



Sport Business Products and Services

Welcome

Welcome to our Sport Business brochure. We are very proud to present our products and services which support National Governing Bodies, Active Partnerships and other organisations delivering sport and physical activity within the sector. This is built on our experience since 2002.

It provides you with an overview of what we do; where our experience lies and how we can help you as an organisation to move forward and make an impact in sport and physical activity. Our experience and knowledge is second to none, and we are truly passionate about the industry and the development of the people and organisations within it. We pride ourselves in providing real solutions to your challenges, and tailor our products and services to your needs in order to make a real difference. We hope to work with you in the future to help you to make a difference in the work that you do in order to harness the power of sport.

Contents	Page
Who are we?	<u>3</u>
Our Staff	4
Governance and Strategy Development	5
Research & Insight	7
Workforce Development	8
Embedded Services	11
Project and Programme Evaluation	13
Project and Programme Management	15
Equality, Diversity and Inclusion	17
Our Credentials	18
Landmark Projects	19
Club Matters	21
Other services	23
Next Steps	25

Who are we?

We are a sport education consultancy predominantly supporting public sector organisations, including Active Partnerships, National Governing Bodies of Sport and national partners. Our work aligns to the vision of Sport England, towards an active nation.

Our vision:
To be the leader in developing people and organisations in sport

Our focus is therefore, on the benefits that sport and physical activity can bring to people and to society through the power of sport.

We were formed in 2002 by Simon Kirkland. He focused on providing solutions in governance, equality and project management. The company built a strong reputation in equality work, which it still has to this day. We have a long standing relationship with Sport England and we have provided support in research and project management, particularly with major projects such as Sportivate, Club Matters and the Clubmark programme, linked with our education provision. *Furthermore, we have provided solutions through governance change and strategic planning seeing an increase in the effectiveness of a sporting organisation or in a number of cases significant increases in participation.*

Workforce is at the heart of what we do and we provide a range of workforce development services based on our experience in the sector. This work is not only delivered in the UK but for international governing bodies. Our solutions are based on in excess of 100 years' experience of our award winning staff.

We have experience of working with a variety of customers and clients through the years, we therefore have a very strong track record of making a difference in the sector.

How we operate is essential to the work that we do and is underpinned by our values. These values build the foundation of who we are and how we work with you as



our client to really make a difference, they are featured below:



“Sport Structures provided us with great support developing and preparing our funding submission to Sport England. They helped us to understand our strengths, challenged our thinking and even conducted insight work on our behalf to ensure that thinking was robust. We ended up with a positive outcome for our sport and organisation and look forward to working with them in the future”

Liz Davidson, British Shooting

Our Staff



Simon Kirkland

Simon has 40 years industry experience including being the CEO of England Basketball. Simon's depth of experience and facilitative approach supports organisations to find solutions and go through change management. Simon has led our landmark and award winning projects and is our expert in governance, equality, strategy and workforce development.



Kath Robinson

An award winning coach developer, Kath leads our education department. She is an active tutor, assessor and quality assurer and has an in-depth of knowledge and understanding in developing people and systems. Kath provides expert workforce development consultancy.



Rebecca Gibson

Rebecca has 20 years industry experience working in local government and in Development Director positions for 2 NGBs. Rebecca's knowledge and experience lies in equality, diversity and inclusion and strategy across participation and talent programmes. Rebecca is skilled at interpreting data to provide insight that supports organisational decision making.



Lisa West

Lisa previously worked in local government and an NGB before joining us. Lisa has since worked on a variety of projects included embedded services, project management, research and insight and programme evaluation. Lisa's particular strength are project management, product development and presenting data to support clients with change.



Natalie Davis

Natalie has a mixture of commercial, local government and NGB experience. Natalie is target driven and is great at developing relationships with clients. Natalie understands sports participation product development and interpreting data to provide insight. Furthermore Natalie can support organisations in an embedded role.



Jessica Skinner

Jessica has worked on a variety of projects since working for us and is our current lead on project managing longitudinal projects including our Club Matters contract with Sport England. Jessica is dynamic, organised and great at brokering relationships. Jessica works in equality, diversity and inclusion, embedded services and programme and project management.



Jobeth Hamilton

Jobeth has worked for us for 10 years across the whole company. Jobeth has a range of experiences and a depth of understanding in sports development. Jobeth's work areas include research and insight, programme evaluation, governance and workforce development. Jobeth is our expert in qualitative methodology and learning programme development.



Colin Geenes

Colin is our expert in marketing and research and insight. Colin is highly skilled in research methodology and analysing large data sets. Colin can use his depth in ICT and adaptability to meet the needs of research briefs and the reporting needs of clients. Colin has previous work experience in the university and charity sector and has been embedded in a variety of roles during his time with us.



Mark Knight

Mark is our newest recruit and brings coaching and project delivery experience including working for the Staffordshire FA. Mark provides project co-ordination and sports development skills to projects, which so far have included being Embedded with Activity Alliance and supporting the Clubmark accreditation programme.

Governance and Strategy Development

We provide governance and leadership expertise to sports organisations both in the UK and abroad. Our service is one built on a sound understanding of sport at all levels and is based on the Code of Sports Governance.

We work with our clients in this area to provide clear, appropriate and effective structures. We help them to focus on people and help identify the skills, competencies, knowledge and experience leading to a balanced board. We embed standards and review and modernise policies and procedures that are essential for our clients to grow and develop. Diagnostics with board members and staff members is key to understand individual as well as collective opinion on key aspects of governance that lead to prioritising in change management.

This enables us, when requested, to facilitate board and staff away / team days to form organisational vision, mission, objectives and actions which are integral for organisations to move forward. We can also help you source funding to help bring your strategy to life.

Case Study



Summary: We were contracted to review the structure, role, remit and corporate governance of the Joint Angling Development Board.

We took a three phased approach to addressing the key governance issues in Angling working closely with the three Angling governing bodies.

Outcome: The resultant structure led to the creation of a new company - the Angling Development Board Limited and a staff team of four led by a Senior Development Manager with team members supporting the sports development of coaches and coaching, clubs and volunteering as well as equity and ethics. We assisted with the recruitment and company initiation process.

Case Study



Summary: We supported British Shooting in developing and writing their Sport England core market funding submission. We were delighted that the funding submission was a success with a small increase in funding. We were asked to further support their preparation for the 4-year cycle and in particular with their commercial strategy.

Outcome: The work aided British Shooting to sharpen their thinking, provided focus for the delivery team and create a plan of action. There was an outcome achieved around the personal and professional development of the key member of staff responsible for commercially developing British Shooting events.



"The process was excellent in challenging our Board to critically think about where we want to be in the next five years and whether we truly understand how best to utilise our strengths and work on our biggest challenges to get there."

Ross Perriam, CEO Exercise Movement and Dance UK

Boston Borough Council; Sport and Physical Activity Strategy



We were successful in winning the development of a sport and physical activity strategy for Boston Borough Council. At the time Boston was the lowest performing local authority in the Active People survey and had exceptionally high levels of adult obesity. As part of our tender provision, we were able to undertake research and assess the make-up of facilities in the borough, this enabled us to identify physical activity and sporting interventions that would change behaviour and habits within the community forever. We took an imaginative approach to the research; this involved delivering focus groups within a range of communities as well as wider market research.

These communities were clearly not seeking to undertake physical activity; the Borough had a 'car driving culture' and public transport appeared to be disconnected with the leisure facilities themselves. We therefore identified a few interventions which involved physical and sporting activity. In addition to these interventions, we influenced public transport through

modifications to routes and timings, this was coupled with campaigns that encouraged parents to walk to school with children more often. Through a playing pitch strategy and defining the changing use of several facilities we saw an increase in physical activity as an outcome of this project due to facility stock being improved.

When we returned to Boston three years later, we noticed that Boston was the fastest rising local authority in the Active People scores and there was a significant change in adult obesity. Following on from this project we have gone on to develop and provide a range of strategies for governing bodies and other sporting organisations to support them in developing a number of interventions that positively influence sports participation.



Key Outcome



The radical transformation opportunity through implementing decisive interventions.

Future Work



Securing wider strategy work with governing bodies and national sports organisations.

Research and Insight

We are proud of our skills and expertise in creating and implementing a range of research and insight methods for our clients. We pride ourselves on getting under the skin, bringing the data to life, interpreting data for conclusions, recommendations and supporting decision making in order to go one step further for our clients in helping them understand the 'so what' question and identifying transformational solutions that really make a difference for years to come.

We have experience of providing 6 key research and Insight services, these are:



Non/lapsed participant research



Member / participant surveys



Qualitative Case Studies



Workforce Surveys



Embedded Services research



Literature Review / primary / secondary research

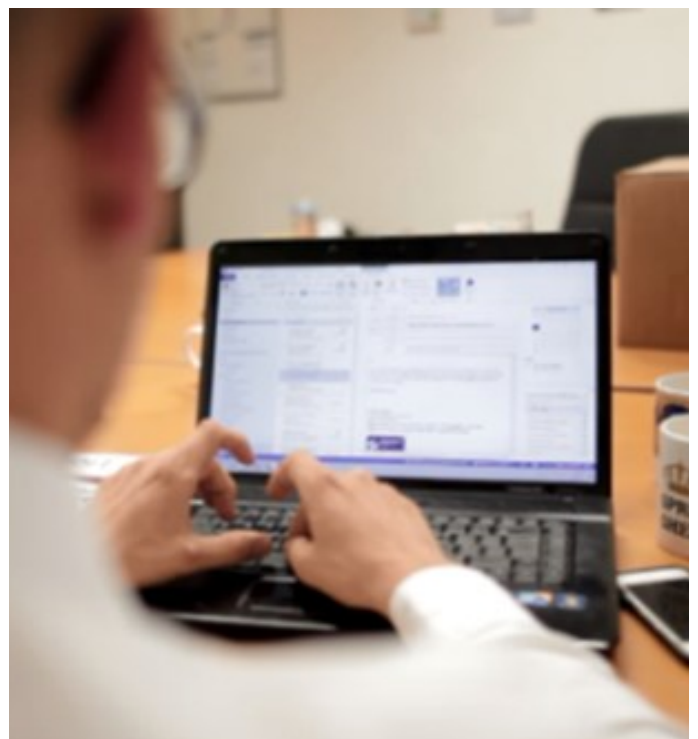
Case Study



Aston Villa Partnership Research

Summary: We were recommended to Aston Villa Football Club to provide partnership research for the Club. The aim of this research was to understand the awareness, satisfaction and attitudes of the clubs fans in relation to their current partners.

Outcome: Aston Villa was given a full data report that identified fans responses across the three samples highlighting the differences across this time. The report was branded inline with Aston Villas brand guidelines and easy to navigate. This was left with Aston Villa to share with their partners to show to the commercial value of their partnerships. The reports are also being used by the club to attract future partners.



Workforce Development

Our workforce development services have evolved over the last five years based on our industry expertise and sector need. Our vision to *'be the leader in developing people and organisations in sport'* reflects our workforce development services. As a national training provider, we benefit from direct contact with coaches, volunteers and sport development professionals (including intermediaries) which provides us with valuable insight to understand the market. We have experience of working with organisations to develop solutions for their workforce in the form of training (e.g. workshops, courses, regulated qualifications) and our national education programme, available to the general public, provides us expertise to support organisations with management and delivery of coach and volunteer education programmes .

Quality assurance support

Coach developer support

Business review of service delivery

Workforce auditing and planning

Organisational and staff continual professional development

Qualification and non-regulated course development

Workforce recruitment

Administration services



Case Study



FIBA - Referee Instructors Programme: We were contracted to develop a programme of education and training for National Referee Instructors (FRIP) to be relevant to all nations across the FIBA international zones. We developed a four day training programme supported by on-course resources, home study book, online learning and assessment and competence based assessments in teaching learning, basketball and refereeing.

The first course delivered to over 60 European instructors and great success . The modified programme has been rolled out in Australia, Malaysia, Thailand, Singapore, India, Panama, Ivory Coast and Turkey to over 300 international referee instructors with great success measured through improved refereeing in international tournaments.

Quality Assurance

Benefit from our extensive knowledge and experience in working across a range of sports and qualifications to develop a quality assurance strategy and infrastructure. We have a team of qualified and experienced quality assurers that can support you with standardisation and best practice. We can coordinate and manage your quality assurance implementation (based on strategy), ensuring you achieve regulatory and quality compliance. Tap into our insight and reporting services to support a culture of continuous improvement.

Coach Developer Support

The role of the coach developer is crucial to providing high quality coach education. We offer regulated qualifications to support tutors, assessors, mentors and quality assurers via our national education programme but can also deliver these courses to specific cohorts. We also offer non accredited training for the above workforce roles and have developed a range of bespoke solutions to understand gaps in knowledge and application to support continual professional development.

Administration services

We offer unique and cost-effective solutions to assist organisations with the smooth running of their education programmes, eliminating overheads. We can manage an education programme in its entirety or alternatively have specific deliverables to enhance the current offer of a central programme. Take advantage of our proven processes in facility sourcing, marketing, quality assurance, workforce and customer management.

Case Study



England Hockey - Assessor Standardisation Project

We worked with England Hockey to explore how to best support the standardisation of assessment practice for the coach developer workforce. The project sought to:

- a) identify how current assessors 'rate' themselves against key assessor competencies through a process of self-assessment
- b) identify the common skill and knowledge gaps in the application of assessment practice
- c) identify solutions for supporting the continual professional development of assessors.

For further information, [click here](#).



Developing England Korfball



We approached England Korfball upon seeing an advertisement for a board member, who was needed to support the development of their education provision. In conversations with the governing body, Katherine Robinson became a board member with the specific remit of supporting the creation and development of a coach education programme. In doing so, as a company, we also supported the reorganisation of the Korfball Board and developed a more skills-based approach to recruitment of board members that highlighted the competencies needed to drive the governing body forward.

We developed a new level one and level two qualification based on the coaching standards (accredited and non-accredited). These were integrated into existing Korfball provision leading to a significant increase in the quality and quantity of coaches nationally. Additionally, we supported the development of an Activator and teaching Korfball course.

Alongside the development of a coach education programme, we supported England Korfball with administration and membership services to improve customer satisfaction and enable clubs to have a central point of contact. This enabled volunteers to be more effective with their time.

As a non-funded, small sport, we further identified with the governing body the need to develop the club infrastructure. We developed a club accreditation programme that mapped to the national programme of Clubmark, and provided the development structure for existing and emerging clubs. The England Korfball Inspired programme led to a national panel being put in place to manage the accreditation and development of clubs, with a group of voluntary Ambassadors to support clubs to turn the criteria into reality. The programme has led to an awareness of what a good club should look like, standardising the approach across the country and an increase in the number and size of clubs across the country.

We have also worked alongside England Korfball to support the commercial growth of the sport itself. This led to the sport being able to appoint its first development officer, which enabled further growth in the sport through an increase in the geographical spread of the sport. We host and line manages this member of staff to ensure consistent support and guidance. This holistic approach to developing the governing body has seen a growth in their membership, the quality of the competition and an increase in coaches leading to an approved international standard.

Key Outcome

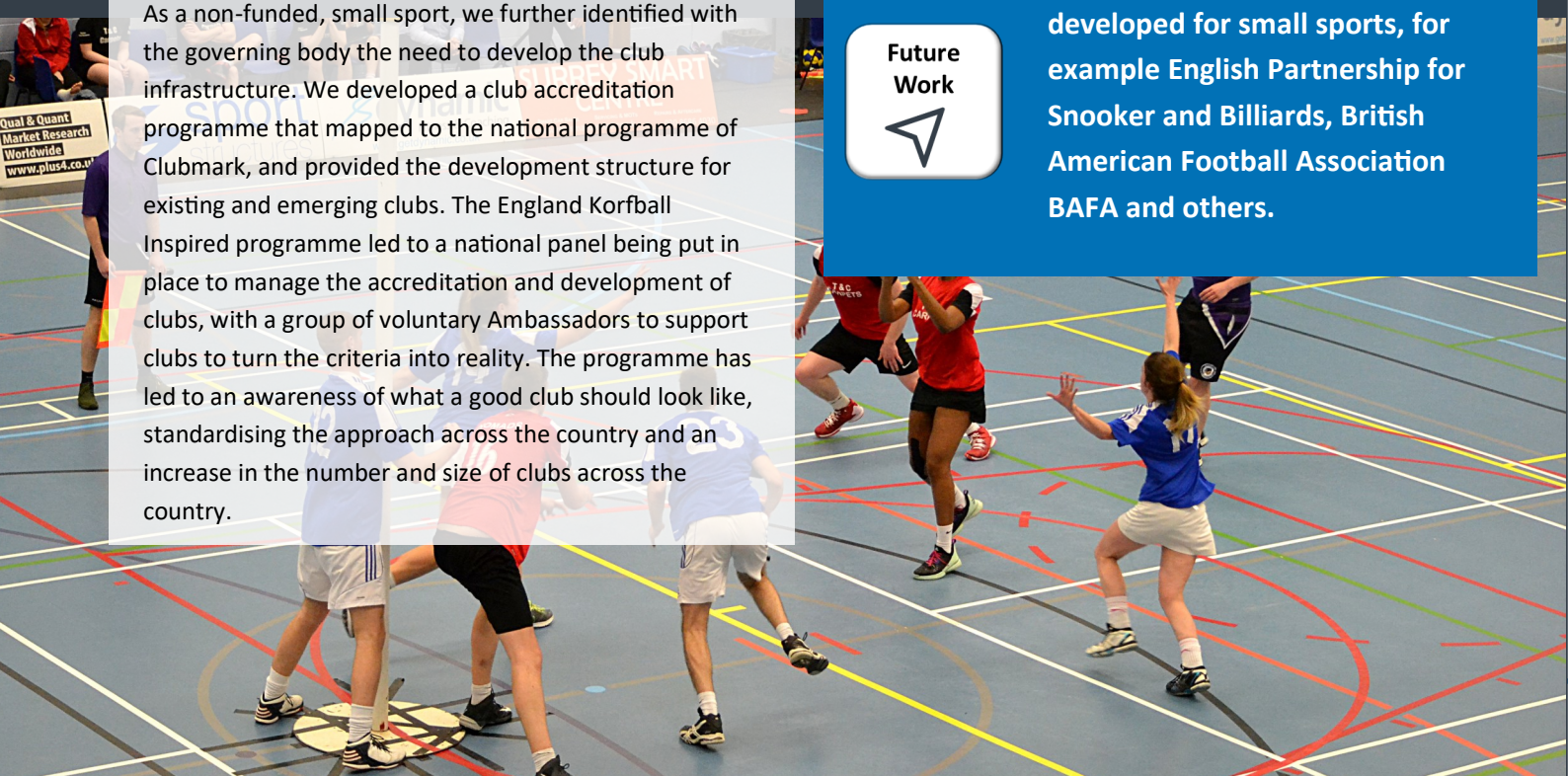


England Korfball benefited from additional support in key areas which led to significant growth, without the need for Sport England investment.

Future Work



This led us to further models being developed for small sports, for example English Partnership for Snooker and Billiards, British American Football Association BAFA and others.



Embedded Services

Our team members can be embedded into external organisations to provide short term capacity support or specific expertise. The organisation determines the project, we identify the person that has the appropriate skill set and then agree a way of working. Embedded services allows for an organisation to utilise the experience of our team to quickly mobilise a project or service, with the aim of having limited impact on the internal and/or external delivery. We have worked with many organisations to source short term solutions to capacity or expertise issues, all for varying reasons. In addition, we offer a service of hosting and managing staff members in our offices and within our team. Our recent work include:



Baseball SoftballUK: Building approach to development planning and subsequent implementation with marketing support for 9 months due to lack of capacity and the need for an external perspective.



Exercise, Movement and Dance Partnership: Embedding an Insight officer for 6 months for expertise.



Activity Alliance: On two separate occasions we have provided cover for an Engagement advisor for 6 months due to capacity issues.



British Blind Sport: Embedding an Officer to delivering their Have a Go Days over 7 months due to a vacancy and demands to achieve targets.



CP Sport: Covering their National Engagement Officer whilst on maternity leave.



Active Black Country: Delivering on their Satellite Clubs project, Club Development and Inclusion offer due to short term nature of the position.



Hosting, mentoring and management of National Korfball Development Manager.

Embedded service options are created with you, for you and is a flexible option to ensure you can achieve your outcomes utilising an innovative approach. High turnover of staff within our sector is an ongoing issue, but with our team on hand we can fill skill gaps at short notice, as well as cover maternity through offering great value models of delivery.

3 examples of the impact of embedded services



Active Black Country - Expertise in Club Development and Inclusion

Jessica went on secondment in November 2017 to Active Black Country as their Satellite club, Club Development and Inclusion lead. Initially the secondment was for 4.5 days a week due to a need for capacity within the ABC team.

Jessica met all the targets and reporting deadlines for the Satellite club project. She also achieved all internal targets set by ABC around club development and inclusion. Jessica was kept on for an extra 6 days post contract to support with the delivery of the engagement day and subsequent plans for future inclusion work.

“Thanks Jessica – your support and professionalism to the role has been outstanding and you are credit to yourself and Sport Structures”

Ray Ashley, Activity Alliance

Cerebral Palsy Sport , National Engagement Officer Maternity Cover

Cerebral Palsy Sport approached us to fulfil maternity cover for their National Engagement Officer Role. As this role involved a large amount of marketing as well as research and insight services our Sport Business Project Officer - Colin Geenes was embedded in this role. Colin was placed at CP Sport between December 2017 and September 2018. CP Sport were left with new methods for measuring their insight and ways to improve their marketing and engagement.



“Colin was a fantastic addition to the team and will be missed”

Lisa Morton-Smith, Cerebral Palsy Sport



Activity Alliance, Interim Engagement Support

The Activity Alliance commissioned the temporary services of Mark Knight to cover the West Midlands as the Regional Engagement Advisor from April 2019 until February 2020 for 2 days a week.

Activity Alliance were delighted to find a solution that worked for them. We were able to provide high quality staffing resource for a short period of time that would have been difficult to fill otherwise. This maintained a consistent quality of provision that Activity Alliance required for stakeholders in the region.

“Mark has been providing invaluable support as an Engagement Advisor across the West Midlands. With the new approach taking place in the West Midlands it has been a great time for Mark to build relationships, understand some of the principles around improved engagement and has been able to support Include Me WM in its development to facilitate this .”

Mark Fosbrook, Activity Alliance

Project and Programme Evaluation

We are experts in providing both qualitative and quantitative impact assessment in sport. We pride ourselves on our sport development expertise that enables us to interpret data in a sport and physical activity context.

Project and programme evaluations have been part of our work for many years. Not only do our clients value our independence, but also our ability to deliver high quality, impactful evaluations. Whether the evaluation calls for comprehensive qualitative reviews or the crunching of large data sets, our team has the skill set to deliver.

We work with each client to agree the methodology for the evaluation, based on the purpose of the evaluation, the end user of the information and the resource available. We pride ourselves on being able to report our findings in a number of ways, from formal reports, workshops, board presentations and through interactive dashboards.

Case Study



In 2016 & 2017 we were asked by the RNLI to independently evaluate the Swim Safe programme. Swim Safe was launched in 2013 by the RNLI, the charity that saves lives at sea and Swim England, the national governing body for swimming in England. The Swim Safe programme offers free outdoor swimming and water safety sessions for children aged 7-14. We conducted a full review of the programme in 2016, and were invited back to see how the programme continued to go from strength to strength, enabling more and more children to learn vital water safety skills. It was great to see how the suggestions that we made in the previous year had been adopted and how the programme was thriving as a result. Our work concentrated on the newly formed schools programme that now sits within Swim Safe and also the importance of engaging parents with the programme and how best this could be achieved. As well as reviewing pre and post surveys, we visited sites in Wales, London, Manchester and Plymouth and talked to many parents, teachers, Swim Safe instructors, as well as getting under the skin of the programme with the programme management team.



Sport England Sportivate Programme Evaluation



In 2009, Sport England ran a pilot called Sport Unlimited, they sought to identify a programme for young people that would change behaviour around taking part in sport on a regular basis. Following the evaluation this programme, the new programme Sportivate was developed as the Olympic Legacy programme through Sport England.

The programme was a 12-week sport specific provision for young people aged 14 to 25. The programme was coordinated through the 45 Active Partnerships (formerly County Sports Partnerships), and we secured the tender for the programme evaluation and impact assessment. Our approach in partnership with our technical providers Nemesis, provided a real-time monitoring of the programme. Active Partnerships inputted the attendance data into the online portal, which updated the providers details, participants names, demographic profiles and attendance rates.

The initial tender aimed to target 125,000 participants, however the programme at the end of the seven years had over 900,000 participants. In the first year, we identified that most of the programmes were engaging 'low hanging fruit' i.e. 15-year-old boys participating in football activity. Because of the real time nature of the evaluation reporting that we were providing, we quickly advised Sport England that this provision needed to change if an impact on underrepresentation was to take place.



In working with Sport England, we identified the need to develop a measure to identify the impact of the programme, in particular behaviour change. We developed the sporty – semi sporty – non-sporty model. We built into the portal a longitudinal assessment of participants, to identify whether they were still participating in the activity three, six and nine months

following the programme intervention. We also asked participants to assess themselves; whether they were sporty – semi-sporty – non-sporty, as the target group highlighted it was non-sporty people.

The research model identified a movement of 10% from non-sporty to semi-sporty and the same from semi-sporty to sporty in the longitudinal assessment. This model has influenced how Sport England assess across all activity programmes.

Throughout the life cycle of the programme, a number of case studies of good practice were developed. One of these was specifically looking at female activity and this case study identified that although young females wish to participate in physical activity, their participation was more likely when they joined a club or a group activity. We also recorded the effectiveness of piggybacking on the back of major initiatives, such as This Girl Can programmes.

The 900,000 participants recorded on the Sportivate portal is the largest whole participation population programme ever collected by Sport England and provides ongoing data analysis to compare and contrast with other programmes. The video and case studies are still used today! The methodology through qualitative and quantitative research that we undertook in this programme has led us to be seen as experts in the interpretation of data in a sports development context.



Real time monitoring of projects can lead to a greater targeting of inactive and under represented people



Securing the Club Matters contract.

Project and Programme Management

We manage small projects to large programmes, bringing expertise and capacity to any piece of work. Led by our Prince 2 Agile Practitioner trained team leader, we approach the management of any project or programme with structure and precision.

Our approach to this area is to understand the purpose of the work, the needs of the client and then deliver in a comprehensive and thorough manner. We have experience working with projects at a start up level, bringing it through to initiation, delivery and finally, closing and handover. Our mission with any project or programme is to hand it back in a better state than we were given it!

A few Clients that we have worked with in this area:



Case Study



England Athletics - Run England - Black Country

Summary

We were commissioned by the Black Country consortium in partnership with Run England to run a brand new Run England project in the Black Country. The project aims to get more people (500) participating and volunteering (24) in informal jogging in the Black Country.

Inspiration 2012



Following the coaching communities programme, we were well known in the West Midlands for our work with unemployed people. Through working on the Olympics in 2012, we were able to form a consortium of colleges that enabled us to put together a programme that sought funding for the European Social Fund through the Department of Work and Pensions. The project was led by Wolverhampton College and we were a major provider in two of the three strands of the programme.

We took a lead on the provision of identifying training opportunities for unemployed people to get into coaching. This led to the coaching qualification in voluntary placement and led us to deliver the personal best programme. This programme provided unemployed people with the skills and preparatory knowledge to become a volunteer at a major event such as the Olympics. We trained over 450 people and through evaluation, recognised that the high-quality connection that we provided for the unemployed people through the education and skills into a placement superseded any work ever done before.

We held the celebration event of this landmark project which was recognised by major sporting and non-sporting bodies; it was a huge success in leading to the Olympic Games and recognised the difference that had been made. The programme won the national podium award for the best volunteer programme. Some of the volunteers gained volunteer placements at Coventry City football club where two of the Olympic games football programmes were being run, a number also gained voluntary placements to support the torch run.



Key Outcome



Providing the opportunity for unemployed people to learn skills enabled events to have a more diverse volunteer workforce and motivated people to gain volunteer opportunities and employment.

Future Work



This led us to work on similar projects, for example the volunteer development programme for three years with the Skills Show.

Equality, Diversity and Inclusion

We have a long standing tradition and in depth knowledge/ expertise in equality and diversity. We provide solutions to sports organisations, supporting them in their journey to be more inclusive and equitable. We review existing practices, provide training to key staff and partners and support organisations to develop action plans. We are proud of our extensive expertise in this area. E & D is a strand through all of our products and services which makes us unique. In addition, we have bought our sports development expertise to support and develop disability organisations working in the sector.

Whether an organisation is looking to improve their internal inclusivity or equal opportunity practices, or they want to ensure they are more able to attract participants from new communities, we can develop an approach to suit.

Clients include

activity
alliance

disability
inclusion
sport



Case Study



Sport England - Equality Standard for Sport

In collaboration with consultants - Crimson Tiger we were appointed to provide consistent, effective support to national partners, national governing bodies of sport (NGB's) county sports partnerships (CSPs), Sport England support centre and regions in the implementation of the foundation and preliminary levels of the Standard up until October 31st 2006. In addition, there was a secondary role of supporting and working closely with the Sports Equity Alliance (SEA) to enable it to become the providers of advice, support, and guidance to partners post October 2006.

Case Study



FA - Inclusion Advisory Groups equality training

We worked with the FA for over three years in delivering skills and equality training to the county FAs, IAG chairs and lead officers. Based on our experience in equality and knowledge of county FAs, the training provided county FAs with direction on developing their IAGs, but also challenged how they engaged with different communities.



Sports Structures are a trusted partner of ours who know Sports Governance very well. They bring their experience and knowledge of this area to each workshop in a very natural way which is valued by both us and the participants.

Kevin Coleman, The FA



**SINCE
2002**

**WITH
100+ YEARS
EXPERIENCE
IN OUR TEAM**

**WE'VE
WORKED
WITH
120+
ORGANISATIONS**

INCLUDING

25+ ACTIVE PARTNERSHIPS	35+ NATIONAL PARTNERS	45+ NATIONAL GOVERNING BODIES	10+ INTERNATIONAL ORGANISATIONS
--------------------------------------	------------------------------------	-----------------------------------------------	----------------------------------------------

**ACROSS
HUNDREDS
OF PROJECTS
INCLUDING**



We undertook a review of the Association of Colleges competition framework including National, Regional and League competitions. This involved consultation an identifying a suitable facility provision for the national multi-sport games.



We conducted a review into football activity within the education setting in Wales. We conducted extensive consultation with young people as well as education settings and partner organisations and developed a series of recommendations.



We are working with BEF to develop and implement a package of disability training that will sit across all their member bodies and drive awareness of inclusive practice



In 2017, we undertook a non-participant consumer research project for the Birmingham County Football Association. The project originated from the County FA's Inclusion Action Group in which they identified a need to understand how to engage underrepresented groups in football.

Our other landmark projects...

Equality Standard for Sport

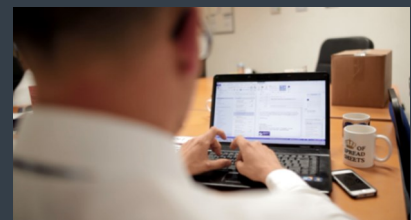
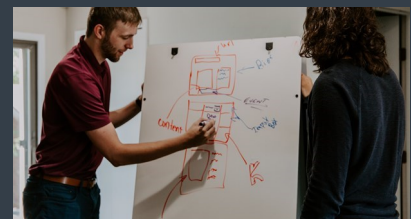
On the formation of the company in 2000, a strong theme was developed to support the development of accurate practice within sports organisations. Initially, this was through the race equality standards coordinated by Sporting Equals, however this further developed into the Equality Standard for Sport; managed through the home country sports councils and UK sport. The standard has four levels and all funded bodies were to move through the levels of the standard at a recognised pace.



This project enabled a process of significant cultural change in how governing bodies and Active Partnerships addressed in-equality.



This led us to being further contracted by Sport Scotland and Sport Wales to carry out similar processes for governing bodies and their counties. Furthermore, we developed our own “making sports equitable” training in order provide professional staff boards and committees with the support required. This proved highly successful and we have continued to work with bodies in supporting the development of equitable practice.



Coaching Communities Project

One of our early projects was to deliver a holiday activity programme in the deprived parts of Sandwell in the West Midlands. This project identified that very few coaches came from within the borough itself, and therefore did not invest their resources back into their home borough.



This was an award winning project being awarded Coach Intervention of the year at the UK coaching Awards, runner up in the national Regeneration Awards based on our successful work with over 2000 unemployed learners over the seven years of the programme. We attained an overall employment success rate of 55% , far exceeding over sectors and generated in total in excess of £700k of project income.



We were successful in working with World Skills UK to deliver the Skills Show Volunteer Development Programme.

Transforming Angling

We were contracted by the partnership of the National Federation of Anglers, the Salmon and Trout association and the National Federation of Sea Anglers to undertake a review of their collective and individual governance structures and the potential for moving forward together as a collective.



Sports with a number of governing bodies can work together if common ground and purpose is identified, whilst keeping their traditions and identities intact.



This led to us being seen as an organisation that can support small and medium sized governing bodies in governance change, future clients included EMD and BAFA.

FIBA National referee instructors training program (FRIP)

We were invited to deliver an interactive session to seek to improve European national referee instructors questioning skills. Following this session and discussions with FIBA (the International Federation for basketball), we designed a programme aimed at improving referee education across the world. This consisted of a programme of teaching and learning, basketball knowledge and refereeing.



Tutoring and assessing facilitation skills are essential in all adult learning, whether training coaches, referees or volunteers.



This programme led to further training and education being delivered to other bodies, both coach and referee tutoring.

Norwich City Community Sports Foundation

We developed a partnership with Norwich City Community Sports Foundation in 2016 that has grown to incorporate a host of services to support the successful foundation. We have supported their development of an apprenticeship programme to create clear pathways for their workforce that gives their staff the knowledge, skills and behaviours to work in the industry. In addition to the apprenticeship programmes, we supported the upskilling and training of the workforce through course delivery and specific qualifications. Senior staff were enrolled onto tutoring and assessing qualifications to allow them to develop personally and broaden their education and teaching services.



Sports organisations can utilise apprenticeships across the whole of their workforce not just for new staff.



A standardised offer for other community foundations being developed.



To see full details of all of our landmark projects [click here](#)

Club Matters



In December 2017 we were contracted as Sport England's provider for Club Matters workshops. We have recently been contracted for a further 2 years until 2021 to continue delivering the suite of workshops, develop new workshops and learning resources, as well as supporting the development of the professional workforce that support sports clubs. We are one of three Club Matters providers and work closely with the rest of the supplier team to support their roles in programme coordination, technical development and communications.

We deliver 6 Club Matters Workshops, these are:



Club Matters workshops are:

1

- ✓ FREE!
- ✓ Delivered by accredited Tutors who are experts in the field of the subject area
- ✓ Tailored where possible to the needs of the participants/organiser
- ✓ Held in venues suitable for your audience
- ✓ Flexible in format—e.g. two hour workshops, one hour taster sessions at conferences, three hour development evenings with two workshops combined, etc.
- ✓ Either for groups of 4 clubs/organisations, or a large individual club/organisation (minimum participants 8, maximum 20)
- ✓ Workshop content can be modified for County or Regional governing bodies, particular sports, communities or sports organisations not affiliated to Governing bodies—just get in touch to discuss!

Booking Information

- Download and complete the booking form from the Club Matters website and send to: clubmatters@sportstructures.com
- Minimum: 8 people (4 groups/clubs), Maximum: 22 people

All Clubmatters workshops are FREE

You will need to provide:

- A venue
- Time/Date for the workshop
- The participants
- Information on the types of groups/clubs attending so the tutor can tailor the session to best suit the needs of the people in the room

Supporting the professional workforce

In 2020-21 Sport Structures will also be working with the professional workforce that support sports clubs to understand their needs and provide CPD opportunities around club development as part of the Club Matters offer. There will be lots of consultation over the next few years to shape this offer and ensure the content and delivery styles are fit for purpose.

Any questions, email us: clubmatters@sportstructures.com

The Club Matters offer



Online support including online toolkits, quick reference guides and e-learning modules, covering four key areas: Management, Finances, Marketing and People.



Club Matters workshops a series of 6 workshops, delivered locally face-to-face.



Club Improvement Tool helps clubs of all sizes and at all stages of their development to establish where they are performing well and where they can develop.



Club Views allows clubs to ask members what they think about the club with pre-written or bespoke questions.



Other Services

As well as delivering sport business provision, we also have two other service areas. These are:

Education

We are one of the largest national training providers of education and training services in sport and pride ourselves in offering in high quality learner experience. We are a CIMSPA training provider and recognised centre with 1st4Sport qualifications. Our education and training provision includes:

- Workshops
- Regulated qualifications
- Non accredited courses

We have an open course programme which is

available to the general public where individuals can book onto our courses via our website. We also specialise in working with organisations to deliver courses for specific cohorts. Our services include:

- Tutor management
- Learner administration
- Quality assurance
- Registration and certification
- Feedback and insight
- Online booking system

For more information, [please click here](#).



Handball coach education development

Following a positive uptake of Handball through the coaching communities project, we were able to work with the National Governing Body (NGB) and offer, for the first time, an outsourced education administration service to support the growth of the coach education programme. At the time, the NGB consisted of two part-time members of staff.



England Handball through our outsourced marketing and administration; saw a significant rise in the number of coaches and quality of coaching in the sport. This also led to a new income stream becoming established.



Our education administration service has enabled us to work with a number of organisations over the last 8-10 years. With our expertise in workforce development, this has provided added value and in all cases, has supported the development of the coach education offer for organisation we have worked with.

Apprenticeships

We are an Education and Skills Funding Agency (ESFA) approved national apprenticeship training provider with main provider status on the register for apprenticeship training providers (RoATP). We have Matrix standard accreditation and deliver the following 8 apprenticeships:

- Community Activator Coach Standard
- Advanced Level Apprenticeship in Supporting Teaching and Learning in Physical Education and School Sport
- Community Sport and Health Officer Standard
- Digital Marketer Standard
- Business Administrator Standard
- Team Leader/Supervisor Standard
- Operations/Departmental Manager Standard
- Data Analyst Standard



Off Pitch Apprenticeships e.g. Digital Marketing

We have built a strong reputation for delivering high quality apprenticeships in the coaching and sports development sectors. Through conversations it was becoming clear that sports organisations wanted to understand how apprenticeships could support other areas of their business, as opposed to just the delivery side. The conclusion was that there was a need for internal business functions, with the key request being related to digital marketing and social media support.



Sports organisations are increasingly in need of training for their off-pitch generic offer, to support the development of the sport



Development of the Leadership & Management and Data Analyst frameworks



Next Steps

If you would like to find out more please contact us.

Email: Rebecca.Gibson@sportstructures.com

Phone: 0121 455 8270

Sport Structures
Suite 8, The Cloisters
12 George Road
Edgbaston
Birmingham
B15 1NP
0121 455 8270

Sport Structures Limited is a company registered in England and Wales with
company number: 4492940. VAT number: 783 934680

We are registered as a data controller under the Data Protection act number
Z9319887



 **sport**[™]
structures
Your Solution in Sport

Find out more [here](#)
