
Athletics & Running: for everyone, forever
Strategic Plan: 2017 and beyond



Our Strategy at a Glance

England Athletics is the membership and development body for grassroots athletics and running clubs in England.

We work closely with UK Athletics, who are responsible for establishing the rules of the sport across the whole of the United Kingdom, for organising major televised events and for the British Athletics team that competes at the Olympic, Paralympic, World and European Championships. We also work collaboratively with the other home country athletics federations in Wales, Scotland and Northern Ireland and other athletics bodies in England.

This plan sets out our mission, vision and strategic priorities that will directly inform what we do and where we are best placed to lead or to influence and support others in the athletics and running community. It will direct how we work as an organisation during the coming years: what we do and how we do it. We will use it to identify shared ambitions with partners and possible funders.

OUR MISSION

To grow opportunities for everyone to experience athletics and running, to enable them to reach their full potential.

Our sport is growing. It is attracting new participants and we need to ensure that we have the capacity to deliver attractive and appropriate experiences for athletes and runners in clubs, groups, competitions and events, both within the England Athletics family and in the wider athletics and running community.

THE CHALLENGES

The sport is run almost entirely by volunteers who work incredibly hard. Such volunteers are in short supply and those who volunteer increasingly find themselves doing more. We need to make all forms of volunteering easy and attractive to ensure as many people as possible want to join in and that those who do join in stay longer.

Athletics and running consist of a number of different activities that take place within one family. Member clubs focus on track and field provision, including cross-country running and road running. Some clubs do all of these and more. Their needs can differ and we need to ensure that all member clubs receive value for their affiliation fees and are supported appropriately.

The diversity of athletics and running is a strength, but it also presents challenges. Every event group has different needs for coaches, other volunteers, facilities and

equipment. We need to work with different event groups and attract more volunteers from as many different sources as possible.

Most track and field venues are not owned by the clubs who use them. We must work in partnership with clubs and bodies from other sports and collaborate to ensure that we make the most of existing facilities and demonstrate value for money.

Athletics and running has not always capitalised on the significant recent changes in the use of technology. We need to understand better how technology can help us organise our sport and turn this understanding into improvements and efficiencies.

OUR VISION

Athletics and running will be the most inclusive and popular sport in England, led by a network of progressive clubs and organisations and supported by a sustainable, respected and trusted governing body.

To achieve this vision we will focus on three values:

PRIDE

We take pride in the work that we do and demonstrate commitment to our athletes in recognition of the important role that we have to play. Athletics and running in England has a rich history and we will celebrate our athletes, runners, coaches and volunteers from today and yesteryear to inspire future generations.

INTEGRITY

We will demonstrate integrity in all that we do to earn respect and to build effective partnerships.

INCLUSIVITY

Athletics and running can contribute towards a healthy lifestyle and a sense of achievement, whatever the age, ability or background of the athlete or volunteer. We will promote inclusivity in all our actions.

ENABLERS

BECOMING FINANCIALLY SUSTAINABLE

To achieve our mission, we need to become financially sustainable and to support our clubs and other organisations to enable them to increase their sustainability. We will secure more sources of income from the public and private sector and explore fundraising such as trading and charitable giving. We will support our partners in securing additional income and celebrate their successes alongside our own in contributing to the sustainability of the sport. We will also develop a longer term view of the cost of affiliation, in consultation with members, so that we can give clubs more notice of any changes to affiliation fees and the reasons for the change.

BEING RESPECTED AND TRUSTED IN THE SPORT

We will maintain the trust and respect of both the England Athletics family of member clubs and partners and the wider athletics

and running community by listening to their views and providing services that make a difference. We will create a positive culture, challenge negative behaviour and commit to being transparent and accountable to our membership and the wider athletics and running community. We will undertake regular surveys in which everyone in the athletics and running community can share their views. We will put the experience of those engaged in our sport at the centre of the changes and decisions we make.

INNOVATION

We recognise our role in the adoption of innovation in our sport and promoting change where it makes life better for the athletics and running community and England Athletics as an organisation. This will include a clear plan for better use of digital tools and information.

STRATEGIC PRIORITIES

Strategic priority 1:

To expand the capacity of the sport by supporting and developing its volunteers and other workforce.

Our key ambition:

- A 6% increase in the number of licensed leaders, coaches and officials every year who will be supported effectively.

Strategic priority 2:

To sustain and increase participation and performance levels in our sport.

Our key ambitions:

- Grow the number of club registered athletes from 149,000 to 172,000

- Engage 135,000 people through the RunTogether programme
- Increase athlete performance levels across all events and disciplines by 1% every year.

Strategic priority 3:

To influence participation in the wider athletics market.

Our key ambition:

- One million or more people to become regular athletes or runners.

CHANGING FINANCIAL CLIMATE

The economic climate in the UK continues to be subject to change. It is important that England Athletics understands the potential impact of these changes and ensures that the sport is well placed to respond. The strategy sets out our ambition to become more self-sufficient through membership growth and other self-generated income, as well as investing in more internal commercial expertise. Public funding is increasingly insecure and as an organisation we must focus on determining our own strategy and priorities before seeking to identify compatible and mutually beneficial partnerships with public and third-sector funding organisations.

Over the last few years, we have grown our self-generated income and now work more closely with public funders, as well as developing our own commercial expertise. Our ultimate ambition is to reduce the organisation's reliance on any single funding source to no more than one third of total income.



Foreword

This Strategic Plan has been developed to guide us through a significant period for athletics and running across England.

We are operating in unprecedented times for our sport, with the number of people taking part in athletics and running across all forms increasing, thanks to substantial contributions from our member clubs and a range of organisations and individuals, many of whom devote their time voluntarily and for the good of others. This plan sets out our ambition to build on this foundation and play our part in delivering and supporting the sport to realise sustained success.

England Athletics was founded in 2006 and we are now entering our tenth year as the membership and development body for grassroots athletics and running clubs in England. We take our role and responsibilities to the sport seriously, which is why, in late 2015, we produced a set of strategic priorities alongside a new mission, vision and values for the organisation. This followed previous strategic plans that were developed in 2009-13 and 2013-17.

We work closely with UK Athletics, who are responsible for establishing the rules of the sport across the whole of the United Kingdom, for organising major televised events and for the British Athletics team that competes at the Olympic, Paralympic, World and European Championships. We also work collaboratively with the other home country athletics federations in Wales, Scotland and Northern Ireland and, along with UK Athletics, share a number of high-level UK wide strategic aspirations as outlined in such documents as “An Athletic Nation”.

www.britishathletics.org.uk/governance/about-uka/an-athletic-nation-strategy

This plan sets out a clear mission, vision and strategic priorities to achieve our major ambitions as an organisation and is intended to help us to operate effectively and efficiently as a high-quality membership and development organisation. The plan will directly inform what we do and where we are best placed to lead. The plan will also help to identify where we are best placed to influence and support others to lead in our vibrant athletics and running ecosystem serviced by a range of public, commercial and charitable organisations.

Throughout the development of England Athletics' Strategic Plan, we have sought the views of volunteers, athletes and runners, our staff and key stakeholders in shaping this document as they will direct how we work as an organisation during the coming years. This reflects the collaborative approach through which we will deliver success alongside the wider athletics and running community and the England Athletics family.

The three strategic priorities identified in this plan are:

- To expand the capacity of the sport by supporting and developing its volunteers and other workforce.
- To sustain and increase participation and performance levels in our sport.
- To influence participation in the wider athletics market.

We must have a clear focus in order to seize the opportunities presented. We are responsible for generating revenues for reinvestment in the sport, which means making the most of our key assets, working with our partners and building strong relationships, in order to optimise our strategic investment into the sport.

To grow the sport we must recruit, train and develop the volunteers, coaches, leaders and officials who will give new and existing athletes of all abilities and aspirations the best lifelong experience in our sport.

We have a dedicated paid and volunteer workforce that is passionate about the sport and if we successfully deliver the strategic priorities set out in this plan and ensure that we are operationally efficient in all aspects of governing our sport, we will achieve our ambitions. We will create a foundation for the future and realise our mission to **grow more opportunities for people to experience athletics and running, to enable them to reach their full potential** and our long term vision for **athletics and running to be the most inclusive and popular sport in England, led by a network of progressive clubs and organisations and supported by a sustainable, respected and trusted governing body.**

Chris Jones, CEO July 2016





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Our Sport: Athletics & Running

IMPROVES WELLBEING

People are happier when they are engaged in sport. They become physically fitter and their mental wellbeing is improved. When they become more able in the sport it builds their self-confidence in their ability to progress. If they get involved in groups and clubs, whether in person or online, they also experience the benefits of “belonging” and being part of a community. 90% of those participating in our tracker study reported improvements in both physical and emotional health.

DEVELOPS COMPETENCY IN PHYSICAL LITERACY

The skills and activities involved in athletics, (Run, Jump, Throw) provide core elements of physical literacy and in many cases foundations for other sports. Creating competence and confidence in primary-aged children will enable them to feel confident about trying more types of activity as



“I quickly began to realise that, when I felt low, running would help lift my mood. Sometimes I found it hard to force myself out of the door and often it felt as though I was running through treacle, but I always came back feeling better than when I went out.”

Learn more about Shona Rogers and England Athletics' Mental Health Ambassadors: www.englandathletics.org/disability-athletics/mental-health-charter/mental-health-ambassadors

well as laying the foundations for future development in athletics and running. Almost one third of people in a recent England Athletics study told us they use athletics or running as a form of training for another sport.

DIVERSITY

Athletics and running are diverse activities and are highly accessible to all, regardless of background. The sport provides a low-cost entry point and, with a wide range of events and environments there is something to suit everybody.

AS A SOCIETY

Normalising regular physical activity in the mind of the general public is crucial to growing activity rates. Over the last 10



years the rising visibility of solo and group running and mass participation events has had a significant, positive impact on the nation's perceptions of health and wellbeing and levels of activity that are considered "normal". This is well demonstrated in a variety of environments including schools, where some have instigated daily running programmes and seen significant changes in young people's perceptions of what activity level is normal.

AS A COMMUNITY

Every season athletics and running clubs coach thousands of athletes of all ages at a comparatively low cost to the individual. They are able to do this because of the teams of skilled, trained and licensed volunteers supporting them. Significantly cheaper than most other sports and pastimes, athletics and running clubs

and groups are committed to being fully inclusive, offering something for all budgets and supporting local communities.

AS A FUNDRAISER

Sponsored and charity runs have been growing since the early 1980s. The sport continues to contribute enormously to deserving causes across England and the world, with charity races raising anything from a few hundred pounds to £54,000,000.

PERFORMANCE

By growing more opportunities for people to experience athletics and running, we can ensure that talented athletes have the opportunity to get into the sport and then be identified and supported to develop their potential to compete at national and international level.

THE POSSIBILITIES...

And with more than 2,600 road race licenses, nearly 150,000 registered athletes, 2.4 million people running weekly and 1 million doing some form of track and field in the last year, we can help build on that base and change people's lives.

A Growing Sport

RECENT SUCCESS

England Athletics athlete registrations have increased from 96,000 to 149,000 + since 2009

Disability participation is at an all-time high with 129,000 weekly participants*

*as of May 2016

There were 20,000 satellite club participants in Athletics 2012 - 2016

13,000 Leaders attended our LIRF – Leadership in Running Fitness since 2012

Athletics is the most prevalent sport in School Games nationally with more than 22,000 young people competing in the Winter 2015-2016 season in London alone

1 million people were active in track and field last year*

*12 times in 12 months

For three consecutive years* England Athletics has met all good governance tests in the sector and was rated “Green” by Sport England

*as of May 2016

27 medals at 2014 Commonwealth Games* with another 10 at 2015 Youth Commonwealth Games

*Highest medal count for England Athletics

England Athletics is committed to our mission to grow more opportunities for people to experience athletics and running.

Athletics and running are attracting more new participants and we need to ensure that our sport has the capacity to deliver attractive and appropriate experiences for athletes and runners in clubs, groups, competitions and events, both within the England Athletics family and in the wider athletics and running community. In the last 12 months we have seen that community grow by a million people, around 72%.

The Challenges

More people running than ever – with 7 million pulling on their trainers in the last 12 months and going for a run

PEOPLE

Volunteers, whether they are coaches, leaders, qualified officials or others fulfilling important roles within clubs or at events, work incredibly hard to deliver the sport, but they are in short supply and those that do volunteer increasingly find themselves doing more. We need to make all forms of volunteering easy and attractive to ensure as many people as possible want to join in and that those who do join in stay longer.

MANY DISCIPLINES IN ONE

Unlike other sports, ours is a number of different activities that take place within one family. 61% of our affiliated athletes are in clubs with a track and field provision but we

also affiliate road running clubs. Their needs, whilst overlapping significantly, can differ. Our challenge is to ensure that all member clubs receive value for their affiliation fees and are supported appropriately.

DIVERSE NEEDS

The diversity of athletics and running is a strength, but it also presents challenges. Every event group has different needs for coaches, other volunteers, facilities and equipment. We need to find ways of working across different event groups efficiently and using this diversity to attract more volunteers from as many different sources as possible. Since 2012 73% of running participation has come from women but there are still many under-represented groups in various events.

FACILITIES

Most track and field venues are not owned by the clubs who use them. Financial pressures mean that we must work in partnership with clubs and bodies from other sports and collaborate to ensure that we make the most of existing facilities and demonstrate value for money. England Athletics can and will facilitate this process.

A CHANGING WORLD

In the last decade there has been a significant shift in the use of technology in everyday life. Items such as fitness wristbands have moved into the mainstream with 3 million sold in 2015 alone in Britain. Sport, especially athletics and running, has not always capitalised on these and similar advancements. We need to understand better how technology can help us organise our sport and attract people to join the athletics and running community and a need to turn this understanding into improvements and efficiencies.

WHERE NEXT?

For more people to experience athletics and running and for them to fulfil their potential, the sport needs:

- More people wanting to get involved and with access to the sport.
- More clubs, groups and communities creating opportunities at all levels of involvement, from formal to informal.
- More teachers delivering athletics and running in schools and for daily running to become the norm.
- More and better supported coaches helping athletes deliver even more inspiring performances.
- Most importantly, we need our volunteer community to grow alongside the sport so we can support as many people to access our sport as possible.



OUR VISION

Athletics and running will be the most inclusive and popular sport in England, led by a network of progressive clubs and organisations and supported by a sustainable, respected and trusted governing body.

HOW DO WE GET THERE?

To achieve this vision and make athletics and running the most inclusive and popular sport in England, we need to operate in a way that reflects our values:

PRIDE

We take pride in the work that we do and demonstrate commitment to our athletes in recognition of the important role that we have to play. Athletics in England has a rich history and heritage and we will celebrate our athletes, runners, coaches and

Values, Strategic Enablers & Delivery Methods

volunteers from today and yesterday to inspire future generations, using events like our Hall of Fame to mark their achievements.

INTEGRITY

Our sport is founded on integrity. We will demonstrate this in all that we do to earn respect and to build effective partnerships at all levels. We will challenge ourselves and each other to ensure that we adhere to this value at all times.

INCLUSIVITY

Inclusivity is an important aspect of athletics and running and must be embraced at all levels of the sport. We believe that our sport can contribute towards a healthy lifestyle and a sense of achievement, whatever the age, ability or background of the athlete or volunteer. We should promote inclusive working at all times and reflect this in our actions.

ENABLERS

In order to achieve our ambitions, we need to become more financially sustainable and continue to be respected and trusted.

WE WILL BECOME FINANCIALLY SUSTAINABLE BY...

“Working efficiently and maximising revenue to benefit athletics and running in England.”

To achieve our mission and make our vision a reality, we need to become more sustainable and we also need to support and work, where appropriate, with our clubs and other organisations to become more progressive and sustainable themselves.

VARIED SOURCES OF INCOME

We will identify and secure more varied sources of income both in the public and private sector. We will promote additional potential benefits to commercial partners and explore alternative fundraising such as trading and charitable giving.

INVESTMENT IN OUR SPORT

England Athletics know that income coming into the wider sport has huge associated benefits for the England Athletics family and wider athletics and running community. We will support our partners in securing additional income wherever we can and celebrate their successes alongside our own as contributing to the sustainability of the sport.

PLANNING FOR THE FUTURE

We will work with clubs to develop a longer term view of the cost of affiliation, moving towards a system whereby we can give clubs more notice of any changes to affiliation fees and the reasons for the change.

INCOME GENERATION

We will invest in knowledge and skills internally and become self-sufficient in developing commercial and public-sector income.

BEING RESPECTED & TRUSTED IN THE SPORT BY...

“Working openly and being the recognised point of contact for our members and key stakeholders in England.”

We will maintain the trust and respect of both the England Athletics family of member clubs and partners and the wider athletics and running community by listening to their views and providing services that make a difference.

DELIVERY METHODS

We will create a positive culture, by challenging negative behaviour and finding ways to encourage positive interactions.

We will commit to being more transparent and accountable to our membership and the wider athletics and running community and, wherever possible, create open channels for people to engage with us. We will work in partnership with clubs and competition and event providers to deliver activity ourselves and support others who are better placed to deliver themselves. We will work hard to be forward thinking in setting ambitions and goals and openly share progress, challenges and successes.

REPRESENTATION & FEEDBACK

We will work with and through our own consultative structure of regional and national councils as well as undertake simple annual surveys in which everyone in the athletics and running community can share their views on what we are trying to achieve and how we are progressing. We will create a simple feedback channel so that those who use our programmes and services can offer more timely feedback and offer suggestions on how we can make our processes more user friendly. We will act upon this feedback. We will continue to strive to deliver a representative and fit for purpose governance structure and adhere to all Codes recommended by DCMS and Sport England.

USER-LED

We will develop our understanding of our customers and use that information to improve and refine the services and processes we provide. We will put the experience of those engaged in our sport at the centre of the changes and decisions we make. We will commit to do what we say we will do and thereby build trust and strengthen our relationship with our England Athletics family.

HOW DO WE KNOW THIS IS SO IMPORTANT?

As a membership organisation, our relationship with our clubs, events and volunteers is the most important element of what we do. We haven't always got this right, like in 2012 when we proposed changing our affiliation fee without a period of consultation.

Our clubs resisted and rather than continue to push the proposal, England Athletics opened a period of discussion which led to an annual programme of consultation to avoid making the same error again.

We share this story with colleagues and others to remind ourselves of the value of openness and the importance of trust in our role as custodians of our sport.



More and Better Innovation & Information

We will utilise our unique position in capturing information about the health of our sport and share it wherever we can to help inform how the England Athletics family and the wider athletics and running community operate.

This will be formalised into a healthcheck approach, meaning that we will identify the pieces of information that are available to help us identify trends, issues, challenges or future opportunities and then collate them into simple reports that can:

1. Help colleagues define and improve processes used to deliver services to the sport and make them more efficient and effective.
2. Help providers and clubs to make the experience they offer participants more focused and ultimately satisfying.
3. Help everyone to understand what our options are in response to challenges or changes to the landscape and what the impact of those options might be, creating better decision making.
4. Help the organisation make more effective investment in programmes and services based on prioritising those with highest return on the investment.

THE INFORMATION GATHERED WILL BE IN SIX AREAS:

- Volunteers – Number of licensed, trained, active volunteers and a measure of the sport's need for capacity growth.
- Athlete and Runners – data on all affiliates, and RunTogether participants, segmented by age, gender, ethnicity, socio-economic background and performance levels.
- Competitions – Event licences and permits, number of entrants, schools competition.
- Organisations – Clubs and groups, their memberships' development and activity.
- Potential – information on potential or lapsed participants and volunteers and the influences that might re-engage them.
- Environment and Facilities Data – Locations, activity offered, development needs and UKA TrackMark records.

The healthcheck will be qualitative as well as quantitative. It will involve asking people for feedback more often and in a simple and unobtrusive manner, allowing us to gain a comprehensive understanding of our sport.

We are already building our knowledge and tools in this area through our own research and work with partners which will allow a more targeted approach to developing our programmes and services. Enhanced data collection, analysis and sharing will help England Athletics and our partners make more informed decisions and demonstrate impact. With more work we will be able to do the same for partners, for example, by providing clubs with annual membership growth information in comparison to their region to help them target new members.

INNOVATION

We will recognise our role in the sharing and adoption of innovation in our sport and promote change where it makes life easier or better for the athletics and running community and England Athletics as an organisation. This will include a clear plan for better use of digital tools and information within the organisation and investment in that plan. In order to achieve this, we need to understand our partners and their perspectives.

We will identify those creating new ideas, programmes and services or who are changing the way in which our sport is delivered and bring these people and organisations together to discuss challenges and speed up

problem solving. We will engage those who are keen to try new things but are not in a position to create the changes, and support this group in testing, refining and sharing new ideas.

We will provide training and support for the England Athletics family and the wider athletics and running community so that they are best placed to adopt innovative tools and approaches.

CASE STUDY - WHERE DOES INNOVATION ALREADY EXIST?

NIGHT OF THE 10000 PBS – COMPETITION DELIVERY

Highgate Harriers, with Race Director and member Ben Pochee leading the way, have developed a new way to engage the local community, raise the profile of the sport and deliver a far improved spectator and athlete experience.

Everything at their celebration of the 10000m event is different, from the special access to track-side for spectators, to the themed entertainment and music.

The event has more entrants than previous incarnations of the national 10000m championships, bigger crowds and is significantly more engaging. England Athletics, in recognising that Ben and his team are innovators within the sport, has provided support and encouragement and has awarded the England 10000m Championships to the event. We have also encouraged UKA to hold the British Championships and Olympic trials at Highgate.

“North London, Saturday evening. A tale of two events. At Wembley Tinie Tempah exhorts supporters to “make some noise”, something they were merrily doing long before his jarring interjection. A sterile, sallow FA Cup final follows: for once one cannot blame those in the corporate seats for being slow to return after half-time. Meanwhile, down the road on Hampstead Heath a couple of hours later, dozens of athletes are being roared on as they charge through a beer tent while trying to earn a spot in the British team for the Olympics. I know which one was more fun to watch. Track and field has taken a justifiable kicking in recent years. Too many of its administrators have been shown to be bent. Too many medal winners have been busted for drugs. Suspicion of anything extraordinary now lingers like smog. But being among the 3,000 or so crowd standing around the third lane of the Parliament Hill track at the British 10,000m trials – so close to the action, in fact, that an injudicious shoulder turn could have stiff-armed a world or European champion – was a reminder that this wounded sport still has the capacity to inspire and attract a new congregation.”

Guardian Quote from Sean Ingle 27/5/16

[To learn more about Highgate Harriers very special event:](http://www.EnglandAthletics.org/nightof10000pbs2016)

www.EnglandAthletics.org/nightof10000pbs2016

Strategic Priority 1: To expand the capacity of the sport by supporting and developing its volunteers and other workforce

Our key ambition: A 6% increase in the number of licensed leaders, coaches and officials every year.

WHAT WE WANT TO DO	SCALE OF OUR AMBITION
More trained coaches, leaders, teachers delivering	Increase licensed coaches and LiRF* Leaders by 6% per annum. This will be replaced by a baseline and target "active" number in October 2016*. We will also increase the number of teachers we train by 6% each year.
More officials and other club volunteers active	6% more licensed officials. This will be replaced by a baseline and target "active" number in October 2016*. England Athletics will also invest in establishing how many unqualified volunteers are in the sport and what roles they do and how many more are needed so we can better support clubs in recruiting and managing them.
More volunteers (including officials and coaches) regularly reporting a great experience and expressing a desire to repeat. Fewer volunteers overburdened and stretched between multiple roles	Increase retention rate of volunteers and coaches by 15% annually. This is a temporary/estimated target until October 2016* when baselines will be set. A better understanding of how to attract the right people to the roles that they are most likely to find meets their expectation and satisfies their motivation. Alongside this, developing a better understanding of what a great volunteer experience looks like throughout their journey.
Develop England Athletics team to be best in sport for supporting volunteers	Invest in additional skills training for England Athletics staff so they are able to support volunteers because of enhanced training and induction and performance management support.
Providing a safe and regulated sport including permits, licensing and safeguarding and welfare services to the athletics and running community	Zero harm – volunteers should be confident they are operating in a safe environment and when asked they should be able to articulate how they can access support around safety and safeguarding. We set the ambition that one avoidable incident is one too many.

WHY?

The people who make our sport work come from varied backgrounds and many coaches, officials and other volunteers are long-standing servants of the sport. The experience that these individuals have to offer is invaluable, but they often find themselves filling multiple roles within their clubs and organisations, with too few younger volunteers being recruited to support them. Additionally, England Athletics is mindful that they have a significant impact of the quality of a participant's experience.

England Athletics believes that the welfare of the people in our sport is critical, which means that finding more volunteers, particularly coaches and officials, has to be our number one strategic priority.

We know that there are insufficient numbers of volunteers active within the athletics and running community, but particularly within our member clubs. 18% of clubs we asked had waiting lists in place with two thirds of those being track and field clubs with an average of 32 people waiting. All cited volunteer capacity as a contributing factor. We need to train and license more coaches and officials and support them to ensure that they continue to have an active, regular involvement in the sport. We need to know more about which other roles clubs are struggling to fill.

While it is vital that we recruit more volunteers to support the sport, we also know that the act of volunteering can significantly impact on a person's wellbeing if managed well. People who have a positive volunteering experience will regularly report increased community engagement and a sense of satisfaction for having given something back, as well as improved skills. We believe, and are currently researching further, the premise that more people will volunteer and stay volunteering when the right opportunities are promoted to the best suited people, when they have a really good experience from beginning to end and when those managing them understand their motivations and expectations and are equipped to satisfy them.

WHAT'S OUR TRACK RECORD?

- England Athletics' focus in previous years has been on formal qualifications for officials and coaches, with 13,000 people attending Leader in Running Fitness courses and 3,000 actively delivering groups since 2012.
- We have 16,846 coaches and leaders currently licensed; the highest number in England Athletics' history.
- England Athletics' National and Local Coach Development Programmes are considered world class, with 1,500 coaches engaged and taking an active role in their own development.
- We train around 1,500 officials each year but this is not reflected in significant rises in licensed officials annually.
- However, we acknowledge that there are insufficient regular, active volunteers within the sport, we don't have clear data on this group and recognise that we need to do more to better engage, recruit and retain volunteers within the England Athletics family.

WHAT WILL WE DO?

- **Create a clear, simple volunteer journey through our sport that attracts the people most suited to the roles available and helps clubs, competition providers and the wider athletics and running community give them a great experience so that they are retained.**
- **Continue the successful Local and National Coach Development Programmes and develop the framework to influence more people.**
- **Invest in digital solutions to create a stronger online community for volunteer groups, including a Coaches' Club, to strengthen relations amongst volunteers and enable us to better support them with the right programmes, content and services.**

WE WILL ALSO:

- Commit to investing more financial resource into volunteer development than in previous years and allocate increased staff time and leadership responsibility to ensure the work moves forward. We will identify partners outside of athletics and running to help us meet our volunteers' needs better.
- Learn more about what our existing volunteers' experience is like and how we might offer opportunities to new or returning recruits. We will create recruitment tools for clubs and other organisations to use.
- Provide the right training and education for every volunteer group, taking into consideration their level, appetite for commitment and learning styles and formats.
- Train our staff on what we know about our volunteers' needs and how best to support them in their roles, including learning from the local and national coach development programmes to provide coordinated support between volunteers.
- Provide the best possible volunteer support service for safeguarding, event licensing and permitting and welfare.
- Act as an advocate for our volunteers' views wherever we can and celebrate their success through our online community and with events like our National Awards and Hall of Fame.

Where have we already seen success?



CASE STUDY 1 KATE MACPHERSON

ELVET STRIDERS RUNNING CLUB/ DURHAM MUMS ON THE RUN

"I qualified as an Endurance Coach in March 2014. Prior to that I had qualified as a Run Leader and furthering my knowledge and qualifying as a coach had felt like a natural progression for me.

I'm currently the coaching coordinator at my club and my job is to try and ensure that we cover coaching across all ability levels and distances! I also coach a number of athletes on a one-to-one basis, covering distances from 5k to the marathon. As well as that I lead the 'Durham Mums on the Run' Run England group which is what it sounds like - a running group for women! Again, it's a mixed ability group so much of my time is spent ensuring that coaching is appropriate and differentiates between the needs of all the athletes who train with us.

I must confess that I am as surprised as anyone to find myself in this position! I had never been very sporty at school and avoided running (and particularly school cross country!) as much as possible. I discovered running in my 20s and it's become something of an obsession! When my running club suggested that I might be the right kind of person to qualify as a run leader and then coach I was sceptical and honestly didn't think that I would be able to do the course. I had a perception that it would be a male-dominated world where I wouldn't have a voice given my background.



Quite the opposite. I was really impressed at the support and training that was made available to me. The support I was given from local coaches was excellent and I was never made to feel that I was asking 'dumb' questions. Ongoing support in the way of online training, local events and one-to-one support from the local England Athletic club and coach support officer has also proved invaluable.

Training as a coach has quite literally changed my life, I've gone from being a rather bored office worker to spending my time doing what I absolutely love to do. I work part-time mentoring new run leaders in local workplaces, a project that I'm passionate about. I'm also a wife, a mum, a school governor and, somewhere in amongst that, I find time to train for myself! I would say to anyone considering coaching to get out there and ask questions, don't be afraid to have a go at run leading, grab coaches you know and shadow them, ask if you can help them and, most of all, believe that as a female coach you will bring vital skills and qualities (such as empathy and an ability to multitask!) to the role."

CASE STUDY 2 VINCENT LAWRENCE

28.5.2016

"Since being introduced to National Coach Development Programme (NCDP), I have broadened my knowledge of the sport. I have become more equipped as a sprint coach and I have made good friends through all our various network training events.

I have inspired other coaches from my club and have helped to set up a successful England Athletics satellite programme in my local school. I am also currently assisting two other coaches in their development and they are now supporting me in running the England Athletics satellite programme. Most importantly, my athletes have improved tremendously! We have managed to minimise injury and continue to eradicate injury from our training.

My group took eight medals during Essex and Eastern indoors championships in February. We recently won the U20 boys 100m- Hertfordshire championships and we also won the U20 boys 100m Essex championships (14th May). We took four medals in total at this competition. In this event, we also achieved numerous PBs, even without full participation from my squad. Another gold came from one of my athletes who plays football and has in the past won the league as well as being credited with man of the match.

I am slowly starting to attract better talent and noticeably, some of my athletes that have left the sport in the past, have returned due to our ongoing improvements.

Clarence has been a great mentor, mainly because he listens and supports my specific needs. I have gained knowledge and enjoyed all the sessions including the strength and conditioning sessions, which were delivered very well and were very useful. However, one of my favourites was the superb block session that took place recently.... delivered by Clarence at my club. All of my athletes and parents loved it and it sealed my philosophy very well.

I hope the support continues.

I am very grateful for bringing me into the programme. My aspiration is to create some outstanding GB talents and continue supporting the GB and your guys aspirations for the country."

Many thanks,
Vincent Lawrence.

Strategic Priority 2: To sustain and increase participation and performance levels in our sport

Our key ambitions:

1. Grow the number of club registered athletes from 149,000 to 172,000.
2. Engage 135,000 people through the RunTogether programme
3. Increase athlete performance levels across all events and disciplines by 1% every year.*

WHAT WE WANT TO DO	SCALE OF OUR AMBITION
A bigger England Athletics family, even more representative of the population	23,000 more England Athletics registered athletes and 135,000 RunTogether members including 12,000 more disabled people
More young people in the England Athletics Family	24,000 more athletes and runners Under 17 registered in England Athletics Track and Field clubs.
Better competitions with more entries	At least 3% more people every year engaged in more competitions throughout the sport. We will use the power of ten website and the number of people recording a result as the best approximation of this measure.
More athletes delivering better performances at all levels of our sport	5% average increase over 5 years in the number of athletes and para athletes in each event group achieving Top 10, Top 50 and Top 100 baseline performances or Raza points tables.
Better athlete experiences at clubs	More clubs and groups accessing resources and support to develop their programmes and delivery. 100 365 Academies up and running around the country.
More people and organisations aware of the positive role our clubs and groups play in improving their communities	More people and partner organisations understanding how our clubs and groups contribute to individuals and society beyond physical health, such as health, social inclusion and education. We will drive this through improved whole sector data, resources and education.

WHY?

Our member clubs, RunTogether groups, our licensed events and permitted competitions are at the heart of everything that England Athletics does.

They all provide different and important athletics and running experiences and are driven by passionate, dedicated volunteers. Like those volunteers, we believe that being part of an organised community makes people more likely to continue in our sport and more likely to return if they drop out. We want to support our member clubs to increase the performance levels of their members, whatever their ability, and to help people achieve their full potential. This will, we believe, ensure all participants in our sport can achieve their goals and will ultimately result in English athletes competing for medals at the highest level. We also know that to maintain a good network of facilities we need more people accessing them more often, creating sustainability and securing their use for athletics in the future.

We want athletics and running to be for everyone, forever, which means that we want England Athletics to play an active role in the wider athletics and running community, either through clubs, RunTogether groups or the provision of online support, all of which will deliver great experiences designed to keep people active and engaged.

WHAT'S OUR TRACK RECORD?

Over the last five years, the England Athletics family has seen:

- The number of England Athletics member clubs and bodies increase to over 1700.
- The number of athletes registered with England Athletics through member clubs rise from 96,000 to 150,000.
- A closing gender gap; with 47% of members now women the gap has shrunk by 12%.
- 5,000 new running groups with 105,000 people registered.
- Athlete performance levels rising across most disciplines: average increase of 7% as determined by our performance index.
- 27 medals at the last Commonwealth Games.



WHAT WILL WE DO?

To sustain and increase participation and performance in our sport, we will:

- **Provide member clubs with the tools and support that they need to sustain and grow their membership, improve their club environment and to develop their coaches and volunteers through a dedicated local professional workforce.**
- **Create more and better school/club links through the development of an inclusive youth coaching programme based on the principles of our Athletics 365 resources.**
- **Develop the RunTogether programme to grow the number of runners engaged with England Athletics.**
- **Promote innovative and appropriate national level competitions for members of the England Athletics family and encourage partner organisations to provide the same at all levels and disciplines within our sport.**

WE WILL ALSO:

- Assist athletes in their development by analysing performance, developing their environment and coaches, such that every England athlete has the opportunity to fulfil their potential, including at international level when that is possible.
- Partner with organisations whose goals and values align with, and complement, our own, and who can help us grow opportunities for people to engage with our sport.
- Continue to deliver youth-focused programmes and services for use by coaches and teachers to give young people the best possible experience in athletics and running.
- Devise and deliver bespoke strategies aimed at encouraging more people from under-represented groups to engage with and continue to participate in athletics and running.
- Develop and implement focused activation strategies in targeted geographic locations that will boost the number of people taking part in athletics and running.
- Grow our expertise and understanding of how to increase participation and improve performance standards, and apply this knowledge to effect positive change across the athletics and running community.

Where have we already seen success?

CASE STUDY 1

CHELMSFORD ATHLETICS CLUB - ACCESSING SUPPORT

At the end of 2015, Chelmsford Athletics Club secured £46,000 to improve Chelmsford Sports and Athletics Centre and took the opportunity to do more than make the much needed improvements to the toilets. They looked for something that would add to the experience of their members, the development of their athletes and coaches and that had the potential to make the club more financially sustainable.

Capitalising on an existing relationship with a strength and conditioning coach with an interest in athletics, they developed a physio's room and helped him become an athletics coach. He was then able to use the space to offer his services as a coach, while the club benefited from his expertise and the dedicated space.



England Athletics is supporting the club in a number of ways, through funding advice, by introducing the club to funding specialists and through the National and Local Coach Development Programme.

The volunteers at Chelmsford have been inspired to think about things differently and the impact on the members and volunteer experience at the club has been huge.



Strategic Priority 3: To influence participation in the wider athletics market

Our key ambition: For 1,000,000 more people to become regular athletes or runners.

WHAT WE WANT TO DO	SCALE OF OUR AMBITION
More regular runners and athletes including more proportionately from under – represented groups	1,000,000 more people to become ‘regular’ athletes/runners including 500,000 more women, 60,000 more disabled people and 200,000 more from lower socio-economic groups. 50,000 teams in School Games Athletics events across England every year. This would be 2% more than any previously recorded high.
More people having great experiences at more athletics and running events	After 30% growth in licences in 4 years to 2,600, the ambition is to at least maintain current levels of licensed and permitted events whilst increasing % of total events in England that are licensed. This will be baselined in late 2016.
More people and organisations aware of the positive role our sport plays in improving our society	15% more people and partner organisations understanding how athletics and running contributes to individuals and society beyond physical health, such as health, social inclusion and education. England Athletics to drive this through improved whole-sector data, resources and education.

WHY?

Whilst England Athletics and our members and partners are key drivers and deliverers of our sport, the wider athletics and running community is large and diverse, with 7.1 million people having run in the last 12 months.

We believe that England Athletics and our member clubs and bodies have a responsibility to influence the wider growth of the sport, specifically in ways that fit the mission and ambitions we've already shared, and ultimately to encourage more participants and volunteers to become part of the England Athletics family of member clubs and bodies, registered athletes and participants. We believe in the power of athletics and running and want as many people to benefit as possible.

We are uniquely positioned to understand and interpret the wider picture and work with others in the sport to grow the number of people to whom our sport is available and improve the experiences they have. Many of the leaders of organisations that make up the wider athletics and running community began in our member clubs.



WHAT'S OUR TRACK RECORD?

- Over the past 10 years participation in athletics and running in all its forms has grown by 72% to 2.4 million.
- England Athletics has developed close relationships with a range of running organisations who contributed to this growth and has been committed to supporting the growth of the market licensing 2,600 races in the last 12 months alone.
- England Athletics has facilitated Run Group, a place where significant organisations in the running sector can work together on key issues affecting the sport.
- We have been a partner for Sport England's This Girl Can campaign, developing and growing This Girl Can Run, which has heavily influenced 21,000 women to start running, return to running or run more often.

WHAT WILL WE DO?

- **Become the pivotal organisation for the provision of information and insight to the wider athletics and running community about the impact that our sport has on wider societal outcomes and share it widely in language that is easily understood and acted on.**
- **Create campaigns, using what we know to motivate and inspire our target audiences, challenge perceptions and mindsets around our sport and ultimately influence more people to join the England Athletics family and be part of the sport.**

WE WILL ALSO:

- Work with partners to promote our sport into schools so even more young people can access athletics in their school environment and be able to progress into a club if they choose.
- Work with major events and public, commercial and charitable providers in our sport to understand what they want to achieve and find ways to link their activity into England Athletics member clubs and organisations.
- Continue to improve track and field permitting, road-race licensing and the insurance and standards framework to drive event delivery standards up and make licensing through the sport even more valuable.
- Find organisations who have experience and resources available to target under-represented groups and work with those organisations to make sure our sport is promoted in an attractive, accessible way.
- Build on our experiences in Run Group to influence government and continue to create effective campaigns so that people start to think about engaging or re-engaging with athletics and running.



Where have we already seen success?

CASE STUDY

THIS GIRL CAN RUN

In 2015 England Athletics launched This Girl Can Run, a digital campaign that aimed to influence the number and frequency of women running.

This followed and capitalised on existing insight and national investment by Sport England into the parent This Girl Can campaign, which launched six months earlier.

As of March 2016, This Girl Can Run had been a major influence on 21,000 women who had decided to run more, with nearly 10,000 of these being new to running or returning after a lapse. Over 3,000 women in the community named the campaign as the main reason for running more.

“Something chuffed, I ran 5K for the 1st time this morning, did it in 35: 14. I couldn’t run up the road and back in January! I can’t stop smiling. I’m doing 5K pretty muddy next, bring it on. Not stopping running now!”

Facebook This Girl Can Run Member

Of those influenced by the campaign, 20% identified themselves as having a disability. To read more about This Girl Can Run, and join our Facebook community www.runengland.org/ThisGirlCan



Financial Perspective

CHANGING FINANCIAL CLIMATE

The economic climate in the UK continues to be subject to change, with the pace of that change increasing in recent years, particularly in the sports sector. It is important that England Athletics stays attuned to those changes, understands the potential impact to both the sport and the organisation, and ensures that we are well placed to respond accordingly.

The strategy we have established sets out our ambition to become more self-sufficient through membership growth and other self-generated income, as well as investing in more internal commercial expertise. We recognise that public funding is increasingly insecure and as an organisation we must

be focused on determining our own strategy and priorities, before seeking to identify compatible and mutually beneficial partnerships with public- and third-sector funding organisations. Starting in 2006 with just over £4 million of grant funding from a variety of sources, England Athletics has developed and changed in three distinct areas:

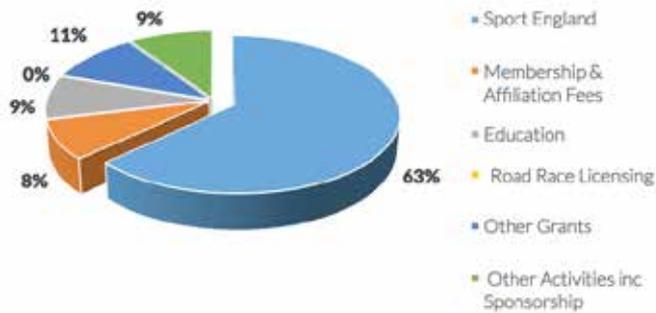
PUBLIC-SECTOR

In 2009 England Athletics received its first whole sport plan (WSP) funding in partnership with UK Athletics, with around £15 million being invested into England Athletics over the four-year period. After successful achievement of the contracted outcomes, England Athletics, in partnership with UK Athletics, secured funding of £22 million in the 2013-17 WSP cycle. In addition, England Athletics began to develop its grant funding expertise, securing £200,000 from the Mayor of London's office in 2011 to initiate the Run! Project. This work has continued with local delivery teams developing local partnerships to secure additional funding into athletics and running. England Athletics will continue to develop expertise in this area. Having now established clear priorities and ambitions, we are in a position to identify funders who share these ambitions and draw down grants and funding where appropriate to support our priorities.

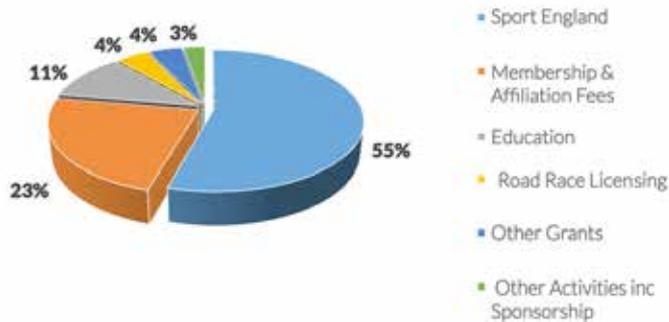
OTHER INCOME STREAMS

Our membership and affiliation scheme has grown significantly, from 96,000 individual affiliates in 2007/8 to more than 149,000 at the end of 2016, which currently accounts for 23% of our total income and represents 38% of the growth in income. England Athletics recognises the importance of ensuring the additional income generated from membership growth is invested both into the sport and into the organisation's priorities, as well as reinvesting in membership and other core services. This will grow the ability of the organisation to support a larger membership base and improve the quality of service to our members. We will invest in more effective ways of servicing our clubs, with, for example, better online course booking, to promote best practice and ensure long-term sustainability for them as well as England Athletics. We have continued to grow our other cost-neutral programmes and services such as coaches' and teachers' training courses and road race licensing, with income in non-membership programmes and services growing from £381,000 in 2006/7 to £1.88 million in 2015/16. England Athletics recognises the importance of maintaining high quality services at reasonable prices for the athletics and running community and will aim to ensure these services cover their costs.

Income Split - 2007/8



Income Split - 2015/16



COMMERCIAL INCOME

2006/7: 0.5% of Income

2010/11: 0.4% of Income

2015: 1.9% of Income

The commercial sponsorship, rights sales and partnerships sector has undergone considerable change in the last 10 years. Increasingly, organisations are looking for Corporate Social Responsibility (CSR) investments or mutually beneficial marketing partnerships rather than traditional rights sales. In addition, an economic downturn has created a particularly challenging climate. In order to best secure additional income in this area it is vital that England Athletics develops its own internal insight and commercial capability. This will enable us to target partners with compatible ambitions to grow our commercial income, which will be invested into the sport either directly through our three priorities, or indirectly by modernising our infrastructure and therefore improving services to our England Athletics family.

Overall, we have moved in the right direction, growing our self-generated income and moving to work more closely with public funders, as well as developing our own commercial expertise. However, in the constantly changing climate we need to continue to challenge our dependence on any one funding source with the ultimate ambition of reducing the organisation's reliance on any single funding source to no more than one third of total income. We continue to use different financial scenarios to plan for the future, considering potential changes to member behaviour, public-sector funding and the commercial partnerships sector. We are actively growing our reserves to realise our vision of being a stable, trusted and respected organisation.

What Happens Next?

RESEARCH AND LEARNING

In order to make sound decisions and spend time and money wisely we need more information than we currently have. For some of our ambitions we have identified specific additional work to be completed before April 2017 to understand the issues and potential solutions and decide how best to proceed.

VOLUNTEERING BEYOND OFFICIATING AND COACHING

England Athletics has previously left clubs to manage the relationship with their volunteers and therefore don't have a direct relationship with them or hold all of their contact details (excluding officials and coaches). This means we really don't understand their experiences, roles, or motivations and therefore struggle to support clubs and other partner organisations to meet their needs in this area. At present England Athletics has secured a small research grant to enable us to better understand the experiences of volunteers and specifically gather some additional information on those volunteers without a formal qualification in the sport. This will help us to decide how best to improve the experience of all volunteers and therefore increase retention rates. It will also help us to understand how best to match specific types of people with different



volunteering roles in athletics and running. This knowledge will in turn inform England Athletics' plan to better support clubs in this area of work.

DIGITAL STRATEGY

The way we use technology and information and the need to embrace digital innovation in order to move the sport and the work we deliver forward is a vital part of our strategy. A group of colleagues is working with our volunteers, clubs and partners to appraise how best to work with the sport to improve this and how to prioritise areas of need. This work is split into four distinct areas: management and application of data, technology tools used by the organisation, use of technology in delivery of our sport and electronic communications within and beyond the sport.

FACILITIES

England Athletics recognises the specific challenge for track and field facilities in safeguarding their future. We are working with people outside the sport who have additional understanding of potential solutions to decide a plan of action for

facility use and management. We expect this work to be completed during the summer of 2016.

PARTNERSHIPS – FUNDING

Now that we understand what we want to achieve and how we want to approach our priorities, we have the information we need to identify the funding partners that may be interested in working with us on different elements of our plan. Our next step in this area is to identify who shares which ambitions, our culture and approach, and then explore whether we can work together to achieve these outcomes.

PARTNERSHIPS – DELIVERY

Similar to finding funding partners, we need to be confident that we understand who might share our ambitions and want to work with us to do so. After the Department of Culture, Media and Sport strategy "A Sporting Future" was released earlier in 2016 a number of organisations chose to review their plans and there may be new opportunities for us to work with others to deliver our ambitions.

Key Areas of Focus: A Reminder

Earlier on in this strategic plan we introduced you to our mission, vision, values, priorities and plans as well as our role in the athletics and running community.

We shared the reasons behind those plans and how we will address them over the coming years. Here are ten key actions we will take, that we believe will make the biggest impact and therefore will require significant investment. We have listed them all together below to clearly illustrate the change we want to create in the coming years.

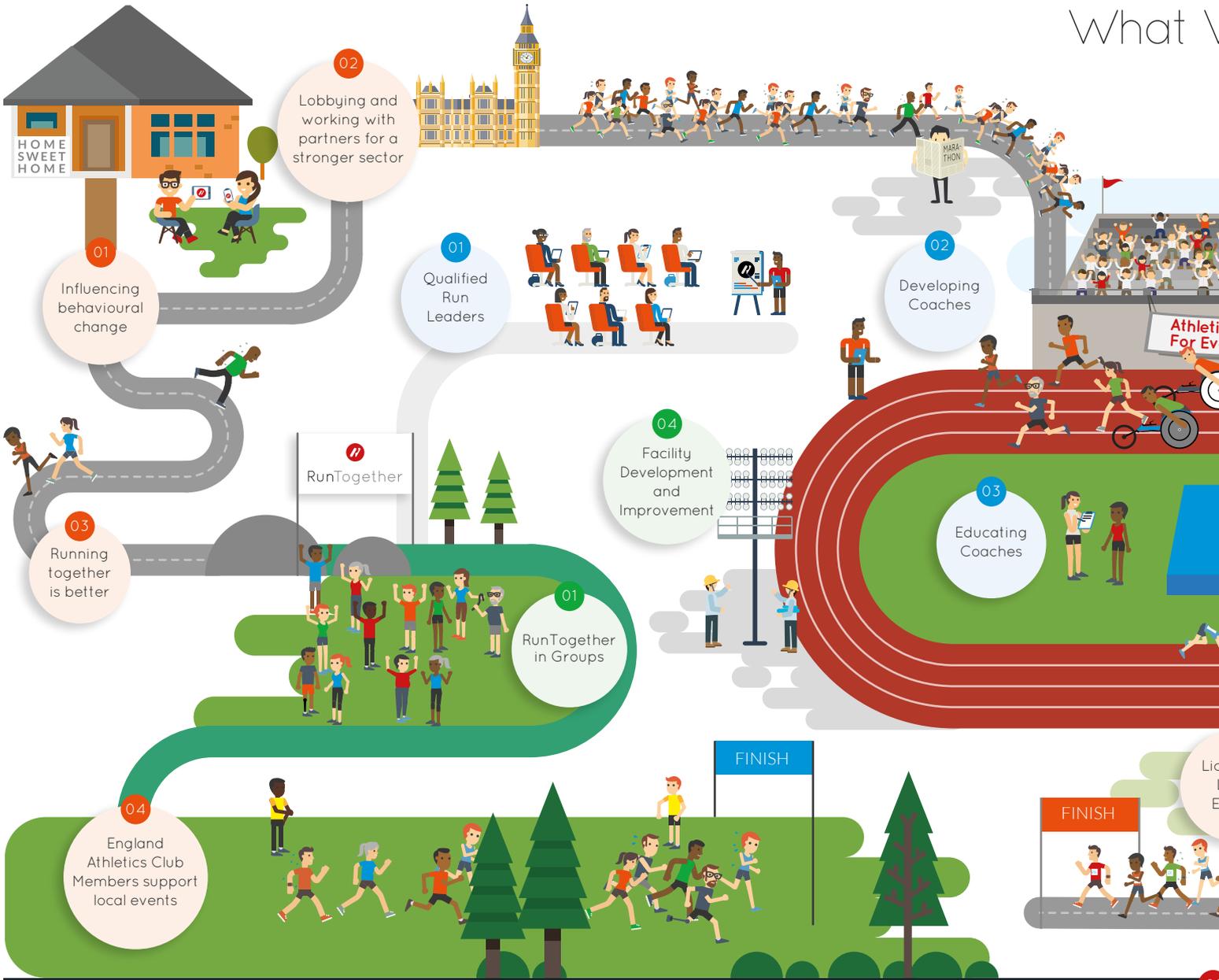
WE WILL:

1. Focus our local, professional workforce on supporting member clubs with the tools they need to sustain and grow their membership, improve their club and physical environment and help develop their coaches and volunteers.
2. Create more and better school-club links through the development of an inclusive youth coaching programme based on the principles of our existing work such as Athletics 365 and by marketing athletics directly into schools.
3. Continue the successful Local and National Coach Development Programmes and develop the framework to influence more coaches.
4. Deliver and promote innovative and appropriate national level competitions for members of the England Athletics family of clubs and athletes. We will support partner organisations to do the same to improve experiences, engage our members more and to increase revenue.
5. Develop and deliver the RunTogether programme to grow the number of opportunities available, active runners and runners engaged with England Athletics.
6. Define a clear pathway from entry level upwards to ensure that volunteers of all types within the sport can take up a role at the level they desire. This will involve supporting clubs and our volunteer coaches and officials, improving and modernising the process of recruitment and deployment and helping clubs to attract people with relevant skills for the roles available.
7. Invest in digital solutions for an online community for volunteer groups, including but not limited to coaches and officials, to strengthen relations between volunteers and enable us to better support them with the right programmes, content and services, at scale.
8. Provide robust information and insight to the wider athletics and running community about the impact of our sport.
9. Create impactful campaigns using our information and insight to influence more people to become active in our sport.
10. Invest in developing our commercial expertise within the organisation with a view to growing non-public-sector income.

Appendix 1: What We Do
- England Athletics in the Athletics
& Running Community







STRATEGY

INSIGHT

WELFARE

MEMBERSHIP

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PRIDE, INTEGRIT



We Do



Strategic Priority 1: To expand the capacity of the sport by supporting and developing its volunteers and other workforce

01 Qualified Run Leaders

England Athletics organise and deliver opportunities for people to qualify as Run Leaders, through our Leadership in Running Fitness qualification (LiRF). We grow the number of active leaders by promoting courses, supporting the transition between qualification and activity, re-engaging lapsed leaders and supporting volunteers to retain activity levels.

02 Developing Coaches

England Athletics has successfully operated the National and Local Coach Development Programmes since 2009. The aim of these programmes is to engage with coaches to support their personal development and, through this, retain more athletes and increase their performance levels. A team of National Coach Mentors and Club and Coach Support Officers delivers a range of learning opportunities to enable coaches who are part of the England coaching family to develop their knowledge, skills and practical work. At a national level we support over 400 coaches with a bespoke programme consisting of one to one mentoring, workshops and conferences, while at a local level we directly support over 1100 coaches with regular workshops and events to ensure they are connected and have access to development opportunities.

03 Educating Coaches

England Athletics deliver the UK Athletics coaching qualifications within England. These form our formal education offer to the sport and the qualifications range from leadership programmes through to higher level event group and event specific courses. The aim of the courses are to encourage coaches to be aspirational, inspirational and competent and to ensure that they operate in a safe manner. We work closely with UK Athletics and influence how coach education operates at a UK level, ensuring that the qualifications reflect the needs of coaches, athletes and clubs and incorporate the latest research to inform content and delivery. England Athletics has a major role to play in increasing the diversity of the coaching workforce and works with the other home country athletics federations to promote access to coach education.

04 Developing Officials and Volunteers

Having the right number of adequately skilled and supported officials and volunteers is essential to ensure the sport can thrive. Without these essential roles in place, our member clubs wouldn't be able to function, athletes wouldn't be able to compete on

the road or the track, and runners wouldn't be able to take part in the countless events that take place, week in, week out, across the country. England Athletics delivers training to around 1500 technical officials every year to ensure track and field events at all levels are delivered to a high standard and athletes have a safe, enjoyable and high quality experience. We also support and develop off-track officials and volunteers through formal training courses in traffic management and first aid to ensure club and non-club events on the road or in the local park can be delivered to a high standard.

Advice, guidance and support through our dedicated head office team and local delivery staff is given to club volunteers on a wide range of areas ranging from rules and governance right through to facility management and development. We support clubs to train and recruit their volunteers, we've produced a number of resources and guidance documents to make volunteers lives easier, and offer an annual awards programme to reward and recognise the sterling work that is carried out by volunteers day in day out.

05 Educating Teachers

Athletics is the foundation for many sports and running, jumping and throwing give children and young people the skills and confidence to live a healthy and active lifestyle through sport. England Athletics ensures that children in schools are given the opportunity to develop these skills at an early age by delivering a suite of products ranging from primary and secondary teacher courses through to leadership and volunteering courses that develop young people's life skills. We also believe that competition is a vital element of our sport for school children and we ensure a range of inclusive short form and traditional competition formats are available by working with key partners.

Strategic Priority 2 - To sustain performance level

01 RunTogether in Groups

RunTogether groups are organised runs with other people led by qualified and supportive Run Leaders. Our flagship running product is underpinned by a website providing the ability for people to search for appropriate group runs and is activated through local partnerships and member clubs.

02 Delivering Competitions

England Athletics organises and delivers competitions for talented athletes of various ages at a national level and across all event groups both on and off the track. We also invest in partnerships with other organisations to provide competitions for club- and school-based athletes at a local level. At all levels we support volunteers to organise such events to the best of their abilities, particularly race directors, officials, referees, road running adjudicators and marshals.

03 Supporting Clubs and Volunteers

Volunteers are the life blood of our sport and England Athletics delivers a range of courses for new and existing coaches and officials. We also support our member clubs to recruit, develop and retain officials by giving them access to a suite of appropriate resources and signposting to relevant training programmes. Our staff are dedicated to supporting member clubs and their volunteers through offering bespoke advice and support via the Membership Services department and local Club and Coach Support Officers.

04 Facility Development & Improvement

There are 328 outdoor athletics tracks, approximately 20 indoor straights and four 200m indoor track facilities across England, plus a network of urban and rural running routes. These facilities are primarily owned and operated by local authorities and other leisure providers, but are essential for our sport to function. Track and field facilities in particular are expensive to build, operate and refurbish, which results in the majority of facilities being heavily subsidised. England Athletics' priority is to work with clubs, facility providers and operators to ensure we can safeguard the existing facilities stock by exploring innovative and commercially viable programmes at athletics facilities that generate revenue and reduce the subsidy gap.

05 Improve Performance of Talented Athletes

England Athletics provides clear pathways for talented athletes to fulfil their ambitions across all disciplines. We achieve this firstly through introducing athletics and running in schools via the use of our school resources and through supporting our member clubs. Our competition pathway, delivered by both England Athletics and partner organisations, encourages athletes and runners to progress

and increase participation and
vels in our sport

through club, county, regional, national and international level competitions and teams. The culmination of this journey is representing England at the Commonwealth Games, held every four years and we then work closely with United Kingdom Athletics to help athletes and runners to progress to Great Britain teams and representative opportunities at World Championships and Olympic Games.

England Athletics invests in coaching, clubs and competition to make this happen and works with many other partners to enable young athletes to fulfil their potential.

At the final stage of the performance pathway, international competition and the experience gained through early introduction to the pressures and logistics of competing internationally in a team environment is a key part of how we develop talent. England Athletics supports teams across all aspects of athletics and running, including cross country, track and field, race walking, mountain and fell running, ultra and road running.

06 Developing School Club Links

England Athletics have developed the Athletics 365 curriculum to ensure a skills based coaching programme that can be consistently delivered across the country to young athletes, so they are provided with a high quality first experience in club athletics when they transition from school-based programmes. We support our clubs to deliver community coaching programmes that give young athletes the confidence to transition into affiliated clubs. These programmes ensure that our member clubs are able to recruit young athletes.

07 Hill, Trail and Fell

England Athletics supports many off-track disciplines, including road running, mountain running, ultra-distance racing and race walking. In all of these areas we support discipline-specific associations directly or indirectly with competition organisation, international team selection, England kit provision, training camps and coach development support. England Athletics recognises the popularity of off-road running and the growth in these areas of the sport and is committed to supporting the associations responsible for delivering these disciplines.

08 Cross Country

England Athletics provides governance oversight to the English Cross Country Association (ECCA). Cross country is seen as the bedrock of endurance running and the history of the ECCA encompasses much of the history of English running. We devolve responsibility for the organisation of national cross country events to the ECCA as well as the powers to select England International cross country teams. We enjoy a close working relationship, which includes calendar planning, England team kit provision and international selection support. Our shared goal is to grow and support cross country as a discipline.

Strategic Priority 3: To influence participation in the wider athletics and running market

01 Influencing behavioural change

England Athletics develops campaigns, primarily through digital channels, to attract target audiences into athletics and running. Extending the reach of the campaigns through partnerships, such as This Girl Can Run, is an important aspect of this area of work.

02 Lobbying and working with partners for a stronger sector

England Athletics represents the views of athletes and runners and works with national partners and government agencies to co-ordinate and facilitate a more connected athletics and running community.

03 Running together is better

England Athletics owns a programme of products and services aimed at growing the number of people that run in England. Our focus is on 'running with others' and RunTogether is the product that we have developed to ensure that we concentrate on developing, delivering and promoting opportunities for people to run with other people by establishing a well-connected, informed and engaged community of runners.

04 England Athletics Club Members support local events

England Athletics offers member clubs support and tools and facilitates partnerships at a local level, which allows club volunteers to develop and deliver coaching and local runs and events.

05 Licensing Local Events

England Athletics supports the whole road running fraternity by delivering insurance and support services to road race organisers and runners of all ages, genders and abilities. The road race licence system is well established across England and provides support across all facets of the road race and event community. Support categories include medical, health and safety, race organisation, online entry and industry best practice dissemination. We add value in this way to a range of public, commercial and charitable road-running partners such as clubs, parkrun, Great Run Company, London Marathon and many other important providers in a growing market place.

06 Major Events

A number of major athletics and running events and championships takes place in England. We use these events to promote the sport to more people and we do this by delivering campaigns and activity in clubs and communities, raising awareness of the sport to people and highlighting the events and related opportunities to spectate in person, on television or online.

Strategic Enablers: Working openly and being the recognised point of contact for our members and key stakeholders in England and working efficiently and maximising revenue to benefit athletics and running in England

01 Strong Leadership & Governance

As a membership body, England Athletics operates and administers affiliation and registration schemes for member athletics and running clubs and athletes and runners, which provide a range of benefits, including insurance and welfare services. Our governance function means that we are responsible for devising strategies to ensure athletics and running thrive and we undertake a co-ordinating role in providing insight into and information on our sport for both internal and external stakeholders. We leverage investment into our sport from public funding streams and commercial partners.

Appendix 2: Why We Do What We Do







Why We Do What We Do

England Athletics aims to support, strengthen and grow the organisations, groups and number of people who are part of the England Athletics family, whether this be member clubs, RunTogether Groups, coaches, officials or the many other volunteers and participants involved in our community.

We do this by focusing on three strategic priorities: **expanding capacity, increasing participation and performance levels, and influencing the wider market.** These three areas are all interlinked and have been prioritised as they are fundamentally important to us achieving our goals.

INFLUENCING PARTICIPATION

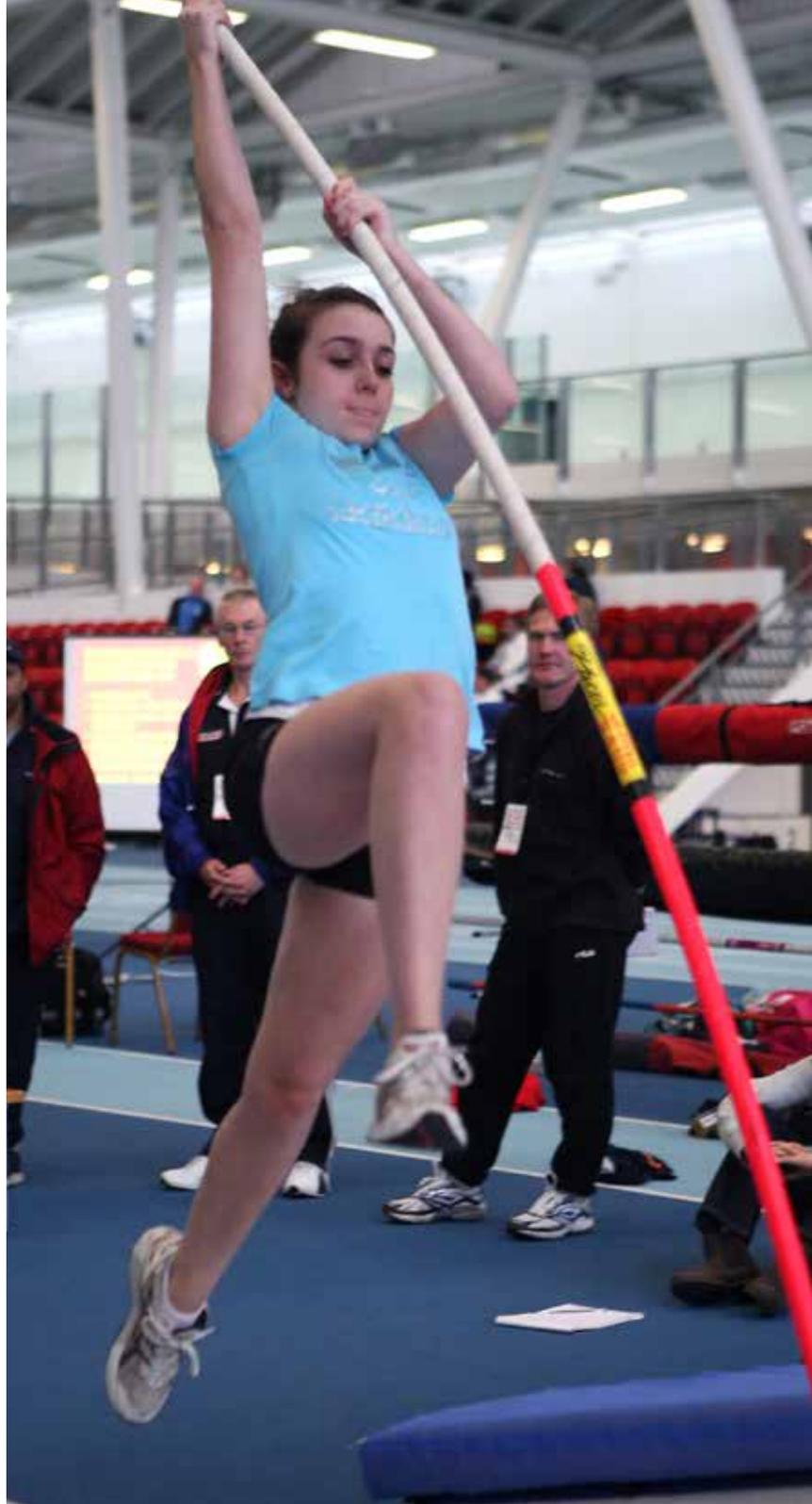
Our work to influence the broader running market is a key way of growing and strengthening the England Athletics family. We want to ensure more people know who we are, what we do and are positive about our work and the services we offer. We want to influence more people to participate more often from these new audiences that we reach and this will of course have positive impacts outside of England Athletics, by, for example, supporting improved health and wellbeing in the general population or by providing a foundation for a child's future sporting activities. However, the key driver for England Athletics is to transition a proportion of the people who we are influencing into the England Athletics family, whether this be participating in RunTogether programmes and services and/or joining one of our member clubs, or taking up a voluntary role within the sport.

INCREASING PARTICIPATION AND PERFORMANCE

Influencing participation in the wider market provides us with the opportunity to increase participation levels within the direct England Athletics family, which, in turn, builds a larger base for the pyramid of our performance pathway. Driving an increase in the number of people within the England Athletics family also helps us to generate more revenue to reinvest into the sport, either directly through affiliation and registration fees (more clubs and people paying a fee) or commercially due to having a larger engaged community of people (a more valuable commercial asset). Generating greater revenues helps England Athletics to sustain the work we do and allows us to reinvest in this virtuous circle and the infrastructure and people who make it happen.

GROWING CAPACITY

Sitting at the heart of this is a network of volunteers who support and underpin each part of this cycle, hence why expanding capacity is one of our three strategic priorities. The England Athletics family cannot grow if the capacity of the community to provide opportunities does not increase in line with demand for those opportunities. You can turn over to page 42 and you will see an illustration of **Why We Do What We Do**.



WHY WE DO

OUR WORK WILL BENEFIT THE ATHLETICS & RUNNING COMMUNITY

- Competency of children -
- Help grow & sustain active lives -
- Feed other sports -
- Grow size of market -

CHILDREN AND YOUNG PEOPLE

ADULTS

SUPPORT WIDER ATHLETICS & RUNNING COMMUNITY

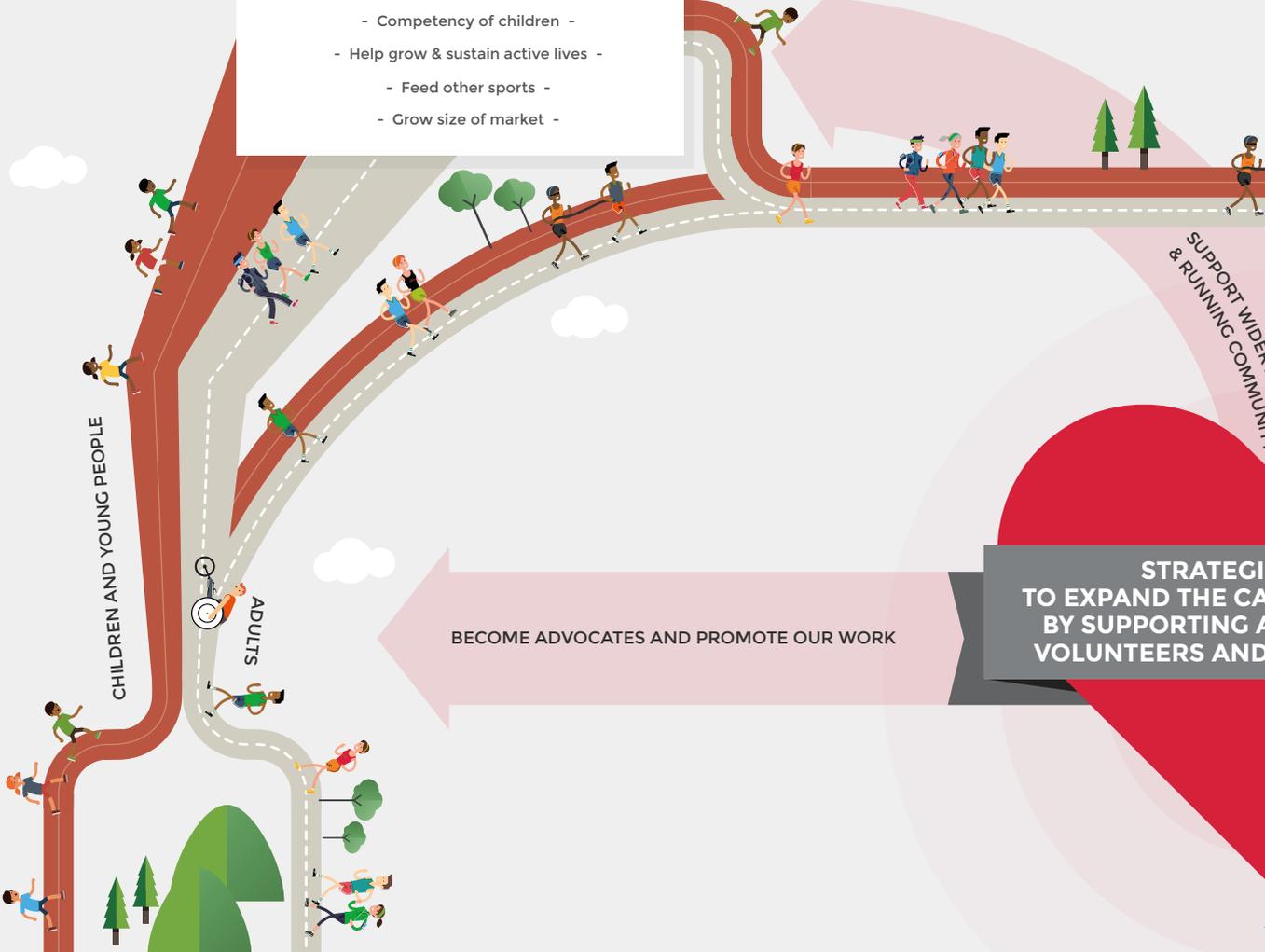
BECOME ADVOCATES AND PROMOTE OUR WORK

STRATEGIC PRIORITY 3:
TO EXPAND THE CAPACITY
BY SUPPORTING AND
VOLUNTEERS AND C

STRATEGIC PRIORITY 3:
TO INFLUENCE PARTICIPATION IN
THE WIDER ATHLETICS MARKET

RE-INVESTMENT

RE-INVESTMENT

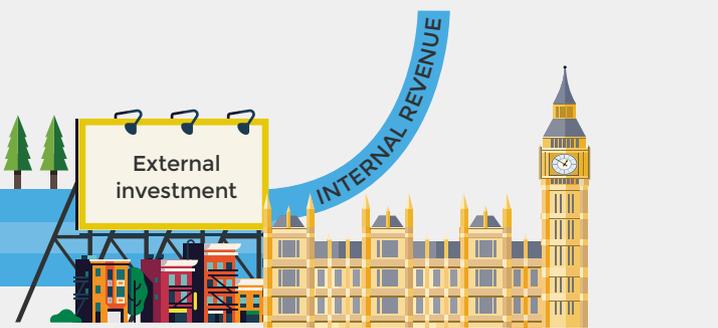
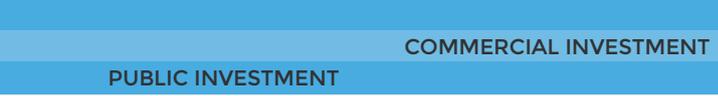
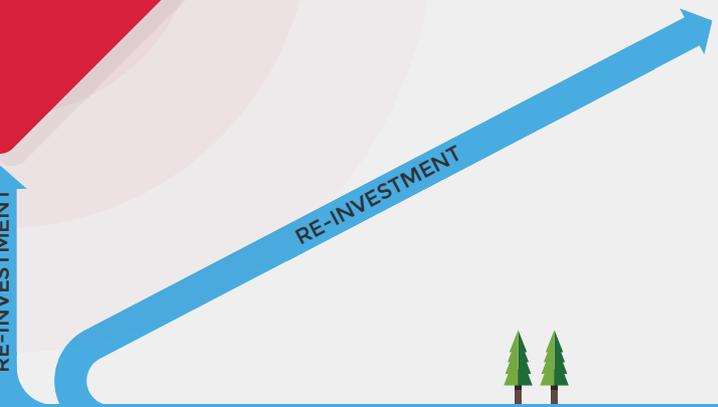


WHAT WE DO



**STRATEGIC PRIORITY 2:
TO SUSTAIN AND INCREASE PARTICIPATION
AND PERFORMANCE LEVELS IN OUR SPORT**

**PRIORITY 1:
CAPACITY OF THE SPORT
AND DEVELOPING ITS
OTHER WORKFORCE**






ENGLAND ATHLETICS


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