



BBSA 5 YEAR STRATEGY 2021-2026



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MISSION

To build on our past history of Olympic and International success in both Bobsleigh and Skeleton and to consistently be seen on the podium at all levels

VISION

To nurture ice sports talent to remain a world leader in the field

VALUES

- Integrity
- Teamwork
- Commitment
- Excellence

A MESSAGE FROM OUR CHAIR



Setting the strategy for a 5-year period and beyond is like gazing into a crystal ball that has been fogged up by years of polishing and grinding. The BBSA and the athletes who participate in this sport have a long history of winning performances on the world stage. But the world changes. The structures and methods of the past have to move with the times and have to be fit for purpose for the future as best we can see it.



A strategy must not be set in stone. It needs to be a living document that facilitates more detailed action and delivery planning across the organisation. A plan that is regularly reviewed and revised according to the changing environment, as Covid 19 has already shown us.

Above all, we need to be flexible, open to new ways of working, collaborating with other organisations and sports to ensure that we are drawing on the greatest pool of expertise available. This may mean putting to one side previously held beliefs. I hope we have the courage to do this just as we have the courage to participate in one of the most exhilarating sports on the planet.

This document sets out the strategy for the next 5 years, beyond the Milan/Cortina Olympic Winter Games in 2026 for the BBSA, the two sports and its wider community of supporters. Its strength is its clarity. With the continued support of those who love these twin sliding sports, I am sure that we will see the success that we all strive for in whatever area we operate as directors, athletes, coaches, staff or supporters.

Joanna Poulton (Chair)

INTRODUCTION



As the national governing body for the sports of bobsleigh & skeleton in Great Britain, the BBSA's remit covers governance, participation and performance across all levels and abilities, from amateur athletes and development hopefuls through to elite Olympic competitors and Para Sport sliders.

Based in Bath in South West England and formed via the amalgamation of the British Bobsleigh Association (BBA) and the British Bob Skeleton Association (BBSKA) in 2015, the BBSA has a proud history dating back almost 100 years. We are a member of the sport's international federation, the International Bobsleigh & Skeleton Federation (IBSF), and develop and nurture relationships with partners such as the British Olympic Association (BOA), UK Sport and relevant UK Government departments such as the Department for Culture, Media and Sport (DCMS).

The BBSA houses both the elite British Bobsleigh and British Skeleton performance programmes, although the two programmes currently operate under different restraints. The skeleton programme receives full WCP funding from UK Sport while the bobsleigh programme has largely been unfunded since 2018, receiving some much need funding in 2021 in the run up to the Beijing Games. Our elite athletes compete in both men's and women's skeleton, women's bobsleigh, women's monobob, 2-man and 4-man bobsleigh, as well as para bobsleigh, on circuits across the globe.

Both elite teams have enjoyed a long history of success at Olympic, World, European and Youth level. At the last five Olympic Winter Games, we have won no fewer than eight medals. Our skeleton team claimed an historic hat-trick in PyeongChang in 2018, while the bobsleigh team celebrated Olympic success at the previous Olympics four years earlier in 2014 with a bronze medal in the 4-man Bob.

WHERE ARE WE TODAY?



- Long history of global success at Olympic and World Championship competitions in both bobsleigh and skeleton
- Medals in the last 5 Olympic Winter Games
- A very small but dedicated pool of world-class athletes and emerging world-class athletes
- Pipeline of talent keen to excel in both sports
- Highly respected at international level and within IBSF committees
- Difficulties in sustaining a competitive Bobsleigh presence on the world stage due to loss of central funding
- A challenge to raise funds for operations and programmes outside of UKS remit
- Lack of funding makes it difficult to provide an operationally sustainable, effective and fit for purpose governing body



WHERE DO WE WANT TO BE?



- A fit for purpose, financially stable and properly funded governing body, providing the infrastructure needed to support and sustain world-class performance programmes
- Both sports funded at elite level by UKS, with sustainable programmes for Milan/Cortina and beyond to Games in 2030 & 2034
- Delivering on the Commercial Strategy to supplement and offset the reliance on UKS funding
- A strong and fully funded development pipeline for both sports
- Operating at the highest level of governance and financial management
- A sport with a culture of “respect for all” by everyone - athletes, coaches, staff, board directors, membership and alumni
- Recognised internationally as the governing body to be admired both in performance and operations
- Proud of our achievements
- Winning medals consistently on the world stage



HOW DO WE GET THERE?

BBSA



It is vital that we build a sustainable and fit for purpose organisation. The key focus being to ensure the continued success of our sports on the world stage and maximising the chances of our athletes consistently winning medals across all major international competitions. To be able to meet this challenge, it is key that we address the following critical factors:

- Ensure we have an effective Board of Directors and central operations team with the necessary skills and expertise to implement the strategy
- Regain the confidence of UKS as an investable governing body
- Ensure our governance is and remains of the highest standard
- Enhance engagement with the Membership Association
- Improve collaboration and engagement with our key sliding communities
- Drive commercial revenue to supplement UKS central funding
- Continue to work at international level, supporting and challenging the work of the IBSF
- Create a positive, cohesive and success driven culture across the organisation
- Ensure that our sports are inclusive and representative of our society



CRITICAL SUCCESS FACTORS BBSA



Objective	Responsibility	Overseeing Committee	Measure	Date of Completion
Establish an Effective Board	Chair Chair SID	Board Board Board	1. Review and update Board skills matrix 2. Ensure full complement of appropriate Board Directors 3. Board health check green light	September Annually December 2021 September Annually
Effective Central Operations Team	Chair Head of Finance	Board Board	1. Review and update staff Central Operations skills matrix 2. Annual Budget approved by Board	June 2022 August 2022
Ensure Governance is of the highest standard	Chair Head of Finance	Board Board	1. Achieve compliance with UK Sport Code of Governance 2. Strong financial control and financial management	Continuous Continuous
Commercial Revenue	Executive staff	Board	1. Appoint Commercial Director/ Manager 2. Annual commercial plan approved by Board	Pending funding 2022 May Annually
Enhance engagement of Membership Association	Membership Association Chair	Board	1. Annual MAC TOR's and MA Bye Laws approved by Board 2. Annual MAC engagement plan	October Annually October Annually
Improve collaboration with key communities and other winter sports	Board	Board	1. Recruit INED for Armed Forces Liaison 2. Open dialogue with other ice sliding sports	December 2021 Continuous
Support and challenge the IBSF	Chair	Board	1. Sponsor at least 2 new IBSF executive committee members 2. Support and promote governance reforms 3. Agree International Strategy with UK Sport	Congress 2022 Congress 2022 December 2021
Improve the culture within the organisation	Chair	Board	1. Organisation Satisfaction Survey	May 2022
Ensure our sports are inclusive and representative of society	Bobsleigh & Skeleton PMG	Board	1. Statistical analysis of gender and ethnicity 2. D&I training (Board, coaches, athletes) reviewed every 2 years 3. Appoint D&I Board member responsibility & report to Board	June Annually June 2022 January 2022



HOW DO WE GET THERE?

BOBSLEIGH



Creating a cohesive and success driven environment, putting Bobsleigh back on to the World Stage as a Top 3 ranked sliding nation is key to our strategy. To do this, it is imperative that we address the following critical success factors:

- Find sufficient funding to rebuild a sustainable programme for the next 2 Olympic cycles for both men & women to 2030 and beyond
- Recruit the right Performance Director/Head Coach
- Establish an effective PMG
- Develop the next generation of medal winning athletes
- Put in place strict financial management controls
- Move athlete welfare/safety higher up the agenda nationally and internationally
- Be open to new ways of working and collaborate with other sports
- Continue to support ParaBob, particularly to be included in the Paralympic Games

CRITICAL SUCCESS FACTORS BOBSLEIGH



Objective	Responsibility	Overseeing Committee	Measure	Date of Completion
Secure sufficient funding to rebuild a sustainable Bobsleigh programme for the next 2 Olympic cycles	Chair	Board	1. UK Sport Funding Approved 2. Execute Co-Funding Revenue Programme	September 2022 Continuous (Commercial Plan)
Develop the Bobsleigh PMG in line with UK Sport best practices	Chair & PMG Bobsleigh	Board	1. Appoint PMG Chair 2. Appoint Performance Director/Head Coach 3. Effective PMG in place	June 2022 December 2022 December 2022
Develop a sustainable pathway and Talent ID plan	PD	PMG	1. Talent ID programme 2. Athlete pathway programme	June 2022 June 2022
Tightly manage all expenditure	PD & Head of Finance	PMG	1. Budget and variance analysis report 2. Financial updates to Board	Quarterly (Dec, Mar, Jun, Sept) Continuous Monthly
Move athlete welfare/safety higher up the agenda nationally and internationally	PD	PMG	1. Satisfy UK Sport culture and athlete welfare health check 2. Statistical analysis report on athlete injury 3. Athlete welfare survey 4. Representation on IBSF working group	Continuous June Annually June Annually December 2022
Exchange of knowledge and expertise to enhance chance of success across both sports	PD	PMG	1. Improve knowledge via shared resources 2. Joint meeting of PMGs 3. Report to the Board on critical determinants for success	Continuous 2 x Annually June Annually
Continue to support and develop ParaBob	Board Director ParaBob	PMG /Board	1. 5-Year Development Plan 2. Pressure and lobby IBSF 3. Secure funding	June 2022 Continuous Continuous (Commercial Plan)

HOW DO WE GET THERE?

SKELETON



To be able to build on the significant success that Skeleton has delivered in the past, ensure Skeleton is one of the Top 3 sliding nations and continues to achieve medal winning success on the world stage, it is fundamental we achieve the following factors for success:

- Retain UKS central funding
- Continue excellent leadership of the performance programme through a best-in-class PMG to Milan/ Cortina and beyond
- Ensure programme continues to have PD of highest calibre
- Continue to develop and invest in the stars of the future
- Continue to invest in R&I to keep at the forefront of the sport
- Maintain tightly managed expenditure in line with strict financial controls
- Improve focus on athlete welfare and safety
- Collaborate with other sports to maintain a competitive advantage

CRITICAL SUCCESS FACTORS SKELETON



Objective	Responsibility	Overseeing Committee	Measure	Date of Completion
Retain UK Sport funding and secure co-funding	Board & Commercial Manager	Board	1. UK Sport Funding Approved 2. Execute Co-Funding Revenue Programme	September 2022 Continuous (Commercial Plan)
Ensure continuance of an effective PMG	Chair & Skeleton PMG	Board	1. Retain existing PMG and support staff 2. Recruit skilled replacements as necessary	September 2022 September 2022 September 2022
Develop a sustainable pathway and Talent ID programme	PD	PMG	1. Talent ID programme 2. Athlete pathway programme	June 2022 June 2022
Move athlete welfare/safety higher up the agenda nationally and internationally	PD	PMG	1. Satisfy UK Sport culture and welfare health check 2. Statistical analysis report on athlete injury 3. Athlete survey 4. Representation on IBSF working groups	Continuous June Annually June Annually Continuous
Exchange of knowledge and expertise to enhance chance of success across ice sports	PD	PMG	1. Improve shared resources 2. Joint official meeting of ice sports PMGs 3. Report to the Board on critical determinants for enhanced success on the world stage	Continuous 2 x Annually June 2022
Tightly manage all expenditure	PD & Head of Finance	PMG	1. Budget and variance analysis report 2. Financial updates to Board	Quarterly (Dec, Mar, Jun, Sept) Continuous Monthly

HOW DO WE GET THERE?

OUR COMMUNITIES



The BBSA is a small yet dedicated organisation overseeing ice sports that have no culture of participation at grassroots level in the UK given the lack of tracks. This means it is even more crucial that we rely on the support and engagement of key communities in our goal to ensure success and deliver the strategic plan for the organisation. With this in mind, it is hugely important to ensure we address the following key factors:

- Establish a closer working relationship and engagement with our Membership Association to support the key strategic objectives
- Enhance engagement with a wider audience, maintaining a dedicated focus on liaising with the Armed Forces and other identified sporting bodies
- Promote the BBSA to enhance our profile within the University of Bath and the local area
- Continue to build on the relationship with UKS at all levels
- Maintain and continue to forge strong relationships with the IBSF and other leading international sports organisations and bodies

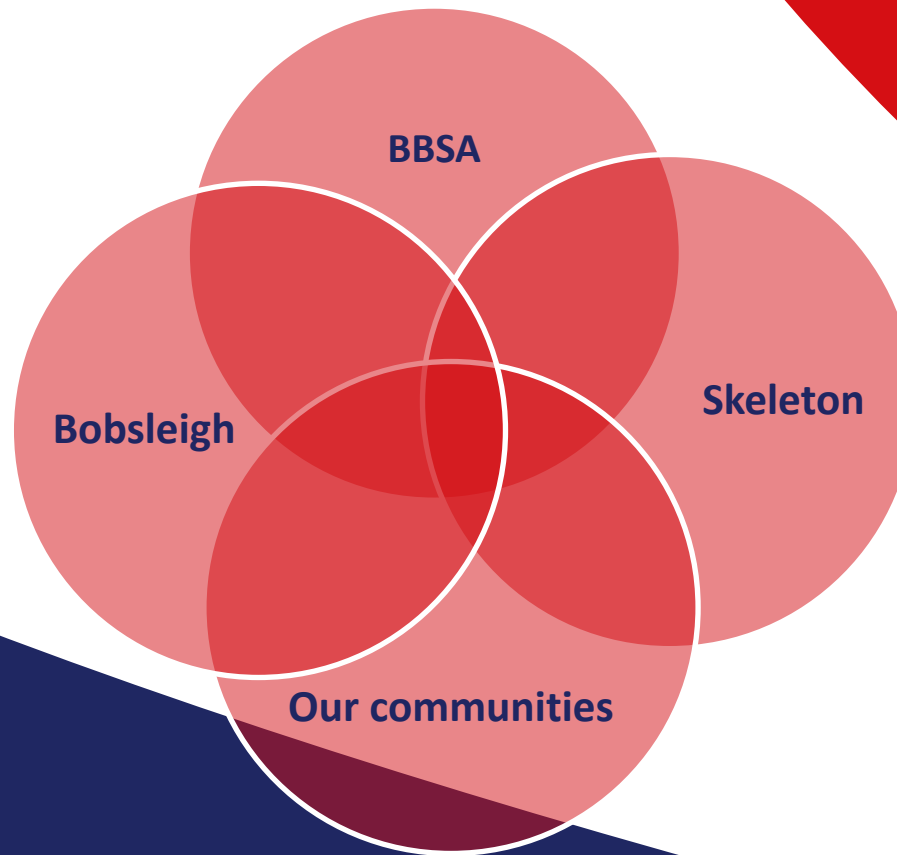


CRITICAL SUCCESS FACTORS OUR COMMUNITIES



Objective	Responsibility	Overseeing Committee	Measure	Date of Completion
Creation of an engaged Membership Association	MAC	Board	<ol style="list-style-type: none"> 1. Increase fundraising revenue 2. Well attended AGM 3. Newsletter communication 4. Events/Benefits package 5. Management of CRM 	Continuous September Annually 3 x Annually August Annually Reviewed Continuous
Enhance engagement with a wider audience, particularly UK Armed Forces	INED Armed Forces Liaison Director	Board	<ol style="list-style-type: none"> 1. Armed Forces development plan 	Apr 2022
Engagement with other sporting academies	Development Manager	PMG	<ol style="list-style-type: none"> 2. Talent ID development plans 	Dec 2022
Build on existing relationships within UK Sport	Chair Chair PMGs PD	Board PMG PMG	<ol style="list-style-type: none"> 1. Chair report to Board 2. PMG report to Board 3. Report to Board 4. Head of Finance to report to Board 	Monthly Board Updates Monthly Board Updates June Annually Monthly Board Updates
Strong relationship with BBSA Head of Finance and UK Sport	Head of Finance	Board		
Continue to forge strong relationships within the IBSF	Chair	Board	<ol style="list-style-type: none"> 1. Attend annual Congress 2. Personal meetings with President and IBSF executive 3. Appointment of GB reps to IBSF committees 	Annually Annually Congress 2022 & '26
Develop new international contacts and build network	Chair PMG's	Board Board	<ol style="list-style-type: none"> 1. Funding from UKS for international strategy 2. Set up working groups with other leading ice sports nations 	December 2021 and every two years Ongoing
Promote BBSA to enhance profile within stakeholder community e.g. University of Bath and the local area, including; businesses, local community and schools	Operations Director	Board	<ol style="list-style-type: none"> 1. Development and Communication Plan approved by Board 	June 2022

MEDAL SUCCESS NEEDS



CLOSING THOUGHTS

We strongly believe that through this very pragmatic and realistic strategy, we can safeguard the future of both skeleton and bobsleigh and continue to excel on the international stage.

Our strategy will continue to evolve and adapt as we monitor and track performance against our key objectives.

This strategy is not without challenges: but with the commitment, desire and drive across our organisation and our wider communities, we can make this strategy a reality.

BBSA Directors

December 2021