



Governance Transitional Support

Overview

Delivering **unique**,
flexible and
innovative
solutions
in Sport

Delivery ambitions

Sport Business

Providing bespoke solutions that drive change and positively impact sports development

Apprenticeships

Be the provider of choice for apprenticeship services in sport

Education and Training

Be the leading provider of education and training development services in sport

Employability

Use sport as a tool to improve people's self confidence and employability

"Sport Structures provided us an excellent solution for moving Schools Rugby forward in Wales based on sound consultation and excellent facilitation." Adrian Evans—WRU Partnerships Manager

Team

Rebecca Gibson
Sports Consultant



Rebecca leads on sports consultancy and insight research. She has 18 years of sports development experience including 7 within disability sport. She has NGB and Local Government experience cutting across participation and talent.

Simon Kirkland
Managing Director



Simon established Sport Structures 14 years ago and manages the overall strategic direction of the company. Simon is an ex-teacher and CEO of an NGB. He leads the consultancy delivery of the company and is expert in strategy development.

Jobeth Bastable
Sports Projects
Executive



Jobeth has extensive experience and expertise specifically expertise in methodology, surveys and focus groups. She is an excellent facilitator and can draw out people's opinions in a positive and structured way.



**Delivering unique, flexible
and innovative solutions in
sport**

**We provide;
Sport Consultancy Services**

Insight and bespoke
solutions for the sports
sector based on our
industry expertise

NEXT STEPS

“I truly appreciate the hard work and effort that’s gone into the strategy and am keen that BAFA continues working with yourselves to help us effect the changes we need as well as help us refine the strategy going forward as we move into delivery phase” Martin Cockerill, BAFA Chair

We supported BAFA between March and September 2017 in the formation of their new strategy and subsequent board discussions around the governance form that is required to deliver the new strategy. We understand that the challenge now facing BAFA is making the transitional arrangements a reality as quickly as possible, to have a new Board composition in place ahead of the next financial year.

We understand your sport and the governance changes required and propose to support your Board through this change management process.

We recommended a series of principles of governance change – see right. The diagram overleaf reflects the new structure.

Board shall remain at 9

Agree role descriptions developed from competence framework and specific experiences needed for: Finance / Business development / Business process / Operations / Communications

Five members should be elected by the membership.

The appointments panel to present to the AGM recommended people for Directorships
Chair appointed from this number. The Vice-chair shall be appointed by the board and may hold a role in addition to Vice-chair. The chair’s sole role will be chair

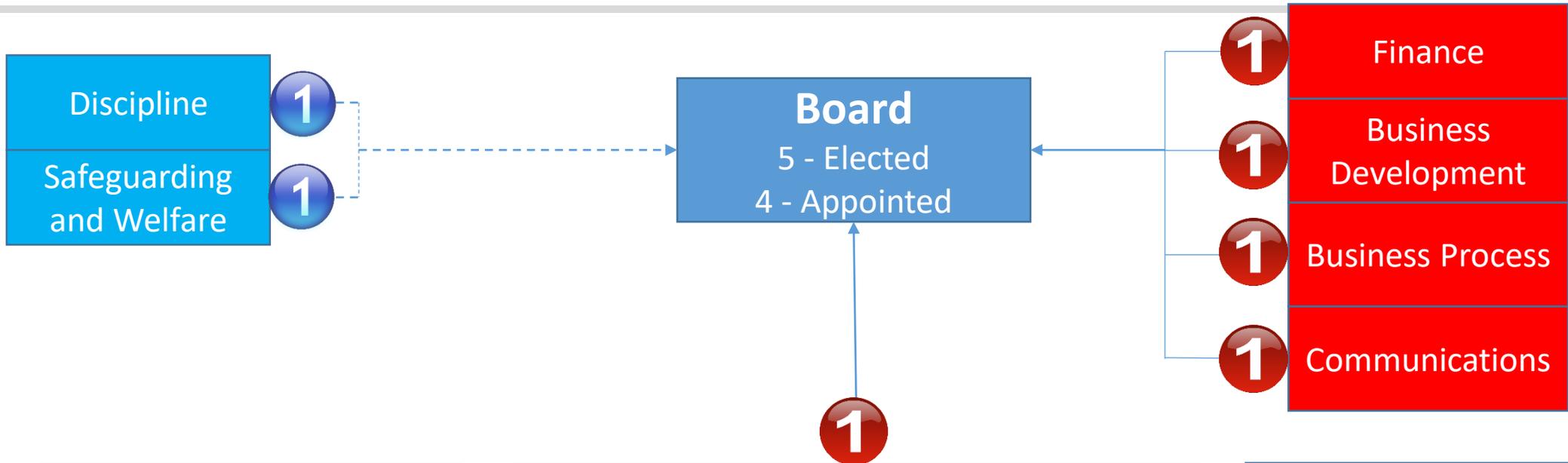
Elected members matched to skill need. Gaps advertised for appointment

Commissions to be set for delivery objectives that will collectively form the operations committee

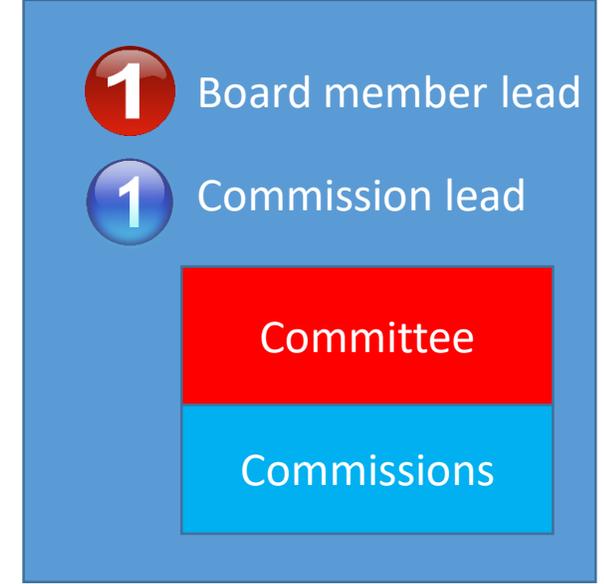
Separate commissions not in Opps committee to oversee 1) out of competition discipline and 2) safeguarding and welfare

Each commission to decide needs how best to operate the commission

Coaches and Officials bodies to consider when they would fully integrate into BAFA structure



- Board membership**
1. Chair
 2. Finance
 3. Business Development
 4. Communications
 5. Business process
 6. Operations
 7. General
 8. General
 9. General



Our Approach

“Quick meeting, explained the brief that Sport Structures picked up and ran with very quickly. Costs and processes agreed within a week. Diligent perseverance by the Sport Structures staff ensured that the agreed report was delivered on time.” Ron Tulley, England Boxing.

Project Management

We would continue the positive working relationship we are forming with you through open, honest and regular dialogue.

Our approach to this change management process is one of support, advise and practical logistics. The aim being to support the existing board to achieve the transitional arrangements as seamlessly and as quickly as possible.

We will ensure that we support the Board with communications around the transitional arrangements to ensure the BAFA community are aware of the changes, the need for the changes and the steps being taken.

OUR VALUES

- Exceed expectations
- Source solutions
- Respect
- Provide value for money
- Embrace diversity
- Be adaptable
- Reflect and improve

Key Work Areas

1. We will make amendments to your Articles of Association with particular reference to the definition of a member. This will be agreed by your Board and approved at your AGM.
2. We will develop generic role description based on the competences matrix. We will then develop the specific role descriptors for Finance / Business development / Business process / Operations / Communications. This will be given to your existing Board for approval.
3. We will form and lead your appointments panel. We will co-ordinate the nominations for elected (from the membership) board director positions against the skills identified in the role descriptors. We will assist the appointments panel to form a recommendation of the five elected directors.

Our Approach



Key Work Areas Continued:

4. We will assess the skills gaps at this point and lead a Board recruitment process for the remaining Director positions. The appointments panel will remain involved throughout and we will assist them to make recommendations of the remaining independent directorships.
5. Support your Board and appointments panel with the AGM process including the voting for any changed to articles of association and new Board composition.
6. Board Induction process including Directors training. This will also involve a handover period from the old to the new Board, key information on articles of association, roles and responsibilities, the strategy and polices and procedures.
7. We will work with the new Board on the creation of terms of reference for commissions and a dialogue with existing bodies e.g. Referees and Coaches associations on how these structures compliment / work together going forwards.
8. Promotion of the new commission structure and the purpose of each commission. Volunteer recruitment onto commissions through an appointments panel. Volunteer induction process.

"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 Partnership

GANNT

We can work flexibly to suit the needs of your Board when setting the timeframe.

Project Segments	Action	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16	Week 17	Week 18	Week 19	Week 20
PROJECT MANAGEMENT	Ongoing communications	■		■		■		■		■		■		■		■		■		■	
	Ongoing advisory support for the Board through the change process	■		■		■		■		■		■		■		■		■		■	
	Communications strategy for membership through change process		■																		
	Implementing communications strategy			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
CHANGE MANAGEMENT	Changes to articles of association	■						■													
	Development of Board role descriptors		■																		
	Co-ordination of Board recruitment process - elected positions		■	■	■	■															
	Co-ordination of Board recruitment process - independent positions						■	■	■	■											
	Supporting the AGM Process											■									
	Board inductions and Directors training													■	■	■	■				
	Terms of references created for the commissions. Commissions promoted.								■	■				■	■						
	Volunteer recruitment onto commissions															■	■	■	■		
	New commissions members inducted and supported to develop implementation plans in line with the strategy																				■

Credentials



Sport England Submission & Insight: Supported British Shooting through the funding protocol. This involved facilitation, stakeholder meetings, an additional insight project to supplement the application and the funding submission.



PE and School Sport Strategy: We supported the Saudi Arabian Ministry of Education to develop a strategy based on national and international research. The strategy addressed female participation and partnership with national federations.



Provision of strategic planning support: Developed with UK Deaf Sport a strategic plan that sought and gain further funding particularly for the Deaflympics



Insight: Since 2011 we continue to provide a detailed and live monitoring and evaluation portal for the £56m London 2012 Legacy programme. We provide a detail 6 and 12 month report to inform future programme direction.



Strategy development: We consulted with the sport across the country and through facilitation we developed a focused and specific strategy based on customer segmentation which received Sport Wales funding



Route to market benchmarking with the FA in four sports: We benchmarked Football with a number of sports and how they developed routes to community sport for young people.

Credentials



Review of the Primary School Sport Premium: We are currently reviewing the delivery and effectiveness of the PSSP in the Black Country through a series of surveys with Head Teachers, coaches and providers.



Competition Review: Undertook a review of the Association of Colleges competition framework including National, Regional and League competitions.



Programme evaluation: We provided a 360° review of the Swim Safe programme ahead of its key growth year. The focus was a review of the success of the programme and the design of a fit for purpose evaluation methodology.



Case Study: A review of the Boxing Satellite Club programme utilising club visits, interviews and focus groups to establish a qualitative case study



Competition Review: We reviewed Gemau Cymru (Welsh Games) considered pathway development, the development of the event and its future commercial viability. This included events for disabled and non-disabled people

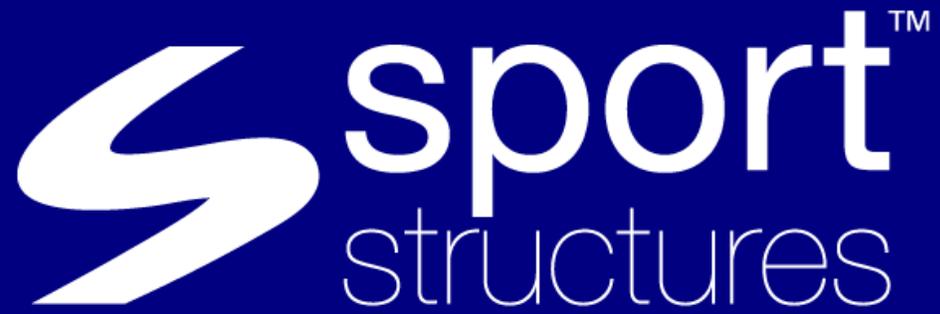


Training needs analysis and CPD programme: Undertaken a TNA with all staff and designed a training plan for the different levels of the central business and the franchisees

Partners



“The feedback from participants on our coach education courses has been outstanding following the tutoring training with Sport Structures” Coach Manager Baseball-Softball UK



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