

SUMMARY

ENGLAND ATHLETICS STRATEGY  
FOR ATHLETICS AND RUNNING: 2021-2032

# Athletes and runners at the heart

Creating opportunities, enhancing experiences  
and powering potential



SUMMARY CONTENTS

# England Athletics Strategy 2021-2032 Summary

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# Strategic plan 2021-2032

This new England Athletics Strategic Plan 2021-2032 has been developed and delivered following extensive consultation with a multitude of stakeholders from across athletics and running at every level of the sport.

What follows is a robust and clearly defined future direction which places athletes and runners at the heart of everything we will do over the next 12 years as the sport's membership and development body in England.



## Our overarching purpose and vision are:

**Purpose:** “To inspire more athletes and runners of all abilities and backgrounds to fulfil their potential and to have a lifelong love for the sport.”

**Vision:** “For athletics to become an inclusive sport where everyone belongs and can flourish.”

Building on our purpose and vision, this strategic plan provides a detailed framework as we enter an exciting period for the sport, including a ‘home’ Commonwealth Games in 2022.

## Guiding principles

We want every participant involved in the sport, whether they are an athlete, runner, coach, official, leader, volunteer, competition provider, facility operator, parent or guardian to see and experience first-hand the guiding principles which continue to drive our work. These are to:

- put the athlete and runner first
- encourage high standards and ethical success across all aspects of our work, including high sustainability standards to ensure we are making a positive impact
- enhance experiences
- work together in partnership not in isolation.

## UK-wide alignment

England Athletics is committed to the successful delivery of the UK-wide strategy for the sport as developed with UK Athletics and all Home Country Athletics Federations.

This strategic plan focuses on the areas we will lead or influence in ensuring the development of a flourishing infrastructure to allow athletes to thrive through supporting sustainable development of key aspects of the sport. Through the development of UK-wide working groups, England Athletics will lead on club support, participation, schools and facilities, the delivery of coach and officials education and development, the delivery of domestic competition through partners and the development of the talent pathway for young athletes.

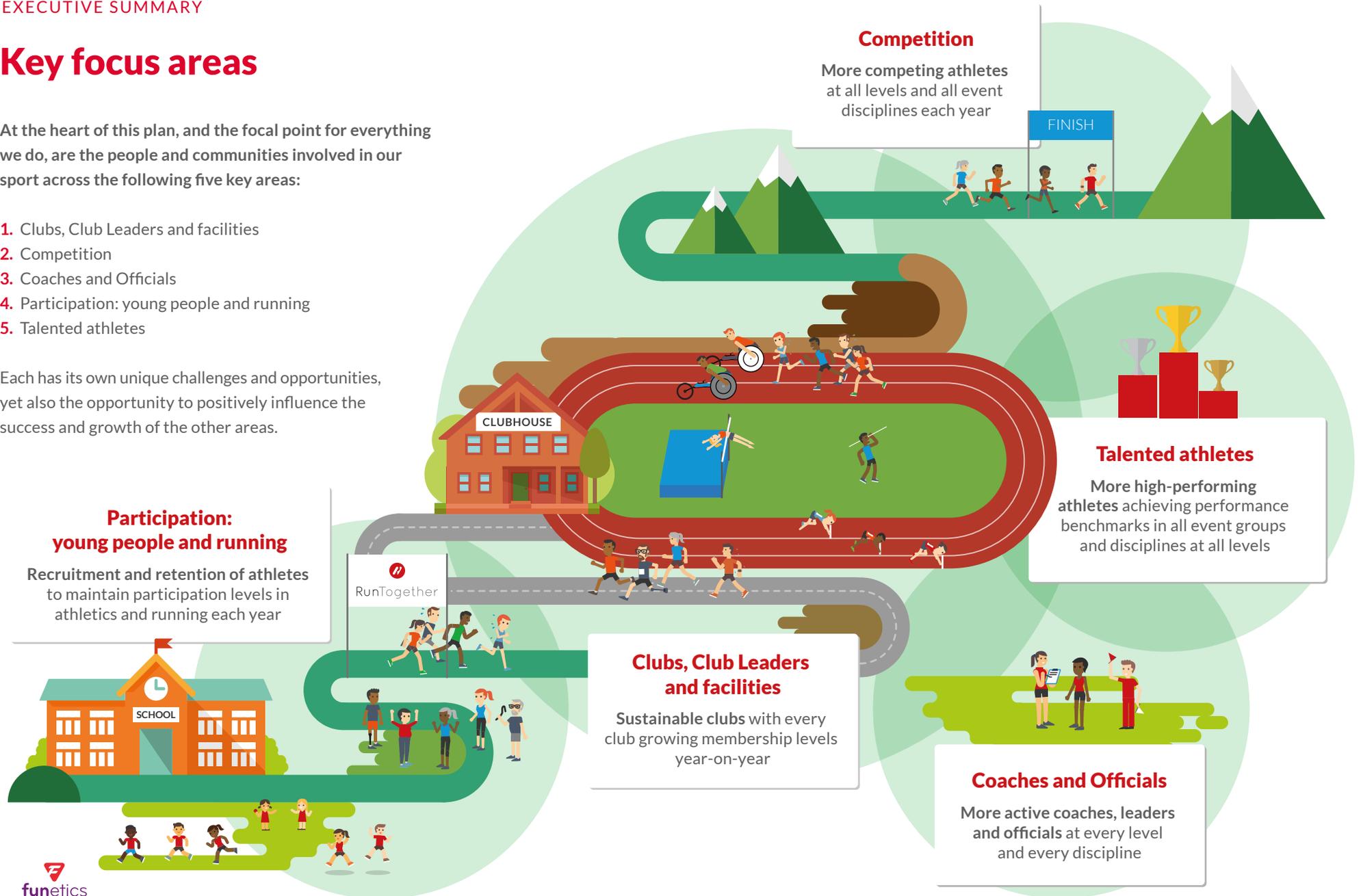
We will also have a strategic influence on performance, coaching, officiating and competition strategy and safeguarding.

# Key focus areas

At the heart of this plan, and the focal point for everything we do, are the people and communities involved in our sport across the following five key areas:

1. Clubs, Club Leaders and facilities
2. Competition
3. Coaches and Officials
4. Participation: young people and running
5. Talented athletes

Each has its own unique challenges and opportunities, yet also the opportunity to positively influence the success and growth of the other areas.



## Key supporting activities

There are four key supporting activities that will be essential in enabling us to deliver the strategic priorities and ultimately achieve our goals:

- provide strong **leadership** that builds trust and respect by creating an open and positive culture
- embrace technology and reduce our environmental impact by putting **digital first** and encouraging innovation and creativity
- ensure greater **engagement** through sharing of high-quality insight, information and content
- develop **commercial minds** to maximise funding opportunities and diversify income.



## Values

The work we do across these key focus areas will be underpinned by the values we stand for as an organisation and as defined by our purpose.

Values of fun, inspiration, integrity and inclusivity will be evident in our everyday actions and behaviours as England Athletics staff, Councils and Board.

We acknowledge that no sports organisation can truly deliver a successful long-term strategy without a clear **delivery structure** and first-class collaboration with its **key partners**. Indeed, we are proud of our internal and external connectivity and will continue to nurture these relationships as we seek new and exciting opportunities to secure the future success of the sport.

## Finances

As a not-for-profit organisation, we will continue to invest all monies generated back into our athletics and running community. To ensure we continue to add value for all our members, we will build on existing revenue streams whilst also exploring new commercial and non-commercial opportunities during this strategy period.

Our focus is clear – to deliver a funding model which ensures we are well-placed to respond accordingly to changes to the UK's economic climate so that we can meet the future demands of the sport:

- increase annual reinvestment level to £9 million
- self-sustainable with public investment at less than 25%
- more resilient membership income through strategy of engagement and member retention
- increase commercial and other diverse sources of income to 20% of total income
- grow income from high-quality services to the sport.



# How it all works together

**Purpose:** “To inspire more athletes and runners of all abilities and backgrounds to fulfil their potential and to have a lifelong love for the sport.”

**Vision:** “For athletics to become an inclusive sport where everyone belongs and can flourish.”

## Guiding principles

Athlete-centred environments

High standards and ethical success

Collaborative working

Enhanced experiences

## Areas of focus, goals & activities



### Participation

Recruitment and retention of athletes

funetics

RunTogether

Athlete registration and membership

Personal Best Foundation



### Clubs, Club Leaders and facilities

Sustainable clubs

Club resources, webinars and networking

Club standards, welfare and inclusion

Regional and local support

Facility advice and support service

Celebrate volunteers

Clubs, club leaders, and facilities sustainability



### Coaches and Officials

More active coaches, leaders and officials

Coach, leader and teacher education

Coach, leader and teacher development

Officials education

Officials development



### Competition

More competing athletes

England championships

Road running competition

Competition licensing

Support leagues and competition providers

Competition innovation

Competition Sustainability



### Talent

More high-performing athletes

Talent pathway

England teams

CWG & CWYG

Leadership

Digital-first

Engagement

Commercial minds

## CLOSING STATEMENT

**Athletics is where it all begins. Learning to run, jump and throw is the foundation for a lifetime of activity.**

From playground to podium our sport offers everybody, irrespective of size, shape, cultural background or disability, the opportunity to achieve great things and to live a healthier and happier life.

We want to help athletes of all backgrounds and abilities to flourish and reach their full potential. To develop a successful and inclusive talent pathway we need to create a world-class support system of clubs, coaches, officials and competition.

To make sure this system thrives with a continuous supply of athletes, we need to create opportunities for more people to find the sport and, from there, sustain their participation in the sport.

The key to sustaining participation will be improving experiences for everyone involved and putting the needs of athletes and runners at the heart of everything we do.

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[England Athletics core staff](#)

[England Athletics Board and National, Regional Councils](#)

