



uk sport
world class success

UK Sport Media Guide

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“Without UK Sport and Lottery funding the team and I we wouldn't be where we are today. They make it possible for us to be competitive with the best skaters in the world, and the support they give us goes from making sure we get the training time we need through to support services like nutrition and psychology, which make all the difference in short track where races are won and lost by hundredths of seconds. Their help has also meant I've been able to pursue my Olympic dream at Sochi, so I'm really thankful for that.”

Elise Christie

Introduction



Rod Carr, Chair, UK Sport

London 2012 was without doubt one of the greatest British sporting triumphs in history. Our athletes achieved unprecedented medal success across a wide range of sports, some for the first time, and made the nation immensely proud. Finishing third in the medal table at both the Olympic and Paralympic Games was a remarkable achievement, and one that came about following the hard work and dedication of our sports and athletes, coupled with sustained and substantial investment from the British Government and The National Lottery.

This investment has allowed us to develop a high performance system that is the envy of the world. The single British Olympic gold medal at Atlanta 1996 might seem like a distant memory, but it is one we should not forget; our nation has been on quite a journey over the past 17 years and London was far from the finish line.

The Government's commitment in 2012 to continue funding for elite sport through the Rio cycle has allowed us to set the ambitious goal of becoming the first nation in recent history to win more medals at the Olympic and Paralympic Games post-hosting.

However, our aspirations are not confined to summer sports. Achievements at London 2012 shone a spotlight on Olympic and Paralympic sport as a whole and that momentum has carried over to our winter sports and athletes, who have also benefitted from record investment ahead of the upcoming Games in Sochi. This represents a real chance for Great Britain to deliver our strongest performance at a Winter Games in recent history.

We hope that you will find this media guide useful in enabling you to tell the story of how Great Britain has become one of the foremost Olympic and Paralympic sporting nations in the world, and how that simply would not have been possible without the advent of The National Lottery and the commitment of the British Government to helping us deliver world class success.

Wishing you a successful Sochi 2014,

Rod Carr CBE



UK Sport History





1996

Great Britain won one gold medal and finished **36th** on the Olympic medal table at Atlanta 1996. The Paralympic team finished **4th**.



Established in shadow form on 19 September 1996, UK Sport was created to concentrate on high-performance sport and other activities best delivered UK-wide, such as international development, major events and anti-doping.

1997

UK Sport was formally established by Royal Charter in 1997. The birth of UK Sport was also to coincide with the availability of National Lottery funds to support sports and athletes in their drive to deliver success and medals on the world stage.



At this stage, UK Sport was to be the conduit for National Lottery support to sporting bodies with a UK or GB remit, exclusively at the 'Podium' level.

UK Sport was not a Lottery distributor in its own right at this stage; each home country sports council paid into a UK pool to be managed and distributed by Sport England, instructed by UK Sport.

1998

UK Sport agreed its first three-year Funding Settlement with the Government, and discussions progressed on the possibility of UK Sport becoming a Lottery distributor for the purpose of supporting both the World Class Performance Programme and the newly-conceived World Class Events Programme.



At the Nagano Winter Olympic and Paralympic Games, Team GB won a bronze medal – in the men's four-man bobsleigh.

1999

UK Sport became a Lottery distributor in its own right. Early awards were made to those sports which had the capacity and ability to respond to the World Class Programme application process, rather than on any meritocratic performance basis.



The first 18 months brought a staggered introduction of sports to the World Class Performance Programme with 13 Olympic sports and 11 Paralympic sports receiving funding support ahead of the Sydney Games (out of 27 and 19 respectively).

Olympics
15 Medals

1 Gold
8 Silver
6 Bronze

ATLANTA
1996

Paralympics
122 Medals

39 Gold
42 Silver
41 Bronze

Olympics
1 Medal

0 Gold
0 Silver
1 Bronze

NAGANO
1998

Paralympics
0 Medals

0 Gold
0 Silver
0 Bronze



2000

At the Sydney 2000 Olympic Games Team GB won 28 medals, 11 of which were gold and a **10th** place finish in the overall medal table. On the Paralympic front, the team moved from 4th in Atlanta to **2nd** place on the medal table, winning 131 medals in the process.



2001

UK Sport developed a priority sport approach, categorising sports on their ability to deliver medals. This was the origin of UK Sport's 'No Compromise' approach to investment and these priorities guided the allocation of £70m across 16 Olympic sports and £14m across 15 Paralympic sports for the Athens cycle.

Whilst UK Sport was responsible for setting strategic direction and making funding decisions, the actual day-to-day operation of the World Class Performance Programme was still delivered by Sport England under a service level agreement. In order to ensure that the Programme was run in a more seamless fashion, UK Sport brought the entire operation in-house in mid-2001. UK Sport commenced development of its Research and Innovation function to begin to look at bespoke technological solutions to performance challenges.

At this time, a coordinated sports institute structure was beginning to emerge across the UK to provide an environment which coupled world class facilities with world class practitioners.

2002

Team GB won gold in the women's curling and bronze in the bob skeleton at the Salt Lake City 2002 Olympic Games.

The bulk of the institute network became operational mid-way through the Athens cycle. At this time, Manchester was playing host to the 2002 Commonwealth Games.



2003

The World Indoor Athletics Championships were held in Birmingham; UK Sport invested over £1m in the event which, at the time, was one of UK Sport's largest-ever awards for an event.

2004

The results at the Athens Games bore out the benefits of the fact that athletes at the Podium level had received up to six years of sustained support. Britain finished in **10th** place with a total of 30 medals won by Team GB. The Paralympic team won 35 gold medals securing **2nd** position in the medal table for the second Games in a row. A reduced overall medal tally was an indication that the Paralympic movement was maturing and becoming increasingly competitive at the top level with medals shared among a greater number of nations.



Olympics
28 Medals

11 Gold
10 Silver
7 Bronze

**SYDNEY
2000**

Paralympics
131 Medals

41 Gold
43 Silver
47 Bronze

Olympics
2 Medals

1 Gold
0 Silver
1 Bronze

**SALT LAKE
2002**

Paralympics
0 Medals

0 Gold
0 Silver
0 Bronze



2005

When London won the right to host the 2012 Olympic and Paralympic Games, the extent to which the UK's performance ambition would be affected by playing host was unknown. However, in UK Sport's 'No Compromise' funding investment model, it had the perfect tool to present a series of scalable, realistic and evidenced options when the opportunity arose.

In the late Autumn of 2005, the DCMS asked UK Sport to investigate what performance outcomes were possible by British teams at the 2012 Games and to cost them for submission to Treasury colleagues. Using the model, a series of investment options were presented – from standstill of existing investment, through to the best performance that was considered possible by Great Britain, given athlete availability, existing levels of performance in Olympic and Paralympic sports and relative strength in sports not previously supported through UK Sport.

2006

In the 2006 Budget, the Government announced additional Exchequer support – £300m, made up of £200m increased Exchequer support, with a further £100m to be attracted from the commercial sector. The allocation was made against the option which modelled a 4th place Olympic finish with competitive representation in all sports, and a 2nd place finish in the Paralympic medal table. It was announced that there would be a transfer of remaining high-performance responsibilities from Sport England (talent and development level funding and strategic responsibility for the English Institute of Sport) to UK Sport.



At the same time, UK Sport was equally focused on ensuring that every aspect of support service delivery met exacting world class standards. From ensuring that the EIS was clear and focused about its role of providing sport science and medicine services, to the professional development of the best practitioners in every discipline. Programmes were developed to accelerate the development of our most promising coaches and talent identification experts, as well as sports science and medicine practitioners. This activity was supplemented by the annual World Class Performance Conference, first launched in 2001, that gathered the bulk of the high-performance community together to learn from the world's best practitioners – as well as each other – and fine tune performance ahead of the Beijing Games.

At the Turin 2006 winter Olympic Games Team GB and ParalympicsGB won one silver medal apiece, in the Skeleton and Wheelchair Curling.

2007

UK Sport launched its first nationwide talent search, Sporting Giants, aimed at taking a more proactive approach to filling talent gaps in the high performance system ahead of London 2012.

2008

To ensure that sports focused not just on their performances, but equally on the systems and processes which sit behind them, UK Sport launched Mission 2012.



The cumulative effects of the investment and support package were evident in the stunning performances that were delivered at Beijing 2008: 19 gold medals and **4th** place in the Olympic medal table and **2nd** only to hosts China in the increasingly competitive Paralympic environment.

Olympics
30 Medals

9 Gold
9 Silver
12 Bronze

**ATHENS
2004**

Paralympics
94 Medals

35 Gold
30 Silver
29 Bronze

Olympics
1 Medal

0 Gold
1 Silver
0 Bronze

**TURIN
2006**

Paralympics
1 Medal

0 Gold
1 Silver
0 Bronze



2009

When the time came to make the final allocations of funding for the London cycle, uncertainty existed around the exact level of resource available to invest. The situation existed following the global credit crunch and knock-on effect to efforts to raise the



£100m contribution from the private sector that had been envisaged as part of the 2006 Budget announcement. The DCMS therefore increased the Exchequer contribution set to cover the 2009-13 period. Coupled with an upturn in National Lottery income, the funding gap was reduced to £50m and a fundraising scheme involving UK Sport, the BOA, BPA and LOCOG – Team 2012, presented by Visa – was launched in September 2009 to secure as much of that shortfall as possible.

With the 'optimal' funding budget no longer available, UK Sport had to consider an approach that would continue to maximise medal delivery, whilst providing the opportunity to be represented across all sports in London. The answer was to continue to take a 'No Compromise' approach to funding all Olympic and Paralympic sports with genuine medal potential whilst providing a 'basic' level of funding to 12 sports that were less likely to bridge the gap to the podium in the short-term.

In winter 2009, with the benefit of another season's competition, UK Sport conducted an Annual Review of all sports and, with additional investment thanks to Team 2012, made some funding adjustments to bring a greater degree of certainty to all sports about the funding they would enjoy for the remainder of the cycle.

In December 2009 UK Anti-Doping (UKAD) assumed responsibility from UK Sport as the National Anti-Doping Organisation for the UK.

2010

With all the significant funding decisions made, focus returned to adding value to sports' performance programmes. Mission 2012 continued to focus on potential barriers to performance and a strong post-Games legacy and responses to emerging themes developed.



The Government's 2010 comprehensive spending review saw UK Sport's Exchequer budget reduced by 28% in real terms over the period 2011/12 to 2014/15, but this was to be partially negated by uplifts in the National Lottery share that would be returned to sport. UK Sport was able to commit to continued support for sports and athletes at existing levels through to London 2012, and no more than a 15% drop in the Summer Olympic and Paralympic sports programme for the Rio cycle, a fantastic legacy outcome for British high performance sport. UK Sport also committed to increasing the National Lottery budget available for its World Class Events Programme to £5m per year to support the Government's economic growth strategy.

At the Vancouver 2010 Winter Olympic Games Amy Williams won gold in Skeleton.

2011

While continuing to support preparations for London 2012, UK Sport began to look ahead and instigated 'Project Rio', encouraging sports to begin planning for the next Olympic and Paralympic cycle and to aid the funding decisions that would be made in December 2012.

UK Sport also began to secure World Class Events for the period beyond 2012, including the World Athletics Championships to be staged in the Olympic stadium in London in 2017.

Olympics
47 Medals

19 Gold
13 Silver
15 Bronze

**BEIJING
2008**

Paralympics
102 Medals

42 Gold
29 Silver
31 Bronze

Olympics
1 Medal

1 Gold
0 Silver
0 Bronze

**VANCOUVER
2010**

Paralympics
0 Medals

0 Gold
0 Silver
0 Bronze

UK Sport History

2012

At the London 2012 Olympic and Paralympic Games, both Team GB and ParalympicsGB achieved the target of winning more medals in more sports than they had four years previously in Beijing. The teams both secured third place in the medal table.



In August 2012, Prime Minister David Cameron made the unprecedented move of announcing confirmed Exchequer (as well as National Lottery) funding to be invested in sports and athletes via UK Sport, beyond the Government's next comprehensive spending review, to provide UK Sport and sports' governing bodies with the certainty they need to put long-term plans in place to try and emulate, or even better, the 2012 medal haul at Rio 2016.

This allowed UK Sport, in December 2012, to announce record levels of investment in Britain's sports and athletes in preparation for Rio 2016, and that the aim would be to top the London 2012 Olympic and Paralympic medal tally, which would be a first for a host nation, while building a stronger, more sustainable high performance system.

UK Sport's newly launched Gold Event Series got underway, with the aim of bringing 70 major events to the UK, in legacy from London 2012, over the next six years.

2013

As the Rio cycle officially got underway in April 2013, with a record investment of over £355 million in 44 Olympic and Paralympic summer sports, UK Sport also announced an additional investment of £443,200 into Britain's winter sports in their final preparations for Sochi 2014, taking the total record investment in British winter sports to over £14m.

Olympics
65 Medals

29 Gold
17 Silver
19 Bronze

**LONDON
2012**

Paralympics
120 Medals

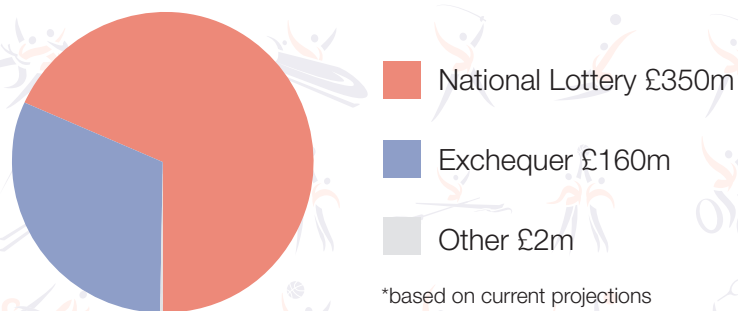
34 Gold
43 Silver
43 Bronze

Facts and Figures



Facts and Figures

Income (2013-2017)*



*based on current projections

What we do

- **Performance** (Investment, Evaluation, Solutions)
- **Events** (Investment, Bidding, Support)
- **International** (Influence, Development)
- **Governance, Leadership, Financial Accounting**

Over £14 million

invested in winter sport **World Class Performance Programmes** between **2010-2014**

Over £355 million

to be invested in summer sport **World Class Performance Programmes** between 2013-2017



- Over 1300 athletes

£70 million invested in

partner bodies for **2013–2017**, including

- English Institute of Sport and other Home Country Sports Institutes
- sports coach UK
- British Paralympic Performance Services
- Sports Resolutions

Aiming to win more medals in Sochi and Rio than were won in **Vancouver** and **London**, while building a stronger, more sustainable high performance system

Targeting 70 of the world's most prestigious sporting events to bring to the UK between **2013 and 2019**, as part of the **Gold Event Series**



Sport-by-Sport

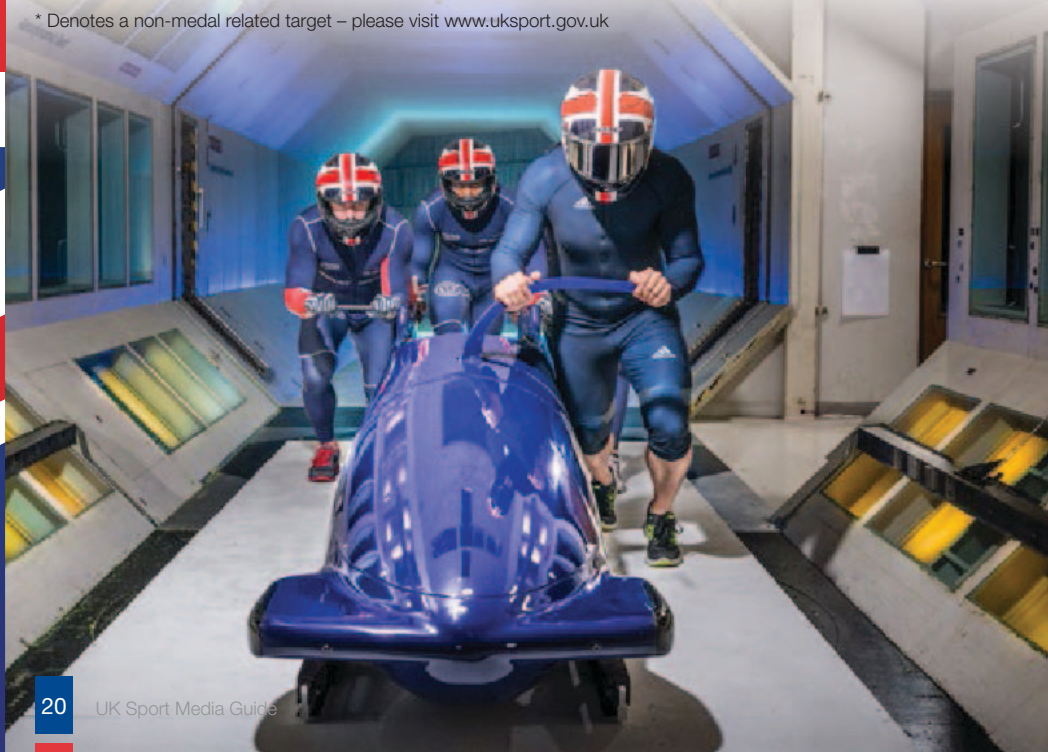


Sport-by-Sport

Olympic Sport	Sochi cycle investment (10-14)	Sochi 2014 Performance Target
Bobsleigh	£3,304,250	0*-1 medal
Curling	£2,055,100	1-2 medals
Figure Skating	£174,338	0-0 medals*
Short Track Speed Skating	£2,953,400	0*-1 medal
Skeleton	£3,447,600	1 medal
Ski & Snowboard	£1,509,950	1-2 medals
Total	£13,444,638	3-7 medals

Paralympic Sport	Sochi cycle investment (10-14)	Sochi 2014 Performance Target
Para-Alpine Skiing	£405,400	2-5 medals
Wheelchair Curling	£350,200	0*-1 medal
Total	£755,600	2-6 medals

* Denotes a non-medal related target – please visit www.uk sport.gov.uk





A Winning Formula





International Training and Competition

If you are to take on and beat the world's best you have to do it on the world stage, in your sport's biggest competitions. It is critical therefore not just to travel the world, but to arrive at the start line in the best possible shape. In practice that means effective acclimatisation strategies, preparation camps and access to international facilities.



Training Facilities

Access to high quality training environments at the right time and place is the cornerstone of any performance programme. Performances that win medals only come as a result of thousands of hours spent in a training environment. Each sport needs a highly tailored environment that caters for their specific needs – whether it is a single centralised facility or part of a nationwide network. Uncompromised access to these facilities is critical to success.



Athlete Performance Award

APAs exist in recognition that for athletes to deliver success on the world stage they will almost certainly need to commit to their sporting career on a full-time basis. The awards are a contribution to the living and personal sporting costs incurred whilst training and competing as an elite athlete, covering anything from basic kit and equipment to daily essentials such as mortgage or rent payments, gas and electricity bills and food. The means-tested Awards are designed to support both those with the greatest financial need and performing at the highest levels.



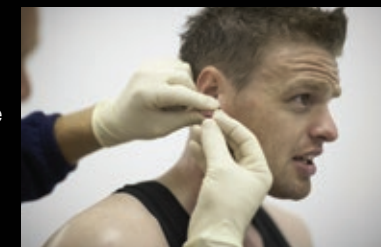
Support Systems

Whilst the athletes, coaches and their back-up teams are often out on the road training and competing, like any other business, each sport needs a home and other traditional office support – telecommunications, IT systems, human resource and financial specialists. Continuing professional development is also a key ingredient that help the best practitioners get even better.



Medicine and Science Support

Sports Medicine and Science practitioners are key to an athlete's preparation, both in injury prevention and rehabilitation, as well as finding ways in which to give our competitors the edge over their rivals. Athletes have access to a multi-disciplinary team of the best practitioners in physiotherapy, sports medicine, physiology, soft tissue therapy, strength and conditioning, performance analysis, biomechanics, psychology and nutrition. Athletes are also offered Performance Lifestyle support.



Coaching and Management Support

The Performance Director and coaching staff are the glue that hold all aspects of the athletes' performances together. They coordinate the athletes' preparation to ensure that they peak at just the right time, as well as leading the multi-disciplinary support team sports medicine and science practitioners and technicians who make sure the athletes and their equipment arrive for competition in the best possible shape.





Spokespeople and Areas of Expertise





Spokespeople and Areas of Expertise



Rod Carr CBE, Chair

Rod was Chief Executive of the Royal Yachting Association from 2000 to 2010, having previously been Racing Manager and Performance Director, Team Manager for the Atlanta Olympic Games, and Team Coach in Los Angeles, Seoul and Barcelona.

Rod was the architect of the RYA World Class Performance Programme for sailing which has delivered unprecedented and consistent medal success at every Games since Sydney 2000.

His standing in British sport was rewarded in 2000 when he was asked by the British Olympic Association to be Deputy Chef de Mission for the whole of Team GB at the Sydney Olympics. He was awarded an OBE in 2005, and in 2010 received a CBE.

Rod joined the UK Sport Board in 2005 and was appointed as Chair in 2013.



Liz Nicholl OBE, Chief Executive Officer

Having joined UK Sport in 1999, Liz has played a pioneering role in the development of the elite sport system in the UK. For ten years Liz led the work of the Performance Directorate, as the Director of Elite Sport, before becoming the Chief Operating Officer in 2009 and CEO in 2010.

As CEO, Liz is responsible for leading the organisation as it works to maximise British success at the Summer and Winter Olympic and Paralympic Games, seeking to ensure that the best structure and resources are available to high performance sport now and in the future.

Liz's leadership responsibilities focus on accountability for the National Lottery and Exchequer investment which supports UK Sport's three key objectives: performance, major events and international relations and development.

As a former international Netball player, and Chief Executive of England Netball for 16 years, including a period as Championship Director of a World Netball Championship, Liz has experience in all three areas and a track record of steering an organisation through successful change.



David Cole, Chief Operating Officer

David Cole is the Chief Operating Officer at UK Sport where he leads the HR, Legal Services, Programme Management and Governance teams. In addition he has personal responsibility for all aspects of Corporate Planning, Risk Management and Performance Monitoring. He joined UK Sport in 2007.

David started his career with Whitbread plc working in a variety of operational and change management roles, working most closely with the Costa Coffee brand where he sat on the Executive Board as lead for Service Quality. In 2002, he was appointed Head of Strategic Planning at the Law Society and was heavily involved in the subsequent strategic review and restructuring of the Society. His first experience of working within a NDPB came in 2004 when he took up the opportunity to become Head of Corporate Planning and Performance at the National Crime Squad, arriving just in time to be seconded to the project team created to establish the Serious Organised Crime Agency (SOCA). Following the launch of SOCA in April 2006 David was appointed as Special Advisor to the Executive Director of Corporate Services, coordinating various organisational development initiatives both in the UK and with overseas law enforcement partners.

David has a PhD in Geology from Southampton University.

Expertise: Governance, leadership, standards

UK Sport challenges and supports all funded sports and partners to drive change to improve the quality of leadership, corporate governance and standards in order to become world leading organisations.

We do this through:

- building the capacity, qualities and behaviours of Boards, Chairs and CEOs through our Leadership Development Programme
- ensuring that funded bodies develop, improve and drive change as a result of operating to a robust governance, compliance and decision-making process
- developing high impact and innovative projects that challenge, support and drive positive changes in corporate governance
- driving continuous improvement of standards including equality, safeguarding, conduct and doping-free sport



- » **Over £14 million invested in winter sports' World Class Performance Programmes for the Sochi cycle (2010-2014)**
- » **Underpinned by UK Sport's 'No Compromise' approach**
- » **Progress measured and issues addressed through the Mission process**

To ensure the UK's most talented athletes have every chance of realising their potential, UK Sport created the World Class Performance Programme. The programme operates at Podium and Podium Potential level. Over 1300 of the nation's leading athletes benefit.

UK Sport continues to use a 'No Compromise' approach, which ultimately means we strive to ensure that no critical element of the training and preparation of our medal hopefuls is compromised if they are to succeed. This policy sets out to reinforce the best, support those developing and provoke change in the under-performing, with the level of investment in each sport being determined on a combination of past performance and future potential.

Funding is targeted at athletes via their sports' governing bodies. Podium and Podium Potential level athletes will be surrounded by a performance programme that includes coaching, training and competition support, medical and scientific services and access to the best facilities that the UK (and often the world) has to offer.

Recognising that succeeding in sport effectively means a full time commitment on behalf of the athletes, UK Sport makes a contribution towards living and sporting costs via a means tested Athlete Performance Award.

UK Sport's 'Mission' process exists to produce performance impact and ensure investment in sports through the World Class Performance Programme remains on track to deliver success. Initiated in the London cycle, Mission 2012 was designed to encourage sports to conduct their own assessments of how their system was performing and to bring additional expertise to bear in finding creative solutions to problems.

Now, as Mission 2014 and Mission 2016, both good practice and potential problems continue to be captured and developed by winter and summer sports into action plans ahead of the Sochi 2014 and Rio 2016 Games.

The Mission has encouraged greater honesty and focus within the system and improved the ability, not only to identify critical issues, but also possible solutions before they have a negative impact.

The process requires sports to think about their performance programmes in three dimensions; Athletes, System and Climate. Evidence based and measurable progress in each of these dimensions is recorded using a traffic light approach.

UK Sport captured the progress of Mission 2012 for all funded Olympic and Paralympic sports ahead of London 2012 on tracker boards in its London based office, and continues to do so for Mission 2014 and Mission 2016 ahead of Sochi and Rio.



Simon Timson, Director of Performance

Simon joined UK Sport as Director of Performance in January 2013. The Performance Directorate look to ensure sports are best prepared to deliver medal success through the active delivery of Mission 2014/16 by the Performance Advisor team, and delivering vital support programmes such as Talent ID and Coach Development.

Simon joined UK Sport from the England and Wales Cricket Board (ECB), where he was Head of the England Development Programme and Science and Medicine (2006-2012) throughout a period of unprecedented success. During this time Simon provided strategic and innovative direction to deliver exceptional performance. He led teams that transformed science and medicine services to England and First Class players, and delivered a major change project for the identification and development of talented young cricketers.

Prior to the ECB, as Performance Director at British Skeleton (2000-2006), Simon kick-started a glittering period for the sport in which they have won medals at every Olympic Games since Salt Lake City in 2002. His strategic legacy led to Amy Williams' gold medal at Vancouver 2010.

Expertise: World class performance, 'No Compromise', Mission 2014/16



Chelsea Warr, Deputy Director of Performance

Chelsea was appointed Deputy Director of Performance in 2013, having joined UK Sport in 2005 with responsibility for the development and implementation of a UK Talent Strategy to drive and influence more sophisticated Talent Identification, Confirmation and Development practice across the World Class system.

Prior to working for UK Sport, Chelsea was the Talent Identification and Development Manager for British Swimming and Diving where she established a UK-wide systematic recruitment and development system as part of their World Class Programme.

Chelsea started her career with the Australian Institute of Sport where she was an Exercise Physiologist. Before moving to the UK Chelsea was a consultant to a number of nations, including the Singapore Sports Council, and was instrumental in establishing Australia's first national Talent ID and development programme.

Expertise: World class performance, talent ID and development, performance pathways

Talent Identification and Development



- » **Nine national talent recruitment and development projects**
- » **Over 100 athletes identified have progressed to membership of the World Class system**
- » **Over 300 senior international appearances and over 100 senior medals won by athletes identified since 2007**

The Performance Pathway Team (formerly the UK Talent Team) is a collaboration between UK Sport and the English Institute of Sport (EIS, UK Sport's science, medicine and technology arm). It supports World Class Programmes to identify and develop talented athletes and the construction of the underpinning support systems. Funded as part of UK Sport's eight year strategic investment into development, the Performance Pathway Team's work focuses on Podium Potential athletes, their coaches and managers.

The work of the Performance Pathway Team focuses on supporting sports to improve their systems of performance development through the following work areas:

- » Providing thought provoking, **educational** opportunities to development coaches and managers through the Performance Pathway Programme (P3) covering an array of topics unique to the 'elite developing athlete'

- » Enabling sports to **benchmark** their performance development pathways against world best using specialist diagnostic tools
- » Undertaking innovative **research** projects to gain a greater understanding of the route to excellence in elite sport
- » Applying **technical frontline solutions** in partnership with sports to identify and develop talented athletes

As part of the frontline solutions work the team has run nine national athlete recruitment projects, which have assessed over 7,000 athletes previously unknown to the UK World Class system and sports.

These projects have resulted in over 100 athletes being selected by sports into the World Class system with over 300 senior international appearances made and over 100 senior international medals won. These medals include Team GB's first Olympic gold medal at London 2012, won by rower Helen Glover (alongside Heather Stanning), who was identified through the Sporting Giants talent ID campaign in 2007.



Natalie Dunman, Head of Performance Pathways

Natalie joined UK Sport in 2013 as Head of Performance Pathways.

In her previous role as Talent Scientist, as a founding member of the Performance Pathway Team (formally the UK Talent Team) working within the English Institute of Sport, Natalie led several national talent recruitment and development initiatives (producing athletes who have to date won over 100 international medals), and worked with various sports,

including Canoeing, Rowing and Cycling, to benchmark, develop and refine their performance development pathways. This has included undertaking innovative projects to gain a greater understanding of the route to excellence in elite sport.

Prior to working in the Performance Pathway Team Natalie worked as a Physiologist and completed her Masters in Exercise Physiology at Loughborough University, focusing on Talent Development in Swimming.

Expertise: Talent identification, athlete development, performance pathways

Case study: Lizzy Yarnold

Lizzy Yarnold had never even heard of the sport of Skeleton, let alone set foot on a Skeleton track, until her talent was uncovered via the Girls4Gold project in 2008. Lizzy competed in athletics to national level before discovering her aptitude for Skeleton. Since taking up the winter sport, Lizzy has gone on to win the Junior World Championships and senior World Championship bronze in 2012 before topping the world rankings at the start of 2014.



Lizzy said: "I'd been doing the same sport for a long time and I signed up for Girls4Gold to see what else I could be good at. I'd never heard of Skeleton and certainly hadn't considered it before Girls4Gold but I went along and found out I could be quite good at it!"



- » **UK Sport has worked directly with over 250 high performance coaches to enhance their professional development**
- » **Coaches working with British athletes in winter sports who have benefitted from UK Sport's bespoke coaching programmes include Rhona Howie (née Martin) (Curling), Jo Eley (Short Track Speed Skating) and Mark Woods (Skeleton)**
- » **UK Sport's investment in high performance coaching has increased post-London 2012 to ensure we continue to develop our coaching talent**

UK Sport is the lead agency for high performance coach development within the UK, recognising that world class coaching is critical to Britain's future sporting success. A coach's own training and individual performance is just as important as that of the athletes for delivering medals on the world stage. Therefore the UK Sport Coaching team, in partnership with national governing bodies and key high performance partners, provide coach support and development across the UK.

The team design and deliver a range of tailored professional development opportunities for Britain's best coaches, in order to create sustainability of coaching excellence beyond London 2012. Every development programme and initiative exploits the existing talents and experience within British sport as well as other performance driven industries such as business, the arts and the military.

Top GB coaches who have benefitted from UK Sport's coach development expertise include British Curling Women's Head Coach Rhona Howie and British Cycling's Men's Endurance Coach Paul Manning.

Ultimately the success of the team will be judged on the quantity and quality of British coaches and coach development specialists who can sustain a system of coach education at the highest level.

Case Study: Paul Manning

Beijing 2008 Olympic cycling champion turned coach to the world-beating GB Women's Team Pursuit completed UK Sport's Elite Coaching Apprenticeship Programme (ECAP) between 2010 and 2012. After retiring from cycling after the Games in 2008 Paul briefly joined the construction industry before deciding to return to the sport as a coach in 2009.



Graham Taylor, Head of Coaching

Graham leads the UK Sport Coaching team which seeks to ensure the delivery of quality coaching to athletes on UK Sport's World Class Performance Programme.

Graham joined UK Sport in 2010 from A1GP Team Monaco, where he was Team Principal, bringing over 20 years' experience from the world of motorsport to the role. An engineer by trade, Graham was formerly Chief Race Engineer at Arrows F1 and Sporting Director of the Super Aguri Formula

One team, before moving to A1 Team Monaco where he was in charge of all team operations and logistics.

Graham initially trained as a Design Engineer with GCHQ in Cheltenham. Always passionate about motor sport, he competed in Formula Ford for two years as a teenager.

In 1988 Graham moved to motor sport as a profession and engineered a young Mika Hakkinen to Championship success. In 1990 he joined Sir Jackie Stewarts team (PSR) initially as Race Engineer then oversaw a multiple championship winning team as Team Manager.

Following six years with PSR Graham joined Audi, then subsequently Volvo in Engineering roles within the British Touring Car Championship. F1 followed with Race, then Chief Race Engineer positions at the Arrows F1 Team. In 2003 he had a one year term running Indy Cars in America. On returning to the UK to once again work with Audi, Graham engineered their Sportscars at Le Mans.

At the end of 2005 Graham helped establish a Honda funded F1 Team in just 100 days. Following the forming and running of the Super Aguri Engineering department the team soon promoted Graham to role of Sporting Director.

Expertise: Leadership, coaching, mentoring

“The ECAP workshops have provided numerous expertise and experiences that have helped me to develop my coaching skills and my understanding of myself and my athletes.”

Jo Eley – Short Track Speed Skating coach and Elite Coaching Apprenticeship Programme (ECAP) graduate



English Institute of Sport

– the science, medicine and technology arm of UK Sport



- » **The English Institute of Sport (EIS) helps elite athletes to improve performance through the delivery of science, medicine, technology and engineering**
- » **EIS practitioners deliver more than 4,000 hours of service a week to over 1,700 elite athletes**
- » **In its most recent feedback survey, 94% of sport national governing bodies (NGBs) that work with the EIS said the work of its practitioners had “significantly impacted positively on performance at international competitions”**

The EIS, alongside the other Home Country Sports Institutes, is the team behind many of Great Britain’s most successful Olympic and Paralympic sports and its employees have more than 1,100 years of collective

experience, working across more than 10 areas of expertise to provide a range of sport science and medical services to improve the health, fitness, training, preparation – and ultimately the performance – of athletes.

In the 2009-13 London cycle, the EIS worked with 86% of the athletes and 27 of the 29 sports that won a medal for Team GB at the 2012 Olympic and Paralympic Games. These included Jessica Ennis-Hill, Mo Farah, Sir Bradley Wiggins, Sir Chris Hoy, Victoria Pendleton, Nicola Adams, Katherine Grainger, Ellie Simmonds, David Weir, Alistair and Jonathan Brownlee, Louis Smith, Rebecca Adlington and the women’s bronze medal winning hockey team.

At the London 2012 Olympics, 46 EIS practitioners were accredited members of Team GB working with the athletes in the Olympic Village and 41 provided support remotely.

Case Study: GB Bobsleigh

The GB Men’s Bobsleigh team has benefitted from UK Sport’s research and innovation partnership with BAE Systems, now delivered by the EIS, through access to their Warton-based wind tunnel facility. The wind tunnel, normally used to test fighter jets at speeds of over 200mph, was used to simulate full bobsleigh racing conditions and examine how different sled set ups and crew positions affect wind resistance at speeds of well over 65mph (100kmph). The testing, conducted alongside experts from McLaren Applied Technologies, had a particular focus on selecting the right helmet to wear to maximise racing efficiency.

The EIS is funded by a grant of £40 million over four years from UK Sport and income generated by providing services to sport national governing bodies (NGBs); in 2012-13, NGBs invested £6.1 million in EIS services.

The EIS’s practitioners work with coaches and Performance Directors to help improve the performance of their athletes’ by delivering services that enable them to optimise training programmes, maximise performance in competition and improve health and availability to train.

It also has a dedicated team of scientists that work with coaches and Performance Directors to feed the pipeline of talent into sports. Delivered in partnership with UK Sport, the EIS’s talent development work aims to identify, recruit and progress the

most promising young athletes and put in place the systems, pathways and support to facilitate their transition from talented junior to elite international performer.

The sport science and sport medicine services delivered by the EIS are underpinned by leading-edge technology and engineering and its areas of expertise cover: Sport Medicine, Physiology, Physiotherapy and Soft Tissue Therapy, Strength and Conditioning, Performance Nutrition, Performance Psychology, Performance Analysis, Biomechanics, Talent Identification and Performance Lifestyle. It also has a range of practitioners that work specifically with Paralympic sports.

Case Study: Improving the efficiency and impact of altitude training across endurance sports

In the 2009-13 Olympic cycle, EIS physiologists developed a test for measuring the “mass” of haemoglobin in the blood rather than the “concentration” which facilitated a step change in its understanding of altitude training for endurance sports. This knowledge has been applied across a number of endurance sports, including athletics, triathlon, swimming and cycling and means that coaches and Performance Directors can now be far more precise and better informed in planning their altitude strategies and move towards a more individualised approach which reflects the physiological make-up of the athlete.





Nigel Walker, National Director

Nigel took on the role of National Director in September 2010 following a diverse career which has combined top-level international sport with broadcasting, journalism and sports administration. A 110 metre hurdler, he competed at the Los Angeles Olympics in 1984 before switching to Rugby Union where he went on to win 17 International caps for Wales. After retiring from competition Nigel worked as a sports journalist and broadcaster for BBC Wales where he eventually became Head of Change and Internal Communications. He was also on the Board of UK Sport for several years where he was Chair of the Major Events Panel.




Raphael Brandon, Director of Performance Solutions

Raphael was appointed to the newly created role of Director of Performance Solutions in April 2013 and has overall responsibility for the EIS's interface with sports. He leads a team of people that includes the EIS's Performance Leads, its Heads of Service, the Research & Innovation team and the Talent Team. Raphael joined the EIS in November 2002 as a Strength & Conditioning (S&C) Coach, becoming the Head of Service for the discipline in 2009. During his time with the EIS he has worked with a range of sports including women's Rugby, Canoeing and Triathlon, before going full-time with Athletics from 2006 until his appointment as Director of Performance Solutions in 2013.

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“The support British Athletics is able to provide me through the EIS plays a key role in my day-to-day training as well as competition. To have the edge in competition, you need to make sure you continually look to improve every aspect of preparation and the EIS helps me make the most of sport science and medical support in achieving that.”

Jessica Ennis-Hill – 2012 Olympic champion, Heptathlon





- » 37 of 70 major events targeted secured by the end of 2013
- » £27 million National Lottery funding to be invested
- » £287 million additional spend in cities and regions when they are hosting these events

UK Sport is responsible for coordinating the bidding and staging of major international sporting events across the UK. It works in partnership with sporting and regional partners to ensure that strategically important international events are staged in the UK, to a world leading standard.

The Gold Event Series is UK Sport's major events programme for the period 2013-2019, and has been developed to help sports attract and stage some of the most important international sporting events to the UK, following the successful hosting of the 2012 Olympic and Paralympic Games.

Through the Gold Event Series, UK Sport is investing over £27m of National Lottery funding to help support the bidding and staging of major international sporting events up to 2019. A comprehensive range of new and expanded support services are being provided to ensure that major events hosted in the UK are delivered to a world-leading standard.

“Through their effort to proactively benefit from the London 2012 Games in the long term, UK Sport's initiative is the proof that legacies of the Olympic Games do not simply happen by themselves. They require careful planning and a permanent focus. The positive result of UK Sport's plan is now an example other host countries of the Games will be able to follow”

Gilbert Felli – IOC Olympic Games Executive Director

Through the Gold Event Series, UK Sport is ensuring that supported events deliver four key objectives:

- » Support and profile high performance success
- » Create high-profile opportunities for people to engage with sport
- » Use and demonstrate the legacy of London 2012 and Glasgow 2014
- » Drive positive economic and social impacts for the UK

By December 2013, the Gold Event Series had already secured 37 of 70 targeted events, including the 2017 World Athletics and IPC Athletics Championships to be staged in the London Olympic Stadium, the 2015 World Artistic Gymnastics Championships at the Hydro Arena in Glasgow and the 2016 World Track Cycling Championships at the London velodrome. Seven London 2012 venues and four Glasgow 2014 Commonwealth Games venues will be utilised by the Gold Event Series.

London 2012 gave us an unforgettable summer of sport – and we don't want it to end there.



Simon Morton, Director of Major Events and International Relations

Simon Morton was appointed Director of Major Events and International Relations at UK Sport in 2011, and is responsible for overseeing UK Sport's lead role around the bidding and staging of major international sporting events, and developing the UK's international sporting relationships.

Previously Head of Major Events at UK Sport, Simon continues to lead the development of an events programme designed to use London 2012 and Glasgow 2014 as a catalyst to establish the UK as a leading host of major international events. Through this work he has sat on Organising Committees for World and European Championships across a wide range of sports.

Prior to joining UK Sport in 2005, Simon worked for the International Badminton Federation (IBF) for six years, fulfilling a number of roles. As Head of Marketing for IBF, he was responsible for handling the sport's major event award process, in addition to overseeing badminton's global television and sponsorship operations and rights distribution.

Expertise: The UK as a sporting host nation, event-hosting legacy from London 2012, impact of major events, international federations

Case Study: Triathlon

UK Sport backed the ITU World Triathlon Championship Series events in the London 2012 Olympic venue at Hyde Park each year from 2009-2011, offering a fantastic opportunity for British athletes like Alistair Brownlee to gain international experience on home soil. In 2013 this led to the ITU World Triathlon Grand Final taking place at the same venue, backed by the Gold Event Series, in legacy from London 2012.





» **UK Sport works in partnership with national sporting bodies, International Federations, Governments and Non-Governmental organisations to support sport development initiatives in over 30 countries around the world. We also advocate for wider access to inclusive, high quality sport and physical education worldwide**

» **UK Sport also supports the international development charity 'International Inspiration' which works in partnership to inspire, empower and transform lives – particularly those of young people and marginalised groups - through sport worldwide**

» **London 2012's international sport legacy programme 'International Inspiration' – delivered in partnership by UK Sport, British Council and UNICEF - has enriched the lives of more than 15 million children in 20 countries, from Azerbaijan to Zambia, through physical education, sport and play**

UK Sport has been involved in international sport development since its inception and has worked in over 30 different countries. At the heart of this development work has been the belief that the UK should play a role in increasing opportunities for young people around the world to participate in sport. UK Sport works in partnership with Ministries, Sports Federations and

Non-Governmental Organisations in low income and emerging economies to strengthen their sports systems and capacity by assisting with strategic planning and training of coaches, officials, young leaders and administrators. These international development activities help create a great deal of international goodwill towards the UK both within and beyond the world of sport.

Moreover, UK Sport supports the international development charity 'International Inspiration', which is continuing to bring into reality the 'Singapore Vision' – the promise made by the London 2012 bid team to 'reach young people all around the world and connect them to the inspirational power of the Games so they are inspired to choose sport'. At the core of the charity's work is the belief that sport has a role to play in helping to address wider social and development issues. It can contribute towards tackling gender inequality and assist with the development of leadership, decision-making, organisational and management skills. Sport can act as an effective medium for conveying educational messages relating to health issues such as HIV/AIDS awareness and malaria. Working alongside the 'International Inspiration' charity, UK Sport supports a range of innovative programmes and initiatives centred on using sport to raise greater awareness of and improve access to health, education, employment and life-long skills.

Case Study: International Inspiration Programme Uganda



In Uganda, International Inspiration worked alongside the Ministry of Education and Sport & the Ministry of Gender, Labour and Social Development and other NGOs to deliver a shared vision of access, empowerment and peace through high quality physical education and sport. This is embodied through the story of Ketty.

Ketty is a 16 year old young leader at St Francis School for the Blind in the Sokoto district, Uganda. She is an accomplished athlete who recently won the 5000m final at a University Paralympic event, a breakthrough acceptance in itself. Through International Inspiration Ketty is promoting the benefits of participating in physical education, sport and play and hopes to develop inclusive sport programmes to involve young people who, like her, are visually impaired.

Ketty said: *"Since I joined International Inspiration I now have more confidence to make decisions for myself. Being blind means I'm unable to do what most people can but I am still able. I'm now confident in doing anything and I don't complain. I'm able to speak without fear."*

Key achievements;

- » Over 19,000 children and young people reached by International Inspiration in Uganda
- » Over 1,800 practitioners trained, including 300 Young Leaders
- » The International Inspiration Memorandum of Understanding between the Government of Uganda and the UK was signed on 29 January 2013 with the British High Commissioner signing on behalf of the UK government and the Minister of Education and Sports signing on behalf of the Uganda government.
- » Ministries, Sports Federations, schools and civil society working together for a common cause, raising the profile of sport in Uganda

“International Inspiration is the best thing that happened to sports in Uganda. As a project it has been a true legacy programme that has been achieved by the UK having won the bid to host the London 2012 Olympic Games.”

William Blick - President of the Ugandan Olympic Committee

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UK Sport would like to thank our funding and commercial partners for their support

The image shows a collection of logos for UK Sport's partners. At the top, text reads 'UK Sport would like to thank our funding and commercial partners for their support'. Below this are five logos: the Department for Culture Media & Sport crest and name, The National Lottery logo with the slogan 'Life changing', BAE SYSTEMS with the tagline 'INSPIRED WORK', Bupa with a heart rate line, and SPORTSCOVER.





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