



POWERING SUCCESS INSPIRING IMPACT

UK Sport's Strategic Plan 2021-31



“The public want us to keep the medals coming, winning the right way, better reflecting modern Britain and making more of our achievements to deliver greater impact.”

WELCOME

As we set out to plan the next chapter of our sporting journey, we reached out to over 4,000 individuals from the general public and the sports sector to hold the biggest ever conversation about UK Sport, our funding and our future.

Team GB and ParalympicsGB are consistently in the top three things that make people proud to be British, alongside the NHS and the Armed Forces. The consultation confirmed that the public are still inspired by our athletes winning and are motivated by their success to make positive changes in their own lives.

The public were clear about what they wanted: winning matters and they want us to keep the medals coming, but they also want us to win the right way, with integrity. Success on the podium creates a platform for social change and the public want us to make more of our achievements to deliver greater impact. Finally, the athletes and sports we support should better reflect modern Britain.

So, we've taken what we've heard and what we know to be true and developed an ambitious strategic plan. This looks ahead over the next 10 years, not just the next Olympic and Paralympic cycles.

UK Sport's Strategic Plan 2021-31 involves some significant shifts, including our ambition to become successful in a wider breadth of sports and to grow a thriving high-performance community that represents our diverse British society while upholding world-leading standards of integrity. We believe that by making these changes we will improve our performance both on and off the field of competition.

We know these are big aims, but we recognise the incredible platform that sporting success provides to inspire and effect lasting change: for individuals, communities and for society as a whole.

And we hope that by the time you finish reading this plan you'll agree that together, we can **power success and inspire impact.**

Sally Munday, CEO



OUR MISSION

Create the greatest
decade of extraordinary
sporting moments;
reaching, inspiring
and uniting the nation.



POWERING SUCCESS

In 1997 it started as a simple dream – a desire to do better and a hope for more.

Building on that hope, UK Sport invested in the people and the expertise that would help transform athletes' performance at the Olympics, Paralympics and across high-performance sport.

Slowly, this growing community won over hearts and minds, uniting and innovating until the hard work paid off, leading to international respect and more medals than ever before.

Together, we have come so far.

We've seen that success has the power to change how individuals feel, how communities connect and how our nation is seen around the world.

It's been an incredible journey since 1997, ultimately putting the UK at the top of the world of sport, but we can't take success for granted.



INSPIRING IMPACT

From the global recovery to the climate crisis, a distracted generation to increasing competition, we face big challenges ahead.

To sustain our success, we must keep pace with the changing lives of athletes, the changing nature of sports and the changing shape of communities.

Our achievements so far leave us well placed to face these challenges, but it's only by taking the long view and evolving to stay relevant that we can be confident of overcoming them.

We will need to power a broader range of champions and medallists, nurturing the nation's exceptional talents. Ensuring they have the opportunity to be the best they can be. We will need to keep winning and win well with integrity and inclusivity.

We will need to build a more open, even more innovative sporting system, driving a diverse and ethical agenda, that's financially and environmentally sustainable, in the UK and beyond.

And finally, we will need to provide fans, new and old, with front-row access to the events and competitions that can showcase everything we have to offer on the world stage.

Only then will we be able to continue to deliver on the true, transformational power of sporting success to inspire individuals and society.

As the UK's trusted high-performance experts, we will help our greatest athletes, teams and sports to keep winning and win well, grow a thriving sporting system and inspire positive change one extraordinary moment at a time.

This is going to take a team effort. It's only through ever closer collaboration that we can create the sustained progress that will reach and unite more and more people, taking us one step closer to achieving our new, more ambitious dream, creating a happier, prouder and more connected society.

Let's make that dream come true, let's reach for our greatest decade yet, together, powering success and inspiring impact.





OUR AMBITIONS

To deliver our mission, we will prioritise three core ambitions.

Ambition 1:

**Keep winning
and win well**

We will power a broader range of champions and medallists than ever before; winning with integrity and ensuring the nation's exceptional talent has the opportunity to be the best they can be.

Ambition 2:

**Grow a thriving
sporting system**

We will support our sporting community across the UK to be ever-more collaborative; setting a diverse, ethical and sustainable agenda for tomorrow.

Ambition 3:

**Inspire positive
change**

We will contribute to a happier, prouder and more connected society, using the power and platform of sport to inspire positive change.

We are investing
£385M
to enable athletes across
57 SPORTS
to pursue success in
Beijing, Paris and beyond*

WE HAVE INCREASED OUR INVESTMENT

in Governance,
Organisational Health,
Equality, Diversity &
Inclusion, and Integrity

BY 60%

**BY 2025 we aim
to have secured:**

**10 WORLD
CHAMPIONSHIPS**

OVER 30
European and World Series
events in more than
25 SPORTS
generating
£70M
IN ECONOMIC IMPACT

*As of April 2021, this includes planned investment for 43 Summer sports (Podium, Academy, Progression), 8 National Squad Support Fund Summer sports and 6 Winter sports.



OUR FOCUS AREAS

AMBITION 1:

How we will keep winning and win well

Deliver a broader range of champions and medallists

We will remain a world-leading nation for sporting success.
We will invest in a longer-term, holistic view of success,
powering a broader range of sports and champions.

Win with integrity

Together as one high-performance sporting community, we will
uphold the highest standards of ethics, integrity and athlete welfare.

Power a diverse, inclusive team

We will ensure the only barrier to sporting success is potential.
Together with partners, we will discover the nation's exceptional
sporting talent of tomorrow, building a more inclusive and diverse
community of sports, staff and athletes.

AMBITION 2:

How we will grow a thriving sporting system

Support our sports and partners to thrive

We will work collaboratively with our partners to build long-term organisational health across sports and the wider sector.

Enable sustained success

Working together with our partners, we will unlock sustained investment for high-performance sport to support our shared ambitions.

Set the agenda for tomorrow

We will ensure the UK remains a world-leading, influential player; using our expertise and influence to shape the future of performance sport on the world stage.





AMBITION 3:

How we will inspire positive change

Showcase extraordinary sporting moments

We will enable front-row access to extraordinary sporting moments; securing and hosting exciting global sporting events; that reach new audiences, uplift communities and help to unite the nation.

Inspire and unite more people, more often

Together with our partners, we will increase the relevance of Olympic and Paralympic sport; building a broader, more diverse and sustained fanbase for the future.

Power positive change for people and the environment

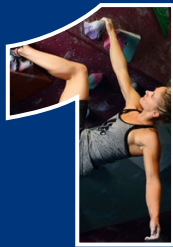
We will harness the power and platform of sport to drive positive change across wellbeing, diversity, inclusion and sustainability; walking the walk and using our voice to inspire others to act.





WHAT SUCCESS LOOKS LIKE

We will work collaboratively with our partners to set specific aspirations for each ambition and to determine the best ways to measure our collective progress.



Keep winning and win well

- Top 5 in the Summer Olympic and Summer Paralympic tables in Paris and beyond.
- An ever-greater force in Winter Olympic and Winter Paralympic sport.
- A diverse group of athletes winning medals across the Olympics, Paralympics and World Championships.
- Ever-more athlete, sport and public confidence in the way we win.



Grow a thriving sporting system

- Organisational Health is stronger across the sports we invest in.
- Our high-performance community is more representative of wider society.
- The UK remains a world-leading and influential player, shaping the future of performance sport on the world stage.
- High-performance and wider sport are more connected and collaborative.
- The only barrier to high-performance success is potential.
- UK Sport exemplifies all that we ask of others.



Inspire positive change

- We have a growing, more diverse and increasingly engaged Olympic and Paralympic sport fanbase.
- We are securing and hosting exciting global sporting events that reach new audiences and uplift communities.
- Olympic and Paralympic sport continues to inspire and unite our nation.
- We are harnessing the power and influence of sport to drive positive change across inclusion, diversity, wellbeing and sustainability.



UK SPORT: WHO WE ARE, OUR PURPOSE AND OUR BELIEFS

We are the UK's trusted high-performance experts, powering our greatest athletes, teams, sports and events to achieve positive success.

Our purpose

We exist to lead high-performance sport to enable extraordinary moments that enrich lives.

Our beliefs

Our beliefs underpin why we exist, inform the decisions we make and drive what we do.

We believe in the power of sport to deliver positive impact for individuals and for society. We believe in the power of success, the power of connection and the power of collaboration.

The power of success

We believe sporting success makes people happy. It creates a powerful platform to inspire and effect lasting positive change for individuals and society.

The power of connection

We believe sport changes how individuals see their future, how communities connect with each other and how our nation is seen by the world. Sport has the power to make us all prouder, happier and more connected to each other.

The power of collaboration

We believe the way to achieve sustained sporting success and positive impact is through working together as one high-performance sporting community.



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Together we have achieved so much in Olympic and Paralympic sport. Nevertheless we are very aware there is no room for complacency and that we must build on our success to create the next exciting phase of high-performance sport.

One where we work even more collaboratively and inclusively to win well, in ways that will inspire more people and have a broader impact on our society.

Achieving on the world stage will still sit firmly at the heart of what we do. But we should not underestimate the powerful platform that provides us with, and it is our shared responsibility to better harness this for positive social change.

Dame Katherine Grainger, Chair, UK Sport

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