



uk sport

world class success

UK SPORT
2013-17
BUSINESS PLAN
SUMMARY

We are delighted to present UK Sport's Business Plan which explains UK Sport's role and mission and what we plan to achieve in this next cycle as we build on the achievements of the Olympic and Paralympic Games hosted in London in the Summer of 2012 and the Winter Games in Sochi in 2014.

Since the resounding success of 2012, where as a nation we were all able to share in the success of our sports and athletes who amassed a staggering 185 medals across the Olympics and Paralympics and finished in third place on their respective medal tables, work is well underway to pursue our ambition of doing what no other host nation has ever done and bring home more medals at the next Summer Olympic and Paralympic Games to be held in Rio, Brazil in 2016.

A key role of UK Sport is to make the tough decisions around which sports and athletes have the medal potential to benefit from our strategic investment of Government and

National Lottery funding. With a finite resource and high ambitions for further success at elite level we need to rigorously assess our sports and athletes throughout the cycle to ensure that the investment we make into them will deliver more medals. The sports also have to demonstrate that they are fit to govern and be responsible for this public investment to ensure that every penny of National Lottery funding makes a positive difference at the front line.

What we commonly term the 'Rio' or the 'PyeongChang' cycle refers to the intensive four years of preparation towards the next Summer and Winter Games. Fundamental to this preparation is the continuous development of the high performance system and the recruitment, retention and development of the world class managers, coaches, scientists and support teams that drive it.

World class coaching is a key ingredient in medal success and UK Sport is committed to supporting the development of talented coaches through central and bespoke programmes of support which includes support to retired athletes transferring into these important roles.



UK Sport in partnership with our science, medicine and technology arm, the English Institute of Sport (EIS), is also working with sports to develop their performance pathways to ensure there is a constant feed of new and emerging talent with realistic medal potential in Rio, PyeongChang, Tokyo and beyond. Work is on-going to identify talent gaps in programmes that shape the focus of talent identification campaigns that are run throughout the cycle with the aim of parachuting gifted and talented athletes into sports where they can be fast tracked to the podium. No mean feat but one that we have a track record of success in with Helen Glover talent identified for rowing and Lutalo Mohammad for taekwondo, winning gold and bronze respectively in London and most recently Lizzy Yarnold talent identified for skeleton and winning gold in Sochi.

As a nation having successfully hosted the London 2012 Games we are building on that major events hosting legacy through our Gold Event Series which aims to secure the right to host 70 major international sporting events in the UK by 2019 and to support their delivery.

Events already secured include the World Artistic Gymnastics Championships in Glasgow in 2015 and a host of key events back in London Olympic and Paralympic venues including the World Canoe Slalom Championships in 2015, the UCI World Track Championship in 2016, the LEN European Swimming Championships in 2016 and the World Athletics Championships in 2017.

Whilst hosting significant major events is a great way to inspire the nation through experiencing elite sport in action and to deliver significant economic benefits to the city and regions in which they are hosted; a key factor in our bid decisions is the contribution that these events make to enable our athletes to compete on home soil. These events are all the more significant as many act as qualifying events for the Rio Olympic and Paralympic Games. Additionally, UK Sport is supporting the safe and successful delivery of the Tour de France Grand Depart in 2014.

The leadership and governance of organisations can often have knock on effects to the performance of our sports against their medal targets. UK Sport is committed to inspiring organisations to be world leading in terms of governance not just to prove they are fit to receive public funds but so their governance and leadership can positively impact on athlete success.

Leadership and governance programmes are already in progress. In 2014 UK Sport launched the Leading Edge Executive Leadership Programme for sport in partnership with the Home Country Sports Councils. The 18 month programme is being undertaken by 14 CEOs. Beyond the programme, mentoring and coaching schemes are being developed alongside bespoke governance key performance indicators (KPIs) designed to empower the sports to be responsible for owning their governance improvement going forwards.

A key driver for our governance work is the impact that improved governance and leadership will have on the well-being and performance of athletes; improving the ethics of sport for the benefit of everyone.

We hope you enjoy reading more about what UK Sport does; we would like to use this opportunity to pay tribute to the number of partners across the high performance landscape without whom home success at an Olympic and Paralympic Games would not be possible. There are too many to list but we must mention the British Olympic Association (BOA) and British Paralympic Association (BPA) who are responsible for leading the Olympic and Paralympic teams into the Games environment - and to conclude with a very special thank you to the National Lottery and to every member of the public who buys National Lottery tickets. None of this success would be possible without your support.



Rod Carr

Rod Carr CBE,
Chairman



Liz Nicholl

Liz Nicholl OBE,
Chief Executive

**National Governing Bodies
of Olympic & Paralympic /
Summer & Winter sports**

Elite Athletes

British Athletes Commission (BAC)
Sports coach UK (scUK)
Sports Resolutions
Institutes of Sport (England, Wales & Scotland)
Talented Athlete Scholarship Scheme (TASS*)
UK Sports Association for people with Learning
Disabilities (UKSAPLD**)

UKS Funded

BAE Systems
BUPA
Sportscover

Commercial

Delivery

Home Country Sports Councils (HCSC)

Sport England
Sport Wales
Sport Scotland
Sport Northern Ireland



The National Lottery

Government -
Exchequer

Commercial
Funders

Department of Culture, Media and Sport (DCMS)

Department of Health (DH)
Department for Education (DfE)
Department for International Development (DFID)
Foreign and Commonwealth (FCO)
Cabinet Office
Treasury

UK Government

Subsidiary

English Institute of Sport (EIS)

Landscape

UK Anti-Doping (UKAD)
Youth Sport Trust (YST)
International Federations
British Olympic Association (BOA)
British Paralympic Association (BPA)
Sport and Recreation Alliance (SRA)
Child Protection in Sport Unit (CPSU /
NSPCC)
UK Universities
British Universities & Colleges Sport (BUCS)
Local Authorities
Elite Training Centre Hosts (Universities,
Local Authorities, Sport England National
Centres etc)
Commonwealth Secretariat
UN Office on Sport for Development and
Peace (UNOSDP)

International Development

UNICEF
British Council (BC)
International Inspiration
(IN)
Comic Relief
Worldwide partners

Major Events

HCSCs
Visit Britain
Event Scotland
Event Wales
Local Authorities
UKTI
Arts Council
Join In

* Until 09/2014
** Until 03/2015

Our values

Commitment to Excellence

We focus on continuous improvement. We know we must meet the highest standards in the way we work with others to produce a world class system that delivers the best possible results.

Integrity and Openness

We work in a way that ensures all internal and external stakeholders can fully understand who we are and what we do, have confidence in the fact that we do it well and can trust that we do it for the right reasons. As a body responsible for providing expert advice and investing public funds, we must be fully accountable for our actions and able to demonstrate the quality of our work.

Working Together

We work by encouraging a collaborative approach that values diverse contributions to the achievement of common goals. As a strategic organisation, we can best achieve our primary objectives through effective working relationships, internally and externally.



Mission

UK Sport is funded to support high performance (elite) sport. Its Mission is to **“Work in partnership to lead sport in the UK to World Class Success”**.



The UK Sporting System

UK Sport works at the High Performance level by supporting and investing directly in athletes and National Governing Bodies of sports (NGBs).



>6000

volunteer days have been delivered by athletes to inspire the next generation since London 2012



13,000

additional volunteer days will have been delivered by athletes to inspire the next generation by 2017



UK Sport is a National Lottery distributor. We invest in sports, athletes and major events.

>1300

The number of athletes supported by UK Sport investment

£27m

National Lottery funding invested in bidding and hosting of Major Events (2013-19)

>£350m

Invested in sports and athletes on the road to Rio 2016 Olympic and Paralympic Games and beyond.

Olympic and Paralympic Aspirations

To become the first nation to be more successful in both Olympic & Paralympic Games post hosting, and deliver a stronger more sustainable system for high performance sport in the UK.

How will this be achieved?

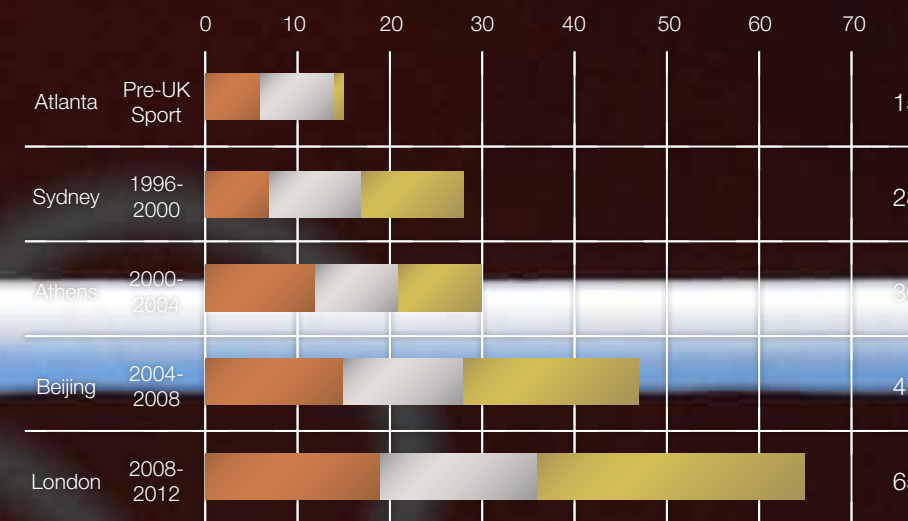
- » Invest directly in athletes and National Governing Bodies (NGBs)
- » Enable sports to develop more effective talent and performance pathways
- » Improve the quality of coaching through specially designed programmes
- » Ensure elite sport has access to world class sporting venues and daily training environments
- » Provide bespoke support to help enable world class programmes to achieve their Rio, PyeongChang and Tokyo ambitions

"They tested 4,500 of us in groups of 200 at a time. I remember sitting in a room in Bisham Abbey and someone saying: 'A gold medallist in 2012 could be sat in this room. Look around you'. I thought: 'Right, I'm going to make that me'".

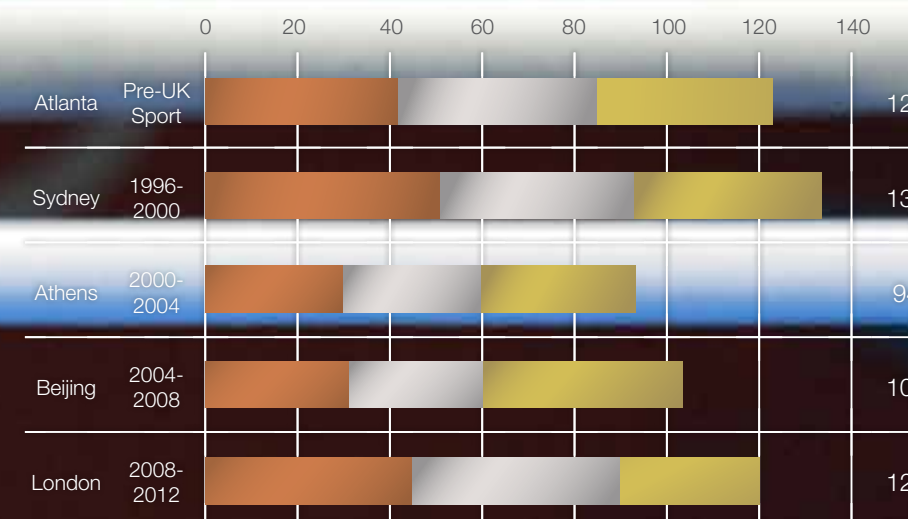
HELEN GLOVER, OLYMPIC GOLD MEDAL WINNER



Summer Olympic medal success



Summer Paralympic medal success



2013-17 Key Performance Indicators

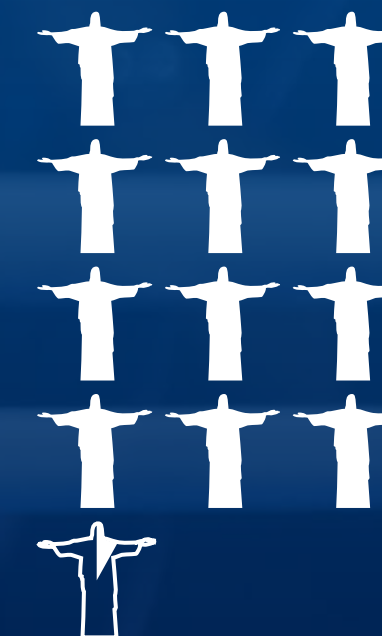
66

Win at least 66 Olympic Medals in Rio 2016



121

Win at least 121 Paralympic Medals in Rio 2016



Major Events – Gold Event Series

Establish the UK as a leading host of major international sporting events.

What success will look like?

Legacy

- » Use London 2012 and Glasgow 2014 to attract over 70 world-class events to the UK, including 26 World and European Championships

Performance

- » One-third of events provide direct/indirect qualification opportunities for British athletes for Rio 2016

Engagement

- » Directly engage over 3m spectators with world-class sport

Economic

- » Generate direct economic impact to host communities of over £125m

How will this be achieved?

- » Provide financial support and expertise to NGBs to bid for and host Major Events in the UK
- » Provide a series of 14 technical support programmes covering the bidding and staging of major events

25,000

Officials and volunteers who will gain event experience through the Gold Event Series

“Through their effort to proactively benefit from the London 2012 Games in the long term, UK Sport’s initiative is the proof that legacies of the Olympic Games do not simply happen by themselves. They require careful planning and a permanent focus. The positive result of UK Sport’s plan is now an example other host countries of the Games will be able to follow.”

GILBERT FELLI, IOC OLYMPIC GAMES EXECUTIVE DIRECTOR

2013-17 Key Performance Indicators

Number of Spectators Engaged

2013 - 14
0.5million* †
👤👤👤👤👤

2014 - 15
2.5million
👤👤👤👤👤👤👤👤👤👤👤👤👤👤👤

2015 - 16
3 million
👤👤👤👤👤👤👤👤👤👤👤👤👤👤👤👤👤

2016 - 17
3.2 million
👤👤👤👤👤👤👤👤👤👤👤👤👤👤👤👤👤👤

Direct Economic Benefit

£20m*† 2013-14
£110m 2014-15
£140m 2015-16
£155m 2016-17



Major Event Bids Won



* achieved
† full year figures not available

Improving Elite Sport

By 2018, for our NGBs to be recognised within sport nationally and internationally as beacons of good practice for both their leadership and governance, with a commitment to continually improve to ultimately realise their maximum potential.

What success will look like?

- » Governance in the sport sector is recognised as best practice and replicated by other sectors
- » Sports and funded bodies have more diverse and balanced Boards
- » Sports and funded bodies have strong leadership and are in a position to develop and own their individual governance aspirations and targets

How will this be achieved?

- » Improve the quality of Leadership within NGBs through specially designed programmes
- » Ensure high levels of Corporate Governance and Standards within NGBs through direct interventions
- » Raise the standards of corporate governance across the NGBs and funded partners to the next level
- » Promote and raise the standards of safeguarding, equality and conduct across NGBs and funded partners

“Being a strong and respected governing body is one of England Hockey’s 5 objectives and effective governance and leadership is central to us achieving that objective. UK Sport have provided us with independent challenge and support to improve our governance and through their direct support our Board has further developed some key governance issues and this ensures our governance continues to provide strong building blocks to enable us to achieve our wider objectives.”

SALLY MUNDAY, CEO ENGLAND HOCKEY

2014-17 Key Performance Indicators

2015-17

90% of all NGBs and Funded Partners to meet their KPIs (year on year)



UK Sport Income 2013-17*

£337m

Lottery income

£158m

Exchequer

£1.5m

other/commercial income

*Data as of Jan 2014

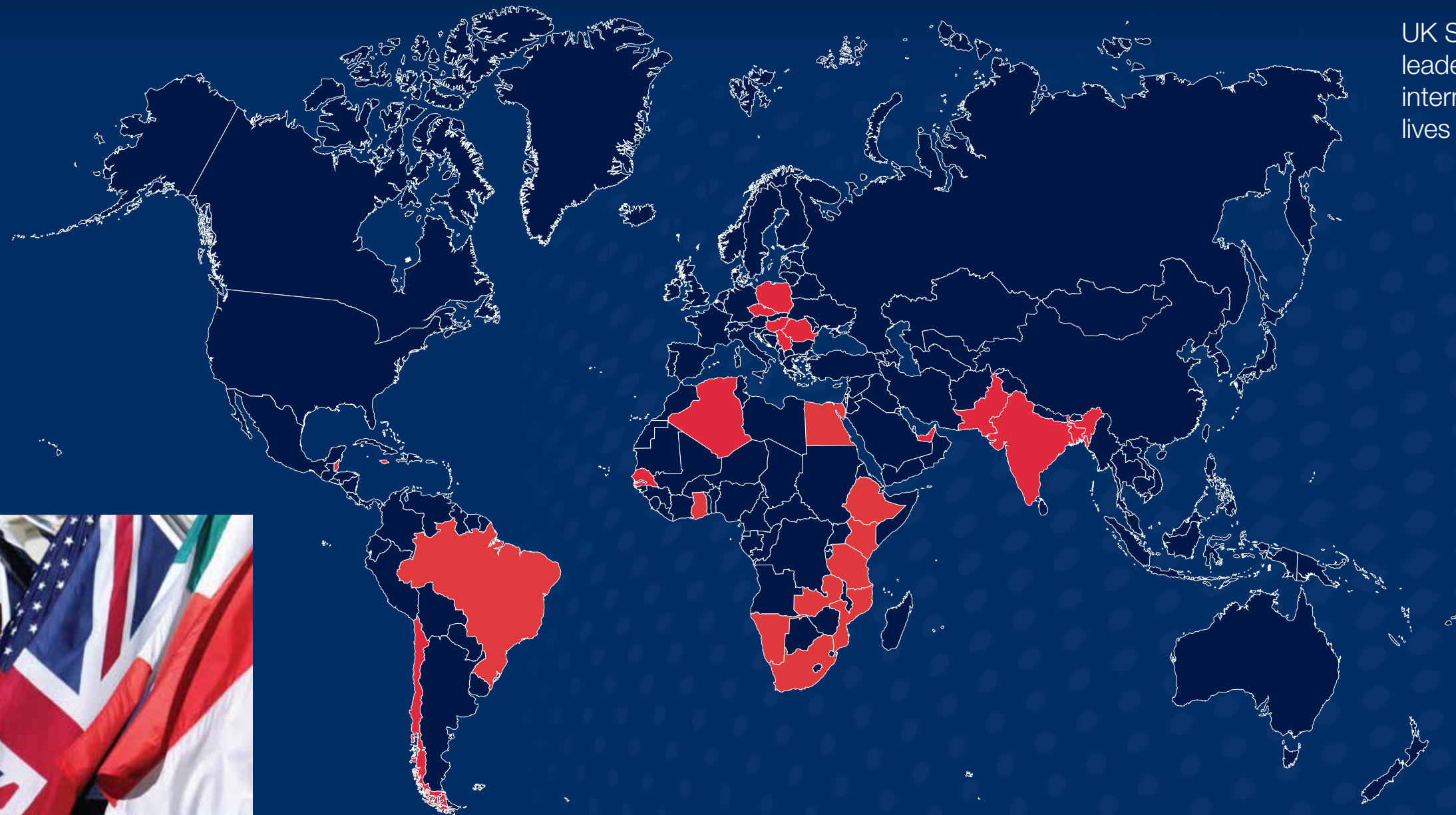
'The bottom line is without UK Sport, the support I received through Lottery funding and the World Class Performance Programme I wouldn't be where I am today. I would still be in sport I'm sure, but there's no chance I'd have achieved these goals. It's simply not possible at this level and in this day and age'.

CHRIS HOY, MULTIPLE OLYMPIC GOLD MEDAL WINNER

International Work

UK Sport's international influence and development programmes support our home ambitions.

UK Sport works with National Governing Bodies and other partner organisations to help them build positive working relationships with International Federations and other international bodies. This helps ensure Britain has a voice on the world stage by assisting with the appointment of individuals into key roles at such organisations.



UK Sport is a globally respected leader connecting the UK with international partners and enriching lives through sport worldwide.



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 UKSport

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SPORTSCOVER