

Building a Culture of Success

A strategy for athletics in Scotland 2023-2027



scottishathletics 

BELIEVE, BELONG, ACHIEVE TOGETHER

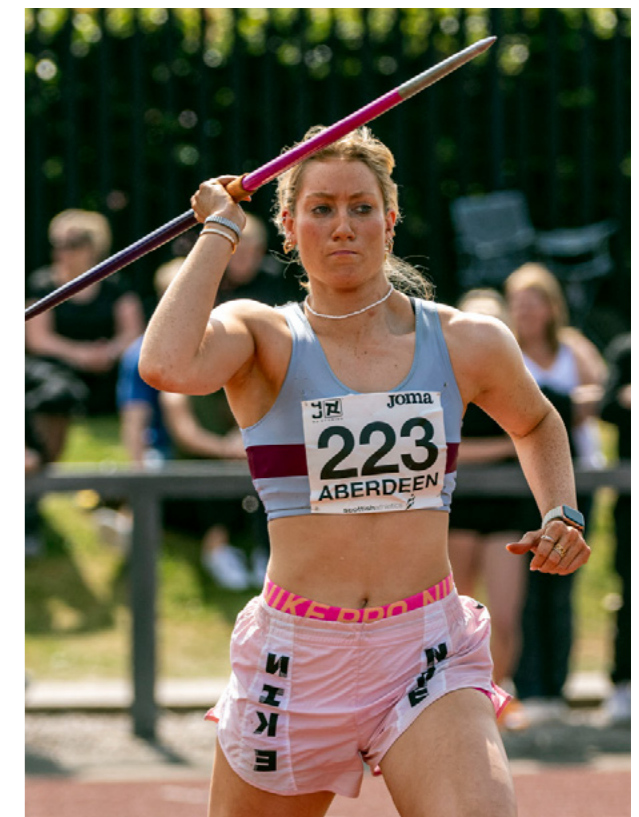
 UNITED KINGDOM ATHLETICS

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INTRODUCTION

Our vision is for everyone in Scotland to have the opportunity to participate in athletics and running and achieve their personal ambitions – facilitated by **scottishathletics**.

We are grateful to have an outstanding network of partners and clubs who are backed by staff, leaders, coaches, officials and other volunteers who contribute immensely to delivering that vision. Increasing diversity within the sport is going to be key to delivering on our vision and **scottishathletics** is proud of the work being done through the club and jogging group network to engage new communities in athletics and running and tackle barriers to participation.

Building a Culture of Success was initially launched in 2018 and none of us could have predicted the challenges that would be faced in the four years since. The resilience of athletics through this period has been remarkable, and the leadership and innovation shown in local communities throughout the country has ensured that athletics remains in a stable position with the focus now very much on the future.

Our mission is to deliver an integrated, inclusive and adaptable model of athletics and running provision that inspires everyone in Scotland to enjoy the sport and experience personal success. To achieve this the sport needs a solid infrastructure throughout athletics, supported by **scottishathletics**. The strength of the system already in place has been key to the sport's recovery since 2020 and we are committed to working with all stakeholders to continue evolving and strengthening all aspects of athletics in Scotland.

Despite the interruption of COVID-19, athletics in Scotland has seen growth in individual membership since 2018 and Scottish athletes and coaches have produced several incredible performances at the highest levels of World athletics. The delayed Tokyo Olympic Games produced the first individual athletics medals for Scotland in 33 years and the Paralympic Games produced an incredible six medals for Scottish athletes, including gold for Owen Miller in the T20 1500m. Who will ever forget the incredible summer of 2022? We saw the first individual gold medal for a Scottish athlete at the World Championships for 31 years, an equal best performance for Scots at the European Championships, and the best medal haul at a Commonwealth Games for 40 years.

Those successes would not be possible without a strong club and competition structure in place in Scotland, and with ambitious and supported leaders, coaches and officials giving their time to develop athletes and provide competition. In amongst the challenges of COVID-19, the club infrastructure has remained strong and more clubs are now engaged with the **scottishathletics** Development Team than ever before. Education for both coaches and officials has

evolved for the better with blended learning now very much part of the delivery model moving forward. The organisation has been able to sustain slightly altered performance pathway programmes and Athletics Trust Scotland has been formed to attract new investment into the sport and bring focus to transforming lives through athletics and running.

This update to Building a Culture of Success reflects the progress that has been made in the organisation and sport since 2018. The refreshed strategy enables **scottishathletics** to re-evaluate objectives, recognising the change in landscape during the last four years. The increased level of engagement with all member groups in reviewing the strategy has been key to setting the strategic objectives and initiatives for **scottishathletics** through 2026. The launch of the Young People's Forum in 2021 has been a significant step forward in ensuring young people have a voice in shaping the future of the sport and we are committed to ensuring strong engagement with all sections of athletics in Scotland.

Everyone connected with **scottishathletics** is excited about the next cycle and particularly the World Athletics Indoor Championships coming to Glasgow in 2024. Athletics in Scotland has a great opportunity to capitalise on the success of recent years and **scottishathletics** will work with all stakeholders to continue Building a Culture of Success. Challenges remain and new challenges will present themselves, however, the strategy provides a clear focus for **scottishathletics** and the wider sport to progress, be ambitious and create a culture that we can all be proud of.

An incredible effort has been required across the sport in the last four years and I want to thank all clubs, groups, individuals and partners for their hard work and support of **scottishathletics**. Clubs and people are at the heart of everything **scottishathletics** does and everyone in the sport has a role to play in Building a Culture of Success.

Colin Hutchison
CEO, **scottishathletics**

KEY PILLARS OF THE STRATEGIC PLAN

The 5 Key pillars of the Strategic Plan form the strategic objectives for the sport. Leadership and strong foundations will ensure the effective implementation of the plan.

LEADERSHIP –

Provide strong leadership, sound financial management and transparent governance.

01 CLUBS & PATHWAYS

Develop and support a strong, modern and sustainable club and coaching system.

02 COMPETITION

Lead, support and influence the competition structures and pathways across all disciplines to enhance the experience for all.

03 PERFORMANCE ENVIRONMENTS

Build an integrated and transparent performance pathway that develops and supports athletes and coaches at all stages.

04 PARTNERSHIPS & COMMERCIAL

Further develop strategic partnerships and commercial relationships that support, and are aligned to, the objectives of **scottishathletics**.

05 COMMUNITY IMPACT & HEALTH

Widen access to athletics and running in Scotland to improve diversity in the sport and contribute towards health and wellbeing nationally.

PEOPLE –

A diverse community of skilled people is the single most important factor in delivering the strategy and therefore crucial to our success. Recruitment, support and retention will be at the heart of our work.

FOUNDATIONS –

Ensure strong foundations are in place throughout the sport through investment in people, the support of clubs, a licensed coach and official workforce and sustainable systems.

VISION, MISSION AND STRATEGIC OBJECTIVES

Vision

Everyone in Scotland will have the opportunity to participate in athletics and running and achieve their personal ambitions – facilitated by **scottishathletics**.

Mission

Deliver an integrated, inclusive and adaptable model of athletics and running provision that inspires everyone in Scotland to enjoy the sport and experience personal success.

Strategic objectives

Through the delivery of the initiatives outlined within the key pillars **scottishathletics** will:

1. Provide strong leadership, sound financial management and transparent governance.
2. Develop and support a strong, modern and sustainable club and coaching system.
3. Lead, support and influence the competition structures and pathways across all disciplines to enhance the experience for all.
4. Build an integrated and transparent performance pathway that develops and supports athletes and coaches at all stages.
5. Further develop strategic partnerships and commercial relationships that support, and are aligned to, the objectives of **scottishathletics**.
6. Widen access to athletics and running in Scotland to improve diversity in the sport and contribute towards health and wellbeing nationally.
7. Ensure strong foundations are in place throughout the sport through investment in people, the support of clubs, a licensed coach and official workforce and sustainable systems.

What success looks like

- Modern, sustainable and sector-leading clubs across Scotland.
- Innovative and integrated competition structure that supports the athlete pathway.
- Performance pathway programmes that impact athletes and coaches positively across all event groups.
- Athletes regularly delivering medals on the world stage.
- Growth in external investment into the sport.
- Inclusive club and participation pathway that increases diversity in athletics and running.
- Diverse and licensed coach and official workforces supported by strong education and development programmes.
- Safe and positive learning environments supported by skilled leaders, coaches and officials.

Our values

- **Trusted** and **transparent** leadership
- Value and **respect** others
- Strive for **excellence**
- **Collaborate** with all stakeholders
- Promote **clean, safe** and **sustainable** athletics
- Deliver an **inclusive, innovative** and **fun** sport



LEADERSHIP

Leadership & Governance

- Provide strong leadership and transparent governance through **scottishathletics** Board, commissions and sub-committees setting high standards for the sport and demonstrating clear alignment with the sport's strategic direction.
- Ensure a clear vision and strategy is successfully delivered and widely communicated to the sport and partners.
- Further develop relationships throughout athletics in Scotland to ensure there are solid foundations, strong governance at all levels, and a shared commitment to developing the sport.
- Ensure **scottishathletics** is prominent and proactive in making the case for investment in sport, promoting the wider benefits of athletics and running and providing advocacy to Scottish Government and local authorities in relevant policy areas.
- Ensure **scottishathletics** has a solid financial platform in place to sustain future business activities and support the sport.

Communication

- Ensure **scottishathletics** is well-informed by providing all sections of the membership with clear methods to engage with the governing body both formally and informally.
- Continue evolving communication with all existing stakeholders in athletics in Scotland to ensure there is a strong association with **scottishathletics** and that members are engaged in the work of the organisation and wider sport.
- Ensure commercial partners, media, and the Scottish public are well-informed of the work of **scottishathletics** and the wider sport in Scotland and, where appropriate, support the delivery of national and local objectives.

Culture

- Raise standards in the sport through the national governing body by being open, transparent, and engaged with all stakeholders.
- Ensure at all levels, the sport is open to all with a clear commitment to improving diversity and inclusion.
- Promote clear standards for members in the sport, supporting the personal development of volunteers and ensuring clubs are assisted to uphold standards within their own environments.
- Promote positive behaviours and be prepared to challenge where standards are not maintained.
- Respect and value everyone in athletics in Scotland and work together to develop the sport.
- Ensure compliance with the UK Anti-Doping Assurance Framework and promote through the sport as appropriate.



01 CLUBS & PATHWAYS

Develop and support a strong, modern and sustainable club and coaching system.

Strategic initiatives	How we will deliver	Success indicators
<p>Utilise the current Club Development Framework to provide appropriate support to clubs across all aspects of their operations.</p>	<p>Comprehensive and dedicated club support from a team of experienced and knowledgeable staff.</p> <p>Key partnerships with external expert organisations to provide member clubs with suitable support and guidance.</p> <p>Provide an innovative and intuitive ClubServe platform that meets the needs and requirements of a modern athletics club.</p> <p>Provide clubs with data and insight that will help them to understand the position of their club in relation to their local community, providing support to use this data to inform club level strategy and planning.</p>	<p>Increase in overall national club membership.</p> <p>Sector leading clubs delivering inspiring, innovative, and quality experiences for their members.</p> <p>A supportive, inclusion-centred culture across all affiliated clubs, focussed on providing opportunities for everyone to progress to their desired level.</p>
<p>Deliver an inspiring and appropriate club modernisation programme that will challenge and elevate current thinking of our sector-leading athletics clubs, helping them to set new ambitions and raise current standards.</p>	<p>Facilitate learning and development opportunities, within and outwith the sporting sector, for clubs.</p> <p>Provide relevant support to clubs to enable them to employ staff and pay coaches, where required.</p> <p>Continue evolving the Club Together programme to ensure it enables clubs to modernise and thrive.</p> <p>Encourage and support a professional approach to governance, recruitment and operations throughout the sport.</p> <p>Share and utilise insight to evolve our support and encourage a forward-thinking approach in athletics.</p> <p>Work in partnership with UK Athletics and the other home countries to understand and develop the latest innovations in athletics club governance, operations, and development.</p> <p>Look beyond athletics and the UK for examples of sector-leading club and business practices, assessing the suitability and practicality of bringing learnings and practices to Scottish athletics clubs.</p>	<p>Vibrant, sustainable athletics clubs in Scotland delivering sector-leading club and business practices.</p> <p>Increased engagement from member clubs in modernisation programme.</p> <p>Athletics clubs in Scotland at the forefront of innovation and being used as an example of great practice.</p> <p>A strong, sustainable and adaptive Club Together programme that meets the dynamic needs of clubs and their communities.</p>



01 CLUBS & PATHWAYS

Strategic initiatives	How we will deliver	Success indicators
<p>Evolve and deliver a series of programmes and learning opportunities that continually develop and support current and aspiring club leaders and volunteers.</p>	<p>Offer an extensive and innovative club education programme, accessible in a variety of ways to increase national coverage and engagement.</p> <p>Develop new programmes and interventions as required by the dynamic club environment.</p> <p>Continue to develop and deliver existing club leader education programmes, such as:</p> <ul style="list-style-type: none"> • Club Leaders' Academy • #OnTheRightTrack • ATS Young People's Forum <p>Deliver a comprehensive Role Specific Training programme to club management and committee members, constantly assessing the suitability and relevance of the content and material against the experiences of clubs and club office bearers.</p>	<p>A skilled and sustainable volunteer workforce that meets the demands of key club committee and management positions.</p> <p>Educated and skilled club leaders that are inclusive, diverse, open-minded, and forward-thinking.</p> <p>A comprehensive and flexible club education programme that is relevant to changes and challenges faced by clubs and Scottish society.</p>
<p>Develop a participation pathway for athletics in Scotland with national programmes at key entry points.</p>	<p>Develop and deliver a national Run, Jump, Throw, Push programme and platform for schools, local authorities, and clubs.</p> <p>Deliver an annual national participation competition for primary and secondary schools, catering for all abilities.</p> <p>Provide programmes and resources for clubs to increase their capacity, share good practice and offer participation opportunities to their local community.</p> <p>Support the work of Scottish Schools Athletics Association in delivering competition and representative opportunities for school pupils.</p>	<p>Increase in junior club members aged between 5 and 12 years of age.</p> <p>Participation and competition opportunities for all ages and abilities throughout Scotland.</p> <p>Increased participation programmes delivered through clubs and community partners widening reach and access to athletics.</p> <p>Run, Jump, Throw, Push athletics programme and resources available to every primary and secondary school in Scotland.</p>



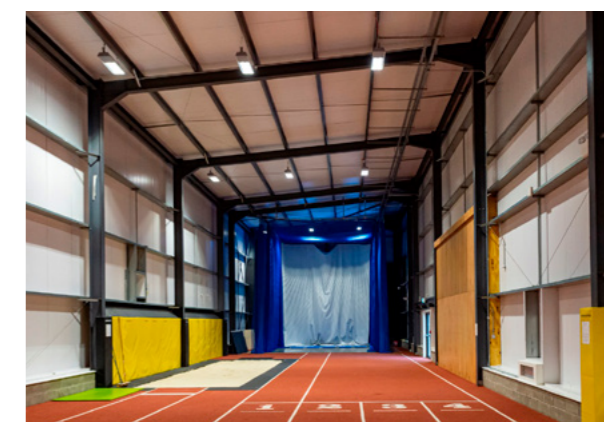
01 CLUBS & PATHWAYS

Strategic initiatives	How we will deliver	Success indicators
<p>Work with clubs to develop coaching structures that meet the needs of their coaches and athletes.</p>	<p>Design and deliver a coaching framework which will assist clubs in reviewing and refining their coaching structures.</p> <p>Provide support through National Club Managers to assist clubs in reviewing and establishing a level of coaching provision, considering internal or external expertise, that meets the needs of their membership.</p> <p>Advise and provide support to clubs wishing to implement paid coaching structures.</p>	<p>Member clubs with published coaching structures in place.</p> <p>Member clubs with individualised, needs based, coach development plans in place.</p>
<p>Increase the number of licensed coaches in athletics in Scotland and improve diversity across the workforce.</p>	<p>Support member clubs with active and targeted recruitment.</p> <p>Work with UK Athletics and member clubs to increase the percentage of suitably qualified coaches obtaining and renewing their licence.</p> <p>Work with education sector to support the training and deployment of young leaders and students.</p> <p>Targeted interventions to support the recruitment and retention of underrepresented groups within coaching in athletics in Scotland.</p>	<p>Recruitment of coaches meeting the ongoing needs of the coaching plan and membership's needs.</p> <p>Increase in the number of coaches holding active licences.</p> <p>Increased growth in number of young coaches and deployment opportunities to club and community activities.</p> <p>A network of coaches at all stages of the pathway that is representative of the Scottish population.</p>
<p>Raise the standards of coaching by supporting the education and development of all member coaches.</p>	<p>Work with athletics partners in the UK to deliver a robust qualification programme which meets the needs of the sport.</p> <p>Deliver a needs-based development programme for coaches across the pathway working with partners to develop positive learning environments.</p> <p>Provide guidance and support to coach members coaching independently from clubs.</p> <p>Continue strengthening the coach developer workforce and support the implementation of national and club-based coach support.</p>	<p>New qualification programme implemented in Scotland.</p> <p>Coach development programme implemented that supports coaches at all levels of the pathway.</p> <p>Increased number of coaches engaging with development opportunities and applying learning in their coaching environment.</p>



01 CLUBS & PATHWAYS

Strategic initiatives	How we will deliver	Success indicators
<p>Work in partnership to protect facilities and secure investment that progresses delivery of the national, regional, and local priorities as set out in the National Facilities Strategy.</p>	<p>Proactively progress discussions with appropriate partners to secure investment into priority projects identified in the National Facilities Strategy.</p> <p>Continue to further enhance data and insight tools to inform decisions and planning.</p> <p>Work with UK Athletics and international sport bodies to promote the latest innovation in facilities, exploring the feasibility of bringing these developments to Scotland.</p> <p>Support facility operators to comply with TrackMark accreditation scheme.</p> <p>Work in partnership with The Scottish Government, sportscotland, and other national and local partners to explore and deliver new facilities across Scotland.</p>	<p>Delivery against priorities set in the National Facilities Strategy.</p> <p>Number of competition facilities in Scotland with TrackMark accreditation.</p> <p>Athletics facility infrastructure across Scotland that meets the needs of athletes and local communities.</p> <p>Growth in innovative athletics facilities across Scotland (running loops, mini-tracks, compact athletics facilities).</p> <p>Growth in athletics provision across the school estate.</p>



02 COMPETITION

Lead, support and influence the competition structures and pathways across all disciplines to enhance the experience for all.

Strategic initiatives	How we will deliver	Success indicators
<p>Support and influence the competition structures and pathways across all disciplines in Scotland, working with event organisers and commissions as appropriate.</p>	<p>Develop and publish a recommended competition pathway covering all ages and stages.</p> <p>Develop clear guidelines for clubs and event organisers aligned to recommendations of the competition pathway.</p> <p>Review competition provision in para events and continue integration of para athletes into national events.</p>	<p>Local, regional and national competition structures across the country, supporting the development of athletes of all abilities.</p> <p>An ongoing review process to increase quality (experience) of competitions available across the country for existing members and attract new participants and spectators to our sport.</p> <p>Sustained commercial support, brand recognition and media coverage for scottishathletics events.</p>
<p>Facilitate the development of athletes across the pathway through the delivery of the national competition programme.</p>	<p>Implement a national series of events (including championships) of high quality in partnership with clubs and commissions.</p> <p>Ensure best appropriate competition opportunities are available for athletes progressing through the pathway.</p>	<p>Structured events calendar that supports athlete performance and development throughout the season and through the athlete development pathway.</p>
<p>Develop innovative competition formats for track and field that provide a range of competition opportunities across Scotland.</p>	<p>Create innovative short format competitions allowing everyone to compete and contribute, no matter age or ability.</p> <p>Work with clubs and event organisers to deliver varied competition opportunities throughout Scotland.</p> <p>Research, review and consider the implementation of different event formats.</p>	<p>New innovative competition formats being delivered across Scotland.</p> <p>New formats leading to an increase in competition entries.</p>
<p>A modern national competition programme across all disciplines with athletes and supporters at the heart of the experience.</p>	<p>Work with partners to identify and invest in new technologies to support competition planning and delivery.</p> <p>Provide IT solutions for licensed running events in Scotland.</p> <p>Gather data on how new technology enhances the event experience and implement changes as appropriate.</p>	<p>Evolution of existing, and implementation of new technologies that enhance event experience.</p> <p>Positive trends in entry numbers and event experience.</p> <p>Improved online results service to include live field event provision.</p>



02 COMPETITION

Strategic initiatives	How we will deliver	Success indicators
<p>Work with UK Athletics and home countries to support competition pathway for performance development athletes across all disciplines.</p>	<p>Deliver and support appropriate competition opportunities in Scotland.</p> <p>Proactively influence competition and performance working groups to ensure appropriate competitions are in place annually for Scottish athletes.</p>	<p>Scotland delivering competitions with UK partners that support performance pathway.</p>
<p>Increase the number of licensed officials in athletics in Scotland and improve diversity across the workforce.</p>	<p>Targeted national programme, in partnership with clubs, to recruit and retain new officials.</p> <p>Work with UK Athletics and member clubs to increase the percentage of suitably qualified officials obtaining and retaining their licence.</p> <p>Targeted interventions to support the recruitment and retention of underrepresented groups within officiating in athletics in Scotland.</p> <p>Proactively encourage and support officials to officiate at national events.</p>	<p>Increase in the number of officials holding active licences.</p> <p>Greater number of officials supporting national competitions annually.</p> <p>A network of officials across all areas in Scotland.</p>
<p>Support the education and development of officials, volunteers and event organisers.</p>	<p>Work with athletics partners in the UK to deliver a robust qualification programme which meets the needs of the sport.</p> <p>Deliver a needs-based development programme for officials across the pathway.</p> <p>Continue strengthening the official developer workforce and support the implementation of national and club-based official support.</p> <p>Introduce a new discipline for Administration within the officials workforce and consider other measures to attract new volunteers to support events.</p> <p>Provide guidance and resources to support event organisers licensing with scottishathletics.</p>	<p>More officials and volunteers recruited, retained and developed nationally.</p> <p>More officials and volunteers supporting national competitions.</p> <p>Implementation of Administration discipline.</p>



03 PERFORMANCE ENVIRONMENTS

Build an integrated and transparent performance pathway that develops and supports athletes and coaches at all stages.

Strategic initiatives	How we will deliver	Success indicators
<p>Implement an integrated, sustainable, world class system of programmes and support that can develop athletes across all disciplines and deliver success on the international stage.</p>	<p>Work in partnership to deliver a network of training centres/hubs that create integrated performance environments.</p> <p>Provide a flexible approach to supporting athletes and coaches on the performance pathway across all event groups.</p> <p>Increase integrated support to Scottish potential medal athletes and coaches to prepare for and deliver world class performances annually.</p> <p>Facilitate opportunities for performance pathway/development athletes and their support teams to experience and be inducted into world class training environments.</p> <p>Facilitate and foster strong relationships between performance staff, athletes and personal coaches.</p> <p>Retain the flexibility to support athletes outwith performance programmes as deemed appropriate based on their performances.</p> <p>Robust approach to identification and support for all mainstream and para athletes.</p>	<p>Delivery of identified performance pathway programmes annually.</p> <p>Introduction of physical training centres/hubs for event groups.</p> <p>Proportionate percentage of selections for major championships and age-group events.</p> <p>Performances and medals won in major championships.</p> <p>Athletes supported across event groups.</p>
<p>Provide a visible, clear and transparent performance pathway for the sport in synchronisation with key partners.</p>	<p>scottishathletics performance pathway updated and published.</p> <p>Criteria and where relevant consideration standards published for all performance programmes.</p> <p>All athletes and coaches in the performance pathway provided with point of contact in scottishathletics to assist in progression through the pathway.</p> <p>Clear alignment from Scottish performance programmes to UK Athletics based world-class and age group programmes.</p> <p>Guidelines and standards set for all athletes, coaches and team staff participating in performance programmes and internationals.</p>	<p>Retention and progression of athletes through the performance pathway.</p> <p>Capacity of, and number of athletes within, the performance pathway.</p>



03 PERFORMANCE ENVIRONMENTS

Strategic initiatives	How we will deliver	Success indicators
<p>Through the performance pathway develop and support coaches with the potential to deliver medal outcomes from a Scottish base.</p>	<p>Develop a world class coach education and development structure in partnership with UK Athletics.</p> <p>Work with partners to deliver high performance coach development opportunities in synchronisation with athlete performance programmes.</p> <p>Explore, and facilitate where appropriate, creating paid coaching roles within the performance pathway.</p> <p>Robust approach to identification and preparation of coaches to work with athletes in the performance pathway.</p>	<p>Advanced level coach education offered across all disciplines in partnership with UK Athletics.</p> <p>Development opportunities offered to coaches working with athletes in the performance pathway.</p>
<p>Work with athletics partners to offer further opportunities for Scottish athletes to compete in high quality international events.</p>	<p>Explore appropriate international competition opportunities across all disciplines.</p> <p>Work with UK Athletics and other partners to explore opportunities for Scottish teams to compete in European Athletics events.</p> <p>International handbook published annually with criteria and outline of selection process for internationals.</p> <p>Provide great experiences for athletes participating in international events for Scotland.</p> <p>Identify and develop team staff to support increased international opportunities.</p> <p>Signpost performance programme athletes to appropriate competition opportunities in Scotland, the UK and internationally.</p>	<p>Progression from performance pathway into international teams.</p> <p>International opportunities across all disciplines annually.</p> <p>Performances within international events.</p> <p>Feedback from athletes participating in international events annually.</p>



03 PERFORMANCE ENVIRONMENTS

Strategic initiatives	How we will deliver	Success indicators
<p>Evolve existing, and develop new, partnerships that enhance our performance programmes and services, providing the right support at the right time for each athlete.</p>	<p>Provide strong leadership and management to ensure the effective allocation and use of resources.</p> <p>Maintain strong relationships with UK Athletics and sportscotland Institute of Sport (SIS) to provide a world class level of support to athletes and coaches.</p> <p>Support athletes during important transition phases within their career and towards retirement.</p> <p>Ensure appropriate service support and individualised programmes are in place for each athlete in performance foundations.</p> <p>Provide appropriate education for athletes throughout the pathway, ensuring compliance with the UK Anti-Doping Assurance Framework, and utilising other partnerships to enhance support.</p>	<p>Staffing support and individualised programmes in place for all performance foundation athletes.</p> <p>Timeous access to world-class support services for identified athletes.</p>



04 PARTNERSHIPS & COMMERCIAL

Further develop strategic partnerships and commercial relationships that support, and are aligned to, the objectives of **scottishathletics**.

Strategic initiatives	How we will deliver	Success indicators
<p>Retain and develop strong and effective partnerships with the Scottish Government, sportscotland and UK Athletics.</p>	<p>Evidence the impact, and the value in investment, into athletics and running in Scotland.</p> <p>Work with Scottish Government, Active Scotland and sportscotland to align objectives and maximise the role scottishathletics can play in supporting national priorities.</p> <p>Work with UK Athletics and home country athletics federations to deliver on shared strategic objectives.</p>	<p>An increase in, and consistency in, Scottish Government/sportscotland funding.</p> <p>Positive impacts financially and operationally from effective partnerships with UK Athletics and home countries.</p>
<p>Promote and grow the scottishathletics brand through our communications.</p>	<p>Coordinate national media promotion and communication to both membership and new audiences.</p> <p>Produce new communications plan to continue developing and evolving the sport's reach and profile, bringing clarity to our communications approach with different audiences.</p> <p>Maximise existing and new social media channels to expand audience across different demographics.</p> <p>Build the brand of scottishathletics and members' sense of association with the governing body.</p>	<p>scottishathletics brand nationally recognised and valued.</p> <p>Increased reach across all media platforms.</p> <p>Increased engagement from our membership with competitions, events and education.</p>
<p>Increase investment in athletics in Scotland through sponsorships and partnerships.</p>	<p>Introduction of a board sub-group with co-opted members with responsibility to lead and drive the commercial strategy.</p> <p>Increase funding streams from both the government and commercial sectors to enable the delivery of the strategic plan at all levels of the sport.</p> <p>Commercialise the assets of scottishathletics, and where appropriate, work with athletics partners in the UK to maximise commercial deals.</p> <p>Identify and develop relationships with potential commercial partnerships and sponsors.</p> <p>Seek to raise the value of scottishathletics membership through added partner benefits.</p>	<p>Increased annual commercial partnership and sponsorship income.</p> <p>More assets activated for commercial partnerships or sponsorship.</p> <p>Enhanced member benefits for scottishathletics members.</p>



04 PARTNERSHIPS & COMMERCIAL

Strategic initiatives	How we will deliver	Success indicators
<p>Support Athletics Trust Scotland to establish the charity and increase awareness of their work.</p>	<p>Provide Trustees to sit on the Board of Athletics Trust Scotland as outlined in the constitution.</p> <p>Utilise scottishathletics networks to share the work of Athletics Trust Scotland and profile opportunities to invest.</p> <p>Ensure there is alignment between the work of scottishathletics and Athletics Trust Scotland.</p> <p>Work with Athletics Trust Scotland to identify new investment streams and develop their strategic partnerships.</p>	<p>Sustainability of Athletics Trust Scotland.</p> <p>Increased investment into athletics in Scotland through new sources.</p>
<p>Develop strategic partnerships to support the delivery of our objectives.</p>	<p>Agree and deliver strategic partnership priorities with Scottish Association of Mental Health (SAMH) with annual delivery plans agreed.</p> <p>Maintain a strong partnership with Scottish Disability Sport to grow disability provision, further improve access and evolve the performance pathway.</p> <p>Evolve the partnership with the Daily Mile to grow the programme in Scotland and provide links with local athletics and running provision.</p> <p>Work with Glasgow Life, Events Scotland and UK Athletics to contribute to the successful delivery and legacy of the World Athletics Indoor Championship in 2024.</p> <p>Identify new strategic partners with shared objectives that can contribute to growing athletics and running in Scotland.</p>	<p>Strategic partnerships in place that bring added value to athletics and running in Scotland.</p> <p>Increased links locally between athletics and running clubs and the Daily Mile.</p> <p>Increased provision nationally for disabled athletes.</p> <p>Club and community engagement with the World Athletic Indoor Championships.</p>



05 COMMUNITY IMPACT & HEALTH

Widen access to athletics and running in Scotland to improve diversity in the sport and contribute towards health and wellbeing nationally.

Strategic initiatives	How we will deliver	Success indicators
<p>Grow and develop the jogscotland programme.</p>	<p>Create and publish a strategy for jogscotland, clearly setting out the aims, objectives, and success indicators of the programme.</p> <p>Provide education and development opportunities for jog leaders, ensuring active jog leaders are suitably trained and licensed.</p> <p>Secure consistent streams of income for jogscotland.</p> <p>Further develop the partnership with the Scottish Association for Mental Health to extend our work and impact.</p> <p>Identify other strategic partnerships that support/complement the strategic aims of jogscotland.</p> <p>Continually review the delivery of jogscotland to remain flexible and fit the needs of current and future members.</p>	<p>Sustained and consistent growth in jogscotland membership with nationwide coverage.</p> <p>Increased, consistent, and sustainable funding for the jogscotland programme.</p> <p>Enhanced jogscotland programmes that improve diversity and reach new audiences.</p> <p>A jogscotland membership model that is attractive, provides good value to its membership, and contributes to the sustainability of the programme.</p>
<p>Increase the number of individuals participating in athletics and running programmes.</p>	<p>Use and develop insight tools to identify opportunities to establish new athletics and/or running provision across Scotland.</p> <p>Utilise existing and future research on lifestyle, diversity, health, sport, and physical activity to ensure athletics and running in Scotland meets the needs of current and future participants.</p> <p>Review the jogscotland membership model, considering the needs of communities, groups and individuals that are currently not participating in athletics and running in a traditional way.</p> <p>Work with partners with shared objectives, such as Daily Mile and parkrun, to influence participation and entry to sport and physical activity.</p>	<p>Overall increased participation in athletics and running.</p> <p>Increased provision nationally of athletics and running activities.</p> <p>Athletics and running programmes recognised nationally as a significant contributor to the increased physical and mental health and wellbeing of the Scottish population.</p>



05 COMMUNITY IMPACT & HEALTH

Strategic initiatives	How we will deliver	Success indicators
<p>Improve diversity in athletics and running clubs and groups.</p>	<p>Understand through research, data, and insight our areas of underrepresentation in recreational athletics and running.</p> <p>Work with national and local partners to provide further insight, understand barriers to participation and build connections to make the sport more accessible.</p> <p>Work with identified partners to develop tailored initiatives that increase participation amongst underrepresented groups in the sport.</p> <p>Promote and celebrate good practice, providing opportunities for sharing, learning, and planning across clubs, groups, and partners.</p>	<p>Increase in participation from people within identified communities/areas of underrepresentation.</p> <p>Greater understanding and sharing of the barriers to participation for groups that are underrepresented in athletics and running.</p> <p>A sustainable and inclusive pathway from recreational participation to club participation and membership, with inclusive, welcoming, and educated clubs.</p> <p>A strong network of appropriate national partners, collaborating to deliver social impact through sport and physical activity.</p>
<p>Developing coaches and leaders in underrepresented communities to create and sustain local athletics and running activity.</p>	<p>Build relationships with local community groups and leaders.</p> <p>Understanding, challenging, and removing real and perceived barriers to accessing education, coaching, and leading.</p> <p>Where appropriate, support the formalisation of athletics/running groups and/or link to existing club and group provision.</p> <p>Further develop partnerships with physical and mental health and wellbeing organisations.</p> <p>Create employment opportunities for coaches and leaders through community-based participation programmes.</p>	<p>Sustainable partnerships and relationships with identified community groups and leaders.</p> <p>Increased diversity within the coaching and leading workforce.</p> <p>Sustained activity in local and diverse communities led by new and diverse coaches and leaders.</p> <p>Increased number of athletics/running groups nationally.</p> <p>Long-term, sustainable partnerships with appropriate physical and mental health and wellbeing organisations.</p>



05 COMMUNITY IMPACT & HEALTH

Strategic initiatives	How we will deliver	Success indicators
<p>Evidence and promote the physical and mental health and wellbeing benefits for individuals and communities participating in athletics and running in Scotland.</p>	<p>Work with partners to produce the wider impact of athletics and running report every two years showing the impact on individuals participating.</p> <p>Use the expertise and support of partners to understand how the community benefit of athletics and running groups can be measured and evidenced.</p> <p>Work with Athletics Trust Scotland, Scottish Association for Mental Health, and other partners to share 'transforming lives' stories.</p> <p>Utilise scottishathletics communication platforms, and those of partners to promote the health and wellbeing benefits of participating in athletics and running.</p> <p>Extend partnership with Scottish Association for Mental Health to provide suitable further education for clubs/groups, coaches, leaders, and participants in community-based programmes.</p>	<p>Evidence of delivery against Active Scotland Outcomes Framework and other appropriate government frameworks.</p> <p>Individual health and wellbeing benefits of participating in athletics and running evidenced.</p> <p>Community benefits of athletics and running provision evidenced.</p> <p>Community-based coach and leader workforce that is educated in mental health awareness.</p>



FOUNDATIONS

People

- Invest resources in motivated and effective people, clubs and organisations who can continue to develop the sport.
- Recruit, support and develop a skilled, inclusive and effective team within **scottishathletics** who can support the great work and efforts of the sport's significant workforce.
- Work with clubs and groups to support the recruitment, training and retention of volunteers ensuring their contribution is recognised and valued.

Equality & inclusion

- Ensure there is a strong and public commitment to equality, diversity and inclusion with leadership from the board and across the staff team, and an annual commitment to progression.
- Further evolve the role of the Equality and Diversity Advisory Group to continue to provide an external scrutiny on the work of **scottishathletics** and to support the development of equality, diversity and inclusion work across the sport.
- Embed equality and diversity into the foundations of the organisation through policy and targeted projects ensuring athletics in Scotland is an inclusive and accessible sport.
- Identify, monitor and address areas of underrepresentation within the sport to ensure athletics in Scotland strives to be reflective of the wider society.
- Provide advice and support to clubs, partners, staff and volunteers within athletics in Scotland to promote inclusion and integration throughout the sport.
- Ensure greater female representation across leadership roles within the sport and in the upper levels of coaching and officiating qualifications.
- Make equality and diversity training accessible to everyone involved in athletics in Scotland and lead change through positive education interventions.

Partnerships

- Further develop strategic relationships with key partners, including the Scottish Government, **sportscotland**, UK Athletics, Scottish Disability Sport, Scottish Association for Mental Health and Commonwealth Games Scotland to align strategies and deliver on our shared objectives.
- Maintain strong relationships with existing commercial partners and sponsors and develop new strategically aligned relationships that can help **scottishathletics** develop the sport.
- Continue to ensure clubs are at the heart of the work **scottishathletics** does and foster strong relationships with local authorities and leisure trusts.

Information technology

- Continually review digital platforms and structures to improve websites, CRM systems and communication across the whole sport.
- Support modernisation within the sport by providing digital solutions for clubs, where possible, to manage their membership, increase efficiency of administration and provide resources for club leaders and coaches.
- Work with partners to ensure we are at the forefront of new media and technology to further enhance the sport.

Sustainable systems

- Through working in partnership and implementing the National Facilities Strategy, ensure athletics in Scotland has an infrastructure of facilities to support the development of the sport and performance of world-class athletes.
- Ensure appropriate structures (including staffing) are in place across the sport to ensure the strategy can be implemented and delivered successfully.
- Strong governance and financial structures in place to enable the strategy to be implemented and measured.
- Support the modernisation of athletics clubs to continue evolving the club structure, ensuring the sport meets the needs of members and the local communities they serve.

Welfare & safeguarding

- Maintain the highest standards for welfare and safeguarding by continuously reviewing policies and processes to provide the best possible support to the sport.
- Work with UK Athletics and member clubs to ensure that active coaches, leaders and officials are appropriately licensed.
- Provide appropriate training, guidance and support for club leaders, welfare officers, athletes, coaches and officials.
- Work with UK Athletics and home countries to ensure the sport has secure, accessible means to report concerns and robust processes to manage these concerns.

Sustainability

- Identify external expertise to support **scottishathletics** in developing a strategic commitment and delivery plan for sustainability.
- Work with partners that share **scottishathletics** commitment to sustainability and identify how through our partnerships joint objectives can be furthered.

EFFECTIVE DELIVERY OF THE STRATEGIC PLAN

Reviewing the Strategic Plan

- The strategic plan will be monitored regularly as part of the agenda at every board meeting.
- The strategic plan will be formally reviewed annually and reported via the Annual Report.
- **scottishathletics** will consult with all stakeholders when fully reviewing the strategic plan.

Structures supporting the delivery of the Strategic Plan

- The **scottishathletics** Board will oversee the delivery of the strategic plan.
- **scottishathletics** commissions and sub-committees will support the delivery of the strategic plan.
- **scottishathletics** staff will develop and lead the delivery of appropriate sub-strategy and annual operational plans.
- **scottishathletics** will work with all stakeholders to develop effective partnerships that support the delivery of the strategic plan.





scottishathletics 

BELIEVE, BELONG, ACHIEVE TOGETHER

 UNITED KINGDOM ATHLETICS

 sportscotland
the national agency for sport

 Scottish Government
Riaghaltas na h-Alba
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