



# **Hinckley and Bosworth Sports Alliance**

*Building our Sporting Futures*

**Workshop Report  
14<sup>th</sup> March 2005**



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## INTRODUCTION

### The Workshop

On 14th March 2005 over 25 key people from sports organisations, education and community agencies from the voluntary, private and public sectors met and agreed to establish a Sports Alliance for Hinckley and Bosworth. The workshop was facilitated by Vaga Associates and involved two sessions: one during the afternoon and one during the evening for volunteers. Some people were able to attend both sessions, some only one and some not at all. A list of delegates is provided in the appendix of this report. This report summarises the outcome of the discussions that took place. It also provides proposals for building a Sports Alliance in Hinckley and Bosworth.

### Your Views

The purpose of the report is to share these ideas with anyone who is interested in knowing more or in getting involved. We would very much welcome your comments and your help. If you want to register your interest or send us your views please contact by **30<sup>th</sup> April 2005**:

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### Leicester-Shire and Rutland Sport

Across England 49 County Sports Partnerships are being established to develop sport within their areas and to champion local needs at regional and national levels. Leicester-Shire and Rutland Sport is our County Sports Partnership. It is keen to establish Local Sports Alliances across the County so that it can fulfil its role and has committed resources to help.

### Hinckley and Bosworth Borough Council

The Borough Council views a Sports Alliance for Hinckley and Bosworth as an important opportunity for bringing together key agencies already involved or wishing to get more involved in sport and physical activity. It recognises the need for the Sports Alliance to have a clear purpose and to truly reflect local needs. The Borough Council sees its role as helping the Sports Alliance to get up and running and to be influenced by it but not dictate to it.

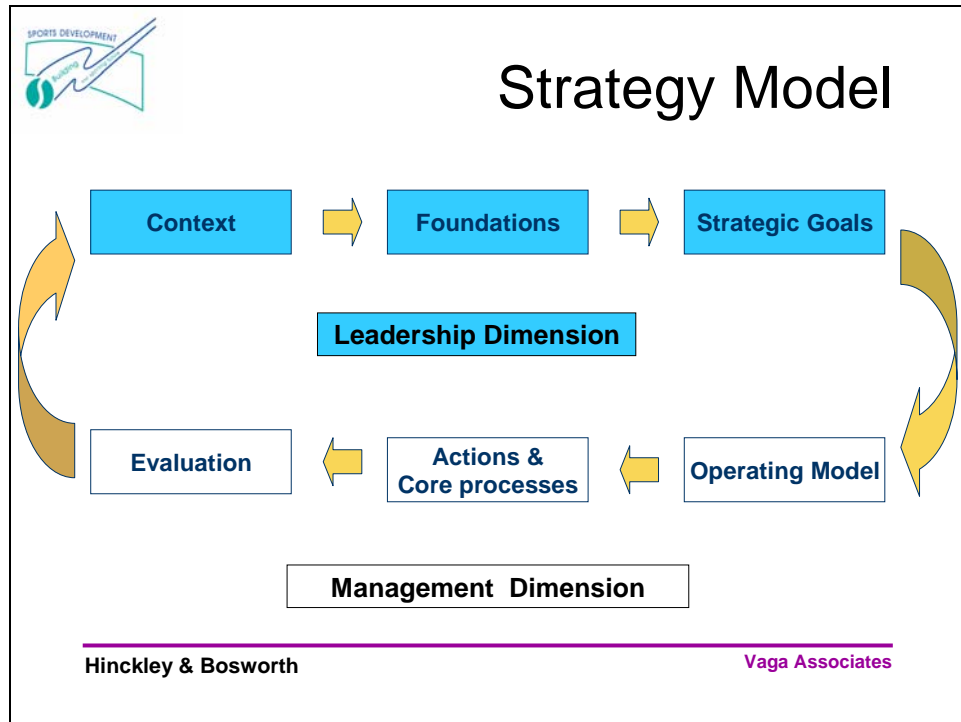
### Immediate Tasks

Our key tasks are to:

- Produce an initial action plan by the end of March 2005 to secure initial resources
- Establish an interim management structure to get us started
- Keep everyone who is interested engaged and involved.

## STRATEGY MODEL

We feel it is important to build our new Hinckley and Bosworth Sports Alliance on a simple but effective business model which is illustrated below. This model provided a structure for the workshop and for developing our longer term strategy.



## CONTEXT

The context is important to take account those factors that can influence what we do and how we work. We looked at:

- Urgency – why now?
- Strengths – our combined skills and potential
- Opportunities – the external factors that can help which we should capitalise upon
- Threats – the external factors that can hinder our progress which we should seek to overcome
- Benefits – of a Hinckley and Bosworth Sports Alliance.

### Urgency

A critical factor is the potential resources available from Leicester-Shire and Rutland Sport. Initially £5k is available in the current financial year (2004-05) for supporting the work of the Hinckley and Bosworth Sports Alliance providing there is a strong commitment to establishing it and there is an action plan for its first year that is submitted by 31<sup>st</sup> March 2005. The ideas and proposals outlined in this report are seen as a starting point to help secure these initial resources and as a basis for building a strong and dynamic Sports Alliance for Hinckley and Bosworth.

## Strengths

The strengths identified by those who attended the workshop included:

### What inspires

- Generating ideas
- Passion for sport
- Being visionary
- Making a difference
- Working in partnership to make it better
- Supporting talented athletes
- Giving back to sport
- Being involved in sport
- Improving the systems
- Making sport fun and safe
- Coaching others
- Building and developing careers in sport
- Committing to making things work.

### Skills

- Experience
- Communication
- Coaching
- Marketing and sales
- Business skills
- Planning
- Finance
- Managing and organising
- Realism
- Political connections (small and large)
- Links to outside agencies.

### Knowledge

- Education
- Equality
- Child protection
- Working in the local community
- Sport (volunteers, coaches, umpires)
- Cricket
- Profit margins
- Business systems
- Investors in people
- Niche markets
- Health promotion
- Health and safety
- Fund raising
- School club links.

### Networks/Contacts

- Local networks
- Businesses
- Commercial sector
- Education
- Schools
- Youth Sport Trust
- Sport England
- Sports Colleges
- Primary care trusts
- Health and health promotion
- Cricket clubs and associations
- Sports agencies local, regionally and national
- Political connections.

It was also recognised that there was a need to ensure the Alliance has:

- Strong links with clubs and sports governing bodies
- Political 'clout'
- Business links
- Health connections.

## Opportunities

The following external influencers were identified as opportunities:

- Improving links between education and club sport
- Pooling resources
- Raising the profile of sport in its widest form
- The ageing population in Hinckley and Bosworth (potentially more volunteers)
- Generating more money by combining effort
- Aligning with the national agenda (health promotion/tackling obesity/nutrition/diet)
- Increasing interest in participation and active lifestyles
- Young people's attraction to sport
- Life skills developed through sport



- Growing resources for coaching and coach education
- Better planning and co-ordination towards facility development
- Emerging County Sports Partnership
- Greater opportunity for clubs to represent the Borough
- Opportunity for improved marketing and communication (through web site)
- Annual forum for Local Sports Alliances.

**Threats**

The following external influencers were identified as threats:

- Less support for clubs not involved in the Alliance
- Exclusive behaviour by some clubs
- Lack of commitment from clubs
- Ageing population (lower participation rates/less income)
- Less money/funding opportunities
- Speed of change
- Lack of resources
- Challenge of improving communications
- Lack of knowledge or contacts in key areas
- Not being IT literate.

**Benefits**

The following key features and benefits of a Hinckley and Bosworth Sports Alliance were identified during the discussions.

<u>Features</u>	<u>Benefits</u>
<ul style="list-style-type: none"> <li>• Potentially exciting and engaging</li> <li>• Bringing together local players from all sectors</li> <li>• Pooling resources – finance and people</li> <li>• Less duplication</li> <li>• More support for and from national programmes</li> <li>• More able to be young people centred</li> <li>• Beacon to promote sport and physical activity</li> <li>• Increased ability to identify local needs and overcome local hurdles</li> <li>• Centralised ‘one stop shop’ for communication, advice and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• More relevant and ‘in tune’ local services</li> <li>• More effective local delivery</li> <li>• More people being active, playing and progressing in sport</li> <li>• Greater impact and success that can be measured.</li> </ul>

**Conclusions**

There are five major conclusions to be drawn from this information:

- The combined strengths are awesome! The challenge is realising the potential of individuals and working as a high performing team
- The opportunities far outweigh the threats
- There is recognition of the value of working together and a commitment to establish a Hinckley and Bosworth Alliance
- Convincing others by proving it works is critical to attract the majority of clubs
- Effective two way channels of communications are fundamental to future success.

## FOUNDATIONS

### Definition of Sport

Sport means all forms of physical activity, which through casual or organised participation, aims at improving physical fitness and mental well being, forming social relationships, or obtaining results in competition at all levels  
(Council of Europe, European Sports Charter, 1993)

### Introduction

This section looks at the three foundations that underpin the basis of any organisation or partnership:

- Purpose – why does it exist?
- Vision – what does it seek to achieve?
- Values – how does it behave and operate?

Based on a wide definition of sport that includes physical education and activity the afternoon group came up with their views on all three elements that were tested and refined by those attending the evening session.

The following aspirations are being proposed for the Hinckley and Bosworth Sports Alliance.

### Purpose

Our core purpose is:

*“Working together for all of our sporting futures”*

### Vision

By 2009 we will have created a wide range of opportunities that are:

- Fun
- Open to all
- Active
- Progressive

and we will have evidence of our achievements.

### Values

The values that underpin the way we operate:

- Respect - each other
- Build ownership – through active engagement
- Be user friendly – by keeping things simple
- Seek local knowledge – to have relevance
- Streamline decision making – to get things done
- Focus on common ground – to build up our Alliance
- Act professionally – for the benefit of all.

## STRATEGIC GOALS

This section considers the 'big ticket items' – in other words **the** key areas where the Hinckley and Bosworth Sports Alliance needs to concentrate its effort to have greatest impact. The following key areas are suggested:

- Getting more people participating in sport
- Having more coaches, volunteers and professionals delivering activities
- Having better facilities
- Giving better support and advice to clubs
- Improving school–club links
- Building partnerships with 'outside' agencies that can help (e.g. health)
- Building partnerships between the public and private sectors
- Addressing transportation issues
- Having an all singing, all dancing approach to communication
- Proving the benefits of a multi-sport approach
- Raising the funds to achieve all of the above.

## MAKING IT WORK

This section is about what needs to happen to establish the Hinckley and Bosworth Sports Alliance. Immediate tasks included:

- Encouraging others to get involved
- Setting up a Shadow Executive Board
- Achieving early wins and building momentum.

### Getting Others Involved

Currently 'we' are a group of local people wanting to establish an independent Hinckley and Bosworth Sports Alliance with support from the Borough Council. We want to encourage more people and agencies to get involved including local clubs, communities, schools and businesses and those involved in community safety, education and lifelong learning and health promotion. We propose to do this by:

- Circulating this report widely and seeking views on our aspirations and proposals
- Having 'champions' for the Hinckley and Bosworth Sports Alliance and supporting them
- Keeping connected with those involved and on board.

### Shadow Executive Board

We propose to establish a Shadow Executive Board to get us started. It will be tasked with:

- Preparing a strategic business plan
- Devising an operating structure
- Securing sufficient resources to operate
- Achieving early wins to attract and maintain interest
- Establishing effective channels of communication with members.

In practical terms we will need to agree:

- Who is involved
- Size of the Board
- When it meets and number of meetings.



It is proposed that membership of the Shadow Executive Board is drawn from:

- Clubs and sports bodies (majority – voluntary, public and commercial)
- Education (state and private)
- Health
- Community safety
- Local authority officers and a councillor
- Young people (Youth Council) and other 'target groups'

The local tourism partnership was suggested as a good example to follow.

The strategic plan should build on the workshop discussions, relate to the Strategy Model, set realistic goals and include key tasks, success criteria and early wins. Attention should also be given to:

- Marketing and communication
- Working with the press
- Making use of existing formal and informal networks
- Exploring avenues for sponsorship.

### Early Wins

Three early wins were identified:

- Create a website for the Hinckley and Bosworth Sports Alliance
- Research other local sports alliances and partnerships to learn from their experiences
- Undertake an audit of who's who and what's where for seeking support and establishing our starting position.

## ACTION PLANS

A simple initial twelve month action plan is needed by the 31<sup>st</sup> March 2005 to secure the £5k available from Leicester-Shire and Rutland Sport. The Borough Council agreed to prepare the plan on behalf of the Hinckley and Bosworth Sports Alliance and to hold the funding until the Alliance is operational. The Action Plan will be informed by the discussions from this workshop and by the following suggestions made by those who attended:

### Actions within One Week

- Circulate report and proposals from the workshop
- Confirm agreed actions.

### Within One Month

- Hinckley and Bosworth Sports Alliance formed
- Immediate priorities agreed
- Circulate agenda, membership list and contacts for people involved
- Secure initial funding
- Give commitment for a development officer to work with the Shadow Executive Board and on behalf of the Alliance.

### Within One Year

- Complete the mapping exercise of sport and physical activity
- Have evidence of facilities being used by a wide variety of groups/people
- Undertake an assessment of facilities that are required and needed
- Undertake an assessment of the needs of the 'workforce' (volunteers and paid development officers, coaches, leaders, officials, facility managers, club managers etc.) and have co-ordinated training programme



- Produce an annual report of progress
- Organise an annual forum for reviewing achievements and plans for the following year.

### Longer Term Actions

- Have an effective communication system between all agencies
- Have a full size synthetic pitch for community use for hockey and football in the Borough
- The Hinckley and Bosworth Sports Alliance is helping to shape the national strategy.

### EVALUATION

Due to time constraints limited attention was given to evaluating progress. Consequently this is an area for the proposed Shadow Executive Board to consider further. Suggestions for evaluating and measuring impact included:

- Measurable increase in participation
- Number of volunteers and coaches involved in sport
- Number of new school links
- A government new Key Performance Indicator (KPI) for cultural services
- Amount of funding raised.

### NEXT STEPS

If you want to register your interest, discuss the proposals or send us your views please contact:

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We want to keep the momentum going and would very much welcome your views by **30<sup>th</sup> April 2005**.

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