



**UK  
SPORTS  
INSTITUTE**

**M I S S I O N**

**2025**

**MID-CYCLE PROGRESS REVIEW**

**WE CARE. WE COLLABORATE. WE INNOVATE. WE EXCEL.**

# WELCOME



**JOHN DOWSON**  
UK Sports Institute Chair

As the Chair of the UK Sports Institute it is a pleasure for me to introduce you to our new strategy: Mission 2025.

I took over this role in the summer of 2021, when we were still the English Institute of Sport, and at that stage I felt I knew the Institute pretty well. I had previously been a customer (as the Chair of Boccia UK) and an investor, having served for several years on the UK Sport Board. But, since joining the UKSI, I have been impressed by the scale and scope of what the UKSI is delivering on the ground, often very much behind the scenes.

Our name change, which came into effect in May 2023, has been supported by our investors and stakeholders alike. We all feel that the 'UK Sports Institute' better reflects the role we play in supporting British athletes and sports from across the home nations.

**THE UKSI IS A QUIET BUT EFFECTIVE FORCE WITHIN PERFORMANCE SPORT IN THIS COUNTRY AND I AM PROUD TO BE LEADING THE ORGANISATION INTO THE NEXT STAGE OF OUR FUTURE.**

We are all very aware of how ambitious the high performance system is in the UK and how much it has delivered in the past. We all want to continue that level of success, but there are quite a few challenges that we face collectively.

One of the most significant challenges is that the level of funding available to us all has been stretched. Our investors at UK Sport are looking further into the future and supporting more disciplines, more sports and seeking broader societal impacts than ever before. This will all be achieved while ensuring the highest ethical standards and looking after all the people within the system.

In these times, maximising economies of scale and minimising the risk of duplication is vital; and the kinds of centralised support that the UKSI offers to our customers in all funded sports through its services, such as Athlete Health, Performance Innovation, and a new strategy covering Performance Data, are an excellent way to efficiently fund high performance support services. Our economies of scope, scale and integration enable services to be delivered and continuously developed quickly, efficiently and to leading professional standards.

At the same time, we must not focus so much on the funds that we forget what we are here to do: support people. Coaches, athletes, support teams, UKSI staff; all are people with their own lives, families and hobbies that they manage alongside their unwavering commitment to high performance sport.

Through our commitment to Equality, Diversity and Inclusion, we must build and nurture a culture of openness, belonging, inclusivity and pride, where potential and talent are harnessed and flourish irrespective of background, thought and experience. We must check that, through support such as Performance Lifestyle and Mental Health, we are looking after the person, not just the professional or performer.

And while we evolve to bring in new support, still – even after 21 years - at the core of the UKSI's work are our front-line practitioners. Approximately 50% of our people at any given time are working directly for sports, ensuring that we surround excellent support teams and athletes with excellent UKSI people. Our people often work shoulder-to-shoulder with colleagues from the sports, delivering support that we are proud to say is not just good, but outstanding.

It is our people, and the network of knowledge that our people have developed, that enable the UKSI to foster and apply learning across multiple sports at speed. It is our

## UK SPORT'S 3 CORE AMBITIONS:

### 1 KEEP WINNING & WIN WELL

### 2 GROW A THRIVING SPORTING SYSTEM

### 3 INSPIRE POSITIVE CHANGE

people who forge partnerships with our valued customers, the sports. And it is our people who maintain the UKSI's long-standing reputation for developing and enforcing the highest standards of professional conduct.

Our strategy has been developed in very close collaboration with the sports and with UK Sport, as is vital that we align with UK Sport's three, core ambitions:

Most significantly, to keep winning and winning well, as we seek to support even more sports and athletes with our holistic, people-first approach. As a key partner in the high performance system, we also certainly have a role to play, alongside our colleagues at the other home nations institutes, in growing a thriving sporting system. Finally, and no less significantly, we will do our utmost to inspire positive change through the power of sport, recognising that there is always more we could be doing.

As we move forward, I expect to see even closer collaboration, innovation and adaptability building on all the amazingly impressive lessons of the last couple of years from which we then saw Team GB and ParalympicsGB reap competitive advantage.

As we move into the UKSI's third decade, we have faced a shortened cycle through to Paris and, beyond that, to Milan-Cortina, Los Angeles and later Games. This strategy – our Mission 2025 – will take us to Paris and lay the foundations for our work for the coming cycles too. It is an exciting time and I look forward to working with you to achieve long run and sustainable success for all.

## WELCOME TO OUR MISSION 2025 MID-CYCLE REVIEW



**MATT ARCHIBALD**  
UK Sports Institute CEO

I took over as CEO of the Institute 18 months ago now, and I can honestly say that the time has flown by. I am incredibly proud to be leading such a brilliant organisation, which is contributing daily towards enabling sports and athletes to excel on the biggest sports stages in the world.

I joined the Institute just after the launch of Mission 2025 and it was very useful to have our strategy so clearly outlined as it is in this document, I still refer to it on a near daily basis. What we could not do when we launched Mission 2025, was align directly to UK Sport's Strategic Plan 2021-2031 as it had not been published at that point. We are now of course working hard to ensure that we are explicit where we can, about how our work aligns to those objectives.

We are conscious that our work can feel very 'behind the scenes' and sometimes that is a deliberate effort, to keep quiet about developments that we feel could have significant performance benefit so that our sports and athletes can gain competitive advantage. However, we feel it is important to share what we are doing with the funding we are provided with. In this Mid-Cycle Review version of our strategy, we

both reiterate our organisational objectives and deliverables and outline what has already been achieved. Reading through this Review makes me feel very proud of all that we have delivered in support of sports and athletes already, and excited that there is still plenty more to come.

I first want to reference the major Games of the past few years: Tokyo, Beijing, Birmingham, Krakow and Rotterdam. We very much see our role in supporting sports and athletes to be about the 365 days of each year, and we are very proud to play our part in supporting Commonwealth Games teams, the BOA and BPA in their preparations for the Games. It never ceases to inspire me to see athletes proudly wearing their national kit on the global stage and knowing that our people played key roles in supporting those athletes to perform.

Outside of major championships, one of my first strategic tasks was to oversee Dr Rod Jaques's retirement from the Institute after many, many years of service. Following his retirement, we instigated a full Review of our Medical Services, and we are still implementing some of the recommendations that arose as a result of that Review. One of the big changes was at Director level; we now welcome Dr Pippa Bennett as the Director of Clinical Governance to our Senior Leadership Team and she is leading on a new strategy for her area. While still in development, you can read more about the emerging strategy in that area on page 48.

More recently, with the retirement of Institute and athletic legend Peter Elliott, we are also instigating a review of the Operations directorate, to ensure that the strategy is still efficient, effective and ultimately meeting the needs of the sports and athletes we support. This type of regular review can be challenging to manage, but it is a testament to the people in this organisation and their commitment to continuous improvement that reviews are seen as an opportunity to develop our support rather than anything more difficult.

I couldn't continue any further without mentioning our name change, which we implemented in April 2023. This is a strategic shift for us, to better reflect the work that we do. However, it wouldn't have been possible without the support of our colleagues at the home nations and I would like to take this opportunity to thank them once again, very publicly, for their support. As they know, the name change has no effect on our close working relationships with them and we continue to explore how we can work better together. On a personal level, I welcome their support and challenge and we all look forward to further collaboration.

In this document you will see key updates in each strategy area. One of the challenges we face, is that key aspects of our delivery start off highly innovative, but then over time are integrated into 'business as usual' in terms of delivery and sports' need. A good example is our work in mental health; we delivered a fantastic

strategy on mental health on behalf of sports and there is more work to be done, but awareness and support around mental health is now very much the norm for us and for sports. Therefore, while our initial work may be marked as complete for the purposes of this document, there is of course work ongoing.

Finally, I would like to close by saying thank you. Thank you to our people for being so excellent; our people are absolutely fundamental to everything we do and their excellence is crucial to our ongoing reputation for delivering brilliant work. Thank you to our system partners; without their support and investment we would cease to exist and in return we commit to constantly seeking opportunity to develop what we do. And thank you to the National Lottery and the Great British public; without their love and commitment to sport, none of us would be able to do what we do.

As we move into the UKSI's third decade, we have faced a shortened cycle through to Paris and, beyond that, to Milan-Cortina, Los Angeles and later Games. This strategy – our Mission 2025 – will take us to Paris and lay the foundations for our work for the coming cycles too. It is an exciting time and I look forward to working with you to achieve long run and sustainable success for all.

**M I S S I O N**

**2025**

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## THE UK SPORTS INSTITUTE'S MISSION 2025

To deliver outstanding support that enables sports and athletes to excel.

## OUR PHILOSOPHY

People at the heart of extraordinary performance.

## INSIGHT INFORMING OUR MISSION 2025

Over the course of nearly two years, we have taken on board feedback through surveys, facilitated sessions, research, and specific consultations with sports, and we have used this to inform the development of the strategy.

This has included:

- Sports Engagement
- Performance Directors Forum
- All staff survey
- Performance Services survey
- Horizon scanning
- Competitor analysis

We have stayed close to the brief supplied to us by UK Sport, which included 10 key principles to work to.

We have deliberately collaborated with the Performance Directors Forum to ensure that the input and feedback of Performance Directors has been taken into account.

## THE STORY OF OUR MISSION

The UK Sports Institute delivers outstanding support that enables sports and athletes to excel.

Since 2002, and over the last four Olympic and Paralympic cycles, the UK Sports Institute has evolved quietly and effectively into an organisation consistently performing at a world-leading level, contributing to over 1,000 Olympic and Paralympic medals.

Our people are embedded within sports and have treated and trained hundreds of the UK's high performance athletes, whilst also supporting and delivering solutions for Performance Directors and coaches.

We are dedicated, insatiably curious, excellent – and right there on the front line.

Each UK Sports Institute individual is also part of a unique network, through which we share knowledge, experience and learning, creating and protecting performance advantage.

Our people, and our expertise, are respected worldwide and demanded domestically, which is why we have developed leading expertise in attracting, identifying, recruiting and developing talented performance professionals in sport.

We also know the battle to be the best is a constantly evolving process, and in addition to existing performance challenges, British Olympic and Paralympic sport will face fresh tests and significant change over the next 10 years.

We have a clear and joined up approach to our planning and aspirations for the future. Five broad organisational objectives – people, environment, health, performance and governance – that give rise to eleven strategic areas. All underpinned by a strong philosophy and culture.

- People at the heart of extraordinary performance, surrounding excellent athletes and coaches with excellent people.
- High performance environments where hundreds of athletes, coaches and UK Sports Institute people can operate effectively – in our elite training environments around the country, and also within a supportive psychological and cultural environment.
- World-leading health support – crucial to athlete availability – across mental health, physical wellbeing, performance and female athlete health.
- Structured and embedded performance planning that employs world-leading innovation coupled with a culture of excellence.
- The highest governance standards, protecting sports and athletes through a long-standing commitment to ethical ways of working.

We believe there is no organisation better placed than the UK Sports Institute to deliver sports science, medicine, technology and innovation to high performance sport.

We have great confidence in our ability to deliver on our mission, and we look forward to working with you.



## UK SPORTS INSTITUTE KEY FACTS AND STATS



**UKSI FUNDING FROM  
UK SPORT £72.9M**



**8 OFFICIAL  
UKSI SITES**

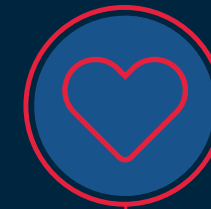


**UKSI MARKET SHARE  
INCREASED BY 10%**



**UKSI WORKED WITH  
32 OF THE 35 MEDAL-  
WINNING SPORTS  
AT TOKYO 2020**

## OUR VALUES

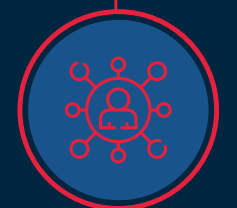


### We Care

- We empower our colleagues
- We engage and support our colleagues
- We help our colleagues who require assistance

### We Collaborate

- We are always focussed on the common goal
- We are committed to effective communications across the UK Sports Institute and beyond
- We believe in collective excellence – sharing knowledge, opinions, ideas and experiences
- We champion an inclusive culture in which everyone is respected and valued for their contribution

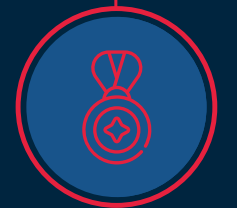


### We Innovate

- We are always a step ahead
- We believe in a culture of questioning, exploration and new opportunities
- We believe in making it happen
- We encourage the application of evidence-based projects and ideas

### We Excel

- We believe in being the best we can be
- We seek to reflect and continuously improve
- We believe in promoting and challenging global best practice
- We are committed to the continual pursuit of personal and professional development



# OUR HISTORY AND OUR FUTURE

## 2002

The English Institute of Sport launched following a successful 18 month trial to help centralise science and medical services for Olympic & Paralympic sports

## 2006

The English Institute of Sport becomes a subsidiary of UK Sport following the successful bid for London 2012

Services provided to sports by the English Institute of Sport start to expand to include areas such as performance lifestyle

## 2008

The Institute's support is no longer mandated to sports and it must compete in an open market for the services it offers

## 2010

Nigel Walker takes over leadership. He goes on to be awarded an OBE for his services to sport

## 2012

London 2012 Olympic and Paralympic Games

## 2016

The English Institute of Sport contribute towards 93% of medals won by GB in Rio

Following Rio, the English Institute of Sport creates an Athlete Health team and assumes responsibility for a dedicated Innovation team

## 2022

Matt Archibald takes over as CEO

11 EIS practitioners were part of the GB support teams at the Beijing Winter Games

Institute wins Sports Industry Award for development of Hormonix hormone monitoring technology

## 2020

The English Institute of Sport is working with nearly 40 sports that will represent GB at the Tokyo Olympics and Paralympics

## 2023

Following several years of discussion and with the support of UK Sport and the home country sports organisations and institutes, the EIS changes its name to the UK Sports Institute

Sports Industry Awards winner for the second year in a row, this time for Performance Data work with British Curling

## The future

Provide exceptional support through world leading experts, practitioners and partnerships, and grow recognition of the organisation's value

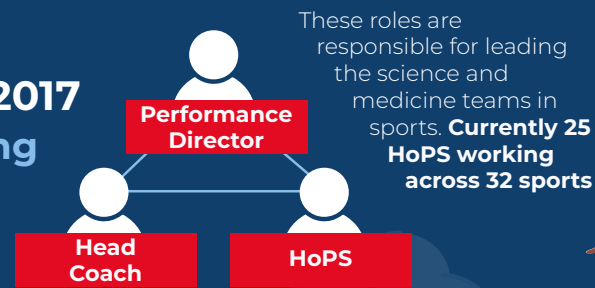
# UK SPORTS INSTITUTE SUCCESS STORIES 2017-2023

## Track to Tokyo



### April 2017 Funding Starts

EIS responsible for implementing Heads of Performance Support (HoPS) roles in the UK High Performance System, recruiting **37 HoPS roles** this cycle.



**Launch of the world's first Athlete Health team.** Team is dedicated to optimising athlete availability and reducing injury and illness



## Summer 2017

Strategy development starts for programme to address heat and humidity expected in Tokyo



**17 Olympic & 14 Para sports supported**

**32 degrees & 70% humidity**

## Autumn 2017

Absorb Physiotherapy & Sports Medicine online education platform



**7000** visitors **161** users

**900** pieces of content



2017

2019

2018

## October 2018

**Mental Health team established** to implement the first cross-system Mental Health Strategy



## Spring 2018

**Respiratory Health Project** launched to tackle the number one health problem among athletes



## April 2018

**SmartHER** female athlete health and performance programme established

**120** attendees

**25** sports **35** coaches



## January 2018

Launch of a **bespoke leadership development** programme for HoPS.

Subsequently, **100%** of PDs asked said the HoPS role has critical strategic impact in their sports



EIS and Mint Diagnostics launch a bio analyser to measure female athlete hormones

## 2019

**PDMS/AER updates** allow practitioners instant access to information critical to informing decision making

EIS supports UK Sport to review sport funding

2019

2020-2021

## 2020 COVID-19

**EIS senior Doctors and Physiotherapists** have worked extensively with sports to develop Return to Training guidance



Rapid development of the **Covid-19 AER App** used by **36 sports** to enable timely and appropriate Return to Training

The EIS's Return To Training resource **reached over 300** practitioners and via more than **15,000** views



**Over 20 CPD and community practice events** have been delivered

Greatly influenced Government RTT policy for all elite and professional sports

EIS support to sports increases, with **£6.4 million of investment** from sports into EIS services in preparation for Games-year

**Over 100 female** athletes received sports bras as part of the **SmartHER** breast health project



**Over 100 EIS people** joined the Team GB and ParalympicsGB delegations for Tokyo 2020



**Over 15 individual heat tents installed** as part of Covid-safe heat preparation for Tokyo'



**Over 500 Covid tests administered** to athletes

## May 2023



The EIS officially becomes the **UK Sports Institute**

The UKSI Performance Data Team win the **Data & Insight Award at the 2023 Sports Technology Awards** for the development of the 'Game State Probabilities' model with British Curling and the sportsotland institute of sport



**300+**

people attend the first in person EIS National Conference in two years

**100**

Hours of interviews with staff and stakeholders conducted as part of a Strategic Review of Medical Services

New **EIS Athlete Health and Performance Studio** opens at Bath University



Brand new online learning portal, **The Learning Arena**, launched



The EIS celebrates delivering **20 years of high performance support**

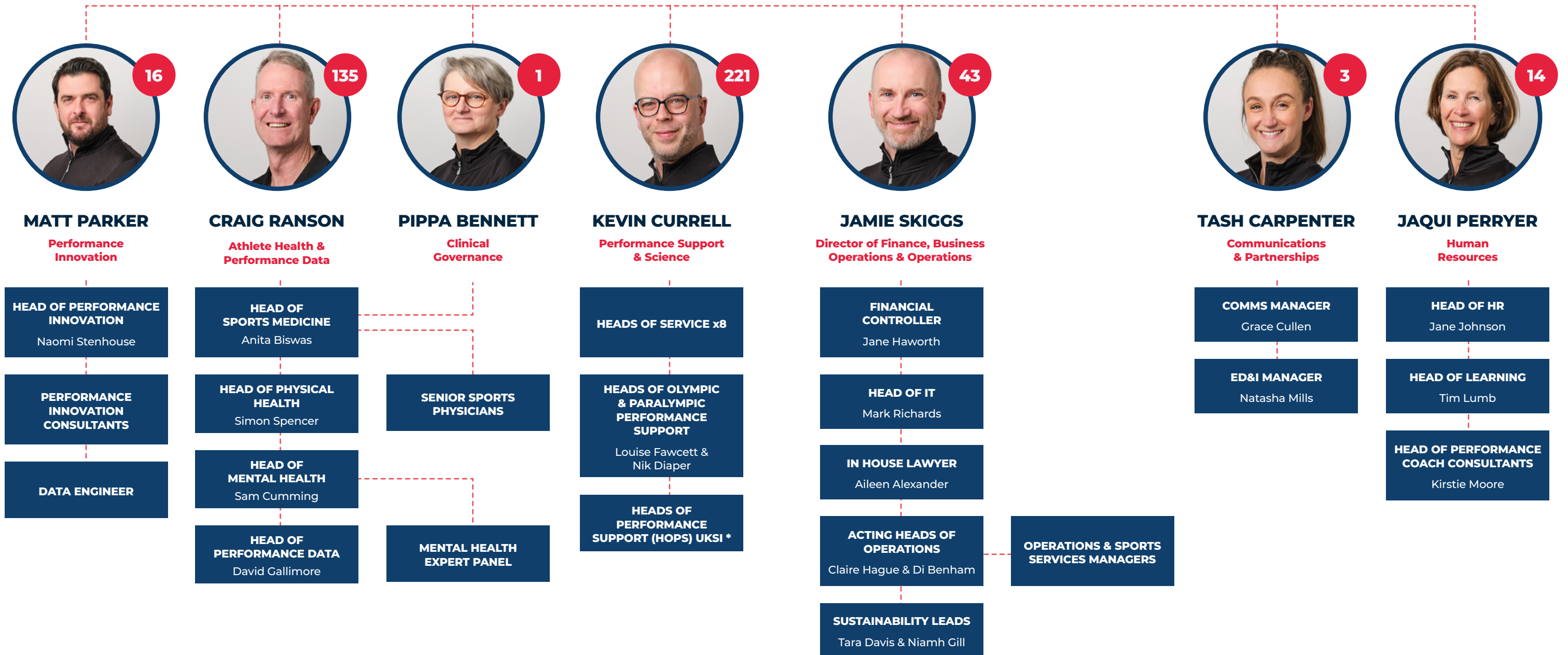
2022-2023



# SENIOR LEADERSHIP TEAM



**MATT ARCHIBALD**  
Chief Executive Officer



\* Directly line managed by Performance Directors



## GLOSSARY OF TERMS

### AER App

The Availability, Energy and Recovery monitoring app is a feature of PDMS. Athletes directly input daily AER information via their smart-phones so that Coaches and support staff can dynamically manage performance and health programmes.

### Clinical Governance

A system through which organisations are accountable for continuously improving the quality of their services and safeguarding high standards of care by creating an environment in which excellence in clinical care will flourish.

### Core Funded

Describes any element of performance support that the UKSI pays for.

### HoOPS

Head of Olympic Performance Support.

### HoPPS

Head of Paralympic Performance Support.

### HoPS

Head of Performance Support, the representative for sports science and medicine practitioners within the performance leadership triad (usually but not exclusively the Performance Director, HoPs, Head Coach) in this area. The HoPS in each sport is also responsible for representing the view of performance support teams into the performance planning process, and then directing the team's efforts in line with the performance plan. The HoPS is therefore also the primary 'client manager' in the UKSI's day-to-day engagement with a sport.

### PDMS

The Performance Data Management System is a bespoke medical records and health surveillance system, overseen by the UKSI Athlete Health Team. PDMS helps to provide the high performance system with world-leading athlete health information that can be interrogated to inform health management programmes and evaluate their effectiveness.

### Practitioner

A person actively engaged in an art, discipline, or profession. At the UKSI, 'practitioner' is typically used to describe those who work in a sport-facing role.

### Performance Support

The professionals working directly with athletes and/or coaches to enhance or enable sporting performance. Performance support people have a deep understanding of the fundamental elements of performance. Performance support includes professions within Sports Science, Sports Medicine, Technology and Data among others.

### Sport Funded

Describes the services and roles that a National Governing Body of sport pays the UKSI for e.g. physiotherapy.

### Technical Lead (TL)

Will form a key part of the leadership team for their discipline and will work with practitioners and the Head of Performance Support in a sport(s) on a regular basis. A TL plays a key role in developing the practitioners in their team or sport.

### World Class Programme

Refers to the athletes who receive funding from UK Sport, who are believed to have realistic medal potential at Olympic or Paralympic level.



## MISSION 2025: OBJECTIVES



### PEOPLE

World class people enabled to be the best version of themselves



### ENVIRONMENT

Centres of excellence where people can excel & drive a hyperconnected system



### HEALTH

Enable athletes to be physically & mentally well by reducing the risk of injury & illness



### PERFORMANCE

A culture of excellence, in planning, innovation and support which shapes the future of human performance



### GOVERNANCE

Professional & ethical standards for Performance & Health Support

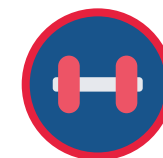
## MISSION 2025: STRATEGIES

THESE OBJECTIVES WILL BE DELIVERED BY 7 SPORT-FACING STRATEGIES:



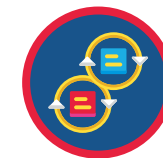
### 1. ENABLING PEOPLE

Ensure our workforce is highly motivated, behaving in line with our values and with high levels of technical and interpersonal skill



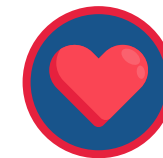
### 2. ELITE TRAINING ENVIRONMENTS

Create & maintain a world class environment, optimising the support of UK Sports Institute people to sports & athletes



### 3. PERFORMANCE PLANNING

Excellence in performance planning & high-performing team working that is valued by coaches



### 4. ATHLETE HEALTH

Support sports in managing their athletes' health; drive the delivery & development of outstanding initiatives



### 5. HUMAN PERFORMANCE

Deliver and develop outstanding, hyperconnected performance support



### 6. PERFORMANCE INNOVATION

Enabling our athletes to perform better and our system to learn faster by delivering new and novel solutions through strong partnerships



### 7. PERFORMANCE DATA

Timely, accurate & credible insight from data to best inform decision-making

THESE WILL BE ENABLED BY THE FOLLOWING 4 STRATEGIES:



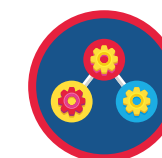
### 1. DATA GOVERNANCE

Allow performance impacting data to be captured, analysed & shared securely with relevant parties, in compliance with GDPR



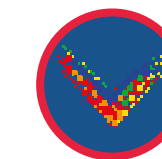
### 2. VALUABLE PARTNERSHIPS

Develop our approach to partnerships, to advance the UK Sports Institute's performance and objectives



### 3. CORE FUNCTIONS

To do the basics brilliantly to add value to all functions through effective front line partnering



### 4. ORGANISATIONAL HEALTH

Ensure the future health of the UK Sports Institute

### CROSS-CUTTING STRATEGIES

The UKSI has designed three workstreams that deliberately cut across all seven sport-facing strategies. This positions them across all aspects of delivery. These are:

#### 1. FEMALE ATHLETE HEALTH AND PERFORMANCE

#### 2. PARALYMPIC DELIVERY

#### 3. CLINICAL GOVERNANCE

For more information on these strategies, please see page 46



# ENABLING PEOPLE



## WHAT ARE WE TRYING TO ACHIEVE?

To ensure our workforce is highly motivated to achieve our mission, in line with our values, has high levels of technical and interpersonal skills and diversity of thought and background so they can effectively support others to be at their best.

## IN WHAT CONTEXT IS THE UK SPORTS INSTITUTE OPERATING?

The UK Sports Institute needs to find talented individuals across all disciplines and areas of performance support, and to do this every cycle, in order to meet the demand for our services from sports.

As such, the UK Sports Institute holds significant responsibility on behalf of sports and UK Sport to attract, induct, develop, retain and appropriately exit high-quality people, and at scale. The UK Sports Institute recruited approximately 80 people per year in the cycle 2017-2021.

The nature of the work of the UK Sports Institute means that we provide a strong career option for sports science and medicine practitioners. It is important that the UK Sports Institute does not just provide jobs, but a clear pathway, from more junior roles through to advanced technical and management roles. The UK Sports Institute prides itself on developing and managing these practitioners so that they can be effective in high performance environments as soon as possible, through accelerated learning and development and through 'technical leadership' which provides senior oversight of their work.

Finally, the demands, particularly on UK Sports Institute practitioners, in enabling sports to succeed are growing all the time. The UK Sports Institute can no longer rely on "technical expertise" alone; instead, there is a need to be able to engage effectively with coaches, athletes, Performance Directors and colleagues. Across all areas of the organisation, our people play a leadership role both internally and with our sports. Therefore, supporting the leadership and management skills of everyone in the UK Sports Institute is a critical priority.

## WHAT'S OUR INTENTION AND DIRECTION OF THIS STRATEGY?

We need to continue the UK Sports Institute's reputation for recruiting, developing and retaining world-class sport science and medicine specialists. This strategy seeks to ensure we have highly motivated, technically and interpersonally excellent people from more diverse talent pipelines who are engaged with sports and the UK Sports Institute mission and philosophy.

We must also do this while responding to the demand for the UK Sports Institute to continue to grow its market share, against a context of freedom of choice for sports to select their own provider. This means the UK Sports Institute must compete for services, which keeps the organisation committed to quality provision but means we must focus on continuous improvement.

We will continue to ensure that everyone across the organisation gets the very best technical and 'soft skill' development they need to be impactful in their work. Our L&D strategy will be strengthened and modernised to ensure it reaches all parts of the organisation. Alongside this our employee offer (including our reward framework) needs to continue to evolve to ensure what we offer is in line with what is valued and needed by people working at the UK Sports Institute. Understanding the future needs of the sector will be critical to success of this strategy.

The UK Sports Institute must encourage an innovative mindset which embraces diversity of thought, both internally and externally through recruitment from different sources, including non-traditional university routes. This will maximise creativity and diversity of thought, background and experience in the organisation.

Our engagement levels and motivation are high, however we must not be complacent and will continue to ensure we focus attention on understanding why people come to work with the UK Sports Institute and support career and talent development opportunities.

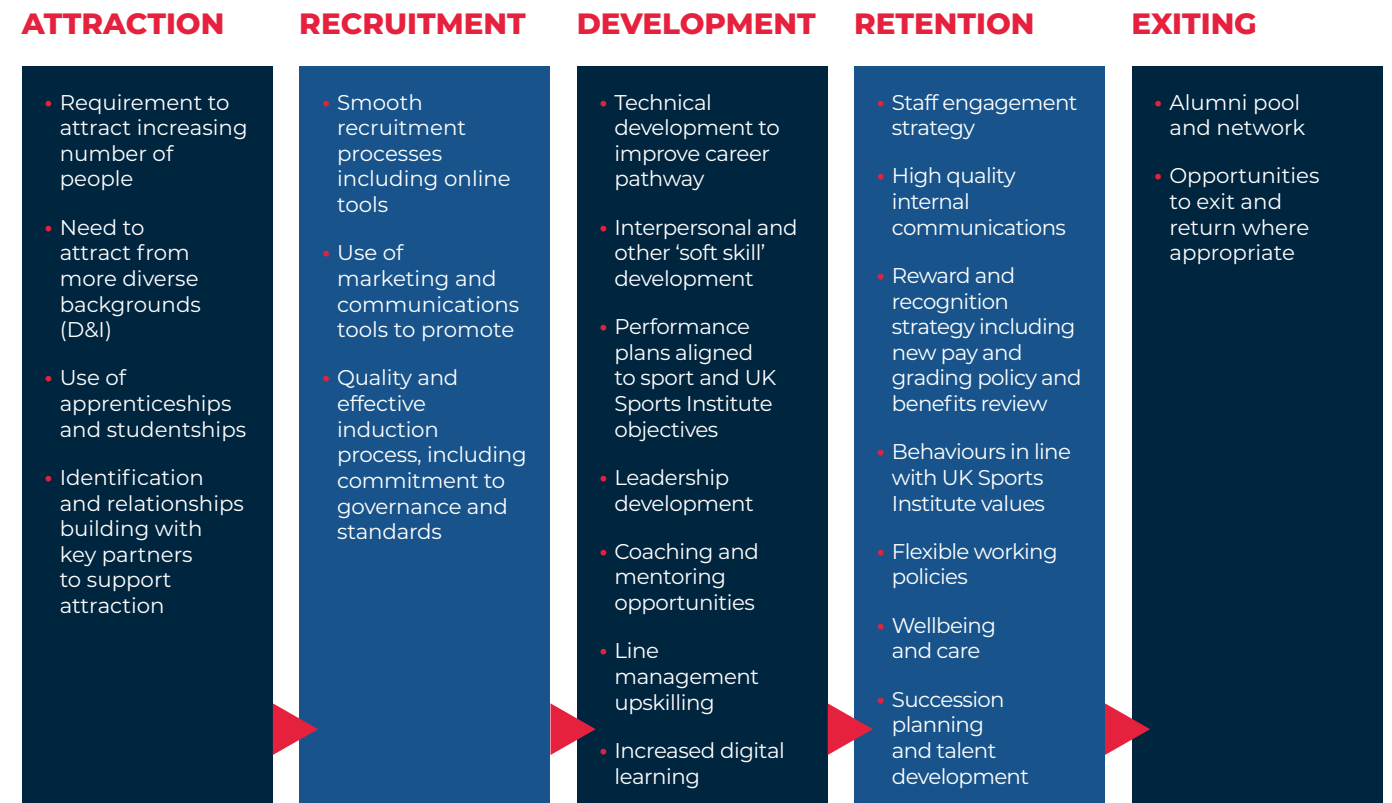
## THE CHALLENGES WE FACE:

**Societal pressures:** True and genuine diversity and inclusion; demand for flexible working and better quality relationship between employer and employee

**Sports sector pressures:** UK Sports Institute people are highly employable so retention can be challenging; demands of the sector are increasing all the time requiring more advanced skill-sets and highly effective management

**Organisational pressure:** increasing headcount makes people harder to reach and engage, wider range of experiences and skills as organisation

The turnover of staff at the UK Sports Institute has stabilised at a healthy 9%, but we must continue to retain excellent people on behalf of the system.



## HOW WILL WE KNOW WE'RE ON TRACK?

- A highly engaged and motivated workforce
- A more diverse applicant pool, leading to more diversity across the organisation
- Positive feedback from sports
- More visible external presence in the labour market
- A clear L&D strategy that includes everyone in the organisation
- Healthy turnover and retention rates, encouraging diversity of thought
- Continuation of the UK Sports Institute's growth in market share



## ENABLING PEOPLE

### MID-CYCLE PROGRESS

#### WHAT'S GONE WELL?

- Significantly improved our attraction, recruitment and selection processes through the hiring of a Recruitment Business Partner - core to recruiting the best to join the UKSI
- Created a bespoke Learning and Development team who have developed our online learning hub populated with technical and generic learning for all UKSI to access alongside new in person development opportunities and apprenticeships in leadership & management, coaching & mentoring
- Transitioned our HoPS mentors to cross organisational coaching and mentoring aligned to UKSI strategic priorities
- Undertaken a significant Reward & Recognition Project, implementing a new pay, grading and job evaluation framework as phase 1 with salaries aligned to external benchmarks and ensuring more consistency and transparency across the organisation
- In collaboration with UK Sport, introduced a new defined contribution pension scheme from 1 November 2022 for new starters and plan to open this to all employees during 2023
- Invested further resources to create momentum and progress in delivering our equality and diversity strategy

#### CHALLENGES/CHANGES

- Ensuring we can deliver on our phase 2 reward strategy for our people in the face of funding challenges and the continued high cost of living
- Making a tangible impact in the widening our diversity, this is long term project which needs continued and concerted action to achieve our ambitions
- Our progress on learning has created a thirst for more, managing and prioritising this for the rest of cycle will be a challenge

#### LOOKING AHEAD

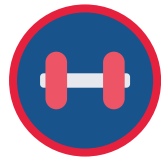
Key areas of work for this strategy over the coming 12-24 months will be:

- Working with UK Sport to agree our focus for learning in LA and what opportunities there may be to provide greater value and efficiency to the system.
- Continuing to expand the suite of learning products on offer to UKSI people in particular around leadership, management and coaching
- Developing our phase 2 reward strategy for implementation in LA
- Preparing for Paris and post Paris in understanding our sports needs of us
- Continuing work on improving our presence in the labour market for new and returning employees to the UKSI to ensure maintain and improve our talent pipeline





## ELITE TRAINING ENVIRONMENTS (ETES)



### WHAT ARE WE TRYING TO ACHIEVE?

To create and maintain a world class environment which optimises the delivery of performance impacting support by UK Sports Institute people to sports and athletes.

### IN WHAT CONTEXT IS THE UK SPORTS INSTITUTE OPERATING?

The geographical locations of the UK Sports Institute's operational delivery through Elite Training Environments (ETEs) is deliberately aligned to UK Sport's Future Centres of Excellence strategy. This strategy recognises that it is better for athletes to have everything 'under one roof' within their performance environment wherever possible rather than having to travel to multiple sites.

According to the preference and location of the sport they are working with, UK Sports Institute practitioners either work out of one of the major 'hubs' (Bath, Bisham, Lilleshall, Loughborough, Sheffield) where sports performance delivery is centralised for many sports (for example Modern Pentathlon at Bath), or they work out of a sports-specific environment (for example, British Sailing at Weymouth) and in those cases, support is then offered from their nearest UK Sports Institute site (for example, British Rowing's base at Caversham is supported by Bisham). This model has the advantage of flexing to meet sports' needs, while providing support either on-site or close to the vast majority of athletes.

UK Sports Institute areas at the 'hubs' provide support for UK Sports Institute people working with sports. This is in the form of specific and technical equipment areas such as physio treatment spaces, doctors rooms and strength and conditioning gyms, and also sharing of knowledge across the sports, disciplines and practitioners. From a wider, financial perspective, alignment of sports and support in sites is the most strategic and cost-effective way to direct resources.

In addition, the UK Sports Institute provides multi-sport support from its sites, and has a small number of sites in areas of the country where there is no other nearby site, which support athletes who are in decentralized programmes or while they are at home for periods, such as a summer break or festive holidays.

For more information on multi-sport, see the Athlete Health strategy.

### WHAT'S OUR INTENTION AND DIRECTION OF THIS STRATEGY?

This strategy will continue to build on the strong record of operational delivery established over several cycles, which works with practitioners, Heads of Performance Support (HoPS) and Performance Directors/coaches to establish world-class performance environments for sports. This strategy will continue to be delivered on the leanest possible financial model.

The UK Sports Institute is currently not funded to develop its own facilities or equip them, other than through funding grants from Sport England.

The delivery of multi-sport and intensive rehabilitation will be reviewed and improved, and efforts to ensure multi-sport is provided in the most cost-effective manner will continue.

Finally, the UK Sports Institute will continue to work with sports, UK Sport, Sport England and the DCMS to support sports and athletes, regardless of their geographical location.

### HOW WILL WE KNOW WE'RE ON TRACK?

- Positive feedback from sports on the quality of the performance environments
- Number of sports using UK Sports Institute facilities

## WHERE YOU CAN FIND US

### SPORTS SITES

- British Cycling Velodrome, Para-swim pool, GB Taekwondo at Ten Acres & Squash in Sport City
- Walsall British Judo Centre of Excellence
- Lee Valley White Water Centre
- Redgrave Pinsent Rowing Lake
- RYA Hamble & Weymouth
- Brownlee Triathlon Centre
- London Aquatics Centre, National Tennis Centre & The Royal Ballet School
- National Curling Academy, Stirling
- National Badminton Centre, Milton Keynes

### UKSI SITES

- Sheffield
- Manchester
- Lilleshall
- Holme Pierrepont
- Loughborough
- Bath
- Bisham
- ISEH, London
- Silverstone





## ELITE TRAINING ENVIRONMENTS (ETES)

### MID-CYCLE PROGRESS

#### WHAT'S GONE WELL?

- Positive feedback from sports and athletes on rebrand at sites
- Strengthened relationships with hosts/landlords as part of the strategic ETE Framework review
- Continued support to practitioners on site providing adaptable approaches following return from Covid
- Positive reassessment of sites from CQC, following three reviews that raised areas of improvement
- Building & completion of a new dedicated rehabilitation studio in Bath, sitting alongside a bespoke training facility for the Wheelchair Fencing performance programme. Both are now in full use and showing a clear benefit to those that use them

#### CHALLENGES/CHANGES

- Closure of Gateshead and Birmingham sites due to reduction in athlete footfall
- Adapting to reduced footfall onsite following Covid
- Increase of costs at sites caused by rising inflation and cost of living

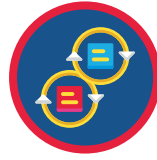
#### LOOKING AHEAD

- Operations review – shape direction of operations within the UKSI
- ETE framework implementation
- Health & Safety review





# PERFORMANCE PLANNING



## WHAT ARE WE TRYING TO ACHIEVE?

To enable all Olympic and Paralympic sports to pursue excellence in performance planning and high-performing team working, that is connected to and highly valued by coaches.

## IN WHAT CONTEXT IS THE UK SPORTS INSTITUTE OPERATING?

Effective performance planning is key to achieving a sustainable performance. The progression in British sporting performances in the last 10 years suggests that there is already a high level of competence in performance planning among sports, the Institutes and other stakeholders. In particular, coaches are in-house experts within sports at developing athlete plans.

However, the ambition to continue to sustain success is likely to challenge our collective performance planning capability over the coming years.

Performance planning is vital if the high-performance system is to be responsible in its management of public funds and to ensure that investment is targeted and therefore maximised. As with so much of effective performance planning, an understanding of human behaviour and behaviour change is crucial.

Performance planning is not a training programme or a specific individual athlete plan. This strategy is about the overall performance plan for a sport, team or group, to ensure that there is a clear, targeted plan which directs energy and investment into the right areas to achieve performance improvements in a set period of time.

There is not a template for performance planning, instead, the UK Sports Institute will support sports to develop their own processes and methods within a framework.

One of the greatest challenges is the rapid growth in the size and technical make-up of the Performance Support Teams around athletes and coaches (refer to figure 1). In the last 10 years, the number and types of expertise that may wish to interact with a performance plan has increased vastly. All this input, however well-intentioned, could distract or overwhelm if poorly managed.

As a result of these challenges, in 2017, the UK Sports Institute introduced the role of 'Head of Performance Support' (HoPS), to be the representative for sports science and medicine practitioners within the performance leadership triad (usually but not exclusively the Performance Director, HoPs, Head Coach, see figure 2) in this area. The HoPS in each sport is also responsible for representing the view of performance support teams into the performance planning process, and then directing the team's efforts in line with the performance plan. The HoPS is therefore also the primary 'client manager' in the UK Sports Institute's day-to-day engagement with a sport, to ensure that the UK Sports Institute can provide the support to the needs identified in the performance plan.

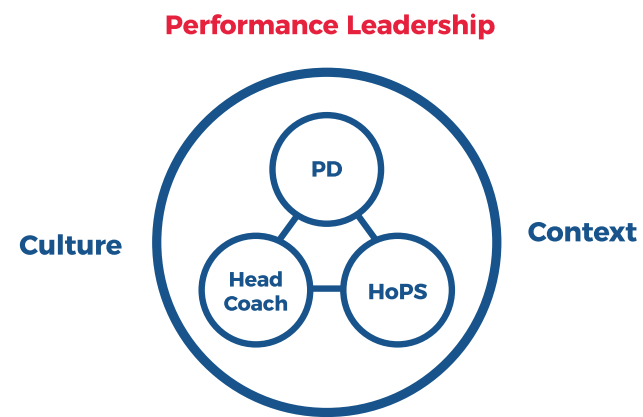


Figure 2

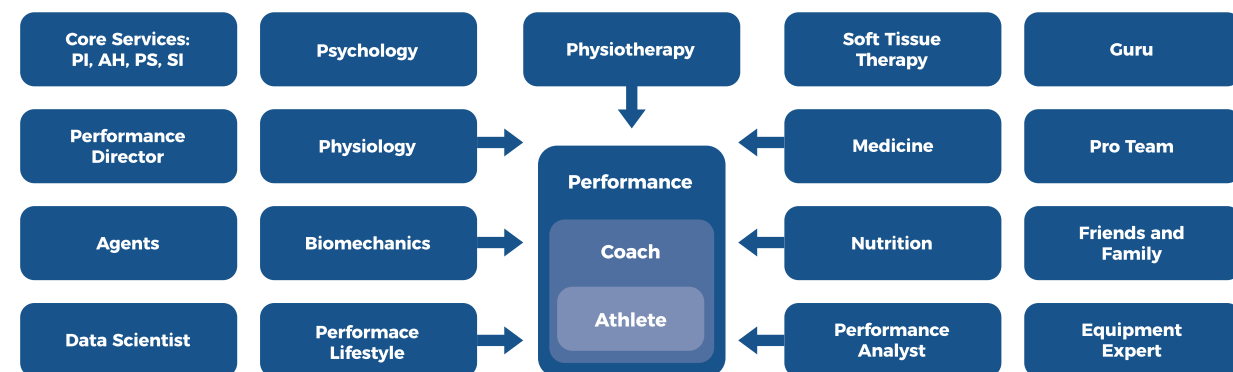


Figure 1

## WHAT'S OUR INTENTION AND DIRECTION OF THIS STRATEGY?

The intention of this strategy is to drive two interconnected areas:

1. To increase the collective skill and understanding in identifying and delivering against a performance plan
2. To continue to embed the HoPS into their roles, into their leadership teams, and into the performance planning process

Priorities to deliver this strategy are:

- **Excellence in Performance Planning** – Inspire key performance leaders to achieve excellence in all aspects of performance planning.
- **Sport Engagement** – Establish the sports performance planning process as the principal point of engagement.
- **High Performing Support Teams** – Drive effective performance support leadership enabling the future development of high performing teams.
- **Performance Planning Tools** – Increase the validity and effectiveness of the tools and methods available to support performance planning.

## HOW WILL WE KNOW WE'RE ON TRACK?

- Ongoing support for the HoPS as a community of practice
- The HoPS role embedded as part of the performance leadership triad
- Performance planning embedded and endorsed across the system
- Clear evidence improved system wide understanding and accurate evidencing of the performance requirements to achieve success
- Performance planning support that is highly valued by coaches and sports performance leadership

## MID-CYCLE PROGRESS

### WHAT'S GONE WELL?

- HoPS well established as a community, including establishment of a HoPS Steering Group
- Performance Planning framework developed and implemented
- Framework for High Performing Teams developed and support offer now under development
- An offer of support to sport to facilitate and consult on the development of their Performance Plans is now available

### CHALLENGES/CHANGES

- Performance Planning process is now established a principle point of engagement with sports but now the focus in turning towards aligning the network to the process too
- A scheme of learning for HoPS has been identified but this still needs to be delivered
- A community of practise for Performance Planning is developing but this is ongoing
- There are still areas where understanding of Performance Planning is limited and needs improving

## LOOKING AHEAD

Key areas of work for this strategy over the coming 12-24 months will be:

- To support sports in the build up to and during the Paris Olympic and Paralympic Games
- To support sports in their development of their future performance strategies, using the tools and people available through the UK Sports Institute
- Support the development of the UK Sports Institute's future strategy

# ATHLETE HEALTH



## WHAT ARE WE TRYING TO ACHIEVE?

To support sports' management of athlete physical and mental health and drive the delivery of outstanding athlete health initiatives to optimise availability for preparation and performance.

## IN WHAT CONTEXT IS THE UK SPORTS INSTITUTE OPERATING?

The need for athletes to have support for their physical health, predominantly in the form of medicine and physiotherapy, has been a cornerstone of UK Sports Institute support since inception. Both continue to be in heavy demand and physiotherapy is the largest UK Sports Institute discipline (c.70 employed practitioners and 20 contractors), representing the vast majority of high-performance system (HPS) physiotherapists. There are also 30 Sports Exercise and Medicine (SEM) Doctors and together these professions make up one-third of the UK Sports Institute full-time practitioner workforce.

A summary of Athlete Health is shown at Figure 3.

In 2017, a dedicated UK Sports Institute Athlete Health Directorate was established – the first of its kind worldwide - to work with sports and optimise athlete availability for training and competition by identifying priority health problems and supporting the development of initiatives to manage the associated threats to performance.

The four focus areas for the Tokyo cycle were: mental health, female health, respiratory health and injury and illness surveillance.

The athlete health provision currently faces some specific challenges, including increasing demand in areas such as mental health and a need for greater dedicated Paralympic athlete health support.

In addition, in the Tokyo cycle there has been a considerable attention on the need for better governance of medical record-keeping and professional standards. It is increasingly important that the UK Sports Institute can expand its pivotal role in ensuring that performance and healthcare decisions are made responsibly and in the best interests of athletes. This will be achieved by setting and supporting the highest standards of professionalism and medical governance across sports and Institutes. The UK Sports Institute's medical services, through publication of the Home Country Professional Code, has taken leadership in this area.

## WHAT'S OUR INTENTION AND DIRECTION OF THIS STRATEGY?

The Athlete Health strategy brings together the work of several teams or work programmes across intelligence, innovation, sports medicine, physiotherapy, multisport delivery, mental health and injury rehabilitation.

Activities within the strategy's four pillars: Plan, Deliver, Learn and Assure, will be overseen by Athlete Health Leads with service to sports and the wider network facilitated by creating 'centre of excellence' Hubs that connect Health, Human Performance, Innovation, Data Insights and Performance Planning to enable excellence in physical and mental health.

## HOW WILL WE KNOW WE'RE ON TRACK?

- Sports have effective physical and mental health strategies that are integral to their performance plans
- Physical and mental health are standard components of Individual Athlete Plans
- Quality medical records are maintained in line with UK Sports Institute best practice standards
- Priority health problems are identified to inform the development of new initiatives
- All sports have appropriate SEM and Physiotherapy services, including a dedicated Medical Officer
- Development of a network of multisport Athlete Health sites, including a dedicated Paralympic hub, and re-vamp of the IRU in collaboration with the BPA & BOA
- Continued development of Athlete Health practitioners
- Operation of multi-disciplinary specialist knowledge groups, including Paralympic athlete health and female athlete health
- Development of initiatives to tackle injury types and health problems that have the greatest burden on preparation and performance

- Continued delivery of the mental health strategy, including the delivery of mental health champions, the addition of a new mental health leads service and the ongoing operation of an Expert Panel
- All system-wide health and human performance practitioners signed up to the HCSI Professional Code guidelines and recommendations, with this becoming the default Code of Conduct for system-wide health and performance people
- PDMS used for all medical and physiotherapy record-keeping, with quarterly audits of the timely completion of medical records
- All sports to pass a review of good medical governance carried out by an independent medical panel at least once per cycle.



Over the years, the athlete health offer has expanded to include:



Figure 3

## SUCCESS STORIES

Scan the following QR codes to read case studies about our recent successes.



**SECRET SUPPORT** did prescription bras help Lionesses to Euro 2022 glory?



## ATHLETE HEALTH

### MID-CYCLE PROGRESS

#### WHAT'S GONE WELL?

- Successful transition to a single Athlete Health strategic approach, reducing operating silos and optimising collaboration within and between disciplines, services, and directorates
- Collaboration with WCP and Progression sports to support development of physical and mental health strategies within sport performance, and individual athlete plans
- Delivered multiple initiatives designed to manage the risk of a range of health-related performance threats
- Assurance of comprehensive and high-quality health record keeping via PDMS
- Leveraged a new semi-automated system of accurate multi-sport sports medicine and physiotherapy utilisation reporting that aligns service provision with sport need
- Embedded a new team and delivered a revised performance rehabilitation service collaborating with the BOA, BPA, and internal stakeholders. Service utilisation and engagement continues to grow
- Provided 89 Mental Health Awareness and Mental Health Champions workshops to 594 staff and athlete attendees
- Collaborated with Performance Data, external partners (e.g. BUPA) and university partners to continuously improve health insight quality and availability that enables effective management of priority health problems

#### CHALLENGES/CHANGES

- Delivered a comprehensive and positively challenging Medical Services Review, implementing a Director of Clinical Governance and Sports Medicine Leads
- Physiotherapy and Sports Medicine technical leadership continues to be stretched within growing practitioner market share and sustained turnover
- Pressure on the public and private mental health sectors reducing external mental health practitioner capacity. An associated engagement initiative with our Mental Health Practitioner Network has effectively reduced wait-times
- Communication of our work in female athlete health and performance against a backdrop of increasing and competing external interest
- Implementing a Brain Health workstream via a dedicated multidisciplinary group
- Accelerating development of an effective Paralympic Hub – our ambition is clear but not yet delivered

#### LOOKING AHEAD

- We will continue to work with sports to evolve health practitioners and service delivery models to optimise cost and outcome effectiveness
- We will continue to develop our people in effective identification and understanding of health threats, and the planning, implementation and evaluation of associate mitigation initiatives
- We will focus efforts on understanding and mitigating health related performance threats during the preparation and performance phases of the Paris Games
- Design the 2029 Athlete Health Strategy that will emphasise meeting the unique needs of Paralympic Sport athletes





# HUMAN PERFORMANCE



## WHAT ARE WE TRYING TO ACHIEVE?

We will enable athletes to pursue extraordinary human performances through the delivery and development of outstanding quality assured, interdisciplinary performance support services.

## IN WHAT CONTEXT IS THE UK SPORTS INSTITUTE OPERATING?

The UK Sports Institute has been providing performance support since 2002 and in that time the UK Sports Institute has changed the way performance support is delivered, taking it from the lab, the gym, the consultation room to being poolside, pitchside and trackside. From being experts who athletes and coaches consult with, to experts embedded on the journey with coaches and athletes. It is the proximity of UK Sports Institute people to the frontline of sports delivery that enables the support provided to be relevant, personalised and excellent.

The support provided by the UK Sports Institute is highly valued by sports. From 2017-21, the UK Sports Institute's market share of performance services grow by approximately 10 per cent. This is an important marker of perceived quality. Since 2008 World Class Programmes (WCPs) have been free to purchase services from wherever they deemed appropriate, meaning that the UK Sports Institute must compete with other providers for sports' business. This keeps the UK Sports Institute 'true' to its commitment to outstanding quality of support. In April 2018, the disciplines had a market share of 68%, and the 2018 UK Sport Performance Services survey, requesting feedback from sports on UK Sports Institute services, returned an NPS of +39 for UK Sports Institute practitioners, and a mean score of 9 out of 10 in the value added by UK Sports Institute practitioners.

There are, of course, challenges. The increasing number of practitioners working with sports increases the need for those people to be managed and directed in line with the sports performance plan and meet sport and athlete need. It is vital that the UK Sports Institute works in partnership with sports, working closely with the Heads of Performance Support (HoPS) to ensure that practitioners are delivering.

In addition, the increasing number of practitioners places demands on the UK Sports Institute to deliver technical leadership and development activity, which enable practitioners to develop their skills and experience quickly but safely. Technical Leads work with the HoPS, who line

manage and lead the practitioners, to provide technical supervision and mentoring. This is a vital part of how the UK Sports Institute minimises the potential risks associated with bringing more inexperienced practitioners into performance support teams within sports. Performance support teams (PSTs) have an average combined experience of four completed Games cycles, but each of these support teams is supplemented by Technical Leads who have experienced an average of 16 cycles between them and which the support team can draw on. Unfortunately, budgetary constraints meant that technical leadership had a 15% reduction in FTE in 2017, which has not been replaced and which has also not been expanded in line with the increasing numbers of practitioners. Alongside Technical Leadership, the UK Sports Institute must continue to offer professional development opportunities for practitioners to support them as they move along their pathway, connecting to the UK Sports Institute's Enabling People strategy and also aligning to UK Sport's People Development strategy.

Over the Tokyo cycle, the historic imbalance in the support focussed to performance and the support focussed on the performer has been highlighted. This has led to work within UK Sport on culture, an increased workload and scope for Performance Lifestyle practitioners, and an emerging need for a different type of psychological support on the ground which provides both performance and organisational psychology. However, the allocation of Performance Lifestyle resource has not been reviewed since 2008, with the current athlete to practitioner ratio of 73:1 being higher than the industry standard of 50:1. Additional Performance Lifestyle support is needed.

The UK Sports Institute must also respond to trends, where appropriate. A growing trend in young athletes is the need for personalisation. The UK Sports Institute enables collection of insight to make effective decisions, track progress and personalise support, through provision of equipment, technology and support. Currently 21 sports are using the UK Sports Institute biomarker platform developed in partnership with Nationwide Pathology Partnerships, which has raised the bar of blood screening across the system and supports the developing area of precision biosciences. The UK Sports Institute has also partnered with a start-up company, Mint Diagnostics to pioneer development of a real time salivary hormone analyser.

Finally, historically sports science disciplines in the UK Sports Institute have tended to identify predominantly as a discipline, as a group of professionals in a specific area. This has helped practitioners to interact and develop together. This professional identity can create challenges, though; in consulting on the UK Sports Institute's future strategy it is clear that this can create siloes and this can lead to inconsistent sport experience.



Figure 4. Scope of practice of each service provided to sports

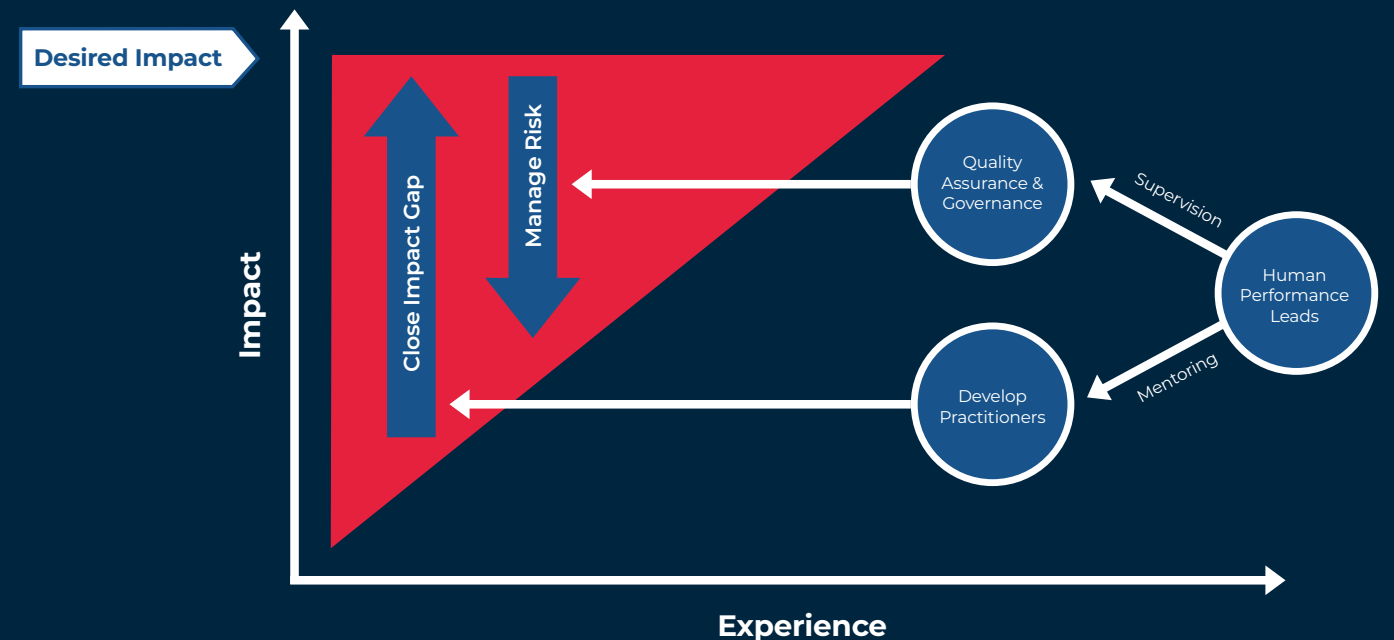


Figure 5. The Human Performance Lead roles that support risk management and accelerate practitioner effectiveness.

## WHAT'S OUR INTENTION AND DIRECTION OF THIS STRATEGY?

The strategy will be a single Human Performance strategy, breaking down potential siloes and working in partnership with sport to deliver against their known, unknown and unarticulated needs. The strategy has three strategic pillars; Deliver, Develop and Connect. These pillars deliberately align to the Athlete Health pillars, and the work programmes will naturally overlap. Supporting these pillars are four principles which make us uniquely placed to deliver this strategy:

- A multiplier effect through interdisciplinary integration
- Our proximity to sports and system ensures alignment to sports performance plans and system need
- We develop practice-based models of delivery that are grounded in scientific theory and are specific for high performance support
- With over 200 performance and health practitioners the UK Sports Institute Community solves performance questions at speed

### Pillar 1: Deliver

Building on our long history in this area we will deliver quality assured, interdisciplinary support to sports and athletes so that sports can optimise their performance plans and athletes receive holistic support.

Priorities in this pillar are:

- Continue to embed practitioners across Strength & Conditioning, Physiology, Nutrition, Performance Analysis, Biomechanics, Psychology and Performance Lifestyle, maintaining our position as provider of choice
- Ensure the needs of athletes as humans is supported as well as their performance requirements by seeking an increase in funding for Performance Lifestyle to reduce the athlete to practitioner ratio to industry standard of 60:1
- Increase support for athletes in transition from world class programmes
- Support pipeline of outstanding practitioners and quality assured recruitment of practitioners
- Develop and implement world leading human performance practice guidance and standards including mandatory training

- Reduce the siloed nature of discipline working to ensure alignment to sports' and athletes' needs through the performance plan

### Pillar 2: Develop

We will develop the world's best practitioners and practice so that we deliver outstanding support to sports and athletes, enabling practitioners to be the best version of themselves.

Priorities in this pillar are:

- Develop performance foundations through an online learning and knowledge platform as the primary route of technical knowledge development, supplemented by face-to-face development where appropriate
- Align in context development through technical supervision and mentoring to performance plans of sports and deliver in a multidisciplinary way
- Continuous development of service provision so we remain at the cutting edge of practice

### Pillar 3: Connect

We will connect as a community so that we can problem solve quickly.

Priorities in this pillar are:

- Enable communities of practice that promote social learning and problem solving
- Develop & retain external partnerships which enable the development of knowledge, practice and problem solving

## HOW WILL WE KNOW WE'RE ON TRACK?

Areas which could be used as KPIs to measure the effectiveness of the strategy include:

- Percentage of UK Sports Institute Human Performance services market share in Olympic and Paralympic sports
- Partnership working with sports to enable Human Performance
- Effective governance and quality assurance of Human Performance services
- Practitioners are developed so that they have impact on performance
- The UK Sports Institute network operates to answer Human Performance questions at speed
- Knowledge is retained in the UK Sports Institute

## MID-CYCLE PROGRESS

### WHAT'S GONE WELL?

- Successfully set the standard for sports science and sports medicine within the sector
- Continued to embed our people within sports to deliver support
- Successfully expanded Performance Lifestyle to provide support to athletes for up to two years post retirement, extended from six months
- We launched the Performance Hub as an online centre of performance knowledge and learning in September 2022, ensuring key foundational learning opportunities are available for all, regardless of team or discipline

### CHALLENGES/CHANGES

- We must continue to develop our communities of practice
- We need to accelerate our work, alongside the Partnerships strategy, in developing external partnerships which enable the development of knowledge
- Technical leadership, supervision and mentoring continues to be stretched in terms of resourcing but the delivery is now better aligned to sports performance plans
- We have reduced the operating silos by introduced themed teams and introduced new operating models for physiology and biomechanics. This has challenged teams to think creatively and collaboratively

### LOOKING AHEAD

- We will need to collect learning and development insight to enable us to connect our L&D to sport needs
- We want to better understand what is needed for effective learning events, to drive the quality of that experience
- We will support sports through service delivery and personnel in the build up and through the Paris Olympic and Paralympic Games
- We will work with the Performance Planning strategy to maintain effective relationships with sports

## PERFORMANCE INNOVATION



### WHAT ARE WE TRYING TO ACHIEVE?

To deliver new and novel performance-impacting solutions through strong partnerships with sports and by harnessing the best available expertise.

### IN WHAT CONTEXT IS THE UK SPORTS INSTITUTE OPERATING?

Opportunities for significant or breakthrough advances in performance are increasingly difficult to find, and 'low-hanging' performance opportunities have mostly already been explored. The Performance Innovation (PI) team, established by UK Sport in 2002, has been working within the UK Sports Institute since 2016, with a remit to strategically lead research and development in areas of potential performance advantage that are difficult to unpick and understand and where there are complex concepts and ideas to explore.

Innovation is an area that attracts significant attention, from coaches, Performance Directors, practitioners, athletes, the media and the industry. There is good reason for this: successful innovation can generate both tangible and psychological advantages. Within the wider sports sector there is also a lot of talk about innovation, the opportunities for innovation are accelerating globally and access to these by sports, teams and individuals have become more widely available.

However, the accessibility of innovation presents challenges. Our competitor nations are expanding and accelerating their research and innovation efforts, and a number of nations are now accessing the UK's innovation network in the UK. There are some large successful companies that have attempted to enter the market of innovation in high performance sport, with mixed results. Part of the lack of sustainability of their effort lies in a poor understanding of the human design challenges inherent in sport, but their involvement has drawn attention and on occasion confused.

It is increasingly important that the work of the UK Sports Institute and sports in this area is protected by increasing governance processes, and that time and funds are appropriately invested in long-term, responsible projects rather than being spent on well-marketed products which ultimately have limited impact.

In the Tokyo cycle, the PI team initiated over 130 projects (exceeding the activation in Rio, 90 projects and London, 48 projects respectively) across Olympic and Paralympic, winter and summer, sports. Approximately 20% have multisport or system impact, and a further 20% of those initiated are Paralympic-specific. The para-projects are often health related and are prioritised as a result of our duty of care. For example, a heat acclimatisation project ahead of Tokyo to understand more about the likely impact of heat on specific impairments. Others are custom equipment developments to ensure the athletes can compete to their full potential.

The portfolio of work also includes the development of a bio analyser to measure female athlete hormones which for the first time will extend the impact of the innovation strategy beyond performance into public health.

### WHAT'S OUR INTENTION AND DIRECTION OF THIS STRATEGY?

The Performance Innovation team takes a people-first approach to innovation, understanding that human behaviour change and motivations must be accounted for in any development. The strategy is focussed on enabling sports to do things that they could not do themselves and provides a service which builds solutions that could be transferred between sports or have multi-sport impact, resulting in a more cost-effective and long-term approach. The strategy adopts a deliberately responsible and ethical approach to an area which is innately highly risky.

The team also invests in understanding of the specific environment of the sport or sports as well as spending significant time with that sport at the 'frontline' to test and question throughout the process.

### HOW WILL WE KNOW WE'RE ON TRACK?

- A balanced portfolio of innovation work (impact, technical risk, variability of resource requirement; breakthrough innovation versus iterative innovation)
- A tangible improvement in targeted performances
- Clear evidence of breaking new ground (thinking and/or practice)
- A proven ability to react and move quickly to address emerging performance opportunities or threats
- Valued by national governing bodies as key collaborators on future sports strategy.

### MID-CYCLE PROGRESS

#### WHAT'S GONE WELL?

- We are on track to deliver a strong and ambitious portfolio of work, despite needing to operate in a three year, condensed cycle which has forced the team to move quickly in areas that might ideally have wanted more time.
- We have strong partnerships with sports and a strong network across both technology and industry which can provide products and knowledge that the UK Sports Institute does not have in-house.
- We have grown our technical network to incorporate specific new areas where we know need is arising or will arise.

#### CHALLENGES/CHANGES

- We have needed to produce cutting-edge technological solutions across a number of sports and this has challenged the team to deliver in new areas
- The rate and extent of change in technology is an ongoing challenge and our in-house Future Technology Strategy needs to move and learn faster than ever
- Retaining our ability to horizon-scan in a condensed cycle which demands much in terms of delivery is an ongoing challenge
- The increasing focus on sustainability is a challenge in certain areas such as the manufacture of equipment and apparel. The process for manufacturing certain products may require a large carbon footprint or ingredients that are now environmentally-friendly. Striking a balance between performance and the need for a sustainable approach is an ongoing challenge

#### LOOKING AHEAD

- Delivery for Paris remains the number one priority for the team to maintain effective relationships with sports



# PERFORMANCE DATA



## WHAT ARE WE TRYING TO ACHIEVE?

The Performance Data Strategy will enable and empower people to create performance insight from data.

**Enable** – We make it possible for our customers\* to do things that may not otherwise be achievable. We offer: i) skills and experience that may not be readily available, ii) a central perspective that combines context, understanding and knowledge sharing across sports, and iii) the space and time to focus on future-facing projects

**Empower** – Our engagements should leave customers with the confidence and capability to independently benefit from the way they use data

**People** – We may build databases and dashboards, but we know that value only comes from the people that use them. Focusing on the people that use data is how we will make the biggest impact.

**Create performance insight** – We are performance focused. Everything we do leads to new insight that informs a performance decision or conversation.

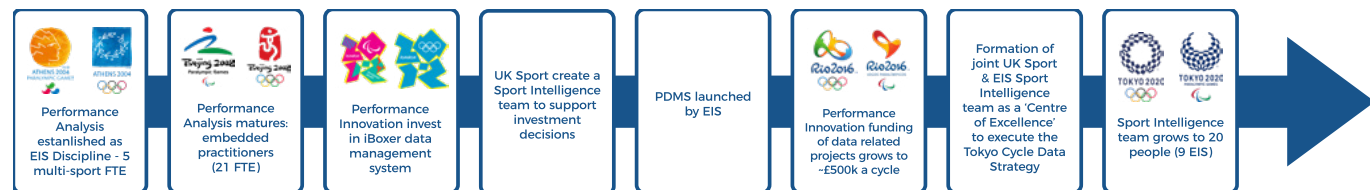
**Data** – Leveraging the value of both qualitative and quantitative information is the foundation of our work.

\* Sports, UK Sports Institute Directorates, Home Country Sports Institutes, Sports Organisations and Associations

## IN WHAT CONTEXT IS THE UK SPORTS INSTITUTE OPERATING?

The UK Sports Institute offer for this area dates back to establishment of the Performance Analysis discipline in 2004. Since then, the UK Sports Institute has steadily increased time, funding and energy into the rapidly evolving world of data.

The timeline below shows increased activity and the growing number of teams involved:



There have been significant successes as a result of increasing cross-team focus and a societal trend towards harnessing data to provide performance insight:

- Some sports have recognised the importance of data and created new NGB-employed "data lead" roles;
- 25 UK Sports Institute Performance Analysts working with over 20 sports to support coaches and performance support teams to gain insight from data;
- Facilitating six sports to develop their performance data strategies;
- A Sport Intelligence team with expertise in every area of the data life cycle who identify, deliver and manage data-related initiatives;
- Many Performance Innovation-enabled projects to improve sports use of data
- Use of the athlete records database (PDMS) to inform Athlete Health initiatives

Given the increasing recognition of the importance of data, it is envisaged that the Performance Data strategy will help enable all other sport-facing strategies.

## WHAT'S OUR INTENTION AND DIRECTION OF THIS STRATEGY?

For the UK Sports Institute to have a Performance Data strategy that develops both systems and people to inform performance and health decision making.

Most of this strategy is about refining existing capability and capacity to realise value and create a clearer and more efficient operating model, as well as further collaboration and alignment with other central support teams. In particular, a close integration with the Performance Analysis team will align embedded data-focused practitioners with support from the central Performance Data team.

In the Tokyo cycle, the Sport Intelligence team operated across UK Sports Institute and UK Sport. For the Paris cycle, Performance Data will be a separate UK Sports Institute team, whilst UK Sport's Performance Insight team will focus on informing investment and medal market decision-making.

## THE PERFORMANCE DATA TEAM HAS A CLEAR OFFER:

### WHAT WE CAN OFFER



### THE VALUE WE BRING

**Capacity** – we are a team dedicated to providing performance data and services

**Cross-sport learning** – as a central team working across Olympic and Paralympic sports we are in a unique position to identify and facilitate opportunities for cross sport knowledge sharing and collaboration

**Central solutions** – we provide central data services and products where they meet a common need for the benefit of every sport

**Deep understanding of and connection with sport context** – we know how to successfully apply data science within Olympic and Paralympic performance environments

**Integration** – we work collaboratively as a team with our UK Sports Institute and NGB colleagues to produce the best outcomes for our customers

The UK Sports Institute Performance Data strategy has three Performance Requirements:

### WCP SUPPORT

**Why** - Enable sports to leverage the value of data in their unique performance contexts  
**What** - Strategic Data Reviews, embedded Data Leads, data structure/analysis/viz projects  
**Examples** - Facilitating a sport to define a strategy and roadmap for improved use of data

### LEARNING & COMMUNITY

**Why** - Empower people with the knowledge and skills to realise the potential of data  
**What** - Learning courses, data communities, experiential learning  
**Examples** - Data essentials module on Learning Arena, data community Teams groups

### UK SPORTS INSTITUTE INITIATIVES

**Why** - Enable common data needs to be met with centrally managed services  
**What** - System development and operations, system-wide data analysis and viz  
**Examples** - PDMS, TeamBuildr, UK Sports Institute Data Warehouse, Athlete Health Intelligence

## HOW WILL WE KNOW WE'RE ON TRACK?

- Number of sports engaging with the UK Sports Institute to develop data strategies and deliver data projects
- Increasing demand from sports for UK Sports Institute Performance Analysts & WCP Data Leads
- Sports and UK Sports Institute teams have greater access to - and make more use of - centralised data and analysis
- High engagement with Data Essentials and Data Leadership learning programmes



## PERFORMANCE DATA

### WHAT'S GONE WELL?

- Strategy successfully embedded, new team recruited and operating effectively
- New sport embedded Performance Data Lead role established in a number of sports
- WCP Support: Work with British Curling believed to have made a significant impact on the team's performance in Beijing 2022; work also won the 2023 Sports Industry Award
- UKSI Initiatives: Project Amplify implemented to allow automated and integrated data management and insight generation in multiple sports
- Learning and Community: Roll-out of Data Awareness and Performance Data Lead 'Advanced' Data User modules on Learning Arena

### CHALLENGES/CHANGES

- There is increasing demand for data-driven work, from both sports and from internal UKSI teams. This needs managing to ensure team resources are prioritised effectively

### LOOKING AHEAD

- Continue our effective collaboration with Performance Analysis, Performance Innovation, sports data teams and UK Sport Performance Insights
- Start to gather case studies of where data has been used effectively for performance impact, to share with other sports within the sector
- Completion of Athlete Performance Data Transformation Scoping review on behalf of the HPS

## SUCCESS STORIES

Scan the following QR codes to read case studies about our recent successes.



### PLAYING THE PERCENTAGES

British Curling and UKSI Performance Data



### HOW TO WIN A PENALTY SHOOTOUT

GB Hockey and UKSI Performance Data



### PREDICTING FUTURE MEDALLISTS

British Canoeing and UKSI Performance Data





## CROSS-CUTTING STRATEGIES

# 1 FEMALE ATHLETE HEALTH & PERFORMANCE

### WHAT ARE WE TRYING TO ACHIEVE?

To create excellent support for the health and performance of female athletes within the UK Sports Institute by developing knowledge, educating the system and delivering World Class clinical support.

### IN WHAT CONTEXT IS THE UKSI OPERATING?

Recognition of the unique needs of female athletes is an expanding area which is attracting attention from media and commercial channels. Within the UK Sports Institute, we have a level of expertise which exceeds competitors but is not widely recognised.

This may be related to the speed at which better funded organisations are able to grow in this area whereby they can offer support that we are unable to resource. As a result, external parties with less expertise are seeking opportunities within our system and filling gaps that we are unable to fill.

### WHAT'S OUR INTENTION AND DIRECTION OF THIS STRATEGY?

To promote our expertise within the High Performance System through Athlete Health Leads, Heads of Performance Support and Senior Leadership Team; and without the High Performance System via media channels and external promotion.

To work across the directorates of the UK Sports Institute to improve systemwide knowledge in the area of female athlete health and performance, using academic and international collaborations.

To optimise (and increase) use of resources by collaboration with other parties within the High Performance System to ensure joined up working, avoid duplication and minimise wastage. This should reduce the need for resources to be used for external services.

Continued development of clinical services including wider multidisciplinary to support athletes.

# 2 PARALYMPIC DELIVERY

### WHAT ARE WE TRYING TO ACHIEVE?

Provide performance support that meets the specific needs of Para sports and athletes. We will continue to operate through an integrated strategy, whilst recognising and responding to elements of Para sport that are unique and require bespoke cross-cutting strategies, interventions, and expertise.

### IN WHAT CONTEXT IS THE UKSI OPERATING?

The Paralympic movement continues to grow at pace, and we expect performance standards at the Paris 2024 Paralympic Games to be higher than ever. As such, the demands, and expectations of UKSI and its people, to meet the performance needs of Para sports continue to grow. In addition, many practitioners working within Para sports are in fractional roles and a number of Para sports operate de-centralised or camp-based programmes. Optimising performance support therefore requires UKSI to adapt and be flexible within these constraints.

### WHAT'S OUR INTENTION AND DIRECTION OF THIS STRATEGY?

#### CHALLENGES/CONCERNS

For the UKSI to continue making progress in the field of Para sport, the following challenges need to be considered:

- Bespoke strategies that address the specific needs of Para sports and athletes
- Recruitment, retention, and development of practitioners with technical expertise and a passion for Para sport
- Ensuring that UKSI support is accessible, flexible and agile enough to meet the needs of Para sports with increasingly limited resources and de-centralised or camp-based programmes

#### LOOKING AHEAD

A key area for the UKSI moving forwards will be to ensure greater focus on understanding and meeting the unique needs of Para sports and where appropriate, adopting a more equitable approach to meet these needs. Consideration is already being given to key UKSI strategies such as Athlete Health to ensure that all elements of that strategy reflect the unique needs of Para athletes, with new strategic elements being introduced that are specific to Para athletes. The same approach will be taken for all UKSI strategies, philosophically driven by a more equitable approach to meeting the performance support needs of Para sports and athletes.



## 3

## CLINICAL GOVERNANCE

This is a new strategy, overseen by Director of Clinical Governance Dr Pippa Bennett.

### WHAT ARE WE TRYING TO ACHIEVE?

To create a system through which the UK Sports Institute is accountable for continually improving the quality of services and safeguarding high standards of care by creating environments in which clinical excellence will flourish.

### IN WHAT CONTEXT IS THE UKSI OPERATING?

Supporting the physical and mental health and wellbeing of athletes is the cornerstone of the work of UKSI. Whilst the direct clinical care to the athletes is undertaken by clinicians, clinical governance is the responsibility of everyone in the institute together with sport's governing bodies.

Clinical Governance forms part of and is integrated with corporate governance. It will have overlap in areas of risk governance, financial governance and other governance areas including legal and human resources. Decisions made in corporate and clinical governance can have a direct effect on one another.

### WHAT'S OUR INTENTION AND DIRECTION OF THIS STRATEGY?

#### PILLARS OF CLINICAL GOVERNANCE

##### ATHLETE CENTRED

Ensuring every athlete has a positive experience within the UKSI and is treated with dignity, compassion, and respect.

It is vital that we involve athletes in the planning of and delivery of services and receive feedback to enable the athlete's voice to be heard throughout. To be athlete centred will require a culture within the institute to

be open to learning, transparent in performance and seeking to continuously improve working through multidisciplinary teams who operate in a truly interdisciplinary way.

##### CLINICAL EFFECTIVENESS

Ensuring the workforce has the right qualifications, skills, and supervision to provide safe, high-quality, and evidence-based care to athletes.

Our world class funded athletes deserve to be supported by world leading practitioners. The structures, processes, culture, and environments within the institute must support these practitioners to deliver care to the highest standards.

##### RISK MANAGEMENT

Ensuring quality of care that prevents all avoidable harm and risks to athlete's safety and wellbeing.

An athlete's safety, wellbeing and health are paramount and essential for performance. All avoidable risks must be thoroughly assessed and where possible prevented or mitigated through robust systems and processes.

##### CONTINUAL IMPROVEMENT

Ensuring progressive incremental improvement of processes, policies, safety, and provision of athlete care.

In everything we do we aim to improve and be better. We will utilise various quality improvement tools across the institute to understand, measure, test and continually improve our services and care to athletes.





## ENABLING STRATEGIES

The UK Sports Institute's seven sport-facing strategies are supported by four organisation-wide enabling strategies.

These four strategies are outlined in this section.

## 1 DATA GOVERNANCE

### WHAT ARE WE TRYING TO ACHIEVE?

To allow performance impacting data to be captured, analysed and shared securely, in compliance with GDPR and with minimal effort.

### IN WHAT CONTEXT IS THE UK SPORTS INSTITUTE OPERATING?

An absence of clear guidelines on how to create, store, share and delete data has led to poor practices for data management. This leads to missed opportunities to utilise the data we hold, frustrations with finding data and introduces risk of holding on to data too long.

As such the UK Sports Institute is introducing a Data Governance strategy to optimise our use of data and to ensure the organisation stays GDPR compliant.

### WHAT'S OUR INTENTION AND DIRECTION OF THIS STRATEGY?

The UK Sports Institute will continue to build on the work undertaken in recent years to improve IT security and continue to ensure it is GDPR compliant. The UK Sports Institute will introduce clear guidelines for all aspects of the data management lifecycle and provide training for its people to support understanding and compliance with best practice. To support this, any investment in IT must be consistent with the UK Sports Institute data governance strategy and security requirements.

This strategy will ensure that the UK Sports Institute has lower data breach risks, better informed decision-making and less inefficiency and duplication. This strategy will underpin the Performance Data strategy, and will also support the Core Functions strategy through the work of the IT and Legal teams.

### MID-CYCLE PROGRESS

#### WHAT'S GONE WELL?

- For our people we have simplified policies and created organisation specific data protection training
- For our athletes we have revised the Athlete Privacy Notice (APN) to show more clearly how we use their data
- We have introduced a system to manage our data flows better

#### CHALLENGES/CHANGES

- Time spent managing the ongoing cyber threat
- Difficulty in getting APNs signed by all athletes

#### LOOKING AHEAD

- Discipline specific training being developed based on specific data risks
- Review of supply chain cyber risk including process for new suppliers





## 2 VALUABLE PARTNERSHIPS

### WHAT ARE WE TRYING TO ACHIEVE?

To develop the UK Sports Institute's approach to partnerships, in order to support the advancement of the UK Sports Institute's performance objectives

### IN WHAT CONTEXT IS THE UK SPORTS INSTITUTE OPERATING?

As a recipient of public funds, the UK Sports Institute has a responsibility to spend its funding in an appropriate manner and to seek the most cost efficient support possible. As part of this, we must consider efficiencies and opportunities to be financially sustainable in the future.

The UK Sports Institute has a well-developed network of suppliers, universities, companies and other third-parties with whom it works to develop its performance-impacting knowledge and expertise. These partnerships should be maintained, contracted and developed appropriately to ensure we can continue to source the most appropriate solutions to support sports and athletes.

The UK Sports Institute has little in-house expertise in this area and so work on partnerships must start from a foundational level. As a result, the UK Sports Institute is introducing a specific Partnerships strategy for the first time.

### WHAT'S OUR INTENTION AND DIRECTION OF THIS STRATEGY?

This strategy will implement a more consistent approach to partnerships, tighten up internal processes, and seek to build a greater understanding of partnerships into the UK Sports Institute's organisational culture. Part of this will include supporting our people to greater understand the importance of Intellectual Property protection and best practice contracting.

Another key area is to work more closely with our colleagues in the high Performance System, our University partners and our suppliers, building new relationships into the network as necessary to support the organisation to unlock performance opportunities.

### MID-CYCLE PROGRESS

#### WHAT'S GONE WELL?

- More structured approach to UKSI partnerships adopted
- Many teams internally now engaged in partnership principles
- Better contracting and internal processes
- Signing of MOU with Loughborough University

#### CHALLENGES/CHANGES

- Potential scale of strategy
- Still developing understanding of IP requirements

#### LOOKING AHEAD

- Consideration of next iteration of strategy, including consideration of strategic partnerships





### 3 CORE FUNCTIONS

#### WHAT ARE WE TRYING TO ACHIEVE?

To support the organisation, delivering truly effective and relevant systems and processes that help everyone in the UK Sports Institute, and to leverage the expertise and professionalism of the core functions to deliver more effective support.

#### IN WHAT CONTEXT IS THE UK SPORTS INSTITUTE OPERATING?

The core functions teams are comprised of Finance, IT, Legal, Data Protection, Communications and HR. On a day to day basis, the core functions teams operate in support of sport and athlete-facing strategies.

Unlike National Governing Bodies, who apply for funding for just their performance strategies from UK Sport, the UK Sports Institute must apply for the costs to cover its entire organisational operation. This includes finance systems that are fit for purpose, technology as cutting edge as the work it supports, and HR tools to support the recruitment and retention of the best talent in the industry.

Far from being administrators or 'back office', the teams that comprise the core functions operate as integral parts of the business, often working extended hours to ensure that all UK Sports Institute people are supported and can perform. The governance demands on the organisation have grown considerably through the Tokyo cycle and this is not expected to slow in pace in the coming years. At over 100 recruitments per year, the strength of the UK Sports Institute brand to attract talented people into the UK Sports Institute and the ability of the HR team to manage incoming and outgoing personnel are vital parts of a successful UK Sports Institute operation.

While workloads are demanding, team sizes are small. A benchmarking exercise was completed by KPMG in 2016 to assess team sizes compared to comparative organisations to see if any efficiencies could be made and almost all the core functions were found to be at or better than the benchmarks provided.

The total basic cost of enabling the UK Sports Institute to operate is £16.1m per cycle, or circa £4m per year. This includes the costs of: issuing and maintaining over 400 laptops and other IT equipment; 24/7 IT support required by our people as they travel all over the world; general and

profession-specific software requirements; professional indemnity cover for all professionals, including insurance cover for our doctors; and maternity cover.

#### WHAT'S OUR INTENTION AND DIRECTION OF THIS STRATEGY?

The core functions strategy will divide into two areas.

The first area is to support the organisation by doing the basics brilliantly. This includes ongoing work around cyber security, data protection, GDPR compliance, HR support and internal communications to ensure the UK Sports Institute continues to protect its people, its data and the sports we support. The second area is to work more closely with other teams in the organisation, to partner with them to deliver support increasingly effectively.

This strategy will also see an updated finance system to replace the current system which is over a decade old, new IT hardware, which is run until it is no longer economical or cyber-security-compliant, and an increase in IP protection for UK Sports Institute property.

All areas of core services will support the maintenance of the long-term organisational health objectives of the organisation – see Organisational Health strategy.



#### MID-CYCLE PROGRESS

##### WHAT'S GONE WELL?

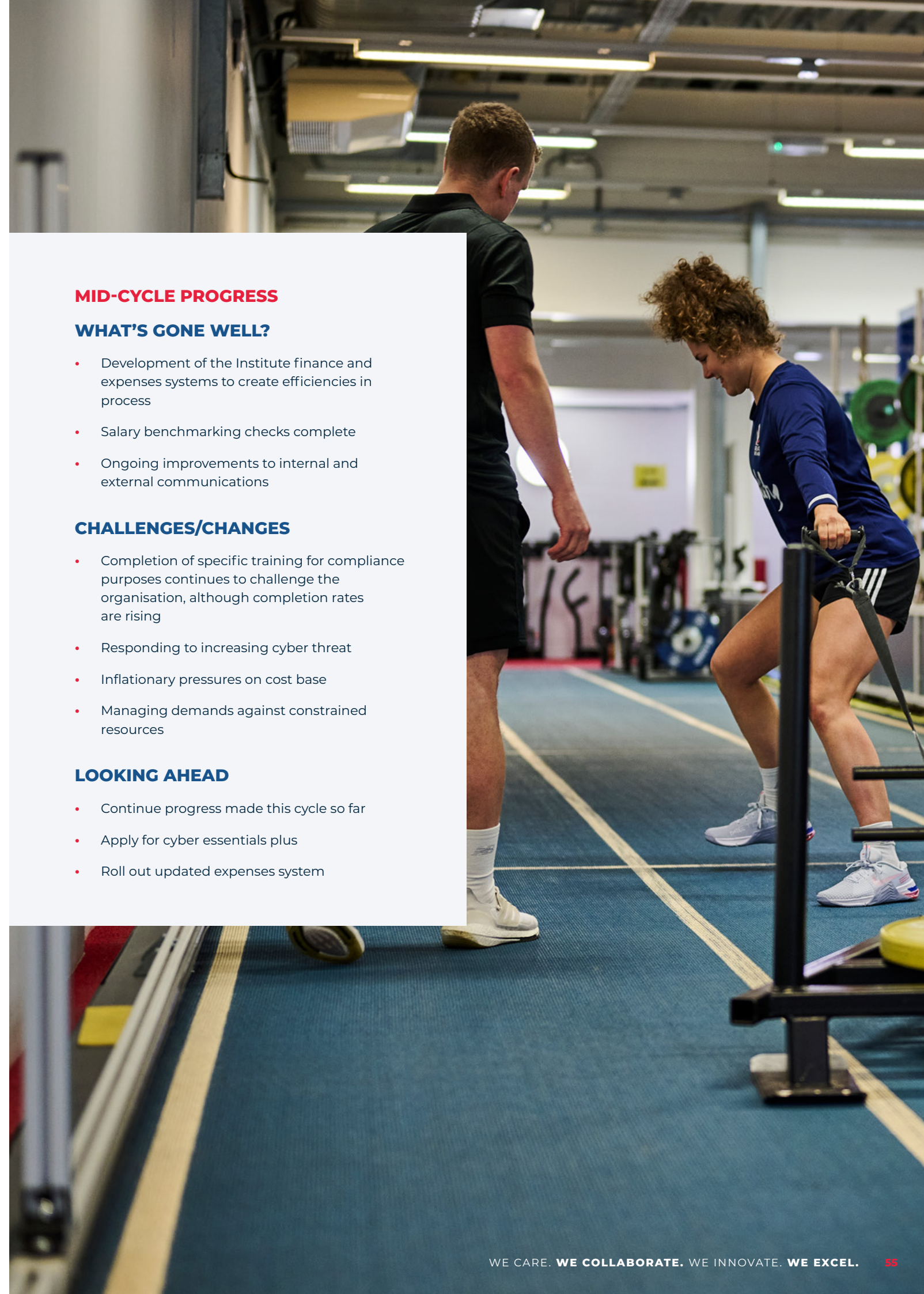
- Development of the Institute finance and expenses systems to create efficiencies in process
- Salary benchmarking checks complete
- Ongoing improvements to internal and external communications

##### CHALLENGES/CHANGES

- Completion of specific training for compliance purposes continues to challenge the organisation, although completion rates are rising
- Responding to increasing cyber threat
- Inflationary pressures on cost base
- Managing demands against constrained resources

##### LOOKING AHEAD

- Continue progress made this cycle so far
- Apply for cyber essentials plus
- Roll out updated expenses system





## 4 ORGANISATIONAL HEALTH

### WHAT ARE WE TRYING TO ACHIEVE?

To ensure the future health of the UK Sports Institute by setting and monitoring targets which if achieved will guarantee our ability to function effectively, to cope with change and to grow appropriately.

### IN WHAT CONTEXT IS THE UK SPORTS INSTITUTE OPERATING?

The UK Sports Institute introduced Organisational Health monitoring in 2018 as part of our drive towards continuously excellence and to as an additional series of measurements to support the long-term health of the organisation. This work has turned out to be pioneering; as of 2020, it is a UK Sport requirement that recipients of funding have an Organisational Health monitoring process.

Organisational Health will enable the UK Sports Institute to monitor our long-term health and to ensure the organisation remains fit-for-purpose, while continuing to deliver on a day-to-day basis to sports.

### MID-CYCLE PROGRESS

#### WHAT'S GONE WELL?

- Development of sub-metrics to track progress of Organisation Health objectives. These are monitored regularly
- Name change aligning us more strongly to our customers and stakeholders and setting us up for the future
- Total review of salary structure to help attract and retain staff
- Development of a UKSI Dashboard and KPIs to track progress

### WHAT'S OUR INTENTION AND DIRECTION OF THIS STRATEGY?

For the UK Sports Institute's Organisational Health monitoring, six broad themes have been identified as key to the future health of the organisation.

The six key areas of monitoring for the UK Sports Institute's Organisational Health will be:

1. Remaining provider of choice for sport science and medicine services in the high performance system;
2. Attracting, retaining and leading talent in the organisation;
3. Developing a culture and leadership behaviours that are in line with the UK Sports Institute values;
4. Maintaining a strong brand through the continuous improvement of the perception of the UK Sports Institute as an organisation delivering high performance impact;
5. Maintaining financial health;
6. Meeting governance obligations.

#### CHALLENGES/CHANGES

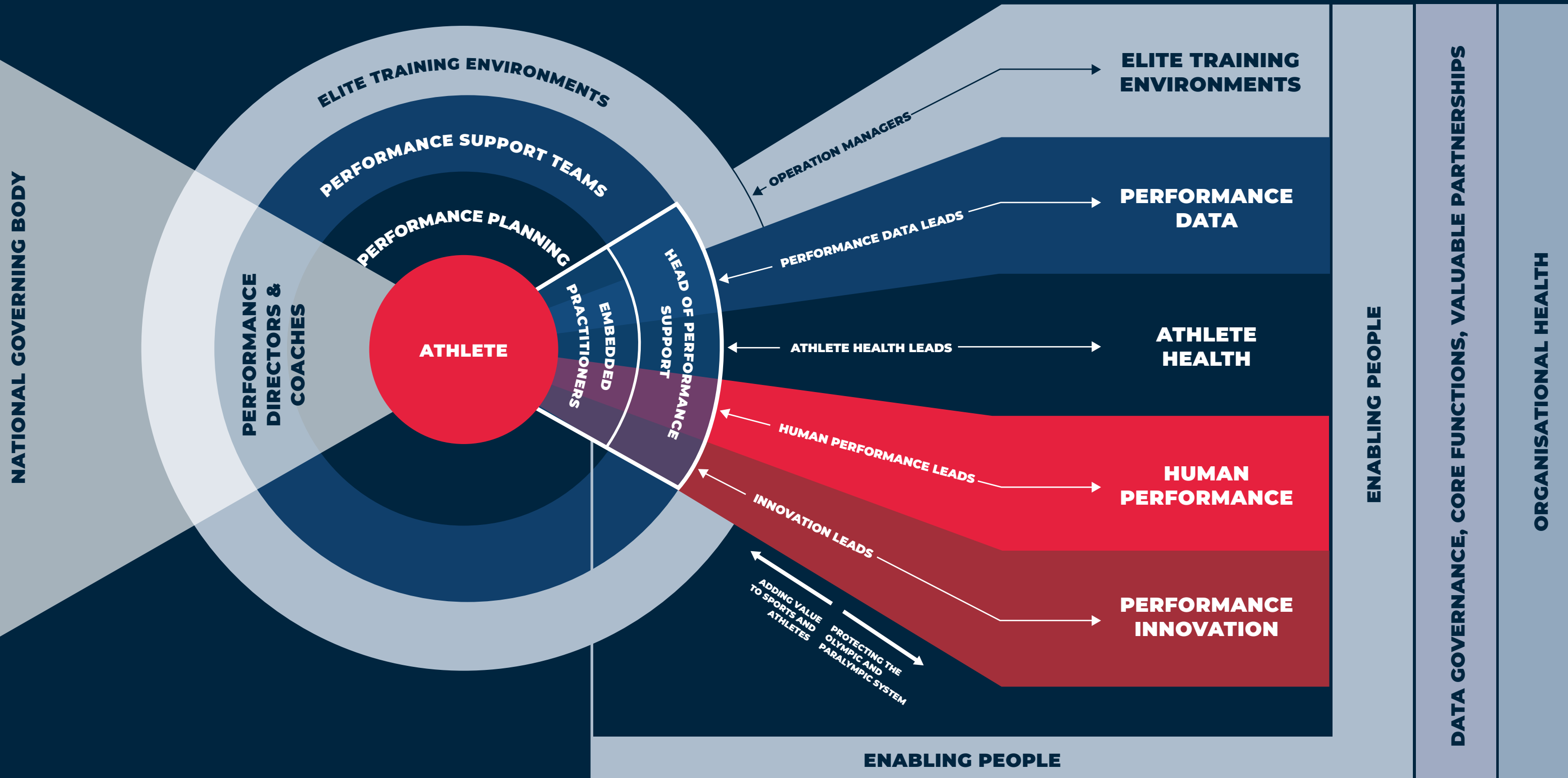
- Identification of metrics that clearly indicate success has been a challenge and may need developing over time
- Inflationary pressure on cost base

#### LOOKING AHEAD

- Ongoing refinement and monitoring of objectives via UKSI Dashboard
- Co-creation of KPIs as part of LA Strategy process
- Wider sharing of KPIs and relevant performance indicators within directorates



# HOW THE UK SPORTS INSTITUTE STRATEGY WILL BE DELIVERED





## HOW THE UK SPORTS INSTITUTE IS FUNDED

### UK SPORTS INSTITUTE INCOME BREAKDOWN

UK Sport Core Grant	£68.9m
UK Sport Data Grant	£4m
Income from sports	£29.6m
Other Income	£2m
<b>Total Income</b>	<b>£104.5m</b>

### WHAT THE UK SPORTS INSTITUTE DOES WITH ITS MONEY

<p><b>Direct Benefit to High Performance System</b></p>	<p><b>Includes:</b> Performance Innovation, Embedded Practitioners, Performance Lifestyle, Performance Planning, Athlete Health including expertise in Female Athlete Health &amp; Performance and Mental Health, expertise in Para Sport, Performance Data, UK Sports Institute Employed HOPS, Multisport Practitioners, Clinical Governance, Games time secondments to Team GB &amp; ParalympicsGB, access to gyms, labs, treatment areas and facilities, access to The Learning Arena.</p>	<p><b>70%</b></p>
<p><b>Indirect Benefit to High Performance System</b></p>	<p><b>Includes:</b> Technical Leadership, People Development, bespoke consultancy requests, HR &amp; recruitment support, IT equipment &amp; hosting, site management.</p>	<p><b>30%</b></p>







WE CARE.  
**WE COLLABORATE.**  
WE INNOVATE.  
**WE EXCEL.**



**UK  
SPORTS  
INSTITUTE**

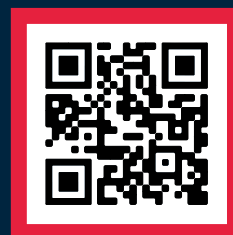
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Mission 2025 Video