

## 1. Our Aim and Focus for the next eight years

### By 2023 British Ski and Snowboard

- *To be acknowledged as a world leading high performance organisation*

### How we will do that

- *To provide strong and open leadership that develops a positive culture of excellence and enables the delivery of sustainable high performance structures to support British snowsport*

### 2023 performance culture outcome

- *British skiers and snowboarders achieving better results than ever before*

## 2. Introduction

2014 was a seminal year for British snowsport. An accumulation of hard work by athletes and coaches ensured that the sport enjoyed our most successful Olympic Games of the modern era, including winning Great Britain's first ever snowsport medal (bronze by Jenny Jones in the Women's Slopestyle). Winning an Olympic medal might rightly have been the public face of success; just as importantly however there were solid, positive signs of talent emerging across much of the sport, demonstrated by a further ten top twenty finishes across the sport.

This document sets out our high level aims and aspirations for the next eight years and describes how we intend to achieve them. In doing so it should be remembered that BSS is itself a very young organisation, having been founded in February 2010 with a remit to develop and manage elite British snowsports; this after the previous national governing body succumbed to difficulties.

It is critical therefore that, while we focus on developing optimal performance pathways to support the sport's best athletes, we also continue to work hard to build a strong, sustainable and well run national governing body which reflects the core values and culture we believe are required to achieve success.

## 3. What We Want to Do

Over the next eight years, our aim as BSS, the governing body for British snowsport, is to create the right culture and environment not only to enable this emerging talent to thrive, but also to ensure that working with our home nation partners, we put in place the pathways that will lead to sustained and consistent snowsport success at the highest level.

We believe that by doing this, by 2023 British snowsport athletes should regularly be winning international medals.

## 4. How we will do this - Our Strategic Pillars

In order to achieve our desired outcome, BSS has identified five strategic pillars which form the core business themes underpinning the achievement of our goals:

- **Leadership and People** - Providing excellent leadership to British snowsport; creating a high performance culture that enshrines the principles of excellence and progression
- **Partners and Profile** - Ensuring that BSS develops and maintains quality working relationships with all its key internal and external stakeholders, while optimising the commercial and media opportunities available to the sport and its athletes
- **Governance and Process** - Ensuring BSS maintains the highest standards of governance and personnel welfare
- **Performance** - Delivery of discipline specific programmes focused on enhancing elite athlete performance
- **Pathways** - Working in partnership with the Home Nations to ensure that all disciplines have a co-ordinated, logical and appropriate athlete pathway which is fully aligned to the respective performance programme

These pillars will be used to develop our annual operational plan, to set SMART key performance indicators, and to provide the focus for the work of the organisation's executive and non-executive teams.

In doing this it is recognised that we both represent and support a diverse range of snowsport disciplines, Olympic and non-Olympic, all of whom come together under the one banner – BSS. Not only is each discipline at a different stage of development on the journey towards sustained medal success, but frequently the finer detail and nuances of what is required differ as well.

Where appropriate therefore, how we deliver against the Strategic Pillars, and the KPIs that we use to measure our success, will vary according to the discipline to ensure there is complete synergy between what is current best practice, what is achievable and what is realistic.

## 4.1 Leadership and People

*Providing excellent leadership to British snowsport; creating a high performance culture that enshrines the principles of excellence and progression*

How we will achieve this – our goals over the next four years:

- ✓ Develop and agree the overall BSS high performance culture and values and put in place a strategy for delivery
- ✓ Cascade a 'valued' focus from the Board downwards
- ✓ Develop and implement a communication strategy for all internal and external stakeholders
- ✓ Ensure all contracted staff have a contract covering their current employment and agree a personal development plan with regular reviews (including members of the Board)
- ✓ Develop a senior staff succession plan

## 4.2 Partners and Profile

*Ensuring that the BSS develops and maintains quality working relationships with all its key internal and external stakeholders, while optimising the commercial and media opportunities available to the sport and its athletes*

How we will achieve this – our goals over the next four years:

- ✓ Develop a sponsorship and fund raising plan to improve revenue sources and value in kind partnerships
- ✓ Ensure the BSS web and social media presence continues to actively engage with the snowsport population in the most appropriate way, including the development of new content
- ✓ Continue to focus on communication systems internally and externally
- ✓ Develop and maintain quality working relationships with key external stakeholders
- ✓ Raise the profile of BSS and its athletes through a comprehensive programme of communication and public relations activity

## 4.3 Governance and Process

*Ensuring the BSS maintains the highest standards of governance and personnel welfare*

How we will achieve this – our goals over the next four years:

- ✓ Ensure that BSS fully meets UK Sport Governance requirements
- ✓ Ensure the BSS Board maintains an updated skills matrix, with all members of the Board, including the Chair undergoing annual formal review
- ✓ Develop and maintain a robust anti-doping programme and ensure all athletes are fully kept up to date with information
- ✓ Have in place an up to date staff handbook covering but not limited to performance management, health and safety, conflicts of interest, disability in employment, disciplinary procedures, equal opportunities policy and data protection
- ✓ Maintain appropriate risk and financial management procedures which are regularly reviewed
- ✓ Ensure all BSS Board and discipline committee members understand and adhere to the organisation's code of conduct and related policies

## 4.4 Performance

*Delivery of discipline specific programmes focused on enhancing elite athlete performance*

BSS represents a wide and diverse range of snowsport disciplines. In each of these the environment, the current strengths and areas for development, as well as the financial and human resources available to support elite athlete performance, differ.

It is for this reason that we believe it is best that each discipline take responsibility for the development and delivery of its own specific performance programme. Doing this under the umbrella of the BSS Performance and Coaching Sub-Committee will help ensure that, where

possible, there is synergy of programmes, sharing and cross fertilisation of expertise and consolidation of resources

How we will achieve this – via the mechanism of the Performance and Coaching Sub-Committee, each discipline will be tasked with developing its own performance plan, with the following goals over the next four years:

- ✓ Develop a “critical determinants of performance” model for all events based on what it takes to win at the highest level
- ✓ Design and implement an athlete performance pathway to ensure that all identified athletes are appropriately supported, leading to continuous improvement
- ✓ Develop and evolve an underpinning competition strategy
- ✓ Ensure all major events have a clear and appropriate selection policy which is published prior to the selection window opening
- ✓ Provide quality leadership, management and technical support to British athletes at World Championship, Olympic and other key events
- ✓ Create an optimal daily training environment for true World Class athletes
- ✓ Seek the development of world leading coaches and support staff
- ✓ Create an environment where improvement is continually and actively sought.

### 4.5 Pathways

*Working in partnership with the Home Nations to ensure that all disciplines have a co-ordinated, logical and appropriate athlete pathway which is fully aligned to the respective performance programme*

Ensuring that, for all athletes who have the talent and desire to succeed, there is a logical, evidence based and progressive development pathway in place is not something that BSS can either develop or deliver on its own. Rather it can only achieve this via engagement and partnership with the Home Nation Snowsport Bodies.

How we will achieve this – via the mechanism of the Performance and Coaching Sub-Committee BSS will focus on working with the Home Nation Associations, so that for each discipline the following goals are achieved over the next eight years:

- ✓ Develop links with the three Home Nation Associations and agree the overall performer pathway philosophy and delivery mechanism
- ✓ Conduct research into current best practice and an understanding of the key developmental elements linked to international success
- ✓ Creation and implementation of the performer pathway model based on the above
- ✓ Develop an aligned competition pathway
- ✓ Profile and track all the development of national athletes as well as international trends and adapt the pathway and support accordingly
- ✓ Ensure the performance pathway is fully aligned from foundation to performance, enabling athletes to make a smooth transition