

Athletics Whole Sport Plan

2013-2017



Foreword

On behalf of Athletics in England, we are delighted to present this submission for review. Our partnership with Sport England has been one of great success over recent years, during which time athletics has played a significant role both in getting the nation active, and in contributing to the development of a World leading Community Sport system.

Our objective is to continue our partnership with Sport England to make athletics the most popular individual sporting activity in England, supported by a world leading community athletics network. We will attract and retain 3 million participants by 2017. Together we can build an Athletic nation.

- ◆ Participation in athletics has continually increased between 2009 and 2011, as measured by Active People.
- ◆ Sport England research points to significant un-met demand in the years ahead. Athletics' potential has still to be reached.
- ◆ We have recruited and trained over 3,500 new community running leaders who now operate approaching 1,000 new running groups where over 68% of members have been running for less than two years.
- ◆ We have created a community sport system of 52 Athletics networks, covering the country, and engaging directly with over half a million participants.
- ◆ The affiliated sport (competing club members) has grown from 98,000 to 120,000 in three years (2009-12) and our plans prepare our sport to respond positively to continual growth in the coming years.
- ◆ The NGB was voted 'NGB of the Year' at the 2011 Sports Industry Awards.
- ◆ UKA and England Athletics were jointly awarded NGB of the Year by SportsCoach UK, in recognition of the Coaching and Talent programmes (funded by Sport England).
- ◆ Our national and local coaching programmes have directly engaged over 1,000 coaches, sustaining participation of 30,000 athletes and contributing over 200,000 hours of coaching. We have continually exceeded our Sport England targets for talent during the period 2009-13.
- ◆ UKA has invested a separate 'Legacy Award' (paid via Sport England) to completely rewrite and modernise the formal coach education and qualification system, creating a genuinely World Leading exemplar which will benefit the sport for decades to come.



- ◆ We have a well defined 'route map' to maximise the legacy potential of the 2012 Games, having secured the right to host the 2017 World Athletics Championships at the Olympic Stadium.

This funding submission highlights the alignment between interventions and outcomes for which we seek Sport England funding, with our wider NGB objectives. We have in each core intervention (referred to as 'strands') identified the key actions and investments we regard as essential to maintain our previous successes in increasing participation, retaining participation and developing our talent pool. Underpinning these intervention programmes there is an established delivery capacity with a proven track record of delivery against objectives.

To build on the success of the current Whole Sport Plan, this 2013-17 submission is focussed on the refinement, evolution and sustainability of our current strategies – we have delivered a step change and the scope for further success is demonstrable and defined. The investments we have made in key areas such as networks, school-club links, coaching networks, talent retention and community running groups can now be augmented with the introduction of new products and campaigns to further engage the nation in athletic participation.

The focus of our investment will, as in 2009-13, remain in local activation staff, continuing to build on partnerships and local need to deliver maximum impact in response to local demand. Indeed 41% of our investment across our Running, Clubs & Schools - Athletics Networks and Recreation programmes will be spent on individuals working locally in communities.

Our submission is based upon credible evidence, realistic targets and robust measurement, built on a proven track record.



John Graves
Executive Chair,
England Athletics



Niels de Vos
Chief Executive
UKA



Executive Summary

The Ambition

This plan outlines a strategy to attract and retain 3 million athletics participants by 2017, from a current base of 1.9 million as measured by Active People. It aims to cement athletics as the most popular individual sporting activity in England, supported and inspired by a world leading community athletics network engaging clubs, schools, local authorities and sports development partners.

Our ambition is to make England an athletic nation. Traditional athletics for some, running for many, fitness for all. The ambition is grounded in robust and independent research, market analysis and existing successful interventions. It is costed against known benchmarks. It is built against existing proven methodology.

Our ambition brings to life Sport England's vision for a world leading community sport system, engaging with all available partners in a 'mixed economy', with a shared objective of growing and sustaining participation whilst nurturing young talent. It actively seeks partnership, through a support and commissioning approach, to provide an inclusive and equitable sport for all.

Athletics in England

Athletics in England is jointly governed and administered by UK Athletics and England Athletics. The respective roles of the two organisations are as follows:

UKA is the IAAF & IPC sanctioned Governing Body for the sport in the United Kingdom. Its core function is to establish strategy for the development of the sport, with local level delivery through close partnerships with the Home Country Athletics Federations. UKA is also responsible for rules, officials, competition (timetables and permitting), commercial partnerships, World Class Performance Programme (WCPP) and the GB & NI Team.

England Athletics develops grass roots athletics in England, supporting affiliated clubs, developing more and better coaches, engaging more people to participate, and recruiting and supporting volunteers. England Athletics works to deliver its mission of 'growing the next generation of champions' by supporting the club, coach and competition infrastructure at all levels, and by working closely with UKA's Performance Plan to ensure that more English athletes make the transition from club level to GB level via England Teams.

This submission proposes a continuation of the funding model pursued in previous years. UK Athletics will be the accountable body in receipt of Sport England funding and will commission England Athletics to deliver the majority of the interventions.

Outside of the submission, UKA and England Athletics will continue to work in close partnership on all aspects of administration, governance, product development and commercial revenue generation to ensure maximum efficiency and maximum impact on behalf of the athletic public in England.

Partnership

Partnerships are essential to our sport development strategy. We recognise that athletics is at the core of almost all sports and all physical activity, and we recognise the unique opportunity this brings. Our role is about commissioning, supporting and assisting alongside direct delivery of complementary interventions.

England Athletics manages this collaborative approach through its area delivery teams. The teams comprise of both paid staff and a dynamic volunteer base, working alongside sports development teams with local councils, club networks, schools, facility owners, fitness associations, and other NGBs.

We have an established and strong relationship with key partners including County Sports Partnerships, the Youth Sport Trust and a range of sport and leisure providers, and including the NGBs of other sports.

How Athletics in England delivers its programmes

UKA and England Athletics, co-located at Birmingham's Alexander Stadium, work in a tight partnership to deliver a seamless Whole Sport Plan, ensuring common policy and procedures are brought to the implementation of strategy, from grassroots through to elite. Governance functions (as detailed in *Section 6*) are combined to ensure maximum value through economies of scale in functional areas such as HR, Members' Services, Finance, Procurement and Head Office costs.

Our core delivery on the ground is currently managed at a local level by a national network of Club & Coach Support Officers (CCSOs) and Athletics Activators (who undertake a primary function of delivering growth in recreational running and who are employed through a mixed economy approach involving several different host and partner bodies), tasked with working alongside an expansive network of volunteers and other bodies. We have enjoyed a significant amount of success against the measures that were agreed for England Athletics in return for Sport England funding in 2009. We plan to evolve this approach in a calculated and logical way. We recognise that, as a sport, our very DNA is based on the concept of partnership working and mixed economy. We are a large family that by its very nature demands input and delivery by, and through, a diverse range of stakeholders to service the needs of its 1,270 affiliated clubs, 120,000* affiliated athletes and 1.9 million recreational athletes. The athletics family is currently underpinned by a volunteer base totalling well over 100,000 people and supporting such a network will become even more important moving forward as growth in both the affiliated and recreational sport of athletics has the potential to continue. Such potential growth means that enhanced customer service demands are a challenge that we must respond positively to.

CCSOs and front line delivery staff are spread across our area teams. Within this document we outline how we plan to get even more resource down to grassroots level, to reflect the additional responsibility we will undertake for accelerating many of our core strategies at the local level (in particular those of recreational running and in engaging with key local authorities via our proven activation model, and in the area of facility development which is a new planned intervention within this submission).

*Affiliation figure
April 2012



Activator deployment is designed to reflect local circumstances, taking many shapes and forms across different areas. Most existing running activators either serve a Local Authority boundary area, a network of athletics clubs or a County Sports Partnership area. We deliberately take this approach given the need to respond according to local opportunity and need. We don't envisage that this will change from 2013 onwards, as we seek to consolidate and expand the local Activator model. In addition, we have launched a specific project for London – aptly named Run! – which has received significant support from the London Mayor's Office Legacy Fund and which aims to get more people running, jumping and throwing in the central London Boroughs. In less than a year, this programme has returned impressive results with over 25,000 participants taking part in an innovative and flexible community athletics model. This urban activation model is a blueprint for the future and roll outs across major cities where we know there is latent demand and demonstrable need amongst priority user groups (specifically for 26+ and 14-25 age groupings).

Our 2013-17 submission reflects a total commitment to delivering an inclusive sport. We have set ourselves some specific headline disability targets that are woven into our core measures for growth and retention of participation over the four year period. This is also reflected within our proposed core staffing structure moving forward (and indeed within any commissioned partner posts that we extend or develop in the future). We will assign specific 'champions' to lead this work within the England Athletics staffing structure moving forward, with specific attention given to national policy and programme development. Delivering inclusive formats of the sport, coaching and teaching resources, awards programmes and such like, have been at the forefront of our work to date and we plan to build on this success to embed this firmly as the accepted cultural norm rather than a standalone provision (a representation of how integrated this approach will be can be seen below in *Figure ES1*). This demonstrates how each of our area field delivery teams (based in community athletics) will operate in such an inclusive form versus the stand alone disability delivery function.

Further evidence of our total commitment to delivering an inclusive sport is illustrated by two case studies in relation to inclusive planning and the development of an inclusive talent pathway. For further information please visit www.diversitychallenge.co.uk/case_studies.php

Figure ES1: Integrating disability into delivery in the field



A Plan that builds on current success

Through the consultation process applied in compiling this submission (see *Appendix E*) we can draw the following conclusions:

- ◆ That the current strategic direction is sound but that it will take longer than three years to deliver lasting change and impact within the sport of Athletics, particularly in changing the culture of club and coach development. Our approach has been one of long term strategic and cultural change, albeit that our plans have been funded through a short term Government primed cycle.
- ◆ Our running interventions are making a significant contribution to participation in the recreational sport of athletics. Run England, through its Leader based group concept and online support package, is encouraging more people to become Leaders and to establish recreational groups at the local level. The running sector is a busy marketplace and the NGB has recognised its value-added role in this area by developing the Run England model that seeks to underpin and work with established third party running providers. This model will evolve under our plans for growth from 2013-17 and will be our major area for investment through Sport England funding.
- ◆ Our national campaign and communication work is essential to retain and engage runners who come into the sport through third party running providers.
- ◆ More people are active in athletics and running in areas with Athletics Networks than in areas without.
- ◆ The Athletics Networks programme is working. Clubs are working collaboratively and effectively to bring new participants into the sport, and also to drive up standards of performance. Local linkages with other partners ensure that club athletics is geared up to deliver lasting legacy from the major athletics events that will be a feature of the decade following the 2012 London Olympic & Paralympic Games. We plan to continue to invest in this programme beyond 2012.
- ◆ Our National and Local Coach Development Programmes are affecting standards of athlete performance in a positive way (see *Appendices P-X* on coaching and talent) but that this work must continue to reach more coaches and more athletes in a positive way in the coming years. This programme remains central to our plans for talent development from 2013 onwards and to our retention strategy at all levels, from beginner runners to elite athletes, and is crucial to maintaining interest and enjoyment in the sport.
- ◆ The introduction of youth centric programmes and resources aimed at clubs and schools is ensuring that more young people are given a high quality introduction to the sport, particularly through the provision of appropriate and flexible skills, awards and competition programmes (see the appendices relating to Youth Development).
- ◆ The development of our urban athletics activation model with partners such as Street Games and the London Mayor's Fund, alongside key local authorities, has proved a success both in the growth of new participants and also in the retention of 'in-actives', specifically amongst the 14-25 age group. This approach will be used as a blueprint to roll out similar programmes in other major cities in the coming cycle.

What have we learnt since 2009?

- ◆ That change takes time. Lasting change requires perseverance and consistency of effort, investment and message. Our 2013-17 plans reflect this focus.
- ◆ The importance of providing high quality front line staff activation and development support to our customers (existing and prospective) to initiate participation – a Push Strategy.
- ◆ The importance of member engagement through high quality coaching in formal environments (networks) and informal support (Run England) to retaining new participants – a Pull Strategy.
- ◆ Partnerships with local government are absolutely essential to maintaining local engagement.
- ◆ The importance of measurement. We have worked with County Sports Partnerships and Sport England to develop the Ecorys model for counting new runners. This measures the journey of an active and new runner in a detailed and more accurate way.
- ◆ The importance of a mixed economy approach to front line development and delivery of programmes. In our experience this factor is especially important for athletics as the sport has been based on diverse partnership working for many years.
- ◆ Making coach development and education affordable to those priority groups and target audience will continue to be absolutely essential in the coming years.
- ◆ Providing an accessible and adaptable offer to meet the diverse needs of our market is crucial to effect participation change. Providing 'exit routes' into high quality club environments beyond an initial 'taster' is essential to sustain participation.
- ◆ The importance of the Run Leader, the school teacher, the Athletics Leader and the Athletics Coach cannot be underestimated in driving participation. Supporting the development of leaders and coaches remains at the forefront of our plans for 2013 onwards.
- ◆ Facilities are absolutely vital to athletics, whatever the discipline. This focus is reflected in our 2013 plan and is a new addition to our existing provision of support to the sport – but it is one that firmly underpins our 'grow and sustain' strategies.



A Summary of Investment Proposals

- ◆ We will invest over £14,000,000* into a 2013-2017 Run England programme that will directly lead to growth of over 240,000 new runners. We will encourage more people of all abilities to take up running, and signpost them towards clubs and running groups to sustain participation. We will work with Sport England and other key stakeholders such as County Sports Partnerships and commercial race providers to commission activities to work towards delivering an ambitious broader nationwide target of getting more than 1m new runners active by 2017 (baseline 1.9m).
- ◆ To support clubs and schools we will invest over £15,000,000* into established Athletics Networks to operate at the forefront of our community athletics development system to grow and sustain participation against Sport England outcomes including school-club links, satellite clubs, doorstep sport and running. Clubs are at the forefront of our community athletics development strategy to grow and sustain participation, as well as improving standards of performance, that also contributes to the retention of participants. 'Activation' at a community level is crucial and the work of our paid activation team in supporting clubs, networks and other providers in the community will continue to be vital.
- ◆ We will invest over just under £9,000,000* to support talented young athletes through the continued implementation of our national and local coach development programmes. Over 1,000 coaches will be supported through formal training and development programmes that will in turn support thousands of potential future athletics champions as well as contributing to our retention strategy specifically for young athletes between the ages of 14-25.
- ◆ We will invest over £650,000* in developing modern, adapted formats of the sport to encourage more adults to 'get back into' track and field athletics competition in the community. Clubs are at the heart of this strategy, alongside local authorities and leisure contractors, and will be supported by an 'activation' team to catalyse activity. The new AthleFIT fitness and competition product has been piloted in specific areas of the country with great success and we plan to evolve this into a nationwide model with front line activator support and a dedicated leader's course (see *Section 3.3* on recreational athletics for further information).
- ◆ We will invest £350,000* of commercial funding per annum into schools competition, primarily at Key Stages 3 and 4. We will support the work of the English Schools' Athletic Association to nurture young talent and to increase the number of state schools offering regular athletics competition through the application of our short format competition models, and as part of the new Government School Games concept. Our work in creating products such as QuadKids, Sportshall and Super8 will provide a cornerstone of this programme.
- ◆ We will continue to invest in and develop high quality links between clubs and schools across England, involving 80% of School Partnerships and 100% of clubs within Athletics Networks. Since 2009, we have delivered competition to over 1 million young people in the school sector with an estimated 200,000 young people doing athletics in schools at least once a week. We plan to grow this number as reflected in our headline measures at the start of this document.
- ◆ We will continue to address diversity issues within the sport – particularly in coaching – tackling gender, ethnicity and disability inequalities year-on-year, with a focus on narrowing the current gender imbalance in coaching, particularly at higher qualification levels. We have taken positive action in addressing this work through our Run England programme by boosting the number of women leaders leading groups at a local level.

*Denotes full WSP investment figures 2013-17 comprising Sport England grant, NGB and partner contributions in full.

- ◆ We have also targeted the National & Local Coach Development Programme at recruiting and developing more female coaches to act as role models, and to provide a source of inspiration for aspiring teenage female athletes to remain in the sport. We will continue to invest in the Women's Coaching Project and will increase participation in the sport by disabled people through our inclusive plan. Wherever possible we will integrate this work into our core club and coach development work.
- ◆ As already outlined briefly above, we will continue to apply an inclusive approach to delivering athletics for disabled people. Led by national policy and programme leads we will embed disability key performance indicators into all our staff work programmes to ensure that coaching, club, community and competition programmes are inclusive and integrated.
- ◆ UKA have committed to bring commercial investment in the sport across England year-on-year from 2013 onwards, linking this strategy to the whole sport commercial strategy of reducing dependency on public sector investment. A restructured membership scheme for the affiliated sport will ensure a greater contribution from the NGB towards delivering our Whole Sport Plan objectives from 2013 onwards (see *Section 1: Finance* for more details).
- ◆ We will continue to help affiliated clubs to engage with local facility owners, particularly in the maintenance and upkeep of the existing stock of purpose-built community athletics assets. We will support clubs to maximise their opportunities and manage the challenges of asset transfer through advocacy, resource production, training and guidance. We will manage a new facility investment fund to underpin our people strategies and to accelerate them in specific areas of the country (see *Section 3.5* below for details and context on this).

Our primary roles in delivery

- | | | |
|----------------|--------------|--------------|
| ◆ Facilitation | ◆ Mentoring | ◆ Showing |
| ◆ Sharing | ◆ Empowering | ◆ Activating |

Figure ES2: Our approach

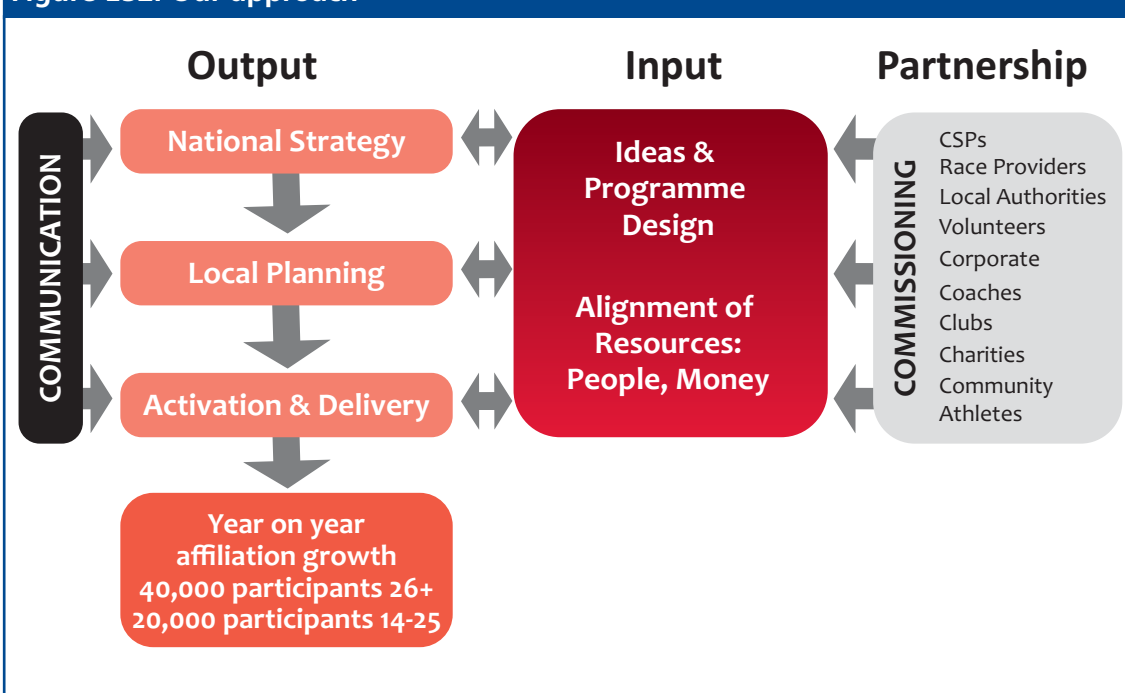
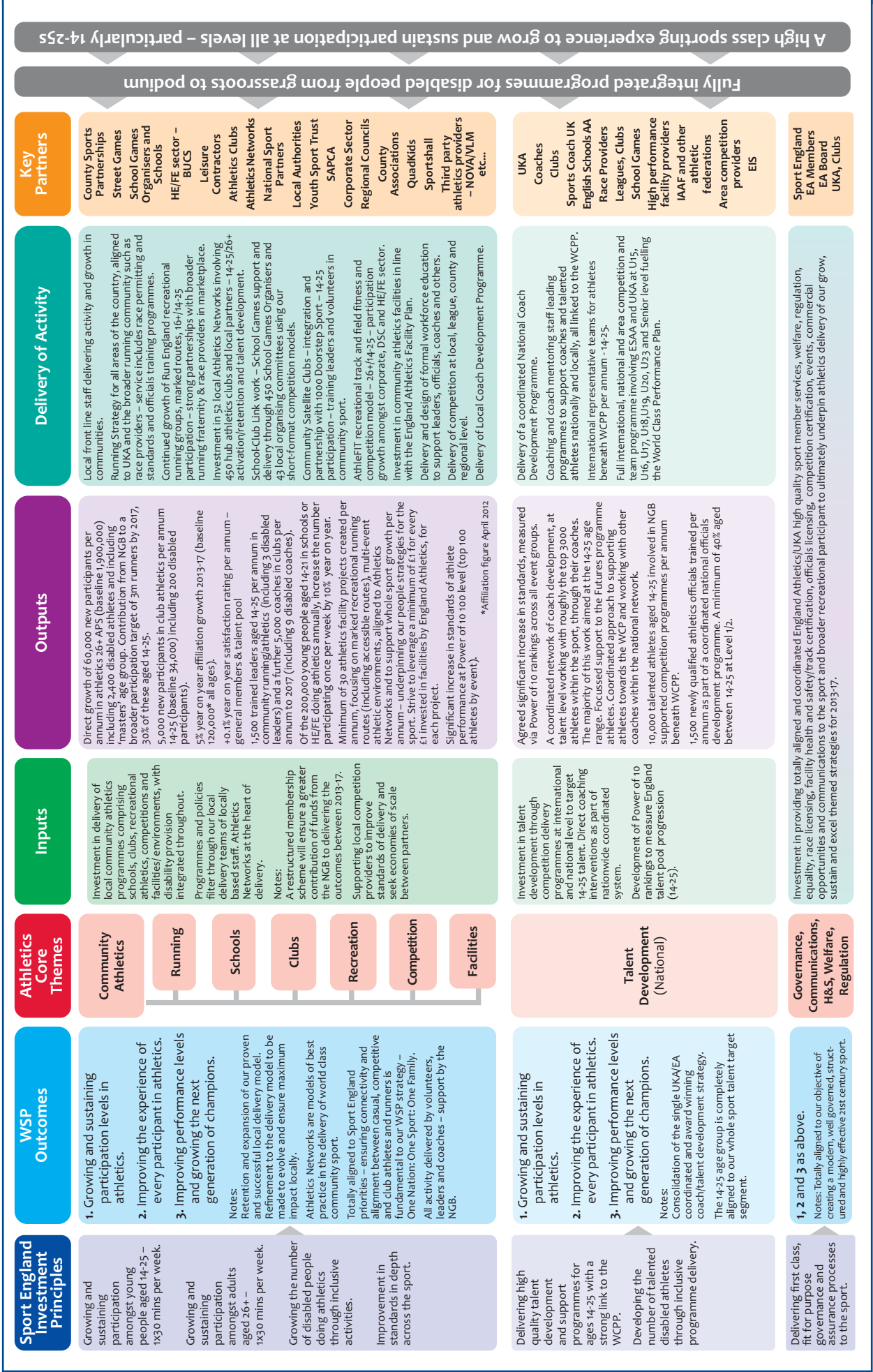


Figure ES3 overleaf gives a headline summary of our investment proposals.

Figure ES3: A headline summary – where we will invest our resources 2013-17



Matching Sport England outcomes

Table ES1 and Table ES2 below give a checklist of how athletics interventions match prescribed Sport England outcomes.

Table ES1: Aligning our core strategic goals to tangible measures

| England Athletics Corporate Goal | 2013-2017 Annual Measures | Four Year Target Measure |
|--|---|---|
| Growing and sustaining participation levels in the sport | <p>60,000 recreational runners/athletes per annum 1x30 mins per week – of which 40,000 will be 26+ and 20,000 will be aged 14-25</p> <p>5% year on year affiliation growth (with retention targets for 14-25 age group)</p> <p>Of the 200,000 young people aged 14-21 in schools or HE/FE doing athletics annually, increase the number participating once per week by 10% year-on-year.</p> <p>1500 trained leaders aged 14-25 per annum including 5,000 coaches in club athletics per annum</p> | <p>240,000 new recreational runners (direct NGB target) towards an overall four year nationwide growth of over 1 million new runners (*3m total from a 1.9m baseline) with 30% of these being aged 14-25.</p> <p>206,000 affiliated participants by 2017 - based on a figure of 178,000 in 2013-14 (increase from 120,000 in April 2012 due to restructured affiliation including Under 11s and uplift from Olympic/Paralympic year)</p> <p>280,000 participants in this sector at KS3 and above by 2017</p> <p>6,000 trained leaders aged 14-25 by 2017</p> <p>Deliver over 20,000 coaching qualifications by 2017</p> |
| Improving the experiences of every participant in the sport | 0.1+ year on year satisfaction rating per annum – general members and talent pool | As Annual Measures but complimented by our own internal customer measures that are conducted at six monthly and annual periods |
| Improving performance levels and growing the next generation of senior athletic champions | Increase in depth of talented athletes featuring on Power of 10 per annum across events (top 100) | Year-on-year performance improvement measured by Power of 10 rankings |
| Underpinning all measures | <p>Specific disability targets woven into each measure</p> <p>A minimum of 30 facility investment projects per annum with a leverage figure of £1 for every £1 invested</p> | |

*indicates a broader collaborative and participation target.

Please note that these are purely headline measures – detailed operational 'Tier 2' measures will be agreed and imparted within annual corporate and individual work programmes. The measures below are critical to driving NGB and Sport England outcomes.

Table ES2: Critical submission measures**ES2a: Participation of Young People 14-25 years 1x30 minutes per week**

| Measure | Baseline | Year 1 | Year 2 | Year 3 | Year 4 |
|--------------------|----------|---------|---------|---------|---------|
| APS 14-25 (%) | 7.58% | - | - | - | - |
| APS 14-25 (number) | 530,900 | 550,900 | 569,500 | 590,900 | 610,900 |

Young People measure based on 20,000 new participants per annum aged 14-25.

ES2b: Participation of Adults 26+

| Measure | Baseline | Year 1 | Year 2 | Year 3 | Year 4 |
|------------------|-----------|-----------|-----------|-----------|-----------|
| APS 26+ (%) | 3.87% | - | - | - | - |
| APS 26+ (number) | 1,373,600 | 1,413,600 | 1,453,600 | 1,493,600 | 1,533,600 |

Adult measure based on 40,000 new participants per annum aged 26+.

ES2c: Disability participation

| Measure | Baseline | Year 1 | Year 2 | Year 3 | Year 4 |
|---|--------------------------|----------|----------|----------|----------|
| Direct growth of 60,000 new participants per annum in athletics 26+ including 2,400 disabled athletes per annum. | 83,400 | 85,800 | 88,200 | 90,600 | 93,000 |
| 5,000 new participants in club athletics per annum 14-25 (baseline 34,000) including 200 disabled Participants over the period. | 300 | 350 | 400 | 450 | 500 |
| 1,500 trained leaders aged 14-25 per annum in community running/ athletics including 20 disabled leaders and a further 5,000 coaches in clubs per annum to 2017 including 9 disabled coaches. | 10 leaders 22 coaches | 30 29 | 50 38 | 70 47 | 90 56 |
| Of the 200,000 young people aged 14-21 in schools or HE/FE doing athletics annually, increase the number of disabled people participating once per week by 200 year on year. | 2,000 | 2,200 | 2,400 | 2,600 | 2,800 |

ES2d: The athletics pathway

| Area | Measure | Year 1 | Year 2 | Year 3 | Year 4 |
|--|--|--------|--------|--------|--------|
| Quality and quantity of athletes at the top end of the pathway | Increase in number of athletes over agreed baseline standard (power of 10 2008 national standard). To be confirmed following summer 2012 performance results as agreed with Emyr Roberts. Baseline 9.35 to be updated following summer 2012. | 9.75 | 10.0 | 10.25 | 10.50 |
| Breadth & scale of the pathway (appropriate numbers of quality athletes at each level) and athlete progress through ETP (conversion/reduced attrition) | Increase in number of athletes over agreed baseline standard (power of 100 2008 standard). To be confirmed following summer 2012 performance results as agreed with Emyr Roberts. Baseline 99.2 to be updated following summer 2012 | 102 | 104 | 106 | 108 |
| Quality of the pathway (ETP maturity and system enhancement) | 250 coaches with a minimum 5% churn year on year accessing the NCDP, 500-600 coaches accessing LCDP each year. Delivery of at least 40 national level and 200 local level coach development events. Rating of all events and support above 80 percent. | 80 | 80 | 80 | 80 |
| Effectiveness of the pathway for athletes with a disability | All activity to be delivered with an integrated focus including integrated national championships and coach development opportunities. Specific measure to be agreed. | TBA | TBA | TBA | TBA |

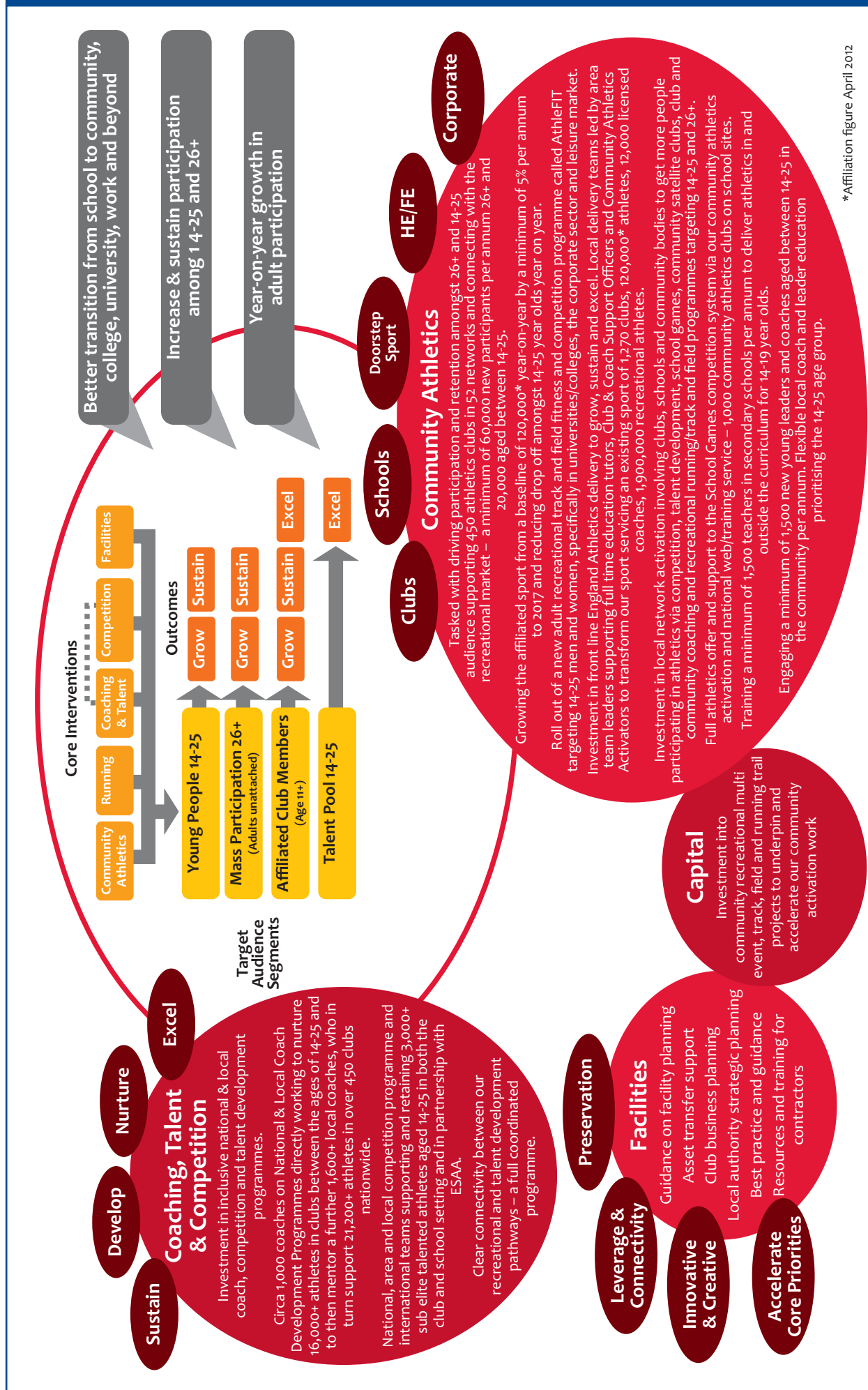
Our Submission in Summary

Figure ES3 and Figure ES4 below give a summary of our submission.

Figure ES3: Strategic Plan 2013-2017



Figure ES4: Our submission in summary



England Athletics Limited
Athletics House
Alexander Stadium
Walsall Road
Perry Barr
Birmingham
B42 2BE

www.englandathletics.org

UKA
Athletics House
Alexander Stadium
Walsall Road
Perry Barr
Birmingham
B42 2BE

www.uka.org.uk

