



WORKING FOR UK SPORT

A Rewarding Experience



HUMAN RESOURCES

UK SPORT... A REWARDING EXPERIENCE



UK Sport's vision is to inspire the nation through Olympic and Paralympic success.

A NOTE FROM OUR CEO LIZ NICHOLL

UK Sport's vision is to inspire the nation through Olympic and Paralympic success. In our role as the nation's high performance sports agency, we are continually striving to help the sports we invest in to deliver success on the world stage through athlete performance and investing in hosting major international sporting events; fascinated by uncovering future champions, understanding what it takes to win and leaving no stone unturned to support our athletes with everything they need to realise our vision of making the nation proud.

Our aim is to mirror our externally facing success with internal high performance and as such, we have an engaged team who take pride and show a commitment to excellence, constantly striving to achieve and be their best.

Our ambition is underpinned and driven by our highly talented workforce and we look to continue to add to this unique team by only recruiting the best talent for each of our roles. We pride ourselves on being a people-focused organisation and recognise that high performance is only possible with a holistic approach to people development which focuses on both personal and professional aspirations.



Further to this, we enable our employees to flourish by creating an all-encompassing rewarding experience which includes elements such as pay, generous pensions scheme, additional benefits and a collaborative and dynamic environment. What this means for our employees is explained in more detail in this guidance.

A handwritten signature in black ink that reads "Liz Nicholl". The signature is written in a cursive style and is positioned above a horizontal line.

Liz Nicholl
Chief Executive Officer

UK SPORT... REWARD AND RECOGNITION PRINCIPLES



At UK Sport we understand we work in a unique and inspirational sector and we are privileged in the access we have to the world of high performance sport.

We know that people come to work for us for lots of different reasons and we are committed to delivering an employee offering that creates an inspiring environment and motivates us to do our best possible work. This means that as well as the more tangible reward elements such as pay, pension and annual leave, we want to provide an organisational culture that is true to our values, recognises success and empowers us to operate as one team.

We hire talented individuals who share our values of Commitment to Excellence, Working Together, and Openness and Integrity. We are committed to paying a fair salary to our staff for the role that they play in driving our strategic objectives. As a Non Departmental Government Body, we are subject to certain constraints around salaries but we believe this is balanced by other elements of reward and recognition at UK Sport and we have an ambition to evolve into an organisation which is recognised for its excellence in people development focusing on both personal and professional growth. This means that we will develop career pathways where staff can see their next opportunity, whether that is within UK Sport or the wider sporting system and beyond.

We understand that regular performance discussions are a cornerstone of talent development. Accordingly, we have refocused our Performance Development Plan (PDP) process to embed a coaching approach, with personal growth valued just as highly as the delivery of team and organisational objectives. We believe that each staff member should take personal ownership of their own development, and our role as an employer is to provide an environment where everyone has the opportunity to perform to the best of their ability.

Feedback extends way beyond the PDP process too. We actively seek feedback from staff so that we can understand what is going well and to help us understand areas where we need to be even better. Most importantly, we're committed to acting on this feedback and we keep staff updated along the way.

Whilst we recognise that our staff won't stay with us forever, we take seriously our responsibility to help employees plan for the future and we are proud to offer a generous pension scheme. An outline of how this works is shown in Appendix B. We also understand that at times it can be difficult to find the extra money to contribute to a pension scheme, so our additional pension allowance is designed to make these contributions more affordable and accessible for all.

UK SPORT... WORKING TOGETHER



Collaboration underpins our value of working together and to enable this across the organisation we work in an open office environment with creative break out areas for innovative meetings and space for reflection.

We also value spending time with our colleagues away from the normal day to day activities. As well as more informal social events, we aim to have two all-staff events each year. At these events, as well as spending time with colleagues outside of your usual team, you may well find yourself trying your hand at an Olympic sport! We're a competitive bunch too, and in the office there is often an inter-departmental competition taking place, whether it be a table tennis tournament or a Jenga competition. When we're lucky enough to be given tickets to sporting events, we look to forward these opportunities on to our staff.

Personal time away from the office is important too. Our generous Annual Leave Policy encourages staff to take time away to relax or pursue other interests. We

know that we are united in our common interest in sport and our Annual Leave Policy is complemented by our Sports Leave and Volunteering Policies.

Our working practices are very family friendly and we have generous Maternity, Paternity, Shared Parental and Adoption Leave Policies. We understand that flexibility in working patterns is important to maintain balance between our work and home lives and staff are empowered to talk to their manager about their working patterns. Culturally, our performance mind-set means that we trust managers and teams to decide how best to deliver their work.

A full breakdown of all our benefits can be found in Appendix A.

WORKING ENVIRONMENT



“UK Sport’s working environment is a true reflection of the world in which we work – a high performance environment where everyone pulls together to deliver great strategic support to Olympic and Paralympic sport. Everyone genuinely exhibits our organisational values: Working Together, Openness & Integrity and Commitment to Excellence. Working in such an environment is truly inspiring, and enables you to feel that you really can make a positive difference.”

Ian Robinson

UK SPORT... LEARNING AND DEVELOPMENT



Great performance is at the heart of everything we do - it's in our DNA. We are committed to developing the skills and expertise of all staff and look to develop many opportunities for skills and personal development.

Our objective is to offer a world-class learning offering, and in doing so, we will also look to our external contacts and partnerships to fully utilise our relationships within high performance sport. This means that we look to create secondment opportunities within the wider high-performance landscape and to make the most of unique opportunities to volunteer at prestigious sporting events.

Given the field in which we operate, it's no surprise that we see coaching as a powerful tool to enable everyone to operate at their best. We are committed to creating a coaching culture at UK Sport, and developing our coaching ability - both as managers and as a way of communicating more generally as a team - is a core foundation of our learning strategy.

We have an in-house executive coach who is available to staff seeking the benefit of personal coaching as part of their performance and development support.

APPRAISAL

Performance is reviewed on an ongoing basis. Formal reviews take place each year which comprise of:

- Annual appraisals based on competencies, with a focus on personal development.
- A performance review based on achievement of individual objectives, which is carried out in April of each year.



LEARNING & DEVELOPMENT

“UK Sport cares about its employees and is continually striving to offer better learning, training and development opportunities. I have personally benefitted from several secondment opportunities with Team GB, Paralympics GB and Team England during Games time, which has given me practical learning experiences, helped me build my professional network and enhanced my career development.”

Jess Whitehorn

APPENDIX A

REMUNERATION BENEFITS

PENSION

UK Sport offers a contributory pension scheme for all staff. Employee contributions are dependent upon salary as of 1 April 2014. This ranges from 5.5% to 12.5% of actual earnings and the scheme provider is London Pension Funds Authority (LPFA).

For example: a staff member who earns £40,000 would pay a contribution of 6.8% of their salary.

UK Sport contributes 12%. Further details including information on Additional Voluntary Contributions and transfer values are available on request.

PENSION ALLOWANCE

UK Sport pays members who contribute to the LPFA a pension allowance of 4% of basic salary to help towards their pension contributions. This is paid into their salary and is additional to the employer's contribution of 12%.

For example: a staff member who is part of the pension scheme and earns £40,000 would also receive an additional £1,600 a year (£133.33 a month).

INTEREST-FREE SEASONTICKET LOAN

Interest-free season ticket loans can be purchased quarterly, half yearly or annually. If you take up this loan, deductions will be made every month from your wages until the loan has been paid off.

PAYROLL GIVING

UKS operates the Inland Revenue's payroll giving scheme, Give As You Earn. This allows employees to give money to charity through their payroll. Donations are tax free.

LIFE STYLE BENEFITS

ANNUAL LEAVE

UK Sport offers a generous annual leave of 30 days plus Bank Holidays. Three of these days must be taken between Christmas and the New Year as our offices will remain closed during the festive period.

(Other types of leave are available, e.g. sports leave, volunteering leave, etc)



ANNUAL LEAVE

“30 days of annual leave is a great benefit to have (and not a given across the public sector), coupled with the ability to sell, buy and/or transfer over up to 5 days at the end of each year. That can mean some welcome extra bit of cash or holiday over Christmas, which always comes in useful!”

Rob Morini

CHILDCARE VOUCHERS

UK Sport offers childcare vouchers as part of a salary sacrifice scheme. All eligible working parents are able to join the scheme. Childcare vouchers are an employer-provided benefit in kind, exempt from tax and National Insurance (for up to £243 per month depending on eligibility), which offers employees savings. The vouchers can be used for children up to the age of sixteen, including holiday clubs, before and after school clubs, child minders, nannies, nurseries and play schemes (providing it is registered care).

CONFIDENTIAL EMPLOYEE HELPLINE

Our employee helpline service is provided by Empathy who can assist you with a variety of issues whether personal or professional. This line is strictly confidential and available 24/7.

CYCLE TO WORK SCHEME

UK Sport supports the Cycle To Work scheme which offers employees the opportunity to benefit from savings on the retail cost of a bike and helps spread the cost throughout the year.

EYE-SIGHT TESTING

UK Sport demonstrates commitment to the health and safety of its employees and offers an enhanced scheme for the provision of eyesight testing and a contribution towards corrective lenses when appropriate.

HEALTHY LIFESTYLE

Employees are able to claim up to £480 per annum toward health and wellbeing activities and/or related equipment.

UK SPORT DRESS CODE

Staff are expected to adhere to UK Sport's dress code, which is 'smart-casual'. However, UK Sport branded T-shirts and polo-shirts are provided and permitted. Additionally, Fridays are dress down days.



CHILDCARE VOUCHERS

“The childcare voucher scheme has been invaluable to me in making returning to work more affordable. It's also really easy to set up and administer, both at this end and for my child-minder at the receiving end. With all the other stresses of being a working mum, it's fantastic to have this benefit take some of that stress away.”

Gemma Sykes



HEALTHY LIFESTYLE BENEFIT

“UK Sport was the first employer I'd worked for that provides financial support for you to pay for gym membership or sporting equipment. It genuinely makes a difference to your budgeting and it's often the small things that make an enormous difference! It allows me to access a smarter gym and makes me go more often!”

Esther Britten

APPENDIX B

How does the Pension Scheme work?

UK Sport is a member of the Local Government Pension Scheme. It is a defined benefit scheme which means that your pension is linked to a formula. From April 2014, for each year in the scheme, you will build up a pension based on your pensionable pay in that year. For each scheme year that you are a member, a pension equal to a 49th of your pensionable pay will be added to your pension account. Inflation increases will also be added to ensure that your pension account keeps up with the cost of living.

For example: Susan earns £24,500 a year. If she is in the pension scheme for 1 year then at the end of year 1 she will have built up £500 of pension (i.e. a 49th of her salary). This amount will increase each year by the cost of living. When she retires she will be entitled to receive that amount every year for the rest of her life. If average life expectancy is 80 and Susan retires at 65 then her one year as a member of the pension scheme will mean that she can expect to receive around 15 annual amounts of £500 (which will have increased by the cost of living).

If Bill earns £40,000 a year and is part of the pension scheme for 5 years then at the end of the 5 years he will have built up just over £4000 in his pension account. Again this will increase by the cost of living each year and he would be entitled to receive this amount annually after he retires.

You can work out your own benefits using this calculator on the website at <http://lgps2014.org/pensionaccount/>

How much does it cost me to be a member of the scheme?

The rates of employee contribution vary between 5.5% and 12.5% depending on your salary (contribution rates can be found at <http://lgps2014.org/content/what-will-new-scheme-cost-me>). UK Sport help you to offset the costs of being a member by paying you an additional 4% pension allowance on top of your salary. UK Sport also makes an employer contribution in to the scheme (currently at 12% of salary). Pension contributions are also subject to various tax reliefs which are an added benefit. You can see what the cost after tax is to you of being a member of the scheme here <http://lgps2014.org/contcalc/>



PENSION

“Above all, the pension benefit gives me piece of mind. The service is helpful, responsive, friendly and easily accessible. Furthermore, the 4% Pensions Allowance means there is less money being deducted from my wages every month. This makes it a great benefit for the ‘now’ and for the ‘future’.”

Vijay Parbat



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