

— FUTURE THINKING —



The Sports Consultancy

# UK SPORT PUBLIC CONSULTATION 2018

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# EXECUTIVE SUMMARY

UK Sport provides strategic investment to support athletes and key sports in following a pathway to success. It is focussed on maximising the chances of athletes in winning medals at major sporting events which globally culminates every four years in the Olympic and Paralympic Games. Its vision is for “a nation inspired by Olympic and Paralympic success” achieved through “driving and showcasing British medal success on the world stage”.

UK Sport understands that its funding strategy is rightly scrutinised and wished to ensure that a full and impartial opportunity for consultation was undertaken as part of its wider review in advance of the commencement of the forthcoming elite funding cycles.

The aim of the consultation was to provide a forum in which any interested parties could enter into a dialogue about the UK Sport funding model.

UK Sport commissioned independent agencies Future Thinking and The Sports Consultancy to conduct the consultation which comprised:

- Written Consultation available to anyone wishing to participate including those involved with elite sport, the sports sector more generally, stakeholders, those with a social or personal interest in a sport and members of the public
- Written Consultation targeted specifically at a representative sample of the UK General Public
- Deliberative forums with stakeholders
- Deliberative forums with the general public
- One-to-one interviews with stakeholders

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## KEY THEMES

### PERCEPTIONS OF THE SYSTEM

Many of the perceived advantages and disadvantages of UK Sport's funding model are consistent across the varied audiences participating in the consultation. Stakeholders (i.e. those directly involved with elite sport or representing sporting bodies, the Government or media etc.) largely agree that the funding model has been successful in achieving its aim of generating more Olympic and Paralympic medals and reaching the top strata of the medal tables. Credit is given to its transparency and clarity as well as its accomplishment in generating the engagement and pride of the nation and establishing the UK as a world leader in the sector.

Disadvantages of the current system focus on the perceived lack of consideration of a long-term vision for elite sports and a belief that there is a lack of connectivity between UK Sport and Home Nation structures. This opinion is shared across both funded and unfunded audiences. Among unfunded sports and Home Nation Governing Bodies there is greater censure towards a single focus on medals – with the perception that this potentially ignores other aspects which may inspire – and the support provided if funding is removed.

In terms of retaining the current system, when all consultation strands are considered, most believe that the likelihood of attaining podium positions at the Olympics and Paralympics **must remain as the core of the investment strategy** but that sub-strata's of investment in other areas could be considered.

As a primary focus of investment, over half of those professionally involved with sport agree medal success at the Olympics and Paralympic Games should continue (55%) and 61% of the UK General Public say the same. In contrast, 40% of those socially involved with sport or

self-selecting to participate in the consultation as an interested member of the public agree with this position, although this is higher than the proportion disagreeing (35%).

At a more granular level, those associated with funded sports or a Commission/ Representative Body are more positive towards the current system in comparison to those linked to unfunded sports or sports in receipt of a special award or medal support plan (60% and 80% in agreement versus 30% and 34% respectively).

## PRIORITIES FOR INVESTMENT

Investing in sports which offer opportunities for medal success at the Olympics and Paralympics is a priority among the UK General Public and for those professionally associated with a sport. However other priorities are also identified, particularly by those socially associated with a sport or as an interested member of the public. These include ensuring funding is granted to less professionalised and commercial sports and focussing support on sports which can have a significant impact on society.

With a blank sheet of paper as a starting point, the majority have a preference for preserving the current model of funding (based on medal winning as a marker of effectual investment) but would like to see consideration of factors such as:

- Operating a longer-term strategy
- Introducing baseline funding for elite sports
- UK Sport having confidence in the knowledge and expertise it has developed during its tenure to expand the funding system e.g. taking into account the likely inspirational impact that sport can have based on the level of success and the audience for the sport
- Ensuring the public continue to be engaged and do not become indifferent to success in the usual sports
- Supporting elite sports which podium at other global pinnacle events
- Alternative markers of achievement such as participation levels, increased diversity etc.

There is also some support for UK Sport to require or incentivise NGBs to become more self-sufficient in sourcing non-UK Sport funding mechanisms and to identify potential efficiencies in other UK Sport investments which could liberate additional funding.

## PURSUING THE SAME VISION

Across the consultation, there was discussion around UK Sport's vision and whether it is still appropriate.

For most, the achievement of elite sports is still defined as winning medals and this type of success is perceived as being most inspirational to the public.

Attitudes among challengers to the vision largely centre on what UK Sport wants to inspire people to do and whether inspiring a nation should take precedence over aspects such as achievement in:

- increasing accessibility to a range of sports
- building diversity within sports
- increasing participation at grassroots level
- showing improvement at global events

The concepts of inspiration and success were explored in depth with participants and they are broadly in agreement that these aspects should continue to be the cornerstone of UK Sport's vision. While many do associate inspiration as being inspired to participate or interact with sport in some way, inspiration is more likely to be associated with feelings of pride. The resulting impact of this sentiment is seen as being far more powerful in changing mindsets and



prompting action across a range of areas not limited to sport; thereby having wider significant cultural and social benefits.

In relation to defining success for elite sport, it is “winning” and “being the best possible” that, emerge as the strongest descriptors. Although aspects such as greater participation, encouragement of diversity, breadth of sports funded etc. are seen by some as most important in terms of success and achievement within the sector, ultimately winning medals is deemed the height of success; particularly amongst those professionally involved with sport and the representative sample of UK General Public.

## Olympic and Paralympic Focus

On balance, most are in favour of preserving the focus for investment at elite sports competing in the Olympics and Paralympics. If unlimited investment is available there is support for including elite sports which are not included on the Olympics and Paralympics roster but achieving success at other pinnacle events such as the Commonwealth Games. However, factoring in the limited funding, most are pragmatic about how far investment can spread.

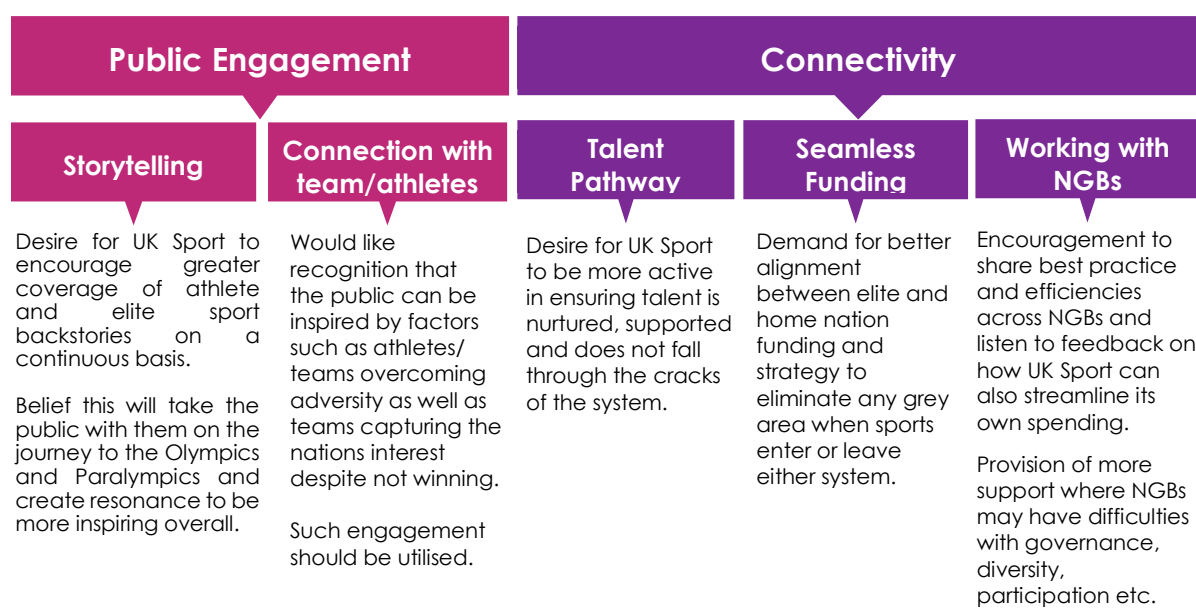
There is also a belief that if the vision of inspiring the nation through medal success is retained, events with the broadest reach will be most effective in generating such engagement and inspiration. For the majority, this has to be the Olympics and Paralympics as events with the most coverage.

It is also noted by those aware of forthcoming events, that UK hosted events such as Birmingham 2022 offer unique opportunities to inspire the General Public and therefore investment around these times may need to be adapted.

## WIDER OUTLOOK

Within the consultation, other influences on how elite sports can ultimately be successful and inspire the nation emerged. While not necessarily linked to medal winning and thereby a basis for investment, these are factors where it is felt UK Sport could also consider future improvement (i.e. can you fund someone for overcoming adversity?). Advances in these areas were viewed as having the potential to create or free up funding to be directed towards additional areas outlined as desirable improvements to the system.

The key elements to emerge were:



# BACKGROUND AND METHODOLOGY

## BACKGROUND

Over the past 21 years, UK Sport has developed the World Class Performance Programme of athlete investment which is divided into two levels:

- Podium – which supports elite athletes in their preparation and performance
- Podium Potential – which focusses on longer term podium success whereby athletes are identified for development

Current investment over a 4-year cycle amounts to c.£374m and UK Sport is undertaking its review for the next and future cycles. An integral part of this strategic review is to understand attitudes towards the funding structure across those with a vested interest in its outcome as well as among wider stakeholders and the general public.

UK Sport wished to conduct a comprehensive and transparent evaluation of opinion and therefore commissioned Future Thinking, an independent Market Research agency working with a partner agency, The Sports Consultancy, an independent sports consultancy agency, to deliver all aspects of the programme.

## CONSULTATION OBJECTIVES

The aim of the consultation was to provide an opportunity for transparent and engaged dialogue about the UK Sport funding model. Imperative to this objective was ensuring inclusivity for the multiple parties wishing to participate in the consultation.

As independent providers of the consultation, this report presents a full and impartial presentation of opinion across the spectrum of audiences participating.

The consultation was formed of multiple phases:

- An open Written Consultation available to anyone wishing to complete including those involved with elite sport, the sports sector more generally, stakeholders, those with a social or personal interest in a sport and members of the public
- Written Consultation targeted specifically at a representative sample of the UK General Public
- Deliberative forums with stakeholders
- Deliberative forums with the general public
- One-to-one interviews with stakeholders

All fieldwork was completed between 4 June 2018 and 27 August 2018.

This consultation will be used by UK Sport alongside supplementary parts of its wider review.

## METHODOLOGY

### OPEN WRITTEN CONSULTATION

The open written consultation was conducted online and was available to anyone who wished to complete a submission. The consultation was publicly launched on 4 June 2018 and remained open until 19 August 2018.

The consultation was widely promoted through UK Sport's website and directly to relevant stakeholders within the sporting sector, Government and relevant bodies.

The consultation was formed of a survey which encompassed both structured questions and the opportunity to give free responses.

In total 3,941 responses were received.

## Participant profile

Within the consultation, participants were asked to self-select the audience group to which they belong:

AUDIENCE	No. of Responses
General Public	1,552
Social/Personal affiliation with sport	1,661
Responding formally on behalf of a group or organisation	118
Responding as an individual affiliated professionally with a sporting body	466
Other	144
<b>Total</b>	<b>3,941</b>

Those responding on behalf of a group or organisation and those professionally or socially associated with a sport/organisation were asked to state what this was. These sports/organisations are shown in Appendix A.

Through the identification of sports to which participants are affiliated, we were able to classify whether views for these audiences were coming from the perspective of funded/unfunded sports or Commissions/Representative Bodies. The profile of these audiences is as follows

AUDIENCE BREAKDOWN OF PARTICIPANTS WITH PROFESSIONAL OR SOCIAL RELATIONSHIP WITH A SPORT/ORGANISATION	No. of Responses
<b>Funded:</b>	<b>1,198</b>
Olympic/Paralympic funded	835
Olympic/Paralympic Medal Support/Special award	368
<b>Unfunded</b>	<b>936</b>
Olympic/Paralympic unfunded	497
Non-Olympic/Paralympic Elite Sport	390
Non-Olympic/Paralympic other Sport/activity	58
<b>Commission/Representative Body</b>	<b>93</b>
<b>Total</b>	<b>2,227</b>



## REPRESENTATIVE GENERAL PUBLIC WRITTEN CONSULTATION

An online panel survey was also conducted among the UK general public. This was to ensure that a representative viewpoint of public opinion was achieved alongside the open consultation where participants opted to take part. This survey utilised the same question format to enable comparison.

The survey was open between and 23 and 27 July 2018 and achieved 982 responses.

### Participant profile

The profile of the panel sample is as follows:

No. of Responses	
<b>Region</b>	
England	660
Wales	113
Scotland	116
Northern Ireland	93
<b>Gender</b>	
Male	511
Female	470
Prefer not to say	1
<b>Age</b>	
16-24	73
25-44	346
45-64	447
65+	112
Prefer not to say	4
<b>Total</b>	<b>982</b>

## DELIBERATIVE FORUMS AND ONE-TO-ONES

To ensure that the results of the written consultations could be put into context and allow for opportunity to uncover richer insights into attitudes, qualitative sessions with all audiences was integral to the evaluation.

A deliberative approach was selected as it was vital to ensure that all participants were fully cognisant of UK Sport's remit and responsibility and could therefore accurately consider and debate their views towards future funding strategy.

Forums ranged from 1½ to 3 hours dependent on the audience and were facilitated independently with no interaction from UK Sport representatives.

Across this phase of the research we conducted:

- 15 forums with stakeholders
- 6 one-to-one interviews with stakeholders
- 3 forums with the general public

Sessions were hosted as follows:

Stakeholder Forums	Stakeholder Interviews	General Public Forums
1. Funded sports and representative bodies	Camelot	England
2. Funded sports	Department for Work and Pensions	Scotland
3. Mix funded/unfunded sports	International Olympic Committee	Wales
4. Unfunded sports	Press Association	
5. Every Sport Matters	Team Scotland	
6. Mix funded/unfunded/non-Olympic sports	The Times	
7. Mix funded/unfunded/non-Olympic sports		
8. Elite Sport Coaches		
9. Performance Directors		
10. MPs		
11. Government Advisors		
12. Scottish Governing Bodies		
13. Welsh Governing Bodies		
14. Northern Irish Governing Bodies		
15. Chairs and CEOs of home country sport councils		

A full breakdown of the location and composition of the stakeholder forums is provided in Appendix B.

# REPORT NOTES

This report brings together findings from across all phases of the consultation and results have been analysed thematically.

## Written Consultation Data

The report presents results for key audiences using the following definitions:

- **General Public** - defined as participants of the representative UK General Public written consultation
- **Interested General Public** - defined as those self-identifying as General Public to the open written consultation. This audience displayed very similar responses to those socially or personally affiliated to a sport and by pro-actively finding and completing the consultation displayed some level of engagement with the subject.
- **Social/Personal affiliation with a sport**- defined as those self-identifying as having an association with a sport and citing which sport or sports this is
- **Professionally associated with sport** - defined as those responding on behalf of a group or organisation or stating a professional association to a sport

When conducting further analysis on results, for those associated with a sport or organisation (either professionally or socially), data has also been dissected by context. This included:

Funded		Unfunded			Commission/ Representative Body
Olympic or Paralympic funded sport	Olympic or Paralympic Medal Support/Special Award	Olympic or Paralympic unfunded sport	Non-Olympic or Paralympic elite sport	Non-Olympic or Paralympic other sport/activity	

Any differences between audience opinion are only cited if statistically significant following testing at the 95% confidence interval.

The survey formats are shown at Appendix C and D.

## Deliberative Forum and Interview Data

Where results are presented for different audiences participating in the deliberative phases, the report uses the following definitions:

- General Public
- Funded
- Unfunded (including Every Sport Matters)
- Home Nation Governing Body/Home Nation Sports Council
- Government stakeholder
- Commission/Representative Body

Where quotes are available to support the evidence, these are shown along with an attribution to the corresponding audience.

## PRESENTATION OF EVIDENCE

It should be noted that this report presents the data gathered across the consultation and is based on the views of participants which may not always be factually accurate.

Where percentages do not add to 100 this is due to computer rounding or where participants were able to give multiple responses.

# PERCEPTIONS OF THE SYSTEM

Perceptions of how UK Sport should direct future investment in elite sport focussed on two key themes for the majority participating in the consultation:

- whether the current funding model remains fit for purpose and can meet UK Sport's expectation of inspiring a nation; and
- whether UK Sport's vision of "a nation inspired by Olympic and Paralympic success" achieved through "driving and showcasing British medal success on the world stage" is fundamentally appropriate as a foundation on which to base funding

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This chapter explores the first of these questions and examines the perceived advantages and disadvantages of the current model. It also provides a measurement of agreement with the status quo for each core audience.

## CURRENT FUNDING MODEL

Current investment principles are based on UK Sport's vision of inspiring a nation through Olympic and Paralympic success defined as medal success.

The core essence of investment centres on the likelihood of an elite sport gaining a podium position at either the next or subsequent Olympics or Paralympics.

Across the spectrum of participants in the consultation, there is little argument that winning medals will always be deemed important and integral to the ethos of elite sport and is the ultimate goal for individual sports and athletes. Similarly, it is more often the case than not, that gaining medals at pinnacle events is viewed as having a significant positive impact on the public and the nation as a whole.

## EVALUATION OF THE ADVANTAGES AND DISADVANTAGES OF CURRENT SYSTEM

Within stakeholder discussion forums, participants were asked to contemplate the advantages and disadvantages of the current system.

Table 1 displays the top themes emerging across the various cohorts and there is considerable cohesion in perceptions of how the system has worked well and less well.

Most distinct is the agreement that since its inception, the funding model has achieved its aims and operates within a framework which is understandable and transparent. Stakeholders are also positive regarding the success the system has had in creating pride in the nation and establishing the UK as a world leader in the sector.

Common criticisms centre on a perceived lack of long-term vision and that Home Nation development structures do not meet and interlock with the UK Sport elite system. A danger that the system can create a pressurised environment for athletes is also cited with concerns that individuals can be made to feel that the survival of their sport is on their shoulders.

There is also a concern that there is no safety net for sports if funding is removed. This emerged throughout the deliberative sessions and particularly from unfunded sports and Home Nation Governing Bodies; Badminton is widely used as an example of this difficulty.

**Table 1: Stakeholder perceptions of system advantages and disadvantages - common themes**

	Unfunded/ Every Sport Matters	Funded Olympic & Paralympic sports	Home Nation Governing Bodies / Home Nation Sports Councils	Government & other stakeholders
<b>Pros</b>	<ul style="list-style-type: none"> <li>Model has worked in its intention to create success</li> <li>UK has reached peak of medal table</li> <li>Model is clear, consistent and transparent</li> <li>Athletes can concentrate on their sport with the funding provided</li> <li>Has created pride in the nation</li> <li>UK viewed as leader in international sport</li> </ul>	<ul style="list-style-type: none"> <li>Model has worked in its intention to create success</li> <li>UK has reached peak of medal table</li> <li>Model is clear, consistent and transparent</li> <li>Athletes can concentrate on their sport with the funding provided</li> <li>UK viewed as leader in international sport</li> <li>Golden period for sport attracting the best in the sector</li> <li>Has had significant return on investment</li> <li>Changed perceptions of Paralympic sport</li> </ul>	<ul style="list-style-type: none"> <li>Model has worked in its intention to create success</li> <li>UK has reached peak of medal table</li> <li>Model is clear, consistent and transparent</li> <li>Creates social unity across UK</li> </ul>	<ul style="list-style-type: none"> <li>Model has worked in its intention to create success</li> <li>UK has reached peak of medal table</li> <li>Model is clear, consistent and transparent</li> <li>Creates social unity across UK</li> </ul>
<b>Cons</b>	<ul style="list-style-type: none"> <li>Too focussed on short-term success</li> <li>Disconnect between UK Sport and Home Nation funding structures/ lack of connectivity</li> <li>Pressure on individuals and sports can result in negative culture</li> <li>Treats all medals as equal in terms of being inspirational or evidence of success/too one dimensional</li> <li>Success is no guarantee of future funding</li> <li>Does not incentivise individual sports to source other funding</li> <li>Too much fat in the system/funding through NGB creates duplication</li> <li>No parachute funding</li> <li>Lack of post-career support</li> </ul>	<ul style="list-style-type: none"> <li>Too focussed on short-term success</li> <li>Disconnect between UK Sport and Home Nation funding structures/Lack of connectivity</li> <li>Pressure on individuals and sports can result in negative culture</li> <li>Pressure on sports to continuously prove themselves to retain funding</li> <li>Treats all medals as equal in terms of being inspirational or evidence of success/too one dimensional</li> <li>Model is unsustainable, further significant investment required to achieve more</li> <li>Leaves some sports which are more accessible/popular to the public behind</li> </ul>	<ul style="list-style-type: none"> <li>Disconnect between UK Sport and Home Nation funding structures/Lack of connectivity</li> <li>Pressure on individuals and sports can result in negative culture</li> <li>Treats all medals as equal in terms of being inspirational or evidence of success/too one dimensional</li> <li>Does not incentivise individual sports to source other funding</li> <li>No parachute funding</li> <li>Doesn't sustain interest in sport</li> <li>Does not capitalise enough on athlete/sport success</li> <li>Rewarded once achieved success rather than when needed</li> <li>Leaves some sports which are more accessible/popular to the public behind</li> </ul>	<ul style="list-style-type: none"> <li>Disconnect between UK Sport and Home Nation funding structures/Lack of connectivity</li> <li>Funding concentrates on small pool of sports</li> <li>NGB can be too powerful, athletes can be powerless</li> </ul>

Source: Stakeholder Deliberative Forums

These views are supported by the broader written consultation evidence, where the top five responses for positive and negative factors of the current system, in terms of being inspirational and delivering success, are shown in Table 2.

**Table 2: Positives and negatives of current system (open written consultation)**

	TOP FIVE POSITIVES		TOP FIVE NEGATIVES	
	Inspiration	Delivering Success	Inspiration	Delivering Success
<b>1<sup>st</sup></b>	Athletes achieving medal targets/winning more medals	Athletes achieving medal targets/ winning more medals	Uneven distribution of funding/ not all sports have the same opportunity for support	Focus solely on winning medals
<b>2<sup>nd</sup></b>	Focus on successful sports/ rewarding good performance	Focus on successful sports/ rewarding good performance	Concentration on only a few sports (incl. few athletes)	Uneven distribution of funding/ not all sports have the same opportunity for support
<b>3<sup>rd</sup></b>	Getting more publicity/ wider media coverage	Athletes having success (not necessarily winning medals)	Focus solely on winning medals	Concentration on only a few sports (incl. few athletes)
<b>4<sup>th</sup></b>	Athletes getting funding for development/ training	It works/ has successful results	Paying attention solely to Olympic/ Paralympic sports	Only popular sports receiving funding/ minority sport are left out
<b>5<sup>th</sup></b>	Inspiring more people to participate in sports	Athletes getting funding for development/ training	Only popular sports receiving funding/ minority sport are left out	Reduction on funding leads to lack of success

(Source: Open Written Consultation - 3,941 participants)

Overall, the current funding model is viewed as delivering an impressive return on investment and there is acknowledgement that in meeting UK Sport's current aim, the investment principles are deemed to have delivered.

However, it is also clear that people believe some modifications would be beneficial, and these are further explored throughout this report.

## AGREEMENT WITH CURRENT SYSTEM

To establish whether the investment model should maintain its current structure, all participants across both the written consultations and deliberative forums had the opportunity to provide feedback on whether the current funding model should be retained.

From an absolute perspective, they were asked whether they agree or disagree that medal success at the Olympics and Paralympics should continue to be UK Sports primary focus.

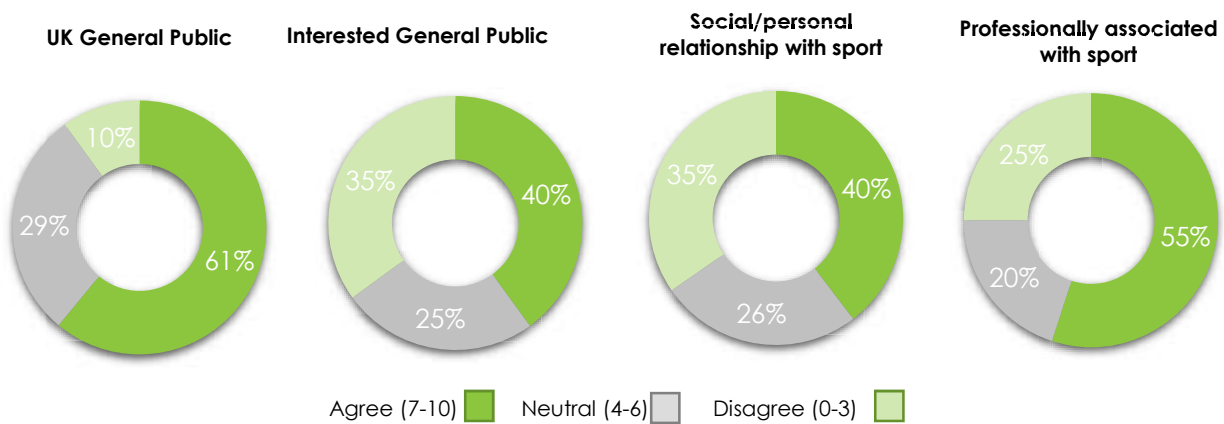
As shown in Chart 1, views vary dependent on audience with the UK General Public and those professionally associated with sport more in favour of the status quo than those with a social/personal affiliation with sport, or those self-selecting to participate in the consultation as an interested member of the public (61% and 55% agreeing versus 40% each respectively).



## Chart 1: Agreement for continuance of current system

Q18. To what extent do you agree or disagree that medal success at the Olympics and Paralympic Games should continue to be UK Sport's primary focus?

Please use a scale of 0 – 10 where 10 means strongly agree and 0 means strongly disagree



Base: UK General Public (982); Interested General Public (1,552); Social/personal relationship with a sport (1,661); Professionally affiliated with sport (584)

We can further break down results among those affiliated with (and naming the) sport, by examining the data depending on context. Those with a link to an unfunded sport are significantly more likely to have lower levels of agreement that medal success at the Olympics and Paralympic Games should continue to be UK Sport's primary focus.

**Table 3: Agreement by Sport Affiliated Sub-groups**

All professionally or socially affiliated with a sport	Base Size	Level of Agreement (% rating 7-10)
<b>Funded:</b>	(1,198)	52%
Olympic/Paralympic funded	(835)	60%
Olympic/Paralympic Medal Support/Special award	(368)	34%
<b>Unfunded</b>	(936)	30%
Olympic/Paralympic unfunded	(497)	22%
Non-Olympic/Paralympic Elite Sport	(390)	44%
Non-Olympic/Paralympic other Sport/activity	(58)	3%
<b>Commission/Representative Body</b>	(93)	80%

Source: Open Written Consultation

For the UK General Public, there is no significant difference in the proportion agreeing with the current structure by characteristics such as age, however a significantly higher proportion of those aged over 44 and particularly over 65, disagree with the existing focus.

**Table 4: Disagreement by Age among General Public**

UK General Public	Base Size	Level of Disagreement (% rating 0-3)
<b>Total</b>	(982)	10%
<b>Age</b>		
16-24	(73)	5%
25-44	(346)	7%
45-64	(447)	12%
65+	(112)	17%

Source: Representative UK General Public Written Consultation

## REASONS FOR LACK OF AGREEMENT WITH CURRENT SYSTEM

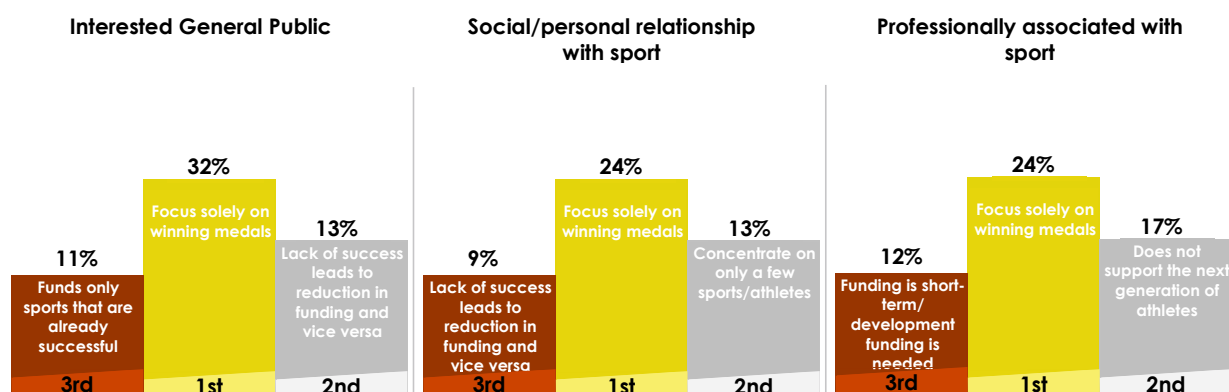
When prompted, reasons for disagreeing with the current ethos correlate with the perceived disadvantages with the system.

The top three reasons for disagreeing (rating 0-3 agreement out of 10) are shown in Chart 2 for the interested general public, those with a social or personal affiliation with a sport and those professionally associated with a sport<sup>1</sup>.

The focus on medal winning is the predominant reason for all three groups.

**Chart 2: Reasons for Disagreement**

Q19a. You disagreed that medal success at the Olympics and Paralympics should continue to be UK Sport's primary focus for international success. Why do you disagree?



Base: All those disagreeing that the Olympics and Paralympics should continue to be UK Sport's primary focus and providing a response - Interested General Public (96); Social/personal relationship with a sport (99); Professionally affiliated with sport (42)

<sup>1</sup> Base size for UK General Public in disagreement and providing a response too small to display

## UNDERSTANDING AUDIENCES IN MORE DEPTH

Having undertaken discussion forums with key audiences, attitudes towards the funding structure could be probed in greater depth.

### General Public Opinion

The majority of the UK public (i.e. the representative panel) support the preservation of the existing funding model (61% agreeing and just 10% disagreeing) in comparison with two-fifths of more engaged members of the general public and those with a social or personal affiliation to sport. However, as shown in Chart 1 more agree than disagree among these audiences (40% versus 35%).

For those identifying with which sport they have a social or personal affiliation, half are associated with an unfunded sport (48%), a third with an Olympic/Paralympic funded sport (35%), and 18% with a sport on an Olympic/Paralympic Medal Support/Special award.

I THINK YOU'RE DOING THE RIGHT THING, WE'VE GONE FROM 10<sup>TH</sup> TO 3<sup>RD</sup> TO 2<sup>ND</sup> SO I THINK WHAT IT'S DOING IS GOOD

General Public, England

I DON'T SEE ANY POINT IN BACKING SOME RANDOM SPORT JUST BECAUSE NO ONE'S WON FOR THE LAST 52 YEARS. PEOPLE WON'T GET INSPIRED WITH THAT

General Public, Wales

THEY NEED TO FIND A BALANCE BETWEEN FUNDING THE ELITES AND THEN THE WEE GUY WHO MIGHT GET A MEDAL AT THE NEXT OLYMPICS BUT HAS HAD TO GIVE IT UP

General Public, Scotland

The views of the UK general public were further explored in a series of focus groups. Within each session participants were provided with impartial information on current structures; results data etc. to allow full debate and extensive deliberation and consideration of future options.

In England and Wales, there is an overwhelming consensus that medal winning should be the ultimate measure of success and that UK Sport and the Government need to ensure a return on the investment of public money. A return on investment is primarily agreed to be winning medals.

While altering the system to incorporate factors such as increasing the number of funded sports or assisting sports to achieve podium positions in the future are viewed as desirable, people are conscious that there is a finite pot for investment and believe that success in the form of medal winning has the most impact on the nation and should therefore be the priority.

General Public participating in discussions in Scotland are less positive towards the current system finding it difficult to separate UK Sport's role from grassroots support. They are more in favour of spreading investment across multiple sports and towards the development of athletes.

There is also greater focus on directing investment towards those sports which have higher participation rates.

In the event that greater investment becomes available, either through sports making efficiencies; through additional funding from Government/elsewhere; or that a nominal proportion of current funding can be set aside; there is a preference for supporting sports:

- where success could be measured on alternative factors such as popular sports or high participation sports
- where identification of talent indicates likely success in the longer term e.g. more than two cycles in the future

Most however, do not wish to see a change in the investment model to accommodate such factors at the expense of Team GB/Paralympic GB's performance at the Summer and Winter Games.

The UK general public overall wish to continue experiencing high positions in the medal tables at the Olympics and Paralympics and therefore remain in favour of a model which is focussed on this aim.

BECAUSE THEY'VE BEEN FUNDED, YOU FEEL ENTITLED THAT THEY SHOULD BE PERFORMING.

General Public

SURELY IT HAS TO BE [based on medals] BECAUSE IF I SAID, 'GIVE ME A POUND, I'M GOING TO DO WONDERFUL THINGS,' AND YOU NEVER SEE ME AGAIN YOU WON'T GIVE ME ANOTHER POUND. IF I SAY I'VE WON YOU SOMETHING, YOU WILL.

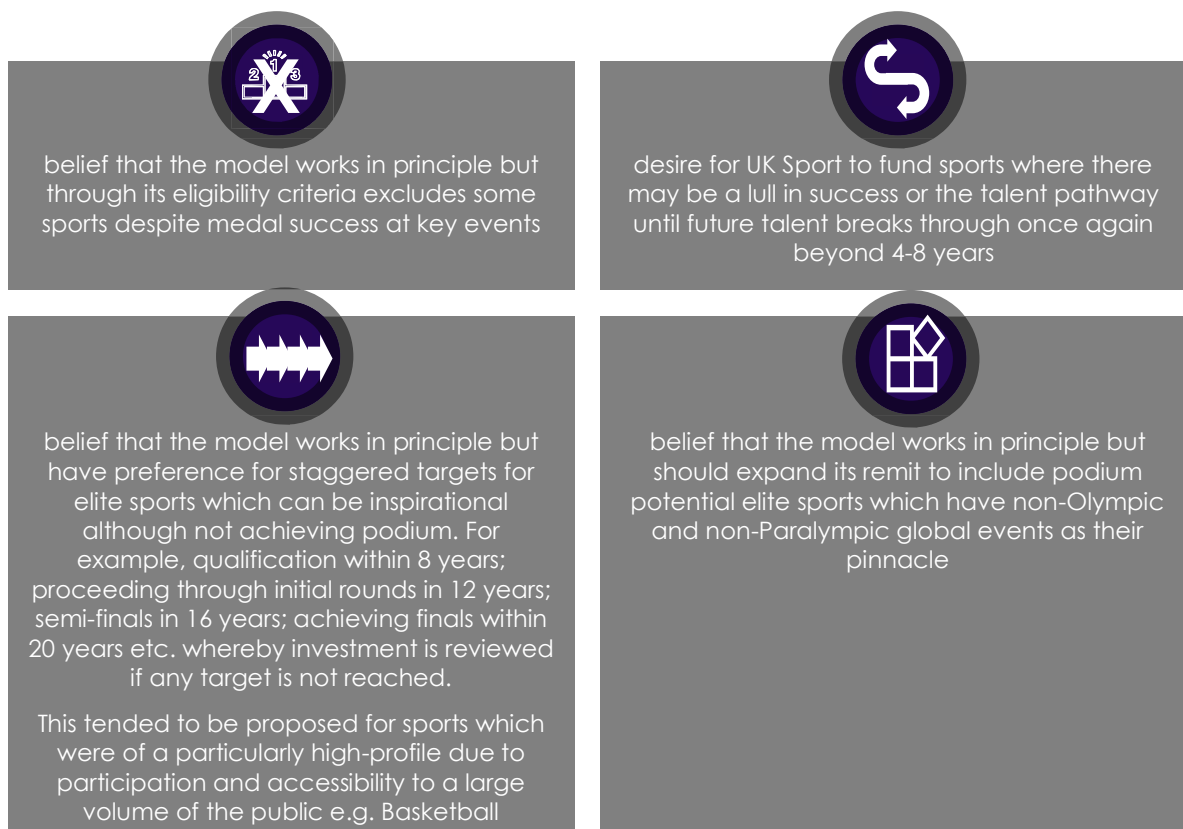
General Public

## Unfunded

With just 30% of those with a professional or social relationship with an unfunded sport agreeing that the current structure should continue, the deliberative forums provided a valuable platform in understanding this perspective in greater detail.

Unfunded Olympic and Paralympic sports, and those only in receipt of special awards, are the most likely to present opposing arguments towards UK Sport preserving the current investment model. Unfunded non-Olympic and non-Paralympic elite sports and other professional sports are more neutral.

Among those sports citing more negative views on the model, it is not that investment is centred around medals which is usually considered ineffective, but the framework in which it is implemented (i.e. the means by which funding is prioritised). This is highlighted through four key viewpoints:



For some unfunded Olympic or Paralympic sports, the difficulties encountered through a lack of or loss of funding are compared to 'falling off a cliff' and many in the written consultation also refer to a boom or bust mentality. This has a perceived detrimental effect on the sport as a whole, whereby sports fear a loss of talent at both athlete and staff levels if funding is cut. Some also question the support that UK Sport provides in helping sports to regain their funded status.

THERE'S ALWAYS GOING TO BE A DISCONNECT AND THE FUNDING BODIES WILL SAY AS A SPORT YOU HAVE TO GET YOUR ACT TOGETHER BUT THE STRUCTURE OF IT HAS THE TENDENCY TO PULL PEOPLE APART

Unfunded

There are also examples of confusion for some about what is required to achieve funding, whether success should automatically equal investment or whether it is purely based on future performance.

Such arguments are also put forward by other audiences included in the discussions however hold greater strength of feeling among the unfunded audience.

Offsetting this view are other representatives within this group who state that although a lack or loss of funding may initially be viewed as devastating for the sport it can engender opportunities formerly unavailable to the sport and offer the potential to explore innovative ways to attract future funding and support. It is felt that UK Sport and funded sports can learn from these experiences and should incorporate these lessons and new ways of working into future funding models.

## Funded

Currently funded Olympic and Paralympic sports are more in favour of continuing with the model in its existing state (60% agreeing). There is a mindfulness among stakeholders in this group, that adjusting the system could result in detriment and endanger the prolonged success which Team GB and Paralympic GB have established over the past twenty years.

YOU'VE GOT TO REWARD A  
BALANCE BETWEEN SUCCESS AND  
POTENTIAL, WHICH IS WHAT THEY  
DO RIGHT

Funded, Performance Director

THE IDEA OF FOCUSING ONLY ON  
THOSE THAT CAN WIN IS A SOUND  
POLICY

Funded, NGB

THERE'S NOT A BOTTOMLESS PIT OF  
MONEY

Funded, Performance Director

THE REALITY OF THE CURRENT  
MODEL IS IT'S ABOUT SHORT-TERM  
SUCCESS

Funded, NGB

This is not to say that improvements to the system are not cited and as shown in Table 1, perceived disadvantages are also identified by this audience. There is some level of agreement with unfunded sports that in an ideal world, sports would not need to be selected for investment and that a broader range of criteria could be taken into account. However, with the acceptance that there is not an unlimited budget, they believe that medal potential is the soundest means by which to gauge which NGBs should receive funding.

One difficulty arising for this group is where some of its disciplines come within the Olympic and Paralympic remit and some do not. The outcome can be that such excluded disciplines become sidelined and not promoted to athletes as an option even though they may be introduced/re-introduced at a later stage. This is where a longer-term strategy is viewed as a desirable improvement.

## Home Nation Governing Bodies / Home Nation Sports Councils

Home Nations are pragmatic that Government funding requires a return on investment and that medals at the Olympics and Paralympics will continue to be the most tangible measure for this. While there is acknowledgment that the system could benefit from a wider remit there is also an appreciation that there will still be a general expectation for funded sports to deliver outstanding performances and radically changing the current structure could be disadvantageous overall.

THERE'S A TENDENCY TO FOCUS ON  
THE NEGATIVES, BUT IT'S ACTUALLY A  
PRETTY GOOD SYSTEM IF YOU LOOK  
AT IT

Home Nation Governing Body

I THINK THERE'S SO MUCH RISK ABOUT  
CAUSING FAILURE TO THE SYSTEM, MAYBE  
THIS IS A PROGRESSIVE THING AND WE  
CHANGE IT SLOWLY BUT TO GO BANG  
WE'RE GOING TO TRY AND ACHIEVE ALL  
OF THIS, WE RUN SUCH A RISK OF FAILURE  
AND A RISK OF THE NARRATIVE  
CHANGING FROM BEING A SUCCESS

Home Nation Sports Council

However, all home nations state a preference for greater consideration of the talent pathway and distinct plans for those sports who may experience a lull in podium athletes. There is a belief that investment should be based on a longer-term strategy than 4-8 years to enable sports to bed in and continue development.

In Scotland particularly, there was extensive discourse regarding the need for a programme of investment which also takes into account other factors for which elite sport can be responsible in addition to medal winning. This includes funding related to achievements in social and diversity aims.

IT'S BACK TO THE VALUE THING. IT'D  
BE MORE VALUABLE AND MORE USE  
OF THAT FUND TO ACTUALLY  
DEVELOP THE PATHWAY

Home Nation Governing Body

## Government and other stakeholders

UK SPORT, I'M NOT SAYING THEY'RE  
PERFECT BUT THEY HAVE A SYSTEM  
THAT WORKS, YOU PUT THE SAME LEVEL  
OF INVESTMENT THROUGH A SYSTEM  
THAT DOESN'T WORK AND IT'S WASTED  
MONEY

Representative Body

Other stakeholders, including Government, Commissions, representative bodies, journalists, National Lottery etc. are largely in favour of retaining the status quo of investment based on podium potential. They are mindful of the potential for damaging something that currently works and has a proven record of inspiring the nation by modifying it.

THE THINGS THAT MOTIVATE AND  
INSPIRE [the public] ARE THOSE  
MEDAL SUCCESSSES AROUND THE  
OLYMPIC GAMES. THAT'S THE  
MOMENT WHERE IT TRULY CAPTURES  
THE IMAGINATION OF THE NATION

Representative Body

This audience are particularly aware of the power of the Olympics and Paralympics and claim the incomparable reach of the events to the UK public are why investment should continue to be based on sports within its boundaries. There is a perception that if funding is spread too broadly across all elite sports aiming for a global pinnacle event - regardless of whether it is the

Olympics or Paralympics - the system will become over-complicated. If this was to be pursued, it is deemed as requiring a separate stream of investment to the core funding model.

THE MODEL IS TOO SIMPLISTIC NOW, WE NEED TO BE MORE MATURE. YOU CAN NO LONGER THINK A MEDAL IS A MEDAL AND THEY ARE ALL THE SAME; A BRONZE MAY BE A SUCCESS FOR SOME BUT NOT FOR OTHERS

Representative Body

However, there is a minority who believe that the fundamental focus of the UK public solely being inspired by medals is not accurate and would like to see a greater focus on recognising sports with high participation and accessibility rates and elite sports which can have a significant societal impact. This is founded on the belief that for sports with greater participation, success at the elite level (however this is defined) may have the potential to achieve greater inspirational impact.

There is some suggestion that well established elite sports should be able to operate more efficiently and generate further revenue streams which could lessen the amount of investment they require from UK Sport in the future.

## PRIORITIES FOR INVESTMENT

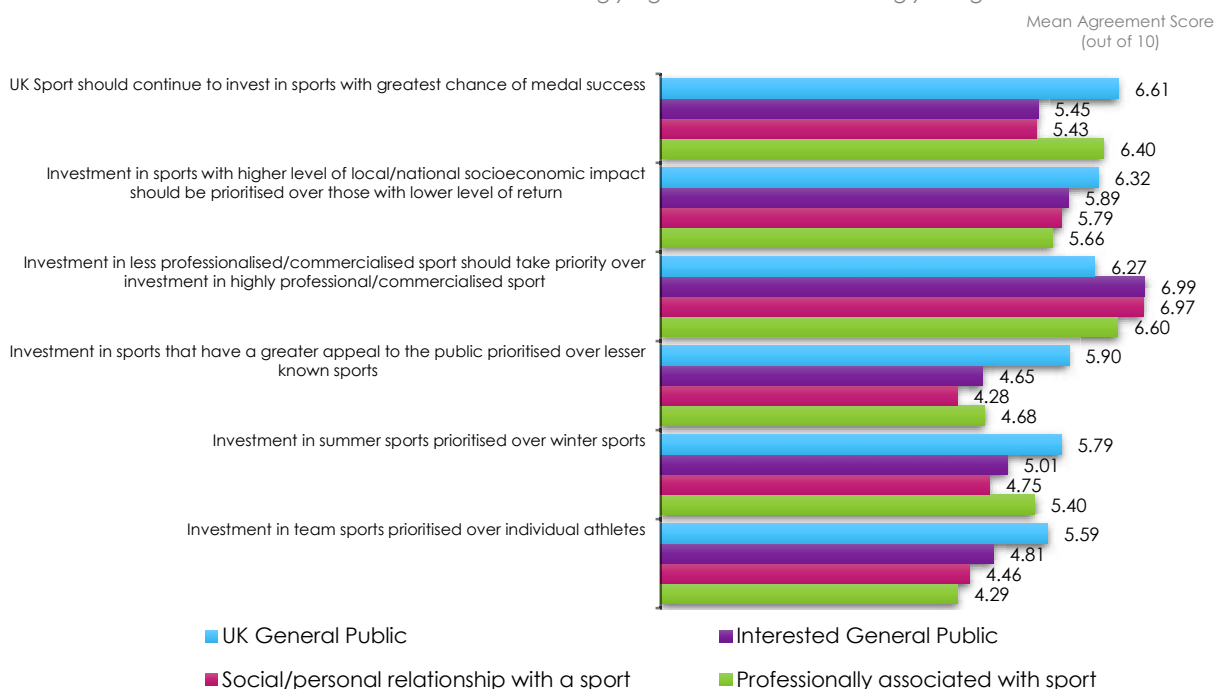
When given a range of options for how investment could be directed, without being forced to prioritise, sports which offer opportunities for medal success is the top priority among the UK General Public and ranked second for those professionally associated with a sport (mean agreement scores out of 10 of 6.61 and 6.40 respectively).

Other areas which emerge as important are continuing to ensure investment is for less professionalised and commercial sports and focussing support at those sports which can have a significant impact on society.

### Chart 3: Investment Priorities

Q21. Thinking about the future, to what extent do you agree or disagree with each of the following?

Please use a scale of 0 – 10 where 10 means strongly agree and 0 means strongly disagree



Base: UK General Public (982); Interested General Public (1,552); Social/personal relationship with a sport (1,661); Professionally affiliated with sport (584)

Analysing results for those affiliated with sport by the context in which they operate, those associated with unfunded sports are significantly less likely to agree that UK Sport should continue to invest in sports with the greatest chance of medal success than participants affiliated with funded Olympic/Paralympic sports or Commissions/Representative Bodies (Mean Agreement score out of 10 of 4.90 versus 6.65 and 7.80 respectively).



**Table 4: Investment Priorities by Audience Sub-group**

All professionally or socially affiliated with a sport	Base Size	Mean Agreement Score (out of 10) that investment should be prioritised at sports which ....					
		are less professional/commercial	give highest level of socio-economic impact	have greatest chance of medal success	are summer rather than winter sports	have greater appeal to public	are team sports versus individual
<b>Funded:</b>	(1,198)	6.79	5.81	6.09	5.28	4.58	4.25
Olympic/Paralympic funded	(835)	6.64	5.62	6.65	5.45	4.34	4.16
Olympic/Paralympic Medal Support/Special award	(368)	7.10	6.25	4.79	4.90	5.12	4.48
<b>Unfunded</b>	(936)	7.05	5.66	4.90	4.30	4.06	4.68
Olympic/Paralympic unfunded	(497)	7.20	5.07	4.01	4.29	3.48	4.25
Non-Olympic/Paralympic Elite Sport	(390)	6.76	6.51	6.26	4.35	4.98	5.47
Non-Olympic/Paralympic other Sport/activity	(58)	7.66	4.81	3.34	3.95	2.64	2.93
<b>Commission/representative body</b>	(93)	6.55	5.56	7.80	5.81	4.91	3.66

Source: Open Written Consultation

Among the representative General Public, significant differences in opinion are few but are evident for:

- Younger people, who are more likely to be in favour of prioritising team sports (44% of 16-44 year olds agreeing in comparison to 31% of those aged 45 and over)
- Respondents identifying as Northern Irish, who are more likely to be in favour of investment in sports which have a higher level of local and national social and economic impact (61% agreeing versus 50% in other regions)

Within the deliberative forums there was opportunity for some audiences to explore their priorities for investment further with a final request to limit their preferences to no more than three options. Table 5 shows how views vary considerably across these audiences. While Government representatives did not take part in a ranking exercise, they are in agreement that medal success at the Olympics and Paralympics should continue as the foundation for investment in elite sport.

**Table 5: Top 3 Priorities within Deliberative Forums<sup>2</sup>**

	Unfunded/ Every Sport Matters	Funded Olympic & Paralympic sports/Representative Bodies	Home Nation Governing Bodies
<b>1<sup>st</sup></b>	Provide 'baseline' funding for all Olympic and Paralympic sports who have a likelihood of qualification-regardless of medal potential	Fund sports with potential to achieve medal success at Olympic and Paralympic Games	Fund sports based on their long-term vision and potential rather than short-term medal potential (more than 1 or 2 cycles into the future)
<b>2<sup>nd</sup></b>	Fund sports based on their long-term vision and potential rather than short-term medal potential (more than 1 or 2 cycles into the future)	Fund sports based on their long-term vision and potential rather than short-term medal potential (more than 1 or 2 cycles into the future)	Fund sports with potential to achieve medal success at all events that can be considered the pinnacle of their respective sport (e.g. Commonwealth Games, World Championships etc.)
<b>3<sup>rd</sup></b>	Have KPIs not solely on medal conversion (e.g. increasing diversity, participation, public inspiration etc.)	Fund sports with potential to achieve medal success at all events that can be considered the pinnacle of their respective sport (e.g. Commonwealth Games, World Championships etc.)	Have KPIs not solely on medal conversion (e.g. increasing diversity, participation, public inspiration etc.)

Source: Stakeholder Deliberative Forums

GIVE US A BASELINE FUNDING TO ENABLE US TO HAVE A STRUCTURE WHEREBY WE CAN GROW THE SPORT

Unfunded

WE HAVE TO KEEP BEING SUCCESSFUL

Funded, Performance Director

THE RIGHT THING TO DO IS GETTING A BALANCE AT THE END OF THE DAY

Home Nation

## SUGGESTED IMPROVEMENTS TO THE MODEL

The evidence confirms there is support for retaining the current funding model, particularly among Representative Bodies, the Government and funded sports but also among the general public from whom the investment originates through the use of public money from Government and Lottery funding.

However, many believe that continuing with such a linear approach requires greater scrutiny before the next cycle of investment and a range of improvements to the system are proposed for UK Sport to consider. Where there is disparity, is in how much change people believe is required, with most stating a preference for medal winning at the Olympics and Paralympics remaining at the core of the funding model and receiving the bulk of investment.

Even among those wishing to re-examine the structure, the priority tends to be a desire to refine the model and not to eradicate it. Areas for improvement are raised across the contributing audiences and uphold the results of the stakeholder ranking exercise at Table 5.

<sup>2</sup> These rankings are indicative only as based on small base

Such factors included:



## Longer Term Strategy

YOU HAVE TO FUND A SPORT FOR A PERIOD OF TIME THAT IT REALISTICALLY CAN SEE SUCCESS  
Funded, Performance Director

SHORT TERMISM....IF MEDALS AREN'T WON, REMOVING FUNDING ON A 4 YEAR CYCLE CONSISTS THAT SPORT TO THE SCRAP HEAP  
Social/Personal Affiliation with Hockey

From the range of factors spontaneously proposed as improvements to the investment approach, one in 10 participants (10%) who provided a recommendation within the open written consultation believe that current investment is based on too short term an evaluation of a sport (5% of all participants).

There are concerns among deliberative forum participants that should a sport fail to achieve a medal or if there is a gap between previous/existing achievement and future achievement, funding is cut off without due consideration. Sports are wary of falling between the cracks of UK Sport funding and Home Nation Sports Council funding in these cases.

Some cite the evidence that those elite sports with continuous success have often had the benefit of 20+ years funding and have therefore been able to build up a more enhanced and experienced system around the sport. If other sports also had investment over this period they may also be able to achieve such heights over the same period.

There are suggestions both for longer term evaluation of sports' likely success to be undertaken and for better transition funding when this eventuality cannot be avoided.

## Baseline Funding

Linked to the preference for a longer-term strategy is the desire among critics of the current system to allocate baseline funding; for some this would be to all Olympic and Paralympic sports and for others even wider to encompass other elite sports.

THERE HAS NEVER BEEN ANY SUGGESTION FROM THE UNFUNDED SPORTS THAT THERE SHOULD BE AN EQUAL DISTRIBUTION OF FUNDING AMONG ALL SPORTS  
Professional Affiliation with Handball

Among participants citing potential improvements within the open written consultation, 12% state the system should not focus only on a small number of sports and 6% say explicitly that 'baseline' funding should be given to all sports (5% and 3% of all participants respectively).

Even if they may not achieve a medal in the short-term, it is felt that funding all sports offers greater cohesiveness across the system and the opportunity for such sports to develop and aim high. It also ties in with supporting upcoming talent. Supporters of this approach are frustrated that there is a belief they expect substantial or similar levels of funding to those achieving podium position.

IF THERE IS NO CLEAR POTENTIAL WITHIN A SPORT'S DEVELOPMENT PLAN THEN UK SPORT INVESTMENT SHOULD NOT FOLLOW UNTIL WHICH TIME IT IS...WE ARE NOT AWARE OF ANY OTHER NATIONAL SYSTEM THAT FUNDS ALL OLYMPIC SPORTS AT ELITE LEVEL

Representative Body

The General Public in Scotland also believe that funding should be much broader so that it has a tangible appeal at grassroots level.

In contrast to these views are those who fear UK Sport would be wasting public money by funding elite sports which are unlikely to achieve a medal position in the future. The General Public in both England and Wales are not in favour of funding elite sports in anticipation of improvement, at the expense of investment in sports which can achieve sooner.

## UK Sport's Expertise

While the simplicity and transparency of the current model is deemed a positive by most, it is also cited by some to be its failure. Over twenty years on from its inception, UK Sport is viewed as having enough experience and expertise in the industry to assess the potential to introduce, and be able to manage, a more nuanced multi-strand approach factoring in other aspects alongside podium potential. There are recommendations for a balanced scorecard approach whereby sports are

assessed not only on medal potential but on their ability to drive participation, create diverse role models etc.

YOU WOULD WANT THE SYSTEM TO GET MORE EFFICIENT AND GET BETTER. WHAT WE ARE TRYING TO DO IS CREATE A BETTER SPORTING SYSTEM ACROSS THE NATION.

Home Nation Sports Council

There is also the attitude that UK Sport could investigate highly funded elite sports further to assess whether they can introduce greater efficiencies or generate some of their own funding to release some of the investment to other areas.

Some believe that basing funding on different targets may be more complex and politically more sensitive but this should not prevent consideration of other achievement factors. There is a belief that the landscape has altered considerably since 1997 and so the UK Sport investment structure should reflect this or introduce better communication on how it currently means tests if some of these factors are already addressed.

## Public Apathy

WINNING IS BORING. SUSTAINABLE SUCCESS NEEDS VALUES BEYOND THE MEDAL

Social/Personal Affiliation with Rowing

OLYMPIC GAMES HAS GOT A BIT BORING. TOO MANY CIRCUS EVENTS

Social/Personal Affiliation with Orienteering

If the aim of UK Sport is to inspire the nation through medal winning at the Olympics and Paralympics, some state that the public may become indifferent to successes within sports which are expected to achieve, particularly if there is a high number of disciplines in which they do well. In contrast, funding sports which are more relatable to the public or have not achieved previously may in time stimulate greater engagement and impact.

There is acknowledgement that different generations consume sports coverage and news across multiple platforms and this can impact what success and types of achievement resonate with people and therefore inspire. Many cite that inspiration often comes from those achieving 'firsts' or exceeding expectations.

Ensuring that the back-stories of athletes and teams are publicised is therefore deemed essential in maintaining the interest of the public.

## Consideration of all pinnacle events

THE COMMONWEALTH GAMES OFFERS ATHLETES THE CHANCE TO COMPETE FOR THEIR HOME NATION AND FOR SOME THIS WILL HAVE AN EVEN GREATER INSPIRATIONAL IMPACT THAN A COMBINED BRITISH MEDAL. IN ORDER TO MAINTAIN THE INSPIRATIONAL POWER OF SUCCESS, THE CHANCE TO APPLY FOR UK SPORT FUNDING SHOULD BE EXTENDED TO ALL SPORTS ON THE COMMONWEALTH GAMES PROGRAMME.

Representative Body

Where elite sports are performing to the highest level and winning podium places but are not an Olympic or Paralympic sport, there is an argument by some that this should not exclude them from UK Sport investment as they are reaching the pinnacle event for their sport e.g. the Commonwealth Games, World Championships etc.

Sports such as Netball are commonly cited within this debate given its success at the 2018 Commonwealth Games.

SPORTS THAT ARE NOT INCLUDED IN THE OLYMPICS THROUGH NO FAULT OF THEIR OWN, LIKE NETBALL, SUFFER FROM NO FUNDING EVEN THOUGH THEY ACHIEVE MAJOR SUCCESS IN OTHER TOURNAMENTS

General Public

However, there is counter argument that the line has to be drawn somewhere and inclusion of such elite sports is more complicated when structures are already in place with Home Nations. As the Olympics and Paralympics are perceived as having the greatest coverage, they are correspondingly perceived as offering the best opportunity of inspiring the public and therefore being the most impactful.

## Defining Achievement

THERE ARE OTHER MEASURES OF SUCCESS THAT SHOULD BE CONSIDERED SUCH AS NUMBER OF PEOPLE INSPIRED

General Public

STRUCTURE SUGGESTS THAT SUCCESS IN SPORT IS ONLY ACHIEVED BY MEDALS, WHEN IT SHOULD BE TO DO WITH HEALTH, TEAM PLAYING, IMPROVING ONESELF ETC

General Public

BASE THE FUNDING ON NUMBER OF PEOPLE WHO TAKE PART IN THAT SPORT. IT MAY MEAN FEWER MEDALS IN THE SHORT RUN, BUT A MORE ACTIVE NATION AND MEDAL SUCCESS IN THE FUTURE

Social/Personal Affiliation with Archery

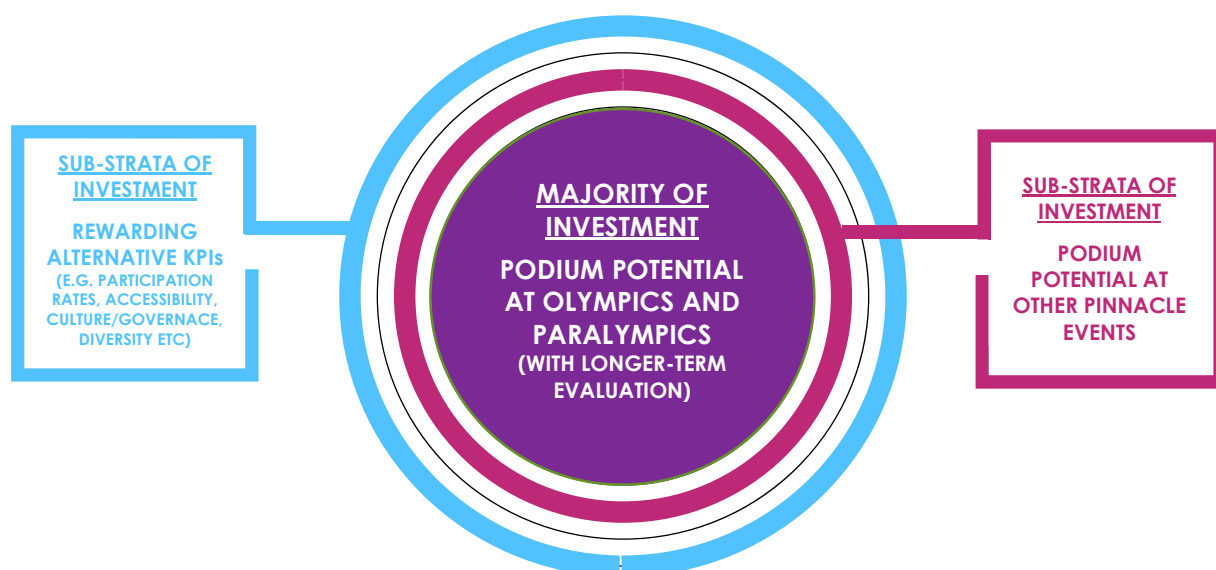
Many participants in the consultation claim other attributes displayed by elite sports merit consideration for funding. This is often not to say that podium potential should take a back-seat but that a proportion of the investment pot could be set aside to fund elite sports which are achieving success in other complementary areas such as:

- encouraging greater rates of participation in their sport (i.e. not that UK Sport should fund for participation but judge and reward achievement where participation has improved)
- making efforts to expand the reach of the sport to make it accessible to all areas of society regardless of class, income, ethnicity etc.
- having shown innovation, effective strategy, efficiencies in its governance etc

From the open written consultation, this aspect ranked highest among those providing recommendations for the future strategy. One in five (21%), or 9% of all respondents, say that funding should also take into account aspects such as UK popularity/ audience; UK participation base; accessibility; diversity; public engagement etc.

For many of those wishing to refine the current structure, a preferred model is shown in in Chart 4.

**Chart 4: Potential Future Model of Investment**



# PURSUING THE SAME VISION

While not the direct purpose of the consultation, UK Sports existing vision of “a nation inspired by Olympic and Paralympic success” (however success may be defined) came under scrutiny during the consultation.

Whether this aim is the right foundation on which to base funding was duly considered

In this chapter, we examine the attitudes towards UK Sport’s vision and perceptions of inspiration and success.

## INTERPRETATION

It was noted by some that the Royal Charter on which UK Sport was formed, requires UK Sport to use Government and National Lottery funding for “the achievement of excellence” by athletes or teams representing the UK in elite sport.

FOR INSPIRATION EFFECTIVELY TO BE REALISED IT IS IMPORTANT TO HAVE A TEAM OF ATHLETES THAT IS DIVERSE... TO BE INSPIRATIONAL FOR PEOPLE WITH A DISABILITY THERE NEEDS TO BE SPORTS THAT REPRESENT THOSE PARTICULAR IMPAIRMENTS, INCLUDING SPORTS THAT HAVE ATHLETES WITH HIGH SUPPORT NEEDS

Representative Body

Queries across the range of audiences included in the consultation arise as to why UK Sport has chosen to interpret this remit in relation to inspiration as a result of Olympic and Paralympic medal success. Taking into account the Royal Charter, some state that the achievement of excellence can also be achieved by Non-Olympic and Paralympic elite sports excelling at their own pinnacle events.

There are also those who challenge whether inspiring a nation should be the aim of elite sports compared to aspects such as:

- increasing accessibility to a range of sports
- building diversity within sports so they are reflective of the UK population
- showing improvement at global events

Whether investment can and should be based upon such factors is nonetheless seen as a risk for many. Counter-arguments include the challenge of measuring such achievements in these areas and the considerable leap of faith that would be required for UK Sport to set new boundaries whereby the achievement of excellence moves away from the concept that medal success engenders inspiration.

The General Public particularly are clear that people want to see a return on their investment and the best method for that is to feel involved and inspired by sport and the best stage for that is to see elite sports competing and winning at global events.

While many agree that aims such as increasing the diversity of Team GB and ParalympicsGB are worthy objectives which should be strived for within NGBs, ultimately, they are not factors on which the majority believe funding should be based. In the long run most view the achievement and success of elite sports in terms of podium attainment at a global level and believe that is what is most tangible to the public as evidence of success and thereby able to generate inspiration.

Challengers however, do not view such points as valid arguments for not attempting to encourage such progress. Among stakeholders, it is representatives from some national bodies as well as unfunded and non-Olympic/Paralympic sports who are more likely to query the overall interpretation of the Royal Charter; and that excellence has been translated in this way.



## DEMYSTIFYING INSPIRATION

For some, the vision of “inspiring a nation” is too loose a definition with a difficulty in defining what UK Sport expects elite sport to inspire the nation to do. For many stakeholders, the default position is the interpretation that an elite sport should be inspiring people to participate in that or any sport.

Based on this narrow definition, there is a struggle for some to reconcile medal success in niche Olympic and Paralympic sports with the aim of increased participation. For example, the likelihood of the public taking up sports such as the skeleton, shooting etc. as a result of winning medals in these sports is deemed unlikely consequently the vision is not appropriate.

However, the idea that inspiration is linked most strongly with participation rates can be misleading. Throughout both the written consultation and the deliberative workshops, inspiration meant very different things to different people. For many it is around personal or collective success stories or examples of challenges which have been overcome. The outcome of such inspiration is therefore more nuanced.

Among those participating in the deliberative forums, a range of outcomes were mentioned in relation to the impact of sporting inspiration and success. Most common were themes around pride in the nation/athletes, the potential for increasing participation in sport/activity, changing people's perceptions and instilling greater community unity.

**Chart 5: Likely outcomes for the Nation from Sporting Inspiration and Success**



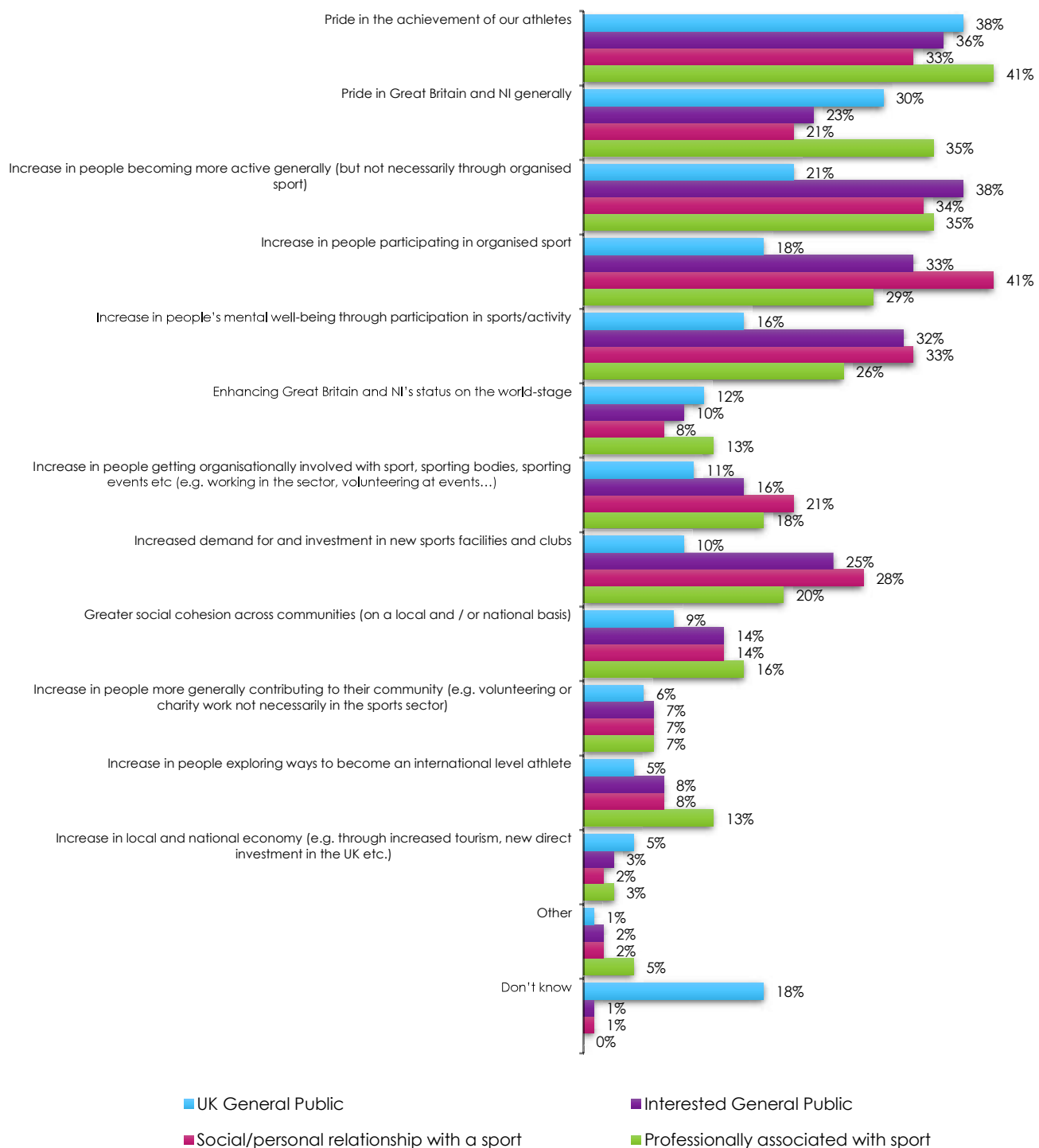
WordItOut

Source: Deliberative Forums

These findings are corroborated by the written consultation where ultimately the outcomes for a nation inspired by sporting success centred on **pride** and taking some form of **directive action** (as shown in Chart 6).

## Chart 6: Perceived Outcomes of Nation Inspired by Sporting Success

Q9. Which of the following, if any, do you think are the most likely outcomes for a nation inspired by British sporting success?



Base: UK General Public (982); Interested General Public (1,552) Social/personal relationship with a sport (1,661); Professionally affiliated with sport (584)

## PRIDE

Pride in UK athletes and/or the country is identified as a key outcome of sporting success regardless of audience type.

Within discussion forums, some stakeholders questioned whether pride is a sustainable impression following the end of an event. However, when asked what sporting events have been inspirational and why, the 2012 and 2016 Olympics and Paralympics as well as events such as the 2003 Rugby World Cup, 1966 football World Cup and 1990/2018 semi-final positions England achieved at the football World Cup were continuously cited throughout all discussions and therefore have remained in both stakeholders and the general public psyche.

The belief that these events stirred pride in the nation is continuously referred to and the benefits of such pride are not underestimated. People mentioned:

- community solidarity in watching/celebrating success
- feeling that home nations come together to support Team GB and Paralympic GB
- feeling that other countries look to the UK as a gold standard of elite sport development

SO, FROM A COUNTRY'S  
PERSPECTIVE, IT'S THE PRIDE OF,  
'OUR COUNTRY IS THE BEST'

General Public

Pride may be viewed as a transient outcome of inspiration however in reality, participants in the consultation believe that it is extremely important in cultivating a cohesive society and an aura of opportunity. Furthermore, while pride is a feeling and sense of well-being this should not be viewed as insubstantial in having a positive effect on the nation.

ATHLETES PROVIDE, THEY BRING  
PEOPLE TOGETHER. IT'S SURELY  
WORTH THE INVESTMENT IF THEY  
CAN DO THAT

General Public

Although it may not always be directly associated with increasing levels of activity or participation, many claim that such pride has a knock-on effect in encouraging people to challenge themselves and their own development across different aspects of their life. This can be through their work, achievement of personal goals, taking up a new interest, increased involvement with their community etc. Such actions can improve mental

wellbeing and increase social and community unity; all outcomes connected to the Department for Culture, Media and Sport's (DCMS) Sporting Future requirements for funded bodies.

Inspiring the nation to be proud of its athletes, elite sports teams, structure and the country as a whole is therefore viewed as a just target with material benefits to society.

## DIRECTIVE ACTION

AFTER WATCHING LONDON 2012, I  
WAS INSPIRED TO BEGIN TRAINING  
AS A SPORTS PSYCHOLOGIST.

General Public

People state that inspiration can lead to action, whether that is trying something new, or changing their perceptions/outlook. When trying something new, it may well be that they take up a new sport or activity but it does not necessarily follow that it is the same as the one from which they drew inspiration.

I SAW HANDBALL AT THE 2012  
OLYMPICS AND IT INSPIRED ME TO  
TRY SOMETHING NEW AND HELPED  
CONTRIBUTE TO SIGNIFICANT  
WEIGHT LOSS AT A TIME WHEN I  
WAS VERY OVERWEIGHT. I'VE SINCE  
RAN A 10K AND COULD NEVER  
HAVE DONE THIS BEFORE

General Public

For example, within the general public focus groups, people mentioned having been inactive and then having followed Team GB and Paralympic GB's success at 2012 and 2016 Olympics and Paralympics, they decided to join a gym or try a Park Run etc. Therefore, success at these events as a whole has had the effect of inspiring people to be more active generally.

Similarly, there are mentions of people becoming more involved in their community as a result of the success of an elite sport on the world stage. The camaraderie that is experienced during an event can have a layover where communities continue to come

together. This is viewed as particularly important when a community is more fractured or wider issues (such as Brexit) have disturbed public unity.

## OLYMPICS AND PARALYMPICS FOCUS

If investment in a sport continues to be based on inspiring a nation through achieving podium positions, the next question is whether the Olympics and Paralympics are the best mechanisms for enabling elite sport to inspire the nation through medal success.

The consultation explored this position with stakeholders and the general public as part of the discussion forums.

YOU COULD SPEND £100 MILLION ON SOMETHING THAT IS INCREDIBLY INSPIRING BUT ONLY A HANDFUL OF PEOPLE SEE. WITH THE OLYMPIC GAMES IT IS NOW A MOMENT WHERE THE NATION COMES TOGETHER AND THEY WATCH IT.

Representative Body

THE OLYMPICS IS BROADCAST WORLDWIDE, SO WHAT SPORTS ARE GOING TO DELIVER VALUE FOR GREAT BRITAIN? WITH NETBALL, IS THAT SOMETHING WE SHOULD INVEST IT JUST BECAUSE IT'S NOT PART OF THE OLYMPICS?

General Public

Most participants believe that in having to prioritise where investment is allocated, this should be contained to events with the largest audience figures as providing the greatest opportunity to inspire people.

While methods of media consumption may alter over time, coupled with more elite sporting events being covered by mainstream media, the Olympics and Paralympics continue to have the highest viewing figures. Stakeholders and the general public are therefore largely in agreement that elite sports competing at this level should be prioritised for funding.

Participants agree that, in order to maximise impact, the platform upon which success occurs needs to be very high profile, maximising the number of eyeballs on the performance. The Olympic and Paralympic Games are considered to be a unique platform that maximises such impact – far in excess of most other comparable platforms (such as the Commonwealth Games etc.).

There is an argument put forward by some that limiting funding to Olympic and Paralympic sports could be to the detriment of elite sports which are achieving success at their own pinnacle events. As

shown in the previous Chapter, representatives from both funded and unfunded sports and Home Nation Governing Bodies felt that funding elite sports participating in other pinnacle events could be considered by UK Sport.

For the General Public however, it does not tend to be the individual sports competing which tends to inspire and create pride but the collective success of Team GB and ParalympicsGB. The Olympics and Paralympics are correspondingly viewed as being able to deliver such collective success on the largest scale. Among the general public whether another medal is won in cycling, athletics or archery is not necessarily viewed as important and therefore the number and variety of sports included within the investment pot becomes irrelevant. Instead, it is the collective achievement of the teams and the buy-in to the concept of achievement overall for Team GB and ParalympicsGB that becomes inspirational.

The difference comes where people already have an affinity with a particular sport and so coverage of, and success in this sport is more likely to create engagement, interest and inspiration. For the general public as a whole, the collective outweighs the individual.

## FOCUSSING ON INSPIRATION AND SUCCESS

The consultation evidence demonstrates that most audiences believe the greatest achievement of excellence for elite sports is success defined as winning medals; and that the Olympics and Paralympics provide the best platform through which to inspire the nation in this way.

They therefore want the current model to continue in line with UK Sport's vision; and for UK Sport investment to continue to be targeted, for the most part, at elite sports which are successful at the Olympics and Paralympics.

If UK Sport does continue with its vision of inspiring the UK through Olympic and Paralympic success, it is useful to examine perceptions of sporting inspiration and success in more detail. Through this improved understanding, UK Sport can best understand how to meet expectations both through investment and through their influence within the sector.

Charts 7 and 8 show that consistent with overall perceptions of the policy, in an ideal world multiple aspects should be taken into account in examining and allocating funding for elite sport as these questions allowed participants to choose as many aspects as they wished.

In terms of inspiration, human stories are cited as having a significant role in inspiring people, with *'athletes overcoming adversity'* and *'being role models within society'* being the top rated for the UK General Public (mean scores out of 10 of 6.82, 6.78 and 6.71 respectively). This focus travels across the audiences with the importance of *'athletes being role models'* coming through for all audiences. The opportunity athletes have of *'raising awareness of sport and sharing experiences'* is also highly rated as inspirational by participants to the written consultation.

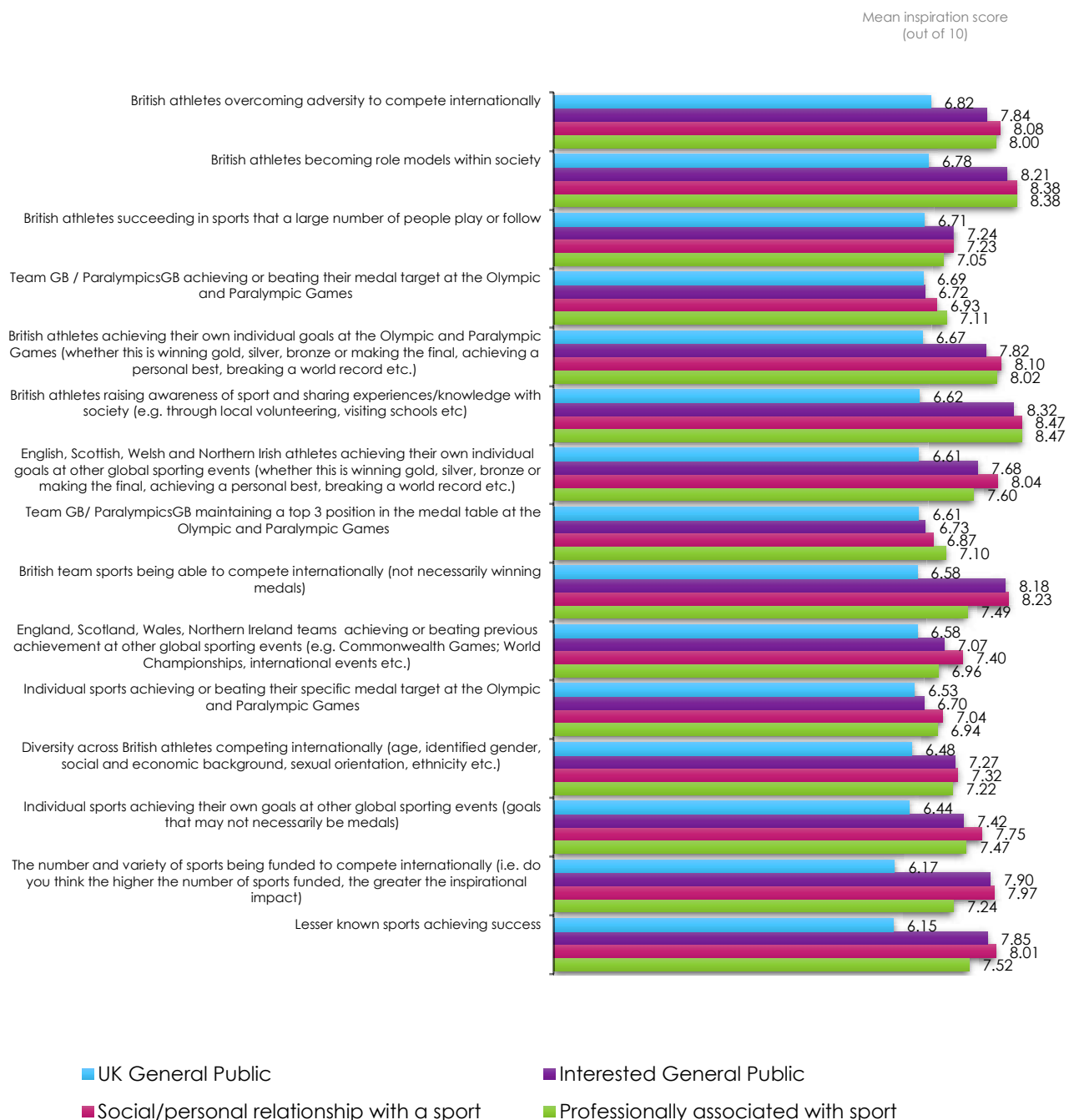
The UK General Public also rate *'Team GB and ParalympicsGB achieving or beating their medal target'* as inspirational and this ranks higher than *'maintaining a top 3 position in the medal table'* or *'individual sports achieving or beating their medal target at the Games'*. This ties in with general public discussions revealing that the collective success of Team GB and ParalympicsGB is deemed as having more impact on the nation than a medal for a particular sport.

Among audiences with more of a vested interest (i.e. those with a social or personal affiliation in sport, interested general public, stakeholders etc) aspects such as *'the number and variety of sports funded'*, *'success of lesser known sports'* and *'British team sports being able to compete internationally'* rank more highly in terms of being perceived as inspirational.

## Chart 7: Factors of Inspiration

Q7. To what extent do the following inspire you?

Please rate each option using a scale of 0 – 10 where 10 means extremely inspirational and 0 means not at all inspirational



Base: UK General Public (982); Interested General Public (1,552); Social/personal relationship with a sport (1,661); Professionally affiliated with sport (584)

In terms of the best measures of success, there is also variance in opinion. For the UK General Public, and in line with their views that the current investment model should continue, the top-ranking measures of success are that 'Team GB and ParalympicsGB achieve or beat their medal target' and that they 'maintain a top three position in the medal table' (Mean Scores of 7.18 and 7.12 out of 10 respectively). Alongside this, British athletes 'overcoming adversity to compete internationally' is also ranked highly as a success factor (7.04).



In contrast, those with more of an affinity with the sector have very different views of success measures. The interested General Public and those with a social or personal affiliation have aspects such as *'being able to compete internationally'*, *'athletes raising awareness of sports'*, *'athletes being role models'* and *'lesser known sports achieving success'* as the best measures of success.

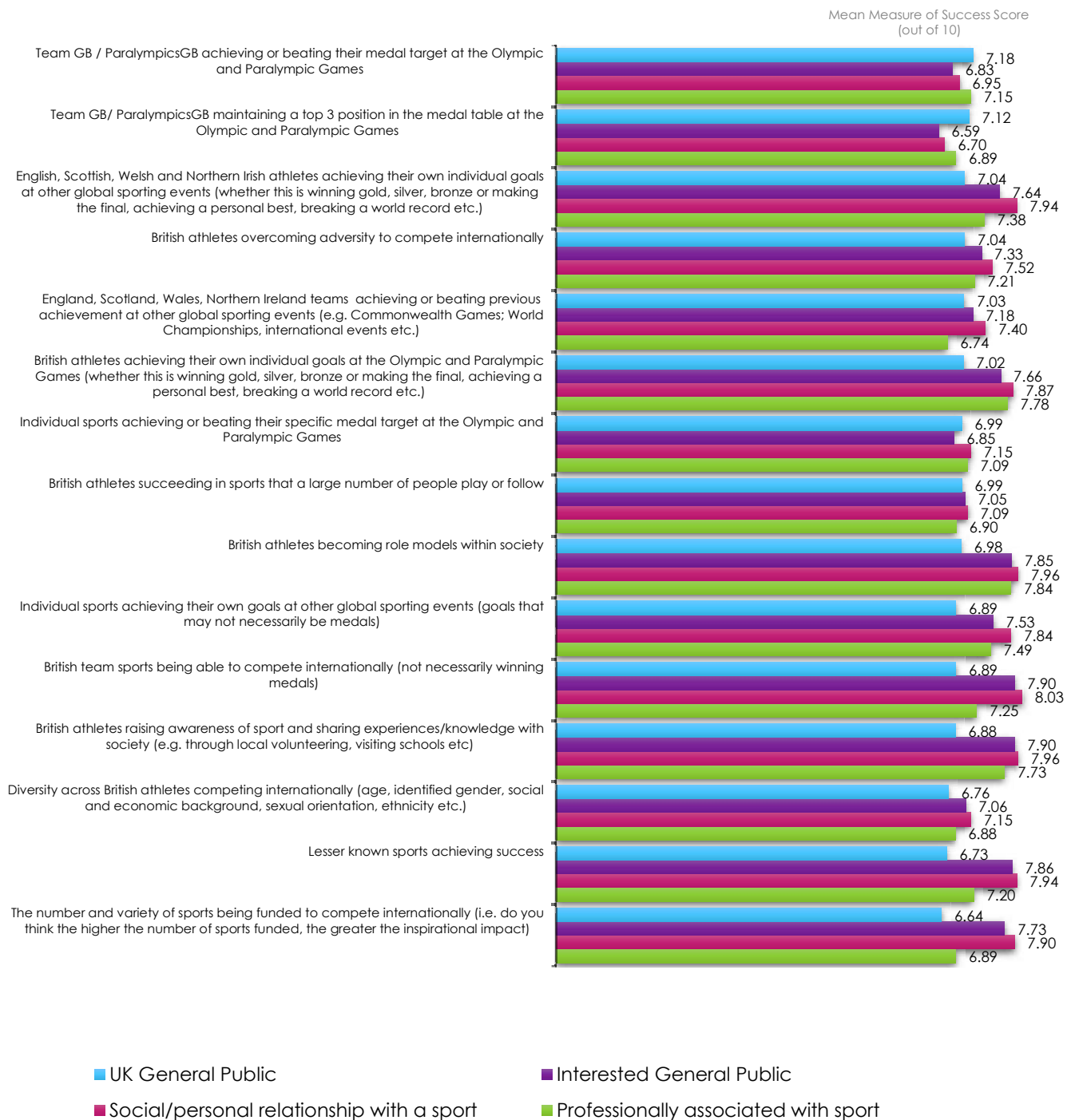
In particular divergence, these audiences rank *'Team GB and ParalympicsGB achieving or beating medal targets at the Olympics and Paralympics'* and *'maintaining a top 3 position in Games' medal tables'* as the lowest measures of success in their opinion.

Professionals in sport are in the middle of this spectrum with *Team GB and ParalympicsGB achieving medals* ranking 9th out of 14 but *'athletes achieving their own individual goals at the Games'* ranking second for this audience. They rank *'British athletes being role models within society'* highest.

## Chart 8: Measures of Success

Q13. To what extent do you think each of the following are a good measure of success for UK Sport's investment policy?

Please rate each option using a scale of 0 – 10 where 10 means extremely good measure and 0 means extremely poor measure



Base: UK General Public (982); Interested General Public (1,552); Social/personal relationship with a sport (1,661); Professionally affiliated with sport (584)

With the knowledge that UK Sport are handling an investment allocation that is limited and which could decline over forthcoming years, participants were then asked to select what the most **important** factor is to them in reference to inspiration and success. That is, if investment in certain factors has to be prioritised, what is integral to achieving UK Sport's vision.

Charts 9 and 10 illustrate that when people have to select the most important factors to them, both inspiration and success are linked most strongly to *'Team GB and ParalympicsGB success in the form of medals achieved'* for both the UK General Public and Professionals in sport.

While not ranked highest, interested members of the General Public and those with a social or personal affiliation to a sport both rank *'achieving or beating Olympic/Paralympic medal targets'* fifth in terms of being inspirational and third in terms of a measure of success.

Both of these audiences challenge the status quo by stating that to them, it is *'the number and variety of sports being funded'*, and *'lesser known sports being successful'* which are the most inspirational and the best measures of success for the investment UK Sport makes in elite sport.

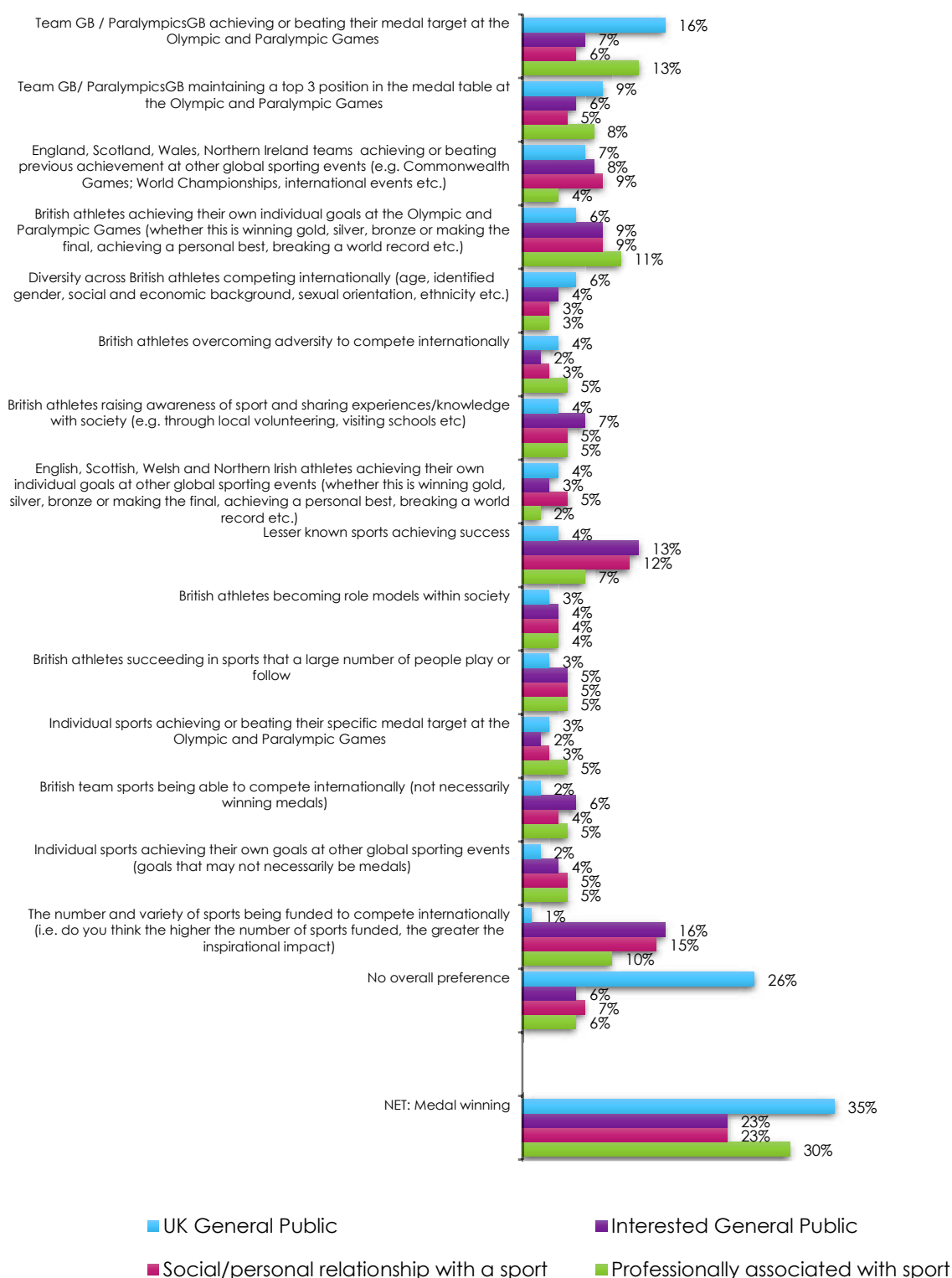
It is useful to explore the concept of medal winning in more detail. Four different options relating to medal winning (at Games or other global sporting events) were included in this question:

- Team GB / ParalympicsGB achieving or beating their medal target at the Olympic and Paralympic Games
- Team GB/ ParalympicsGB maintaining a top 3 position in the medal table at the Olympic and Paralympic Games
- England, Scotland, Wales, Northern Ireland teams achieving or beating previous achievement at other global sporting events (e.g. Commonwealth Games; World Championships, international events etc.)
- Individual sports achieving or beating their specific medal target at the Olympic and Paralympic Games

If these factors are combined, medal winning generally becomes the top ranking most inspirational and most important marker of success for interested members of the General Public and those with a social or personal affiliation to a sport (23% each that this is inspirational and 27% each that this is the most important measure of success).

## Chart 9: Prioritised Factors of Inspiration

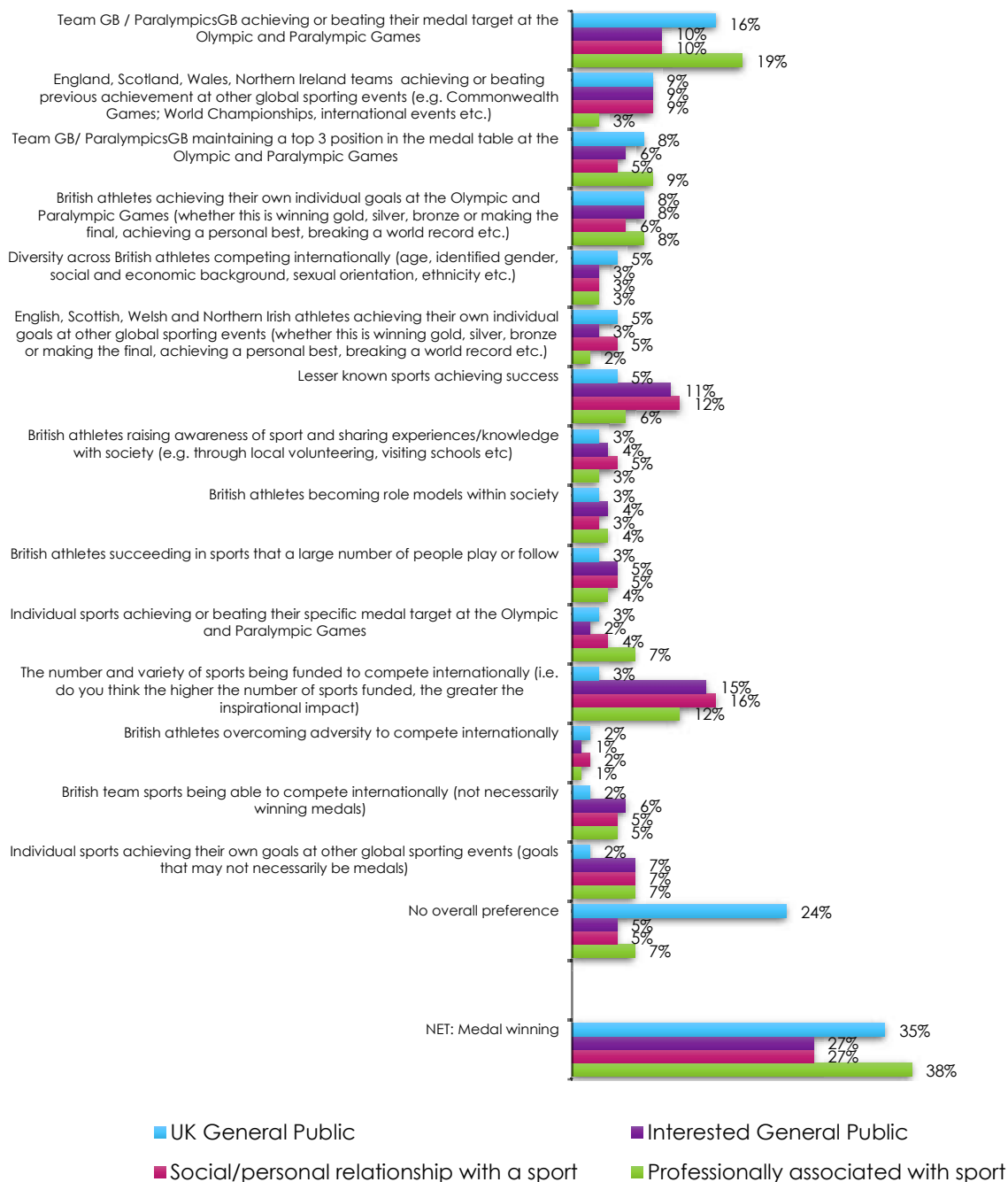
Q8. And which of these inspires you most?



Base: UK General Public (982); Interested General Public (1,552); Social/personal relationship with a sport (1,661); Professionally affiliated with sport (584)

## Chart 10: Prioritised Measures of Success

Q14. And which of these do you think is the MOST important measure of success for UK Sport's investment?



Base: UK General Public (982); Interested General Public (1,552); Social/personal relationship with a sport (1,661); Professionally affiliated with sport (584)

Breaking down these results once again, those affiliated with a funded sport or Commission/Representative Body are significantly more likely to say that Team GB/ParalympicsGB achieving or beating their target at the Olympics or Paralympics is the most important measure of success.

**Table 6: Prioritisation of Olympic/Paralympic Medal Target Attainment as Measure of Success by Audience Sub-group**

All professionally or socially affiliated with a sport	Base Size	Team GB/ParalympicsGB achieving/beating target at Olympics/Paralympics as most important measure of success for investment	Ranking position	Net Medal Winning
<b>Funded:</b>	(1,198)	16%	1 <sup>st</sup>	34%
Olympic/Paralympic funded	(835)	20%	1 <sup>st</sup>	40%
Olympic/Paralympic Medal Support/Special award	(368)	6%	6 <sup>th</sup>	21%
<b>Unfunded</b>	(936)	6%	5 <sup>th</sup>	23%
Olympic/Paralympic unfunded	(497)	6%	5 <sup>th</sup>	14%
Non-Olympic/Paralympic Elite Sport	(390)	5%	7 <sup>th</sup>	38%
Non-Olympic/Paralympic other Sport/activity	(58)	2%	8 <sup>th</sup>	7%
<b>Commission/representative body</b>	(93)	26%	1 <sup>st</sup>	48%

Source: Open Written Consultation

Among the UK General Public, the highest proportion stating some form of medal winning is the most important measure of success is among 25-44 year olds (40% versus 37% of 16-24 year olds; 33% of 45-64 year olds and 28% of those aged 65+).

## ATTITUDES TOWARDS MEDAL TABLE POSITION

While the written consultation opted for the reference of a top 3 position in the medal table, deliberative discussions with key audiences found that, for most, a top 5 position is deemed acceptable. There is a belief that whatever investment is levied at elite sport, reaching first in the table is unlikely and aiming for that will not garner any increased inspiration to the nation.

MEDAL TABLE POSITION SHOULD BE VIEWED AS IMPORTANT BUT NOT THE SOLE INDICATOR OF SUCCESS...A CRITICAL MASS OF PINNACLE MEDAL MOMENTS IS NEEDED TO ENGAGE WITH THE PUBLIC AND TO CHALLENGE PERCEPTIONS AROUND DISABILITY

Representative Body

LET'S SAY WE COME 5TH IN TOKYO. THERE WILL BE PEOPLE WHO WANT TO SAY WE'RE GOING BACKWARDS, WE'RE RUBBISH. I THINK THE BRITISH PUBLIC ARE MORE MATURE, I GENUINELY DO"

Representative Body

A move downwards from 2<sup>nd</sup> to 3<sup>rd</sup> or 4<sup>th</sup> is not viewed negatively as long as Team GB and ParalympicsGB are achieving the potential that has now been proved at previous games.

There is a desire for communication from UK Sport within the national media if investment in other areas or a change to strategy meant that a 4<sup>th</sup> or 5<sup>th</sup> position was more likely in the future to manage expectations. With an explanation of the reasons for a likely alteration in the rankings it's felt that the public would understand and support this and still be inspired by success in the same way.

# WIDER IMPACT

The multiple strands of research enabled subtleties around the current structure to emerge beyond the debate around investment. Many of these were contributing factors in driving inspiration and improving success in the sector.

This chapter explores attitudes towards developing and maintaining the success and inspiration of elite sport where it is not directly related to investment but where UK Sport is perceived as having a role to play.

## IMPORTANCE OF PUBLIC ENGAGEMENT

### STORYTELLING

British athletes being role models in society and being visible champions of the sector did not emerge as one of the top-ranking factors on which successful investment can be measured. However, the value that can be gained from athletes and individual sports being relatable to the public is a consistently recurring theme across the different audiences as being an integral part of inspiring the nation.

USE [athletes] TO SHARE THEIR LIVES AND JOURNEYS WITH THE NATION SO THAT THEY CAN INSPIRE PEOPLE TO DO SPORT, OR ENGAGE WITH WHATEVER IT IS THAT THEY ARE PASSIONATE ABOUT

Professional Affiliation with Rowing

THEY SHOULD GET THE STORY OUT OF THE INDIVIDUAL SUCCESS, WHICH MIGHT INSPIRE PEOPLE

Home Nation

There is a desire for greater storytelling around the sports and the athletes to bring the public along with them on the journey to the winter and summer Olympics and Paralympics. They would like to see greater coverage of athlete and sport backstories including aspects such as how talent is identified, what goes into preparation for a Games, how the athletes have got to where they are, what the backroom support actually entails etc... to really resonate with and inspire people.

While community engagement and media coverage is recognised as being in place already, it is often mentioned that this could be increased significantly.

In terms of promoting such stories, it is felt that this is frequently only at the point of the Games beginning or during them if an athlete displays particular charisma. Instead, to maintain the momentum across each funding cycle, the public especially would like to see more storytelling around elite sport outside of the Olympic/Paralympic events.

### CONNECTION TO ATHLETES/TEAMS

MORE WORK WITH THE MEDIA IS REQUIRED FOR PEOPLE TO UNDERSTAND WHAT SPORT IS ABOUT

Social/Personal Affiliation with Skiing/Snowboarding

Linked to the belief that a top 5 position is acceptable for Team GB and ParalympicsGB, many believe that while inspiration may come mainly from medal attainment, it will also be drawn from following athletes, sports and teams which they have come to know and feel personally invested in.

England's performance and management at the recent 2018 Football World Cup emerged frequently as an example of where a team did not ultimately win or reach the finals but is still inspirational to the public and served to bring people together in

support of the team.

People also cite examples of athletes overcoming adversity just to compete or to finish an event as inspirational while not necessarily being viewed as success. Such incidents do excite interest in the public and serve to engage the public in following elite sport and wanting to know more about these athletes/teams etc.



There is therefore a desire for UK Sport not to necessarily use its funding allocation in this area but to think about how existing assets can be better harnessed such as:

- increasing the number of days which funded athletes spend in community engagement
- utilising athletes who are nearing first-time qualification to engage more with grassroots sports, schools etc. to feedback on their experiences
- working with the media to broadcast human interest stories of the athletes and their sports throughout funding cycles
- using developments in technology to generate and maintain interest and inspiration amongst younger generations e.g. posting highlights packages; snapshots of preparation for Games etc.

Across the general public and various stakeholder audiences, making elite sport relatable is frequently voiced as an important role for UK Sport.

## CONNECTIVITY

Most participants in all strands of the consultation were able to evaluate the investment principles of UK Sport in light of its remit in relation to elite sport. They were able to understand that UK Sport is not responsible for grassroots development and could therefore focus effectively on preferences for the future structure of the funding model which meet its core objective.

IT'S NOT JUST ABOUT MONEY, IT'S ABOUT HOW WE WORK. IF WE'RE GOING TO IMPROVE THE SPORT OPPORTUNITY, THE SPORT CONTEXT IN ALL PARTS OF GREAT BRITAIN AND NORTHERN IRELAND, THEN THERE'S A DEGREE OF TOP LEVEL ALIGNMENT THAT WE HAVE TO GET MUCH BETTER AT.

Home Nation Sports Council

There is however, considerable discussion around the benefits of improved connectivity across the sector and how this would enhance the final investment structure at elite level. Home Nation Sports Councils particularly identified the need for improved lines of communication and assessment of how the different bodies within the sector are working together.

## TALENT PATHWAY

Many appeal for a more joined-up process for identifying, nurturing and finding the optimum focus for future talent and ensuring that opportunities for event experience are not lost due to a lack of funding at this level e.g. juniors not being able to compete as they lack funds for travel, accommodation etc.

ATHLETES WHO JUST MISS OUT ON FUNDING BUT ARE EXTREMELY TALENTED SHOULD NOT BE NEGLECTED

Social/Personal Affiliation with Athletics

Although not responsible for the talent pathway, many believe that UK Sport could play a more active role in ensuring potential elite athletes do not fall between the cracks and are lost from the sector entirely.

UK SPORT SHOULD REACH OUT TO ATHLETES AT ALL LEVELS OF SPORT. EVEN IF THERE'S NO FUNDING, AN EXPRESSION OF SUPPORT

Social/Personal Affiliation with Fencing

This perspective is not limited to investment. Through improved involvement, it is felt that UK Sport can also help to:

REVISIT THE TALENT PIPELINES TO ENSURE THAT WE ARE DOING EVERYTHING WE CAN TO ENGAGE EVERY PART OF THE POPULATION IN THE OPPORTUNITY FOR SUCCESS

Representative Body

- provide greater guidance on what it takes to reach the level of an elite athlete
- work more closely with Home Nations to ensure support structures which feed into elite sport are in place and navigable for athletes
- identify where a transfer to a different elite sport could prove more successful for an athlete

## SEAMLESS FUNDING

As part of the priorities for future investment, we have reported that a minority suggest the need for parachute investment when podium attainment has not been forthcoming or when there is a likely lull in such success before future talent breaks through.

WE AND OTHER SPORTS LIVE IN FEAR AND I THINK PART OF THAT IS TO DO WITH THE RELATIONSHIP BETWEEN SPORTS AND UK SPORT

Unfunded

THERE IS A FUNDAMENTAL GAP BETWEEN WHAT UK SPORT DO AND WHAT SPORT ENGLAND DO I.E. GRASS ROOTS PARTICIPATION. THE GAP IN THE MIDDLE NEEDS FUNDING FOR THE SPORTS TO REMAIN SUCCESSFUL, BOTH IN TERMS OF MEDALS AND PARTICIPATION

Social/Personal Affiliation with Ice Skating

It consistently emerged within stakeholder discussions that there can be a breakdown between the UK Sport elite funding system and Home Nations development funding systems. There is a demand for an improvement to these relationships whereby funding processes can dovetail to ensure that the danger of 'falling off the cliff' if elite funding is removed or reduced.

At present, there is a belief that there is little alignment between elite and home nation funding and that as UK Sport has no remit to return a sport to its medalling potential, the pathway back to funding can be unattainable.

There is frequent mention of a grey area where Home Nation funding stops and UK Sport funding begins.

## WORKING WITH NGBS

CONSIDER CENTRALISING SOME OF THE SERVICES THAT MULTIPLE SPORTS CAN USE.

General Public

There is also a desire for greater partnership between and with NGBs. It is felt that such progress has been made over the last twenty years that efficiencies and best practice is evident across the system and should be shared, thereby potentially reducing the amount of investment required by individual sports or the possibility to channel it into different areas.

GOVERNING BODIES OF INDIVIDUAL SPORTS SHOULD TALK TO EACH OTHER, LESSONS LEARNT SHOULD BE SHARED.

Social/Personal Affiliation with Water Polo

UK Sport are viewed as having a role in ensuring such knowledge sharing is spread across all elite sports, regardless of funding status, to bring sports closer together.

There is also a belief that there are potential internal efficiencies within UK Sport itself which could be identified through greater liaison with NGBs in relation to the allocation of resources outside of individual sports funding.

Similarly, it is felt that UK Sport has a significant role in working with those NGBs which may be underperforming in terms of their governance, raising participation levels, increasing diversity of staff and athletes etc. Again, by ensuring that each NGB is meeting and ideally exceeding expectations in such areas, it is believed that they may not require the levels of funding currently received which will make some of the investment pot available for focus in other areas or at other sports.

Improving connectivity across the sector is frequently cited as the key to establishing an enhanced system. If a more unified funding structure and support network from grassroots through the Talent Pathway and into World Class Programmes was in place, it is felt that concerns around the criteria by which elite sports are selected for investment and around losing elite level funding would be lessened.

# APPENDICES

## APPENDIX A: SPORTS/ORGANISATIONS REPRESENTED WITHIN WRITTEN CONSULTATION

Respondents who identified themselves as responding on behalf of a sport/organisation; having a professional relationship with a sport/organisation; or having a social/personal relationship with a sport were asked to identify which sport or organisation this was. The tables below list the sports and organisations identified for those respondents willing to provide a response.

Organisations identified by those responding on behalf of, or with a professional affiliation to a sport/organisation			
Organisation	No. of participants	Organisation	No. of participants
AFL England	1	British Para-Swimming	1
Archery GB	6	British Pentathlon	5
Badminton GB/England	22	British Rowing	33
Basketball GB/England	4	British Sailing	2
Basketball Scotland	1	British Shooting	2
Basketball Wales	1	British Ski & Snowboard	6
Boccia UK	1	British Softball Federation	1
Bradford Junior Performance Centre	1	British Swimming	9
British Athletics	20	British Taekwondo	5
British Basketball League	2	British Tennis	1
British Biathlon Union	1	British Triathlon	5
British Bobsleigh and Skeleton Association	1	British Volleyball	1
British Boxing	2	British Weightlifting	7
British Canoeing	10	British Wheelchair Basketball	1
British Curling	1	British Wheelchair Rugby	3
British Cycling	24	British Wrestling	4
British Dodgeball	1	Commonwealth Games England	1
British Equestrian Federation	2	Commonwealth Games Scotland	1
British Fencing	9	Disability Snowsport UK	1
British Gliding Association	1	Disability Sport Wales	1
British Gymnastics	1	England Handball	3
British Handball	3	England Hockey	2
British Judo	1	England Netball	11
British Karate Federation	1	England Squash	1
British Luge	2	England Volleyball	1
British Nordic Skiing	1	English Institute of Sport	31
British Olympic Association	1	Goalball UK	1
British Orienteering	1	I Trust Sport	1
British Paralympic Association	2	ICSA: The Governance Institute	1

Organisation	No. of participants	Organisation	No. of participants
International Olympic Committee	1	Individual Archery Clubs/Associations	1
National Ice Skating Association	2	Individual Athletics Clubs/Associations	3
RFU	2	Individual Badminton Clubs/Associations	8
Royal Yachting Association	13	Individual Baseball/Softball Clubs/Associations	2
Rugby Football League	1	Individual Basketball Clubs/Associations	6
Scottish Canoeing	2	Individual Cycling Clubs/Associations	4
Scottish Cycling	1	Individual Fencing Clubs/Associations	4
Scottish Fencing	1	Individual Handball Clubs/Associations	8
Scottish Golf	1	Individual Hockey Clubs/Associations	5
Scottish Hockey	1	Individual Ice Skating Clubs/Associations	5
Scottish Orienteering	1	Individual Martial Arts Clubs/Associations	2
Scottish Rowing	2	Individual Mountaineering/Climbing Clubs/Associations	2
Scottish Volleyball	2	Individual Netball Clubs/Associations	4
Space and Place	1	Individual Orienteering Clubs/Associations	1
Sport and Beyond	1	Individual Powerlifting Clubs/Associations	1
Sport and Recreation Alliance	1	Individual Rowing Clubs/Associations	3
Sport England	1	Individual Sailing/Yachting Clubs/Associations	4
Sport Northern Ireland	7	Individual Schools/Universities	8
Sport Resolution	1	Individual snow sports Clubs/Associations	3
Sport Scotland	2	Individual Sports Charities/Trusts	10
Sport Wales	5	Individual Swimming Clubs/Associations	8
SportsAid	1	Individual Table Tennis Clubs/Associations	4
Surfing England	1	Individual Volleyball Clubs/Associations	4
Swim England	4	Individual Water Polo Clubs/Associations	3
Switch the Play	1	Individual Weightlifting Clubs/Associations	3
Table Tennis England	10	Individual Wrestling Clubs/Associations	1
Triathlon Scotland	2		
UK Deaf Sport	2		
UK Sport	14		
Volleyball England	9		
Welsh Cycling	1		

467 respondents willing for their organisation/sport to be identified

Sports identified by those with a social/personal affiliation			
Sport	No. of participants	Sport	No. of participants
Archery	49	Mountaineering/Climbing	5
Athletics	64	Netball	319
Badminton	224	Orienteering	50
Basketball	15	Pentathlon	23
Bowls	1	Rowing	223
Biathlon	2	Rugby	5
Boxing	1	Sailing/Yachting	21
Canoeing	12	Shooting	9
Cricket	2	Snowsports	15
Cycling	165	Softball	1
Dodgeball	10	Squash	1
Equestrian	2	Swimming	39
Fencing	135	Table Tennis	136
Football	4	Taekwondo	1
Gliding	5	Tennis	10
Goalball	3	Triathlon	22
Gymnastics	4	University/School Sports	5
Handball	31	Volleyball	30
Hockey	8	Water Polo	28
Ice Skating	16	Weightlifting	31
Judo	5	Wheelchair Basketball	1
Lacrosse	1	Wheelchair Rugby	9
Martial Arts	1	Wrestling	6

1,604 respondents naming a sport(s)

## APPENDIX B: DELIBERATIVE FORUM COMPOSITION

Fifteen deliberative stakeholder forums were conducted. The following tables detail the locations and dates for each as well as the organisations represented.

Stakeholder Forums	Location	Date
1. Funded sports and representative bodies	London	4 July 2018 (AM)
2. Funded sports	Manchester	10 July 2018 (PM)
3. Mix funded/unfunded sports	Manchester	10 July 2018 (AM)
4. Unfunded sports	Nottingham	11 July 2018
5. Every Sport Matters	Milton Keynes	2 August 2018
6. Mix funded/unfunded/non-Olympic sports	London	18 July 2018
7. Mix funded/unfunded/non-Olympic sports	London	4 July 2018 (PM)
8. Elite Sport Coaches	Loughborough	19 July 2018 (AM)
9. Performance Directors	Loughborough	19 July 2018 (PM)
10. MPs	London	5 July 2018
11. Government Advisors	London	30 July 2018
12. Scottish Governing Bodies	Edinburgh	26 June 2018
13. Welsh Governing Bodies	Cardiff	16 August 2018
14. Northern Irish Governing Bodies	Belfast	13 August 2018
15. Chairs and CEOs of home country sport councils	London	27 August 2018

Organisations represented across the forums				
Funded Sports	Medal Support Plan/Special Award	Unfunded Sports/ Every Sport Matters	Non-Olympic Sports	Representative Bodies
Boccia UK	Archery GB	BaseballSoftballUK	England Squash	British Paralympic Association
British Athletics/Para-Athletics	Badminton GB	British Fencing	Goalball UK	Northern Irish Governing Bodies
British Boxing	GB Climbing	British Handball	Netball England	Scottish Governing Bodies
British Canoeing	GB Wheelchair Rugby	British Volleyball	Parkour UK	SportEd
British Cycling		British Wrestling	RFU	Sport England
British Diving		Skateboard England		Sport Northern Ireland
British Equestrian Federation		Table Tennis England		Sport Scotland
British Gymnastics		Tennis Foundation		Sport Wales
British Hockey				UK Anti-Doping
British Judo				Welsh Governing Bodies
British Para Table Tennis				
British Powerlifting				
British Rowing				
British Shooting				
British Ski and Snowboard				
British Swimming/Para Swimming				
British Triathlon				
Pentathlon GB				
Royal Yachting Association				



## APPENDIX C: OPEN WRITTEN CONSULTATION

The open written consultation was conducted online and was formed of a survey which encompassed both structured questions and the opportunity to give free responses.

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Thank you for visiting UK Sport's Public Consultation on its future funding strategy which will come into effect in April 2021 post the Tokyo Games. We want to ensure that the strategic review for our future funding strategy acknowledges the views of all those with an opinion on UK Sport's future vision and funding strategy.

This consultation will allow UK Sport to identify which aspects of its investment policy are viewed as most important in shaping success, what this should look like and how these should be measured in the future.

We very much appreciate your feedback and the time you are taking to participate in this consultation.

## Understanding UK Sport's role

UK Sport is the nation's high performance sports agency, its current vision and mission is to inspire the nation by driving and showcasing British medal success on the world stage. Over recent years, UK Sport has taken the strategic decision that the most impactful way of delivering on this vision is to invest in Olympic and Paralympic sports, with a priority to support athletes to deliver medal success at the Olympic and Paralympic Games.

A core responsibility for UK Sport as set out in its Royal Charter is to use Government and National Lottery funding for **"the achievement of excellence"** by athletes or teams representing the United Kingdom in sport.

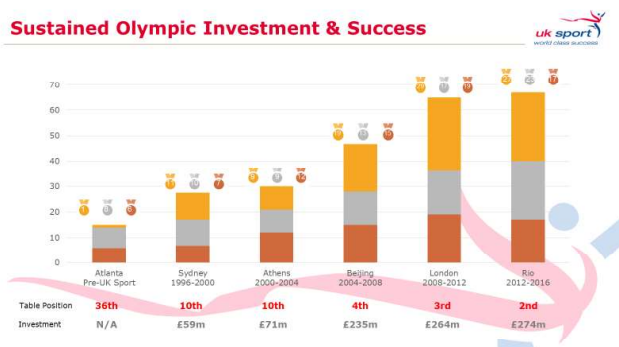
With the remit to focus on the 'elite end' of Britain's sporting pathway, UK Sport has **no direct involvement** or Government directive in developing community, school and grassroots sport. Separate organisations have responsibility for increasing activity and engagement in community level and grassroots sport and supporting emerging talent - organisations such as Sport England, Sport Wales, Sport Scotland and Sport Northern Ireland.



Since 2006 UK Sport has worked with sport organisations (typically National Governing Bodies of sport such as British Rowing, UK Athletics, GB Boxing, British Wheelchair Basketball, British Swimming etc.) and partners (such as Sport England, Sport Wales, Sport Scotland and Sport Northern Ireland, the English, Scottish, Welsh institutes of sport and the sports Institute for Northern Ireland, the British Olympic Association and British Paralympic Association etc.) to support athletes to deliver medal success at the **Olympic and Paralympic Games**.

Since the investment policy was first introduced, Great Britain and Northern Ireland has achieved increasing medal success at each Summer and Winter Games that has followed.

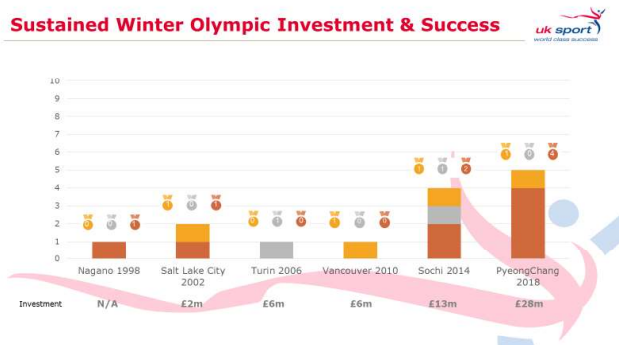
#### Sustained Olympic Investment & Success



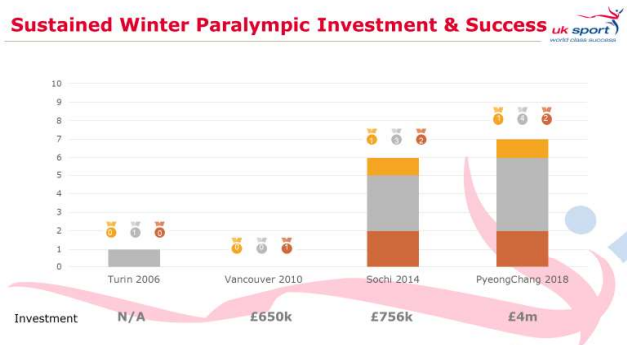
#### Sustained Paralympic Success



#### Sustained Winter Olympic Investment & Success



#### Sustained Winter Paralympic Investment & Success



UK Sport's current investment policy focuses on funding Olympic and Paralympic sports only and funding British athletes/teams competing in Olympic and Paralympic disciplines who have the most credible and realistic chance of winning medals at future Olympic/Paralympic Games.

UK Sport is also the government's appointed Major Event agency responsible for working with sport rights holders to support their bidding and hosting of major sporting events in the UK; increasing sporting influence internationally; and promoting sporting conduct, ethics and diversity. **This area of UK Sport's work is however not in the scope of this particular consultation.**

# Completing the consultation

This consultation includes questions where we would like you to select your answer from a series of possible suggestions as well as opportunities to freely write about your views.

To ensure that the consultation is impartially analysed, two independent consultation agencies, Future Thinking and The Sports Consultancy, have been commissioned by UK Sport to deliver this part of our review.

In line with the Market Research Society Code of Conduct and General Data Protection Regulation (GDPR), all your responses will remain anonymous and you will not be identified to UK Sport, unless you request to release your data. If you change your mind or wish to amend your details, please contact Future Thinking. Full details of how to contact them and assert your rights are available from their Privacy Policy <https://futurethinking.com/privacy-policy/>.

We really value your participation and hope you find this survey interesting. It should take you no longer than 10 minutes to complete.

Please click next to begin the consultation. By clicking, you agree to participate in the consultation by UK Sport to help their strategic review for their future funding strategy post the Tokyo Games starting in April 2021.

# Consultation

So we can ask you the most relevant questions, firstly we would like to know a bit more about you.

Q1. Which of the following best describes how you are responding to this consultation?

Please select one option only

1. Responding individually as a member of the public
2. Responding formally on behalf of a group or organisation
3. Responding as an individual affiliated **professionally** with a sporting body
4. Responding as an individual affiliated **personally/socially** with a sporting body
5. Other (please write in)

ANSWER IF CODE 2 AT Q1

Q2. Which group or organisation are you representing? Please write in

ANSWER IF CODES 3 OR 4 AT Q1

Q3. Which sporting body are you affiliated with? Please write in

ANSWER IF CODES 2 OR 3 AT Q1

Q4. And what is your job title/role? Please write in

## WHAT INSPIRES?

**UK Sport's vision is a nation inspired by Olympic and Paralympic success**

Q5. What example(s) can you give of how an international sport, an athlete, team or event has inspired you?

Please write in

Don't know

I have no examples

Q6. And what wider effect or impact do you think this has had?

Please write in

Don't know

No impact

Q7. To what extent do the following inspire you?

Please rate each option using a scale of 0 – 10 where 10 means extremely inspirational and 0 means not at all inspirational

1. Team GB / ParalympicsGB achieving or beating their medal target at the Olympic and Paralympic Games
2. Team GB/ ParalympicsGB maintaining a top 3 position in the medal table at the Olympic and Paralympic Games
3. England, Scotland, Wales, Northern Ireland teams achieving or beating previous achievement at other global sporting events (e.g. Commonwealth Games; World Championships, international events etc.)
4. Individual sports achieving or beating their specific medal target at the Olympic and Paralympic Games
5. Individual sports achieving their own goals at other global sporting events (goals that may not necessarily be medals)
6. British athletes achieving their own individual goals at the Olympic and Paralympic Games (whether this is winning gold, silver, bronze or making the final, achieving a personal best, breaking a world record etc.)
7. English, Scottish, Welsh and Northern Irish athletes achieving their own individual goals at other global sporting events (whether this is winning gold, silver, bronze or making the final, achieving a personal best, breaking a world record etc.)
8. Lesser known sports achieving success
9. The number and variety of sports being funded to compete internationally (i.e. do you think the higher the number of sports funded, the greater the inspirational impact)
10. Diversity across British athletes competing internationally (age, identified gender, social and economic background, sexual orientation, ethnicity etc.)
11. British athletes raising awareness of sport and sharing experiences/knowledge with society (e.g. through local volunteering, visiting schools etc)
12. British athletes overcoming adversity to compete internationally
13. British athletes becoming role models within society
14. British team sports being able to compete internationally (not necessarily winning medals)
15. British athletes succeeding in sports that a large number of people play or follow

Q8. And which of these inspires you **the most**?

Please select one only

1. Team GB / ParalympicsGB achieving or beating their medal target at the Olympic and Paralympic Games
2. Team GB/ ParalympicsGB maintaining a top 3 position in the medal table at the Olympic and Paralympic Games
3. England, Scotland, Wales, Northern Ireland teams achieving or beating previous achievement at other global sporting events (e.g. Commonwealth Games; World Championships, international events etc.)
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13. British athletes becoming role models within society
14. British team sports being able to compete internationally (not necessarily winning medals)
15. British athletes succeeding in sports that a large number of people play or follow
16. No overall preference

Q9. Which of the following, if any, do you think are the most likely outcomes for a nation inspired by British sporting success?

Please choose up to three potential impacts only

1. Pride in the achievement of our athletes
2. Pride in Great Britain and NI generally
3. Greater social cohesion across communities (on a local and / or national basis)
4. Increase in people becoming more active generally (but not necessarily through organised sport)
5. Increase in people participating in organised sport
6. Increase in people's mental well-being through participation in sports/activity
7. Increase in people exploring ways to become an international level athlete
8. Increase in people getting organisationally involved with sport, sporting bodies, sporting events etc (e.g. working in the sector, volunteering at events...)
9. Increase in people more generally contributing to their community (e.g. volunteering or charity work not necessarily in the sports sector)
10. Enhancing Great Britain and NI's status on the world-stage
11. Increase in local and national economy (e.g. through increased tourism, new direct investment in the UK etc.)
12. Increased demand for and investment in new sports facilities and clubs
13. Other (please write in)
14. Don't know

Q10. Thinking ahead to the future, is there anything else you want to say about how international sport, international level athletes and sporting events can be inspirational or more inspirational?

Please write in

Don't know

Nothing else



# What is success?

We asked you to describe your views on how international sporting success can inspire members of the British public. We would now like you to consider what it means to you for Great Britain and Northern Ireland to achieve “**success**” at an international level. When considering this question, you may consider “inspiration” and “success” to share some, all or none of the same attributes.

Q11. *What example(s) can you give of how an international sport, athlete or event has been successful?*

*Please write in*

Don't know

I have no examples

Q12. *And what wider effect or impact do you think this has had?*

*Please write in*

Don't know

No impact

Q13. To what extent do you think each of the following are a good measure of success for UK Sport's investment policy?

Please rate each option using a scale of 0 – 10 where 10 means extremely good measure and 0 means extremely poor measure

1. Team GB / ParalympicsGB achieving or beating their medal target at the Olympics and Paralympics
2. Team GB/ ParalympicsGB maintaining a top 3 position on the medal table
3. England, Scotland, Wales, Northern Ireland teams achieving or beating previous achievement at other global sporting events (e.g. Commonwealth Games; World Championships, international events etc.)
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12. British athletes overcoming adversity to compete internationally
13. British athletes becoming role models within society
14. British team sports being able to compete internationally (not necessarily winning medals)
15. British athletes succeeding in sports that a large number of people play or follow

Q14. And which of these do you think is the **MOST** important measure of success for UK Sport's investment?

Please select one only

1. Team GB / ParalympicsGB achieving or beating their medal target at the Olympics and Paralympics
2. Team GB/ ParalympicsGB maintaining a top 3 position on the medal table
3. England, Scotland, Wales, Northern Ireland teams achieving or beating previous achievement at other global sporting events (e.g. Commonwealth Games; World Championships, international events etc.)
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15. British athletes succeeding in sports that a large number of people play or follow
16. No overall preference

Q15. Are there any other measures of success that could be considered?

Please write in

Don't know

Nothing else

# Funding Strategy

Professional sports such as football, golf, tennis and rugby have their own funding structures to support their athletes and teams in international competitions. Other sports, particularly those which are represented in amateur events such as the Olympics, Paralympics and Commonwealth Games are heavily dependent on government and National Lottery funding to be able to compete internationally.

UK Sport assesses which sports - currently Olympic and Paralympic sports - will receive funding. This assessment is based on a range of factors of which the most critical is the potential for athletes and/or teams to win a medal at future Olympic and Paralympic Games.

We will ask you over the next few questions about your opinions on this current funding structure. **Please remember that UK Sport has no responsibility, direct involvement or government directive in community, school and grassroots sport which are the responsibility of other organisations.**

Q16. In terms of being **inspirational**, what are the positive factors of the current investment policy (where medal potential at future Olympics and Paralympics Games is the primary focus)?

Please write in

Don't know

Nothing

Q16a. In terms of **delivering success**, what are the positive factors of the current investment policy (where medal potential at future Olympics and Paralympics Games is the primary focus)?

Please write in

Don't know

Nothing

Q17. And in terms of being **inspirational**, what are the negative factors of the current investment policy (where medal potential at future Olympics and Paralympic Games is the primary focus)?

Please write in

Don't know

Nothing

Q17b. And in terms of **delivering success**, what are the negative factors of the current investment policy (where medal potential at future Olympics and Paralympic Games is the primary focus)?

Please write in

Don't know

Nothing

Q18. *To what extent do you agree or disagree that medal success at the Olympics and Paralympic Games should continue to be UK Sport's primary focus?*

*Please use a scale of 0 – 10 where 10 means strongly agree and 0 means strongly disagree*

ANSWER IF SCORING 0-4 AT Q18

Q19. *You disagreed that medal success at the Olympics and Paralympics should continue to be UK Sport's primary focus for international success.*

- a) Why do you disagree?
- b) What alternative focus would you like UK Sport to have?

Please write in

*With a fixed amount of investment to distribute to sports, a change to the current investment policy such as an equal distribution of funding for all sports could have direct consequences. For instance, it may include proportionately less support and funding for sports which are likely to deliver success and therefore the potential for far fewer medals at international events such as the Olympic and Paralympic Games but it might mean funding sports which more people play but where historically medal success is more challenging.*

Q20. *To what extent do you agree or disagree that, medal success at the Olympics and Paralympic Games should continue to be UK Sport's primary focus?*

*Please use a scale of 0 – 10 where 10 means strongly agree and 0 means strongly disagree*

Q21. *Thinking about the future, to what extent do you agree or disagree with each of the following?*

*Please use a scale of 0 – 10 where 10 means strongly agree and 0 means strongly disagree*

- a) UK Sport should continue to invest in sports with the greatest chance of medal success
- b) Investment in summer sports should be prioritised over winter sports
- c) Investment in team sports should be prioritised over individual athletes
- d) Investment in sports that have a greater appeal to the public should be prioritised over lesser known/supported sports
- e) Investment in sports which have a higher level of local and national social and economic impact should be prioritised over those with a lower level of return
- f) Investment in a sport that is less professionalised / commercialised should take priority over investment in highly professional / commercialised sport

Q22. *Do you have any further ideas or views on what UK Sport can do to improve its investment approach into helping athletes and teams to achieve sporting success at an international level?*

*Please write in*

Don't know

Nothing else

# Final Questions

So we can conduct a thorough evaluation of responses to the consultation, we would be grateful if you could complete the final few questions about you.

Q23. *Gender Please select one option only*

1. Male
2. Female
3. Prefer not to say

ANSWER IF CODES 2 OR 3 AT Q1

Q24. *How long have you been in your current role?  
Please select one option only*

1. < 6 months
2. 6-11 months
3. 1-3 years
4. 4-5 years
5. 6-7 years
6. 8-9 years
7. 10+ years
8. Not applicable
9. Prefer not to say

ANSWER IF CODES 2 OR 3 AT Q1

Q25. *Are you happy for **your organisation** to be identified as participating in this consultation?  
Please select which options apply*

1. Yes, publicly
2. Yes, to UK Sport
3. No

ANSWER IF CODE 1 AND/OR 2 AT Q25

Q26. *And are you happy for your comments and responses to be attributed to **your organisation**?  
Please select which options apply*

1. Yes, publicly
2. Yes, to UK Sport
3. No

ANSWER IF CODES 2 OR 3 AT Q1

Q27. Are you happy to be **individually** identified as participating in this consultation as a representative of your organisation?

*Please select which options apply*

1. Yes, publicly
2. Yes, to UK Sport
3. No

ANSWER IF CODE 1 AND/OR 2 AT Q27

Q28. And are you happy for your comments and responses to be attributed to you **individually**?

*Please select which options apply*

1. Yes, publicly
2. Yes, to UK Sport
3. No

ANSWER IF CODES 1, 4 OR 5 AT Q1

Q29. Please select your age band.

*Please select one option only*

1. 16 – 17
2. 18-24
3. 25-34
4. 35-44
5. 45-54
6. 55-64
7. 65-74
8. 75+
9. Prefer not to say

ANSWER IF CODES 1, 4 OR 5 AT Q1

Q30. How would you describe your National Identity?

*Please select one option only*

1. English
2. Welsh
3. Scottish
4. Northern Irish
5. British
6. Other (please write in)
7. Prefer not to say



ANSWER IF CODES 1, 4 OR 5 AT Q1

Q31. *Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?*

*Please select one option only*

1. Yes, limited a lot
2. Yes, limited a little
3. No
4. Prefer not to say

ANSWER IF CODES 1 OR 2 AT Q27 OR Q28

Q33. *Thank you for agreeing to be identified as participating in this research, please can you confirm your name.*

*Please write in*

Thank you for taking the time to take part in this important consultation. Your input will be considered by The Board and Executive Team at UK Sport as part of the overall strategy review into UK Sport's future funding strategy consultation.

## APPENDIX D: REPRESENTATIVE GENERAL PUBLIC WRITTEN CONSULTATION

The representative General Public written consultation was conducted online via a panel and was formed of the same survey as the open consultation tailored to a general public audience where appropriate.



UK Sport is the nation's high performance sports agency, its current vision and mission is to inspire the nation by driving and showcasing British medal success on the world stage. Over recent years, UK Sport has taken the strategic decision that the most impactful way of delivering on this vision is to invest in Olympic and Paralympic sports, with a priority to support athletes to deliver medal success at the Olympic and Paralympic Games.

UK Sport wishes to consult with the public to identify which aspects of its investment policy are viewed as most important in shaping success, what this should look like and how these should be measured in the future.

### Understanding UK Sport's role

We want to give you a bit of background information about UK Sport before we ask you some questions about its funding strategy.

A core responsibility for UK Sport as set out in its Royal Charter is to use Government and National Lottery funding for **"the achievement of excellence"** by athletes or teams representing the United Kingdom in sport.

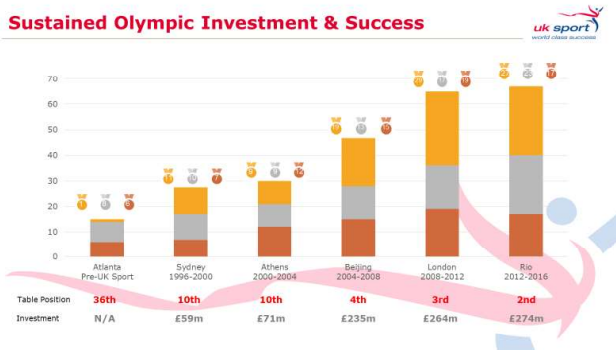
With the remit to focus on the 'elite end' of Britain's sporting pathway, UK Sport has **no direct involvement** or Government directive in developing community, school and grassroots sport. Separate organisations have responsibility for increasing activity and engagement in community level and grassroots sport and supporting emerging talent - organisations such as Sport England, Sport Wales, Sport Scotland and Sport Northern Ireland.



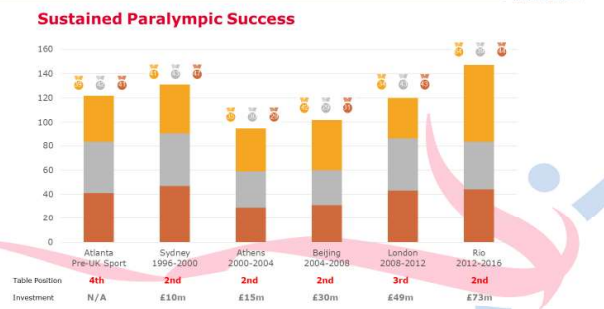
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Since the investment policy was first introduced, Great Britain and Northern Ireland has achieved increasing medal success at each Summer and Winter Games that has followed.

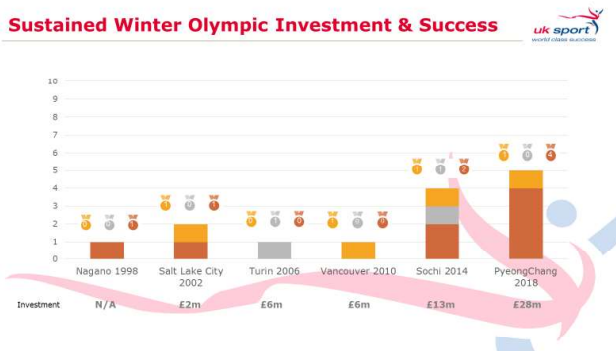
#### Sustained Olympic Investment & Success



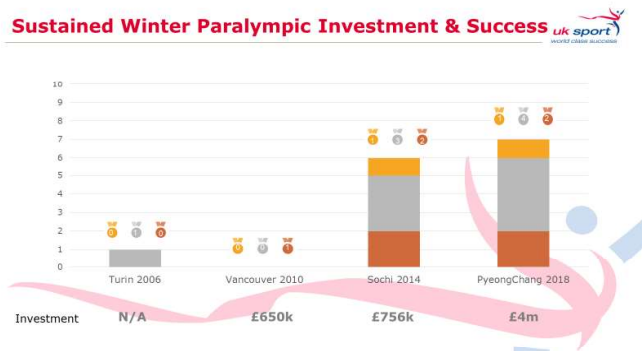
#### Sustained Paralympic Success



#### Sustained Winter Olympic Investment & Success



#### Sustained Winter Paralympic Investment & Success



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## Completing the consultation

This consultation includes questions where we would like you to select your answer from a series of possible suggestions as well as opportunities to freely write about your views.

To ensure that the consultation is impartially analysed, two independent consultation agencies, Future Thinking and The Sports Consultancy, have been commissioned by UK Sport to deliver this part of our review.

In line with the Market Research Society Code of Conduct and General Data Protection Regulation (GDPR), all your responses will remain anonymous and you will not be identified to UK Sport.

We really value your participation and hope you find this survey interesting. It should take you no longer than 10 minutes to complete.

Please click next to begin the consultation. By clicking, you agree to participate in the consultation by UK Sport to help their strategic review for their future funding strategy post the Tokyo Games starting in April 2021.

# Consultation

## WHAT INSPIRES?

*UK Sport's vision is a nation inspired by Olympic and Paralympic success*

Q5. *What example(s) can you give of how an international sport, an athlete, team or event has inspired you?*

*Please write in*

Don't know

I have no examples

Q6. *And what wider effect or impact do you think this has had?*

*Please write in*

Don't know

No impact

Q7. To what extent do the following inspire you?

Please rate each option using a scale of 0 – 10 where 10 means extremely inspirational and 0 means not at all inspirational

1. Team GB / ParalympicsGB achieving or beating their medal target at the Olympic and Paralympic Games
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Q8. And which of these inspires you **the most**?

Please select one only

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16. No overall preference

Q9. Which of the following, if any, do you think are the most likely outcomes for a nation inspired by British sporting success?

Please choose up to three potential impacts only

1. Pride in the achievement of our athletes
2. Pride in Great Britain and NI generally
3. Greater social cohesion across communities (on a local and / or national basis)
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12. Increased demand for and investment in new sports facilities and clubs
13. Other (please write in)
14. Don't know

Q10. Thinking ahead to the future, is there anything else you want to say about how international sport, international level athletes and sporting events can be inspirational or more inspirational?

Please write in

Don't know

Nothing else



## What is success?

We asked you to describe your views on how international sporting success can inspire members of the British public. We would now like you to consider what it means to you for Great Britain and Northern Ireland to achieve “**success**” at an international level. When considering this question, you may consider “inspiration” and “success” to share some, all or none of the same attributes.

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*Please write in*

Don't know

I have no examples

Q12. *And what wider effect or impact do you think this has had?*

*Please write in*

Don't know

No impact

Q13. To what extent do you think each of the following are a good measure of success for UK Sport's investment policy?

Please rate each option using a scale of 0 – 10 where 10 means extremely good measure and 0 means extremely poor measure

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13. British athletes becoming role models within society
14. British team sports being able to compete internationally (not necessarily winning medals)
15. British athletes succeeding in sports that a large number of people play or follow

Q14. And which of these do you think is the **MOST** important measure of success for UK Sport's investment?

Please select one only

1. Team GB / ParalympicsGB achieving or beating their medal target at the Olympics and Paralympics
2. Team GB/ ParalympicsGB maintaining a top 3 position on the medal table
3. England, Scotland, Wales, Northern Ireland teams achieving or beating previous achievement at other global sporting events (e.g. Commonwealth Games; World Championships, international events etc.)
4. Individual sports achieving or beating their specific medal target at the Olympics and Paralympics Games
5. Individual sports achieving their own goals at other global sporting events (goals that may not necessarily be medals)
6. British athletes achieving their own individual goals at the Olympics and Paralympics (whether this is winning gold, silver, bronze or making the final, achieving a personal best, breaking a world record etc.)
7. English, Scottish, Welsh and Northern Irish athletes achieving their own individual goals at other global sporting events (whether this is winning gold, silver, bronze or making the final, achieving a personal best, breaking a world record etc.)
8. Lesser known sports achieving success
9. The number and variety of sports being funded to compete internationally (i.e. do you think the higher the number of sports funded, the greater the success)
10. Diversity across British athletes competing internationally (age, identified gender, social and economic background, sexual orientation, ethnicity etc.)
11. British athletes raising awareness of sport and sharing experiences/knowledge with society (e.g. through volunteering, visiting schools etc)
12. British athletes overcoming adversity to compete internationally
13. British athletes becoming role models within society
14. British team sports being able to compete internationally (not necessarily winning medals)
15. British athletes succeeding in sports that a large number of people play or follow
16. No overall preference

Q15. Are there any other measures of success that could be considered?

Please write in

Don't know

Nothing else

# Funding Strategy

Professional sports such as football, golf, tennis and rugby have their own funding structures to support their athletes and teams in international competitions. Other sports, particularly those which are represented in amateur events such as the Olympics, Paralympics and Commonwealth Games are heavily dependent on government and National Lottery funding to be able to compete internationally.

UK Sport assesses which sports - currently Olympic and Paralympic sports - will receive funding. This assessment is based on a range of factors of which the most critical is the potential for athletes and/or teams to win a medal at future Olympic and Paralympic Games.

We will ask you over the next few questions about your opinions on this current funding structure.

**Please remember that UK Sport has no responsibility, direct involvement or government directive in community, school and grassroots sport which are the responsibility of other organisations.**

Q16. In terms of being **inspirational**, what do you think are the positive factors of the current investment policy (where medal potential at future Olympics and Paralympics Games is the primary focus)?

Please write in

Don't know

Nothing

Q16a. In terms of **delivering success**, what do you think are the positive factors of the current investment policy (where medal potential at future Olympics and Paralympics Games is the primary focus)?

Please write in

Don't know

Nothing

Q17. And in terms of being **inspirational**, what do you think are the negative factors of the current investment policy (where medal potential at future Olympics and Paralympic Games is the primary focus)?

Please write in

Don't know

Nothing

Q17b. And in terms of **delivering success**, what do you think are the negative factors of the current investment policy (where medal potential at future Olympics and Paralympic Games is the primary focus)?

Please write in

Don't know

Nothing

Q18. *To what extent do you agree or disagree that medal success at the Olympics and Paralympic Games should continue to be UK Sport's primary focus?*

*Please use a scale of 0 – 10 where 10 means strongly agree and 0 means strongly disagree*

ANSWER IF SCORING 0-4 AT Q18

Q19. *You disagreed that medal success at the Olympics and Paralympics should continue to be UK Sport's primary focus for international success.*

- a) Why do you disagree?
- b) What alternative focus would you like UK Sport to have?

Please write in

*With a fixed amount of investment to distribute to sports, a change to the current investment policy such as an equal distribution of funding for all sports could have direct consequences. For instance, it may include proportionately less support and funding for sports which are likely to deliver success and therefore the potential for far fewer medals at international events such as the Olympic and Paralympic Games but it might mean funding sports which more people play but where historically medal success is more challenging.*

Q20. *To what extent do you agree or disagree that, medal success at the Olympics and Paralympic Games should continue to be UK Sport's primary focus?*

*Please use a scale of 0 – 10 where 10 means strongly agree and 0 means strongly disagree*

Q21. *Thinking about the future, to what extent do you agree or disagree with each of the following?*

*Please use a scale of 0 – 10 where 10 means strongly agree and 0 means strongly disagree*

- a) UK Sport should continue to invest in sports with the greatest chance of medal success
- b) Investment in summer sports should be prioritised over winter sports
- c) Investment in team sports should be prioritised over individual athletes
- d) Investment in sports that have a greater appeal to the public should be prioritised over lesser known/supported sports
- e) Investment in sports which have a higher level of local and national social and economic impact should be prioritised over those with a lower level of return
- f) Investment in a sport that is less professionalised / commercialised should take priority over investment in highly professional / commercialised sport

Q22. *Do you have any further ideas or views on what UK Sport can do to improve its investment approach into helping athletes and teams to achieve sporting success at an international level?*

*Please write in*

Don't know

Nothing else

# Final Questions

So we can conduct a thorough evaluation of responses to the consultation, we would be grateful if you could complete the final few questions about you.

Q23. *Gender Please select one option only*

1. Male
2. Female
3. Prefer not to say

Q29. *Please select your age band.  
Please select one option only*

1. 16 – 17
2. 18-24
3. 25-34
4. 35-44
5. 45-54
6. 55-64
7. 65-74
8. 75+
9. Prefer not to say

Q30. *How would you describe your National Identity?  
Please select one option only*

1. English
2. Welsh
3. Scottish
4. Northern Irish
5. British
6. Other (please write in)
7. Prefer not to say

ASK IF CODE 6 (OTHER) AT Q30

Q30B. Which of the following best describes your country of origin?

*Please select one option only*

1. Commonwealth Country
2. Non-Commonwealth Country
3. Prefer not to say

Q31. Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?

*Please select one option only*

1. Yes, limited a lot
2. Yes, limited a little
3. No
4. Prefer not to say

Q34. Are you involved with any sporting clubs or associations? If yes, how are you involved?

*Please select all that apply*

Yes involved:

1. Player/member
  2. Parent/guardian of player/member
  3. Volunteer coach/trainer
  4. Volunteer support (e.g. steward, admin, ticket sales, catering support etc)
  5. Supporter/fan
  6. Employee
  7. Committee/board member etc
  8. Other (please write in)
- 
9. Not involved with any sporting club or association

ASK Q35 IF INVOLVED WITH SPORTING CLUB/ASSOCIATION

Q35. And which sport or sports does this/these club(s) or association(s) represent?

*Please write in*

Thank you for taking the time to take part in this important consultation. Your input will be considered by The Board and Executive Team at UK Sport as part of the overall strategy review into UK Sport's future funding strategy consultation.





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