



British Athletes  
Commission

# PARIS CYCLE STRATEGY

2022-2025

## VISION, MISSION AND OBJECTIVES

The **BAC Vision** is:

*To be widely recognised as the leading trusted provider of independent support for Britain's elite athletes, giving them a powerful voice and ensuring their interests are at the heart of decision making.*

The **BAC Mission** is:

*To support, empower and represent the interests of Britain's elite athletes by providing them with independent, confidential advice and professional services which benefit them throughout their sporting career and beyond.*

The **Objectives** we will focus on to deliver our vision and mission are to:

Provide ground-breaking, proactive support to all World-Class Programme (WCP) athletes in the areas of athlete welfare and wellbeing.

1. Ensure we have strong relationships with athletes, with them identifying us as their independent, trusted, representative body.
2. Be considered by decision makers as an authentic and independent voice for athlete concerns and opinions.
3. Uphold strong governance and leadership delivering long term financial sustainability and success.
4. *\*Develop a sustainable alumnus offering that ensures consistent and continual support for our membership beyond their sporting careers.*

*\* Athlete Alumni not included as part of our core submission, as we are awaiting further clarity from UKS as to how the BAC will support this area of work before any objectives are agreed. All further reference to Athlete Alumni work will be in blue and italics. It was important to include in the submission for a more holistic understanding of the BAC's role within the system.*

## STRATEGIES, TACTICS AND METRICS

This section focuses on **how** and **what** we are going to do to deliver our objectives and realise our vision and mission and sets out **metrics** that indicate progress.

We have set out our strategies and associated tactics below in a table format to show more clearly how they are aligned:

Strategies	Tactics
<p><b>1. Ensure proactive engagement with all World-Class Programme (WCP) athletes to enable effective and impactful support in the areas of athlete welfare and wellbeing.</b></p>	<ul style="list-style-type: none"> <li>▪ Increase capacity and expertise within the internal advisory team in order to effectively meet demand.</li> <li>▪ Ensure increased 'time on ground' with athletes and sports to develop trusted relationships.</li> <li>▪ Further develop a strong network of strategic partners to signpost people to the best advice.</li> <li>▪ Track trends to identify patterns and areas for influence impacting athletes, individually and collectively.</li> <li>▪ Obtain high quality feedback and understand lessons learnt as a vehicle for service improvement.</li> </ul>
<p><b>2. Build awareness and enhance the reputation of the BAC amongst athletes and stakeholders, by developing and executing an effective and proactive communications and engagement plan.</b></p>	<ul style="list-style-type: none"> <li>▪ Build a brand identity and compelling narrative which better connects with athletes and stakeholders.</li> <li>▪ Showcase impact of BAC work through case studies, impact reports, research reports, testimonials etc.</li> <li>▪ Be seen to represent the athlete voice.</li> </ul>
<p><b>3. Ensure the athlete voice is heard consistently and represented in decision-making bodies in the UK.</b></p>	<ul style="list-style-type: none"> <li>▪ Centrally co-ordinate and harness the issues and concerns athletes are raising.</li> <li>▪ Produce reports and other media to influence effectively on issues: understand, educate, represent.</li> <li>▪ Build and maintain strong relationships with all key decision-making bodies in the UK as the trusted voice of athletes.</li> <li>▪ Support and equip British athletes who hold, or aspire to hold, representative positions within their sport.</li> </ul>
<p><b>4. Strengthen governance and organisational capabilities.</b></p>	<ul style="list-style-type: none"> <li>▪ Ensure effective Board governance and engagement.</li> <li>▪ Ensure policies and practices are up to date and in line with the Code for Sports Governance.</li> <li>▪ Create an inclusive culture and engaged team.</li> <li>▪ Resource the organisation with the capability to deliver its strategy (through employees and working with partners).</li> </ul>
<p><b>5. Provide support, advice and a community for athletes transitioning out of elite sport.</b></p>	<ul style="list-style-type: none"> <li>▪ Co-ordinate approach with UKS and EIS with activities as part of the overall UKS Athlete Support Strategy.</li> <li>▪ Develop an alumni community for elite athletes, which is inclusive, connected and active - providing ongoing care and support beyond life in elite sport.</li> <li>▪ Work with corporate partners to identify career opportunities for those transitioning out of elite sport.</li> </ul>

We propose to measure progress against these strategies using two milestone points (March 2022 and post-Paris Games) and ongoing indicators.

Strategies	Metrics		
	March 2022	Post-Paris Games	Ongoing
<b>1. Ensure proactive engagement with all World-Class Programme (WCP) athletes to enable effective and impactful support in the areas of athlete welfare and wellbeing.</b>	<ul style="list-style-type: none"> <li>Team able to meet needs and requirements of membership/sport in a timely manner, providing high quality, proactive, expertise and preventative support.</li> <li>Formal agreements with all strategic partners in place (Mental Health, EDI etc).</li> <li>Improve on the existing customer survey feedback from UK Sport CHC and post Games survey:               <ul style="list-style-type: none"> <li>increase number of responses</li> <li>obtain high ratings</li> </ul> </li> <li>in camp /centralised training prolonged visits 2/3 days by ASM staff (priority sports)</li> </ul>	<ul style="list-style-type: none"> <li>Additional capability/expertise developed in line with demand/requirement.</li> <li>Strategic partner base evolved to support additional needs and requirements.</li> </ul> <p>+10 sports</p>	<ul style="list-style-type: none"> <li>Tracking of trends / issues presented to the high-performance system.</li> <li>Successfully resolve all cases.</li> </ul>
<b>2. Build awareness and enhance the reputation of the BAC amongst athletes and stakeholders, by developing and executing an effective communications and engagement plan.</b>	<ul style="list-style-type: none"> <li>Effective and exhaustive support provided to all areas of the business, allowing us to promote ongoing work, highlight our services and showcase positive results.</li> <li>Continued progression of engagement statistics for our social channels and digital platforms amongst our membership.</li> <li>Ongoing development and promotion of original, athlete-led content, raising awareness of the BAC and putting us at the heart of conversations and issues which are key to athletes.</li> <li>Development of our relationships with key stakeholders via regular, scheduled communication, and comms representatives from across the system via collaboration and mutual sharing of information, ideas and content.</li> <li>Regular, scheduled briefings to be held with key media contacts, in order for us to share ongoing work around athlete welfare and wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li>The development and implementation of a new communications strategy for the LA cycle, taking key learnings from Tokyo and Paris cycles.</li> <li>The utilisation of the most appropriate and effective platforms for us to be communicating with our members, however these evolve over the next four years.</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness of BAC and its services in athlete population.</li> <li>Increased awareness of BAC and its work in stakeholder population.</li> <li>The BAC to be seen as a vital cog in an effective system, by athletes, stakeholders and the wider public and media.</li> </ul>

We propose to measure progress against these strategies using two milestone points (March 2022 and post-Paris Games) and ongoing indicators.

Strategies	Metrics		
	March 2022	Post-Paris Games	Ongoing
<b>3. Ensure the athlete voice is heard and represented in decision-making bodies in the UK.</b>	<ul style="list-style-type: none"> <li>Mechanisms in place to obtain unfiltered athlete issues and concerns.</li> <li>Robust channels open with NGBs to report back on athlete feedback where appropriate.</li> <li>High quality feedback to UKS on current and emerging themes coming from membership.</li> <li>Mechanisms in place to gather feedback from athletes on BAC's effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Improved communication and where appropriate collaboration between all UK athlete committee bodies e.g., BOA/BPA/UKAD.</li> </ul>	<ul style="list-style-type: none"> <li>Achieve 100% awareness that athletes have the mechanisms to raise issues and concerns.</li> <li>Report an increase in issues/concerns raised.</li> <li>Where relevant, produce reports to influence on issues.</li> <li>Increase our athlete rating 7-10 satisfaction of BAC's representation of their issues.</li> <li>Demonstrate that NGBs/UKS rating highly that they have strong relationships with BAC.</li> </ul>
<b>4. Strengthen governance and organisational capabilities.</b>	<ul style="list-style-type: none"> <li>Internal Board evaluation to be completed in line with UKS requirements and agreed actions taken forward.</li> <li>Staff survey to be conducted in Q1 of each Paris Cycle Year.</li> <li>Review of BAC policies and practices to be completed in Q1 of 2021/22 and again in Q1 of 2023/24.</li> <li>BAC Board to conduct an annual review of the effectiveness of the organisations risk management and internal control systems to ensure they provide reasonable assurance.</li> <li>Commercial strategy completed.</li> <li>Publish the annual Governance Statement.</li> </ul>	<ul style="list-style-type: none"> <li>External Board evaluation to be completed in line with UKS requirements by Q3 of 2024.</li> </ul>	<ul style="list-style-type: none"> <li>Staff survey to be conducted in Q1 2021/22.</li> <li>Preparation of annual accounts and ensure accounts are externally audited.</li> <li>Maintain robust and rigorous risk management and internal control systems.</li> <li>Follow the Governance Action Plan set out by UKS.</li> <li>Robust and transparent budgets detailing our spend against our funding.</li> </ul>
<b>5. Provide support, advice and a community for athletes transitioning out of elite sport.</b>	<ul style="list-style-type: none"> <li><i>Finalise athlete alumni strategy aligned with UKS/EIS athlete support strategy.</i></li> <li><i>Create platform for alumni.</i></li> <li><i>Identify corporate partners to support those transitioning out of elite sport.</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Delivery of athlete alumni strategy.</i></li> <li><i>Resource alumni support network.</i></li> <li><i>% athletes rating 7-10 satisfaction of BAC's alumni services and support.</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Deliver on targets agreed as part of the athlete alumni strategy.</i></li> <li><i># athletes supported who have transitioned out of elite sport.</i></li> </ul>