



# The New Sport for Development Model

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COMMUNITY SPORTS TRUST

# History of the Trust

- Celebrating our 30th year
- One of the first football in the community programmes at an English Football Club
- Became a Community Trust in 2005
- Four-time winners of the Football League Community Club of the Year, most recently in 2014.

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- Serve the communities of Ealing, Hillingdon, Hounslow, and Richmond in West London.
- 100-strong team of staff and volunteers
- 20,000 participants on Trust programmes annually, mostly children



# Delivery Profile

- Programmes delivered across four cross-cutting themes:
- Sports participation
- Education and employability
- Healthy lifestyles
- Social inclusion and community cohesion
- Social value cost-saving of Trust programmes for 2015-2016 calculated to be £13.78m, an increase of 38% on 2012-2013.

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# Why Quest?



- We are looking for ways to respond to the challenges of the outcome driven evaluation of DCMS, Sport England, and the Premier League/Football League
- We wanted to engage in an external evaluation which would provide benchmarking with organisations outside of the football club sector
- We wanted an all-encompassing evaluation which would provide guidance on vision and values, strategy development, partnership working, and measurement and evaluation

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# The Assessment Process



- Pre-assessment self- assessment questionnaire will indicate where you see yourself as an organisation and indicate what level of Quest you should aim for
- Assessor desk based review of strategic and business plans, annual report or any other strategic relevant documents
- Critical friend rather than auditor – aim to appreciate your work and help improve and develop areas and highlight issues or barriers to achievement
- Will have developed a degree of insight into the organisation prior to on-site assessment
- Self-assessment – staff focus group – partner focus group
- Assessment report returned within 28 days of final on site assessment



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# Levels of Quest



## Quest Entry Level Assessment

- 1-day assessment, every 12 months
- The assessment is conducted against the 7
- Active Community Core Modules of Purpose,
- People and Delivery.
- Unsatisfactory or Registered

## Quest Plus

- 2-year process with an assessment in year 1 and review in year 2
- The assessment is conducted against the 7 Active Community Core Modules on day 1 and 5 choice modules on day 2
- Year 2 consists of a Partnership survey and Improvement workshop, which includes a partner forum and staff focus group
- Banding: Unsatisfactory, Satisfactory, Good, Very Good or Excellent

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# Levels of Quest



## Quest Stretch

- The toughest assessment!
- Only available to teams which have achieved Excellent in their last assessment
- Includes a day assessment, partnership survey and a 1-day validation
- The team will need to achieve an overall banding of Excellent in their one-day assessment to progress to the validation day.

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# Quest Core Modules



| Quest for Active Communities: Core Modules       |  | Quest for Sport 4 Development: Core Modules |  |
|--|--|---|--|
| People & Skill Development                       |  | S4D: Team and Skills Development            |  |
| Partnership and Collaboration                    |  | S4D: Partnerships & Collaboration           |  |
| Quality Assurance                                |  |   |  |
| Insight & Marketing                              |  |   |  |
| Increasing Participation and Reducing Inactivity |  | Delivering Sport for Development Projects   |  |
| Continuous Improvement                           |  | S4D: Continuous Improvement                 |  |
| Active Community Outcomes                        |  | S4D: Community Outcomes                     |  |

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# Brentford Assessment Recommendations & Strengths: What Improved



- Major improvements made since last Quest Assessment, notable the development of a **Theory of Change** which is now central to the 'Playing the Long Game' organisational strategy for 2017-2020
- Strengthened the **evidence base** demonstrating engagement with their target audiences – better reporting and tracking
- Demonstrated **progression and development** of participants moving to volunteers and into paid work and even onto high levels of progression within the Trust
- Demonstrate an impressive **range and scale of programmes** on offer to the community with high levels of retention and growth

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# Brentford Assessment Recommendations & Strengths: What Improved



- Brentford demonstrated evidence of **transformational leadership** ensuring that the Brentford FC Community Sports Trust is now a major player locally and has influence over major new developments (The New Stadium)
- Partners and community recognise the team as being committed to high quality delivery. Seen as a '**can do**' and '**go to**' team externally
- Evidence of rigorously working towards the **improvement plan**

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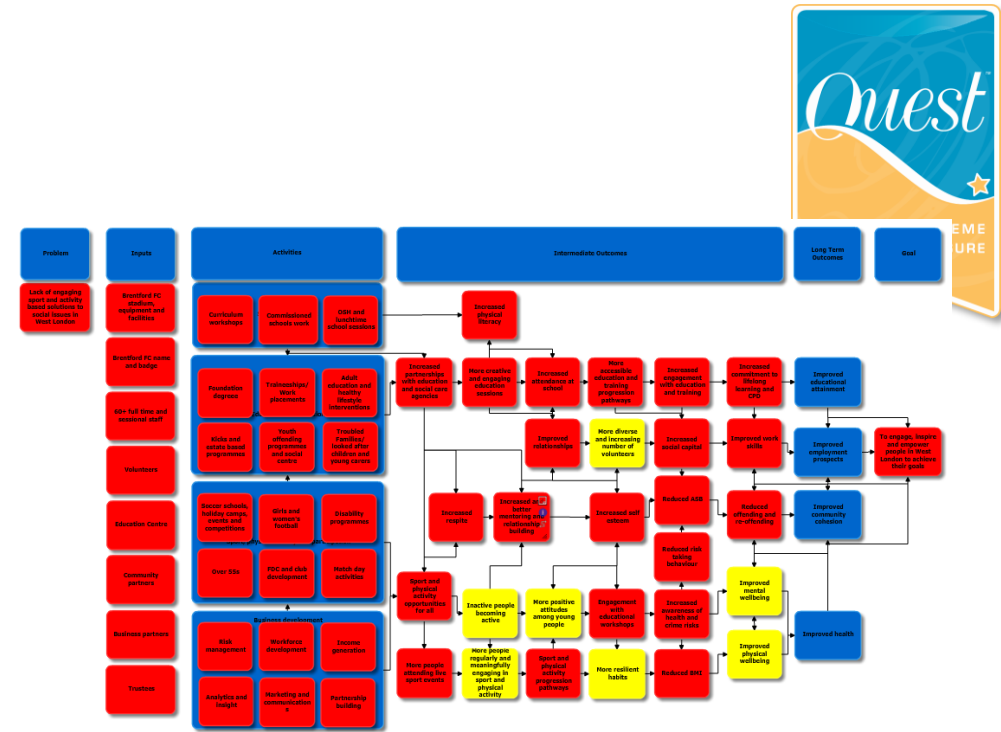


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# Ongoing Improvement: Implementing Change

- Theory of change strategic model
- Involve partners in strategic planning
- Management restructure
- Staff and stakeholder surveys
- Focus on marketing and communications
- Update measurement of social impact
- Investigate the most appropriate and effective way of measuring and evaluating outcomes
- Staff consultation on vision and values
- Refer to award externally as a validated measures of success on website, promotional material and bids

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Thank you

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