



UK Athletics Operational Plan 2021-2032

In November 2020 UK Athletics (UKA), Athletics Northern Ireland, England Athletics, Scottish Athletics and Welsh Athletics jointly launched 'Athletics Unified'. For the first time we have a shared vision and an historic Framework Agreement which binds us together and defines our roles and responsibilities in delivering the sport.

I joined UKA in March 2020, succeeding Nic Coward who had been in the role on an interim basis for a few months and with who I have worked as chair. After a year that no-one could have predicted, we have a new leadership team and we have embarked on an ambitious journey to drive the organisation forward.

Athletics is a sport where everyone can see themselves and we see everyone. From playground to podium our sport offers everybody, irrespective of size, shape, colour or ability, the opportunity to achieve great things and to live a healthier and happier life. Race, gender, ability, background and culture should be no barrier to thriving in athletics.

Following a year of planning and consultation, we have published the UKA Operational Plan to support the delivery of Athletics Unified. It is the first ever unified plan for the sport of athletics in the UK, representing a new era of collaboration and cultural change.

I am proud of the work we have delivered to date. 2020 was the culmination of a number of detailed reviews into how the sport, and specifically UKA, was operating. The Mehrzad Review, the Quinlan Review into safeguarding, and the UK Sport review of UKA, as well as reviews of performance and coaching illustrated where change was needed. Ensuring we delivered against their recommendations has been a significant part of my first year in post, but without that work we would not have laid the foundations whereby we could push forward with this new plan of our own.

We engaged with a wide range of stakeholders to develop this plan: athletes, coaches, officials, Sport England and UK Sport, partners and competition providers. The themes which emerged from this national consultation exercise are reflected in this document. The sport sees the need for and wants change.

We take our responsibilities of this sport, in all its aspects, seriously. We will focus on putting the athlete first and create a discipline-specific approach to each part of the sport, using data and insight. We will develop our superstructure, coordinating the UK-wide strategy on coaching and officiating and leading on standards, including safeguarding and clean athletics. We will create and optimise commercial opportunities, developing a digital strategy to become more financially sustainable. All of this will be underpinned by robust organisational health. Progress towards our ambitious aims will be shared annually with the athletics community.

When I look to 2032, I believe our plan is ambitious, clear and achievable. We are committed to delivering on our goals and, in doing so, we will drive a sustainable, aspirational future for our athletes and our sport.

Welcome to the Age of the Athlete

Joanna Coates
Chief Executive Officer



Our Operational Plan sets out an ambitious new future for athletics in the UK. It is an integrated, inclusive plan for the whole sport, including Paralympic athletes.

Our Role and Responsibilities

Our UKA Board adopted, in agreement with the Home Country Athletics Federations (HCAFs), the key principle set out in the UK Sport Change Plan that “UKA should only do what UKA can (most effectively) deliver.” Our Operational Plan therefore clearly sets out the roles and responsibilities to which we will be held accountable as one of the five athletics organisations working in close collaboration.

We are not a membership organisation and do not receive membership fees from clubs; that is the role and responsibility of the HCAFs. Currently, 46% of our revenue is from UK Sport to deliver the World Class Programme (WCP) with 37% from delivering events and 17% from other sponsorship and grant funding.

Progress to date

2020 was a period of significant change, with new leadership in the organisation and the culmination of a number of detailed reviews

into how the sport and specifically UKA was operating.

The external reviews undertaken during the year share common themes, highlighting the need for UKA to change its culture and decision-making processes. Even before these reports, which have been of great assistance in resetting the organisation, the themes they highlighted had been recognised and action begun. One of these culminated in the creation of our new Standards, Ethics and Rules Committee, which is an example of how we want to approach all matters: clear decision-making and accountability, involving a diverse group of committed, independent experts in an open and challenging way to help deliver the best outcome.

The Quinlan Review into safeguarding highlighted what changes needed to be made to the whole sport’s safeguarding and welfare processes to help us toward our

aspiration to become the safest sport. All of the core recommendations from that review have been fulfilled across all five organisations, and we have recently launched our new safeguarding processes which demonstrate a brand-new approach to this vital area of governance.

The UK Sport review of UKA created the Change Plan that led to the historic Framework Agreement between UKA and the HCAFs, helping us to create Athletics Unified and truly understand our respective parts in delivering this sport across all home nations.

It also created a platform to reshape our Board. We have welcomed four new members, nominated by each of the HCAFs. At the same time, we have acted to deliver on promises we have made to the sport, and for the sport, through our Diversity Action Plan. Athletics is, and must be, open to all, and it is important to us that everyone can see that in our Board and leadership.



Strategic Themes

Throughout this plan are a series of core themes:

1/ Athlete First

We will put athletes at the heart of everything we do, building trust and confidence with them and in them. Taking each discipline individually, at the most appropriate point on the athlete pathway, we will build discipline-specific plans, using data and insight to achieve Athletics Unified Goal 1 by 2032.

A new Performance and Innovation Centre will be central to our performance strategy, creating a problem-solving, high-performance environment for our athletes. A network of connected regional hubs in collaboration with the HCAFs will ensure successful athlete and coach pairings can stay together.

2/ Superstructure

Coaching, competition and officiating will be aligned under the discipline-specific approach, at the most appropriate point on the athlete pathway. We are committed to ethical decision-making and to transforming the culture of the sport. We will set standards and make sure everyone knows what they are and what is expected of them by the sport, ensuring compliance throughout the entirety of our system.

3/ Commercial Edge

Our ambition is to secure new, long-term commercial partnerships, reducing our reliance on government funding. Underpinning this will be a strong digital strategy that creates meaningful engagement through the power of the data held for the sport by UKA. We will develop a new commercial strategy for non-Olympic and non-Paralympic sports for the first time and identify additional funding to support our core activities such as safeguarding and coaching.

We will build a long-term strategy with UK city partners to provide the base for delivering high quality, commercially successful events which are financially viable. This will include attracting new audiences to our sport and maximising event revenue.

4/ Communication

Our new identity, the Age of the Athlete, supported by athletes and the sport, will be rolled out during 2021.

Following high levels of engagement, we will continue to communicate and consult with the athletics community, using digital channels more and more to reach as many people as possible through webinars, focus groups and other methods of conversation and consultation.

5/ Digital and Data

We will develop a plan to use data throughout the organisation:

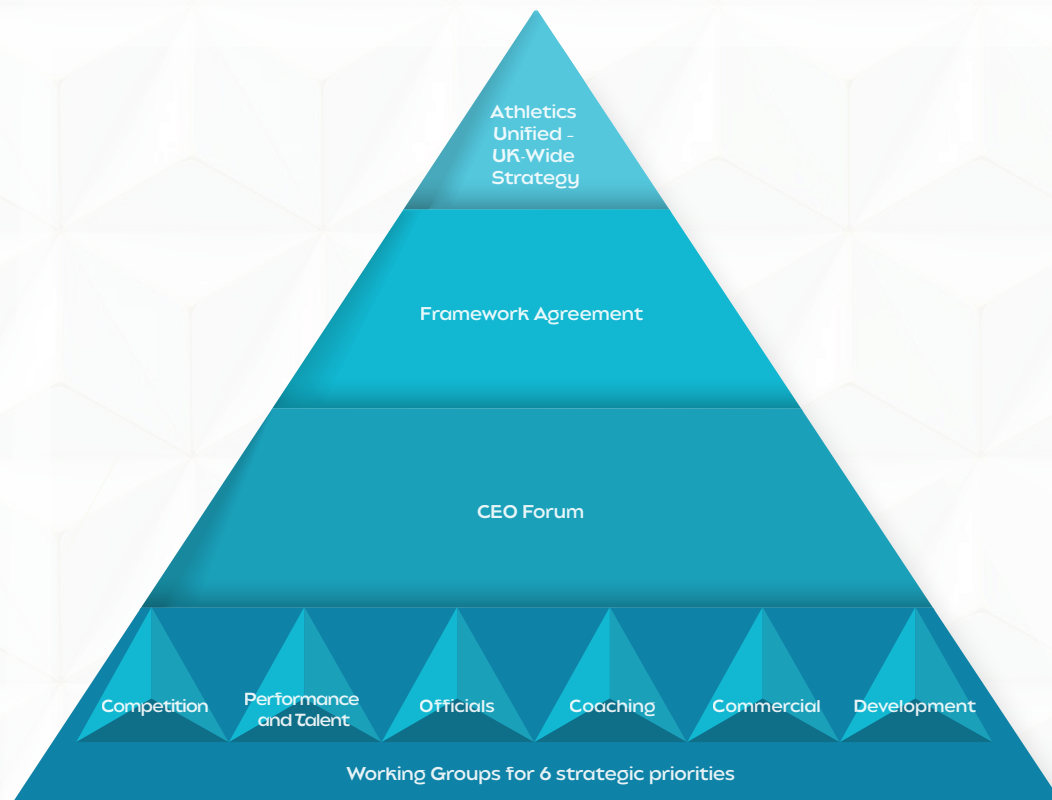
- ▼ **To improve decision-making**
- ▼ **To grow commercial revenue**
- ▼ **To communicate more effectively**
- ▼ **To improve performance**

6/ Valuing People

We will reset our behaviours. Our people will decide what they want us all to be and be seen to be. We will ensure that everyone in the organisation and those with whom we work understands and lives our new behaviours. We will champion an equality, diversity and inclusion mindset in everything we do, at every level. Athletics is a truly diverse, inclusive and accessible sport. Our dream is that no matter who you are you can find potential in this sport as part of an inclusive, physically active nation. We believe that every child should be able to see themselves succeeding in athletics, on the podium, or in a lifelong love of the sport and as part of the community.

Welcome to the Age of the Athlete





UKA

Select GB & NI team selection as the World Athletics Member Federation

World Class Programme

Leadership and licensing of coaching, competition/races, officials, TrackMark

Rules and regulations

Clean Athletics

Safeguarding

Bidding for and hosting of international events

International event delivery, UK Championships delivery, UK, national and cross-border competition calendar coordination

HCAFs

Clubs, facilities and schools support

Participation

Commonwealth Games selection

Volunteering support

Affiliation and membership body

Coach, officials and leader education delivery

Home country championship delivery, calendar coordination and domestic competition provider support



A new era has dawned that will empower the present and redefine the future. The time has come for athletes, who have a powerful champion to take them further and higher. To help them onto the world stage so that everyone can see and celebrate what they're really made of. To shatter limitations and exceed expectations. We are redefining the possible for athletes and resetting standards of excellence for sporting bodies around the world. We lead by example.

Welcome to the
Age of the Athlete

Pillar /
Athlete First

Pillar Purpose

Athletes are our heart. Their needs power our decision-making. We serve their talent, supporting their journey to performance, with respect and safety at every point along the way, fuelling their commitment to winning.

Led by

Performance Director

Core Responsibilities

- ▼ World Class Programme
- ▼ Performance Pathway
- ▼ Non-Olympic Events
- ▼ Selection

Pillar /
Superstructure

Pillar Purpose

Our infrastructure spans our sport's soaring ambition. It is a catalyst for world-class excellence. It enables the athletics' community to progress in every aspect. We are guardians of outstanding futures through sustainable development across the sport we love, working hard, winning clean, together.

Led by

Development Director
Competition & Events Director

Core Responsibilities

- ▼ Coaching
- ▼ Officiating
- ▼ Competitions
- ▼ Standards

Pillar /
Commercial Edge

Pillar Purpose

We create and optimise commercial opportunities by inspiring the world with athletics. We invest and innovate with intelligence and focus, helping our sport shine today to strengthen tomorrow.

Led by

Commercial Director
Competition & Events Director

Core Responsibilities

- ▼ Partnerships
- ▼ Media
- ▼ Events and ticketing
- ▼ Communication

Pillar /
Organisational Health

Pillar Purpose

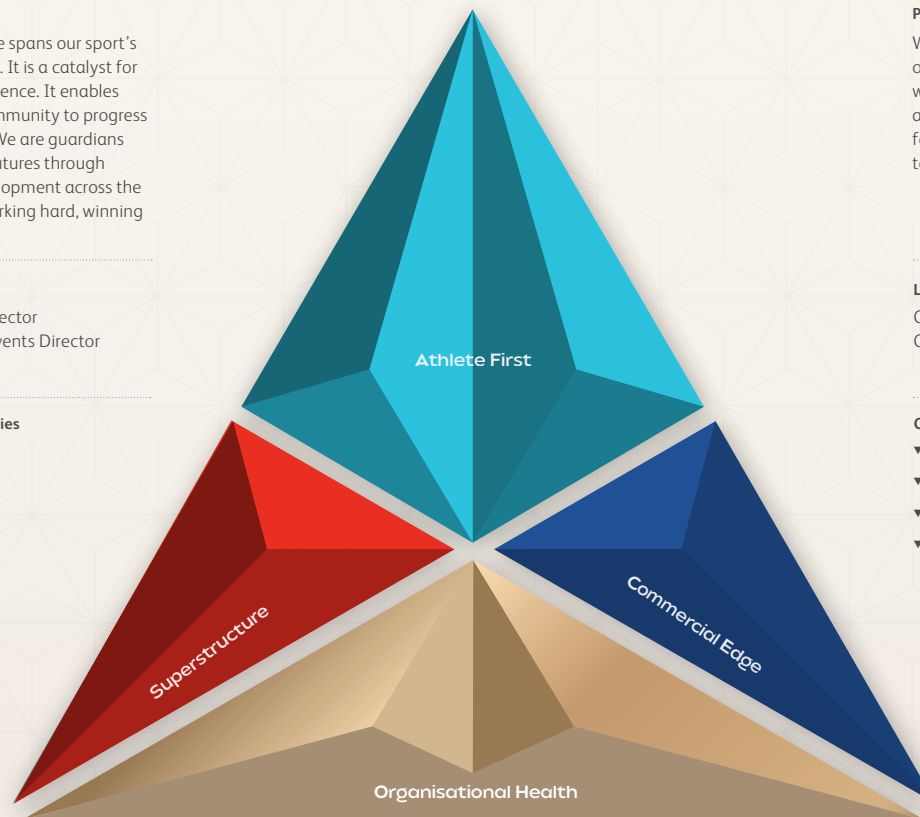
It starts with us. We are committed to being the best that we can be. We lead by example, with a supportive and innovative culture that fosters exceptional relationships. This underpins our ability to attain our goals for the benefit of the whole athletics community.

Led by

Chief Executive Officer
Chief Financial Officer

Core Responsibilities

- ▼ Equality, diversity and inclusion
- ▼ People
- ▼ Insight-led
- ▼ Leadership and governance
- ▼ Financial sustainability





Discipline-Specific Approach



Naomi Ogbeta
Triple Jump

Goal 1 of Athletics United sets out our ambition for 2032.

“GB & NI will have a representative in every discipline at all senior international events. 95% of the Paralympic team will reach their final.”

To achieve this goal, we have developed a discipline-specific plan. We value the diversity in our sport equally, we value all event disciplines and want each one to reach its potential.

This new approach means, at the most appropriate point on the athlete pathway, we will look at each discipline individually, using data and insight to understand the needs of each one.

‘What It Takes To Win’ (WITTW) is an integral approach in performance sport, but this will extend beyond performance into an understanding of the coaching, commercial, competitions and officiating requirements for each discipline. Building a strategic picture across the sport will be a big

change in terms of how we work and will truly align the organisation, while retaining our standards for performance at the highest level.

We will need to prioritise, seek external funding and develop partnerships to achieve our goals but, above all else, future decisions and developments will be ATHLETE FIRST and INSIGHT-LED.

Vision

A UK-wide, insight-led, discipline-specific plan to produce world-class athletes in each discipline, aligned to Athletics Unified Goal 1.

Strategy

Align coaching, officiating, competition, communications and commercial strategies, governance, resources and investment at all stages of the athletics performance development pathway.

Disciplines

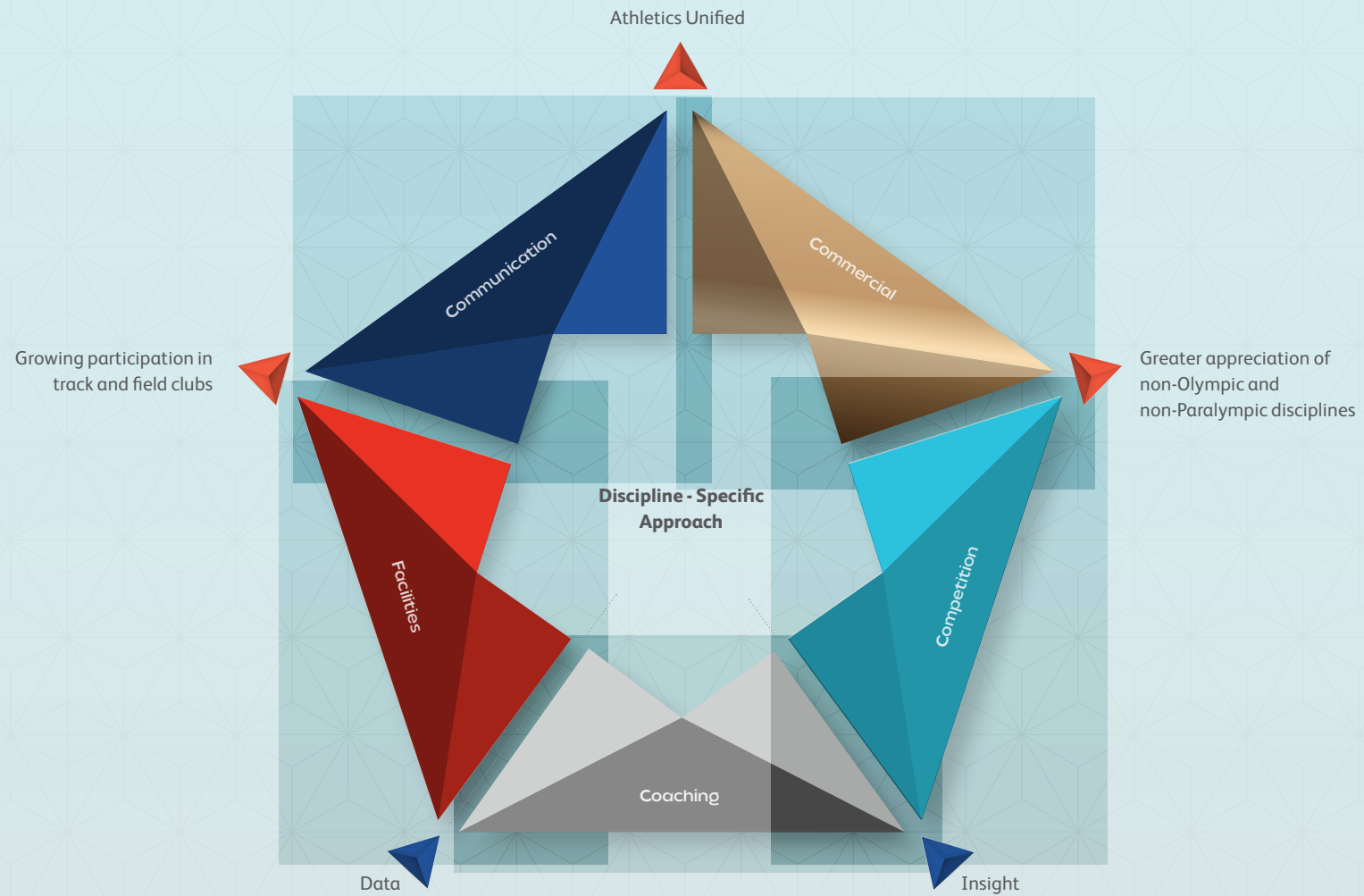
Track and Field Para athletics Endurance

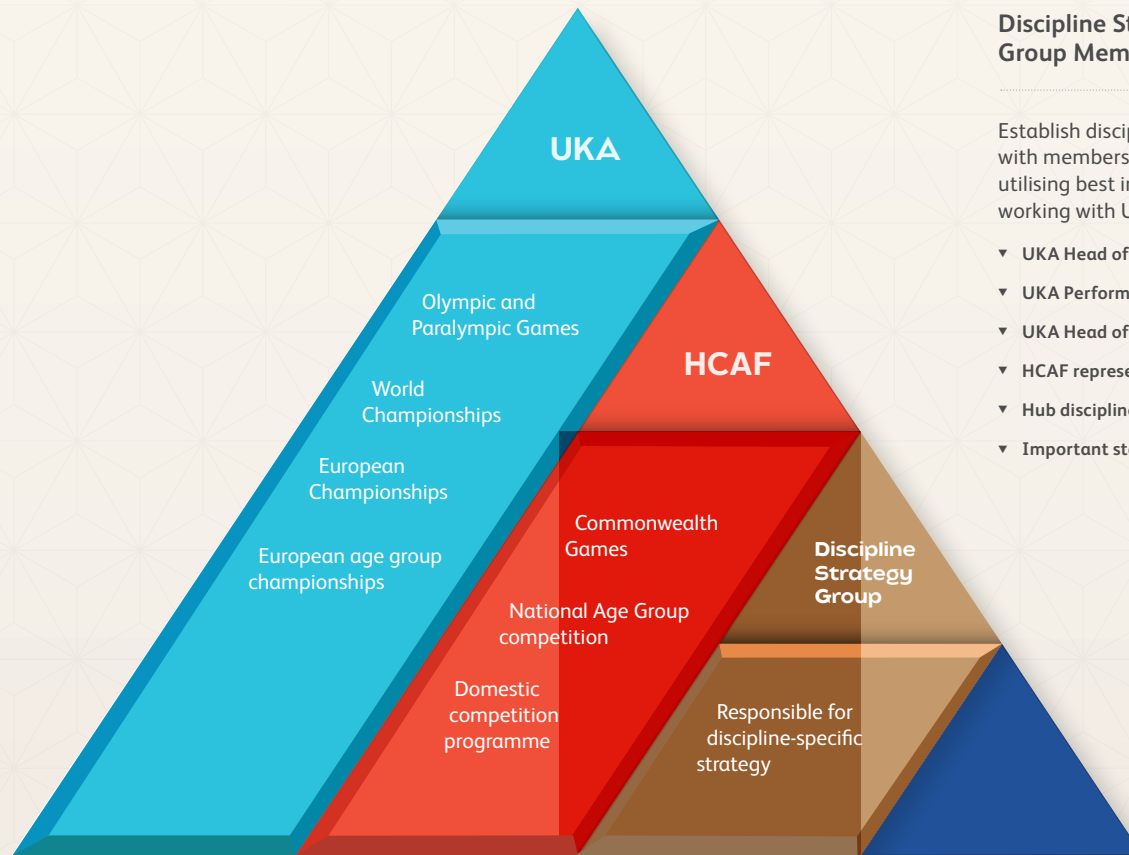
- ▼ Road Racing
- ▼ Cross Country
- ▼ Trail
- ▼ Mountain
- ▼ Fell and Hill
- ▼ Ultra
- Masters

Smart Goals

Goal	Baseline data collected to support KPI and target setting in each discipline, identifying the resource requirements or gaps.	Discipline strategy groups established for endurance, sprints, field and multi-events with clearly defined operational responsibility for each stage of the pathway.	Partnerships, commercial opportunities and a targeted communications strategy developed to support sustainability long-term.	Coach development programmes aligned across the pathway.	A priority competition strategy established, building towards Paris 2024 and beyond.	A facilities strategy, developed in collaboration with HCAs, creates a network of 7-9 regional hubs across the UK.
By When	2022	2022	2024	2024	2024	2028





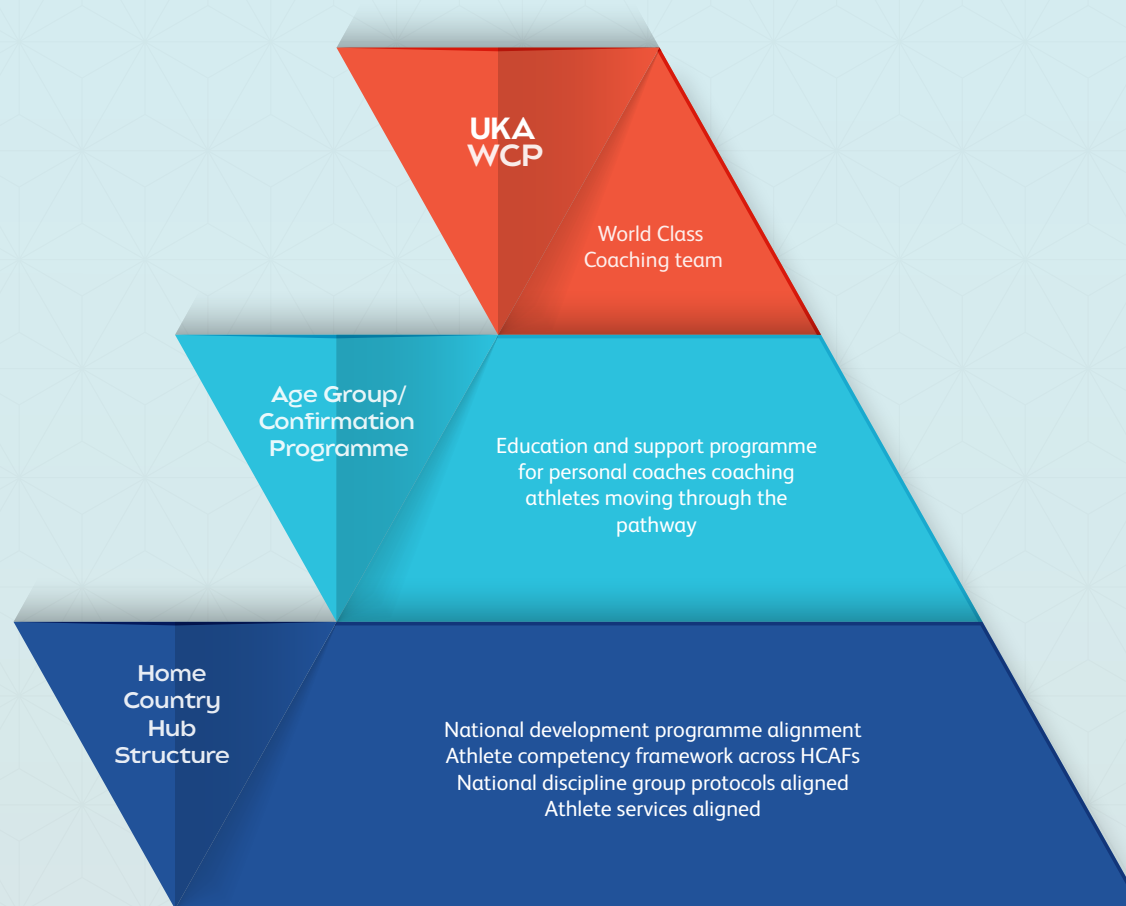


Discipline Strategy Group Membership

Establish discipline strategy groups with membership from across the sport, utilising best in class stakeholders, working with UKA to deliver.

- ▼ UKA Head of discipline-specific strategy
- ▼ UKA Performance Pathway Manager
- ▼ UKA Head of Coach Development
- ▼ HCAF representation
- ▼ Hub discipline-specific leads
- ▼ Important stakeholders and partners





Athlete First

Most people don't understand sacrifice. But the truth is elite athletes aren't most people. The commitment it takes to drive through pain, to overcome limits, to face yourself, and to keep going in pursuit of better, is not ordinary. We get it. We understand you from the inside out because we're all about athletes. We champion and support each individual every step of the way to achieving more and fulfilling physical and mental goals. We've built the foundations and the structure to make that happen. They enable us to change your today to help you seize your future. Your time has come. Our time has come.

Welcome to the
Age of the Athlete

Thomas Young
T38 100m



Over the next few pages, the approach to performance will become clear. No longer the narrow focus that leads to exclusion or disconnection. Performance in the years ahead will truly be putting the Athlete First.

Performance is so much more than one programme spanning the elite Olympic and Paralympic athletes. Performance comprises the people, the places, the pathway and the wide range of great disciplines that athletics has to offer.

The World Class Programme will continue to focus on medals. That is its ultimate purpose and the goal for athletes, and we have some ambitious and courageous targets for the years ahead culminating in our main goal by 2032. But, in order to get there, we need to ensure all parts pull together.

One such example is the UKA Performance and Innovation Centre where we see excellence, support, technical and tactical input coming together under one roof to support athlete-coach pairings.

However, their journey will start long before – a result of great collaboration between us and the HCAFs to ensure a joint talent pathway seamlessly connects athlete development, supported by a network of regional hubs nurturing this talent across the UK.

Performance in athletics is not just what takes place within the traditional track and field programme. Outside this sits a wealth of athletic endeavour, success and history in events such as cross country, ultra running, hill and mountain running. All events where athletes compete with pride for GB & NI, and these too will form part of our performance goals moving forward.

Each and every athlete that pulls on the GB & NI vest is a success story to be celebrated. Their pride and achievement at representing their country is something that we recognise is truly special and unique. There can be few greater honours than to be amongst the best in your country and to represent and compete for your country. Whether your competition terrain is mountain or mondo, sand or circle, the vest is the same as will be our pride and commitment in helping athletes achieve it.

Of course, none of this is possible without the clear and demonstrable shift in culture, acknowledging medals are important but recognising that they should not be delivered in isolation of these other essential parts when putting the Athlete First.



WIN MORE MEDALS IN MORE EVENTS

We have a vision to create a sustainable, medal-winning WCP and pathway for athletes, which is capable of evolving with the sporting landscape to win more medals in more events in 2021 and beyond to 2032. Winning in the right way will underpin everything we do and will continue to inspire and engage the nation via ethical success.

The purpose of the UKA Olympic and Paralympic WCP is to support the UK's most talented athletes to achieve their aim of winning medals at the Olympic and Paralympic Games and other global championships. Our ambition is great athletes working with world-class coaches in great facilities with quality integrated support services. There is one WCP for Olympic and Paralympic athletes under the philosophy of 'integrated where possible, specialised and separate where necessary'.

Winning 7-10 Olympic and 26-30 Paralympic medals in Paris 2024 and pushing on from there, being consistently top four in the athletics medal tables, with up to 13 Olympic medals and maintaining our Paralympic medals by 2032 is a courageous, yet achievable aspiration.



Strategic objectives, priorities and smart goals

Performance

Vision /

INSPIRING THE NATION THROUGH ETHICAL SUCCESS

WCP

Mission /

To implement an athlete-centred, connected performance athletics system across the UK, consistently producing athletes that medal at global championships.

Performance

Goals 2024 /

- 1/ 7-10 Olympic medals in Paris 2024
- 2/ 26-30 Paralympic medals in Paris 2024*
- 3/ Top 4 in Olympic and Paralympic medal tables

Strategic

Objectives /

WCP Podium Olympic & Paralympic

Target Olympic WCP to individual major championship finalists and athletes identified as contributing to relay teams, increasing the number of medal-winning performances. Target Paralympic WCP to medal winners, increasing the number of repeat/multiple medalists.

Milestone

Targets /

Olympic Programme/Global Championships

- 1/ 7-10 Olympic medals in Tokyo 2021
- 2/ 6-8 medals in World Championships 2022, increasing in 2023
- 3/ 18-25 combined home countries medals at CWG 2022
- 4/ 15-20 medals at European Championships 2022 and 2023

Paralympic Programme/Global Championships

- 1/ 24-28 Paralympic medals in Tokyo 2021
- 2/ 24-28 medals at World Para Athletics European Championships 2021
- 3/ 26-30 medals at World Para Athletics Championships 2022
- 4/ 24-28 medals at European Para Championships 2023

WCP Podium Potential & Confirmation Olympic & Paralympic

Produce robust and resilient athletes capable of reaching major event finals and winning major championship medals in the future, aligned across home countries.

WCP Paralympic Specific

Deliver a flexible Paralympic pathway to targeted athletes which meets their specific, individual needs.

**Due to increasing number of countries winning medals and the uncertainty around the event programme, a small reduction in medals is predicted, however this would not necessarily impact on our position in the medal table. There was no international competition in 2020 and previous years' results have been influenced by anti-doping violations, therefore prediction of medal targets is challenging in this area.*

**Strategic
Priorities /**

**1/
Coaching**

Identify, recruit and develop expert Talent and Performance coaches to deliver across the Performance and Talent Pathway and National Age Group teams.

**2/
Performance
Environment**

Create optimal bespoke athlete performance environments worldwide.

**3/
Leadership
and Culture**

Develop transformational leadership, to drive a value driven performance culture.

**4/
WCP
Engagement**

Athletes and coaches fully engaged in the implementation of the WCP.

**5/
Podium Support
& Innovation**

Podium level athletes access integrated multi-disciplinary support, innovation and performance expertise.

**6/
Localised
Support System**

Build an aligned HCAF local support delivery infrastructure to provide local support to athletes through a regional hub network.

**7/
Paralympic
& Classification
Specific Expertise**

Developing expert coaches and support staff to deliver specialist Paralympic and classification support.

**8/
Paralympic
Talent ID**

Accelerated identification and development of athletes.

**System
Goals
for 2024
Impact /**

1.1/ Coherent Athlete Development Models aligned to consistent WITTW frameworks embedded across Performance and Talent Pathway across the UK by 2024.

1.2/ National event coaches leading technical development of coherent Performance and Talent coaching system by 2024.

1.3/ 100% podium athletes with a shared view of their plan, objectives, positive engagement with the WCP and clear WCP responsibilities and expectations.

2.1/ A process in place to quality assure all individual athlete performance environments by 2024.

2.2/ 80% of Podium Potential athletes and coaches capable of building 'personal performance environments' by 2024.

3.1/ Performance SLT development - clear roles and responsibilities and ways of working outlined to lead transformational change and drive systematic development by 2024.

3.2/ Clear, culture and value driven performance system across the UK delivering quality athlete experience by 2024. (Positive feedback on athlete experience of culture and leadership in the programme.)

3.3/ Positive feedback on staff experience of culture and leadership in the programme, succession plan and risk mitigation strategy in place for key roles.

4.1/ Effective individual athlete communication through an 'Athlete Engagement Lead' process in place by 2024.

4.2/ Athlete leadership group in place by 2024.

4.3/ Annual athlete review process operational with athlete satisfaction at 80% by 2024.

4.4/ Annual induction and information sharing opportunities provided and rated as excellent by athletes and coaches by 2024.

4.5/ Staff training and development focusing on competences required for collaboration, communication and engagement in place by 2022.

5.1/ UKA Performance and Innovation Centre fully operational by 2024.

5.2/ Capability – UKA with increased capability to capture, analyse and feedback on critical determinants of WITTW to podium athletes and coaches by 2024.

6.1/ Quality assured system in partnership with HCAFs operational with 7-9 hubs by 2024.

6.2/ Athlete retention and progression improved and positive athlete experiences rated as excellent by 2024.

6.3/ Enhanced Talent ID and confirmation programmes in partnership with HCAFs operational by 2024.

6.4/ Increased transfer of knowledge dissemination and connection through technical leadership and quality assurance for all programme athletes by 2024.

7.1/ Provide expert provision of Paralympic and classification support through the UKA Performance and Innovation Centre, with enhanced Paralympic podium rated as excellent by 2024.

7.2/ Classification system operational and maintaining world leading knowledge and expertise by 2024.

7.3/ Develop coaches and support staff with specific expertise and knowledge to deliver to the full range of Paralympic athletes competing in all events and disciplines by 2024.

8.1/ To develop the Talent ID strategic aims including measures of athlete numbers and progression by 2021.

8.2/ Specialised Paralympic Talent ID programmes delivered nationally by 2024.

8.3/ Improved intelligence on athlete progression in the Performance matrix by 2024.

8.4/ Communication campaign raised knowledge and understanding of classification systems across National Disability Sports Organisations, schools and clubs by 2024.

System Goals for 2028

Impact /

1/ Coaching	2/ Performance Environment	3/ Leadership and Culture	4 / WCP Engagement	5/ Podium Support & Innovation	6/ Localised Support System	7/ Paralympic & Classification Specific Expertise	8/ Paralympic Talent ID
<p>1.4/ 80% targeted coaches with a development plan that includes accessing experiences at major events by 2028.</p> <p>1.5/ Annual bespoke elite and Talent Coach Development programme rated as excellent by Olympic and Paralympic coaches by 2028.</p> <p>1.6/ A connected, expert performance coaching infrastructure in place across the UK by 2028.</p>	<p>2.3/ All podium athletes have quality assured optimal performance environment by 2026.</p>	<p>3.4/ Design and implementation of a novel recruitment process to identify, attract and select the right people in place by 2024.</p>		<p>5.3/ Engagement – 100% podium athletes and coaches engaged with UKA environment in bespoke facilitated performance consultancy service designed for their needs by 2026. Measured by positive feedback on athlete experience.</p> <p>5.4/ Increased value – Evidence of UKA Performance and Innovation Centre's role in co-creating value towards decision-making, plans or environment with 80% of podium athletes by 2026.</p>	<p>6.5/ Systemic shift in alignment of HCAFs to develop regional hub infrastructure and performance development system across a coherent quality assured pathway by 2028.</p>		

System Goals for 2032

Impact /

				<p>5.5/ Learning – UKA Performance and Innovation Centre ensuring that knowledge and learning is retained for the benefit of the future athlete and coach generations by 2028.</p>			<p>8.5/ Street to stadium – schools recruitment programme operation in 5 conurbations by 2028.</p>
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Athlete Progression Goals 2024

<p>New medallists by 2024 (individual/relay)</p> <ul style="list-style-type: none"> ▼ Olympic 10 -14 ▼ Paralympic 20 	<p>No. of graduates to podium level by 2024</p> <ul style="list-style-type: none"> ▼ Olympic 14 ▼ Paralympic 12 	<p>No. of athletes confirmed at Podium Potential level by 2024</p> <ul style="list-style-type: none"> ▼ Olympic 16 ▼ Paralympic 12
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Performance Goals

2028	2032
<p>1/ 8-11 Olympic medals in LA 2028</p> <p>2/ 26-30 Paralympic medals in LA 2028</p> <p>3/ Top 4 in Olympic and Paralympic medal tables</p>	<p>1/ 9-13 Olympic medals</p> <p>2/ 26-30 Paralympic medals</p> <p>3/ Top 3 in Olympic and Paralympic medal tables</p>

A new Performance and Innovation Centre is a fundamental part of the Athlete First pillar and our performance strategy.

The National Performance Institute, currently located in Loughborough, will be transformed into the **UK Athletics Performance and Innovation Centre** in collaboration with our partners.

This state-of-the-art facility will be the new home of the WCP with a focus on bespoke and internationally renowned problem-solving capabilities, providing specialist athlete injury rehabilitation.

It will be the world's first globally networked performance athletics centre, incorporating the enhanced data and analytics capabilities developed to date.

This ambitious new project will ensure successful athlete and coach pairings stay together, driving our medal success in the Olympic and Paralympic Games.

A home for athletes and coaches to engage, learn and co-create value

A space for feedback, planning and successful performance conversations

World-class capability to capture critical determinants of performance



Our Performance Pathway will be aligned at policy, strategic and operational levels, and fit seamlessly across the UK at all levels. The guiding principle is collaboration and will be built on a philosophy of trust, alignment, and autonomy. We will be ambitious, bold and courageous to drive a collective vision to implement a valued, athlete-centred, hyper-connected performance system across the UK producing athletes that medal at global championships in the future.

Policy alignment will be driven through the Framework Agreement, signed by all HCAFs in 2020, with delivery monitored and assured through the Performance and Talent Working Group (PTWG).

We will secure investment into the HCAF talent pathway to support the development of the regional hub structure that feeds and supports the Futures programme and WCP performance development system. This will include the appointment of coaches and support staff with a remit to capacity build within the HCAFs to deliver a devolved pathway environment through the regional hubs.

A UK-wide Athlete Development Model (ADM) and WITTW framework will provide the golden thread for the development of each athlete across all disciplines. This will provide the route map for each HCAF to deliver within their devolved Performance and Talent Pathways. The ADM will set out holistic development requirements, including the required behaviour and performance characteristics for athletes at each stage of the pathway. UKA and HCAFs will hold each other accountable to deliver against the ADM.



Regional Hubs

In collaboration with the HCAFs, the Performance Pathway will include the development of a network of 7-9 regional hubs to support Confirmation and Podium Potential athletes' individual training environments. This will enable us to provide more consistent support to coaches and the developing athletes, whilst maintaining greater focus on bespoke value to podium athletes on individual performance journeys. These regional hubs will, additionally, form part of the infrastructure to improve coach development across the system.

Our Responsibilities and Guiding Principles

- 1/ Lead: Leadership for the talent pathway, led by data and insight.
- 2/ Develop: Development of a discipline-specific approach, in collaboration with the HCAFs.
- 3/ Support: Support HCAFs and key partners in the delivery of talent systems.
- 4/ Deliver: Deliver transition programmes from National Academies to the WCP.
- 5/ Quality Assure: Establishing quality standards.

A Balance Scorecard and Continuous Improvement process has been developed to review the delivery of each partner against the Performance Pathway and ADM. An independent annual Pathway Review Process will be conducted with HCAF leads using the UK Sport Performance Pathway Review. Following the annual review, improvement plans will be agreed with HCAFs and reported to the PTWG.

Strategic Objectives

- 1/ **Align, resources, programmes and strategies** across the talent pathway from club and school to WCP.
- 2/ Deliver an **Athlete First** approach and **performance learning culture** across the UK talent system.
- 3/ Create high quality club, hub and performance environments for athlete and coaches, including 7-9 regional hubs.
- 4/ Build a workforce of **expert talent development coaches** at national and local level.

Smart*

Goals

Goal	By when
Quality assured system in partnership with HCAFs operational with 7-9 hubs.	2024
Athlete retention and progression improved and positive athlete experiences in the programme.	2024
Enhanced talent identification, development and confirmation programmes in partnership with HCAFs operational.	2024
Increased transfer of knowledge dissemination and connection through technical leadership and quality assurance for all programme athletes.	2024
Systemic shift in alignment of HCAFs to develop regional hub infrastructure and performance development system across a coherent quality assured pathway.	2028

**A detailed Performance Pathway strategy will be developed, alongside HCAF partners, to further define the smart goals for the future.*



For the first time, we will develop a collaborative long-term strategy to elevate and advance endurance running for athletes outside of the WCP.

Trail, mountain, ultra, fell and cross country are thriving. These provide a diverse, and different route into the sport for participants, and are a key part of the pathway to podium for many athletes. We will take the same integrated and inclusive approach across the whole talent pathway in collaboration with the HCAFs and others.

Our goal here is simple. Without direct funding from UK Sport, we need to develop and foster a plan that is commercially sustainable and that tells a powerful story, using data and digital to drive this forward.

Tom Evans
Ultrarunner

Smart Goals

Goal

A detailed plan for the engagement, growth and commercialisation of non-Olympic and non-Paralympic disciplines.

By when

2022



Superstructure

Clean sport. Safe spaces. Happy faces. Cars parked. Sand raked. Clocks set. Goals met. Stats crunched. Flowers bunched. Viral tweets. Packed seats. Early starts. Full hearts. It doesn't happen by magic. It happens because of the selfless, endless commitment of thousands of people from coaches, to officials, to organisers. They make the world sit up and take notice. They are the engine of our sport. They are the metal in the medals. They make athletics happen. Thank you for what you do.

**Welcome to the
Age of the Athlete**

Laura Turner-Alleyne
Coach



A respected, expert and athlete-centred coaching workforce is central to growing participation, improving retention, developing athletes and delivering ethical success at Olympic and Paralympic Games and global championships.

A critical part of the discipline-specific approach, it is only through alignment of strategies and resources that we will we build an inclusive coaching system for our athletes.

To achieve this requires diverse and expert coaches who are supported and celebrated at every stage of the athlete pathway, embedding a culture that is aligned to the Athlete Development Model and Athlete First pillar.

We will build a regional hub network that supports coaches and athletes. We will identify, recruit and develop Talent Identification and Performance Coaches to deliver across the Performance and Talent Pathway and National Age Group teams.

Smart Goals

Goal	By when
A clear UK-wide coaching strategy following consultation with the athletics community.	2022
An Athlete Development Model with coaching roles clearly matched against each stage of the pathway.	2022
A new coach role-based, flexible and modular learning and development framework replacing existing qualifications.	2024
A coaching body with continuing professional development and standards.	2024
Discipline-specific coach development plans and curricula.	2024
Talent and Performance Coaches are aligned to regional hubs.	2024
50% of all active coaches have specific expertise in coaching children, youth, discipline specialism, Para, talent or high performance.	2032

Action Plan

Strategy	Tactics
Creating an Athlete First and coach-centred UK coaching philosophy and strategy.	<ul style="list-style-type: none"> ▼ Define and publish an Athlete Development Model with clear coaching roles. ▼ Publish a UK coaching philosophy and strategy. ▼ Analyse baseline coaching data for each discipline across the athlete pathway and use data and insight to create discipline-specific coaching action plans for each discipline. ▼ Establish networks of national discipline-specific coaches leading national discipline advisory groups.
Supporting and valuing coaches at each stage of the athlete pathway.	<ul style="list-style-type: none"> ▼ Provide regular and effective two-way communication and consultation with coaches. ▼ Work with HCAFs to develop quality assured connected coaching structures within clubs. ▼ Work with HCAFs to improve access to coaching and pathway opportunities for under-represented groups. ▼ Create a coaching body with continuing professional development and standards. ▼ Ensure access to support and resources for self-employed coaches, and clubs who pay coaches. ▼ Create a system to recognise, value and reward coaches operating at the highest levels within the sport.
Introducing a new role-based coaching, learning and development framework.	<ul style="list-style-type: none"> ▼ Launch a new role-based, flexible and modular learning and development framework, replacing existing qualifications. ▼ Establish a quality assured network of expert coach developers, coach mentors, coach managers and coach educators. ▼ Develop a clear pathway and expertise in coaching athletes with a disability within a new learning and development framework. ▼ Continue to evolve and develop online learning opportunities.
Developing expert talent and performance coaches.	<ul style="list-style-type: none"> ▼ Identify, recruit and develop expert coaches to deliver across the talent pathway and National Age Group teams, aligned to regional hubs. ▼ Implement a bespoke high-performance coach development programme. ▼ Develop a talent identification programme for coaches, in partnership with HCAFs, including athlete to coach transfer programmes with HCAFs, including athlete to coach transfer programmes. ▼ Create a specific coach development programme to support personal coaches of athletes on the talent pathway.



Without technical officials there is no competition.

The recruitment and retention of officials is an important part of this plan. We want a diverse, skilled and connected officials' workforce that is valued at each stage of the competition pathway.

In line with the discipline-specific approach, we will develop a role-based, learning and development framework for officials. We will strengthen the pathway, coordinating the selection process for officials at all levels of competition and supporting those officials capable of delivering the best events in the world.

Smart Goals

Goal	By when
A new officials strategy following consultation with the athletics community.	2022
10% increase in the number of active officials.	2024
A quality assured network of expert officials' developers, mentors and educators across the UK.	2024
A structured mentoring and support programme that ensures succession planning for world level officials for all major events delivered in the UK.	2024
An increase in the number of active and qualified officials for effective delivery of UK competition and events at all levels.*	2032

**This KPI will evolve and be indicative of the market demand for competition delivery across the UK.*

Action Plan

Strategy	Tactics			
Improving the recruitment, retention and diversity of officials.	▼ Analyse baseline officials' data for each discipline across the competition pathway and use data and insight to create discipline-specific officials action plans.	▼ Set targets and develop projects, with HCAFs, to recruit from, and enable access to, officiating opportunities and pathways for a more diverse group.	▼ Develop toolkits, with HCAFs, that help clubs across the UK recruit and retain officials. ▼ Review the officials' education pathway	to ensure the system supports clubs with training and certification of officials at entry level (see officials learning and development).
Modernising the role-based officials, learning and development framework.	▼ Continue to review and evolve a role-based, flexible, work-based modular learning and development framework for officials.	▼ Establish a quality assured network of expert officials' developers, mentors and educators across the UK.	▼ Continue to evolve and develop online learning opportunities for officials.	
Developing skilled talent and performance officials.	▼ Create programmes that support officials as they move through the pathway from club to national and international level. ▼ Develop standards to identify and support officials within the	pathway who have the potential to progress towards world-class levels. ▼ Implement programmes to support the development of UK officials to European and World Championship level.	▼ Explore ways to better recognise, value and reward officials operating at the highest levels within the sport. ▼ Develop mentoring programmes to ensure clear succession planning for expert and specialised roles within the officials' network.	



A crucial part of our discipline-specific approach; athletes need high-quality competitions to achieve their personal performance goals and to retain their active participation in the sport. This is a competition action plan for the whole sport, including Para-athletics, in line with our philosophy of 'integrated where possible, specialised and separate where necessary'.

Hannah Cockroft MBE T34 100m, 800m



We will modernise the competition structure to engage, excite and motivate athletes, coaches, officials, volunteers and fans, ultimately driving the growth of athletics in the UK.

A collaborative approach between us, HCAFs and competition providers will create alignment from playground to podium so that all competitions are purposefully aligned to the Athlete Development Model.

We will deliver a competition framework that is easy to navigate and optimum for each discipline at each level of the pathway across a season. This will combine championships, leagues, opens, short format and discipline-specific competitions.

A focus on calendar planning, prioritisation, hierarchy and governance will deliver meaningful competition at the right time, at all levels on a rolling four-year basis to match Olympic and Paralympic cycles.

Action Plan

Strategy	Tactics			
Collaboration between UKA and HCAFs.	<ul style="list-style-type: none"> ▼ Define and publish clear roles and responsibilities between UKA and HCAF via the Competition Working Group. ▼ Develop stronger mutually 	<ul style="list-style-type: none"> beneficial partnerships with all domestic competition providers. ▼ Share and implement best practice. ▼ Pool resources to achieve 	<ul style="list-style-type: none"> efficiencies on innovations and project delivery. ▼ Agree common language and terminology. ▼ Improve collaboration with schools associations and 	<ul style="list-style-type: none"> British Universities & Colleges Sport (BUCS). ▼ Agree a communication strategy with event providers to improve co-operation and collaboration.
Evolving the competition structure.	<ul style="list-style-type: none"> ▼ Agree key principles on required outcomes, that competition should support to deliver, for each stage of the Athlete Development Model, to include multi-event/discipline-specific/specialisation, national champions 	<ul style="list-style-type: none"> crowned, rankings absolute/ progression. ▼ Review alignment with 'World Athletics' age groups, weights and heights. ▼ Define the 'golden thread' seasonal and four-year cycle, discipline-specific 	<ul style="list-style-type: none"> competition requirements for performance and in partnership with HCAFs for talent, national, regional, club and recreational competition. ▼ Test, trial and evaluate new competition formats. 	<ul style="list-style-type: none"> ▼ Plan transition and implementation to the evolved structure; appointing/ commissioning competition providers as required.
Calendar planning and prioritisation.	<ul style="list-style-type: none"> ▼ Agree and implement a hierarchy of date allocation through the Competition Working Group. 	<ul style="list-style-type: none"> ▼ Agree clear governance; process, timelines, dispute resolution. ▼ Link and manage supply to meet demand through the licencing process. 	<ul style="list-style-type: none"> ▼ Introduce a single comprehensive integrated competition calendar combining all track and field and off-track/ endurance disciplines. 	
Reviewing licensing.	<ul style="list-style-type: none"> ▼ Review and update standards required for licences. ▼ Review processes and procedures to bring alignment and consistency across UKA, HCAFs and all disciplines. 	<ul style="list-style-type: none"> ▼ Formally link licencing to the requirements of the competition structure and support calendar management. ▼ Review and implement technology required to improve licencing management. 	<ul style="list-style-type: none"> ▼ Implement a quality assurance process to drive continuous improvement of competition delivery and participant experience, with appropriate sanctions for non-compliance. 	
Using technology.	<ul style="list-style-type: none"> ▼ Review charging structures. ▼ Maximise Power of 10 database to inform supply and demand of competition opportunities. 	<ul style="list-style-type: none"> ▼ Make the Power of 10 database an interactive and informative tool for the sport including reframing reward and recognise progression, 	<ul style="list-style-type: none"> supporting multi-event principles and maintaining club rivalry through virtual competition/leagues. ▼ Review the event technology ecosystem. 	

Smart Goals

Goal	By when
A partner programme to work with existing competition providers to deliver the discipline-specific plan.	2024
A clear plan for an evolved structure with 'golden thread' competition opportunities for each discipline clearly defined, with associated competition providers identified.	2024
The evolved structure and fully integrated calendar across all disciplines is fully operational.	2028



UKA leads on establishing and promoting clear and consistent standards of behaviour for all participants in athletics in the UK, wherever they are, and at all levels.

Standards are important and need to be fully understood by the entire athletics community. We will set out what the sport requires of everyone, and our role for the sport, in relation to anti-doping, safeguarding, anti-discrimination, anti-corruption and health and safety.

Disciplinary processes, licensing decisions and safeguarding cases will be subject to the highest standards of regulatory best practice. We will publish codes, rules, policies, procedures and guidance so that everyone knows what our standards are,

what is expected of them by the sport to ensure compliance throughout the entirety of our system.

This section outlines our goals and action plans for Clean Athletics and safeguarding specifically.

Clean Athletics

Clean Athletics is a core governance function of any National Federation but, for us, it is so much more than just a tick in a box.

At the heart of our Clean Athletics programme is supporting and promoting an environment where those who engage in, and have passion for, athletics feel they are part of

an ethical sport where clean athletes compete on equal terms and where spectators and fans have faith in the performances they witness.

We believe that the majority of athletes want to compete clean and our focus is on supporting them with their Clean Sport responsibilities.

Where rules are broken, we will not shy away from working with our partners to take action against those who transgress, fairly and openly.

We want successful athletes, confident in the knowledge they did it clean.

Smart Goals

Goal	By when
Clean Sport programmes are reviewed, and an updated strategy published.	2022
100% of all athletes and coaches have access to relevant information, resources and education opportunities to compete clean.	2023

Action Plan

Strategy	Tactics		
Providing education, information and support.	<ul style="list-style-type: none"> ▼ Deliver an ongoing national Clean Athletics campaign to positively influence current and future athletes' beliefs, attitudes and behaviours. ▼ Provide a national education programme to athletes and those that 	<ul style="list-style-type: none"> support athletes to enable them to make informed and responsible decisions and comply with all Clean Athletics regulations. ▼ Promote a culture of drug-free sport within and beyond the organisation by reinforcing the message 	<ul style="list-style-type: none"> that everyone in the athletics community has a role to play. ▼ Lead, support and collaborate with others (including UK Anti-Doping and World Anti-Doping Agency) in the development of evidence-based Clean Athletics initiatives.
Communicating compliance, accountability and ethical standards.	<ul style="list-style-type: none"> ▼ Continue to ensure rules are clearly communicated and applied fairly, consistently and stringently. 	<ul style="list-style-type: none"> ▼ Support athletes to take ownership for Clean Athletics through regular communication and ongoing education. 	<ul style="list-style-type: none"> ▼ Work with Clean Sport officers to ensure they can operate to their full scope within athletics environments.



In 2020 UKA and the HCAFs commissioned and welcomed the publication of the 'Independent Review of UK Athletics Safeguarding' by Christopher Quinlan QC. The outcome is that all have clear roles, and UKA now has operational responsibility for safeguarding across athletics in the UK.

Significant progress has been made over the last 12 months and all six 'core' recommendations will have been delivered by the July 2021 deadline.

The focus now moves to delivery, with our new team working in collaboration with HCAFs and experts to embed good practice and ensure a transparency of reporting every quarter. We will create a culture where everyone is confident to report any type of sexual or physical abuse, bullying or poor behaviour. We will take a zero-tolerance stance and ask for the maximum ban or other penalty available where there is power to do so within the independent process.

Without direct funding to support this important strand of work, we will also seek ways to ensure it is financially viable in the longer-term.



Smart Goals

Goal	By when
Quarterly safeguarding reports demonstrate compliance with the Christopher Quinlan review.	Quarterly
100% of HCAF member clubs have access to education, training and support and demonstrate compliance with safeguarding standards.	2022
100% of licenced coaches and officials have received safeguarding training.	2024

Action Plan

Strategy	Tactics
Leading responsibility for safeguarding in the sport of athletics in the UK.	<ul style="list-style-type: none"> ▼ Produce quarterly reports to monitor progress across the sport. ▼ Continue to support and share best practice with HCAFs. ▼ Use a single case management system to review and monitor all cases from beginning to completion. ▼ Review safeguarding policies and procedures every two years or as required by legislation changes.
Providing education, information and support.	<ul style="list-style-type: none"> ▼ Support HCAFs to ensure affiliated member clubs are compliant with all safeguarding standards within agreed timescales.



Commercial Edge

From today we build towards greater future strength. To take athletics further we need allies, collaborators, and supporters. So we will foster productive partnerships to boost our financial muscle, and invest in the path that leads from playground to podium for tomorrow's athletes. We will bring our sport to the world through outstanding broadcast events and innovative media channels, cementing our place in hearts and minds. We will engage and connect memorably and meaningfully with supporters and stakeholders, sitting in stadiums or in boardrooms, with compelling stories, achievements, and ambitions. We will create a thirst for athletics and a demand for more. Our horizon is wide. Our ambition limitless.

**Welcome to the
Age of the Athlete**



We want to reduce our reliance on government grant funding to drive more commercial revenue that supports both our performance team and the organisation as a whole. This, alongside careful management of costs, will mean that we can reinvest back into the sport longer term.

Great partners are not just a source of finance, they are true partners in bringing the sport to life for the greatest number of people in a fast-changing society.

We will focus on creating a new commercial opportunity that embraces the whole athletics pathway from playground to podium, partnering with our HCAF colleagues. Our partners will help us tell amazing stories about amazing people.

Aligned to the discipline-specific approach, we want to do this for athletes and others in non-Olympic and Paralympic disciplines, identifying products and events that will appeal to athletes, to partners, to the media and to fans.

We believe data is one area where we can unlock value and so building a new digital commercial strategy is a priority. Digital communications will play a critical role as we continue to tell more stories, build interest in the sport and clarity in what athletics stands for.





Baseline

Revenue

£7.4M

2031/2032 Projected

Revenue

£16.6M

£0



£1.0m

£3.2m



£8.0m

£1.3m



£4.0m

£2.9m



£3.6m



The media remains a powerful voice and influencer for our sport. That world is changing fast but creating access to our great moments and the promotional support and storytelling power of great media partners remains of vital importance in increasing interest in the sport, and ultimately commercial revenue.

For athletics, the changed media landscape means we have to take a different approach. Yes, we will create events and moments that will be of value to rights fee paying broadcasters, but our firm view is that we need to look differently at our content and commercial partnerships. Our discipline-specific approach will inform our competitions and events, and therefore our content.

At the same time, we will tell athlete stories and highlight their performance through multiple channels. We want to build a powerful narrative that inspires our nation and delivers value to partners. Televised domestic and international events are a major opportunity to showcase our sport and our athletes but we will also continue to develop content that bridges the gap between live events, to attract new audiences and drive participation.

In addition to events televised by mainstream media broadcasters, we want to capitalise on the demand for live content across the sport, all year round. We will work with competition providers to create a new, one-stop, digital platform to aggregate and amplify their events.



Smart Goals

Goal	By when
A new digital platform to distribute aggregated content across the sport.	2022
Broadcast revenue from international and domestic events rebuilt to £1m.	2028

Action Plan

Strategy	Tactics	
Aligning events with broadcaster objectives.	<ul style="list-style-type: none"> ▼ Test new events. ▼ Work with existing event providers to explore broadcast opportunities. 	<ul style="list-style-type: none"> ▼ Take broadcast proposition to market.
Increasing digital content distribution.	<ul style="list-style-type: none"> ▼ Improve and increase distribution of domestic events to increase engagement and grow audience in parallel with rebuilding broadcast proposition. 	<ul style="list-style-type: none"> ▼ Explore funded production partner options. ▼ Build a rate card for content sharing and grow secondary media spend targeting £50k.



Building on our media strategy, we will continue to engage in meaningful partnerships so that a broader audience can see our unique offer.

Partnerships will provide critical revenue streams to fund key activities. Collaborating with HCAFs, we will take a whole sport approach creating targeted, meaningful and value driven partnerships from playground to podium, for the benefit of the whole athletics community.

Athletics is a truly inclusive, diverse and accessible sport and we will continue to target brands who share our values. Understanding their objectives from the outset will mean we can deliver return on investment, plan and execute powerful campaigns and build lasting

relationships. We will combine online and offline assets using dynamic digital content to deliver added value. We will seek out partners that help us showcase our sport and our athletes and that can offer Value in Kind (VIK), helping us to reduce costs.

Building strategic city partnerships linked to events will grow investment into our sport and support the growth in participation in line with Athletics Unified Goals.

Looking beyond traditional partnerships, we will focus on developing the profile of and commercial opportunities behind non-Olympic and non-Paralympic disciplines such as road racing, cross country, trail, mountain, fell and hill and ultra as outlined on page 11.



Smart Goals

Goal	By when
A collaborative commercial plan, developed with HCAFs.	2022
A playground to podium partner for the whole sport is secured at £2.5m.	2024
Tier 2 partner revenue increased from £100k – £500k.	2024
Principal event partner income grows from £1.1m to £3m.	2028

Action Plan

Strategy	Tactics
Increasing partnership revenue.	<ul style="list-style-type: none"> ▼ Create and build strategic sport-wide city partnerships linked to events and grow investment. ▼ Create and build new partnership approaches with existing sponsors to extend length and value of deals. ▼ Realise larger sponsorship rights fees associated to a more valuable product, created collectively by the four HCAFs and UKA, increasing reach and with greater engagement of athletes. ▼ Create new events and formats, available to title sponsor or partner. ▼ Build a new commercial strategy for non-Olympic and non-Paralympic disciplines. ▼ Create VIK partnerships of at least £250k p.a. (with focus on events) to reduce costs. ▼ Secure five to 10 new Tier 2 partners.
Collaborating with HCAFs.	<ul style="list-style-type: none"> ▼ Create a Commercial Rights Agreement between UKA and HCAFs including agreed distribution of revenue to deliver the agreed rights. ▼ Lead the coordination of the sales pipeline, insight and pitch process, rights evaluation, creating packages and activation plan. ▼ Build collective rights packages from playground to podium.



The third segment of the commercial strategy is major events. Further detail on our overall major events strategy is found on page 40.

We are forecasting a growth in ticket revenue from our events, helping UKA to invest in the sport. Collaboration with HCAFs will also connect club members to major international and domestic events to drive participation.



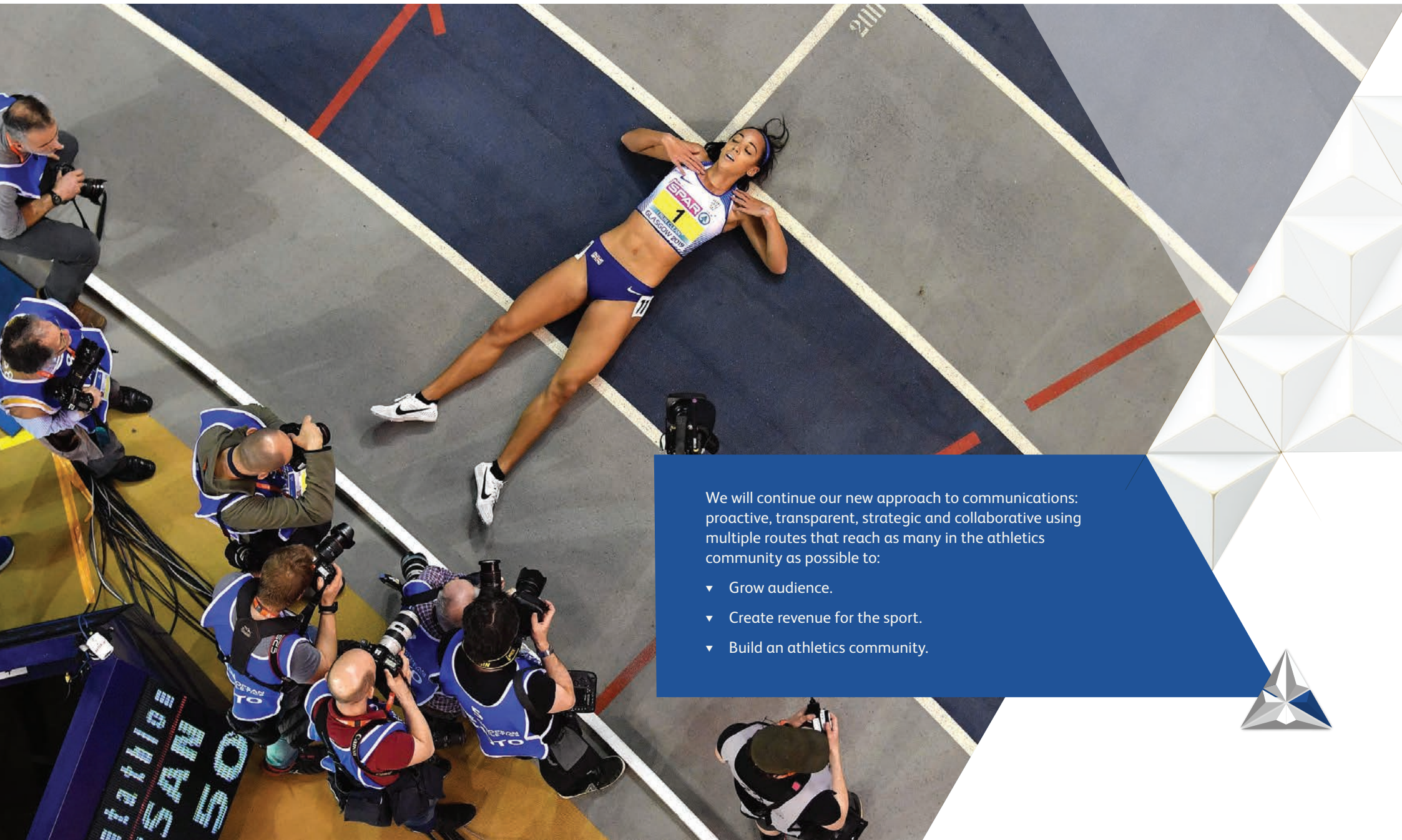
Smart
Goals

Goal	By when
Attendances grow and are maintained at 90% across all events.	2024
Average ticket prices increase by 40% in London and 30% outside.	2024

Action
Plan

Strategy	Tactics		
Growing attendances.	▼ Release tickets earlier through better and long-term calendar planning, maximising Olympic, Paralympic and World Championship success.	▼ Showcase British talent throughout the year and maximise global success. ▼ Continue to investigate new competitions and formats to create a greater number of large-scale events.	▼ Identify ways to improve the event experience to encourage repeat purchase. ▼ Attract a new audience to our events through a tactical communications plan.
Increasing ticket revenue.	▼ Grow attendances to 75% of capacity by 2024. ▼ Increase average ticket pricing by 25% in London and 20% outside by 2024.	▼ Increase average ticket pricing further 15% in London 10% outside by 2028.	





We will continue our new approach to communications: proactive, transparent, strategic and collaborative using multiple routes that reach as many in the athletics community as possible to:

- ▼ Grow audience.
- ▼ Create revenue for the sport.
- ▼ Build an athletics community.



When memorable moments happen in our sport through elite success or national participation events, it is also vital that we can share and maximise those moments. We will create athlete-centred content, bringing their personalities and stories to life to inspire participation and audiences beyond current fans and supporters.

We will build on our strong social media presence, focusing on meaningful engagement, not simply followers. Long term we want to grow the global audience to 5million across all online channels using the powerful role models in our sport to better engage with and understand our current supporters and to

attract a new audience, drive direct revenues and sponsor value. The first step is to create a data and digital strategy, which unlocks the power of data held for the sport by UKA.

The new Age of the Athlete branding will be rolled out across all our channels, creating a new identity that is supported by athletes and the sport and defining a new era. We will arm our people with the tools and education they need to confidently speak about and implement the Age of the Athlete campaign, activating it across all our channels and stakeholder touchpoints.



Smart Goals

Goal	By when
Age of the Athlete campaign is rolled out.	2021
A review of UKA's data and digital ecosystem highlights current efficiencies and commercial potential.	2021
Programme to promote athletes away from performance – targeting features frequently in the non-sport media and lifestyle press.	2022
Engagement with a connected audience across all platforms grows to 5m.	2028
Digital revenue grows to £1m.	2028

Action Plan

Strategy	Tactics		
Commercialising our data.	<ul style="list-style-type: none"> Develop and deliver a new digital strategy. Build and commercialise the endurance / trail / off-track communities. 	<ul style="list-style-type: none"> Grow charity advertising across running platform from £60k to £350k by 2024. 	<ul style="list-style-type: none"> Increase advertising across all platforms by 60% by 2024.
Increasing connectivity and engagement.	<ul style="list-style-type: none"> Align data touch points to create a 360-degree view of all critical data and grow consent. 	<ul style="list-style-type: none"> Grow CRM open rates from 22% to 40% by 2024. 	<ul style="list-style-type: none"> Create Athlete First content.
Showcasing athletes.	<ul style="list-style-type: none"> Target lifestyle press for regularly athlete features. Improve athlete engagement in UKA social channels. 	<ul style="list-style-type: none"> Grow athlete appearance programme to x25 PR appearances a year to showcase athletics in the UK. 	<ul style="list-style-type: none"> Launch an annual reward and recognition programme to celebrate outstanding contribution to the sport.



Our major events strategy will deliver the objectives of the Athlete First and Commercial Edge pillars.

Global events hosted on home soil and an innovative, high-profile domestic events series is the pinnacle for athletes, coaches, officials, partners and supporters.

We will create strong collaborative partnerships with cities and venues that nurture and grow athletics in the UK because extraordinary moments witnessed in person or via broadcast channels inspire, engage and motivate. They also make up a major part of our commercial proposition.

Our events must be financially viable and, longer term, our ambition is to generate a surplus that can be invested into the sport.

In line with our Athlete-First philosophy, events for Para-athletes will be 'integrated where possible, specialised and separate where necessary.' The needs and experiences of all athletes will be reflected in event scheduling, infrastructure, marketing and communications and our ambition is to reward all athletes equally. We will also create world-class events for national level British senior and futures athletes.

Our aspiration is to host world and European events, which will rely on central and local government investment. Working closely with UK Sport, cities and venues will ensure our sporting ambitions are delivered alongside strong positive social and economic impact for the UK.

Smart Goals

Goal	By when
Create an events series that bridges the gap between British Championship and Diamond League and meets the performance competition requirements of the discipline-specific approach; showcasing athletes, broadcast friendly and commercially attractive.	2022-2024
High satisfaction ratings for all events by athletes, coaches, technical officials and media.	2028
Two successful world or European level event bids.	2032

Action Plan

Strategy	Tactics		
Delivering domestic championships.	▼ Ensure clearly defined British Championships for all disciplines.	▼ Ensure dates, venues and timetables are appropriate to support team selection requirements.	▼ Maximise event global ranking points.
Developing a new domestic event series.	▼ Develop event format(s) to meet performance objectives. ▼ Innovate venue and sports presentation.	▼ Test and evaluate. ▼ Build commercial and broadcast proposition and take to market.	▼ Support the delivery of the BIR2022 Test Event.
Delivering secured international events – Diamond League, Indoor Grand Prix.	▼ Secure venues that maximise revenue for reinvestment in the sport. ▼ Maximise interest through strong international fields.	▼ Ensure development opportunities for GB & NI athletes. ▼ Maximise event global ranking points.	▼ Provide a platform to engage the whole sport including coaching conferences, community initiatives, and International Technical Officials' development and progression.
Bidding for international events.	▼ Deliver an international events' bidding strategy with clear rationale to support each targeted major event. ▼ Engage cities and build mutually beneficial	relationships which provide underwriting to protect the sport. ▼ Engage public funding bodies to ensure financial and political support.	▼ Complete comprehensive feasibility studies before proceeding to full bid submission.



Organisational Health

Change starts from within. We have a clear vision for our organisation. We know our direction of travel to fulfil our role as athletics' greatest champion. Our people are critical to achieving that. They should expect to flourish. We will enable them to do that in a culture of equality, diversity, and inclusion - golden threads woven into our fabric. Their talent, commitment, and ability drives our success for our sport. We will nurture and sustain relationships with allied organisations to leverage our power to support athletics in ever more significant ways. Our decisions will be informed by cutting edge data, delivering innovative insights to achieve the exceptional.

**Welcome to the
Age of the Athlete**

Hollie Arnold MBE
F46 Javelin



In the last 18 months a new Chair, CEO and Executive Team, together with a new look Board, has brought stability to the organisation and a commitment to work in a different way. A collaborative and open approach, particularly with the HCAFs, is embedded.

Strong organisational health will deliver this plan. This is underpinned by excellence in leadership and governance, great people and financial stability and certainty. An equality, diversity and inclusion (ED&I) mindset will be required from all, as well as a commitment to decision-making based on analysis of data.

Our goals cannot be achieved without brilliant people who are supported and developed. This starts with new behaviours, developed by our people, for our people, that everyone in the organisation will sign up to. We are also now accountable for the coordination and advocacy of ED&I policy and practice in athletics.

We do not want to be a shrinking business. We want to grow revenue and manage costs, creating an entrepreneurial culture which will reduce our reliance on government funding.

Finally, we pledge to build lasting relationships with international bodies and other Member Federations to take our commitment to sustainability seriously.



Throughout the organisation, we want brilliant people, who feel equally valued, motivated and supported. This is from the Board to our volunteers, with a focus of course on our employees.

Our current behaviours and values do not always capture what we want to achieve and stand for in the coming years and so our people will develop new behaviours that align with our long term goals.

A new people development strategy will be developed, linked to our new shared behaviours. We will invest in our leaders and people managers and clearly define roles and responsibilities. We want to inspire diverse generations to be part of our sport and will plan for the future for all key staff and roles.

Our core purpose as an organisation is to be a sport where everyone can see themselves and we see everyone. This is driven by a deep sense of the importance of equality, diversity and inclusion and a real understanding of what

that means. This is a vital part of our new strategy and we will champion an 'equality, diversity and inclusion mindset' in everything we do, at every level including a 'zero-tolerance' approach to discrimination with a clear disciplinary process in place.

We have already published a new Diversity Action Plan. We want to exceed the targets we have set ourselves and will set more challenge targets longer-term, including playing a leading role in closing the gender gap in sport, working with partners.

Smart Goals

Goal	By when
New organisational behaviours, developed by our people.	2021
A new people development strategy aligned to Athletics Unified strategic goals.	2022
Data on ethnicity, gender and disability used to set ambitious new diversity targets for coaches, officials and staff.	2022
Targets for board diversity are achieved, then reset, and mirrored throughout the organisation.	Ongoing

Action Plan

Strategy	Tactics
Demonstrating collective responsibility for equality, diversity and inclusion.	<ul style="list-style-type: none"> Develop policies and guidance that will have a positive impact on our sport. Capture data on ethnicity, gender and disability to set ambitious new diversity targets for coaches, officials and staff. Review and publish our gender and ethnicity pay gap.
Improving recruitment and talent development.	<ul style="list-style-type: none"> Write a new people development strategy aligned to Athletics Unified strategic goals. Revise the onboarding process for new people. Create individual and team learning and development opportunities.
Promoting a culture of engagement and connectivity.	<ul style="list-style-type: none"> Deliver an internal communication plan. Seek regular feedback and measure employee satisfaction. Create and embed new organisational behaviours, developed by our people.
Prioritising health, safety and wellbeing.	<ul style="list-style-type: none"> Offer quality health and wellbeing support to our people. Promote flexible working.
Improving reward and recognition.	<ul style="list-style-type: none"> Implement a new 'total' reward and recognition framework.



Our goals are bold and transformative and will require us to be insight-led. We will harness the power of data across the organisation to improve decision-making, drive performance, strengthen communications and drive commercial revenue.

Each department will produce insight that delivers the strategic aims of this plan, focusing on actionable intelligence, not just system data.

This will require a new cultural approach to data, its importance and its effective use in decision-making, ensuring our people understand our data so that they can use it.



Smart Goals

Goal	By when
Full review of the UKA data ecosystem is undertaken and a data action plan produced.	2022
Annual consultation provides valuable insight from the sport.	Annually from 2022
Data sources are optimised across the organisation.	2024

Action Plan

Strategy	Tactics		
Using data and insight to underpin decision-making and drive performance.	▼ Recruit a Data and Insight Officer.	▼ Establish new performance insights with big data analytics to enable the organisation to make better data led decisions.	▼ Commission internal and external research. ▼ Share insight and knowledge with HCAFs and other stakeholders to support the wider athletics community.
Developing infrastructure, systems and processes.	▼ Determine the best, affordable technology solutions to deliver operational efficiencies and enhanced user journeys.	▼ Maintain data security and compliance.	
Building engagement and knowledge.	▼ Enrich data for segmentation and personalisation.	▼ Develop a data collection and growth strategy.	▼ Use data from focus groups, webinars and surveys to provide insight from the sport.



A series of independent reviews led to significant leadership and governance reforms in 2020. Strong, fair and compassionate leadership and governance will be required to meet our aspirations and to deliver ethical decision-making.

A considered change management plan and use of dashboards will track and monitor progress through the Working Groups with the CEO forum meeting monthly to ensure coordinated implementation and delivery.

A new Executive Team is leading the day to day operations of UKA. They will also be thought leaders and opinion formers in the wider sports industry.

Involving key stakeholders is crucial. We launched a national consultation campaign to develop this plan and will continue to communicate and engage with stakeholders once published.



Smart

Goals

Goal	By when
A UKA and sport-wide dashboard is published twice a year.	Twice a year from 2021
An annual report is published at an annual 'Festival of Athletics'.	Annually each summer from 2022
Regular communication and consultation with stakeholders across the sport.	Ongoing

Action

Plan

Strategy	Tactics
Communicating UKA's roles and responsibilities.	<ul style="list-style-type: none"> ▼ Publish an annual report and dashboard. ▼ Deliver a regular series of UKA webinars, surveys and focus groups.
Collaborating with HCAFs and Working Groups.	<ul style="list-style-type: none"> ▼ Publish the roles and responsibilities of UKA's role in each Working Groups.
Committing to ethical decision-making.	<ul style="list-style-type: none"> ▼ Establish and promote high standards of behaviour for all participants in athletics

with advice and guidance from the Standard, Ethics and Rules Committee.



A financially secure and sustainable national governing body is vital for athletics. The sport can focus on delivering its goals with certainty, knowing that sufficient financial resources are in place.

Financial planning is directly aligned to this operational plan, detailing the level of investment required to deliver each goal. We aim to set and deliver a financial surplus on an annual basis that can be invested into the sport. This includes the delivery of events on a financially robust basis.

Strict financial controls are in place as the UK, sport and athletics recovers from Covid-19. We are reviewing a shared service model between UKA and the HCAFs to include, although not restricted to, areas such as digital, insight, IT, procurement and payroll.

We want a supply chain that is aligned to our shared behaviours and culture, with equality, diversity and inclusion at the heart of how those suppliers operate.



Smart Goals

Goal	By when
Future financial projections are reported annually.	Annually each summer from 2022
Shared service arrangements with each HCAF are reviewed collaboratively and new models implemented where relevant and cost effective.	2022
The annual report and accounts will be produced earlier by end July following March year end.	2022

Action Plan

Strategy	Tactics		
Ensuring financial stability and efficiency.	<ul style="list-style-type: none"> ▼ Produce a four- year rolling financial plan that aligns to operational plans. ▼ Produce a 10 - year financial overview that aligns to events strategies. 	<ul style="list-style-type: none"> ▼ Prepare regular summary of annual financial performance to complement statutory accounts. 	<ul style="list-style-type: none"> ▼ Review current arrangements collaboratively with each HCAF. Share and propose changes where relevant and cost effective.
Strategic cost management.	<ul style="list-style-type: none"> ▼ Review key suppliers regularly to monitor satisfactory performance, diversity and price and quality. 	<ul style="list-style-type: none"> ▼ Implement review of major cost spend areas, including tendering lifecycle for major spend areas. 	<ul style="list-style-type: none"> ▼ Undertake regular reviews of outsourced supplies/ services.



UKA | UNITED
KINGDOM
ATHLETICS



Age
of the
Athlete