

## STATEMENT

### Future Investment Strategy

Following an extensive year's work led by UK Sport to review the future strategy and underpinning investment approach of the UK high performance system, the UK Sport Board has agreed the high-level principles of the Post-Tokyo Strategy, which will come into force in April 2021 post the Tokyo Games for the Paris and LA cycles.

### Evidence & Input to the Strategy Review

The strategy review sought input from a variety of sources including:

- An independently commissioned public consultation - the results of which will be published alongside this statement;
- A series of evidence sessions gauging input from athletes (past and present), staff and athlete support personnel who have worked and continue to work within the system;
- Broader industry experts to provide external perspective and stimulus to challenge existing thinking
- Futurology experts that enable us to understand potential opportunities and risks ahead

Findings	UK Sport Response
<p>The consultation findings show significant support for <b>UK Sport continuing to place Olympic and Paralympic success at the core of its investment strategy</b>. The collective success of the British teams at the Olympic and Paralympic Games is considered important – in fact, for the public, it is more important than individual sport successes.</p>	<p>We want to maintain our position as one of the world's leading sporting nations. Future investment will fundamentally be focused on <b>Olympic and Paralympic sports, with Podium-level funding prioritised</b> towards athletes that demonstrate the <b>greatest potential to deliver medal success</b> at the Games in both <b>Summer and Winter, Olympic and Paralympic</b>. We also want to see medal success being achieved <b>by more athletes and more sports</b>.</p>
<p>The consultation findings show support for <b>UK Sport enabling success in athletes with longer-term Olympic and Paralympic potential</b>. Specific</p>	<p>We will ensure sports are able to develop a complete and coherent <b>performance pathway</b>, that enables a stronger connection between the specific programmes we fund and the wider club,</p>

<p>reference is made in the public consultation to UK Sport leading the development of a more joined-up process for identifying, nurturing and finding future talent and ensuring that opportunities are not lost due to a lack of funding at this level.</p> <p>The consultation findings suggest that <b>the need to repeatedly populate the system with new talent continues to be vital to ensure success</b>, with a seamless and transparent pathway featuring clear responsibilities of all stakeholders along that journey.</p>	<p>coaching and competition structures that underpin them.</p> <p>We will ensure investment in <b>long-term potential</b> is not dependent on short-term success, by separately assessing our Podium and Podium Potential investment streams.</p> <p>We will extend our reach of support to provide athletes an even greater chance of succeeding at the Games over a longer developmental timeframe through the creation of a third tier of funding: <b>Progression Funding</b>. This would potentially allow more sports to benefit from funding; more athletes to be identified earlier and further down the talent pathway; more communities to be engaged and impacted.</p> <p>It is envisaged that by investing over the longer term other desired benefits will be realised by <b>driving greater connectivity</b> at the talent level and within the Home Nations Sports Councils and NGBs to better align collective funding decisions and outcomes. We will use the experience from the new 'Aspiration Fund' to help define how the Progression Fund can be optimally positioned.</p>
<p>The consultation findings showed no strong opinions about expanding UK Sport's remit to cover non-Olympic and Paralympic sports, but that <b>consideration should be given to helping enable other sports to achieve success in their pinnacle events</b>.</p>	<p>We will consider how we can better leverage the knowledge, technical expertise and talent in the high performance system to maximise the success of our national teams in other pinnacle events such as the <b>Commonwealth Games</b> in Birmingham 2022.</p>

<p>A strong and consistent theme is that <b>public engagement and interest from all sectors of British society could and should be enhanced and enabled with an increased emphasis on the stories behind the athletes.</b> This should ideally be continuous and not just for two weeks at Games Time.</p> <p>There is a general sense that <b>the sporting system, and most notably the athletes in it, can potentially help to resolve or improve social issues as active members of the community.</b> Athletes themselves cited the importance of Athlete Volunteer Appearance days and how they felt they could be even more impactful.</p>	<p>We will raise the level of <b>social impact</b> delivered through sporting success and we will work with athletes and staff working across the High Performance System to create more opportunities for public engagement, building on the Athlete Volunteer Appearance programme.</p>
<p><b>Sporting success makes the nation feel proud.</b> The consultation findings point to pride as being a bigger and more tangible outcome of success than inspiration, which appears to mean very different things to different people.</p> <p>Across the consultation a view emerged that <b>how we win/compete and how we go about our business are vitally important</b> to creating a positive sense of pride.</p>	<p>Our future strategy will continue to emphasise the importance of <b>how</b> we win as well as what we win by being <b>committed to excellence</b> in everything we do.</p> <p>We are committed to continuing the work to develop a <b>high performance winning culture</b> that enables the <b>ethical pursuit of excellence</b> and ensuring that this is reflected across the High Performance System.</p> <p>We will continue to demand the highest levels of <b>integrity</b>, insist on the effective induction of all staff and athletes and continue to support their development.</p> <p>We will continue to <b>set behavioural expectations</b> and be clear on the consequences of falling short of these.</p>

<p>The system should be predicated on an <b>athlete-focused</b> approach, with the best levels of support provided to help them achieve. Athletes should be resourced to win, helped to develop as both people and performers, have a voice, take responsibility for shaping their careers and working in partnership with their coaching and support teams.</p>	<p>Our future strategy will ensure that athletes are guided and supported to win in sport and effectively <b>transition post career</b>. Decisions will be made with athletes always front of mind. Athletes will continue to receive Athlete Medical and Mental Health support.</p> <p>Going forward we will explore whether the system of resource to support athletes meets the needs of today’s athlete. We will commit to look at the depth of additional support we provide to ensure we can provide for <b>the needs of the athlete</b> today as well as prepare them for life tomorrow.</p> <p>We will ensure the expert teams that surround athletes are also supported in their own <b>physical and mental health</b>.</p>
<p>There is a general sense that <b>connectivity across the high performance system should be improved with greater collaboration and joined up team working</b>. More clarity of roles and responsibilities, the most effective provision of expert services and modern environments that support collaboration and efficiency all emerge as important areas.</p> <p>The findings also suggest that <b>investment is an enabler not a motivator for many</b>. The balance of challenge and support is important, but investment remains a privilege not an entitlement. The athlete inputs particularly echo this with frequent references to the importance of the</p>	<p>We recognise and acknowledge the interdependence between high performance programmes and the wider sporting environment and will ensure that we do all we can to <b>connect</b> and nurture this <b>sporting ecosystem</b>, in particular carefully managing any changes in investment levels.</p> <p>We will review the current levels of <b>collaboration</b> across the wider system, how they can be enhanced, and gaps and opportunities identified and addressed to ensure optimal efficiency of resource.</p> <p>Our future funding will continue to be based on <b>accurate cost modelling</b> and be conditional on all those in receipt of</p>

<p>Athlete Performance Award and centralised, consistent support as enabling them to perform.</p> <p><b>Changes in investment and policy should be carefully managed.</b></p> <p>Respondents generally admire the simple, agile and forward-thinking nature of UK Sport, but consider that the approaches should be less blunt and provide more security. The respondents state that both the perception and the reality of boom and bust and cliff edges of funding should be reduced.</p>	<p>funding committing to <b>reduce</b> the extent of their <b>financial dependency</b> on public finance.</p> <p>We will continue to work with system partners and NGBs to identify solutions to secure a <b>long-term financially sustainable system</b>, which is fit for performance and fit for the future.</p>
<p>From 'futurology' insights and hearing the experiences of other industries, <b>there is a need to become more agile and flexible</b> if we are to respond to rapid change in sport, global trends, and societal issues.</p> <p>The consultation findings also made frequent reference to the reach of our expertise and how <b>our partnerships should be extended to achieve mutual benefits</b>. Working with, for example, Commonwealth Games sports, professional sports and the wider industry in a dynamic and open-minded manner could achieve more breakthrough gains.</p>	<p>We will explore how we can enhance the network of high performance facilities to form <b>Centres of Excellence</b> - dynamic environments that can drive and maximise the potential for wider collaboration, efficiency and ideas/expertise exchange.</p> <p>We will consider new and innovative ways to sustain success across more sports whilst reducing costs and maximising efficiencies. This will include a new project called '<b>Performance Ventures</b>' aimed at enabling us to respond to changes and new opportunities such as new sports, and emerging athletes.</p>