

Performance Investment Policy Review

Tokyo Cycle 2017-21

UK Sport Board Statement

The UK Sport Board has undertaken a strategic review of its performance investment policy to build on success and inform its strategy for the Tokyo Investment cycle (2017 – 2021).

The review began with UK Sport Board discussions in December 2013 and concluded with the results of a public consultation, which ran for a period of 6 weeks from 29 October and 10 December 2014. The consultation also included a series of three deliberative workshops involving senior sector stakeholders from organisations representative of home nation investors in sport, UK level funded and unfunded stakeholders (predominantly national governing bodies of sports), delivery partners, arms-length decision makers, influencers and our partners in sport more widely.

The strategic review and the public consultation that followed focussed on exploring a set of key principles which sit at the heart of UK Sport's investment policy:

1. Whether the primary focus of UK Sport's investment policy should continue to be delivering medal success as the key outcome and why.
2. Whether UK Sport's investment approach should continue to focus solely on Olympic and Paralympic sports. And if not, whether the approach should be broadened to include other UK-level sports or disciplines and what might be included and why.
3. Whether, in maximising the impact of investment, other factors besides medals and medallists could be incorporated into UK Sport's strategy to demonstrate success in high performance sport.
4. Whether UK Sport should consider investing in or supporting sports or athletes who are further down the performance pathway i.e. those who are more than 8 years away from winning a medal, or not, to underpin even longer term success. And if so, on what basis could UK Sport invest or provide support.
5. In the context of having finite resources, how should UK Sport prioritise its future investments and what should be UK Sport's top investment priority following the Rio Olympic/Paralympic Games.

Consultees were also asked whether they had further ideas or views on what UK Sport might do to improve its investment approach in high performance sport.

The UK Sport Board reviewed its policy in light of the consultation responses and agreed the following statements to guide strategic planning for the Tokyo Cycle 2017-21.

- * UK Sport will continue to focus on medal success as the key outcome AND will explore other impact factors.
- * UK Sport will continue to focus on Olympic and Paralympic sports AND will continue to share good practice and explore the provision of a broader performance advisory service within and beyond Olympic and Paralympic sports.

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- * UK Sport will develop a tiered, prioritised case for investment. The first priority will be to continue supporting every potential medal and medallist over a two Games (8 year) period. Then, if finances allow, UK Sport will consider investing deeper, beyond this 8 year focus, where there is evidence of financial need. This deeper investment would potentially enable more sports to reach or regain World Class status by addressing gaps in athlete talent development to sustain success and maintain competitive advantage internationally.
- * UK Sport will further develop its scalable, meritocratic approach to prioritising its investment (in order to manage a finite budget) AND will explore how medallists and grass-roots participation can be factored in if there is a need to differentiate between sports of equal medal potential AND for any deeper investment.
- * UK Sport will work with the home nation sports councils using their measures of participation to inform this work.
- * UK Sport will also continue to progress work to:
 - * connect and align the high performance system across the UK;
 - * develop a common investment policy at Performance Foundation level and a common strategy for Institute of Sport delivery;
 - * deliver essential performance services and support including leadership development;
 - * maximise income including promoting The National Lottery and developing more commercial partnerships;
 - * develop an even more effective and efficient funding model.
- * UK Sport will also explore:
 - * reducing costs and challenging/supporting/incentivising sports to raise more commercial income;
 - * the potential for more collaboration and shared services across the high performance system including the Institutes of Sport, Higher Education Institutes and other expert partners, across the UK;
 - * clarifying and maintaining the relationship with non-funded Olympic/Paralympic sports;
 - * the challenges faced by UK-level team sports, including their needs at Performance Foundation level and any subsequent impacts on the investment model;
 - * the perceived inequality faced by Paralympic sports versus Olympic sports as they are required to target gold medals at the Games and how this could be counterproductive to the aspirational goal of winning more medals;
- * longer term duty of care for athletes.