

GBS | OCTOBER 2024

# GBS Strategy: 2024-30

Increasing Britain's standing at the highest levels of international snowsport, now  
and for the future



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# Development Process

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- **October 2023:** Jason Cobbold appointed Chair
  - **May 2024:** Following significant changes at board level, need for new strategy identified
  - **June 2024:** First draft of new strategy developed by Vicky and Jason with support and input from team
  - **July 2024:** Strategy shared for feedback with SLT and board
  - **September 2024:** Eighth draft of strategy approved for draft publication by board
  - **October 2024:** Presented to full HQ team, draft design process started
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# GBS' Purpose

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To increase Britain's standing at the highest levels  
of international snowsport, now and for the future

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# GBS' Mission

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To maximise, increase, and strategically employ the resources available to British snowsport athletes with a view to winning medals at Milan-Cortina Olympic and Paralympic Winter Games and beyond

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# Five Strategic Pillars

Underpinned by 12-month and 4-year goals

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# Pillar 1 - Performance

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# “Outperform in Performance”

We will be renowned for the innovative, underdog performances that make us one of the world’s highest achieving snowsport nations

By 2030...

- We will have removed distractions, ensuring our first priority is that our culture and operations are last-focused on achieving our own and UK Sport’s performance targets at milestone events, delivering continued successes at World Cup, World Championships, X Games, and other major events
- Our coaching and support staff will be the most sought after in world snowsport, dedicated to supporting our World Class Programme athletes and business operations
- Our decision-making will prioritise Podium Competitive and Podium Potential athletes, with a clear blueprint for how we support each discipline and programme under our jurisdiction
- We will have a track record of delivering performance innovation projects every year to support British athletes’ performances on and off snow



# “Outperform in Performance”

We will be renowned for the innovative, underdog performances that make us one of the world’s highest achieving snowsport nations

In the next 12 months...

- We will prioritise programme support and resource allocation to our top Olympic and Paralympic podium potential athletes for 2026 and 2030
- We will be able to clearly define what it takes to win for all Olympic and Paralympic disciplines in place for the Milan-Cortina Games
- We will have the first data points for the Podium Analytics project collected and ready for analysis and next steps
- We will have identified and articulated our next innovation project for 2025/26

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# Pillar 2 - Organisational Sustainability

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# “Build Long-Term Sustainability”

We will work with an array of public and private partners to bring awareness to our brand, our supporters, and our athletes

By 2030...

- We will have diversified revenue streams and increased overall income, with a decreased dependence on public funding, and co-funding of £1m per annum
- Our governance will be effective and efficient in bringing the right capabilities to the organisation at both executive and board levels, geared towards achieving our strategic goals
- Our brand will have greater recognition, following, and respect among fans, athletes, and the international snowsport community, reflecting the strength and uniqueness of British snowsport athletes

# “Build Long-Term Sustainability”

We will work with an array of public and private partners to bring awareness to our brand, our supporters, and our athletes

In the next 12 months...

- We will have a fully operational commercial strategy and Go To Market plan in place, targeting high-value fee paying partnerships that provide new revenue opportunities for GB Snowsport
- We will have secured £750k of new investment to increase financial support to our World Class Programmes and to invest in key business activities, including marketing and partner activation
- Our brand will have evolved through greater athlete access and multimedia formats to provide enhanced content and marketing opportunities that help to build awareness of GB Snowsport athletes and achievements
- We will actively explore opportunities to become a collaborative partner to new events such as X Games League and Snow League in order to build our audience and drive the strength of the GB Snowsport brand on the world stage
- We will close the Alpine funding gap with the successful implementation of the Alpine Foundation
- An audience baseline and sentiment analysis will be delivered to create forward targets for audience growth and heightened brand awareness



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# Pillar 3 - The Next Generation

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# **“Bring Through the Next Generation”**

We will be the best nation for the world’s brightest young snowsport athletes

By 2030...

- We will have robust, strategic pathway development plans in place with key partners that help to bring forward a strong pipeline of Olympic and Paralympic medal prospects
- We will be working with 2034 podium prospects across each GBS World Class Programme with targeted support and development plans in place to maximise their Olympic and Paralympic medal opportunities
- We will have influenced and supported domestic infrastructure planning for snowsport, helping to have brought about 1-2 meaningful project developments that are having a real influence on elite snowsport development by 2030
- We will ensure pathway investment and structure across the snowsport system demonstrates synergy between pathway, infrastructure, and ambition at the elite level of snowsport



# **“Bring Through the Next Generation”**

We will be the best nation for the world’s brightest young snowsport athletes

In the next 12 months...

- We will prioritise support to and investigation of new UK and European training facilities which can have a meaningful impact on British athletes’ podium prospects, including airbag, Ski and Snowboard Cross tracks, and start gates
- We will have agreed with the Home Nations Snowsport NGBs practical actions to support strategic home nation pathway development
- We will continue to support nation transfer applications for promising international athletes, particularly in disciplines where there are current gaps in domestic talent pipelines
- We will have worked with the Home Nations Snowsport NGBs to develop a clear understanding of infrastructure strategies and plans across England, Scotland, and Wales

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# **Pillar 4 - Environmental Sustainability**

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# “Get Ahead of Climate Change”

We will be proactive in managing our environmental impact, and advocating for wider changes that protect the future of our sport

By 2030...

- Our position on environmental sustainability and climate mitigation will be fully understood within the British snowsport community and internationally
- We will have credible partnerships in place that actively advocate and act to reduce the impact of climate change on snowsport
- Our climate change and environmental strategy will be informing all GBS operational activities
- GBS athletes will be supported to speak out publicly on climate change and British efforts to safeguard snowsport

# “Get Ahead of Climate Change”

We will be proactive in managing our environmental impact, and advocating for wider changes that protect the future of our sport

In the next 12 months...

- We will finalise and publish an environmental strategy that makes clear our ambitions and activities
- We will have finalised our carbon footprint calculators for 2022/23 and established a baseline for business carbon reduction opportunities
- We will have identified current athletes with an interest in being a public voice for protecting snowsport from climate change
- Board and executive will work together to identify a project group with potential external expertise to provide advisory support



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# Pillar 5 - Influence

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# “Growing Global Influence”

We will be widely recognised as a credible and influential voice both domestically and internationally in the future of international snowsport

By 2030...

- We will be seen as an influential voice within FIS, demonstrating best-in-class collaboration with other nations in support of our long-term strategic goals
- We will have secured British representation on the FIS council
- We will be a robust and trusted voice domestically, influencing UK Sport and Britain’s sporting decision-makers to maintain support for winter sports into 2030 and beyond

# “Growing Global Influence”

We will be widely recognised as a credible and influential voice both domestically and internationally in the future of international snowsport

In the next 12 months...

- We will use our influence within FIS strategically to advance GB Snowsport’s interests through our votes and advocacy
- We will play an active role in all relevant FIS Working Groups and at council, influencing decisions and building positive working relationships with other nations
- We will work alongside other Winter National Governing Bodies of Sport to make the case for continued investment into winter sport at government and UK Sport levels