



BRITISH BOBSLEIGH & SKELETON ASSOCIATION'S ANNUAL GOVERNANCE STATEMENT 2025, INCLUDING CASCADING GOOD GOVERNANCE OVERVIEW

Cascading Good Governance Overview

The British Bobsleigh & Skeleton Association's (BBSA) good governance ensures accountability, transparency and fairness across the World Class Programmes for Bobsleigh and Skeleton. It involves a robust framework of policies, procedures and committees providing structure and consistent standards across the organisation aligning with the Code for Sports Governance.

Examples of good governance this year include the introduction of a new Board Terms of Reference including Schedule of Matters Reserved for the Board and Scheme of Delegation; the introduction of a new Board Skills Matrix; updated Code of Conduct and Declaration of Good Character forms; and the transition from two separate Performance Management Groups to one combined Performance Advisory Group. The Board also nominated one of the existing INEDs to take the role of Lead Director Welfare, Safety and EDI and another INED to become the Senior Independent Director (SID) whilst also chairing the Safety Working Group and Diversity and Gender Equity Working Group for the International Bobsleigh & Skeleton Federation.

Governance Statement

The BBSA is subject to the Code for Sports Governance (the "Code") and is committed to the principles of good governance. The Code requires the BBSA to provide stakeholders, members, supporters and sponsors with a report on the composition and organisation of its governance structures and explain how these arrangements have supported the achievement of its objectives.

This statement is a summary of the BBSA's governance position for the year from October 2024 to September 2025.

Introduction

The BBSA is the National Governing Body of the sports of Bobsleigh and Skeleton in Great Britain and Northern Ireland and is recognised by the International Bobsleigh and Skeleton Federation, British Olympic Association, British Paralympic Association, UK Sport and Sport England. The Board of the BBSA is responsible for the overall direction, leadership and culture of the sport and for ensuring its effectiveness as a business and as a National Governing Body.

The purpose of the BBSA is to maximise Britain's medal potential at the highest levels of global bobsleigh and skeleton competition. The BBSA aims to create and maintain a high-performance culture

and environment for our athletes and staff to succeed and win well. In addition, programmes to identify and develop the next generation of elite athletes remain paramount to achieving the BBSA's long-term success.

The Board reaffirmed its purpose at its meeting in June 2025 with the approval of a new Board Terms of Reference including Schedule of Matters Reserved for the Board and Scheme of Delegation. In addition, the Board increased its focus on Welfare and Safety and Equality, Diversity and Inclusion with Paul Davison becoming Lead Director Welfare, Safety and EDI in May 2025.

Following last year's Leadership Review, this year has seen the transition from two separate Performance Management Groups to one combined Performance Advisory Group providing the Board with confidence in the present and future direction of the organisation's performance strategy. This has been further strengthened by the Executive Performance Director being made an Ex-Officio Board Member, with full voting rights and a direct link between the Board and the Senior Executive Team.

BBSA Board

The BBSA Board met in October and November 2024, January, March, May, June and August 2025.

The BBSA has 8 Directors and attendance at each Board meeting was as follows:

October 2024 - 7

November 2024 - 6

January 2025 - 8

March 2025 - 7

May 2025 - 8

June 2025 - 7

August 2025 - 7

In May 2025 the Board nominated and appointed Heather Ratnage-Black to the vacant Senior Independent Director role. In addition to this role Heather will continue chairing the Safety Working Group and Diversity and Gender Equity Working Group for the International Bobsleigh & Skeleton Federation.

We are especially confident in the diversity of thought and experience on our Board. As at 30 September 2024, the composition of the BBSA Board was 3 Female (38%) and 5 Male (62%). When presenting a report to Board requiring a decision or approval, the author must explain any consideration of equality, diversity and inclusion in addition to any environmental and/or social impacts.

At its meeting in January 2025, the Board were delighted to be joined by representatives from UK Sport. Also in January 2025 the Board considered Strategy and Planning for 2025, with a particular focus on ensuring compliance with all requirements as per the Code for Sports Governance.

Budget approval for 2024/25 was given in the Board meeting in September 2024. In January 2025 the Board approved the audited Accounts for the year ended 30 September 2024 and the Letter of Representation. The Board also confirmed reappointment of Richardson Swift as auditor for the year ended 30 September 2025.

The Board considered risk at its meetings in October 2024, May 2025 and August 2025.

The Audit & Risk Committee is a standing Committee under delegated authority from the Board. It met in January 2025, April 2025, June 2025 and September 2025.

The HR & Remuneration Committee is a standing Committee under delegated authority from the Board. It met in January 2025, April 2025 and September 2025.

The Performance Advisory Group is a standing Committee under delegated authority from the Board. A new Terms of Reference was approved by Board in May 2025 with new Chair and members appointed.

The Nominations Committee is a standing Committee under delegated authority from the Board. A new Terms of Reference was approved by Board in June 2025 with new Chair and members appointed.

The Board and its Committees have discharged their duties effectively and efficiently throughout this period.

Governance Initiatives

Work continued throughout the year ensuring compliance with the Code for Sports Governance and the BBSA worked closely with UK Sport on all matters related to the Code.

In February 2025 a Finance Assurance Review was undertaken by the auditors BDO on behalf of UK Sport focused on BBSA's controls, procedures and processes. BDO assessed our Controls Design as Moderate and our Controls Effectiveness as Substantial and identified areas for improvement which we have already acted upon including the introduction of stand-alone Reserves and Procurement Policies.

Considerations for environmental and social impact were added to all Board papers from March 2025 with these being important considerations for the Board in their decision making,

In June 2025 a new Board Terms of Reference was approved including Schedule of Matters Reserved for the Board and Scheme of Delegation. This has been published on the BBSA website for transparency.

Following the publication of the new Board Terms of Reference, a review of the Articles of Association was started to ensure the key governance documents of the organisation are aligned. These were last updated in January 2020, and the Board considers it good practice to update these at this time.

With the appointment of the Lead Director for Welfare, Safety and EDI in May 2025 focus has turned to an update of the Diversity and Inclusion Action Plan and subsequent sign off by UK Sport.

Business Continuity is a key consideration for the Board and the Business Continuity Plan is in the process of being updated.

This year the BBSA has embarked on an ambitious initiative to catalogue all its policies in a Central Policy Register, to identify any gaps and better monitor review dates allowing appropriate scheduling of Board and Committee meetings to approve.

People Focus

Teamwork is one of our core values and we remain focused on our people.

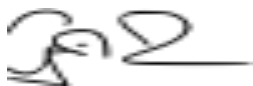
A new People Plan is in the process of being produced detailing amongst other things how we recruit and retain the best people and support their welfare and development. The plan aims to bring all HR/people documents and policies together in a coherent way.

Other BBSA documents currently in the process of being updated are the Succession Plan and Employee Handbook. In addition, new Safeguarding policies and procedures are being finalised covering both children and adults.

This year the BBSA has introduced a new Board Skills Matrix for Board members to complete as part of its focus on continuing professional development.

Approved by the Board on 8th October 2025

and signed by the Chair on behalf of the Board

A handwritten signature in black ink, appearing to be 'G Moore', written in a cursive style.

G Moore – Chair – BBSA