

2022

Sustainability Strategy



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Introduction

The concept of sustainability is often understood within the context of sustainable development. Sustainable development is defined in the Brundtland Report as 'development that meets the needs of current generations without compromising the ability of the future generations to meet their own needs'. This definition of sustainable development, and the implementation of sustainability reporting and CSR are widely accepted and utilized within organisations around the globe and indicate a consensus on the importance of the role that organisations play in ensuring the security of future generations. The England Athletics 2021-2032 strategy places athletes and runners at the heart, and looks to the future with a focus on creating opportunities, enhancing experiences, and powering potential. This strategy is unique within its field, utilising a longer time period compared to the traditional four-year cycle, in order to identify and fulfil a longer-term vision. This long-term vision aligns with the principles of sustainable development, and environmental, social, and economic sustainability have been identified as an integral part of ensuring the success and longevity of this vision.

Rationale

This document details the England Athletics Sustainability Strategy. The goal of the England Athletics Sustainability strategy is not to re-write the 2021-2032 strategy, but to embed sustainability throughout it, in strategic ways, considering where England Athletics has the potential to make an impact. When considering where impacts in sustainability can be made, it is important to consider our scale of influence and control.

This sustainability strategy will define our sustainability vision, ensuring that it aligns with the UN Sustainable Development Goals (SDGs) and the BASIS 13 principles of sustainability in sport. This strategy will also be utilised to engage and inspire both our members and our commercial partners to consider the impacts of their own activities and services. Perhaps most importantly, this strategy will provide methods of measuring and tracking our sustainability impact and progress across social, economic, and environmental impact areas so that any progress can be accurately measured.

The sustainable development goals

The UN's 17 Sustainable Development Goals formed the heart of the UN's 2030 Agenda for Sustainable Development and act as a call to action for developed and developing countries to recognise that ending poverty must go hand-in-hand with strategies to improve education and health, reduce inequality, and spur economic growth whilst working to preserve oceans and forests, and tackle climate change. These goals seek to balance the three pillars of sustainable development: the economic, social, and environmental pillars.

The BASIS framework

BASIS (the British Association for Sustainability In Sport) was commissioned to develop an initial framework for England Athletics' approach to sustainability. This framework has been developed and adapted from the BASIS principles and the BASIS sustainability certification scheme for the management and operation of sports venues to make them more relevant to England Athletics. Below is the initial sustainability summary framework that aims to encompass the breadth of the UN SDGs and the BASIS 12 principles within the social, economic and environmental pillars. This figure demonstrates a summary of the initial framework approach, which utilises the BASIS 12 principles and makes them applicable to England Athletics as a non-asset-owning national governing body, including the addition of the social capital and resilience principle.

ROADMAP	VISION WHERE ARE WE? WHAT ARE WE GOING TO DO? HOW ARE WE GOING TO DO IT? HOW WILL WE MEASURE IT?		
PRINCIPLES	ECONOMIC Procurement and Employment Economy and Community	SOCIAL Accessibility and Equality Healthy Options Engagement and Education Social Capital & Resilience	ENVIRONMENTAL Energy and Emissions Waste Management Water and Effluent Materials and Chemicals Transport and Travel Food and Drink Biodiversity and Habitat Air Quality
OPERATIONAL FOCUS	COMMUNITY HEALTH Resilient supply chains with meaningful relationships, communities and other stakeholders	PERSONAL HEALTH Physical and mental health, safety and wellbeing of staff, participants, volunteers and visitors	PLANETARY HEALTH Understand, minimise, and mitigate impacts on natural systems
	CENTRAL OPERATIONS	NETWORKS: CLUBS, RUNTOGETHER, FUNETICS	EVENTS AND FACILITIES

CONTROL



INFLUENCE

BASIS 13 PRINCIPLES

Environmental



Energy and emissions

To minimise greenhouse gas emissions from all sources including travel, emissions associated with organising, licensing, and running events, and emissions associated with suppliers.



Waste Management

To minimise the generation of waste. All unavoidable waste to be reused, recycled or recovered with no waste sent for incineration or landfill.



Water and Effluents

To use water efficiently and effectively, and to source water for events responsibly. To ensure any wastewater generated is disposed



Materials and Chemicals

To use sustainable, healthy, non-toxic products and raw materials with low embodied energy which are sourced locally and made from reusable, recyclable and/or recycled resources.



Transport and Travel

To minimise the impacts of transport and travel by reducing journeys and using low and zero-carbon transport and travel options.



Food and Drink

To reduce the impact of food and drink production, use and disposal by choosing local, seasonal, high welfare and organic produce; minimising waste and, where waste is unavoidable, segregating and disposing of waste in a positive- or low-impact way; and redistributing unused food and drink where possible.



Biodiversity, Habitats, and Air Quality

To ensure that our events have a minimal impact on natural biodiversity, air quality, and area habitats. To encourage and protect biodiversity and wildlife habitats through appropriate land use and management.

Social



Social Capital and Resilience

To provide opportunities, particularly through social running to support wide community cohesion, supporting neighbourliness, reciprocity, and placemaking.



Accessibility and Equality

To support clubs, running groups, and events to ensure they are accessible to all and to provide a welcoming atmosphere to all with knowledgeable, confident workforce and volunteers.



Health and Wellbeing

To give opportunities for staff and key stakeholders to improve their physical and mental well-being, including healthy food options where applicable, guidance and education on healthy options, and opportunities for active travel.



Engagement and Education

To engage with, and respond to the needs of our communities of interest at all scales.

Economic



Procurement and Employment

To incorporate economic, social and environmental considerations into all procurement and employment decisions including, as appropriate, life-cycle comparisons, end-of-life disposal, employee conditions and fair trade status.



Economy and Community

To support and have positive impacts on the local economy and local community, including community engagement.

England Athletic's Opportunity to Influence

The table below indicates the four areas for potential implementation of sustainability actions, taking influence and control into account. The actions that can be taken within each area lie within economic, social, and environmental pillars.

Influence ↓ Control	As a leader in athletics and sport	
	As a manager of and licensing authority for events and activities	<ul style="list-style-type: none"> • 6,000 licensed events • University talent hubs • Partners • Facilities
	As a convenor of participation events and programmes	<ul style="list-style-type: none"> • Run Together • Funetics • Clubs • Coaches, athletes, and officials
	As an organisation	<ul style="list-style-type: none"> • National Championships • Other events • Commercial and Finance • Operations

As a non-asset owning government body, it is important to understand where England Athletics should integrate sustainability into their operations in order to make the most impact. Four levels of influence have been identified, and can be seen in the diagram above. They include:

England Athletics as an organisation- This is an area in which EA has most control, over its own operations. Sustainable development in this area would include implementing sustainability policies within internal departments. As an organisation, we also deliver major events such as the National Championships, where sustainability principles and expectations can be delivered in areas such as procurement.

England Athletics as a convenor of participation events and programmes:- England Athletics has a significant number of members, including members of Run Together and Funetics, as well as clubs, coaches, athletes, and officials. This network consists of 1700 clubs and affiliated bodies, 165,000 registered athletes, 30,000 coaches and 6,000 officials. This provides an opportunity to communicate and influence on sustainability issues and solutions which may be implemented on these different levels, from clubs to individuals.

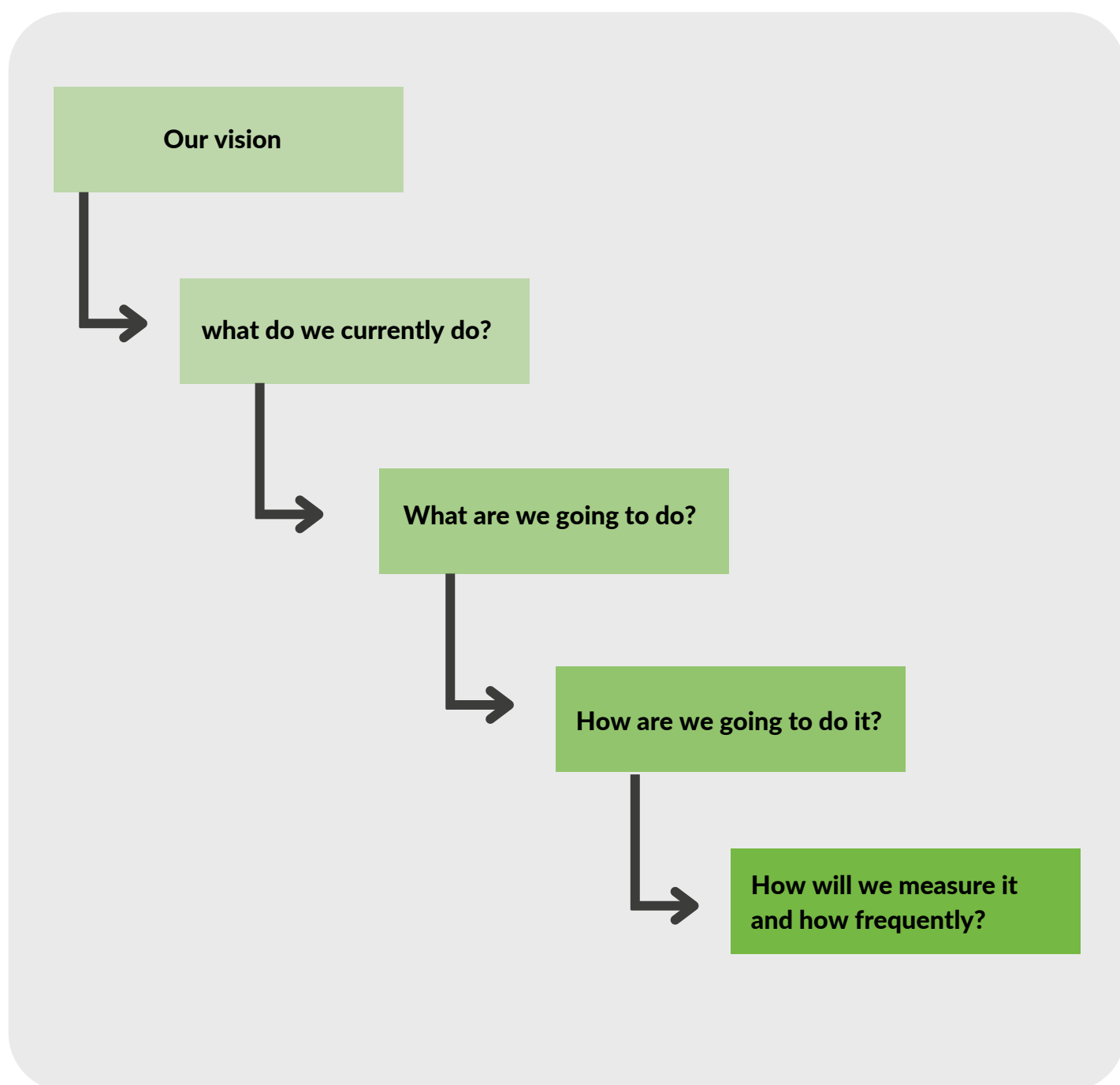
As a manager of and licensing authority for events and activities- England Athletics has some control over aspects of the events that it supports and licenses, and has the ability to influence other aspects.

As an organisation, we have control over the selection of partners, and consequently, the offers made by partners to members- as with procurement, this is an area where we can create an impact by implementing sustainability expectations and conditions. We can also provide guidance and influence the running of athletics facilities with sustainability in mind.

As a leader in athletics and sport- England Athletics has a profile as a leading governing body. This creates the opportunity for us to take a leadership position in regard to sustainability in the sector, as there are few other governing bodies who have formalised their approach to sustainability. As noted above, we have influence over athletes, coaches, officials and runners- this may present an opportunity to encourage sustainable behaviour, building a greater emotional connection with England Athletics as a central body, rather than solely with their local club or group.

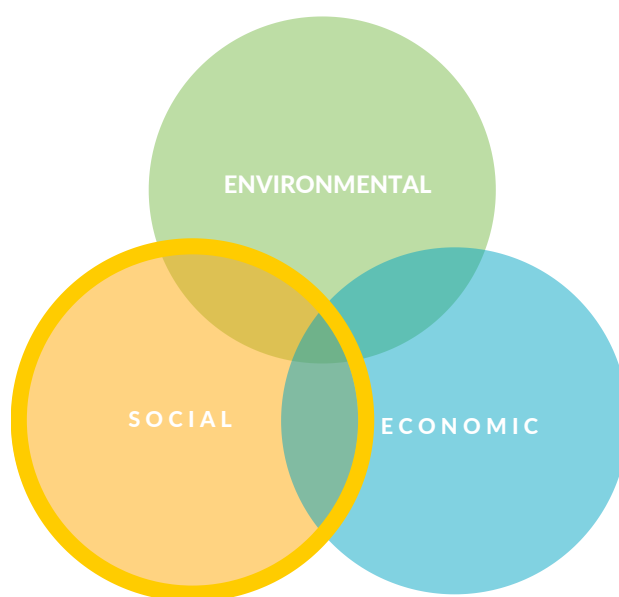
Sustainability Road Map

This Sustainability roadmap will be utilised within this document to lay out our plan of action for each sustainability principle that we will address. The roadmap will be used to detail how we operationalise our sustainability strategy for each sustainability principle.



Social Sustainability

Social sustainability can be categorised as managing both positive and negative impacts of processes, systems, activities, and organisations on people and social life. (Balaman, 2019). Social Sustainability is often the most neglected pillar of sustainable development, - this may be because of the challenges that come with attempting to quantify or measure the impact of social sustainability, in comparison to more quantitative measures that occur in both economic and environmental sustainability. Despite its neglect, social sustainability is undeniably important. Social sustainability focuses on contributions to the health and happiness of people and communities - and sits at the heart of England Athletics' values and strategy. England Athletics has identified the concept of a 20-minute neighbourhood as having the potential to have significant social value.



20-minute neighbourhood

The 20-minute neighbourhood is a concept which focuses on the importance of the liveability of neighbourhoods. In this concept, the emphasis is placed on spending more time locally, with an increase in working from home, using local green spaces, and utilising active travel (walking, cycling, and running) rather than using cars. As a result, more time is spent locally, travel is reduced, and connection within your local community with neighbours is increased.

A 20-minute neighbourhood should be based around the needs of that specific community, the following has been adapted to fit the needs of the England Athletics community and includes the following characteristics:

- Diverse and affordable homes
- A diverse sport for all ages
- Development of marked routes to encourage active travel (walking, running, cycling).
- Funetics: Developing the building blocks of physical literacy in schools.
- Good green spaces: enhanced by the development of mixed-use athletics facilities that support a range of sport and play activities, whilst also providing a revenue stream through community use to support maintenance.
- Allotments, urban farms, community food enterprises: aligned with education through RunTogether and Funetics on the importance of good nutrition.
- Development and upskilling of communities: through coach development and education. Supporting the local community business through Funetics franchises and paid RunTogether groups.
- Healthcare through social prescribing: RunTogether, Get Me Started - walk/jog groups and #runandtalk to help support good mental health through running and talking in a nurturing group.

Social Roadmap

The social principles identified as crucial for sustainability in sport include Accessibility and Equality, Healthy Options, and Engagement and Education. We have included the addition of Social Capital and Resilience as it aligns with the England Athletics social vision. These principles will act as key performance indicators (KPI's) within this strategy

Social Capital and Resilience

Vision

For community members to find that they can regularly talk to neighbours, be able to borrow from neighbours and have access to volunteering opportunities. We envision a neighbourhood which is easy to navigate and well-connected, where it feels safe to walk at night, and where community members like the area.

Where are we?

England Athletics Runtogether clubs are a community of over 175,000 active runners. RunTogether provides a fun, friendly, supportive, sage, and inclusive opportunity for runners of any ability to get involved in running in a safe, collective, environment. Funetics is our programme for 4-11 year olds with the aim of developing the building blocks of physical literacy in schools.

What are we going to do?

We will work towards our vision for a well-connected, safe, and easy-to-navigate neighbourhood, with access to active travel opportunities.

How are we going to do it?

We will promote and communicate the 20-minute neighbourhood concept and each of its characteristics (see above) throughout our network of clubs and athletes. We will continue to increase engagement in our social running clubs in including RunTogether, Funetics, This Girl Can Run, and #RunAndTalk.

How will we measure it and how frequently?

This is an area where Social Return on Investment measurements would be effective. Our value added would consider measurements of Impact on life satisfaction, social networks, sense of belonging, trust, and reciprocity. The SROI calculations will take place in 2023.

Accessibility and Equality

Vision

Our vision at England Athletics is that athletics and running will be the most inclusive and popular sport in England, one that is easily accessible to all.

Where are we?

Our running groups and programmes include: RunTogether, Funetics, This Girl Can Run, #RunAndTalk, and Find A Guide- providing accessible running groups to a range of communities.

What are we going to do and how are we going to do it?

In January 2021, the England Athletics Diversity Action Plan was updated. This plan details our ongoing commitment to equality, diversity, and inclusion. This plan outlines the progress made since the plan was first launched in 2017, in line with A Code for Sports Governance. Additionally, jointly with UK Athletics, we are one of only four NGBs to achieve the Advanced Level Equality Standard for Sport. We will continue to comply and progress through this plan.

How will we measure it and how frequently?

We are committed to regularly monitoring our progress against the Diversity Action Plan and reporting on it annually. Performance can also be monitored through social running membership numbers. Additionally, we will use social return on investment measurements to estimate value returned from our efforts.

Health and Wellbeing

Vision

Our vision is for athletes to be able to fulfil their potential and to have a lifelong love for the sport. Our strategy puts runners and athletes at the heart, encouraging athletes to flourish and enhancing their experience. Healthy options, both physically and mentally, are key to this vision and purpose.

Where are we?

We understand the positive effect that physical activity has on physical and mental health, and encourage physical activity throughout 1,750 affiliated clubs and organisations, with 165,000 registered athletes.

What are we going to do and how are we going to do it?

We will continue to promote and increase engagement in our social running clubs in including RunTogether, Funetics, This Girl Can Run, and #RunAndTalk. At our events we will be increasing the availability of healthy and plant-based food choices, as well as ensuring the opportunities for active travel.

How will we measure it and how frequently?

We will measure engagement through social running club members as a quantitative value every quarter. This is also an area where Social Return on Investment measurements would be effective. Our value added would consider measurements of Impact on life satisfaction, social networks, sense of belonging, and mental health measures. The SROI calculations will take place in 2023.

Engagement and Education

Vision

To ensure that the wider England-Athletics community: networks, clubs, RunTogether groups, athletes, runners, coaches and volunteers, have access to information and opportunities in order to feel empowered to become engaged in sustainability and social issues within their community.

Our membership with BASIS has allowed us to establish Sustainability champions, leads on board, national council, and for each department. We have also established a sustainability working group, and all champions received the BASIS fundamental in sports training.

As well as responding to the needs of our communities, we will create opportunities for sustainability engagement and education in our communities through provision of information.

We will integrate sustainability into our England Athletics long-term strategy to help us work towards becoming an educator on sustainability issues. We will ensure that our community members have access to information and opportunities to engage in sustainability through gamification and information provision. For example, our upcoming clubs webinar on plastic prevention. We will also develop best practice guidelines for a range of stakeholders.

How will we measure it and how frequently?

As with other social sustainability principles that are focused on our members, we can measure potential engagement through tracking membership numbers annually, as well as attendees to information provision events (e.g. webinars), as frequently as they occur. After gamification strategies are introduced, specific measures for these strategies can be implemented. Additionally, we are beginning to look at how to effectively measure our overall social impact through social return on investment. Details of this can be seen in the next section.

Measuring Social Impact and Social Return on Investment

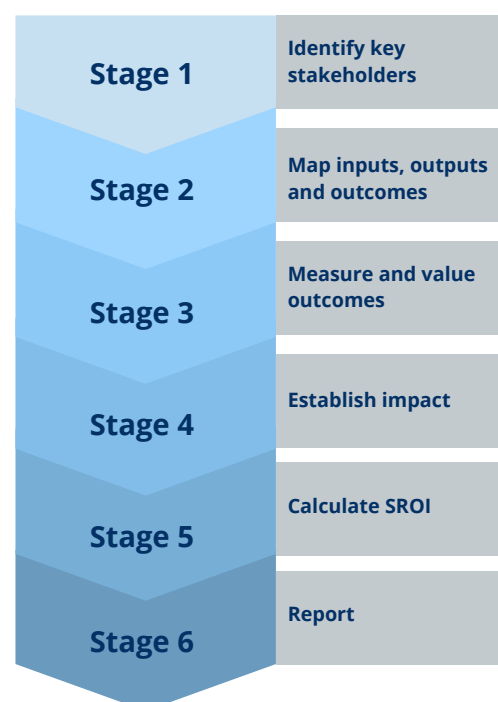
As noted before, social impacts are notoriously difficult to measure, due to their often qualitative nature. Social Return on Investment (SROI) is a framework which aims to account for this value by measuring social impact. SROI measurements aim to measure impact by measuring social, economic and environmental outcomes, and assign monetary values to represent this impact, in order to generate a benefits-to-cost ratio. An example of this being a ratio of 4:1 representing an investment of £1 delivering £4 of social value- in this case, money is being used as a common unit to convey value.

When utilised within the England Athletics Sustainability strategy, SROI will aim to measure the value of social outcomes created through engagement in opportunities for sport and physical activity against the cost of provision of these opportunities.

The two types of SROI include: 1) Evaluative SROI, conducted retrospectively and measured outcomes from existing events that have taken place in the past, and 2) Forecast SROI, which acts as a predictive measurement of social value that will be created if future activities deliver upon their intended targets. The use of SROI in the England Athletics Sustainability strategy would encompass both these types, utilising Evaluative SROI to complete full social, economic and environmental reports of past events, and using Forecast SROI in the planning stages of England Athletic owned and licensed events, running groups, and clubs, to try to maximise social impact.

The stages of SROI:

1. Establishing scope and identifying key stakeholders
2. Mapping outcomes
3. Evidencing outcomes and giving them a value: find data to show whether outcomes have happened and then value them
4. Establishing impact: After collection of evidence on outcomes, and the monetisation of them, eliminate aspects of change that would have happened away rather than are as a result of the
5. Calculating the SROI: Add up the benefits, subtract negatives and compare the result to the investment
6. Reporting, using, and embedding: share our findings with stakeholders. For England Athletics, this will be internal and external stakeholders.






Stage 1: Identifying our stakeholders

General	Clubs, Club Leaders, Facilities	Competition and Running Facilitators and Providers
Sport England UK Sport EA Board S & RA (SEC) UKA BASIS Commercial Partners HCAF's European Athletics World Athletics SAPCA members	Track and Field Clubs Road Running Clubs Club volunteers County associations Networks Regional Councils Facility Operators Community Leisure UK Sport England Facilities Funetics	Funetics Direct Delivery Leads EA Tutors Run Leaders Run Leader mentors National Trust Schools

Stage 2: Mapping inputs, outputs,

After identifying the key stakeholders that are included in our SROI analysis who will experience change from the intervention, it is important to map our inputs, outputs, and outcomes. The impact Map is a key part of SROI analysis and represents how an intervention or policy, such as a running group, makes a difference. The Impact Map will detail how inputs (resources taken to deliver activities) result in outcomes for stakeholders. An example of this is shown below, using running groups as the intervention.

Identifying and valuing inputs 	Audit of activities 	Output measures  %
Money Capital: Infrastructure, facilities Revenue: staffing Time Volunteering Participation	Running Groups: Sport and physical activity participation: -Adults -Children -Women Volunteering	Frequency and intensity of participation - 30 to 149 mins per week of moderate intensity exercise (16+) -150+ mins per week of moderate intensity activity - 420 + mins per week of moderate intensity)children or % of advised minutes per week achieved by participation in running club Hours worked volunteering

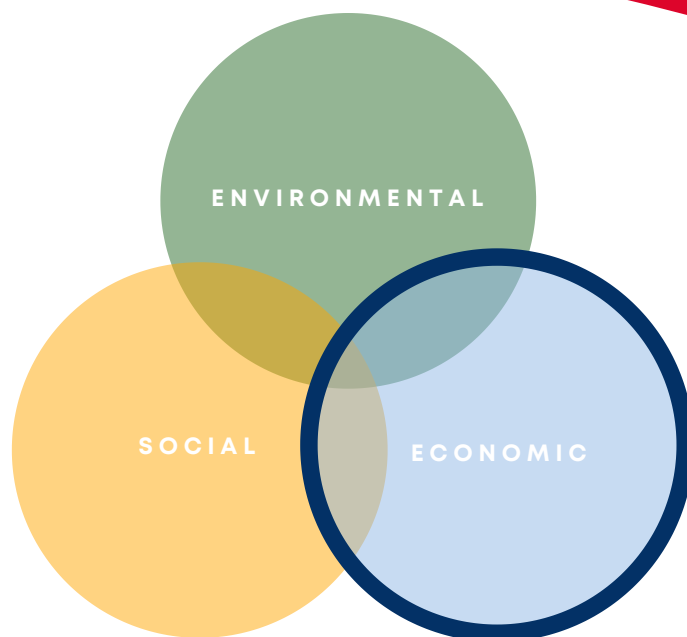
Stage 3: Identify, measure and value outcomes

SROI uses outcome measurements to ensure that changes for stakeholders are taking place. Measuring outcomes requires the identification and valuation of outcomes that have resulted from inputs involved in providing the intervention, for example, investment in sport, activity and volunteering. Outcome measurements should be individually identified depending on the intervention. The example of value outcomes below is taken from Sport England and represents physical activity and volunteering interventions.

Identifying and valuing outcomes	
Physical and mental health	Physical and mental health: <ul style="list-style-type: none"> • Reduced risk of CHD / stroke (participants 16+) • Reduced risk of breast cancer (female participants 16+) • Reduced risk of colon cancer (participants 16+) • Reduced risk of Type 2 diabetes (participants 16+) • Reduced risk of dementia (participants 16+)¹⁰ • Reduced risk of depression (participants 16+) • Reduced risk of hip fracture (participants 65+) • Reduced risk of back pain (participants 16+) • Improved good health (participants 16+) • Increased risk of injury (participants 16+)
Educational Attainment	
Time remaining in sport/physical activity	
Wellbeing	Mental wellbeing <ul style="list-style-type: none"> • Improved life satisfaction (participants & volunteers 16+)
Social Capital	Individual development <ul style="list-style-type: none"> • Improved educational attainment (participants aged 11-18) • Enhanced human capital (average additional salary for graduates)
Non-market benefits for sports organisations	Social and community development <ul style="list-style-type: none"> • Reduced criminal incidences about young males (aged 10-24) • Improved social capital to communities (social networks, trust and reciprocity) • Non-market value for sports organisations utilising volunteers

Economic Sustainability

Economic Sustainability refers to business practices that support long-term economic growth without negatively impacting cultural, social, and environmental aspects of the community. Economic sustainable development must involve evaluating the impact of our economic activity and devising sustainability goals to ensure a liveable future. The economic principles identified as crucial for sustainability in sport include Procurement and Employment, and Economy and Community. The principles will act as our Key Performance Indicators in this strategy.



Economic Roadmap

Economy and Community

Vision

To support and have positive impacts on the local economy and local community, including community engagement.

Where are we?

England Athletics currently runs clubs and running groups which have powerful effects on local community and community engagement. We are beginning to consider the sustainability and economic impacts of our supply chains.

What are we going to do?

We will increase engagement in our clubs and groups, as well as address supply chains to promote local economic activity.

How are we going to do it?

We will continue to promote engagement in clubs and RunTogether Groups, as well as consider our supply chains through supply chain analysis for procurement, prioritising small local businesses where possible.

How will we measure it and how frequently?

Clubs and RunTogether group memberships are a quantitative measurement and can be taken bi-annually. Supply chain measurements are detailed in the sustainable procurement section and outline a three-step plan in evaluating suppliers end of life cycle and supply chains to increase local and sustainable choices, on a case-by-case basis. Our impact on community can be quantified by SROI calculations.

Procurement and Employment

Vision

To integrate sustainability into our operations, to always consider sustainability impacts when economic decisions are being made, and to ensure that economic growth is not prioritised over social and environmental impacts. To ensure sustainable development and economic growth go hand-in-hand, and to ensure that our partners and suppliers share our sustainability values.

Where are we?

currently, we are at the beginning stages of considering the sustainability impact of our procurement and employment decisions.

What are we going to do?

England Athletics will incorporate sustainability into our procurement operations, and ensure that economic growth is not prioritised over environmental impacts,

How are we going to do it?

We will start with the provision of guidance and information to partners and suppliers, before transitioning to internal examinations of these supply chains and life cycles, culminating in the implementation of policy which would mean sustainability considerations would be written into current and future contracts.

How will we measure it and how frequently?

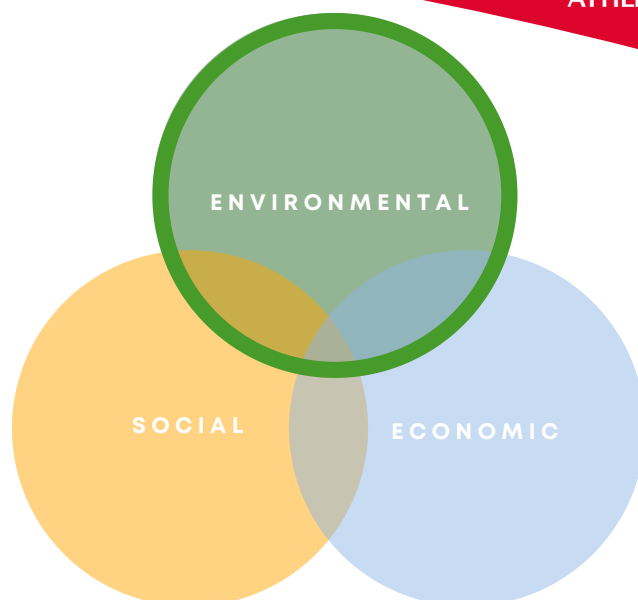
Measurements strategies will differ depending on the stage of the supply chain and the life-cycle assessment plan that will be implemented. During the initial guidance and awareness stage, the measurement will be qualitative and will involve noting where guidance has been distributed and how it has been received. The frequency of measurements is not relevant here. Measurement in the second stage will involve more detailed documentation of each suppliers life-cycle transparency. In this stage, areas for improvement will be noted- and targets will be set for future measurement. These will be individual for each supplier/partner.

After targets have been set, measurements can be taken against them. These will consider aspects of supply chains and life-cycles for supplies to England Athletics. An example of a life-cycle target and measurement would include: Ensure recyclable plastic is sorted of appropriately during end of life disposal- this is a quantitative measurement, and could include percentage of appropriate end of life disposal. These measurements would be taken with consideration of each targets individual timeline, and then annually after that.

Environmental Sustainability

Environmental sustainability is the first thing many would think of when considering sustainability.

Environmental sustainability can be defined as interacting responsibly with finite natural resources and the environment, to avoid the depletion of these natural resources, and to conserve natural habitats and ecosystems. To be environmentally sustainable is to support the health and well-being of organisms on our planet.



Energy and Emissions

Vision

To minimise greenhouse gas emissions from all sources including travel, emissions associated with organising, licensing, and running events, and emissions associated with suppliers.

Where are we?

Currently, we have reduced the number of company cars, and switched the remaining cars to 80% EVs and 20% Ultra-low emissions hybrids.

What are we going to do?

Our aim is to minimise energy use and emissions throughout all avenues. This includes internal emissions from vehicles, which has been addressed but also to reduce scope 2 and 3 emissions, including emissions relating to events, partners, and procurement, where the eventual aim is carbon neutrality.

How are we going to do it?

We will establish best practice guidance for our entire range of stakeholders, from suppliers to events and facilities managers. This will detail carbon reduction recommendations. Where we have complete control, as well as licenced events, we will reduce carbon emissions as much as feasible, and where this is not possible we will identify credible carbon offsetting programmes. We will provide information and increase awareness of carbon reduction strategies for event attendees, which will include information about sustainable travel options. For runners and club members, we will provide information about how best to reduce individual carbon emissions during day-to-day activities.

How will we measure it and how frequently?

There will be various measurements of performance for this sector. Quantitative measurements for number of company cars and percentage of EVs and hybrids will be monitored. Carbon neutrality at events we control will start with quantitative emissions estimations in order to establish emissions baselines, followed by target setting. This will consider where emissions are greatest, and where the potential is to reduce these emissions. We estimate that a large portion of emissions will occur though transport to events. Measurements in this area will involve detailing how event participants and attendees travel to events, as well as noting public transport links. Baseline measurements of this will be taken in order to measure any improvement after provision of information and awareness campaigns occur.

Waste Management

Vision

To reduce plastic waste throughout all England Athletics operations, and to influence a reduction in plastic waste where England Athletics do not have direct control.

Where are we?

Currently, we are working with Water in Box for events- which offers a more sustainable option than plastic bottled water, and we have promoted plastic-reduction guidance from the Environment Agency to our network of clubs, coaches, officials and partners.

What are we going to do?

We are going to minimise the production of waste generated through England Athletics licenced events and events under our complete control. We will aim to reduce plastic waste and encourage proper end-of-life waste segregation and disposal for events and suppliers. We will encourage engagement in these behaviours in England Athletics members.

How are we going to do it?

We will work towards reducing plastic throughout all central operations and events over which we have complete control, as well as reducing plastic use and increasing waste segregation and disposal at events where we do not have complete control. We will also increase awareness among our stakeholders through information provision, and among our members through gamification strategies to encourage sustainability.

How will we measure it and how frequently?

We can track plastic use at events both quantitatively through supplier contracts and life cycle documents, and qualitatively through reports of waste levels during and after events. This can be done periodically with suppliers (see procurement section) and at each event. Individual measurements of the effectiveness of gamification strategies will occur when they are implemented. Collaboration with MSO and other governing bodies on events standards may culminate in the production of event certifications which will allow us to categorise events depending on their sustainability credentials when it comes to waste management. This will be done on a per-event basis. We will be taking a survey of our club members' waste and recycling habits and awareness for baseline measurement.

Water and Effluents

Vision

To use water efficiently and effectively, and to source water for events responsibly. To ensure any wastewater generated is disposed of responsibly.

Where are we?

Currently, we have worked with UKA to update the UKA rule book to reduce the number of water stations needed for road races. This also has a positive impact on plastic waste reduction.

Water and Effluents (cont.)

What are we going to do?

We will continue to push for reduced water stations, and utilise our influence over facilities to reduce water consumption for both events and day-to-day management.

How are we going to do it?

Our success with UKA in updating their rule book to reduce water stations for road races can be used as a success story to influence other events to adopt this strategy as well. Best practice guidance will be produced for facilities managers and event organisers to build water reduction, water reuse, and waste-water management into management strategies.

How will we measure it and how frequently?

Reduction in water stations can be measured on a case-by-case basis, this will determine the frequency. For best practice guidance effects, this can be measured by 1) who have received guidance 2) Who has been receptive 3) Who has made steps towards efficiency changes within 6 months of receiving guidance.

Materials and Chemicals

Vision

To consume ethically and responsibly, and to make sustainable choices where possible.

Where are we?

England Athletics are considering the impact of production and consumption, and considering how to make this process more sustainable for both events and procurement.

What are we going to do?

We will aim to reduce our consumption of materials, as well as increase the sustainability of materials we do consume. This will apply to events and suppliers.

How are we going to do it?

We will introduce best practice information for both events and suppliers. This will detail material and chemical use, as a first step. We will also look into introducing procurement policies to ensure that our consumption aligns with our sustainability vision. This will involve examining life cycles and supply chains, more details of which can be seen in the sustainable procurement section.

How will we measure it and how frequently?

Our consumption for events can be measured per event, taking into consideration purchasing for that event, and what money is being spent. This can be tracked quantitatively, and where possible, items should be re-used, or sourced from more sustainable materials (e.g. medals and their packaging.) This can be measured on an event-by-event basis. Consumption through suppliers and vendors will be tracked using our three-step action plan, which is detailed in the sustainable procurement section, and measured using the traffic light system.

Transport and Travel

Vision

To minimise the impacts of transport and travel by reducing journeys and using low and zero-carbon transport and travel options.

Where are we?

England Athletics have demonstrated their commitment to sustainable modes of transport by utilising 80% Electric company cars, and 20% Ultra-low emissions vehicles, as well as a reduction in the total number of vehicles.

What are we going to do?

We will continue to encourage more sustainable modes of transport to our events, clubs, running groups and programmes.

How are we going to do it?

We will work to ensure that events are hosted in locations with adequate public transport links. Best practice should promote that, where possible, individuals should walk or cycle, and when necessary, coordination of trips to reduce individual journeys should be implemented. For example, before larger events, promotion of public transport links or car share schemes should occur.

How will we measure it and how frequently?

The number of company cars and percentage of sustainably-run cars can be measured quantitatively, and updated annually to mark any changes. Measures of transport types to events can occur A) via a survey of attendees B) via measurements of vehicles at events. For other England Athletics programmes and events, transport links can be measured and noted on an event-by-event basis. We will be taking a survey of our club members transport habits and awareness for baseline measurement.

Food and Drink

Vision

To reduce the impact of food and drink production, use and disposal by choosing local, seasonal, high welfare and organic produce; minimising waste and, where waste is unavoidable, segregating and disposing of waste in a positive- or low- impact way; and redistributing unused food and drink where possible.

Where are we?

England Athletics are considering the impact that catering for events has on the sustainability of our operations, as well as the impact that healthy food options have on our staff and members.

What are we going to do?

We will continue to encourage more sustainable and healthy food and drink at events, as well as consider where we source food and drink from.

How are we going to do it?

We will aim to choose local, seasonal and high-welfare food, with the aim of reducing the miles that food travels to be consumed. This will be done by considering the supply chain of caterers and suppliers. We will ensure that there are plant-based and healthy options, and will aim to redistribute unused food and drink. For more details, see Supplier Expectations (page 21).

How will we measure it and how frequently?

We will be implementing supplier expectations through a 3-stage plan (See page 23). This will involve producing best practice guidance, looking into supply chains, and introducing minimum standards into future and existing contracts. Measurements will be taken throughout all stages of the plan, and assessed against a traffic light system (See page 24).

Habitat, Biodiversity, Air Quality

Vision

To ensure that our events have a minimal impact on natural biodiversity, air quality, and area habitats. To encourage and protect biodiversity and wildlife habitats through appropriate land use and management.

Where are we?

We are starting to consider the potential impacts that our events may have on habitat and biodiversity, and how to combat any negative impacts. We are also considering the impact that poor air quality can have on our athletes.

What are we going to do?

We will work to make sure our events have the least possible impact on our local environment and habitat. We will consider carbon offsetting for certain events. We will minimise the impact that our events have on local air quality.

How are we going to do it?

We are producing event guidance that will provide information on impact reduction on local environments, particularly for organising cross-country and fell running events, which have the potential to have the most impact on local habitats during trail running. If carbon offsetting is utilised, we will consider local planting and reforestation to impact local habitats and the environment positively.

We will begin the introduction of air quality monitors to increase safe air quality for athletes and communities. We will also aim to have a positive impact on air quality through reduction of single-occupancy vehicles in favour of electric vehicles, public transport, and active travel.

How will we measure it and how frequently?

Measurement will include the introduction of venue and event best practices, and this can be done on a per-venue and per-event basis. Air quality monitoring will be a qualitative measurement, as well as a number of monitors fitted. If carbon-offsetting is utilised, reforestation data can be measured.

Sustainable Procurement

England Athletics are committed to increasing the sustainability of our operations, and understand the importance of recognising where we have the potential to make most impact. Procurement has been identified as one of the key areas where we have both control and influence over the 6000 events we license, as well as organisation events such as National Championships. These events have the potential to have large impacts on sustainability, particularly in the area of procurement and vendors for these events. Optimisation of lifecycle of materials and products by reducing waste and targeting supply chain issues is one of the most effective sustainability topics- this begins by the development and implementation of a sustainable procurement policy. This policy will be applicable to services and products, and the identification of partners and suppliers that are able to support the delivery of our sustainable goals is crucial. Initially, we will be offering guidance and highlighting best practice in these areas. The goals we wish to achieve with procurement lie within the social, environmental, and economic pillars of our strategy, and include:



Food & Drink



Healthy Options



Waste Management



**Procurement &
Employment**

Supplier Expectations

Food and Drink

Our goal with food and drink at events is to reduce the impact of food and drink production, and where possible, choose local, seasonal, high welfare, and organic produce. Sourcing locally where possible not only reducing on emissions associated with transportation, but also increases local economic impacts. Our aim is also to minimise waste, and where waste is unavoidable, ensuring that it is segregated and disposed of in low-impact ways. We will also aim to, where possible, donate unused food and drink.

Redistribution of unused food and drink:

Although we recognise that the type of food and drink served at our events may not be applicable for donation, where possible and appropriate, the redistribution of sealed unused food and drink should be achieved. This may be achieved through donations to local food banks, for example, Bedford FoodBank.

Healthy Options

At events, we will aim to give opportunities to staff, fans, and other visitors to improve their physical well-being, including healthy food options and opportunities for active travel. The importance of healthy options is particularly clear for vendors and suppliers at England Athletics events. There is a clear and positive connection between healthy food and athletic performance, which we will aim to strengthen through the provision of at least one healthy option and one plant-based option per vendor.

Sustainable Procurement

Considering the supply chain and product life cycle

The environmental impacts associated with the food and catering sector draw from the production of food and have environmental impacts from the combustion of fossil fuels and energy used for transportation. Impacts also include land-use change and waterway pollution. Although these are the main impacts, other impacts include soil degradation (associated with food products such as oils, fats, vegetables, bread, and fruits), emissions of methane and nitrate associated with animal products, depletion of fish stocks associated with seafood, and the production of pesticides and chemical fertilisers associated with almost all food groups.

When evaluating the impact of our food it is crucial to examine the supply chain. This will help us to determine where the ingredients are coming from to assess if they are high welfare, organic, and local - and address any concerns about sourcing, with the aim to minimise the distance the food travels. Energy and water use are also key contributors to overall impact of catering services, as well as the generation of waste and waste management, with the reduction of food waste being crucial to reducing overall environmental impacts.

Key environment impacts during product life cycle

- Water use & water pollution
- Energy use in agricultural farming, food processing, and facilities
- Production and use of pesticides and fertilisers
- Land-use changes (e.g. destruction of natural habitats such as woodland for creation of large monocrops for feed and vegetable fats and the related CO2 emissions).
- Depletion of fish stocks
- Reduction of biodiversity
- Disposal of waste
- Pollutant emissions from agricultural and processing activities.

Approaches to minimise key environmental impacts during product life cycle

- Environmentally responsible and certified seafood products.
- organic food products.
- Increased plant-based food options
- Food and beverage waste prevention
- Correct waste sorting and disposal
- Conservation of energy and water consumption in kitchens
- Use of environmentally responsible vegetable fats.

Examination of supply chains associated with not only vendors and multiple events, but also partners and suppliers, is a complex task. The complexity of this task lends itself to being dealt with using a short, medium, and long term action plan. This is outlined below.

Short term: In the short term, we will operate through awareness and influence. The complex nature of life cycle assessment and existing contracts with suppliers means that, in the short term, our impact would be most significant by providing resources and information regarding sustainable life cycles, rather than implementing policy change immediately. This information would include suggestions of approaches to minimise key environmental impacts during the product life cycle, including but not limited to: sourcing environmentally responsible seafood and meats, increasing plant-based options, and waste disposal. The introduction of resources will also help demonstrate to partners and suppliers the importance that England Athletics are placing on sustainability, and act as an outline of our vision before implementing policies.

Medium-term: Our medium-term plan of action will be to start the transition from providing information to increase awareness, to starting to exert our influence and integrate expectations into our policies, with the ultimate long-term goal of introducing conditions into future and existing contracts. The medium-term goal will occur when our suppliers and partners have had a sufficient introduction to our resources and information on the reduction of environmental impacts through the product life cycle introduced during our short-term plan. Communication between England Athletics and suppliers and partners during this time is crucial in maintaining good relationships with these stakeholders and suppliers whilst progressing towards our sustainability vision. During this period, we will consider where the first changes to practice to increase sustainability will occur. Transparency of supply chains is important during this stage, so that product life cycles can be examined, areas for improvement can be determined, and targets can be set.

Long-term: Our long-term goal is ambitious. Ultimately, to align with our sustainability vision, we would need all vendors and suppliers to integrate sustainable practices into their operations. The long-term plan will progress from the medium-term plan, where areas of improvement determined in the medium-term will have been addressed by this stage. This would include, but not be limited to, a transparent and sustainable product life cycle, and sustainable sourcing. Whereas our short-term goals will be implemented through influence and awareness, our long-term goals will be embedded in policy and integrated into internal decisions where we have exclusive control. Life-cycle assessments and sustainability standards should be built into future and existing contracts, to ensure that partners and suppliers are aligned with England Athletics Sustainability vision and standards.

Waste Management




We will encourage our vendors and suppliers to minimise the generation of waste. All unavoidable waste should be reused, recycled or recovered with no waste sent for incineration or landfill. Small changes such as switching from polystyrene boxes to recyclable or compostable boxes for food, and assuring that cutlery is recyclable or compostable will be effective in reducing excess waste.

Procurement and Employment

We aim to incorporate economic, social, and environmental considerations into all procurement and employment decisions including, as stated above, life-cycle comparisons, supply chain examinations, and end-of-life disposal as well as employee conditions and fair trade status, with the aim of incorporating these sustainability requirements into all supplier contracts.

Evaluating Suppliers

England Athletics recognises that the integration of sustainable practices is not instantaneous and that suppliers and vendors may have a transition period between current practice and aligning with our new sustainable policies regarding procurement. A checklist will be issued to existing vendors under contract as well as new vendors applying for contracts, which will seek to gain an understanding of current practice, as well as act as a statement of our sustainability expectations. The results of the completed checklists will allow vendors to be awarded an evaluation traffic light colour which will detail whether actions are required with that vendor and whether the contract will be extended or accepted.

Evaluation Response	Definition	Implication	Actions Required
 Green	Supplier operations/proposal acceptable	Willing to maintain/ approve contract with this supplier	None
 Amber	Some sustainability issues with the suppliers operations/proposal but these can be resolved	Wiling to maintain/ approve contract with this supplier, subject to specific conditions being met	Detail the conditions that must be met by the supplier e.g. clarification, provision of further evidence, required changes prior to contract renewal/start date.
 Red	Significant and insurmountable issues with the suppliers proposal/ operations, or supplier unwilling to address issues raised	Not willing to continue/ approve contract with supplier	Provide rationale for the 'Red' evaluation response, referencing specific details of the suppliers proposal/operations that have raised concerns

SUSTAINABLE FOOD VENDOR PROCUREMENT GUIDANCE CHECKLIST

PROCUREMENT INFORMATION	
Vendor/Supplier name:	
Service Description:	
Key contact:	

✓ x	ENVIRONMENTAL & HEALTH	
	Is food served in recyclable/compostable packaging?	
	Is cutlery recyclable/compostable?	
	Are the main component ingredients in season?	
	Are ingredients purchased from local suppliers, minimising ecological footprint?	
	Are ingredients organic?	
	Is there at least one plant based option?	
	Is there at least one healthy option?	
	Are animal products obtained from high-welfare/ marine certified sources?	
	Is waste segregated correctly before disposal?	
	Where appropriate, is unused food distributed?	
	Is there a transparent and traceable supply chain for food?	
	Is there a transparent and traceable supply chain for packaging?	
Notes 		

Responsible Sourcing Expectations for External Business Partners

Improving the sustainability of our operations and recognising where we have the potential to make most impact also involves considering the sustainability credentials of our sponsors and partners. England Athletics relies on the help and support of partners who help to develop athletics and running in England, with a range of partners including sectors such as, teamware, lighting and sports surfacing, electronics, charities, and boxed water. The range of sectors that our partners lie within means that not all partner expectations listed below will be relevant to all partners, and where our partners use external suppliers, we would ask that these conditions be applied to them as well. It is important that our partners share the same values as we do, with the aim of increasing sustainability and setting a positive example.

As with food vendor procurement, the goals we wish to achieve with our partners lie in the social, economic, and environmental pillars- and are mapped from the BASIS 12 principles of sustainability in sport.



Materials and Chemicals

To increase sustainability of materials and chemicals used, materials sourced should be non-toxic, ideally from local sources to reduce embodied energy, and where possible made from reusable, recyclable or recycled sources.

Energy and emissions

Partners should aim to minimise their greenhouse gas emissions from energy sources involved in supplying their product (where applicable). This could involve buildings, equipment, and other operational sources, including emissions from non-energy sources. The use of greenhouse gas offsetting in companies should be regarded as a promising step in the right direction, however a net zero action plan to accompany this is preferable. For finite resources such as energy, water, and raw materials, efficiency should be prioritised.

Waste Management

The goal with waste management is always to reduce the total amount of physical waste produced throughout all stages of the supply chain. Where waste is unavoidable, it should be reused or recycled in preference of being sent to landfill. All waste should be appropriately segregated before disposal. Where possible, a move away from non-recyclable plastic should be integrated into partners strategy.

Social Sustainability and Ethical Expectations

Accessibility and Equality

We expect our partner organisations to provide facilities and services that are physically accessible to all and to provide a welcoming atmosphere to all with knowledgeable, confident staff. We would expect that our partners ensure that unlawful discrimination of any kind does not occur, that diversity is promoted, and that suppliers do not discriminate in hiring.

Employment

We would expect our partners to ensure good employee conditions and fair trade status. These conditions include:

- Paying living wages
- No use of child labour
- Safe and Hygienic working conditions
- No excessive working hours

Economy and Community

We would expect our partners to support and have positive impacts on the local economy and local community, including community engagement, where possible and appropriate.

Evaluating Partners

When considering existing and potential partners for England Athletics, we can use the above expectations to consider whether that partner is suitable, and shares the Social and Environmental values that England Athletics holds. As with food vendor procurement, partners can be evaluated using the 'Responsible Sourcing for External Business Partners Checklist'. We would expect our partners to support and have positive impacts on the local economy and local community, including community engagement, where possible and appropriate.

RESPONSIBLE SOURCING FOR EXTERNAL BUSINESS PARTNERS CHECKLIST

PROCUREMENT INFORMATION	
Partner name:	
Service Description:	
Key contact:	

✓ _x	ENVIRONMENTAL	
	Are non-toxic materials used in production?	
	Are non-toxic materials used in packaging?	
	Are materials from local sources?	
	Are materials used recycled?	
	Will excess materials be recycled/recycled?	
	Are efforts being made to reduce greenhouse gas emissions involved in production?	
	Are efforts being made to reduce in-house greenhouse gas emissions?	
	Is there a net-zero action plan in place?	
	Is waste segregated correctly before disposal?	
	Are non- recyclable plastics used in production/packaging?	
	Where possible, is waste reused/recycled?	
	Is there a transparent and traceable production supply chain?	
	Is there a transparent and traceable supply chain for packaging?	

RESPONSIBLE SOURCING FOR EXTERNAL BUSINESS PARTNERS CHECKLIST

✓ x	SOCIAL	
	Are facilities and services accessible to all?	
	Is diversity promoted within the organisation?	
	Are employees paid fair living wage?	
	Is there a commitment to no child labour?	
	Are working conditions safe and hygienic?	
	Are working hours reasonable?	
	Does the organisation have a positive impact on the local community?	

Notes

Sustainability and England Athletics Facilities

Facilities form a vital component of the overall England Athletics strategy. These facilities help to inspire new participants, provide opportunities that will increase performance and participation, and help to improve the health and well-being of the population as a whole. The important role that facilities play emphasises the need for these facilities to become financially, socially, and environmentally sustainable.

Air Quality linked to pollution poses a major threat to both climate and health and is closely linked to CO₂ emissions. Air Quality is particularly important in athletics venues as athletes tend to be more vulnerable to bad air quality due to their increased respiratory rate during exercise. VOC (Volatile Organic Compounds) should be included in measurements made at venues where training and competitions take place in order to ensure that air quality is at an acceptable and healthy level. Our goal is to monitor, track, and improve air quality through best practice guidance and air quality monitors for facilities and events, and through information sharing to empower communities to make decisions which protect local environments. Lighting, heating, and water are three of the most energy-intensive outputs at stadiums and tracks. Any modifications or changes to lighting and heating, such as low-energy bulbs, lighting timers, PVA solar panels, water recycling systems, and smart water and heating meters, in order to reduce energy output, would have positive impacts on both the environmental and economic pillars of sustainable development.

Where are we?

Currently we are in the first stages of developing best practice guidance for venues and facilities.

What are we going to do?

As a manager of and licensing authority for events and activities, England Athletics has the opportunity to influence the sustainability approach of athletics facilities.

How are we going to do it?

We will utilise the BASIS venue certification process to assess and progress the sustainability of facilities operations. As the majority of facilities are currently operated and funded by third parties, the most effective ways to work towards more sustainable venues would be through the provision of resources to support venue owners in developing sustainability plans for the facility. These facilities will become more environmentally sustainable through the installation of energy-efficient lighting, renewable energy generation, and rainwater harvesting.

How will we measure it and how frequently?

The changes made to facilities to improve sustainability are intrinsically measurable. Baseline measurements and reports should be taken to reflect current air quality, lighting, heating, and track maintenance activities. Consequently, these measurements can be followed up periodically, at 6-month intervals.

Principle Objective and KPI Overview

Focus Areas	Objectives	Key Performance indicators	Time Frame
Energy and Emissions	<ul style="list-style-type: none"> Minimise carbon emissions across England Athletics Internal Activities Minimise carbon emissions associated with organising, licensing, and running events, as well as emissions associated with suppliers. 	<ul style="list-style-type: none"> Estimated Internal emissions Estimated emissions arising from events Estimated sourcing emissions gathered from supply chain examinations 	<p>Best practice: December 2022</p> <p>Measurement: December 2022-July 2023</p> <p>Continued monitoring</p>
Waste Management	<ul style="list-style-type: none"> Minimise generation of waste Aim for all unavoidable waste to be reused, recycled, or recovered with no waste sent for incineration or land fill Reduce plastic consumption and waste at England Athletics events Implement a waste management hierarchy for England Athletics Operations Encourage these behaviours in England Athletics members 	<ul style="list-style-type: none"> Amount of waste sent for incineration Amount of plastic produced for/from licensed events Rate of recycle/reuse of waste Engagement in guidance from England Athletics members 	<p>Best practice: December 2022</p> <p>Measurement: December 2022-July 2023</p> <p>Continued monitoring</p>
Water and Effluents	<ul style="list-style-type: none"> Continue to work towards reduced water stations at events Increase awareness for event managers and facility owners via best practice information to build water reduction, water reuse, and waste-water management into strategies 	<ul style="list-style-type: none"> Number of water stations at events Number of events engaged in water reduction initiatives Number of facilities engaged in water management strategies 	<p>Best practice: December 2022</p> <p>Measurement: December 2022-July 2023</p> <p>Continued monitoring</p>
Materials and Chemicals	<ul style="list-style-type: none"> Minimise waste generation through England Athletics events Prioritise non-plastic recyclable materials where appropriate Ensure proper end-of-life waste segregation and disposal 	<ul style="list-style-type: none"> Amount of waste generated at events (see waste management KPI's) 	<p>Best practice: December 2022</p> <p>Measurement: December 2022-July 2023</p> <p>Continued monitoring</p>
Transport and Travel	<ul style="list-style-type: none"> Ensure events are hosted in locations with public transport links Best practice guidance produced for walking/cycling Coordination of trips, promotion of car share schemes 	<ul style="list-style-type: none"> Number of public transport links at events Transport methods to/from events Number/percentage of EV or hybrid company cars 	<p>Best practice: December 2022</p> <p>Measurement: December 2022-July 2023</p> <p>Continued monitoring</p>

Principle Objective and KPI Overview

Focus Areas	Objectives	Key Performance indicators	Time Frame
<p>Biodiversity and Habitats</p> <p>Local Environment and Air quality</p>	<ul style="list-style-type: none"> Consider our impact on habitat when organising cross country/fell running events If utilising carbon offsetting, consider local replanting and reforestation. Ensure that we minimise the impact on local environments and air quality from our events Implement air quality measurement systems to increase safe air quality for athletes and communities. 	<ul style="list-style-type: none"> Reforestation data if carbon offsetting is utilised Introduction of venue and event best practices and standards relating to air quality Number of air quality monitoring systems utilised at events. Air quality monitoring data 	<p>Best practice: December 2022</p> <p>Measurement: December 2022-July 2023</p> <p>Begin air quality monitoring implementation 2023</p>
Food and Drink	<ul style="list-style-type: none"> Reduce impact of food and drink provision at our events Where possible, choose local, seasonal, high welfare produce Ensure there is always a plant based option Redistribute suitable unused food and drink 	<ul style="list-style-type: none"> Food carbon mileage based on sourcing distance Number of plant based options Food redistribution rates (considered against excess supply). 	January 2023 and onwards
Procurement and Employment	<ul style="list-style-type: none"> provide guidance and best practice to partners and suppliers Begin short term plan for sustainable procurement Examine supply chains and end of life cycles Work sustainability standards into future and existing contracts 	<ul style="list-style-type: none"> Where guidance has been distributed, how it has been received Supply chain and life cycle transparency Progress on targets set during life cycle analysis 	<p>Best practice: October/November 2022</p> <p>Partner Supplier framework/ management: January 2023 and onwards</p>
Social Capital and Resilience	<ul style="list-style-type: none"> Continue to provide social running opportunities Build wider community cohesion Support neighbourliness, reciprocity, and placemaking contribute to 20-minute neighbourhood ambitions and initiatives 	<ul style="list-style-type: none"> RunTogether and club member numbers Eventual SROI calculations 	January 2023 and onwards
Economy and Community	<ul style="list-style-type: none"> Continue to promote engagement in clubs and RunTogether groups Conduct supply chain analysis for procurement Prioritise small local businesses where possible. 	<ul style="list-style-type: none"> Club and RunTogether group member numbers Supply chain analysis results Progress on targets set during supply chain analysis Number of small business use 	January 2023 and onwards

Principle Objective and KPI Overview

Focus Areas	Objectives	Key Performance indicators	Time Frame
Accessibility and Equality	<ul style="list-style-type: none"> Regularly monitor our progress against the diversity action plan Continue to support initiatives such as Sporting Equals and Women in Sport 	<ul style="list-style-type: none"> Diversity action plan progress 	Current and ongoing work
Health and Wellbeing	<ul style="list-style-type: none"> Continue to provide opportunities for staff to improve physical and mental well being Provide healthy food options Provide opportunities for active travel 	<ul style="list-style-type: none"> Healthy food options at events and central organisation Active travel rates 	January 2023 and onwards
Engagement and Education	<ul style="list-style-type: none"> Provide our staff with opportunities to learn and engage in sustainability. Ensure our community members have access to sustainability information Ensure our community members have opportunities to engage in sustainability through gamification Develop best practice guidelines for a range of stakeholders. 	<ul style="list-style-type: none"> Engagement with education opportunities (e.g. webinar numbers for staff and club members When gamification strategies introduced, number and quantitative and qualitative results from them. 	September 2022 and onwards

KPI indicators and measurement on different scales:

It should be noted that key performance indicators and tracking measurements will be impacted by the scale of the event and budget, and specific reporting levels will be reflected in the tailored guidance being produced.