference 2021		€ 0		€ 0	
ASC and other ISC President		€ 2,000		-€900	
ISC Midyear Bureau Meeting		€ 0		€ 0	
Officer Expenses		€ 500		€ 0	
ISC Bureau Representation		€ 0		€ 0	
<b>Sub-Total Officials</b>		<b>€ 2,560</b>		<b>€ 0</b>	
<b>ISC Committees, WGs, Experts</b>					
- Dynamic		€ 1,000		€ 0	
- Judges		€ 150		-€ 81	
<b>Sub-Total Committees</b>		<b>€ 1,150</b>			
FAI - Records		€ 6,600		-€ 2,080	
FAI Jury		€ 0		-€ 1,368	
FAI Judges		€ 58,000		-€ 34,896	
World Games				€ 0	
Licences/Updates		€ 170		-€ 168	
Hosting and maintenance		€ 460		-€ 513	
IT Development		€ 0		€ 0	
Media & Promotion - revised		€ 7,200		-€ 6,560	
Bank Fees				-€ 156	
Currency exchange net gain/loss				-€ 1,319	
<b>Sub-Total General</b>		<b>€ 72,430</b>		<b>-€ 47,059</b>	
<b>Total Expense</b>		<b>€ 76,140</b>		<b>-€ 48,040</b>	<b>~28,000</b>

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## Appendix B: Proposed Budget 2022

<b>PROPOSED BUDGET 2022</b>	<b>Plenary Meeting</b>	<b>28/01/2022</b>	
<b>Sanction Fee:</b>	<b>110 €</b>		<b>ENTRIES</b>
<b>INCOME:</b>			
AE - Artistic Events	Eloy	€ 4,400	40
CF - Canopy Formation	Eloy	€ 7,700	70
CP - Canopy Piloting & CPFS	Eloy	€ 11,000	100
FS - Formation Skydiving	Eloy	€ 24,200	220
IS - Indoor Skydiving	Belgium	€ 36,300	330
PS - Para-Ski	TBA		60
SP - Speed Skydiving	Eloy	€ 3,300	30
ST & AL - Style and Accuracy	Czech R.	€ 20,900	190
WS - Wingsuit Flying	Eloy	€ 6,600	60
Sale of Merchandise		€ 0	
Protest Fees		€ 0	
<b>Total Income</b>		<b>€ 114,400</b>	1100
Balancing item from ASC Reserve		<b>-€ 31,100</b>	
<b>Total Expenditure</b>		<b>-€ 145,500</b>	
<b>EXPENDITURE:</b>			
Extended Bureau - Plenary		€ 2,500	
ISC Plenary 2022 - Romania		€ 3,000	
FAI General Conference		€ 2,000	
ASC and other ISC President		€ 5,000	
ISC Midyear Bureau Meeting		€ 0	
Officer Expenses		€ 1,500	
ISC Bureau Representation		€ 3,500	
<b>Sub-Total ISC</b>		<b>-€ 17,500</b>	
- Artistic Events			
- Canopy Formation			
- Canopy Piloting			
- Dynamic			
- Formation Skydiving			
- Indoor Skydiving			
- Judges	€ 5,150		
- Para Ski			
- Rules & Regulations			
- Speed Skydiving			
- Style & Accuracy			
- Technical & Safety			
- Wingsuit Flying			
<b>Sub-Total Committees &amp; WGs</b>		<b>-€ 5,150</b>	
FAI for Records Processing	€ 6,600		
FAI Jury	€ 14,400	(9 Jurors)	
FAI Judges	€ 87,200	(now includes 3 NEW CJs)	
World Games	€ 4,000		
Licences/Updates	€ 190		
Hosting and maintenance	€ 460		
IT Development	€ 2,000		
Media & Promotion	€ 8,000		
<b>Sub-Total Officials &amp; Other</b>		<b>-€ 122,850</b>	
<b>Total Expense</b>		<b>-€ 145,500</b>	

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### Appendix C: Draft Budget 2023

<b>DRAFT BUDGET 2023</b>	<b>Plenary Meeting</b>		<b>28/01/2022</b>
<b>Sanction Fee:</b>	<b>€ 140</b>	(€110 for existing)	<b>ENTRIES</b>
<b>INCOME:</b>			
AE - Artistic Events 14th WC	Norway	€ 4,400	40
CF - Canopy Formation	Is there one?		0
CP - Canopy Piloting 11th WC	TBA	€ 14,000	100
FS - Formation Skydiving 23rd WC	Norway	€ 24,200	220
IS - Indoor Skydiving 4th WPC	Slovakia	€ 39,600	360
PS - Para-Ski 10th WC	TBA	€ 8,400	60
SP - Speed Skydiving 5th WC	TBA	€ 4,200	30
ST/AL - Style and Accuracy 15th WC	TBA	€ 26,600	190
WS - Wingsuit Flying 4th WC	TBA	€ 8,400	60
Sale of Merchandise		€ 0	
Protest Fees		€ 0	
<b>Total Income</b>		<b>€ 129,800</b>	1060
Balancing item from ASC Reserve		<b>-€ 12,790</b>	
<b>Total Expenditure</b>		<b>-€ 142,590</b>	
<b>EXPENDITURE:</b>			
Extended Bureau - Plenary	€ 2,500		
ISC Plenary 2022 - Romania	€ 3,000		
FAI General Conference	€ 2,000		
ASC and other ISC President	€ 5,000		
ISC Midyear Bureau Meeting	€ 0		
Officer Expenses	€ 1,500		
ISC Bureau Representation	€ 3,500		
<b>Sub-Total ISC</b>		<b>-€ 17,500</b>	
<b>ISC Committees and WGs</b>			
- Artistic Events			
- Canopy Formation			
- Canopy Piloting			
- Dynamic			
- Formation Skydiving			
- Indoor Skydiving			
- Judges	€ 150		
- Para Ski			
- Rules & Regulations			
- Speed Skydiving			
- Style & Accuracy			
- Technical & Safety			
- Wingsuit Flying			
<b>Sub-Total Committees</b>		<b>-€ 150</b>	
FAI for Comp'n Records Processing	€ 2,200		
FAI Jury	€ 28,800	( includes 18 Jurors)	
FAI Judges	€ 81,200	( includes 6 new CJs)	
World Games	€ 4,000		
Licences/Updates	€ 220		
Hosting and maintenance	€ 520		
IT Development			
Media & Promotion	€ 8,000		
<b>Sub-Total Officials &amp; Other</b>		<b>-€ 124,940</b>	
<b>Total Expense</b>		<b>-€ 142,590</b>	

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#### Appendix D: Discipline Financials

As before, I've compared the cost of ISC-paid-for Judges in each Discipline against the number of competitors, to ascertain which Disciplines are profitable. This is **not** a judgement of the value of any Discipline; simply an analysis of where our costs lie. We know we happily cross-subsidise each other.

This analysis should help Bidders and Bureaux determine which Disciplines may be mixed to prevent cost blowouts.

Russia's funding of Judges meant the forecast full complement of 58 Mondial Judges (excluding CJs) was reduced to ISC paying for only 39. Further reducing this by the eight lower-cost Event Judges, meant ISC fully paid for 31 Judges at an average cost of €915. (Event Judges were taken out to ascertain the true cost of Judge travel). Table 1 describes this.

**Table 1:**

<b>DISCIPLINE FINANCIALS 2021 for reduced number of Judges</b>						
<i>553 Sanction Fees of which 470 were Competitors and 83 were "Other". "Other" has been divided proportionally into each Discipline.</i>						
Location	Discipline	Competitors plus the relevant proportion of "Other"	Judges (# paid by ISC)	Income (C x €110)	Cost JUDGES excluding EJs paid by Russia	Profitable? (E - F)
Tanay	AE	26	4	€ 2,860	€ 3,906	-€ 1,046
Tanay	CF	64	3	€ 7,040	€ 2,452	€ 4,588
Tanay	CP	64	4	€ 7,040	€ 3,523	€ 3,517
Tanay	FS	166	5	€ 18,260	€ 4,131	€ 14,129
Tanay	SP	29	1	€ 3,190	€ 981	€ 2,209
Kemerovo	ST/AL	135	11	€ 14,850	€ 10,644	€ 4,206
Tanay	WS	69	3	€ 7,590	€ 2,872	€ 4,718
<b>TOTALS</b>		<b>553</b>	<b>31</b>	<b>€ 60,830</b>	<b>€ 28,509</b>	<b>€ 32,321</b>

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### Comparison with “normal” Panel Sizes:

If Judge Panel Sizes were the normal size, and with ISC paying for Chief Judges in future, Table 2 provides a different picture based on the same number of competitors as for Russia.

It also provides a mathematical view of what the Sanction Fee would need to become to render each Discipline profitable. This is only for interest; we should endeavour always to combine Disciplines to create cost synergies.

It is noted that average Judge travel is forecast in the 2022 Budget to be €1.000 per head as the majority of events are in the USA and travel prices will undoubtedly increase with a COVID-uplift.

**Table 2:**

<b>DISCIPLINE FINANCIALS 2021 compared with normal number of Judges</b>				
<b>Discipline</b>	<b>Competitor Numbers</b>	<b>Normal Panel Size (incl. CJ)</b>	<b>Profit if "Normal" Panel Sizes were engaged?</b>	<b>Sanction Fee per discipline - if ever. (Cost of Panel / No. of Competitors)</b>
AE	26	9	-€ 6,597.48	€ 363.75
CF	64	7	-€ 315.82	€ 114.93
CP	64	8	-€ 1,366.65	€ 131.35
FS	166	15	€ 2,497.53	€ 94.95
SP	29	3	€ 37.51	€ 108.71
ST/AL	135	15	-€ 912.47	€ 116.76
WS	69	8	-€ 816.65	€ 121.84
	<b>553</b>	<b>65</b>	<b>-€ 7,474</b>	

Further analysis is spurious because competitor numbers will increase, we hope. Also, if we consider that Indoor Skydiving adds a further ~400 Sanction Fees but deducts 24 Judges, and Para-Ski also makes a profit, the future is different. Further Discipline analysis at this point is not helpful.