Strategy
The beating heart of motorsport in the UK
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Motorsport in the UK has become synonymous with success at the highest levels; both in terms of sporting accolades and engineering pre-eminence.

Inspired in part by this success, the sport has spawned extensive grass roots formats and participation. Allied to this has grown a broader fan base of millions, captivated by British legends that have dominated the sport’s global stage.

However, there are serious challenges ahead: technical, social and political, that without a clear strategic approach will present real risks for the continued success of the sport.

Formula One has become the most renowned international expression of the sport, and has led to mainstream worldwide exposure, but at the same time it has created an elitist image of wealth, glamour, inaccessibility and highly paid professionals.

Ironically, for the mainstream sport, this gives a false impression; and while Formula One shines like a beacon for motorsport, there is little tangible benefit or reflected glory afforded to the club motor sport enjoyed by the majority in the UK.

The reality is that amateur everyday participants on tracks, hillsides, car parks or forests contest the bulk of motorsport in the UK – a world that is somewhat different to most people’s perceptions of prestige or glamour!

Unlike many other sports - that have been heavily reliant on public funding streams - motor sport has been self-sustaining over the years. However, this approach has often resulted in somewhat marginal business operations; and all the more so in grassroots motorsport, to the detriment of the sport’s overall health.

Motorsport UK is committed to devising a strategy, representative of the best interests of the sport at large, to the public and private sectors, and providing a strong collective approach across the four-wheel motor sport community. The goal is to give the sport greater health and financial stability in the long run.

This document identifies the four key aims for the development of UK motorsport: People, Participation, Product and Governance. It recognises the sport’s developmental requirements and corresponding outcomes under each heading.

The strategic plan has been developed by the executive team of Motorsport UK, and now invites input from the broader community and leadership. It is acknowledged that this is an organic document that will continuously evolve with new developments coming from our membership and the world governing body.
Vision

A nation inspired by the past, present and future of our shared passion for motorsport.

A sport that thrives on our world-leading expertise in motorsport technology, our competitive spirit and our deep community roots.
Mission

To inspire and enable more people to participate in our sport in a safe, fair, fun, inclusive and progressive environment.

To use our reach and influence to create a sustainable future for our sport.
Values

Ambition
- We are ambitious for the future of motorsport, our members, our organisation and each other.
- We stretch ourselves to achieve outstanding results.

Integrity
- Our integrity is central to who we are.
- We operate in an open and transparent way so people trust and respect us.
Collaboration
- Without the grassroots, we would not exist. We need each other.
- We share our collective knowledge to help others progress.
- We are a learning organisation that develops the skills of our people to help us stay one step ahead.

Commitment
- It takes great determination, focus and commitment to succeed in motorsport and we are no different.
- We persevere to achieve the result we are aiming for and learn quickly from any mistakes.
Purpose

To encourage, administer, promote, advance and manage four-wheel motorsport in the UK, as the National Sporting Organisation recognised by the FIA. To embrace the full diversity of four-wheel motorised entertainment beyond the existing directly regulated categories and events.

Strategic objectives:

1. People and member focus
2. Participation through inspiration
3. Product strength and innovation
4. Governance and regulation
To place our members at the heart of everything we do. To provide a professional and valued service to our current and prospective members, so that the sport grows in relevance and influence:

1 People and member focus

- Develop deeper relationships with our members - supporting the club and regional network – and ultimately our competitors and volunteers
- Establish a service culture – focused on our members’ needs
- Develop a high quality digital platform to serve the members and the broader community
- Attract, build and train the volunteer community

Ensure a strong focus on grass roots participation

Build relationships with broader motorsport categories such as track days, commercial karting, drifting and esports

Training & education – to provide a world class standard of skills and knowledge across both competitors and volunteers

Create vibrant community forums for members, such as an annual conference, seminars and workshops

Elite pathway – provide guidance for those seeking a professional career in motorsport
To build a strong profile and image for motorsport – using our key points of difference, to resonate with people and give them a lifetime of sport. To present the sport in a compelling and engaging way to attract and retain a wide fan base:

Focus on attracting and retaining more people in the sport

Ensure the presentation of the sport is modern and relevant

Marketing campaigns to engage grass roots support – shift from supply to inspiration culture

Develop a high-quality digital and social interface that allows easy information access and a dynamic presentation of the sport

Provide clear pathways into clubs and networks

Use of data and CRM to embed relationships with members, and build communities

Build relationships outside of motorsport (e.g. academic institutions, UK Sport, Sport England, media outside specialists, SMMT, technology industry) to further the reach and delivery of operational objectives
To administer, promote, manage, encourage, conduct and exercise control of, and over, four wheeled motor sport in the UK in accordance with the Sporting Code of the FIA; and at all times in accordance with and in the spirit and traditions of sportsmanship. To ensure close collaboration with the technical community to, where appropriate, optimise the vehicle formats:

To ensure that there are adequate, safe, high quality facilities available for the sport

Form positive alliances with the broader motorsport community from promoters, facility owners, engineering community, media, ‘entertainment’ industry e.g. commercial karting

Establish clear identities and brand IPR for event and class assets

Reduce barriers to entry – simplification of process, improve transparency

Reduce the cost of competition – equipment, running costs, entry costs

Simplify the structure of the sport – governance, rules and regulations

Rationalise competing and conflicting championships for the greater good

Innovate with new formats and technologies e.g. electric vehicles and eSports. Explore OTT broadcast, open access data tracking and officiating

Coordinate strategy with FIA to harmonise and rationalise class and event structures

3 Product strength and innovation
To establish a governance structure with complete integrity that is simple, clear and transparent to all stakeholders. Ensure that all motor sport in the UK is conducted in a manner which secures and enhances the safety of participants, officials, spectators and the public and which allows the sport to be competitive and fair for all:

Facilitate a sport run with integrity in a simple, clear and transparent manner – and compliant with sport wide good practice such as safeguarding and anti-doping

Prioritising safety in everything we do

Public affairs – engaging with external authorities to promote and protect the sport’s reputation – demonstrating credibility and visionary leadership

Sustainability – to identify, establish and deliver a clear plan for a sustainable future

Social responsibility and accessibility – to seek pathways for less advantaged audiences to engage with motorsport, and give back to society

Diversity – to develop a strategy and plan for a more balanced gender engagement in membership and management, and to improve the inclusivity of diverse ethnic groups – build partnerships e.g. D2BD

Build stronger ties with the FIA and seek benefits from programmes such as education and grants

Build robust ties with ASNs and regional associations to share best practice and where appropriate, alignment in certain aspects such as licence pricing
Delivery: Building a high performing organisation

1. **Diverse, secure and sustainable revenue streams: Creating commercial value that can secure a sustainable future:**
   a. Retention of existing licence holders
   b. Growth of new licence holders
   c. Create sponsorship partnerships based on the owned assets
   d. Build membership benefits and Affiliate marketing opportunities
   e. Develop an E-commerce capability
   f. Event based revenues – sanction fees and promoter profits
   g. Lobby for Government support
   h. Explore licensing opportunities

2. **Modern efficient management: Governance, Structure, Systems, Processes to create a more agile and efficient organisation:**
   a. Governance – run the office in line with governance strategy and established best practice principles
   b. Talented and highly engaged employees
   c. High-performing team culture with real pride of purpose
   d. Modern IT systems, digital platform and CRM systems
   e. Move to a paperless sport
   f. Simplification of processes
   g. Management of budgets and costs on a three year cycle

3. **Evidence led decision making: Make decisions for the sport based on objective and rational analysis:**
   a. Investment in data collection and analysis into insight
   b. Dissemination of this insight to key stakeholders
   c. Decision making built around this evidence - committees: Facts + Expertise
   d. Build a research fact base for the sport to support public affairs and commercial activity
   e. Advocate Motorsports value to all stakeholders to the benefit of all