



## Tokyo Investment Principles

Our Investment Principles have been refined to reflect the evolution of our investment approach.

The nine Principles for the Tokyo cycle describe our investment approach and the basic fundamental philosophies that underpin it, guiding our approach to high performance investment and the decisions we make.

The nine Investment Principles together define:

- **Our Purpose**

Maximising the impact of sporting success by targeting investment at athletes and sports capable of winning medals in the Olympic and Paralympic Games (Principles 1 & 2)

- **Who we Invest in**

Athletes, sports and people (Principles 3, 4 & 5)

- **How we set Investment Levels**

By identifying and supporting the athletes and teams that are within the high performance pathway. Investing in the sport's high performance strategy for supporting these athletes by understanding the costs of success and meeting these costs where financial need exists (Principles 6 & 7)

- **Our Culture**

We encourage all those in the high performance system to be accountable and take full responsibility for their actions and decisions. We adhere to the highest ethical and professional standards in delivering Olympic and Paralympic success and together we drive a culture of innovation, partnership working and commitment to continuous improvement at every level of the system (Principles 8 & 9).



## PRINCIPLE 1

### Olympic & Paralympic Impact

The Olympic and Paralympic Games are unique, and engage more athletes, sports, nations and spectators than any other global sporting event. Medal success in these events is widely recognised as the pinnacle of sporting achievement.

**In practice:**

UK Sport will invest in high performance programmes that impact on the nation through success at the Olympic and Paralympic Games.

## PRINCIPLE 2

### International Medal Success

National sporting success is defined by the achievement of the nation's athletes and teams when competing against the world's best; is recognised by celebrating the achievements of each medallist, and measured by the number of medals won.

**In practice:**

UK Sport will target investment at athletes and teams who are achieving, or demonstrate the potential to achieve, the highest levels of performance (defined by medal success at the Olympic and Paralympic Games).

## PRINCIPLE 3

### Investing in Athletes

Choosing to pursue a career at the highest level of international sport requires an extreme commitment from athletes. This commitment will push the physical and emotional boundaries of athletes and have a significant impact on their lives.

**In practice:**

UK Sport invests directly in eligible athletes to ensure they are able to make, or prepare to make, the necessary full-time commitment to training and competition. We call this investment the Athlete Performance Award.



#### **PRINCIPLE 4**

##### **Investing in Sports**

National Governing Bodies of sport hold the responsibility for the development, profile, organisation, governance and leadership of their sport. This includes the responsibility for supporting athletes and forming successful international teams.

##### **In practice:**

UK Sport invests in sports by establishing a critical partnership with eligible UK National Governing Bodies that have the ambition and capability to lead athletes and teams to Olympic and/or Paralympic medal success.

Where a National Governing Body is unable to add value to this partnership, or to effectively manage the delivery of the programme, we reserve the right to direct all, or part, of our investment to a third party, whilst working in partnership to develop the capacity of the National Governing Body.

#### **PRINCIPLE 5**

##### **Investing in People**

Sports that achieve consistent success are characterised by the experience, expertise and dedication of their staff. World class coaches, scientists, technicians, medical practitioners, administrators and leaders are all key to evolving a successful national high performance system.

##### **In practice:**

UK Sport strategically invests in partners and directly delivers programmes to develop world class people and provide expert services. This investment is designed to enhance and develop National Governing Bodies' World Class Programmes.



## PRINCIPLE 6

### Performance Pathway

Olympic and Paralympic medal success requires athletes to commit to a sustained period of intensive training. Athletes and teams will have a greater chance of success if they are well supported throughout the Performance Pathway.

#### **In practice:**

UK Sport's investments are made to enable National Governing Bodies to develop a Performance Pathway in which athletes and teams receive an intensive programme of support. Investment is defined by;

- an evaluation of Olympic or Paralympic medal potential in the next two Games cycles;
- the sport's World Class Programme strategy, and the core costs of delivering it;
- the athletes who have been selected to this World Class Programme;
- the costs of supporting athletes at each stage of the performance pathway.

We call this investment the World Class Programme.

## PRINCIPLE 7

### The Cost of Olympic & Paralympic Success

It takes a significant human and financial commitment to meet the cost of Olympic and Paralympic success. The circumstances of each National Governing Body and each athlete, will determine their ability to meet these costs.

#### **In practice:**

UK Sport's understanding of the cost of Olympic and Paralympic medal success enables us to define the resources required by each World Class Programme. We will do this by applying the Investment Wheel.

To secure the long term financial sustainability of the high performance system, we will expect National Governing Bodies to 'co-fund' the World Class Programme, and will release resources only where there is evidence of financial need. We will do this by applying the Co-funding Tiers.

We must prioritise resources to secure the greatest impact from public investment. We will do this by applying the Merit Table.



## PRINCIPLE 8

### A Culture of Responsibility, Accountability & Partnership

Responsibility and accountability lies with;

- athletes, for their own performance;
- National Governing Bodies, for defining their high performance strategy, identifying, supporting and developing athletes, and aligning resources to meet their goals in a sustainable and efficient manner;
- Institutes, for the development of expertise and delivery of expert services, and;
- the BOA and BPA, for ensuring British teams are best prepared for the Olympic and Paralympic Games.

UK Sport is responsible and accountable for investing strategically in the success of this high performance system, and driving a winning culture.

#### **In practice:**

UK Sport will work in partnership with the BOA and BPA to ensure our Olympic and Paralympic teams are best prepared for the Games.

We will establish clear agreements with the athletes, sports and partners we fund to set out our expectations, in particular ensuring that the determination to win is set in the context of high standards of professional and ethical conduct.

We will work in partnership with the Home Country Sports Councils to ensure each sport is able to align different streams of investment and support to its Performance Pathway.

## PRINCIPLE 9

### A Culture of 'World Class'

With athletes and nations around the world targeting Olympic and Paralympic medal success, the margins between success and failure are small and standards continue to rise. To remain successful in the Olympic and Paralympic arena requires a bold commitment to innovate, and to pursue continuous improvement.

#### **In practice:**

UK Sport expects athletes, National Governing Bodies and partners to engage in an open, transparent and honest working relationship, aimed at continual improvement.

We will seek to secure expertise from within and outwith sport to provide insight, generate innovation, and promote learning across the high performance system.