



First Edition - May 2009

ENGLAND ATHLETICS

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

2009-2013



An information guide for County Sports Partnerships and Key Partners

Contents

Focus and Partnership	page 3
Background Information	page 3
How England Athletics Will Work	page 5
Our Main Priorities:	
Coaching	page 8
Clubs and Schools	page 10
Competition	page 12
Facilities	page 13
Competitors and Participants	page 14
Key Contributors:	
Officials and Volunteers	page 16
Marketing and Communications	page 17
Structure and Governance	page 18
Making it Happen	page 19
Contacts	page 20



ENGLAND ATHLETICS

Growing the next generation of athletics champions



Focus and Partnership

Athletics is a remarkable sport with a heritage we should all be proud of. England has a tradition of producing great champions and this is pivotal as a motivator for our work during the next years.

Our work focuses on laying the foundations to develop a sustainable legacy for athletics in England beyond 2012, long after the closing ceremony of the London Olympic & Paralympic Games.

We believe that the best way of delivering a sustainable legacy for athletics in England will be achieved by creating the right environment in which athletes can feel that they wish to take part in the sport, be encouraged to stay in the sport, and then to excel in the sport.

We believe that this environment will be created through focusing our work on supporting clubs and coaches in particular through the creation of two major investment programmes:

The National & Local Coach Development Programme

The McCain Athletics Networks Programme

These two programmes will, we believe, help to create sustainable change by linking coaches and clubs to each other, sharing learning, joining resources and turning ideas into reality through a consistent approach across the whole country.

England Athletics has the privilege and responsibility to drive forward this work. We do so in partnership with a diverse range of others. With this privilege comes great responsibility, and we all have a role to play.

Our key activities are aimed at helping to grow and sustain participation in the sport from the grass roots upwards – this is about getting more resources into local activity, especially to support clubs, coaches and volunteers in general.

The importance of County Sports Partnerships and Local Authorities

County Sports Partnerships and Local Authorities are two of the important partners with whom England Athletics wishes to build a strong relationship over the coming months and years. Each of these partners is crucial in supporting delivery to athletics clubs, coaches and volunteers at a local level. We have produced this guide to help articulate to such partners what we want to achieve during the next four years, and to give an idea of the opportunities available to work with us to deliver joint success.

We will work to ensure that our partners and customers are supported in a consistent way across the whole country, through both paid staff and volunteer structures. We want to make it easier for our partners to understand, and to then access, services – especially for clubs, who are the bedrock of our sport.

A key focus of our work is recognising when England Athletics is best placed to deliver and when it is not. There are many experienced and skilled individuals and organisations who provide an outstanding service to the sport. We will work with these to support them to deliver essential programmes. It is a key aspect of England Athletics' delivery, and one we believe will build us a collective legacy.

Background Information

England Athletics develops grass roots athletics in England, supporting affiliated clubs to prosper, developing more and better coaches, recruiting and supporting volunteers and officials. England Athletics works to deliver its mission of 'growing the next generation of senior athletics champions' by providing competition opportunities for them at an international, national and area level and through developing the quality of coaching.

UKA (United Kingdom Athletics) is the international governing body responsible for a key number of high

level functions, including the provision of World Class Performance Athletics. England Athletics works closely with UKA, most noticeably in developing opportunities for coaches, officials and in creating the right environment for talented athletes to fulfil their potential.

Formed in 2005, England Athletics was originally structured to deliver through nine autonomous regional teams who were charged with working to deliver activity influenced by a range of diverse local plans. This approach will now change. The creation of a unified structure for athletics in England will help us to tackle core issues important to the sport across the whole country in a focused and consistent way.

A single staff team will be created. A small section of this team will retain national functions, working with partners, such as UKA, to shape policy in areas such as competition, communication, coaching and club development. We will also centralise the coordination and administration of education course schedules and events to achieve greater consistency in planning and delivery.

UKA	England Athletics
World class performance	Clubs and schools
GB teams	Coaching
UK-wide strategy	Competition / Officials
- Coaching	England teams
- Officials	Mass participation
- Competition	
Rules	
Anti-doping	

We will, however, continue to deliver a large proportion of our work through direct investment and activity at a local level. This work will be managed by a national network of Club & Coach Support Officers. They will be tasked with working alongside an expansive network of volunteers and allocated to serve two to three counties each, within the geographic areas of the North, Midlands and South West, and South of England. We will also create a specific London Legacy project to ensure we can get the most from the opportunities that the 2012 London Olympic & Paralympic Games present to our great sport in the capital city.

Combining local delivery within a single national framework will, we believe, help the sport to get the most out from our resources: ideas, people and finance.

Supporting clubs and coaches

Core funded by Sport England, England Athletics makes a commitment to work with focus and consistency in delivering activity in the coming years, especially in addressing coach and club development.

England Athletics will deliver its core priorities to **coaches** and **clubs** through two major investment programmes. The National Coach Development and McCain Athletics Networks programmes will be delivered nationwide and will touch many existing and aspiring coaches, together with offering direct investment and support to clusters of clubs to drive forward sustainable change in local athletics. Supported by a team of National Coach Mentors and a nationwide network of Club & Coach Support Officers, we will also invest in coaching and development personnel and volunteers within local clubs to build knowledge and skills and to help them to build a lasting legacy beyond 2013.

Opportunities and challenges

- ◆ Athletics provides the basic physical literacy of all sports and has a key role in providing both a sporting and social experience for many people.
- ◆ Athletics appeals to a diverse audience and is the premier sport of the Olympic Games – during the next four years, interest in athletics will be unprecedented.
- ◆ However, despite the point above, athletics has to work harder than ever to compete with other sports and activities in a time where people are offered a variety of choices in their leisure time.
- ◆ This means that athletics has to provide appealing formats, offering high standards in local club delivery, facilities, coaching and competition.
- ◆ Athletics should be fun, safe and stimulating in order for people to maximise their potential, whatever their level. Athletics needs to be innovative if we are to widen participation and be prepared to evolve.
- ◆ Athletics can be a constructive influence upon society during a time when we are faced with declining levels of physical activity, growing obesity and increasing anti-social behaviour.

- ◆ Athletics should be a family experience with clubs at the heart of every community in England. Clubs are the bedrock of our sport and should be supported to drive the legacy forward.

The first port of call

Local contact with our partners

The key relationship between England Athletics and partners such as CSPs and local authorities should be managed through local Club & Coach Support Officers (CCSOs – see page 19 of this guide for details of their roles and how to contact your local officer).

The CCSO is a crucial local provider both of guidance and of direct delivery to clubs and coaches in their geographical area. Any local service level agreement between England Athletics and local partners should be forged through this link.

Partnership in action

Adding value and helping each other

We want to form partnerships with **all 49 County Sports Partnerships** and with some specific local authorities – at a borough, city and district level – in each county across England. Our relationship with CSPs can be broken into two categories:

- ◆ **Standard** (areas of work that are consistent across all 49 partnerships)
- ◆ **Bespoke** (making the most of local opportunity and circumstance to deliver specific activities relevant to the area, but still delivering against important priorities for the sport and the CSP).

Examples of suggested **standard** and **bespoke** activities that we could work on together are illustrated from our perspective in the main priorities section of this guide (pages 8–17). These are not set in stone but intended to provide a starting point from which to negotiate mutually beneficial agreements. We envisage that the detail of such relationships would be worked out at a local level and consolidated through the formation of simple service level agreements, to be reviewed annually.

Our relationships with local authorities are more difficult to define and will be largely based on the phasing of some of our key activities. In many cases these activities are application led from local clubs and volunteer organisations, so it is difficult to be exact on which local authorities will be key to adding weight to making such programmes 'tick'. We do, however, know that local authorities can play a significant role in supporting the sport to develop at a local level by backing initiatives such as McCain Athletics Networks, Run In England, and facility improvement programmes involving local clubs. As noted above, athletics can play a significant role in meeting broader social objectives, so the potential to develop effective partnership working is great. The detail of these relationships will be worked through at a local level, starting with contact between local clubs, the local CCSO and the local authority.

How England Athletics Will Work

Our mission

Working in partnership with the wider athletics family to create a vibrant, safe and progressive sport – embracing athletes of all abilities and from all communities – to grow the next generation of athletics champions.

England Athletics works in partnership with a range of stakeholders in delivering the core strategic priorities.

England Athletics will lead the management of this work, delivering the majority of it in a consistent way through its three area teams in the North, Midlands & SW, and South. These comprise both paid staff and a dynamic and enthusiastic group of volunteers from local councils, affiliated clubs, associations, schools, facility owners and competition providers.

England Athletics enjoys a strong working relationship with a range of non-athletics partners at both a national and local level, including Sport England, Youth Sport Trust, County Sports Partnerships and a range of Sports Equality partners. These partners will be pivotal in supporting England Athletics to deliver our aims during the forthcoming years. These partners provide us with resources (finance and people), ideas and creative passion.

England Athletics will recognise where it is best placed to be a direct service provider and will forge close partnerships with other organisations who are best placed to deliver activities, particularly competition beneath national level.



Our values

- ◆ Customer focus
- ◆ Commitment to equality
- ◆ Working together
- ◆ Commitment to excellence
- ◆ Pride in our heritage

Our goals

- ◆ Growing and sustaining participation levels in the sport
- ◆ Improving the experience of every participant in the sport
- ◆ Improving performance levels and growing the next generation of champions

We will:

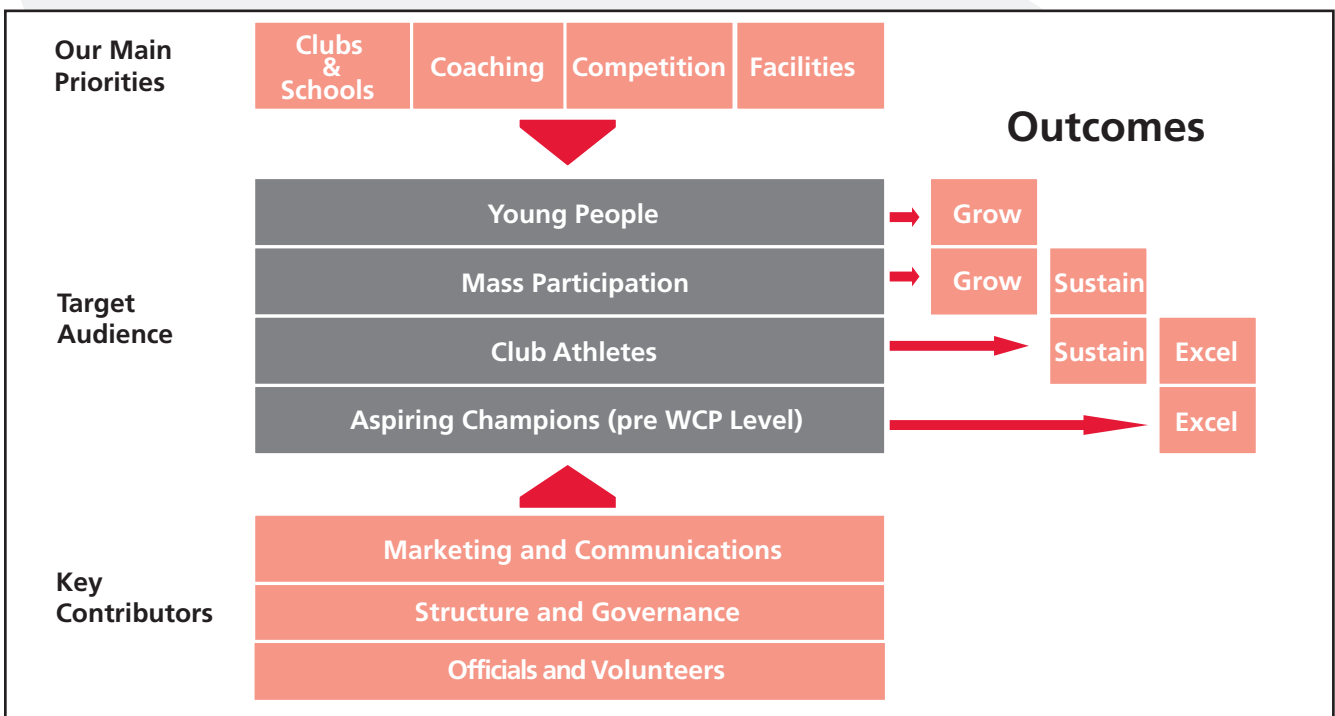
- ◆ Invest over £1.5 million per annum to implement a coordinated National and Local Coach Development Programme delivered through a nationwide network of Coach Mentors by 2010.
- ◆ Invest over £1.5 million per annum to implement a coordinated National Club Development Programme that offers a range of support to affiliated clubs up and down the land, including the development and investment in a minimum 50 local Athletics Club Networks across England involving hundreds of clubs from across the country by 2013.
- ◆ Work with UKA to review and improve the quality of the coach education syllabus and influence a 5% year on year growth in the number of qualified, licensed and CRB coaches in England, from an existing 10,700 baseline.
- ◆ Boost participation in running by 135,000 through the development and delivery of a nationwide 'Run in England' programme to encourage more people of all abilities to take up running and to signpost them towards clubs.
- ◆ Continue to invest in, and develop high quality links between clubs and schools across England involving 80% of School Sports Partnerships and 50% of affiliated athletics clubs, involving up to 310,000 young people in this activity by 2013.
- ◆ Increase diversity in the sport, reducing inequalities – particularly in coaching – tackling gender, ethnicity and disability inequalities year on year between 2009-2013. Focus on narrowing the current gender imbalance in coaching, particularly at Levels 3 and 4.
- ◆ Work with UKA to increase commercial investment in the sport across England year on year between 2009-2013, and to reduce dependency on public sector investment.

- ◆ Work with UKA to improve performance standards of aspiring athletes beneath World Class Performance level (where possible tracked with coaches using Power of 10) through the provision of National Coach Development Programmes and the provision of international representative opportunities and competition provision at an international, national and area level
- ◆ Focus on transforming athletics for school-aged young people: offering team-based, short form competition that can be delivered in both schools and clubs, improving marketing in schools and clubs, and driving up standards in the teaching of athletics in schools, with 90% of School Sports Partnerships delivering athletics through the competition manager infrastructure by 2012.
- ◆ Deliver a nationwide volunteer recruitment campaign, consistent across all the country, aimed at getting more people involved in officiating and other key tasks by 2010.
- ◆ Support the growth and maintenance of athletics facilities in our communities, and their availability to aspiring athletes and their coaches. This will be achieved through offering influence, advocacy and direct investment.
- ◆ Develop and deliver a nationwide disability athletics development programme that is integrated, wherever possible, into mainstream programmes. This will be delivered through the Playground to Podium programme, in partnership with UKA. Playground to Podium is supported by investment from Sport England and aims to improve opportunities for disabled young people in schools, through an improved community support system, and then on to UK Sport funded programmes.

Some investment highlights

- ◆ Over £1.5 million per annum to support clubs across England
- ◆ Over £1.5 million per annum to support coaches across England
- ◆ Over £500,000 per annum to support competition for athletes of various levels across England
- ◆ Over £500,000 per annum to support local volunteers in athletics across England

England Athletics past	England Athletics future
<ul style="list-style-type: none"> ◆ Nine autonomous strategies and budgets with greater risk of duplication and overlap ◆ Range of development staff, mix of roles and functions, largely regional office based ◆ Education and events administered regionally ◆ Eleven offices 	<ul style="list-style-type: none"> ◆ One national strategy and consistent approach to addressing important areas such as club and coaching development. ◆ Consistent use of finance ◆ Consistent staffing approach nationwide with clear roles and assigned locations. Providing direct support to customers ◆ Education and events administered centrally ◆ One office



Our main priorities

Coaching

Raising standards in coaching, through a better coach education system, improved coach support resources and by implementing a national coach mentor structure in partnership with UKA.

Clubs and Schools:

Improving the quality of experience offered by clubs and schools through investing in local athletics networks that encourage the sharing of resources, raising of standards and self-generation of new income streams.

Competition:

Improving competition structures that will raise standards and meet the needs of all participants; attracting and retaining volunteers to officiate, organise and support events.

Facilities:

We will work with UKA as part of a coordinated approach to improve facility provision for athletics across England by bringing additional investment into the sport to benefit clubs and affiliated members and ensure complete coverage across all event groups.

Competitors:

Activities will be delivered to address the needs of four priority groups:

- ◆ **Young People** - improving the quality of experience offered in clubs and schools to young people through a new athletics competition pathway that uses new and engaging competition formats.
- ◆ **Mass Participation** - offering increased opportunities for mass participation in jogging and endurance running through running networks, park runs and support for road race organisers.
- ◆ **Club Athletes** – supporting our clubs to provide a high quality experience that raises satisfaction levels amongst our club members and sustains their long-term participation in the sport.
- ◆ **Aspiring Champions** - providing top quality support, coaching networks and high level competition opportunities for athletes whilst preparing them for progression onto the UKA pathway.



- ◆ Work with UKA to appoint a team of area based Disability Athletics Support Officers. These will lead pathway development and will work alongside the area Club & Coach Support officers to facilitate inclusion and ensure that the appropriate coaching and development systems are being integrated into schools, clubs and networks
- ◆ Investing funds in continuous professional development programmes for our Club and Coach Support Officers and Coach Mentors
- ◆ Investing funds in McCain Athletics Networks (see clubs section) to assist them in recruiting full-time coaches and thereby encouraging the establishment of a professional coaching structure in the longer term; these coaches should work within frameworks set by the England Athletics coaching team.

Key partners

Our key partners in the delivery of this set of interventions include:

- ◆ Clubs and McCain Athletics Networks
- ◆ County Sports Partnerships to support coaches at within club networks with generic training and bursary provision
- ◆ HE / FE colleges
- ◆ Other sports, in order to share learning and explore options for athlete, coach and knowledge transition
- ◆ Equality partners, to invest and integrate training for coaches relating to disability, ethnicity and gender with mainstream programmes
- ◆ UKA Strategic Coaching & Development Staff
- ◆ UK Coaching Certificate/Sports Coach UK
- ◆ Skills Active
- ◆ National Skills Academy

Coach development – a culture shift

The Future

Focus on coach development

A single and simple pathway from grass roots to national level

National mentoring network, consistent message

Event-specific and generic support

A UK wide online coach development learning portal

Working with County Sports Partnerships to support coaches

Standard opportunities:

- ◆ Working with the local CCSO to provide a regular schedule of generic training courses (nutrition, fundamental movement skills, psychology etc.) that will enhance the quality of athletics coaching in the local area. This work could be jointly planned, funded and delivered.
- ◆ Working with the local CCSO to identify and support specific coaches, through subsidies or bursary schemes, to enhance the quality of coaching in clubs and across networks of clubs.
- ◆ Working with the local CCSO to link athletics coaches to CSP events involving coaches from other sports. This will enhance learning and the sharing of best practice, particularly between coaches in the club setting.
- ◆ Working with the local CCSO to recognise the achievements of athletics coaches through county award or recognition programmes managed by the CSP.

Bespoke opportunities:

- ◆ Working with the local CCSO and Local McCain Athletics Network (if relevant) to invest in and/or employ coaching staff on a needs-led basis.
- ◆ Working with the local CCSO and local partners (if relevant) to invest in and/or employ local athletics Community Sports Coaches (CSCs) or multi-skill coaches who will work to forge local links between schools and clubs.
- ◆ Adding value to direct athletics coach delivery at a local level. Each CCSO is responsible for managing a local budget to enhance effective coach delivery in clubs within the county. There is potential to achieve more with a greater level investment. This relationship may be different in each county and should be brokered locally.



Our Main Priorities: Clubs & Schools

The task

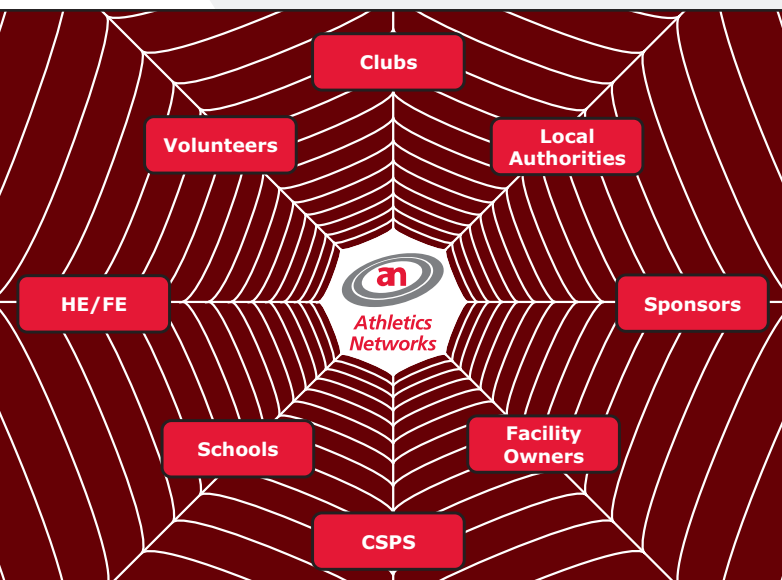
- ◆ To improve the effectiveness of athletic clubs to:
 - ◆ Recruit and retain members
 - ◆ Deliver higher performance
 - ◆ Deliver lasting legacy for the sport.
- ◆ To improve the effectiveness of athletics delivery in schools to:
 - ◆ Attract more young people into the sport
 - ◆ Deliver higher performance in competition.
- ◆ To develop strong partnerships between athletics clubs and schools that will encourage more young people to stay and excel in the sport.

England Athletics will support clubs to improve the quality of experience they offer by investing in the creation of club networks that encourage the sharing of resources, raising of standards and self-generation of new income streams.

Headline actions

- ◆ Invest over £1.5 million per annum to develop a nationwide Athletics Network system to improve collaborative working between clubs, and to drive up the standards of coaching and athlete performance.
- ◆ Organise a network of conferences and training programmes to engage and share best practice, enhancing learning in key areas such as diversity and equality.
- ◆ Work with UKA in developing and rolling out an athletics club induction and academy programme aimed at driving up standards of coaching and welfare for young people in clubs.
- ◆ Develop and implement exciting short-format competitions for young people in clubs and schools (8–16) that can be delivered by our clubs and competition managers in school sports partnerships.

- ◆ Develop and deliver a national strategic leadership programme for club volunteers to help them to become even stronger and more self sufficient.
- ◆ Promote and expand the use of *Elevating Athletics* in schools, administering and delivering a coordinated programme of athletics teacher education courses across the country.
- ◆ Devise and deliver a nationwide volunteering scheme aimed at attracting more young people into officiating and coaching.
- ◆ Work with UKA and key sports equality partners to ensure that *Elevating Athletics* can be applied for young people of diverse background and needs in schools.
- ◆ Develop and administer robust and high quality welfare policies to safeguard our affiliated clubs and members.
- ◆ Work with the network of County Sports Partnerships across England in developing service level agreements that will ensure high quality support for athletics clubs across the country.
- ◆ Forging partnership with the ESAA to continue their excellent work in delivery high quality competition for young athletes in the school setting



Aspirations for clubs in the future

- Networked with local partners, in particular schools
- Athlete and coach development led
- Adaptive
- Collaborative
- Focused on improving athletics in their community
- Self financing within their community
- Exist for the benefit of their community



Key partners

Our key partners in delivery are the clubs and schools themselves. Other key partners include:

- ◆ Clubs will work with School Sports Partnerships, who are critical to the provision of resources (facilities, investment and young people) to grow and sustain the sport moving forward.
- ◆ County Sports Partnerships are critical in supporting and adding capacity to the network of athletics clubs at a local level through the provision of funding, support, training, advice and guidance for volunteers
- ◆ HE/FE sector to provide clubs with new athletes but also with facilities and volunteers to support clubs coaching – trainee teachers, students as coaches etc.
- ◆ Local Authority sports and community development teams, especially in terms of resource allocation, low-cost access to venues and supporting facility / funding bids.
- ◆ Local Authority planning departments in relation to facility investment.
- ◆ The Youth Sport Trust Competition Manager network will be an important channel of communication with the schools; discussions with the Trust are on-going and we have formed a Schools Athletics Leadership Group with their support.
- ◆ The English Schools Athletics Association.
- ◆ Other schools competition providers.
- ◆ Teacher training colleges.
- ◆ Other independent organisations offering competition products for schools athletics.

Working with County Sports Partnerships to support clubs and schools

Standard opportunities:

- ◆ Working alongside the local CCSO to offer direct support to athletics clubs working towards achieving Clubmark at a local level. England Athletics will provide detailed training and support to offer this function. This will be an advice and guidance and support role only.
- ◆ Promoting generic CSP training courses and conference programme to club volunteers and leaders that will enhance skills and knowledge levels in athletics clubs at a local level. Linking athletics clubs to other sports within the county and at a local level to boost their delivery and make them more effective.
- ◆ Working alongside the local CCSO and local clubs to promote the work of the NGB and athletics through CSP promotional materials such as publications, websites and bulletins.
- ◆ Promoting and rewarding athletics clubs through county award and recognition programmes.
- ◆ Providing generic advice and guidance to athletics clubs hoping to secure external investment through grant aid. Priority clubs should be determined between CSPs and the local CCSO, according to local need and the specific skill sets of the local CCSO, to ensure added value and no duplication.

Bespoke opportunities:

- ◆ Working with the local CCSO and local McCain Athletics Network (if relevant) to invest in and/or employ network development staff on a needs-led basis.
- ◆ Working with the local CCSO and local partners (if relevant) to invest in and/or employ local athletics Community Sports Coaches (CSCs) or multi-skill coaches who will work to forge local links between schools and clubs in delivering the 'five hour offer'.
- ◆ Working to offer development plan guidance and support to clusters of local athletics clubs considering an application to become a McCain Athletics Network. This would be a guidance and support function and not an application completion role. This programme must be driven and shaped by local clubs according to their needs. A clear demarcation of the support offered by the CSP should be discussed with the local CCSO.



Our Main Priorities: Competition

The task

- ◆ To develop participant and spectator interest at all levels in England by delivering and through supporting high quality, innovative and modern competition formats.
- ◆ To improve performance levels amongst aspiring champions in England through the provision of high quality developmental competition.

Athletics competition delivery is provided directly by UKA and England Athletics at a national level and by other independent volunteer organisations at most other levels. Satisfaction levels in the current structure of competition provision could be improved, and there is a compelling need for the governing bodies to lead change.

Headline actions

- ◆ Providing International age group competition for pre world class plan athletes who have the potential to progress to success in international senior championship athletics.
- ◆ Supporting competition providers through service level agreements and commissioning competition through key bodies at national, area and inter-area level, to deliver competition of a high quality that meets the needs of athletes.
- ◆ Formalising relationships with organisations such as Sportshall Associates, Quadkids, English Schools Athletics Association, the AAA, London Mini Marathon and the Tesco Great School Run project to enhance innovative competition for young people in both schools and clubs.
- ◆ Work with UKA to contribute to the streamlining of the UK-wide competition structure, including schools athletics, in order to deliver an easier-to-understand, more accessible programme for all of our competitors:
 - ◆ Minimising fixture clashes
 - ◆ Enabling coaches and athletes to plan and peak effectively at all levels
 - ◆ Fully integrating disability athletics competitions.
- ◆ Ongoing development of national events to improve the quality of competition and quality of spectator experience, reinstating an England Senior Track & Field Championships by 2010.
- ◆ Investment in the English Schools Athletics Association to maintain the excellent standards of their national competitions and to improve standards and better market their district and county competitions.

Key partners

Our key partners in delivery of competition interventions include:

- ◆ Affiliated clubs
- ◆ South, Midlands and North Competition Providers
- ◆ Regional Competition Providers
- ◆ County Associations
- ◆ UKA
- ◆ The AAA
- ◆ Leagues
- ◆ Key National Level Endurance Competition Providers
- ◆ English Schools Athletics Association
- ◆ Sportshall and Quadkids
- ◆ Schools Competition Managers.

Working with County Sports Partnerships to support competition

Standard opportunities:

- ◆ Working with the local CCSO and athletics clubs to promote short form competition to young people in schools and clubs through the Competition Manager network.
- ◆ Working with clubs and providers to promote competitive athletics fixtures via the CSP website, and profiling athlete performance and achievements in CSP journals and publications.

Bespoke opportunities:

- ◆ In specific areas of the country, working with local clubs and organisations to help roll out a series of mass participation 5k runs, to get people back into athletics, as part of the Run In England programme.
- ◆ Working with local clubs and other organisations in specific areas of the country (workplace etc.) to help roll out adult 'back into' Sportshall and short form midweek athletics competition, to increase participation and to contribute to the 3 x 30 target.
- ◆ Working with the Area Disability Athletics Coordinator in priority areas to help initiate development activity and competition in a county setting involving clubs, schools and community organisations.

Our Main Priorities: Facilities

The task

- ◆ Work with UKA to maintain and develop the existing stock of specific training and competition facilities for our affiliated clubs and communities.
- ◆ Work with UKA to influence local planning frameworks, growth agendas and local authorities to improve local athletics facilities.
- ◆ Work with UKA to improve access to training facilities to support aspiring coaches and athletes.

Headline actions

- ◆ Supporting local clubs and McCain Athletics Networks to develop their knowledge and skills to enable them to leverage additional investment into the development of local facilities through the provision of funding and facilities seminars; accessibility is a key focus.
- ◆ Influencing local planning frameworks and growth agendas through area teams – maximising the potential from the 2012 games.
- ◆ Support athletics clubs and networks to help them to develop their own facilities (by providing guidance on funding and planning) and/or helping them to access dual use facilities on school sites or with other sports clubs.
- ◆ Building a strong and consistent national relationship with the Higher/Further education sector to benefit clubs in particular. This may help to boost athletics development through increasing access to good quality facilities for coaches and athletes.
- ◆ Work with UKA towards developing a specific athletics facility investment fund. This fund would help to bolster and improve our athletics facilities across England. This could in turn help to attract partnership funding.
- ◆ Build relationships with the Higher/Further Education sector to improve access to specialist facilities to enhance local coaches and athletes, particularly those in club athletics. Providing access for regular and local support to develop performance.

Key partners

Key to facilities development is the ability to work with and to influence the distribution of funding from a range of sources and partners including:

- ◆ Sponsorship investment
- ◆ Sportsmatch / Sport England
- ◆ Local Authorities planning / growth programmes - an influencing and advocacy role delivered by our area staff in partnership with UK network of Facility Assessors
- ◆ UKA Athletics Foundation

Working with County Sports Partnerships to support athletics facilities

Standard opportunities:

- ◆ Working with the local CCSO to broker relationships with local athletics facility owners and providers in key areas (to be determined at a local level in accordance with local priorities). Athletics is a non-statutory service and athletics tracks often expensive to maintain. The influence of the CSP – through both proactive and reactive support – would be invaluable in helping to preserve local facilities.
- ◆ Working with the local CCSO to influence local planning and development frameworks (again the detail will vary from county to county) to leverage additional investment into athletics. A strategic, influencing role in shaping local plans and provisions so that running, jumping and throwing activities can take place on school and local authority owned land would be crucial for the development of the sport.

Bespoke opportunities:

- ◆ Working with the local CCSO to influence the shape of local Building Schools for the Future and Building Colleges for the Future initiatives. Again this will vary from county to county, according to the phasing of the programmes, but potentially presents an excellent opportunity for athletics, particularly where a local club is based on the school site.



Our Main Priorities: Competitors & Participants

The task

- ◆ To develop more English athletes capable of winning medals at major international championships in a GB vest at a senior level.
- ◆ To improve support for aspiring senior champions and their coaches at a national and pre world class level.
- ◆ To get more people running more often by
 - ◆ improving standards of coaching for runners
 - ◆ improving the quality and safety standards of mass participation running events
 - ◆ providing more opportunity for people to run, more safely, more often.

Developing Competitors

Headline actions

- ◆ In partnership with UKA, coordinate the delivery of an annual National Coach Development Programme involving recognised coaches and their athletes. This will be coordinated by the National Coach Mentor team.
- ◆ Work with key partners to coordinate opportunities for athletes to represent England in international competition at a pre world class level including the Commonwealth Games, Home Internationals, UK School Games and other domestic fixtures.
- ◆ Work with UKA to develop a network of high quality support facilities across England that benefit aspiring athletes to improve their training and development, especially with the EIS and HE/FE networks.

Key partners

- ◆ UKA
- ◆ England Athletics National Coach Mentor Team and Event Coaches
- ◆ Selected athletes and coaches
- ◆ Specific facilities
- ◆ Team Managers
- ◆ ECCA, ERRA, ESAA and other key discipline associations

Growing Participation

Headline actions

- ◆ Launch a new nationwide 'Run In England' programme to encourage more people of all ages and backgrounds to take up running and enjoy the social and health benefits that it offers. This programme will be linked wherever possible to our affiliated clubs to help them reach out to their wider communities and attract new members and volunteers.
- ◆ Work to keep people in the sport and to grow participation levels amongst 16–22 year olds by targeting both the HE/FE sector and corporate sector to deliver weekly 5k 'time trials' initiative, managed centrally but owned locally by athletic clubs nationwide, and in particular McCain Athletics Networks.
- ◆ Work with key sports equality organisations develop a coordinated nationwide multi-activity based athletics programme targeting young people at risk of exclusion (11–22) to reduce drop-off in participation. Initiatives will be delivered in partnership with affiliated clubs in specific priority areas of the country.
- ◆ Work with UKA to enhance the Run Britain initiative that aims to provide support, guidance and funding to develop road running and race organisers across the whole of the UK



Key partners

- ◆ Affiliated athletic clubs and McCain Athletics Networks
- ◆ Women's Running Network
 - ◆ The Women's Running Network was founded in the South West in 1998. It has members from 12 to 72 years of age running sometimes for the first time, often with no previous physical activity. The network supports them to continue running and helps them to achieve success beyond their dreams. It is estimated over 10,000 women have started running through the Network since its inception.
- ◆ A range of commercial and voluntary sector running providers
- ◆ RunBritain.com, a UKA initiative in partnership with the Home Country federations (including England Athletics) and major road race organisers including the London Marathon and the Great Run Series.
- ◆ Regional Road Running Project Groups / Councils
- ◆ Key National Sports Equality Partners

Working with County Sports Partnerships to support competitors and participants in athletics

Standard opportunities:

- ◆ Promoting and advocating the athletics competition framework for young people in schools and clubs across the county through CSP promotional materials, websites and publications.
- ◆ Working with the local CCSO to identify the most talented young athletes to support through CSP or locally coordinated and funded recognition schemes. This is not a core function of England Athletics but we would like to play an influencing and advocacy role at a local level.

Bespoke opportunities:

- ◆ Working with the Run In England Area Coordinator to help to initiate local Run In England projects, in partnership with local agencies and health organisations. This partnership may take different forms and will be a phased programme over the next four years. The bespoke partnership could include the hosting of local Run In England activator positions through the CSP. This would need to be brokered locally and in accordance with local need.
- ◆ Supporting the initiation of local 5k time trials in the respective county. Again, this function may vary according to local needs and should be brokered directly with local clubs – we are not able to provide further detail at the time of writing.
- ◆ Helping to forge closer links between local athletics clubs and FE/HE Colleges at a local level. These will benefit coach and athlete development through enhanced access to sports science facilities and to learning



Key Contributors: Officials and Volunteers

The task

- ◆ Keeping volunteers in clubs.
- ◆ Encouraging more women into leadership roles within athletics organisations and clubs.
- ◆ Recruiting more young people into officiating – an ageing demographic.
- ◆ Recognising and rewarding officials and volunteers.
- ◆ Promoting volunteers as role models.

Without officials and volunteers it would be impossible to deliver athletics competition of any kind. England Athletics is committed to supporting volunteer officials by developing opportunities to learn, to develop and to excel as an official. We will endeavor to recognise and reward officials but also to offer incentives to keep officials in the sport. It is essential that we support existing officials but attract new officials into the sport

Headline actions

- ◆ Work with UKA, other key partners and established officials bodies to develop improved online services and tools for officials that will help to enhance learning in a flexible way.
- ◆ We will strive to integrate aspiring officials into England area and national championships where ever possible to ensure progress of officials.
- ◆ We will recognise our volunteers through the provision of our area and national awards programmes.
- ◆ We will work with UKA to invest in the education and training of officials through the organisation and delivery of annual course programmes from Level 1-3 across England.
- ◆ We will initiate a nationwide volunteering campaign aimed at getting more people into athletics, particularly officiating and club administration – we will work with key national volunteer agencies and clubs in doing this.

- ◆ We will organise and deliver regular and appropriate, cost-effective courses and support programmes for existing officials through our area teams, working where possible with established officials associations in doing this.
- ◆ We will work with UKA and key partners such as the Area Athletics Officials Associations to facilitate annual officials conference events aimed at supporting the ongoing development of officials.
- ◆ We will investigate the potential to support the development of a national officials forum for England, working in partnership with existing providers to evolve this support.

Working with County Sports Partnerships to support officials and volunteers

Standard opportunities:

- ◆ Working with the local CCSO to market and promote CSP organised volunteering courses and workshops that promote enhanced skills and knowledge, providing subsidies or bursaries wherever possible.
- ◆ Helping to promote England Athletics national volunteering campaigns, at a local level, through CSP contacts and network – especially in local clubs and schools.
- ◆ Helping local clubs to forge links with local volunteer support agencies that can boost access to training and financial support for volunteers.
- ◆ Working with the local CCSO to recognise and reward volunteers in athletics through county award and recognition programmes.



Key Contributors: Marketing and Communications

The task

- ◆ Providing regular and specific forms of communication to meet the diverse needs of partners and customers in the sport.
- ◆ Improving the profile of the athletics brand in England amongst young people, in communities and in the media to boost participation levels.
- ◆ Developing relationships with key athletics media partners to maximise the profile of activities and best practice across England.
- ◆ Securing long term investment in athletics beyond 2013, particularly at a local level.

Headline actions

- ◆ Continue to coordinate and administer an annual affiliation scheme for the sport, generating investment that will benefit the development of the sport and in particular support local clubs, competition providers and volunteers.
- ◆ Publish and manage regular and tailored England Athletics journals, magazines and a customer facing website that will keep people up to date with activities, sharing information, best practice and learning.
- ◆ Implement a regular and standard method for canvassing opinion within and across the sport to help to shape the delivery of activities and to review progress against plans.
- ◆ Continue to coordinate and deliver an annual England half of fame and awards programme that recognises the achievements of athletes, coaches, volunteers and clubs across England.
- ◆ Work with UKA to develop and coordinate a single customer relationship database which will improve the ability to communicate with partners and customers in a more consistent and appropriate way.
- ◆ Work as part of a coordinated UK wide approach in developing a commercial strategy that will help to bring more investment into athletics.

Working with County Sports Partnerships to support marketing and communication

Standard opportunities:

- ◆ Promoting the England Athletics, County Athletic Association and Club websites via the respective CSP websites, providing hyperlinks and contact details in respect of each.
- ◆ Working with the local CCSO to promote joint initiatives that help to deliver each respective organisation's objectives through magazines, journals, e-bulletins etc.
- ◆ Helping England Athletics to promote external athletics surveys in order to canvas opinion from volunteers, clubs and coaches.

Bespoke opportunities:

- ◆ In specific priority areas, initiate joint promotional and campaign activity to boost participation levels in athletics, involving local clubs and networks wherever possible, in order to address 'drop off' in athletics participation within priority groups.



Key Contributors: Structure and Governance

The task

- ◆ Ensure accountability by appropriately delegating rights and responsibilities among Board members, managers, and staff.
- ◆ Provide a structure through which management and the Board set objectives and monitor performance.
- ◆ Ensure the efficient use of resources, and to require accountability for ownership of those resources.

Headline actions

- ◆ Conduct regular comprehensive strategic reviews looking at:
 - ◆ The role and skill set of England Athletics' staff team and board of directors
 - ◆ The role and skill set of the subsidiary area volunteer councils.
- ◆ Ensure that everyone understands, works to and is clearly able to communicate the common goal.
- ◆ Ensure every employee contributes to the drafting of individual work programmes that join to those of colleagues and to other departments – every employee will know how their work contributes to the core business of England Athletics.
- ◆ Explore a more meaningful method of monitoring performance and appraising staff.

How we will deliver this work

England Athletics staff will be tasked with leading the delivery of this work in partnership with the many excellent volunteers that make the sport tick.

A number of small national and local advisory groups will be formed to help shape the delivery of projects and to review progress against priorities. It will take a partnership approach involving councils, associations, schools, competition providers and clubs at all levels to deliver this work with success.

Detailed work programmes for individual staff and England Athletics delivery teams will be produced annually and will be reviewed continually to check that we are on task.

We will document progress using a variety of communication methods, using events and conferences to continually engage partners and customers in the decision making process.

- ◆ We will carry out and record customer satisfaction surveys, split into core user groups including coaches, athletes, officials, clubs and general partners, to monitor progress and perspective. The feedback will be used to benchmark progress and to evolve delivery of services.
- ◆ We will publish regular reports to document progress, in line with set outcomes and shaped by feedback from the points above, and documenting best practice case studies.



Making it Happen

The support and delivery role of England Athletics

Besides the crucial and invaluable role that volunteers will play in delivering aspects of our work, particularly at a local level, England Athletics will invest in the creation of some key paid positions to help to give focus and to provide capacity to the task in hand. We anticipate that these staff will enjoy close relationships with County Sports Partnership personnel, particularly the local Club & Coach Support Officer (CCSO). The CCSO will be the first point of contact for a CSP. These key roles and functions are summarised as follows:

A team of National and Area Coach Mentors will be tasked to provide

- ◆ Direct mentoring to identified coaches within specific event(s) individually and in groups, directly and at a distance.
- ◆ Advocacy for their event group and act as a national point of contact for coaches (and occasionally some athletes).
- ◆ Leadership and delivery on the England Athletics National Coach Development Programme within specific event(s).
- ◆ A contribution to the development of a system to identify up and coming talented coaches and to provide support to them as necessary.
- ◆ Coaching, leadership and team management support to England representative teams.
- ◆ Participation in selection panels for England representative teams as required.

A team of Club & Coach Support Officers will be tasked across the country to provide

- ◆ Direct support to McCain Athletics Networks and affiliated clubs, with general development guidance on setting up induction programmes and systems.
- ◆ Delivery of generic training to coaches at mainly Level 1 and 2 in such important work areas as Fundamental Movement Skills, S+C, Psychology and Nutrition.
- ◆ Management of the Flying Coach Programme on their patch. 'Flying Coach' is a programme where High Level event coaches visit clubs to impart learning to club coaches and athletes.
- ◆ Direct mentoring for coaches in clubs and networks in their area but also to facilitate external mentoring led by 'expert' mentors at a national level.
- ◆ Support to clubs in the network with Clubmark, together with guidance on funding and development planning.
- ◆ A key point of contact with CSPs, County Associations and Local Authorities in their area.

- ◆ Support to partners covering an area of between two and three counties only.

For details of your local CCSO please visit www.Englandathletics.org

Other specific part and full time roles will be created at a local level through Athletics Networks and commissioned partner such as Quadkids, Sportshall, parkrun and Womens Running Network to deliver projects and to help to benefit clubs, particularly in areas such as coaching and leadership. These roles may include event coaches, activators, coach mentors, coordinators, multi-event coaches. These roles will be varied and created to meet local demand.

A central Education and Customer Services Team will be tasked to provide

- ◆ Organisation of all coach, officials and teacher education courses including liaison with venues, tutors, licensing bodies and resource providers across England.
- ◆ General enquiry support to customers and partners to help them find information.
- ◆ Organisation to national and local England Athletics events such as competitions, conferences and awards programmes.

A small team of national staff will be tasked to provide

- ◆ Consistent leadership and management in relation to club, coaching, competition, teams, education and facility development.
- ◆ Coordinated and tailored communication to meet the needs of customers and key partners.
- ◆ A coordinated and proactive approach to securing investment from public and private sector bodies to benefit the sport.
- ◆ Financial management and adherence to effective human resources and corporate governance.



Contact Us

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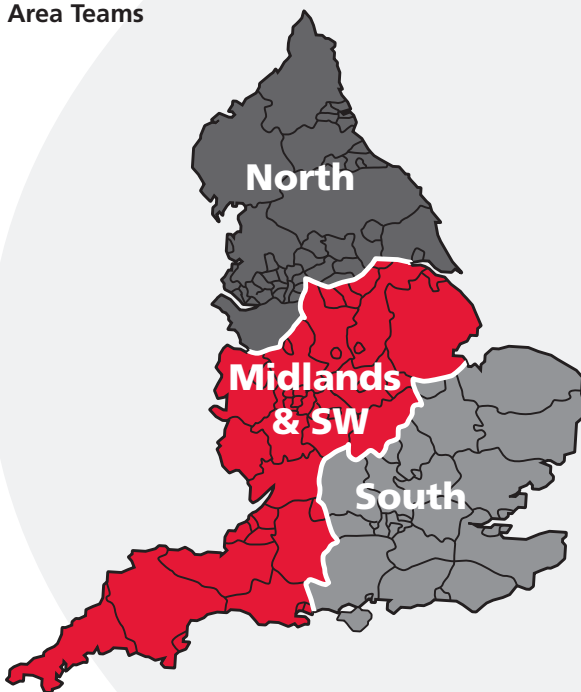
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To find out more about the support available in your area please visit our website

At www.englandathletics.org/my-area you will find contact details for your local staff who can help with issues such as arranging a Flying Coach visit to your club and coach development.

Area Teams



www.englandathletics.org

information available online includes:

News

www.englandathletics.org/news

Athletes' section

www.englandathletics.org/athletes

Competition

www.englandathletics.org/competition

Road running

www.englandathletics.org/roadrunning

Coaching information

www.englandathletics.org/coaching

Clubs section

www.englandathletics.org/clubs

Officials pages

www.englandathletics.org/officials

Contacting England Athletics

www.englandathletics.org/contacts

Schools Athletics

www.englandathletics.org/schools

Local news and information

www.englandathletics.org/your-area

Athletes: keep your information up to date at

www.englandathletics.org/editmyprofile



Abbreviations

AAA Amateur Athletic Association
AN Athletics Networks
CCSO Club & Coach Support Officer
CSP County Sports Partnerships
EA England Athletics
ECCA England Cross Country Association
ESAA English Schools Athletic Association
ERRA England Road Running Association
ECST Education & Customer Service Team
HE/FE Higher and Further Education
HiPAC High Performance Athletics Centre

LSP Local Strategic Partnerships
NCM National Coach Mentor
QK Quadkids
SE Sport England
SH Sportshall
UKA United Kingdom Athletics
UKCC United Kingdom Coaching Certificate – a new and standardised framework for coach education across all sports.
WRN Womens Running Network
YST Youth Sport Trust