

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



ENGLISH
INSTITUTE
OF SPORT

MISSION 2025:

**DELIVERING OUTSTANDING
SUPPORT THAT ENABLES SPORTS
AND ATHLETES TO EXCEL**

Introductory remarks

As the Chair of the English Institute of Sport 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 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 EIS, I have been impressed by the scale and scope of what the EIS is delivering on the ground, often very much behind the scenes.

The EIS is a quiet but effective force within performance sport in this country and I am now 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 EIS 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, EIS 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 20 years - at the core of the EIS'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 EIS 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 EIS to foster and apply learning across multiple sports at speed. It is our people who forge partnerships with our valued customers, the sports. And it is our people who maintain the EIS'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 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 EIS's third decade, we will face a shortened cycle through Beijing 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.



John Dowson
Chair

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The Story of our Mission

The EIS delivers outstanding support that enables sports and athletes to excel.

Since 2002, and over the last four Olympic and Paralympic cycles, the EIS 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, massaged 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 EIS 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 EIS people can operate effectively – in our elite training centres 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 EIS 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.



OUR HISTORY AND OUR FUTURE

2002

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

2006

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

Services provided to sports by the EIS start to expand to include areas such as performance lifestyle

2010

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

2016

The EIS contribute towards 93% of medals won by GB in Rio

Following Rio, EIS creates an Athlete Health team and assumes responsibility for a dedicated Innovation team

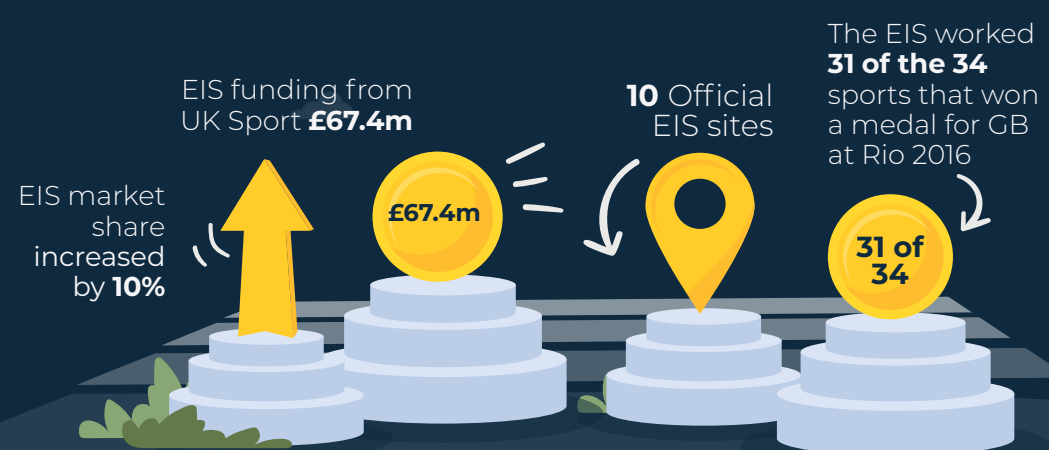
2020

The EIS is working with nearly 40 sports that will represent GB at the Tokyo Olympics and Paralympics

The future

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

EIS Success Stories 2017-2021



Supporting People

450 learning events to support development and improve service

On average we filled **80** EIS practitioner vacancies for sports a year across employees and contractors

Sports Science

68% Market Share

+39 Practitioner Net Promoter Score (NPS)

3/4 have less than 4 years experience in elite sport with support from technical leads, who have on average over **12** years of experience

Sports Medicine & Physiotherapy

11 out of the 12 sports with an NGB rather than EIS Chief Medical Officer successfully completed a good medical governance review

20 Physio/Soft Tissue CPD events in last 2 years

950 hours of physio technical lead engagement with practitioners

Athlete Health

200 illness-susceptible athletes underwent respiratory health optimisation assessments which, along with several other illness campaigns, has reduced time loss per illness from **8 days** in 2017 to **less than 6 days** in 2020

Performance Innovation

Dedicated team of **16** with a combined **137** years' experience

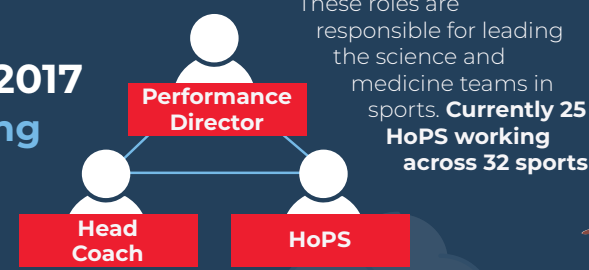
138 projects delivered

20% of projects have multisport/'system' impact & a further **20%** are Paralympic-specific

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



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



2018

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

EIS supports UK Sport to review sport funding

2019 PDMS/AER updates allow practitioners instant access to information critical to informing decision making

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



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

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 EIS's Mission 2025

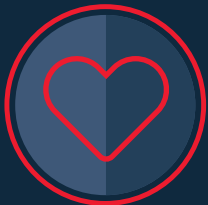
To deliver outstanding support that enables sports and athletes to excel.

Our Philosophy

People at the heart of extraordinary performance.



Our Values



We Care

- We empower our colleagues
- We engage and support our colleagues who need a listening ear
- We engage and support our colleagues who require assistance

We Collaborate

- We are always focussed on the common goal
- We are committed to effective communications across the EIS 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

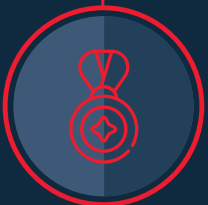


We Innovate

- 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



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 CENTRES

Create & maintain a world class environment, optimising the support of EIS 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



8. DATA GOVERNANCE

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



9. VALUABLE PARTNERSHIPS

Develop our approach to partnerships, to advance the EIS's performance and objectives



10. CORE FUNCTIONS

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



11. ORGANISATIONAL HEALTH

Ensure the future health of the EIS

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 EIS operating?

The EIS 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 EIS 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 EIS recruited approximately 80 people per year in the cycle 2017-2021.

The nature of the work of the EIS means that we provide a strong career option for sports science and medicine practitioners. It is important that the EIS does not just provide jobs, but a clear pathway, from more junior roles through to advanced technical and management roles. The EIS 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 EIS practitioners, in enabling sports to succeed are growing all the time. The EIS 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 EIS is a critical priority.

What’s our intention? What’s the direction of this strategy?

We need to continue the EIS’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 EIS mission and philosophy.

We must also do this while responding to the demand for the EIS to continue to grow its market share, against a context of freedom of choice for sports to select their own provider. This means the EIS 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 to continue to evolve to ensure what we offer is in line with what is valued and needed by people working at the EIS. Understanding the future needs of the sector will be critical to success of this strategy.

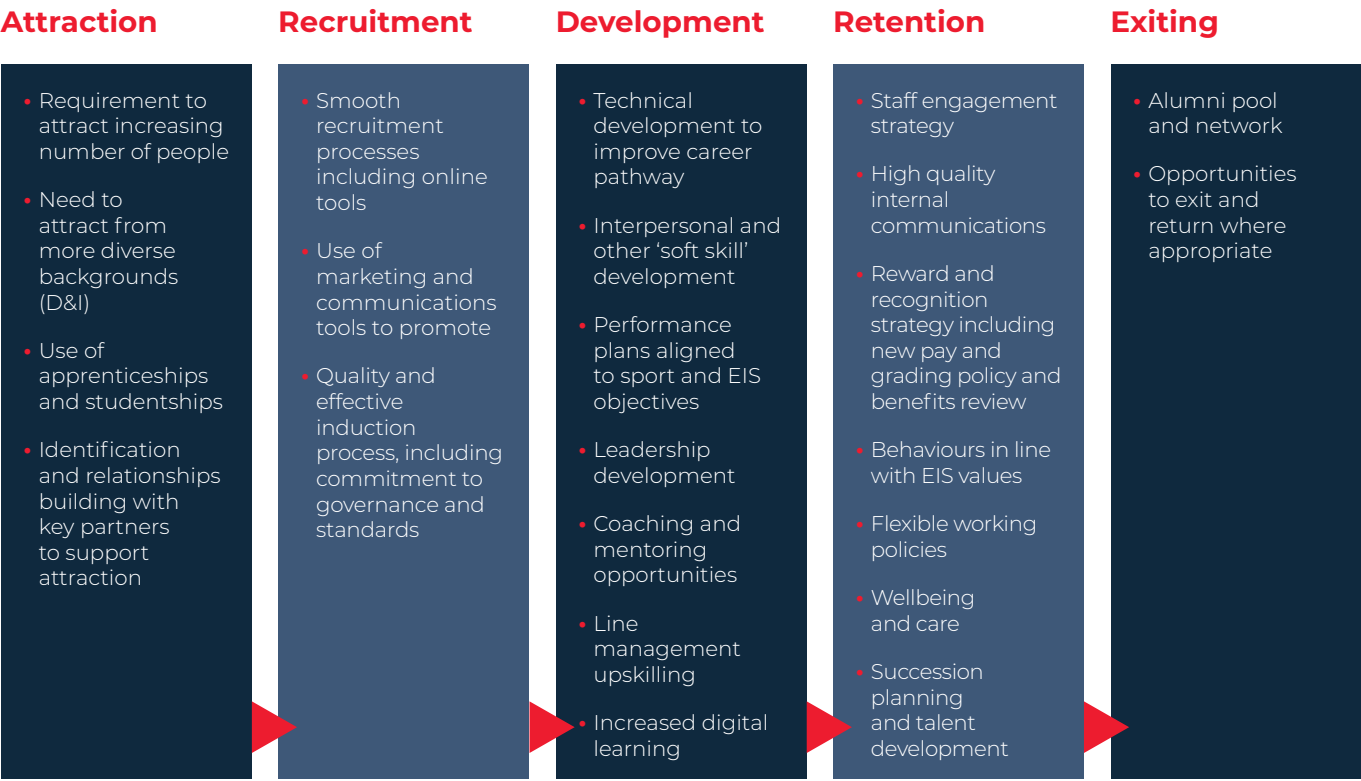
The EIS must encourage an innovative mindset which embraces diversity of thought, both internally and externally through recruitment from different sources, including non-traditional university routes. This will maximise creativity and diversity of thought, background and experience in the organisation.

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 EIS and support career and talent development opportunities.

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

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:** EIS 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



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 EIS’s growth in market share

Elite training centres (ETCs)



WHAT ARE WE TRYING TO ACHIEVE?

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

In what context is the EIS operating?

The geographical locations of the EIS's operational delivery through Elite Training Centres (ETCs) 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, EIS 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 EIS 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.

EIS areas at the 'hubs' provide support for EIS 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 EIS 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? What's the 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 EIS is currently not funded to develop its own facilities or equip them, other than through funding grants from Sport England. There is currently no funding available for EIS office/non-sport working environments.

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 EIS 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 EIS facilities

Where you can find us

Sports Sites

- British Cycling Velodrome, Para-swim pool, GB Taekwondo at Ten Acres & Squash in Sport City
- Nottingham - Short Track Speed Skating
- Walsall British Judo Centre of Excellence
- Lee Valley White Water Centre
- Redgrave Pinsent Rowing Lake
- RYA Hamble & Weymouth
- Leeds Triathlon Centre, John Charles Centre
- London Aquatics Centre, National Tennis Centre & The Royal Ballet School

EIS Sites

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

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 EIS 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 EIS 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 EIS 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 EIS's day-to-day engagement with a sport, to ensure that the EIS can provide the support to the needs identified in the performance plan.

Performance Leadership

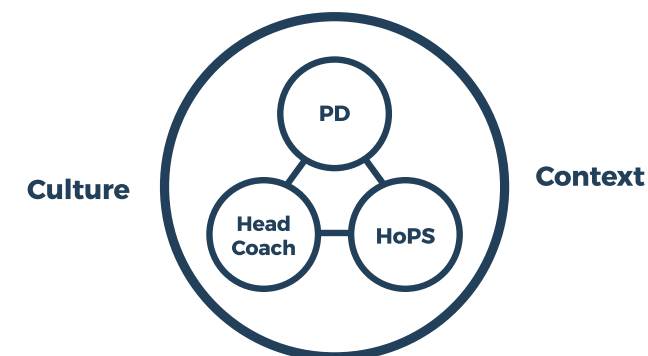


Figure 2

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

What's our intention?

What's the 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.

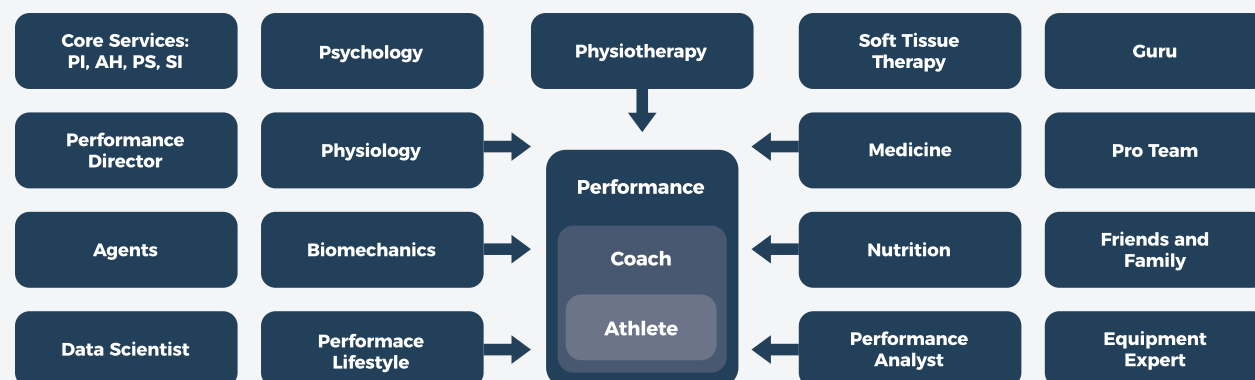


Figure 1

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 EIS 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 EIS support since inception. Both continue to be in heavy demand and physiotherapy is the largest EIS 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 EIS full-time practitioner workforce.

A summary of Athlete Health is shown at Figure 3.

In 2017, a dedicated EIS 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 EIS 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 EIS's medical services, through publication of the Home Country Professional Code, has taken leadership in this area.

What's our intention?

What's the 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 EIS 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.



**ATHLETE
HEALTH**

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

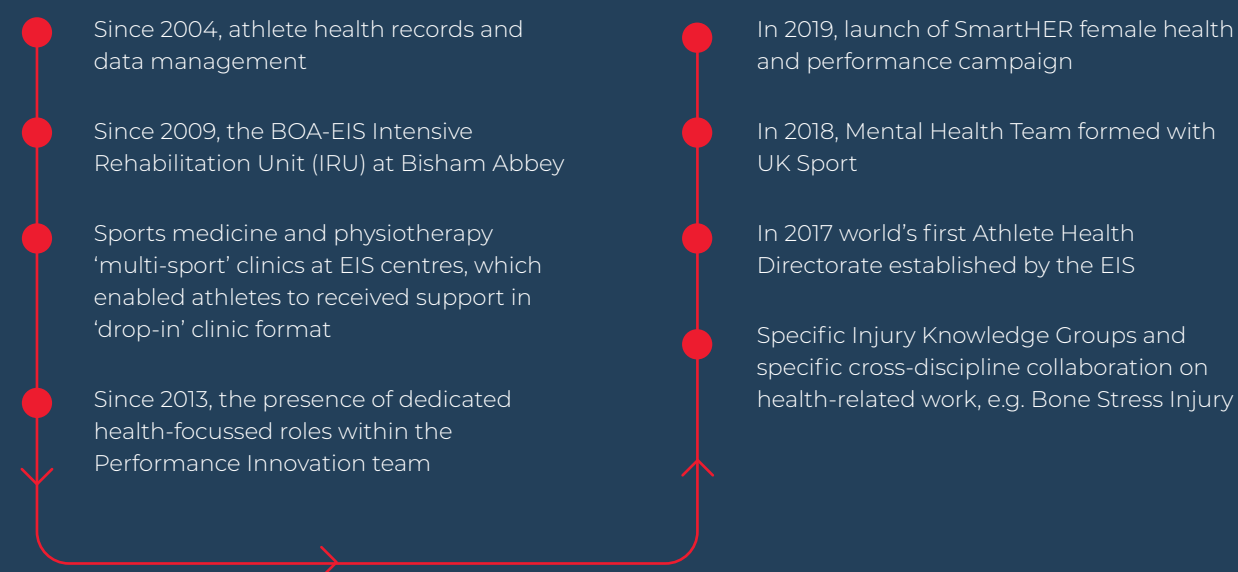


Figure 3

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 EIS operating?

The EIS has been providing performance support since 2002 and in that time the EIS 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 EIS people to the frontline of sports delivery that enables the support provided to be relevant, personalised and excellent.

The support provided by the EIS is highly valued by sports. From 2017-21, the EIS'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 EIS must compete with other providers for sports' business. This keeps the EIS '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 EIS services, returned an NPS of +39 for EIS practitioners, and a mean score of 9 out of 10 in the value added by EIS 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 EIS 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 EIS 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

EIS 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 EIS must continue to offer professional development opportunities for practitioners to support them as they move along their pathway, connecting to the EIS'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 EIS must also respond to trends, where appropriate. A growing trend in young athletes is the need for personalisation. The EIS 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 EIS 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 EIS 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 EIS 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 EIS'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

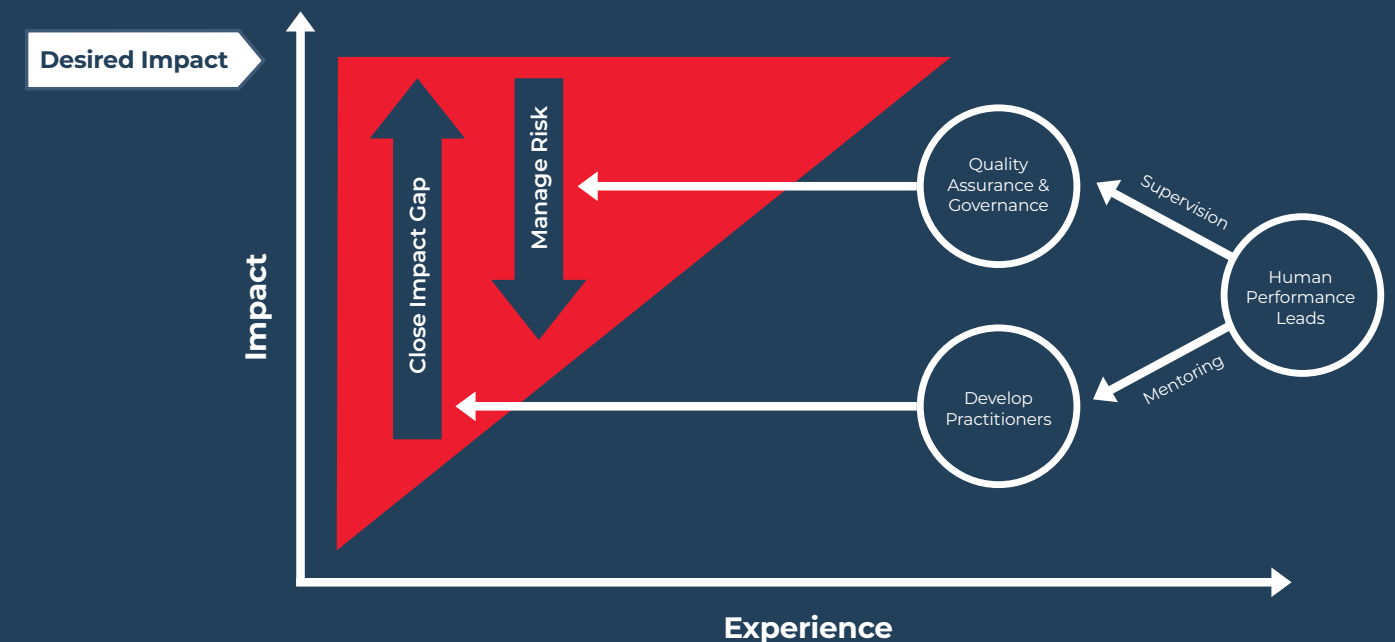


Figure 5. The Human Performance Lead roles that support risk management and accelerate practitioner effectiveness.

What's our intention? What's the 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 EIS 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 EIS 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 EIS network operates to answer Human Performance questions at speed
- Knowledge is retained in the EIS



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 EIS 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 EIS 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 EIS 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.

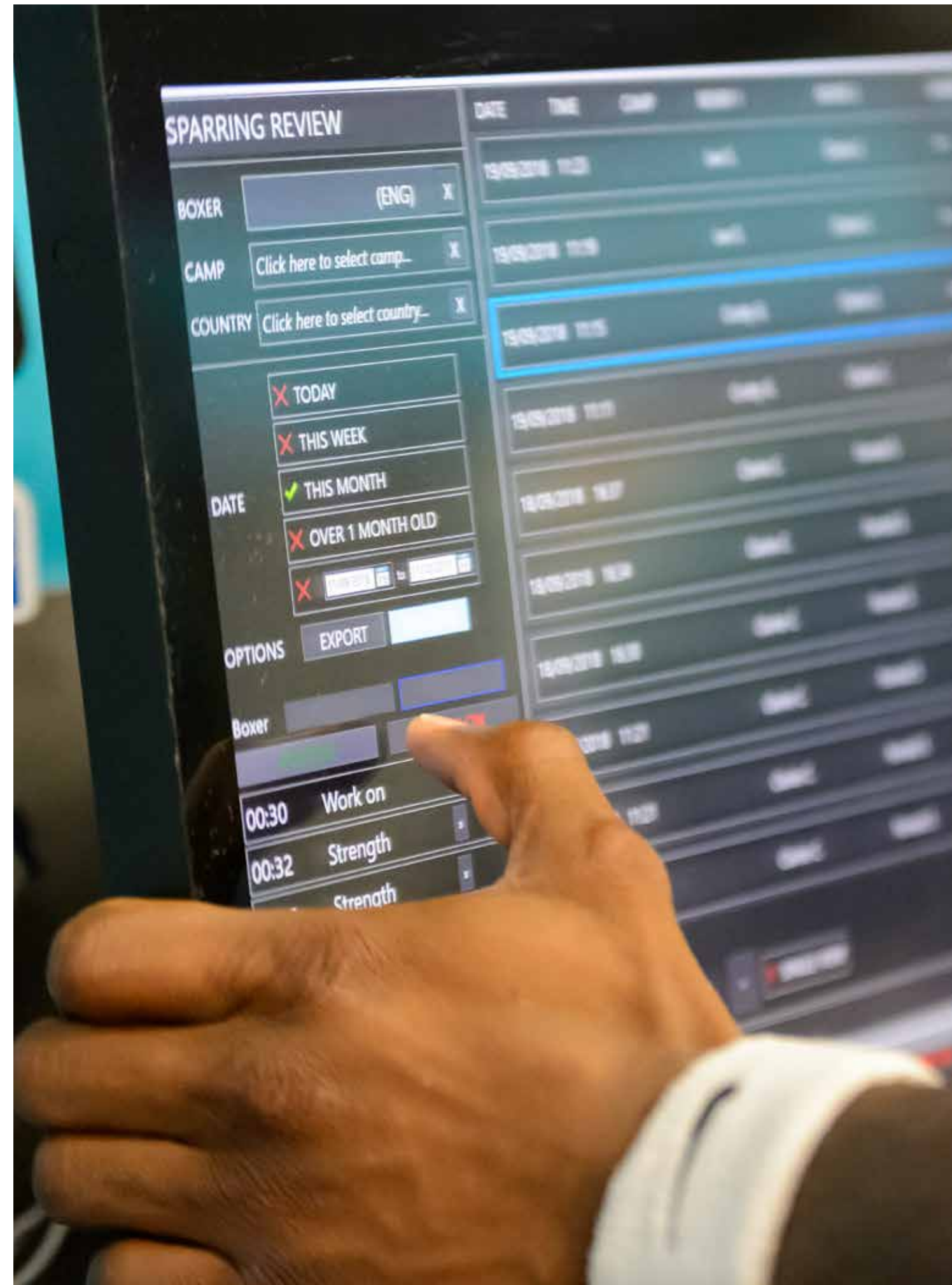
What's our intention? What's the direction of this strategy?

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.



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, EIS Directorates, Home Country Sports Institutes, Sports Organisations and Associations

In what context is the EIS operating?

The EIS offer for this area dates back to establishment of the Performance Analysis discipline in 2004. Since then, the EIS 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 EIS 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

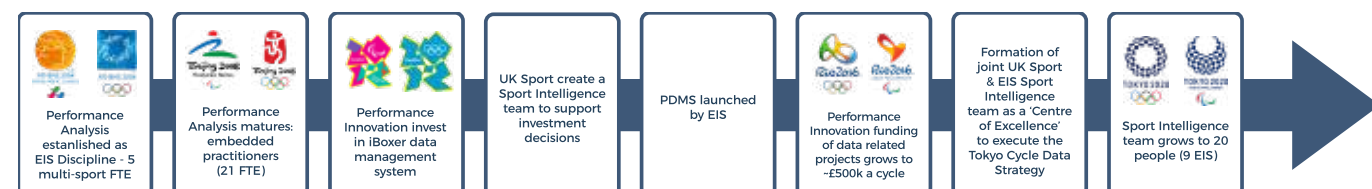
Given the increasing recognition of the importance of data, it is envisaged that the Performance Data strategy will help enable all other sport-facing strategies.

What’s our intention? What’s the direction of this strategy?

For the EIS 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 EIS and UK Sport. For the Paris cycle, Performance Data will be a separate EIS 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 EIS and NGB colleagues to produce the best outcomes for our customers

The EIS 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

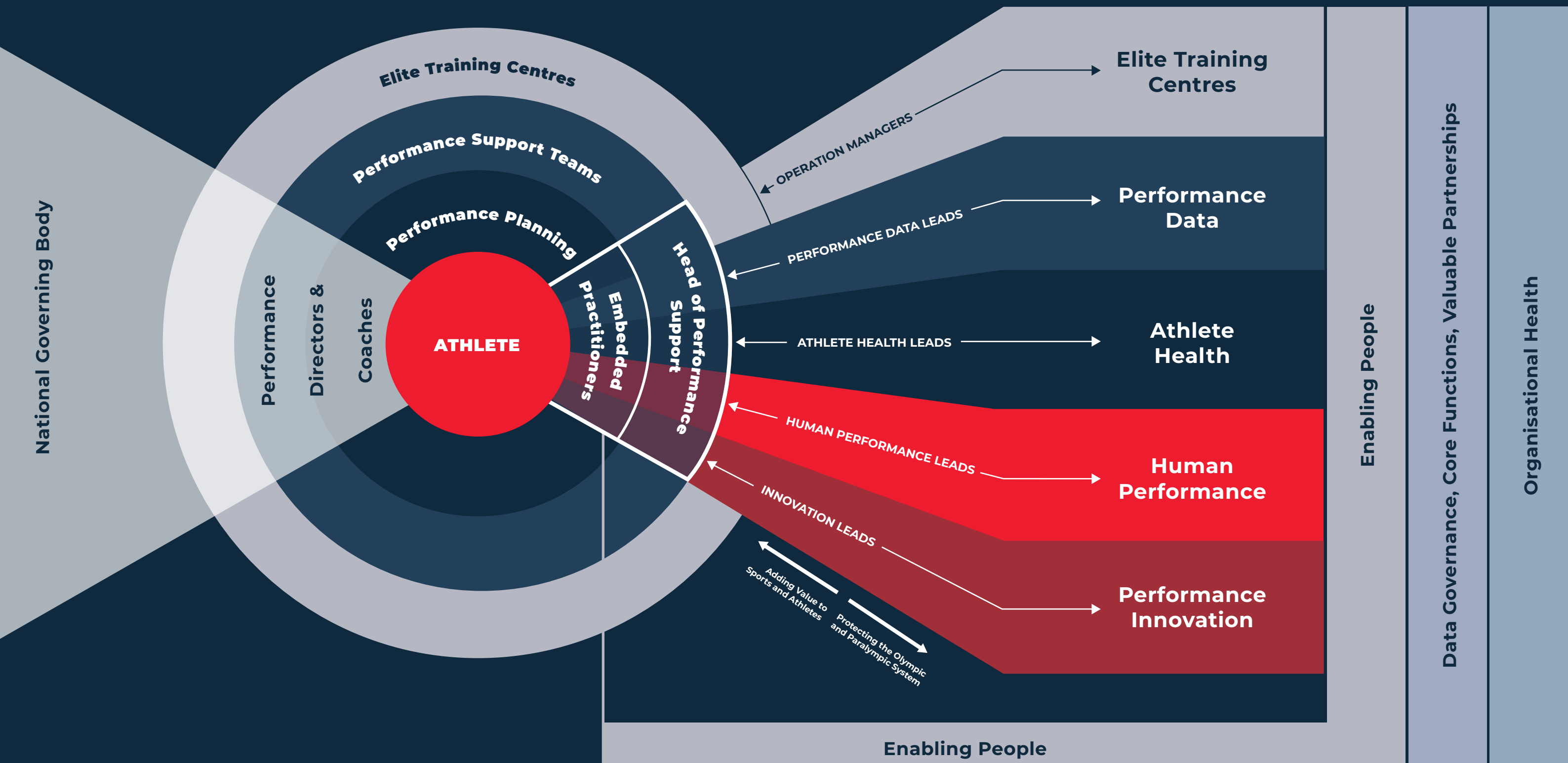
EIS Initiatives

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, EIS Data Warehouse, Athlete Health Intelligence

How will we know we're on track?

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

How the EIS Strategy will be delivered



Enabling Strategies

The EIS'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 EIS 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 EIS is introducing a Data Governance strategy to optimise our use of data and to ensure the organisation stays GDPR compliant.

What's our intention? What's the direction of this strategy?

The EIS will continue to build on the work undertaken in recent years to improve IT security and continue to ensure it is GDPR compliant. The EIS 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 EIS data governance strategy and security requirements.

This strategy will ensure that the EIS 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.

2 Valuable Partnerships



WHAT ARE WE TRYING TO ACHIEVE?

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

In what context is the EIS operating?

As a recipient of public funds, the EIS 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 EIS 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 EIS has little in-house expertise in this area and so work on partnerships must start from a foundational level. As a result, the EIS is introducing a specific Partnerships strategy for the first time.

What's our intention? What's the 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 EIS'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.



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 EIS, and to leverage the expertise and professionalism of the core functions to deliver more effective support.

In what context is the EIS 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 EIS 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 EIS 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 EIS brand to attract talented people into the EIS and the ability of the HR team to manage incoming and outgoing personnel are vital parts of a successful EIS 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 EIS 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? What's the 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 EIS 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 EIS property.

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



4 Organisational Health



WHAT ARE WE TRYING TO ACHIEVE?

To ensure the future health of the EIS 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 EIS operating?

The EIS 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 EIS 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.

What's our intention? What's the direction of this strategy?

For the EIS'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 EIS'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 EIS values;
4. Maintaining a strong brand through the continuous improvement of the perception of the EIS as an organisation delivering high performance impact;
5. Maintaining financial health;
6. Meeting governance obligations.



How the EIS is funded

EIS Income Breakdown 2021-25

UK Sport Core Grant	£66m
UK Sport Data Grant	£3.9m
Income from sports	£29.7m
Other Income	£1.6m
Total Income	£101.2m

What the EIS does with its money

Direct Benefit to NGB	Includes: Performance Innovation, Practitioner Cost, Performance Lifestyle, EIS Employed HOPS, Multisport Practitioners & facility costs	£62.9m 62%
Indirect Benefit to NGB	Includes: Central services of Athlete Health, technical leadership, people development, performance data & site management	£25.8m 25%
Cost to run	Includes: Finance, HR, comms, IS, legal and Director's office	£12.5m 12%



EIS funding from UK Sport 2021-2025

£66m

vs £67.4m for 2017-2021



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



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