



Event Leaders Programme 2021-2022

Prospectus



Introduction



As UK Sport looks ahead to the next decade, a key focus of this exciting journey will be how we win on the global stage. We want our sporting community to be known internationally for its people-first approach. As a sector we must be better at reaching, connecting and inspiring the British public, using the power of sport to deepen our societal impact in communities across the country. Major events are fundamental in providing this platform, both to amplify the inspirational impact of sport but also to support and enable athletes to perform at their very best.

On the world stage, we believe that a key USP of the UK's major events offer is its people – it has a highly skilled, dedicated and loyal network of event professionals. To ensure the UK's programme of international events continues to set new benchmarks for impact, innovation and quality, we must invest into and support this network who are so integral to our on-going success. At UK Sport, we want to play our part in ensuring event leaders in our community feel supported, can develop and are in turn able to lead their teams to deliver strategic, ethical and impactful events.

We also want to support the sustainability of the sports events industry in the UK, not only by the

retention of the best people but also ensuring that, via excellent leadership, events are future-proofed. To continue to engage fans, sponsors and partners, events need to take responsibility for the impact they can and should have on society.

Our vision is for future event leaders to be at the forefront of driving events with purpose, by recognising the values and agendas of those they engage with.

We are proud to be launching the Event Leaders Programme - a development journey for Event Directors of the future. The programme addresses the unique time-bound nature of events and the implications this has on the competencies and skills required to be a successful event leader. It recognises the importance of the talented individuals we see within the major events sector and will provide a new level of support for their development, whilst encouraging cross-sport collaboration and knowledge sharing. I hope you are inspired to find out more and apply to be part of this unique opportunity.

Sally Munday
Chief Executive Officer | UK Sport

The Event Leaders Programme



The Event Leaders Programme (ELP) has been born out of the recognition that leading an event requires a unique style of leadership and set of skills. Events are time-bound and in business terms, relatively short-lived projects, with distinct demanding phases through their lifecycle and multiple stakeholders in play. A leader can go from being the only one on board to leading hundreds of people within the space of a few months, yet must maintain strategic focus whilst managing such rapid growth in a high-pressure environment.

The industry has a natural progression pathway - operational experience and technical expertise in event delivery is valued and acknowledged and by demonstrating these skills you move up the ladder of responsibility. However, it is also the nature of events that limited time, budget and resource often means little attention is able to be given to developing the 'softer' competencies that are necessary to grow from

an expert technical manager to a strategic event leader.

ELP is designed to support aspiring and current event leaders to develop and understand their own leadership philosophy and strengthen their event leadership competencies. The 18-month programme will take concepts acquired in formal learning modules and apply them to the working practices and development plans of each individual. It will open doors for them to be exposed to, learn from, and be supported by the experts in both leadership and event delivery. ELP will encourage the cohort to strategically and purposefully identify the journey they need to take to achieve their ambitions and will support this cohort to become the pioneers for impactful, innovative events of the future.

Nicola Barker
Event Leaders Programme Lead | UK Sport



Mission



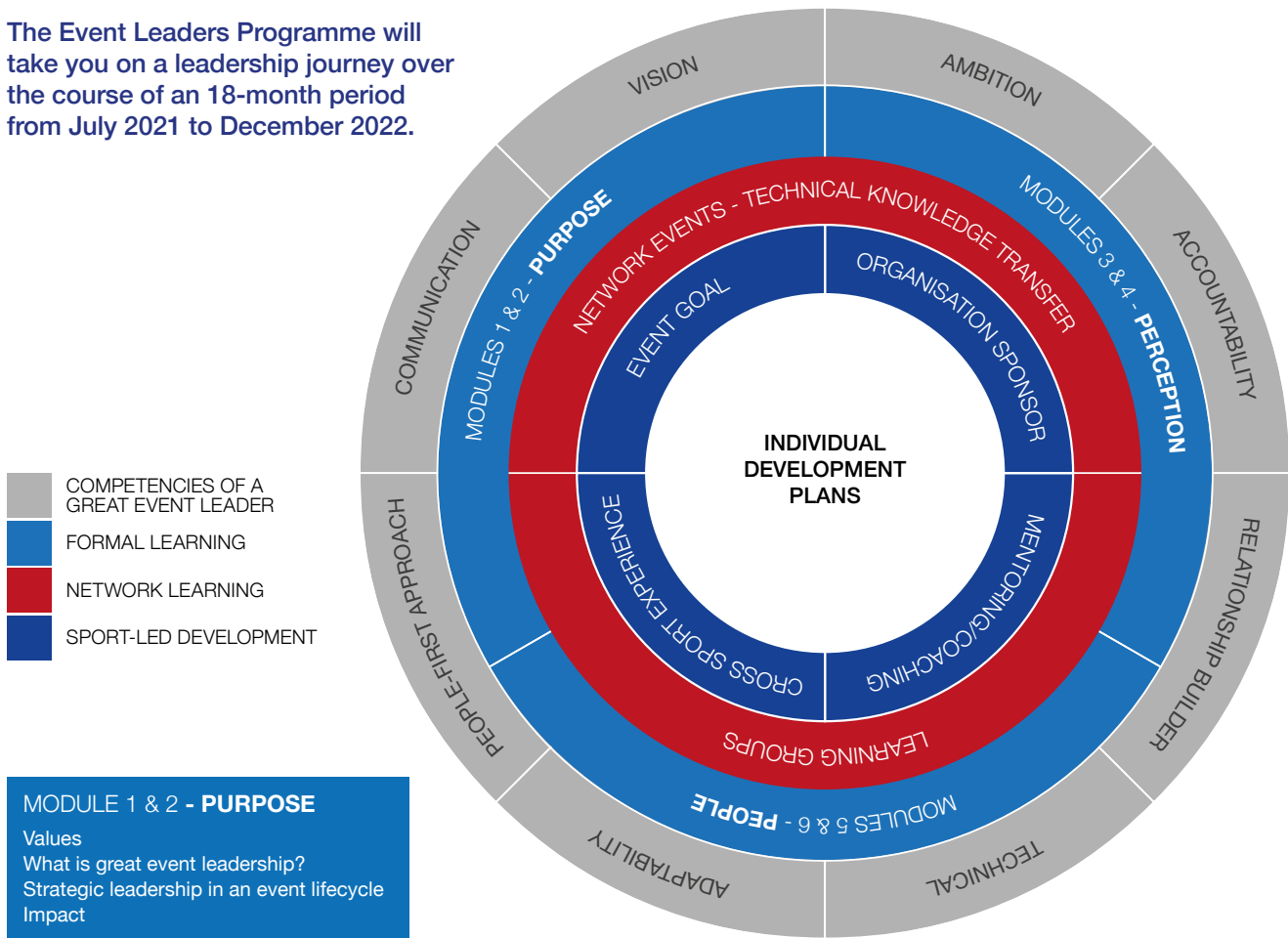
Our mission is to develop current and future aspirational event leaders, enabling them to be more effective, purposeful leaders who can strategically and impactfully drive a world-leading events programme for their sport.

Objectives of the Event Leaders Programme:

- Deliver a range of bespoke development initiatives to enhance the leadership skills and capabilities of current and future aspirational event leaders.
- Integrate the working practices of individuals into the programme to give them a genuine opportunity to effect change to the benefit of themselves, their teams and their organisation.
- Provide a network of trusted professional peers who are committed to learning, sharing and building expertise together.
- Support and open opportunities to set the cohort on a career pathway towards becoming the Event Directors and CEOs of future major and mega events.

Programme Approach

The Event Leaders Programme will take you on a leadership journey over the course of an 18-month period from July 2021 to December 2022.



MODULE 1 & 2 - PURPOSE

Values
What is great event leadership?
Strategic leadership in an event lifecycle
Impact

MODULE 3 & 4 - PERCEPTION

Cultures
Partnerships
Multi-stakeholder management

MODULE 5 & 6 - PEOPLE

Rapidly building effective teams
Leading under pressure
Engaging people

ELP is an adaptive programme comprised of three components; Sport Led Development, Network Learning, Formal Learning Experiences, each of which are tailored and informed by your individual development needs in conjunction with the cohort's requirements as a whole.

The guiding principles of the programme are the competencies of a great event leader, and through the three components of the course, the skills, knowledge and experience needed to become a great leader will be identified, explored and then embedded into an individual development plan.

Formal Learning Experience

The core experiential workshops will focus on developing the leadership skills and competencies required to be a great event leader. Experts in both leadership and events will facilitate these immersive sessions, designed to both encourage introspection and inspire ideas whilst also relating back into the events environment.

The workshops will be themed across Purpose, Perception and People and are adaptive and reactive, with the material delivered tailored directly to the cohort's development requirements.



Network Learning Opportunities

As part of the ELP cohort, you will build a trusted network where you can share and learn from one another's experiences. Learning groups will be established within the cohort to support the transfer and application of new skills.

By linking with the wider Major Events Knowledge Transfer Programme there will be the opportunity to broaden and engage further across the major events network, with both general and bespoke technical sessions.

Knowledge transfer sessions will take place in between the formal learning modules and will cover more of the technical skills Event Directors may need – from understanding the intricacies of establishing an event company to strategic board management – these will again be determined by the cohort's requirements.

Sport Led Development

Development within your own environment is a key cornerstone of the programme and will provide the opportunity to bring the skills you are learning to life. You will be encouraged to embed the learning from across the programme by doing, exploring and testing ideas in your day to day work. Your 'sponsor' (line manager or CEO) will play a key role in supporting the embedding of this learning, alongside a mentor or coach.



Who is it for?

The Event Leaders Programme is aimed at individuals operating, or aspiring to operate, as an Event Director within the British NGB major events system.

We encourage applications if you:

- ✓ Are a self-led learner willing to actively engage in personal development for the benefit of yourself, your team and the wider major events system.
- ✓ Have a proven track record in a leading role within major sports events.
- ✓ Can demonstrate an aspiration to lead an event within the British NGB major events system.
- ✓ Have a passion and value for the impact of sport.
- ✓ Can show evidence of willingness and dedication to be part of the British NGB major event system for the future.
- ✓ Have a major event project to build into your learning journey.

Whilst the criteria serves as a guide to applicants, we are committed to expanding the reach of our support to ensure we broaden the diversity and experience of the major events industry, and therefore particularly welcome enquiries and applications from individuals from Black, Asian and other ethnically diverse communities, or with a disability. We are also committed to supporting former athletes and recognise that those from other functional event areas may be interested in applying. We encourage you to contact us to discuss your application.

You do not need to be employed by a Sport National Governing Body to apply, but all applications will require a supporting reference from an NGB CEO or Events Lead.

Applications

The application consists of three elements which will together show us your aspirations, your approach to leadership and personal development and your organisation's support for your application:

- Completion of the application form by the NGB/associated organisation and individual
- Submission of a short video application answering the questions set out in the application form
- Submission of your CV

For those not directly employed by an NGB, a referee contact from an NGB CEO or Events Lead must be provided and a reference will be sought.

Sponsor support

The application process will require the backing of a 'sponsor' who will be able to support your development journey. This is likely to be your line manager, but could also be the NGB CEO, the organisation's Events Lead or the Event CEO where appropriate or relevant. For those who are self-employed, UK Sport can work with you to help identify an appropriate sponsor.

We encourage you to speak to the ELP team at UK Sport if you or your sponsor have any questions about the programme or your application.

Application forms can be found on the UK Sport [website](#). All elements of the application must be submitted to knowledge.transfer@uksport.gov.uk by 5pm on Friday 30 April 2021.

Assessment

Each application will be reviewed by UK Sport and a panel of current leaders in the system. At this point we may seek to have an additional conversation with you as part of the application process.

Cohort confirmation

UK Sport will advise you and your NGB/associated organisation if you have been successful by 1 June 2021.



Commitments and Expectations



Successful applicants will begin their journey with a development needs assessment, involving 360 analysis, psychometric assessment and organisational needs discussion which will take place in June 2021.

Formal modules will then commence and be held across the course of 18 months, finishing in December 2022. There will be six modules held as two day residentials across the UK, but locations and dates will be confirmed once the cohort is announced, accommodating any existing commitments where possible. The first module is planned for July 2021 (subject to review, based on government guidance and recommendations relating to Covid-19 restrictions).

Network learning opportunities will be scheduled around the formal modules, with at least one knowledge transfer session being held between each formal module.

Individual learning will be continuous, with feedback from all components driving the content and direction of the cohort's learning.

Continuous review and feedback will be a focus throughout the programme, so that success and improvement can be measured and demonstrated.

The roles, responsibilities and expectations of the key people involved:

Individual responsibilities:

- Take ownership of personal development
- Proactively find opportunities to apply new learning, ideas and skills
- Engage fully with all aspects and attend all workshops
- Engage with sponsor and mentor
- Build effective relationships with peers and other key individuals
- Commit to developing an open and honest learning environment
- Ensure the NGB/organisation is informed of progress



NGB/Organisation sponsor responsibilities:

- Provide a reference at application and a commitment to support the individual's development journey
- Provide an open environment to support the application of new approaches and ideas in the individual's learning journey
- Provide clear perspective in relation to the organisation's event objectives and how that translates to the individual
- Ensure that every effort is made to allow the individual to attend each of the workshops and build time into their workload to commit fully to the project
- Work in partnership with UKS to enable the best learning environment for the individual

UK Sport responsibilities:

- Provide an effective learning environment in order to maximise personal development
- Provide access to industry experts both inside and outside of sport
- Devise and deliver a world class event leadership development experience which benefits the individuals and in turn the major events sector
- Provide effective challenge and support throughout the programme
- Cover all costs for the programme with the exception of travel to and from in-person sessions
- Ensure a system for demonstrating improvement is in place
- Provide timely communication
- Maintain confidentiality

Next Steps

1 March 2021: Applications open

Applicants should:

- ✓ Discuss their intention to apply with their line manager/organisation sponsor
- ✓ Contact Nicola Barker at UK Sport with any questions about the programme or application – we are very happy to discuss the opportunity with you and your organisation should you need any further information
- ✓ Submit the three-part application:
 - ✓ Application form completed by applicant and line manager/organisation sponsor
 - ✓ Video application – answering the questions set out in the application form
 - ✓ Your CV

Friday 16 April 2021:

Applicants who are non-NGB staff must provide their referee contact details by Friday 16th April to ensure we have received their reference by the application closing date. This may be provided separately to the application to knowledge.transfer@uksport.gov.uk, and include name, job title, organisation, email address and telephone number of the referee.

Friday 30 April 2021:

Applications must be submitted by 5pm to knowledge.transfer@uksport.gov.uk

May 2021: Applicant assessment phase

Applicants may be contacted for an additional conversation regarding their application.

1 June 2021: Cohort confirmation

June 2021: Development needs assessment

July 2021: First formal module
(subject to review based on Covid-19 restrictions/recommendations)

December 2022: Programme completion

Contact

Contact

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knowledge.transfer@uksport.gov.uk

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ELP webpage
<https://www.uksport.gov.uk/our-work/investing-in-events/event-leadership-development>



