

BOBSLEIGH & SKELETON AUSTRALIA

STRATEGIC PLAN 2022 - 2026

EXPECT THE UNEXPECTED





INTRODUCTION

Australia is a sunburnt country, and to think about Australian athletes in snow covered mountains and in temperatures which commonly reach -25 degrees is not common. However, time after time, Australia's winter athletes and organisations defy conventional wisdom by not only participating in these unique and exhilarating winter sports, but we develop champions. Our sliding athletes of Bobsleigh and Skeleton are fast becoming regular members of this family of winter excellence.

Over recent seasons Australia has witness its Bobsleigh and Skeleton athletes produce their strongest results in recent memory. With Jackie Narracott winning our first Olympic sliding medal, and Breanna Walker finishing 5th at the 2022 Olympic Winter Games, Australia's best Bobsleigh result, it's certainly an exciting time in Australian sliding sports. After years of development and progress, our athletes are seeing the fruits of their hard work, which has brought our organisation to a tipping point.

This strategic plan establishes strong fundamentals for our organisation over this quadrennial as we focus on the growth of our sports, creates developmental opportunities, and fosters our high performance athletes success towards Milan/Cortina 2026 and beyond.

"Expect the unexpected" represents our vision to inspire a nation to think differently and outside of the norm. We might not be the largest organisation, or the have the highest participation rate amongst Australian sports, however, we are ambitious and resourceful, we understand whats required to achieve our goals and we're not afraid to go after them. Achieving our objectives within this plan will allow us to share our courage and determination with our countryman, and show that people can expect to achieve what is often unexpected.

While Expect the Unexpected details our organisational and athletic ambitions for this next four years, its foundation lies

within a clear long term vision for our sports future. The priorities and initiatives outlined in this plan are enablers for even greater organisational growth and athletic successes on the world stage beyond 2026. I would like to thank all our members, partners and supporters who have collaborated in the development of is plan. Once again, it is certainly an exciting time to be involved in the sports of Bobsleigh and Skeleton in Australia, we have an extraordinary future ahead of us.



Anthony Deane
President
Bobsleigh & Skeleton Australia

VISION

Inspire a nation to expect
the unexpected.



MISSION

To foster the growth of
our sports and empower
the progression of our
athletes.

OUR VALUES

We build trust and accountability through...

COURAGE

We are **ambitious** in the goals to strive for.

We are **committed** to having the crucial conversations.

TEAMWORK

We **collaborate** intentionally and with purpose.

We work **together** to achieve our collective goals.

EXCELLENCE

We **do** what we say.

We adopt a **growth** mindset.

SPORTSMANSHIP

We are **professional** and **respectful** in all that we do.

We act with **honesty**, **authenticity**, and **transparency**.



OUR STRATEGIC OBJECTIVES

We've identified four strategic objectives and a total of eleven strategic priorities to guide us to achieving our organisational targets.

STRATEGIC OBJECTIVE #1

PERFORMANCE

Increase opportunities for pathway athletes to develop and succeed

STRATEGIC OBJECTIVE #2

GROWTH

Increase the depth and skills of athletes within our performance pathway

STRATEGIC OBJECTIVE #3

CAPABILITIES

Increase the human, financial, and operational capabilities of our organisation

STRATEGIC OBJECTIVE #4

COMMUNICATION

Increase engagement with athletes and awareness of our sports



STRATEGIC OBJECTIVE 1

PERFORMANCE

Increase opportunities for pathway athletes to develop and succeed

STRATEGIC PRIORITIES

1. Develop a holistic framework to guide athletes through the stages of performance progression across all our sporting disciplines.
2. Ensure athletes within our performance pathways are provided with the opportunities to develop and progress through each stage of the pathway.
3. Increase our coaching capabilities to support and progress our Performance Pathways domestically.

STRATEGIC INITIATIVES

1. Design, develop and implement FTEM Athlete Pathway, ensuring alignment to Sport Australia requirements.
2. Work with athletes within the performance pathway to establish their Individual Performance Plan to support their progression and meet pathway obligations.
3. Develop relationships with other nations to increase the international training and race opportunities to progress through pathway.
4. Build on our OWIA, NIN, international supplier relationships.
5. Ensure athletes within the talent stages of our Performance Pathway are provided with a clear development program which allows them to progress into the High Performance stages of our pathway framework.
6. Conduct annual National Team and Selection camps to ensure athletes have an equitable opportunity to progress through the performance pathways, domestically.
7. Develop and implement a coaching pathway and explore IBSF resources and qualifications ie. IBSF Academy.
8. Explore athlete development initiatives to support professional education, including but not limited too; athlete leadership programs, opportunities to attend workshops e.g. IBSF Academy, SA & VIC Women Leaders in Sport.

STRATEGIC OBJECTIVE 2

GROWTH

Increase the depth and skills of athletes within our performance pathway

STRATEGIC PRIORITIES

1. Ensure Australia's high calibre athletes have the opportunity to be introduced and participate in our sports disciplines.
2. Expand our offerings to accommodate participation and development of athletes within the youth category of across our disciplines.

STRATEGIC INITIATIVES

1. Develop a recruitment strategy that is aligned to our performance pathway and supports talent identification and talent transfer.
2. Establish recruitment partnerships with the NIN to support talent transfer identification.
3. Design and implement a youth development program which aligns to our Performance Pathway as well as the objectives of the IBSF youth development program and opportunities.
4. Ensure our recruitment strategy accommodates the provision specific to the recruitment of youth athletes.
5. Seek international collaboration opportunities with North American, Asian, and European tracks to ensure progression opportunities for youth athletes.
6. Achieve a quota allocation for each sliding discipline at all future Winter Youth Olympic Games (WYOG).

STRATEGIC OBJECTIVE 3

CAPABILITIES

Increase the human, financial, and operational capabilities of our organisation

STRATEGIC PRIORITIES

1. Ensure BSA follows best practice for good governance according to the Australian Securities and Investment Commission.
2. Increase the financial resources of BSA to ensure the support and development of our performance pathways.
3. Design an organisation structure which provides operational leverage for future growth.

STRATEGIC INITIATIVES

1. Ensure transparency, integrity, democracy, development, and checks and balances are in place.
2. Develop our organisation financial strategy, including the identification of all revenue opportunities.
3. Develop a sponsorship strategy and secure external funding to support athletes and programs within our performance pathways.
4. Ensure schedule of annual funding opportunities are diarise and included in the annual performance pathways calendar.
5. Design and implement funding guidelines which clearly outlines financial support opportunities for performance pathway athletes.
6. Support athletes within the performance pathways to maximise their funding opportunities.
7. Seek out opportunities to reduce the financial output of athletes within our performance pathways, including provision of value-in-kind resources ie. accommodation, logistics, travel.
8. Develop a diverse and functional Board supported by a thorough skills mix evaluation.
9. Develop, review and refine Board docs: induction pack, charter, job descriptions, Code of Conduct, meeting agenda / minutes templates.
10. Seek and undertake Director education [explore funding to support].
11. Implement a shared cloud-based platform for document storage, data sharing & collaboration.
12. Review technology opportunities to replace manual administration overhead.

STRATEGIC OBJECTIVE 4

COMMUNICATION

Increase engagement with athletes, members and awareness of our sports

STRATEGIC PRIORITIES

1. Develop and implement a marketing and communications strategy to increase engagement with our sliding community.
2. Ensure clarity of athlete pathways across all levels of progression/development.
3. Increase opportunities to continuously engage with the sliding community.

STRATEGIC INITIATIVES

1. Develop, agree and implement the marketing, communications and relationships strategy to promote the sport, actively engage with members and stakeholders, and provide and encourage honest, transparent communication at appropriate times.
2. National launch of our 2022-2026 Strategic Plan.
3. Continue to strengthen relationships with key stakeholders domestically and internationally ie. the IBSF.
4. Improve the awareness and education of pathways opportunities to schools and athletes.
5. Initiate, monitor, and maintain an Athlete Mentor program.
6. Launch BSA Awards Evening to celebrate the achievements of our athletes and members.
7. Deliver an annual athlete survey to engage members, seek feedback and canvas skills and contacts that could benefit the sport.





11 Stafford Street
Paddington NSW 2021
Australia

E info@bobsleighskeleton.org.au
W bobsleighskeleton.org.au