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A Scoping Research Report for Sports Heritage in the UK

Commissioned by

The Sports Heritage Network

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Many thanks are due to the hundreds of different organisations and individuals, who gave their time, ideas and opinions to discuss the current and future states of sports heritage in the UK.

It is with pleasure that Justine Reilly Consultancy presents these findings, and we thank the Sports Heritage Network for the opportunity to conduct such important and timely research.

**Research report prepared by
Justine Reilly Consultancy**

1.0 Executive Summary

“Sport is the hidden social worker in all our communities. It can reach places that very few things can”. Lord Coe, July 2010

Britain was the birthplace of modern sport. The major sports which began in Britain – including football, rugby, tennis, cricket, golf, rowing and hockey – then rapidly spread around the world. Britain’s sports heritage is therefore unrivalled in the world and has an important global significance.

Sports heritage is powerful in its ability to appeal to people from all backgrounds. It provides a national focal point for identity at the same time as uniting families and communities within their own locality. While no single sport engages with everyone, the wide range of sports represented within the Sports Heritage Network (SHN), builds an audience reach and profile probably rivalled by no other aspect of our heritage.

The SHN wishes to create a sustainable model to ensure the future of sports heritage within the UK (England, Scotland, Wales, and Northern Ireland). Ten years of experience as a subject specialist network, mapping a picture of sports heritage archives and collections, and developing a ground breaking exhibition programme (Our Sporting Life) has established the SHN as the lead authority in the field.

This experience has created an understanding that sports heritage is in need of a long-term strategy. The SHN has commissioned this independent scoping research to identify the needs of the heritage, history, and sports communities to ensure the sports heritage sector thrives post 2012. The research methodology involved working closely with stakeholders in the field, members of the SHN, and analysing case studies of sports heritage activity. I feel it is important to stress at this point that I have been overwhelmed by interest from organisations and individuals who feel this is a vital programme of activity, who have expressed their support and place a strong value on sports heritage collections and archives.

The findings outline the role and value of sports heritage within the wider cultural sphere and demonstrate a range of issues currently facing the sector. Principally, that many collections are not held in formal heritage environments, but within the sports community and with individual collectors; that, critically, sporting heritage is being lost or destroyed through a lack of knowledge and understanding about what to protect and how to store it; that many heritage professionals lack the knowledge, experience, and confidence to work with sports heritage objects and archives; and that many other collectors of sports heritage need support to better understand how to value, preserve, protect and provide access to their collection.

This research has demonstrated that where sports heritage is properly funded, it has the potential to support agendas such as health, education and community cohesion, whilst unlocking memories, experiences and opportunities for individuals who may otherwise be excluded from taking part in cultural activities. Without significant investment to support collections and collections care at all levels, these activities will not be sustainable.

Sports heritage has, until relatively recently, lacked recognition as a major part of the nation's history and heritage. This had been evident in the lack of investment secured to support national sporting collections as well as wider reaching sports heritage programming. Factors including the Olympics, the Our Sporting Life Exhibition programme, investment from the Heritage Lottery Fund, and an increased value placed on sports history, have started to develop a wider interest in the value of sports heritage – all of which rests on a sound basis of collections and expertise.

Within this context, this report outlines recommendations clearly defining the Sports Heritage Network's future aims, objectives, branding and membership, and the creation of a wider SHN Steering Group. In addition, it recommends that funding is secured for management of short-term development work, and a programme of significant long-term fund-raising is undertaken. The SHN should create, develop and manage an online one-stop-shop building on the People's Record website and activity and secure funding for a sustainable, long-term store for at-risk collections. Importantly, the SHN should define where sports heritage fits within the heritage landscape and establish a firm evidence base which demonstrates the benefits of sports heritage. The SHN should establish strategic networks and partnerships, and work with governing bodies to establish a named contact and increased activity. Finally, and importantly, the SHN should ensure Paralympic and disability sport are central to its work.

The report is structured as follows: Section 2 provides definitions and a glossary of terms used; Section 3 provides a context for the research; Section 4 outlines the research brief; Section 5 covers the research methodology; Section 6 makes the case for sports heritage; Section 7 outlines key issues and risks for sports heritage; and Section 8 outlines recommendations for the future. Appendix A provides a two-year strategy for development that provides a practical programme to achieve the recommendations and minimize risks.

2.0 Definitions and Glossary

In the first instance and for clarity, definitions for the following have been employed throughout the research phase and within this report:

2.1 Definitions:

National / UK: To include the countries of the United Kingdom: England, Scotland, Wales and Northern Ireland

Sport: We have used the same definition as that from the Hood Report (2006) to ensure continuity:

“After much debate the survey was limited to competitive and active sports and has not included games and pastimes. The distinction is not however always clear cut and there are many sports where recreation and competition are hard to divide, especially when looking at art and artefacts relating to them”.

Heritage: There are many different debates about what defines heritage, and how heritage is formed. We have used the following to encompass the term “heritage” in this document:

1. Material culture: Objects, artefacts, and archives that survive from the past
2. Intangible heritage: Identity, community and how people view themselves and others

At-Risk: A collection which has the potential to be lost or substantially depleted due to risks of poor or insufficient storage facilities, or lack of ownership

2.2 Glossary

SHN – Sports Heritage Network

OSL – Our Sporting Life

ICSHC – International Centre for Sports History and Culture

HEI – Higher Education Institute

3.0 Research background and context

“Sport has the power to change the world. It has the power to unite in a way that little else does. It speaks to youth in a language they understand. Sport can create hope where once there was only despair. It is more powerful than governments in breaking down racial barriers. It laughs in the face of all types of discrimination.”

Nelson Mandela

3.1 The founding of the Sports Heritage Network (SHN)

The Sports Heritage Network (SHN) was established in 2003 by the National Football Museum and the River and Rowing Museum as a Subject Specialist Network to promote interest in Britain's unique sporting heritage. Britain is widely accepted as the birthplace of modern sport, as demonstrated in the recent thirty part Radio 4 series, *“Sport and the British”*, and is the leading country in the world for the academic study of sport and its wider cultural significance. Britain also has a number of globally significant sports museums. At present, however, the value placed on sporting heritage has not been properly recognised or financed. The Sports Heritage Network exists to remedy this.

No other organisation within the UK is acting as an umbrella body supporting, promoting, and securing the future of sports heritage. There are many organisations using sports heritage within their work, many more still that understand the importance of sports heritage and have endorsed this scoping activity, but as it stands this is the only organisation seeking to achieve a sustainable future for the sector.

In its infancy the Network consisted of the major Sports Museums in the UK: The National Football Museum; The River and Rowing Museum; the Golf Museum at St Andrews; the MCC Museum at Lord's; the Wimbledon Tennis Museum; The World Rugby Museum at Twickenham; and the National Horse Racing Museum at Newmarket. Appendix B provides the constitution set up by the SHN to outline its major aims and objectives, membership criteria for the network, and membership criteria for the executive committee.

The membership has steadily grown, and today includes a wealth of national and local museum and archive organisations such as National Museums Wales, National Museums Liverpool, Bradford Industrial Museum, and the West Yorkshire Archive Service. In addition, it includes a wider breadth of sports specific museums such as the Leeds United Museum, the England Hockey Collection, and the National Badminton Museum. It also has strategic links with organisations outside of the heritage industries such as the Sporting Memories Network, which uses sports

heritage as inspiration for reminiscence sessions, Sports Inspire who use sports heritage as an inspiration for formal learning, and the Sporting Statues project, which is seeking to understand more about sports architecture and sculpture.

The Sports Heritage Network also has significant support from its academic partner, the International Centre for Sports History and Culture (ICSHC) at De Montfort University. The ICSHC is the world's leading centre for the study of sports history, with a belief that an understanding of sports history is essential to understanding wider society and culture as a whole. It was the partner in developing the Radio 4 programme *Sport and the British*, and has a history of world class and ground breaking research in the field.

3.2 The SHN develops an understanding of collections

The Hood Report:

In 2006, with funding from the Museums, Libraries and Archives Council (MLA), the SHN commissioned a survey of holdings of sports heritage in museums and archives, the "*Sports Heritage Network Mapping Survey- an overview of Sports Heritage collections*", commonly referred to as the "*Hood Report*". The survey showed that although there was a significant amount of material in museums and archives, this was often relatively forgotten about or not classified as 'sport'.

The Hood report demonstrated for the first time that many sports collections were held by private individuals, and that these individuals were vital to sports exhibitions, displays, and the story of British sport.

In addition, the survey also highlighted that many sports were largely unrepresented in public holdings, particularly Paralympic and disability sport.

3.3 The SHN establishes a programme of sporting heritage exhibitions:

Our Sporting Life

As a recommendation of the Hood Report, the SHN set up and managed a national exhibition programme, Our Sporting Life (OSL). The programme's aims were to build partnerships across the heritage sectors, develop an understanding about what sporting collections, museums and archives had and how to use them more fully, and to engage with local communities by asking "What does sport mean to you?". The success of the 2012 London Olympics and Paralympics bid helped to further the development of OSL. By the end of the programme, at least eighty-five exhibitions will have been delivered across England reaching over *one million* people.

The evaluation of OSL is still in progress, but interim findings demonstrate that this was a ground breaking initiative. It prompted museums, archives and other venues, such as leisure centres and town halls, to work closely with their communities to develop quality exhibitions about sport in their local environment.



Pontland Basic OSL Exhibition Project, Ashton-under-Lyne

OSL allowed partnerships to establish for the first time, for example Scunthorpe United and the North Lincolnshire Museums Service, which developed a thought provoking and entertaining exhibition about the history of the club, involving supporters and communities as the central creators.

It has enabled communities to celebrate their sporting heritage and remember their roots, for example the Woodhorn Museum project in the North East, whose exhibition and community work has inspired a modern day Morpeth Games.

It has also demonstrated that sport inspires a different type of museum visitor. It reaches out to non-traditional audiences, for example the young people engaged in the Young Ambassadors programme at the National Football Museum.

In terms of learning and the transfer of knowledge, OSL provides an off-the-shelf methodology to support any other future Cultural Olympiad or sporting heritage exhibition programme, no matter where it is placed internationally. The framework has been developed rigorously by museum and archive professionals, and has demonstrated its ability to support local community engagement.

By uncovering new objects and artefacts, memories and stories, it has unlocked the nation's sporting heritage and developed a previously unheard of interest in sports heritage and history.

The SHN must ensure that OSL is evaluated to reflect the aims and objectives of the project and to measure the impact of the programme across a range of agendas and

policy areas. The successful legacy of the programme will be tested through a continued and growing interest in sports heritage locally, regionally, and nationally.

“This is absolutely the right time for a project like this, because it ... makes a personal connection with people and the way that sport has influenced their lives. Whether memorabilia or whether it is memories, sports heritage is part of the fabric of our society and I think understanding where we have come from we can better understand and map the future and make our country a better place. At LOCOG we are really excited about this project and we think that it can make a huge contribution to our Olympiad.”

Jonathan Edwards. Former Olympic champion and member of LOCOG.
Our Sporting Life launch – March 2009

3.4 Sport Heritage Network programming and events.

Each OSL exhibition has also had a range of public events and workshops, including appearances by Olympians, Paralympians and other major sports stars, including, for example, Sir Steve Redgrave. The first exhibition in Henley in 2010 began with a parade through the town by hundreds of people behind an Olympic torch from the 1956 Olympics, which had come to light through the project.

SHN has held two major events at Lord’s Cricket Ground, thanks to the MCC Museum, to launch and promote the OSL project. At both events there were attendees from museums and sports heritage organisations representing over 50 sports. Speakers at these events have included a wide range of leading sports men and women and senior figures in sport, including Jonathan Edwards, Colin Jackson, Ray Clemence, George Cohen, Mark Ramprakash, BOA Chair Lord Moynihan and Sports Minister Hugh Robertson.

In addition, in 2007 the SHN received funding from the Arts and Humanities Research Council to conduct a seminar series developing a sport history and heritage research network. The strengths of this project lay in bringing together those with an interest in sports heritage from both academic and museum backgrounds to discuss the future of sports heritage across discipline boundaries.

In April 2012 SHN held its first conference, at Lord’s, which attracted over 100 people. Speakers included leading academics of sport, coaches and officials, and Olympians Liz McColgan and Jonathan Edwards. Sessions were chaired by leading sports broadcaster John Inverdale.

3.5 The future of Sports Heritage

The Sports Heritage Network (SHN) now wishes to understand how it can further support the nation in collecting, preserving, storing, accessing, and promoting sports heritage. It understands the power of sports heritage to address a range of agendas

such as education and health, and the impact it has on both the individual and communities.

“Sports is a key element of cultural heritage and has a profound impact on the lives of many”.

Oakmere Solutions Ltd, leading museum education consultancy

Ten years of experience has provided the SHN with an overarching understanding about what constitutes sports heritage and where sports heritage is held. Most sports organisations, clubs and leagues have collections of material culture relating to their history, for example equipment, photographs, trophies and film and video footage, that tell the story of their development as a sports entity. In addition, they have a wealth of intangible heritage including memories from players, supporters, staff and their families, which tell their story as part of a community and their impact on identities and individuals within that community.

The danger is that this heritage will be lost or destroyed through the current disparate nature of those engaged in sports heritage, a lack of funding and investment in sports heritage, or through a lack of understanding of the importance of sports heritage to the nation by those connected with sport.

The SHN has therefore commissioned this research to scope an understanding of what is needed from a sustainable model to guarantee the longevity of Britain’s sports heritage.

This report provides a detailed picture of the issues and associated risks currently affecting sports heritage. It outlines key recommendations and a two year strategy detailing how we believe the SHN could and should move the agenda forward focussing on knowledge, partnership, education, and advocacy.



Image courtesy of the WheelPower Archive, Stoke Mandeville

4.0 Proposition: the development of a new model for the future of sports heritage in the UK

“Sport can act as an important legacy for individuals, regions and nations. Perhaps few other links to the past are as passionately expressed as those for sport and its heritage. Fans identify with the past of their team, even if that past does not exist in their living memory, while others see sport as a continuity of a national, regional or personal legacy and identity”.¹

The Sports Heritage Network (SHN) in partnership with its research partner the International Centre for Sports History and Culture (ICSHC) wishes to understand more about the possibility of creating a new model of working to support the future of the UK’s sports heritage sector. Discussions to date have developed an outline model which could create an *“end-to-end” service for sporting archives, from acquisition and preservation to research and promotion*”.

4.1 The SHN outlined within the tender document that the aims of the new model could include the following:

1. Work closely with existing museums and archives
2. Build relationships across all sports in the UK, including disabled sports
3. Preserve and catalogue the material culture and archives of British sporting life including Paralympic and disabled sports heritage
4. Provide a central database for all sports collections
5. Digitise and put sports archives online
6. Organise exhibitions in collaboration with museums, record offices, sports organisations and other interested parties
7. Promote scholarly study into the history of sport using collections
8. Offer expert advice on the development of collections to sporting organisations and collectors.

In February 2012, the SHN commissioned Justine Reilly Consultancy to conduct an independent scoping survey to further develop the concept and provide a strategy for development. This report details the findings.

It should be made clear from the start here that the purpose of the new model is not to amalgamate sports heritage collections. Neither is it to try to draw collections from

¹ Ramshaw, Gregory. 'More Than Just Nostalgia? Exploring the Heritage/Sport Tourism Nexus'. In *Heritage, Sport and Tourism: Sporting Pasts – Tourist Futures*, edited by Sean Gammon and Gregory Ramshaw, 9–21. London: Routledge, 2007.

sports clubs and individuals into heritage venues. The SHN recognises that the best place for the majority of the collections to be is where they are currently placed, as outlined within the following research findings.

4.2 Purpose and objectives of a new model for sports heritage

During the past twenty years, museums have gradually been evolving to place communities and individuals at the heart of their work. The objectives of the new SHN model could lead to the development of a new form of museology, establishing a true bottom up approach to collecting, preservation and access by:

- Providing information, advice and guidance to private collectors, clubs, governing bodies, museums, and archives in how and what to collect, preserve, and exhibit
- Encouraging local, regional and national networks of sports heritage stakeholders to support grass-roots collecting and display
- Inspiring contemporary collecting, display and access
- Advocating for sports heritage by providing evidence of its role and value, and working with sports clubs, sports men and women, the press, and through social media
- Providing storage and research space for at-risk collections if another suitable facility cannot be identified

In terms of academic sports history research, many of the SHN's partners have outlined the increased importance they are placing on sports heritage to support their research, but of the difficulties in creating partnerships. Appendix B outlines a wealth of sports history research centres, journals and conferences which would benefit from a more integrated approach to accessing sports heritage.

4.3 Branding the new model

A question to be addressed almost immediately is: *will this new model essentially replace the Sports Heritage Network?* In addition, where will the Our Sporting Life brand fit within the new working model?

The SHN could run the risk of confusing its audience and potential supporters by developing too many brand names. As Our Sporting Life is already established, complete with functioning website and profile, the SHN could use Our Sporting Life as its title. However, it is believed that this may confuse current partners, and delay development activity until all Our Sporting Life exhibition activity has been completed. We are also unsure of the suitability of the website to support the needs of the new model.

The current title is not a well known brand name so it is not inconceivable for this to be changed. Only a very small percentage of the respondents had heard of the SHN. The use of the term "network" also caused confusion. Many organisations were not

sure what the network did, or how they could become involved. If the new model of working is to be adopted, then the SHN will become far more than just a network of organisations. Its brand name should reflect this absolutely.

An additional suggestion has been to simply call the network and all its associated activity "Sports Heritage UK". From research into similar brand names and discussions with stakeholders, a recommendation of this report is that the SHN adopt the name "Sports Heritage UK". It provides a clear and succinct description and allows the organisation to grow and develop.

In conclusion, irrespective of the name of the organisation, it is vital that the SHN take this opportunity to establish a brand with clarity moving forward.

4.4 Possible model for comparison

The Sportimonium museum in Belgium may provide a model which could be adopted within the UK. Developed over the last 25 years, the museum opened in 2004 and brings together traditional games and sports working closely with the Federation of Flemish Traditional Sports. It has a world class research pedigree and has recently been recognised by UNESCO in terms of its intangible heritage. It bases its model on four main premises: acquisition, preservation, research and presentation. It is largely funded by a dedicated fund set up by the grandson of Victor Boin, a Flemish medal winning Olympic swimmer and athlete.

The SHN should further explore this model, and undertake discussions with UNESCO to ensure the recognition of the UK's intangible sporting heritage.

5.0 Methodology

5.1 Methodology

Our research used the following methodology:

How could the aims of the SHN be translated into reality? What might the aims look like to achieve success? In essence, what is the scope of the new model?

This formed the basis of our initial proposal. It offered specific factors for us to test during the research phase and helped to define and inform the strategy planning.

5.2. Who are the key stakeholders?

The research identified a number of categories of interested and invested groups and individuals in the field of sports heritage:

- Organisations already considered to be part of the SHN
- Sports specific museums and archives – with a variety of governance arrangements
- Museums and archives holding sports collections
- Museums and archives wishing to develop their sports collections
- Sports historians and academics working in related fields
- Overarching sports organisations such as the Sport & Recreation Alliance
- Other sports heritage groups such as the Sporting Memories Network and the Federation of Stadiums
- Sports governing bodies
- Sports clubs and sports men and women
- Private collectors
- Government and heritage policy decision makers such as DCMS and the Arts Council

An excel database of these contacts is available for reference and use by the SHN's steering group.

The next stage identified routes to discuss the concept of the new model with them. From the offset it was important not to be too prescriptive about what the model could consist of. Although we had developed key ideas about how the model could operate and what it could look like, it was essential that these thoughts didn't skew the findings.

The proposals were discussed through a number of different routes:

- Targeted on-line surveys through networks such as H-Sport and Jisc Mail
- Social media networks such as Linked-IN
- Focus groups, for example with Museum Development Officers
- One to one interviews and discussions
- Visits to collections and sports heritage exhibitions virtually and in person

The respondents came from across the four nations of the UK, from backgrounds as diverse as university departments, museums and archives, heritage services and trusts, governing bodies, sports clubs and organisations, individual collectors and historians, and organisations working with sports heritage as a catalyst to supporting health and community development.

5.3. What are the key areas of need highlighted for such a model and what is the evidence of need? What does the new model need to look like to succeed?

This element aimed to discuss at length with the stakeholders:

- If they agreed that a central sports heritage model was necessary
- What was missing from the current climate that stopped or inhibited them from collecting, preserving, researching, exhibiting and providing access to sports heritage?
- What should such a model consist of, what services should it provide, and how should it provide them?

5.4 What mechanisms are in place that can support the development of the new model?

This focused on:

- Partnership opportunities
- Physical space and expertise to manage collections
- Willingness and ability of sports heritage professionals to share their knowledge
- Policy context
- Funding opportunities and limitations
- Research potentials and partnerships
- Governance issues and opportunities
- Potential sharing of on-line and database systems

5.5. What is the role of the Sports Heritage Network in creating, managing, and sustaining a new model of working?

Drawing from the findings of the above four points, this research is able to outline how the SHN is currently perceived, and what its priorities as an organisation should be if it is to achieve success with this programme.



Our Sporting Life Exhibition cases

“An organisation such as this [the new suggested model] would have been very helpful in guiding us in setting up our temporary exhibition”.

Havering Museum, commenting on their OSL exhibition development

6.0. Context of Sports Heritage within the wider cultural landscape

The Sports Heritage Network is undertaking this scoping project at a time of economic austerity. Funding for projects and programmes is extremely competitive, but there are still opportunities available for the right programmes of activity. It is vital that the Sports Heritage Network understands the current policy context it is working in, to align its messages and development plans to key agendas and opportunities. It is also important to note that sports heritage sits within a framework that straddles both public and private worlds. It will be vital for the SHN to demonstrate its importance to both.

Only by establishing the worth and benefits of sports heritage, can the SHN hope to make the case for substantial funding to support the development of a new model and ensure sustainability.

It is not the purpose of this report to provide an in-depth analysis and evaluation of the political and economic landscape, nor of current sports heritage programming. However, it is a recommendation that the SHN familiarise itself and its members with the relevant policy areas to understand opportunities for partnerships, funding, evidence capture, and advocacy and develop a clear and concise evidence base. This raises questions around resource issues which are dealt with later in this document.

The list below is by no means exhaustive, and it is a recommendation that this forms part of the SHN's ongoing strategic development work.

It is hoped that by framing sports heritage within this landscape, the SHN will have the ability to make the case for Sports Heritage to a range of funding providers not only within the public sector, but also to begin to establish opportunities for private funding bodies and individuals.

6.1 Culture, knowledge and understanding: great museums and libraries for everyone

The case for a sustainable new model has been framed within Arts Council England's new strategy for museums, "*Culture, knowledge and understanding: great museums and libraries for everyone*". The key aims addressed are:

- Excellence is thriving and celebrated
- More people experience and are inspired by museums
- The leadership and workforce in museums is diverse and highly skilled
- Every child and young person has the opportunity to experience the richness of museums

This seems sensible as an approach to ensure the SHN aligns itself with current best practice and strategic thinking from the sector's standards authority. This is with the understanding that the SHN recognises the guardians of sports heritage are not only placed within museums and stem from a wide variety of backgrounds and expertise, but that museums and archives do have a vital role to play in developing and sustaining the future of sports heritage.

The framework, launched in 2012, places museums and libraries within Arts Council England's strategic vision after taking on the responsibilities from the Museums, Libraries and Archives Council (MLA). The key aims for the Arts Council are resonant with this strategy for development.

6.1.1. Excellence is thriving and celebrated

The new SHN model would demonstrate a new form of museology. It places collectors, clubs and the community at the heart of sports heritage from the beginning. At the very core will be a commitment to caring for collections and driving learning opportunities for all audiences, but with a particular emphasis on creating opportunities for new audiences.

Sports heritage has a unique opportunity to work across a range of arts approaches, not only addressing issues of collections care and engagement, but to focus also on the science and technology of sporting heritage, the role of sport in fine and decorative arts, music and dance, sports heritage as a driver for change in areas such as health and education, and sport as an art-form in itself.

For example, the Sporting Memories Network (SMN) is pioneering an approach using sports heritage within reminiscence work. The programme also supports and trains volunteers to understand how to capture stories and memories. Many of the volunteers have been drawn to the programme due to their passion for sport, rather than a natural inclination to work with dementia patients.



A Sporting Memories Network event

The SMN has already delivered a successful programme in Scotland and hopes to roll-out the programme across England over the coming year. Their evaluation is still in progress, but findings to date suggest that the programme allows clients to feel validated, that their memories and experiences are important and still of use, that volunteers increase their sense of worth, and that sports heritage is a focal point for group discussions to drive interest and draw out conversations from otherwise withdrawn clients.

The SHN needs to work more closely with partners such as these from a range of backgrounds and specialisms. This will establish a world class research model that draws on the collaborations of the network members to include museum and archive professionals, historians, private collectors, governing bodies, and sports men and women, to open access of sports collections to reach a broad audience base.

“Museums facilitate different types of remembrance by providing a public space in which popular and individual memories of football intersect with the collective, the institutional and the academic”.

Johnes, M., Mason, R., 2003, 'Soccer, public history and the National Football Museum', *Sport in History*, 23(1), 115 – 131.

An undoubted strength of the network is its ability to draw knowledge and understanding from backgrounds as diverse as museums, archives, academia, sports clubs, and governing bodies. So often the theory and practice of subject areas operate and develop in isolation, the SHN provides a model of excellence which cross the boundaries of a range of disciplines.

6.1.2. More people experience and are inspired by museums and collections

Nothing builds individuality, identity and community spirit in the same way as sport in the UK. Sports collections have a unique power to inspire and engage a new audience, providing an opportunity to experience museums and other cultural environments often for the first time.

Sport reaches those within our communities who are often most disengaged from education and social interaction, and provides an opportunity to draw in non-traditional audiences.

"I'm currently working on a sports heritage exhibition and have found that I am working with people who would not usually engage with our museum".

Leamington Spa Gallery & Museum

"I have been looking at using sport to tie in with engaging young people, especially with the Olympics on the horizon. I'm also quite interested in using sport as a theme for exploring this aspect of Black History".

Birmingham Archives & Heritage

It has the potential to attract new audiences to museums and archives, particularly through the demographic of sports fans – in particular socio-economic classes C2DE and men.

Our Sporting Life should provide evidence of this. The programme will attract more than one million visitors to over eight-five exhibitions. To date, evidence suggests that many of these audiences are non-traditional.

'It's been easy to engage with 16 – 19 year olds due to the football link'

Emma Wood, Visitor Service Manager, Our Sporting Life, North Lincolnshire Museum

The proposed new model should begin to develop a real connection with grass-roots organisations. These in turn will help to shape and develop the future of sports heritage. There will be opportunities for true consultation and inclusion with the SHN, and the SHN should plan for this eventuality and embrace it. The strategy and recommendations outlined within this report provide a framework to both reach out to community organisations, and then incorporate them within future planning and delivery.

• New National Planning Framework

The SHN should also explore opportunities provided through the Government's new national planning framework. This framework aims to establish a system of sustainable development in our communities, creating better places to live, work and enjoy. It aims to place communities at the heart of the strategic planning process, through consultation and the development of local and neighbourhood plans. It

discusses the importance of health, heritage, and a sense of belonging within communities.

There are opportunities to draw from recent research in this field from academics such as Professor John Hughson at the University of Central Lancashire. His article 'Sport in the "City of Culture" explored the viewpoint that sports stadiums can be compared with art galleries and have a similar importance in the culture of a city.

In addition, museums and archives are beginning to identify sport as an opportunity to provide this central catalyst, for example the City of York Archive and Local History Service:

"We are trying to develop the city archives to be more representative of all communities and viewpoints in the city so that it can become a focus for community identity/belonging and civic pride. We see York's local sporting heritage as an undeveloped resource for this, and we are trying to develop plans to create/locate a York community sport archive in the development of a new community stadium for the city's professional football and rugby league clubs".

6.1.3 The Leadership and workforce are diverse and skilled

At the centre of the proposed new model is the opportunity to share knowledge, understanding and skills from across the sports heritage network and beyond. A recommendation is to develop a menu of opportunities to support skills share, and work to develop a suite of resources to support collectors, from grass roots upwards, to understand more fully how to collect, preserve and provide access to sports heritage collections.

This research consulted widely across the museums and archives sectors, with collectors and clubs, and other key stakeholders, to understand the skills gaps and put in place mechanisms to fill them.

• Current workforce

The SHN already has a wealth of knowledge and skills available to it. Current members come from established and successful sports museums, such as the National Football Museum, Manchester (Director Kevin Moore chairs the SHN) and the River and Rowing Museum, Henley, (Director Paul Mainds chairs Our Sporting Life) and from museums and archives with an interest and background in working with sports heritage such as Wrexham Museums Service. In addition, they are supported by members from outside the heritage sector such as health professionals, sports governing bodies, community's experts, and education professionals.



Panel Discussion including John Inverdale and Liz McColgan Sports Heritage Network National Conference

In addition, Our Sporting Life was developed and delivered with just five additional key SHN members:

National Horse-Racing Museum
Wimbledon Tennis Museum
MCC Museum, Lord's
The World Rugby Museum
St Andrews Golf Museum

These organisations work together within the limited timeframes and resources they have available to them – in essence the network exists on the good will and expertise of the sports museums community and their employers. This research has demonstrated that sports heritage is too valuable to the nation for this to be acceptable going forward, and that a strategic framework should be employed to ensure funding and resources are secured to enable sustainable planning to take place.

6.1.4. Every child and young person has the opportunity to experience the richness of museums and collections

There is a significant role for sports heritage to play by inspiring children and young people to enjoy education through the lens of sport.

“One boy, very negative about schoolwork, was studying the biography of Jimmy McIlroy in the ‘Hall of Fame’ activity. It was as if a light had been switched on. He said: ‘He was just like me. I could do what he did.’ He produced fantastic work, much of it researched on the Internet at home. A Burnley player from the 1950s had become his role model.” Deputy Head Teacher from the Sports Inspire programme, Burnley.

- **Formal Learning Opportunities**

Many individual sports museums have developed their own education packages aligned to the national curriculum, early years learning and adult learning. In addition, organisations such as Sports Inspire (UUUUUU<http://www.sportsinspire.co.uk/>) have worked with a variety of sports clubs to develop a scheme of work to engage children and young people with learning through sports heritage.

“These schemes are truly cross-curricular. They have great potential for motivating under-achieving children and for inspiring the fans of the future.”

Gerry Sutcliffe, former Minister for Sport and MP for Bradford South

The River and Rowing Museum in Henley has developed a ground breaking partnership with the Langley Academy. The school has developed a museum studies programme as part of its curriculum with a focus on sports heritage. This could provide a model for use by other sports museums, collections, and organisations.

- **Informal learning opportunities**

It is important to outline that sports heritage is also a key opportunity to work with children and young people outside of school hours. Sports heritage is a key tool to re-engage young people with education, and an opportunity to support non-visiting young people experience museums and other heritage venues.

“My son, Owen, came with granddad and it gave him a chance to tell Owen about different things and he was in his element and they managed to bond for the first time, and he had something to say that Owen was interested in listening to.”

Participant in a focus group at the National Football Museum.

- **Initial Teacher Education (ITE) and Teacher CPD**

The SHN should also consider its role within teacher education. There are currently a range of examples, such as the York St John University model which sees students undertake placements outside of school settings, which demonstrate how cultural venues are working with Higher Education providers to establish settings other than schools at the heart of teacher training from their earliest career stage.

The National Football Museum for example, is exploring links with Manchester Metropolitan University (MMU). MMU have a history of developing ITE projects, and were involved in the Museum, Library and Archive Council’s pilot project in the North West, funded through the strategic commissioning programme.

- **Relevant education policy documents**

The change of government has also seen many reviews take shape about education policies and structures. Those of specific interest to the SHN include:

- Most importantly, The Henley Review proposing what should be available to each and every child in terms of cultural education and suggesting:

*“At its best, a sound Cultural Education should allow children to gain **knowledge** through the learning of facts; **understanding** through the development of their critical faculties and **skills** through the opportunity to practise specific art forms.”*

The Henley Review also introduces the idea of a new Cultural Education Partnership Group and the National Cultural Education Plan. In addition, discussions outline potential developments to create a national cultural passport for children between 5 and 19, a national cultural website, and Local Cultural Education partnerships led by Local Authority library services. It will be important for the SHN to monitor these, and where possible feed into consultations to ensure inclusion.

- The Schools White Paper *The Importance of Teaching*, published by the Department for Education, which states that ‘*Children should expect to be given a rich menu of cultural experiences*’.
- The new National Curriculum review and its proposed introduction in 2014 will be a valuable opportunity to explore new ideas for inclusion into schemes of work.
- *The Early Years: Foundations for life, health and learning* 2011 curriculum report which slimmed down the existing Early Years Foundation stage.



**Jonathan Edwards and Our Sporting Life at Visit Britain trade fair,
Olympia 2011**

7.0 Key Issues Analysis

Section 7 highlights the key issues and risks identified during this research

The key issues and risks are:

7.1 There is no single overarching knowledge or platform which outlines where the nation's sports heritage is held, who by, how to access it, and how to better understand it, often leading to collections being at risk

7.2 The SHN is still often seen as a small-scale organisation

7.3 Sports heritage collectors are very often not part of the formal heritage sector

7.4 There are currently no key evidence markers that support the role and value of sports heritage in a wider policy context

7.5 Creating partnerships, finding contacts and accessing the right networks prove a major obstacle to sports heritage collecting and interpretation

7.6 The 2012 Olympics has provided a renewed interest in activity with the heritage sector regarding sports heritage, but there is a significant risk that this will disappear after the games if thought is not placed on the legacy and future of sports heritage

7.7 Funding is one of the biggest obstacles for museums and archives

7.8 Paralympic and disability sports heritage collections are often omitted from sports heritage programming

7.1 There is no single overarching knowledge or platform which outlines where the nation's sports heritage is held, who by, how to access it, and how to better understand it, often leading to collections being at-risk

This is a complex issue. It derives from the fact that there are many different collectors of sports heritage, and many of these have little or nothing to do with formal heritage organisations. In addition, there is no single central database that outlines where a specific sports collection or archive is held.

The Hood Report (2006) went some way to resolving this issue by outlining what collections are held within the museums and archives which responded to the research, some independent collections, and limited information from governing bodies. It also identified that many collections were held outside of these parameters and therefore completely unknown. The resultant findings were not developed into a database, as this was not the role of the research, nor would the SHN have had the resources to manage, update, or further such a database at that time.

In addition, it is important to recognise the importance of the individual collector here. Many private individuals were building their collections long before the interest developed within formal heritage circles, and as such, much of the nation's sports heritage has been developed outside of museums and archives holdings. An example of this is the internationally important FIFA Collection, now held at the National Football Museum but exclusively developed by Harry Langton, a private collector. Museums and archives are therefore dependent on building good relationships with private collectors, to not only loan objects, but to understand more about the history of sport, and exchange knowledge and information about collections care and access.

Discussions with key decision makers and overarching heritage bodies, including The National Archives, have highlighted this as a significant issue that needs addressing with some urgency.

7.1.1. Knowledge of where collections are stored and how to access them

Respondents said they had little idea about where sports heritage was held and who to talk to find out more about specific collections. An overwhelming majority outlined that they would find an overarching database of sports archives and collections within the UK extremely valuable, not only to support temporary exhibitions, but also to support their day-to-day collecting and display policies.

Although it was difficult to engage with sports governing bodies within the timescale (further information on this subject is dealt with later in this document), of those included all said a collections database would be extremely important to their organisations, they would use it both to input and extract information.

“If I was to do an exhibition on sport and had access to a database with well researched information about the history of individual sports, that would help me produce a quality exhibition in which I could focus my research on the local context”.

Wigan Leisure and Culture Trust



River and Rowing Museum, OSL Project Launch

7.1.2 Knowledge of Sports Heritage

In addition, at all levels, stakeholders identified a need to understand more about the sports heritage of specific sports and how to use it to support a variety of different agendas – for example health and audience development.

Many of the respondents had expertise and knowledge within different areas of sports heritage and indicated that they would be happy to share this within networks, at events, and through one-to-one support. This has significantly increased since the development of Our Sporting Life. The biggest issues that could prevent this skills sharing however, are time constraints and pressures on existing staffing allocations – in short, insufficient funding.

Non sports specific museums and archives identified a key concern as not knowing which artefacts and archives were of vital importance and should therefore be a priority in their collections acquisitions strategies. They discussed at length the value they would see in a resource (both on line and in person) that would help them to define which sports heritage objects and archives they should be collecting, and a point of reference they could refer to when faced with objects they knew little about.

A key finding of the research outlined that all groups of respondents would value a research centre that developed world class research about all sports, and provided advice and guidance not only for members of the public, but for museum and archive staff and sports historians.

7.1.3 Collections are at risk of being lost or destroyed

Additionally, sports heritage is so fragmented, that holders of artefacts, objects, and whole collections are unable to identify who to help them look after or hold their collections. This is particularly true of those organisations outside of the heritage sphere – for example governing bodies, clubs and individual collectors.

Prior to this research project, the SHN had identified several collections which appeared to be at-risk. In addition, this research has highlighted more. Many people were happy to discuss collections that they knew had been destroyed or lost (either by accident or on purpose), or were currently in danger, although understandably they did not want the collections named here.

These include collections of national significance and each day that passes presents a lost opportunity to preserve them. One example of a collection currently inaccessible to the public and without a suitable home is the London Volley Ball Association collection, currently held in one of the member's lofts. This is not by any means a unique example.

Governing bodies all responded that a central storage site for at-risk collections was vital. It's important to note, there isn't a lack of willingness to preserve sporting heritage, there is a lack of understanding about how to do it, and who to ask to help.

Factors behind this include:

- Governing bodies have limited time, understanding and expertise in their sports heritage, so understandably place resources elsewhere. Where an understanding of heritage exists within a governing body, there is a drive to preserve and celebrate it in some way, although the need for expertise and support is still paramount.
- Private collectors, sports clubs and other individuals are prevalent collectors of sports heritage. They recognised the value and significance of such collections long before established heritage organisations and, as such, have steadily built up their own collections. However, again there is a definite and immediate need for these collectors to be supported in developing, preserving and making accessible their collections by the museums and heritage sectors.

A solution to this issue, in terms of storage space for at-risk collections, has been explored through this research. The ICSHS has a small office space (approx 9m x 3m), and the National Football Museum has offered space at its storage facility in Preston. It is understood that with this generous offer, comes the offer of a limited amount of expertise and support from current staff.

Both spaces provide a short-term solution to the issue of immediate support for at-risk collections and we feel this is an extremely welcome and timely option. Both

organisations should be thanked for their offer and their far-sighted view about the future of sports heritage. Guidelines have been identified which demonstrate the cost of such spaces if they were to be hired out which can be provided if necessary.

However, it is a recommendation that these spaces are used only as a short-term, essential at-risk storage facility.

The reasons for this are:

- Storage space is only one of a handful of issues connected with the future of sports heritage. To address the problem with another short-term solution would be short-sighted at this stage. This research recommends that the SHN instead look to developing a long-term programme of activity which not only supports collections in the short-term but supports the future of the sports heritage sector as a bigger strategic package.
- The location of such a storage site is paramount. This is particularly as many of the respondents said they would view an on-site research centre as vital in any future development. NFM's Preston site is not geographically the best location. In addition, the storage space in Leicester is fairly small and may only offer support for one at-risk collection. This would add to the fragmented nature of sports heritage rather than solve the problem in the long term.
- To succeed, any such storage, research and exhibition facility should:
 - Be close to good transport links within easy access of London and Manchester
 - Be easily accessible within the local community
 - Be located closely to a research partner (potential development within a university or sport site)

A possible model to draw upon, could be the new Marks and Spencer Archive at the University of Leeds.

To demonstrate the importance of investing in a longer-term solution, we point to recent research carried out by Elizabeth Oxborrow-Cowan, "*Research into the Benefits of Capital Investment in Archives*". The findings demonstrate the benefit to users, staff, the community and importantly, the collections, when long-term regeneration in terms of significant capital investment is secured:

"Capital investment in archives has delivered a significant and broad range of benefits to users, the community, depositors, staff and managers. Users benefitted the most, but the benefits to the safety and longevity of the collections were also profound. When new archive facilities opened, demand increased significantly, routinely doubling or tripling; there is clearly unrealised demand for what archive services can provide. In the most successful case documented, public usage rose by more than a factor of nine".

Many sports archives are already available at some level for public use. The Hood report demonstrated that most were not. In addition, many of the collections relating to a single sport are geographically widespread and offer even the most fervent sports historian or researcher a challenge in accessing them. If a central sports research facility existed, which could not only house at-risk collections and provide exhibitions and support for all sports, and host a dedicated research space acknowledged by the stakeholders, it could also be possible to operate a facility for researchers to view records and objects in one space.



**Olympic Souvenir Handkerchief, Berlin Olympics, 1936.
Discovered through an OSL project, Harrow**

7.1.4 The case for a new discipline: Sports Heritage

There is a lack of space to store collections and a lack of the right space. Sports heritage at present doesn't fit into a specific mould or genre of museums collecting, only loosely being regarded as part of Social History. Therefore many museums and archives often don't see sporting objects and artefacts as belonging to their collections. Others do recognise its value:

"We have a strong appreciation that sport goes beyond trophies/achievements and is an important part of understanding social and cultural history".

National Museums, Liverpool

This is a wider issue. Sports heritage is still viewed as the poor relation to other heritage subjects, and often as a separate entity to culture. This is often demonstrated by the lack of interest within museum venues in developing sports exhibitions, permanent displays, and other activities. The academic study of sports

history has only become an academic discipline in the last decade or so. Sports heritage is still marginalised from the cultural mainstream. This needs addressing through key evidenced arguments about the power of sports heritage, and the links between sport and other cultural and art forms.

7.1.5 Risks

1. That sports heritage remains fragmented.
2. Collections are lost and are not accessible or available for research to further knowledge and understanding of the importance and context of sports heritage in the UK.
3. That heritage organisations lack the knowledge, skills and confidence to successfully collect and interpret sports collections.
4. That a lack of funding prohibits skills sharing and a general increase in expertise and understanding about sports heritage from within.
5. That many significant artefacts and archives are lost forever.
6. Many collections are unavailable for public access or research.
7. There is an inability to piece together a story about a particular sport, its context within wider sports heritage, and its contribution to social, economic, and popular history.
8. That insufficient funds are available to the SHN to support the creation of an at-risk support, research and exhibition centre.
9. There are some suitable storage options for collections, and collectors may wish to use them – at present there is little to support the two knowing of each other's existence.
10. The separation of Sport from Culture in the Government Department “Department for Culture, Media, *and* Sport” is an example of the lack of unity and means sport is sometimes sidelined as an after thought. The likelihood is that sports heritage finds itself side-lined as consequence.
11. That heritage professionals fail to understand the role of sports heritage as a discipline, with the subsequent impact this has on their collecting policies and institutions.

7.2 The SHN is still often seen as a small-scale organisation

This research has highlighted that as many as 90% of the key stakeholders of sports heritage we identified had not heard of the Sports Heritage Network. Where respondents had heard of Our Sporting Life, they often failed to connect this to the SHN. Subject Specialist Networks were not intended to be particularly outward facing, developed more as forums for museums to share expertise. The SHN has broken the boundaries of Subject Specialist Networks, with wide public engagement through the OSL initiative in particular. However, the lack of profile for SHN is a key issue which now needs addressing.

To achieve success in its goal to create a successful new model of working, in essence the SHN needs to place itself as the overarching voice of authority in the field of sports heritage. A gap currently exists and our respondents, once they were aware of the aims and objectives of the SHN, identified it as the organisation best placed to fill the void.

This does not mean that the SHN claims to know everything there is to know about sports heritage, but that within its network, it is able to draw on a vast range of people from diverse backgrounds who as a collective build the picture of sports heritage in the UK, and its context internationally. Its academic partnerships are crucial to this.

Commitment to the network from its current membership is substantial. All key members have allocated time and resources to secure funding, deliver exhibitions, and manage conferences, specifically related to the SHN. However, members do this on limited budgets and with extremely tight personnel structures. As a result, the SHN, by necessity, has to function as a second priority to their own organisations.

In addition, membership of the SHN at present needs further clarity. If there is an understanding that sports heritage is largely developed in organisations other than museums and archives, the membership should reflect this. Additionally, if there is a need to engage sports governing bodies, it is vital that these have a strong representation within the SHN.

This research explored the possibility of a paid membership scheme, and although there was a small amount of interest, this would be difficult, and probably a loss making venture to develop.

Although the timescale for this study was brief, and unable to explore governance potentials in-depth, it did discuss potential opportunities with the stakeholders:

- Many felt that the current structure was suitable to support on-going activity, as long as the membership consisted of the right balance.
- The main issue for future consideration occurs if the network decides to develop a stand-alone store and exhibition site, or create a funding arm. In these cases, we would suggest the SHN looks into the potential of becoming a trust.

7.2.1 Risks

1. That the SHN is relatively marginalized in the wider museum sector.
2. That the SHN loses its focus – potential risks include the demise of the SHN and the loss of momentum for sports heritage.
3. That at present the SHN is heavily dependent on the expertise and enthusiasm of a handful of individuals.
4. That the membership is unrepresentative of sports heritage in the UK.
5. That stakeholders fail to recognise the importance of the SHN as the major central development body for sports heritage. This could lead to a lack of support in terms of knowledge and funding.
6. That potential members feel unsure as to how to join the network, and what the purpose of the network is.



**Wondrous Place Gallery Object,
National Museums, Liverpool
Copyright: Mark McNulty**

7.3 Sports heritage collectors are very often not part of the formal heritage sector

Non-formal heritage organisations and individuals form a large proportion of sports heritage collectors and collections. Additionally, they are key in supporting museums and archive exhibitions and research, and provide sports historians with invaluable insights into our sporting past. The SHN has connected with some of these and there is an ad-hoc dialogue through individual museums and archives, researchers etc. which could form the basis of a network development, but at present this is fragmented.

There are two issues here:

1. There is a need to support network development and foster relationships across these boundaries
2. There is a need to support these groups in protecting, preserving, and providing access to their collections

“Gymnastics has a strong heritage and sometimes finds it difficult to store valuable trophies etc. on site at its national office”.

Anonymous

• On the whole, sports governing bodies have little or no involvement in the heritage of their sport.

There are several examples of governing bodies investing in their heritage to create successful museums, for example the World Rugby Museum in Twickenham.

However, more often than not, the governing bodies are unable to support a museum development due to:

- financial pressures
- a lack of understanding of how to preserve their heritage
- a lack of interest in their sports heritage

The research has demonstrated that where a member of staff interested in the heritage of their sport or tasked with the heritage of their sport exists within the governing body, the governing body itself has an interest and an understanding of the importance and role of their sports history. The enthusiasm and actions of individuals is crucial.

7.3.1 Risks

1. That the sports heritage sector remains disparate.
2. That collections are formed ad-hoc and with risks to objects and artefacts.
3. That private collectors, sports clubs, and governing bodies feel separate from more formal sports heritage organisations, for example, museums.
4. That not only are the governing bodies failing to recognise their sporting heritage, but that this is then often replicated by the sports men, women, and clubs they represent.
5. That sports governing bodies hold significant collections, but are unaware or unable to look after them.
6. That sports men and women fail to recognise their significance for contemporary collecting of sports heritage, for example that of their training kit and equipment.
7. That potential investment from high-profile clubs, governing bodies, and sports men and women is lost because of a lack of understanding of the importance of heritage.

“Few national sporting bodies and individual clubs seem to engage with their heritage in a meaningful way. Most work seems to come independently from supporters or enthusiasts. Some work has recently been done, especially through HLF funded projects. But these can vary in quality and there is a need for networks to be set in place to direct those involved towards people with expertise in the field and examples of good practice”.

University of Huddersfield

7.4. There are currently no key evidence markers that support the role and value of sports heritage in a wider policy context

This research has demonstrated that sports heritage makes a difference on a wide variety of policy areas including health, education, the economy, and travel and tourism. To date though, little has been done to evidence this value and use this evidence to not only lever in further support, financial and otherwise, but also to make the case for the opportunities provided by sports heritage to inspire, educate, and unite.

• Non-traditional audiences

The role of sports heritage in appealing to non-traditional audiences is widely known amongst sports heritage professionals, however there is little or no evidence to support this.

“We are already doing this - Sporting Heroes has resulted in improved profile with new audiences and links with volunteers for the Conservation Unit”.

West Yorkshire Archive Service

An example of the possibilities here can be seen through statistics from the National Football Museum. In 2007, people from socio-economic groups C2, D and E comprised 42% of adult visitors to the NFM, more than twice the average for DCMS sponsored museums as a whole (19%).

• **Importance of sports heritage**

In addition, due to the current objectives of the SHN, little advocacy work has been conducted with key decision makers about the overarching importance of sports heritage. Many people felt that a major role of the SHN should be to raise the profile of sports heritage across a variety of groups:

- Within the heritage sector to raise the profile of sports heritage
- Within the sports sector to improve understanding of the importance of heritage with governing bodies, clubs, and sports men and women themselves
- Within the media to ensure longer-term support and understanding of sports heritage
- Within government and on other political platforms
- With funding bodies and private investors

7.4.1 Risks

1. That sports heritage will not only remain in its current low-profile state, but diminish after the 2012 Olympics fervour has subsided.
2. That sports heritage is not recognised for its great value across a range of agendas. Ultimately therefore, people who could have been supported and engaged by this will not benefit.
3. Opportunities for engaging with non-traditional audiences will be lost – especially for museums and archives.

7.5 Creating partnerships, finding contacts and accessing the right networks prove a major obstacle to sports heritage collecting and interpretation.

Support in developing partnerships and finding the right people was highlighted as one of the biggest needs by all participants.

Generally museum, archive and heritage professionals wanted support to find expertise about sports history and heritage and sports men and women. Sports governing bodies felt that it was part of their role to provide this, but that they needed support in *how* to achieve this.

Sports governing bodies, clubs and individuals wanted support in understanding about collections, how to look after and display them.

Respondents wanted events, local networks and seminars and outlined the best medium to find out about sports heritage would be through a dedicated website. This should be a cornerstone of the network and existing expertise should be channelled through a one-stop-shop portal.

"I'd sayit seems a good theme to involve the public but you don't always have the contacts in local sports to do so (& I'd worry they wouldn't be interested anyway)".

Buxton Museum and Art Gallery

7.5.1 Risks

1. Museums and archives may have the impetus to create sports heritage exhibitions and programming, but their plans never develop due to too many obstacles in terms of finding the right people, funding and filling gaps in their collections.
2. Sports governing bodies may wish to develop their heritage collections or find homes for current objects, but are unable to find the right partners or places.

7.6 The 2012 Olympics has provided a renewed interest in activity with the heritage sector regarding sports heritage, but there is a significant risk that this will disappear after the games if thought is not placed on the legacy and future of sports heritage

The Our Sporting Life exhibition programme has seen an injection of enthusiasm in sports heritage like never before. 2012 itself has raised awareness in sport, but OSL has enabled museums, archives and other venues to use a specific off-the-shelf model to mould their own local community exhibition.

In contrast, sport as a subject matter has been largely excluded from the Cultural Olympiad (CO), in programmes such as Stories of the World. OSL was granted an Inspire Mark which placed it within a sub-section of the Cultural Olympiad, but it has still not fulfilled the strict criteria to allow it to be part of the Cultural Olympiad.

7.6.1 Risks

1. That once the OSL programme finishes, the excitement of the 2012 Olympics disappears, there will be a feeling that we have "done sport".

2. The risk is that organisations will fail to capitalise on their work to bring sports heritage into the mainstream of their collecting policies.
3. That audiences who have been inspired by, or involved in, their exhibitions will be left disillusioned and once again excluded.



Our Sporting Life exhibition attracts new audiences

7.7 Funding is one of the biggest obstacles for museums and archives

There are a number of elements to this issue:

- **Funding for exhibitions**

Non-sports specific museums and archives stated that finance was one of the biggest factors preventing them from delivering a temporary exhibition about sport, or developing their permanent exhibitions to include sport-related themes.

- **Funding for collections purchase**

Museums and archives are often priced out of the market in terms of buying sports objects and archives and unable to reach the prices paid for by private collectors. They are unable to raise the funds through public funding streams in the short time-frame often required.

• Governance of sports museums

Many dedicated sports museums are governed by the sports club or body they are associated with. This often means that they cannot seek museum accreditation and are not viewed as a not-for-profit organisation, and therefore unable to access public funding. The museums collections, displays and programmes are therefore solely reliant on the ability and will of the funding body to provide continued resources.

• Who should fund sports heritage?

The research identified that on the whole, most people within the cultural sphere believed that sports heritage was part of culture, and should be open to the same opportunities. This included the Department for Culture, Media and Sport (DCMS), The Arts Council England (ACE), and the Heritage Lottery Fund (HLF). Although the DCMS does not currently fund any sports museums or sporting collections, ACE currently supports via the subject specialist networks fund in addition to programmes such as the People's Record, and the HLF has recently run a headline feature advertising the fact that it also funds sports heritage.

The HLF have a long history of funding sports heritage initiatives, often into the tens of thousands of pounds, for example the recent Huddersfield Rugby League project, *A lasting Legacy*, which was awarded £100K. The SHN should discuss at the soonest opportunity the options for funding its work with the HLF programme team.

A perception still exists on some levels however that sport should fund sports heritage. This report recognises that a only few sports can still be classed as cash rich. The majority of sports within the UK have a strong focus on delivery by necessity rather than legacy, and use their limited funds as such. Discussions with several governing bodies demonstrates that they already value their heritage, and wish to develop this area of their work further. They now need the support and advice of the SHN to do this.

The SHN should also develop funding packages that offers individual investors and private companies the opportunity to support sports heritage financially.

7.7.1 Risks

1. Museums and archives see the value in sports heritage, but are unable to follow this through within their collections, exhibition and audience development policies.
2. Sports artefacts and archives are lost to the public benefit.
3. Sports museums are often unable to attract funding to demonstrate their role and value.
4. Lack of connection with private collectors means there can also be few opportunities to work in partnership, which would ensure collections could be loaned to museums and archives.

7.8 Paralympic and disability sports heritage collections are often omitted from sports heritage programming

Britain, and more precisely Stoke Mandeville, is the birthplace for the Paralympic movement, and as such an extremely important element of the nation's and the world's sports heritage. The research brief defined Paralympic sports heritage as a key area for focus, the main emphasis being to examine risks and opportunities for the future development and support of the nation's Paralympics sports heritage.

• South East Partnership

Our research identified a very strong partnership taking shape in the South East. This is early on in planning, development, and partnership, but never-the-less it has a key strategy to develop a single collection access point for Paralympic sport.

We identified these key partners in terms of collections and current development work:

- WheelPower – based at Stoke Mandeville and the governing body for British Wheelchair sport
- The International Federation for Wheelchair and Amputee Sport (IFWAS)
- The Centre for Buckinghamshire Studies
- Accentuate – an Independent charity set up to achieve a cultural and sporting legacy from the 2012 Olympics, based in the South East

• The Mandeville Legacy

These organisations have a strong sense of the importance of Paralympic and disability sport, and the value of this heritage and history within a range of contexts. Together they are already working to create The Mandeville Legacy project, a web based programme which “celebrates Stoke Mandeville’s role as the birthplace of the Paralympic Movement”. The aims are to:

1. support the development of sustainable regional, national and international partnerships to develop the archive collections at Stoke Mandeville
2. research the story of disability and rehabilitation in the region, including the pioneering role of Stoke Mandeville and other key regional institutions
3. foster public understanding of the story of disability in the region, by involving young people and others in a range of interpretive and creative activities
4. develop and improve access, both physical and intellectual, to the relevant museum, archive and library collections

The website can be viewed at:

http://www.mandevillelegacy.org.uk/category_id_15.aspx.

It draws from three collections, safely housed, but not accessible to the public, and still largely held at Stoke Mandeville: The National Spinal Injuries Centre (NSIC) WheelPower; and the International Wheelchair Sports and Amputees Federation (IWAS). The project is allowing for a great deal of cataloguing and conservation of Paralympic collections, and is also working with past employees, patients, athletes, and collecting artefacts, archives and memories - in essence, contemporary collecting.

These collections are important to national and international heritage, as the story of Paralympic and disability sport.

- **Future planning**

The Centre for Buckinghamshire Studies views the Paralympic collections as vitally important. It is currently scoping plans for new accommodation, and there is a significant opportunity for the collection to be housed at the new Centre in a dedicated research space. The Centre has developed a Mandeville Legacy Trust three year Business Plan which outlines the collection being formed into a trust and housed in the new premises, with the potential to develop and encompass all disability sports heritage:

“This collection will be housed at the Centre for Buckinghamshire Studies and managed by a trust (named the ‘Mandeville Legacy Trust’)..... The benefits of developing a trust in this way would be to ensure the long term care and access to the collection with an independent body whose future is sustainable”.

(Manderville Legacy Trust Business Plan draft document).

One of the key elements of the plan is to work together in partnership with the other interested parties.

On a wider national scale however, disability sport is still a very low priority for heritage organisations. This research suggested that this is more to do with a lack of confidence and knowledge of collections, more than an unwillingness to approach the subject, suggesting that with the right support, this should be a future development area for the SHN.



7.8.1 Risks

1. The new centre to house Paralympic history is still in planning so although it is likely to go ahead, the funding is still unsecured and the time-scale is roughly five years. However, it appears that the management of the plan is strong, there is sufficient interest and support from the partners, and the collections are safe and valued as a world class resource but as yet unavailable to public access.
2. That more widely across the country a significant part of the nation's past, disability sports heritage, is continued to be largely ignored or forgotten.

8.0 Recommendations

The following recommendations are outlined in three stages:

8.1 Future aims and objectives for the SHN to consider

8.1.1 The Sports Heritage Network should redefine its mission statement and clarify its focus

8.1.2 The SHN should define where sports heritage fits within the heritage landscape

8.2 Actions the SHN should put in place to deliver their aims and objectives

8.2.1 Create, develop and manage an online one-stop-shop

8.2.2 Identify a sustainable, long-term store, exhibitions and research space for at-risk collections

8.2.3 Establish strategic networks and partnerships

8.3 Practical issues the SHN should address to achieve success

8.3.1 Implement a fundraising strategy

8.3.2 Establish a firm evidence base for the case for sports heritage

8.1. Future aims and objectives for the SHN to consider

8.1.1. The Sports Heritage Network should redefine its mission statement and clarify its focus

The main areas for development here are as follows:

- **Redefine the SHN aims and objectives:**

The SHN should redefine its goals for the new model through a mission statement, and work towards the aims and objectives outlined within the strategy (or a version thereof) presented as appendix A.

- **Rebrand the SHN**

It is recommended that all current and future activities of the sports heritage network should be drawn under one brand name. The brand name should not only reflect the past and current activity, but allow the SHN to grow into future projects and programmes. The network should avoid using any of the current names to guard against confusion.

The network should use this opportunity to rebrand under a title which clearly identifies the sector, and avoids using confusing wording or acronyms. As such, this research recommends “**Sports Heritage UK**”.

- **Develop an advocacy strategy as soon as possible**

The advocacy strategy should address the outwards facing objectives of the SHN. It should aim to outline and communicate the SHN messages through a breadth of opportunities. The strategy should address and include branding, an evidence base and key messages of the role and value of Sports Heritage, and target audiences.

Within this, the SHN should develop an on-line brand via social networking sites such as Twitter and Facebook, to ensure it communicates with audiences outside of the heritage sector.

- **Ensure SHN membership criteria is clear**

The SHN should be clear about who its members are, ensure its membership will allow it to reach its aims and objectives, and be representative of the sports heritage sector within the UK as a whole.

- **Establish a Sports Heritage Network Steering Group**

The steering group should be a consultative group which is created to advise on all future SHN activity, under the current chair. The steering group should consist of representatives with the following make-up or similar, but with no more than 15 members. It is intended that the steering group should support the network in achieving its goals through drawing upon a wider contacts base, and involving those organisations that have proved more difficult to recruit to the network, but which when are involved recognise its value. Steering group members could consist of:

- 7 Sports specific museum representatives (current lead management group)
- 2 or 3 non-sports specific museum or archive
- 1 Sports Historian from a Higher Education Institution
- 1 or 2 Sports Governing Body
- 1 Paralympic / Disabled sports representative
- 2 Individual collectors / club historians

In addition, the SHN should develop a network of champions for sports heritage. These should include:

- High profile sports men. Women and managers from a range of sports
- Journalists and other media professionals both within sports and cultural programme making
- High profile celebrities with a known interest in sporting heritage – for example Stephen Fry
- Politicians and cross-parliamentary groups

- **Ensure Paralympic and Disabled sports are central to all developments**

Ensure that the SHN becomes a key partner in the development process of the Mandeville Legacy Trust by:

- Assisting the development of a Trust and continued support from all partners
- Short to mid term opportunities identified to provide access to collections (this has already begun in the form of an Our Sporting Life funding bid to Accentuate to enable OSL exhibitions to address Paralympic sport in their region)
- Partnership building with other regions to develop a national understanding of Paralympic sports heritage
- Development of a wider understanding of disability sports heritage as a whole
- Opportunities for research in the field of Paralympic and disability sport (discussions are already underway in this area led by the Centre for Buckinghamshire Studies)
- Supporting fund-raising and development planning of the Centre for Buckinghamshire Studies in housing, displaying and providing access to the collections

8.1.2 The SHN should define where sports heritage fits within the heritage landscape

At present it is loosely regarded as part of Social History, however many of its collections can be classed within fine art or decorative art for example. This lack of clarity is impeding the progress of sports heritage. Until it is able to define itself, it will be difficult to encourage others to understand its true role and value.

8.2 Actions the SHN should put in place to deliver their aims

8.2.1 Create, develop and manage an online one-stop-shop

The new model should provide a one-stop-shop website and on-line database of collections to include:

- A database of collections (Appendix C outlines currently used programmes, however most respondents stated they would prefer a bespoke model)
- Briefing sheets about all sports
- Evidence and case studies
- A bi-monthly newsletter
- Learning packages to support the national curriculum and other learning agendas
- Networks and contacts
- Sign-posting to world class research and research opportunities
- Information about events, seminars and conferences etc.
- The ability to create on-line exhibitions
- User generated content

Using the substantial amount of knowledge already within the network, and commitment and willingness of the members to support the new model, this element should be based on knowledge and information sharing.

The OSL website could possibly be repurposed and rebranded to fit this brief. However, discussions with the Arts Council's 2012 team have highlighted the possibility of using the People's Record website. The website was set up to support community groups and individuals tell their Olympic story. It has the functionality needed to deliver the aims of the one-stop-shop and will soon be able to capture contemporary collecting from the public via a user generated content management system. The potential to rebrand to the SHN as necessary is available and this would provide an extremely exciting opportunity to support 2012 legacy and ensure economies of scale are delivered. This opportunity should be explored further at the earliest possible opportunity.

8.2.2 Identify a sustainable, long-term store, exhibitions and research space for at-risk collections

The findings suggest the following model:

- A high specification collections storage unit that is able to manage a range of different types of collections
- The ability to create and deliver temporary exhibitions about *all* sports drawing on both its own collections and those from across the country. These exhibitions could then be tailored to tour nationally in the same model as Our Sporting Life, allowing community engagement and local context to be at the forefront
- Issues of cost and staffing in the long term means that the storage space must be delivered with a business plan.
- A research space allowing access to collections and monitored assisted access to private collections
- Educational and outreach programmes for a range of audiences using sports heritage as the core subject area
- Ease of access both in terms of transport links, and accessibility to the site. There is currently a high concentration of sports specific museums in London, so a recommendation would be to ensure such a site was not based in the capital, but with easy access routes to the major cities of Manchester and Birmingham.



Image courtesy of the World Rugby Museum

The Marks and Spencer archive based at Leeds University Campus provides a model which could be adapted to support this recommendation. Additionally, the Sportimonium Museum in Belgium should be explored as a possible sports specific museum model.

At the time of writing, The British Olympic Association (BOA) had recently announced its intension to develop an Olympic Museum in London. It is not envisaged that this

will provide an opportunity to deliver the SHN aims and objectives outlined within this report, but the museum will be a key partner for the SHN to work with moving forward.

8.2.3 Establish strategic networks and partnerships

The SHN should build strong networks with grass-roots level organisations and private collectors. The aim should be to manage these partnerships at a local level, working with museums and archives to ensure strong, sustainable relationships for future programming, support, and collecting.

A fundamental part of this work should be to develop a model or tool-kit that supports this activity, drawing on current development models such as that of the West Yorkshire Joint Archive Service.

The new model should establish regional sports heritage groups which help to localise development, and include a range of sports heritage stakeholders from grass roots upwards. It is vital that these groups come from sports clubs, heritage organisations, universities and other HEIs, governing bodies and local decision makers.

Conversations with the British Society for Sports History (BSSH) have already begun. The BSSH are already in the process of exploring regional networks.

"I think a lot of the crucial work with regards to sports heritage needs to be undertaken at the local level, with local links between academia and the heritage sector".

University of London, British Society of Sports History

The SHN should also spend a significant amount of time building relationships with sports governing bodies. The support of Sport England, DCMS and the Sports Minister should be part of this action.

The aim would be for each sports governing body to have a named representative, ideally attached to a job-description, with a commitment to providing an active voice within the SHN, information about contacts and collections, and to attend at least one SHN event per year. In addition, funding support from sports governing bodies and the wider sports infrastructure should be explored as a matter of priority.

8.3. Practical issues the SHN should address to achieve success

8.3.1. Implement a fundraising strategy

- **Secure funding for management of the short-term SHN development work**

It is vital that the SHN secures funding to support a dedicated project manager to take responsibility for delivering the strategy outlined within this document, with support from, and reporting to, the SHN Steering group. They should also manage the communication of the development of activity between the steering group and the wider membership to deliver the strategy successfully within a two-year timeframe.

- **Begin a programme of significant long-term fund-raising**

The new model of working will need a significant amount of investment. The strategy outlined at Appendix A has allowed for fund-raising to be a priority of the SHN's immediate work.

It will also be important to explore routes into commissioning cycles and support sports heritage providers with training on how to do this at a local level.

Development of this proposal may also lead to the SHN investigating different methods of governance and structure for the new model, for example the opportunity to develop trust status. This would allow the network to more successfully and independently fund-raise and support a more sustainable future.

The SHN should be brave and confident about the role sports heritage can play in changing lives and approach both public and private investors.

- **Investigate structures for funding for the sports heritage sector**

A long-term objective of the SHN should be to investigate the possibility of providing a funding programme to support museums, archives and other sports heritage stakeholders. Obviously this would come within a bigger model for sustainable development, and may be possible due to public or private funding.

The DCMS has signalled that it would support philanthropic opportunities for the SHN and this should be investigated further.

8.3.2. Establish a firm evidence base for sports heritage

The SHN should work with current partners and members to establish a firm evidence base that demonstrates the impact of sports heritage.

Partners who have expressed support include:

- The Beth Johnson Foundation whose work draws on the Federation of Stadiums activity focuses on building health communities through intergenerational work
- The Sporting Memories Network which demonstrates the value of sports heritage in the field of mental health
- The Sports Inspire programme which provides schemes of work using sports heritage as the focus to match directly with the National Curriculum
- The Sporting Statues project which is currently identifying and cataloguing sporting statues across the country
- Sports specific museums such as Wimbledon Lawn Tennis Museum, The River & Rowing Museum, The MCC Museum at Lord's, and The World Rugby Museum which have a range of programming and activity which could provide evidence
- The Our Sporting Life programme to establish how sports exhibitions work closely with the community, benefit sports clubs and collectors, and develop audience profiles
- Museums and archives across the country
- Governing bodies, sports clubs and historians, media contacts, and sports men and women

The SHN should ensure that the OSL programme is properly evaluated and results disseminated through appropriate routes.

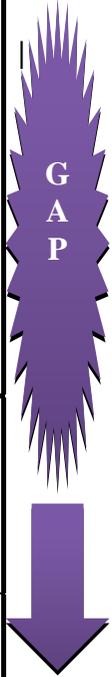
The SHN should aim to capture data and demographics to support the case that sports heritage opens up museums and heritage environments to non-traditional audiences, and a variety of agendas and policy areas. In addition, that OSL captures qualitative data about the impact of those experiences on the individual and on communities.

The SHN should use a framework such as the Inspiring Learning for All framework, evaluating the programme using the Generic Learning Outcomes and the Generic Social Outcomes. Evaluation of the programme is currently light touch, but we feel there is a need for this additional piece of work. Although the exhibitions are underway, evidence will be available to support a strong evaluation of outcomes from a range of organisations across a range of agendas.

This is a substantial piece of work. It would involve focussing on the key areas around health, education and community impact, drawing on three or four case studies to demonstrate outcomes. We would estimate this as around 40 days work and a cost of approximately £10K / 11K.

Appendix A: Strategic Plan

Organisation:	Sports Heritage Network	Period:	2012 – 13 Year 1	Date:	May 2012	Version:	1
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CURRENT SITUATION:	<p>Sports heritage in the UK is disparate and lacks the clarity of one single entity working in partnership with others to provide:</p> <ul style="list-style-type: none"> • key strategic messages • an evidence base of the role and value of sports heritage • a network of sports heritage stakeholders • storage space for at-risk collections. 		DESIRED SITUATION:	<p>Establish a new model of working to establish an ‘end-to-end’ service for sporting collections and archives, from acquisition and preservation to research and promotion. Drawing on networks from grass-roots level to government, and establishing partnerships across private and public boundaries, with a view to achieving a sustainable, long-term strategic organisation, “Sports Heritage UK”.</p>
Indicators: 1	There is no overarching knowledge of the nation’s sports heritage collections and archives, collections are at-risk of being lost or destroyed and contemporary collecting is also at-risk.		Objectives: 1	The Sports Heritage Network should redefine its mission statement and clarify its focus as Sports Heritage UK.
2	The SHN is still often seen as a small scale organisation		2	Define where sports heritage fits within the wider heritage landscape
3	Sports heritage collectors are very often <i>not</i> part of the formal heritage sector and on the whole, sports governing bodies have little or no		3	Create and manage an online one-stop-shop to include a database of collection

	involvement in the heritage of their sport		
4	There is little evidence to demonstrate the role and value of sports heritage in a wider context		4 Provide a central store for at-risk collections, research and exhibition and support contemporary collecting
5	Funding, creating partnerships, finding contacts and accessing the right networks are major stumbling blocks to sports heritage collecting and interpretation		5 Support museums, archives, sports clubs and individuals in understanding more fully about <i>which</i> sporting artefacts to collect, how to conserve, store, and provide access, and advocate for their importance.
6	The OSL and the 2012 Olympics has provided a renewed interest in activity with the heritage sector regarding sports heritage, but there is a significant risk that this will disappear post 2012		6 Implement a fundraising strategy
7	Sports heritage is still viewed as the poor relation to other heritage subjects		7 Establish an evidence base for sports heritage and use this to advocate for its role and value
8	Paralympic and disability sports heritage collections are often omitted from sports heritage programming and contemporary collecting		8 Become a world leader for sports heritage research

STRATEGIC OBJECTIVES AND ACTIVITIES TO FILL THE GAP

The following objectives represent a work plan for Sports Heritage UK over the coming two years. They outline how the organisation can move from its current situation to its desired situation outlined above. It is intended that this is a live document, developed, revised, and implemented to achieve the recommendations outlined within section 8 and minimize levels of risk.

	OBJECTIVE	ACTIVITY	TIMESCALE
1	The Sports Heritage Network should redefine its mission statement and clarify its focus	<p>1. Define the mission statement, aims, objectives, and membership criteria of the SHN.</p> <p>2. Rebrand the SHN</p> <p>3. Develop an advocacy strategy which should develop key messages and campaigns. It should develop champions for sports heritage including:</p> <ul style="list-style-type: none"> • High profile sports stars past and present • Journalists within print, online, and television media • Governing bodies with an interest and real enthusiasm and investment in their sporting heritage <p>4. Develop the following communications mechanisms:</p> <ul style="list-style-type: none"> - E-newsletters - Annual Conference 	<p>June – September 2012</p> <p>June / July 2012</p> <p>June – September 2012</p> <p>June 2012 – March 2013</p>

		<ul style="list-style-type: none"> - Regional networks (potentially developed alongside the British Society for Sports History (BSSH)) - Attendance at other organisations events and investment in low cost but effective literature and sign-posting for use on stands - Creation and management of social media accounts (esp. Twitter and Facebook) to grow audiences and understanding in the network - Opportunities to discuss with government and key decision makers / investors <p>5. Establish an SHN steering group</p> <p>6. Ensure membership criteria is clear and broad based</p> <p>7. Ensure Paralympic and disability sport is central by:</p> <ul style="list-style-type: none"> ➤ Supporting the development of a the partnership to create a Paralympic collection centre at the Centre for Buckinghamshire Studies ➤ Short to mid term opportunities identified to 	<p>June – September 2012</p> <p>June – December 2012</p> <p>June 2012 – February 2014</p>
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		<p>provide access to collections (this has already begun in the form of an Our Sporting Life funding bid to Accentuate to enable OSL exhibitions to address Paralympic sport in its region)</p> <ul style="list-style-type: none"> ➤ Partnership building with other regions to develop a national understanding of Paralympic sports heritage ➤ Development of a wider understanding of disability sports heritage as a whole ➤ Opportunities for research in the field of Paralympic and disability sport (discussions are already underway in this area led by the Centre for Buckinghamshire Studies) ➤ Support fund-raising and development planning of the Centre for Buckinghamshire Studies in housing, displaying and providing access to the collections 	
	OBJECTIVE	ACTIVITY	TIMESCALE
2	Define where sports heritage fits within the heritage landscape	Work to establish a definition and typology of sports heritage	June 2012 – Feb 2013

	OBJECTIVE	ACTIVITY	TIMESCALE
3	<p>Create, develop and manage an online one-stop-shop with information about:</p> <ul style="list-style-type: none"> • Contacts within the heritage / sports history sector and sports worlds, or support about how to contact the “right people”. • Briefing sheets about the history of different sports, contacts, and further information / research pointers • Information about events, activities and training • Sign-posting to research opportunities and facilities • Evidence of the role and value of sports heritage and case studies • To include links to, or information of, a database of collections (longer-term aim) • Provides bespoke education and outreach packages (see Appendix C for research information) 	<p>Discuss potential costings and content management systems with organisations that have developed similar websites. It is essential that this is a sustainable website, with a view to long-term sustained use and considers issues such as interoperability.</p> <p>Explore the possibility of repurposing the OSL website</p> <p>Draw up a brief for development of the website, to include initial content needs and partners</p> <p>Explore funding options and sponsorship opportunities available</p> <p>Drawing from the Hood report, develop a template of must have collections information.</p> <p>Commission a piece of work to not only map the collections, but provide the detailed template data to ensure sustainability going forward</p> <p>Ensure the resulting data can be accessed on-line from the sports heritage one-stop-shop website</p>	<p>June 2012 – November 2012</p> <p>July – August 2012</p> <p>August 2012 – January 2013</p> <p>March 2013</p>

	OBJECTIVE	ACTIVITY	TIMESCALE
4	Identify a sustainable, long-term store, exhibitions and research space for at-risk collections	<p>Continue to offer at-risk storage space as necessary to contacts and partners and provide access within the NFM / ICSHC storage spaces.</p> <p>Explore the potential for a specific storage site with exhibition and research facilities with a number of HEIs and funding bodies. Potential that this may also be of interest to sports clubs etc.</p> <p>Provide support for contemporary collecting. This needs to be specific information for museums and archives about what to collect, how and why and drawing from on-going good practice.</p> <p>Potential for developing a bespoke website to capture the nations sporting stories should be explored.</p>	<p>Throughout 2012 / 2013</p> <p>July 2012 – July 2013</p> <p>June 2012 – March 2013</p> <p>June 2012 – March 2013</p>

	OBJECTIVE	ACTIVITY	TIMESCALE
5	<p>Support museums, archives, sports clubs, governing bodies, and individuals in understanding more fully about <i>which</i> sporting artefacts to collect, how to conserve, store, provide access, and advocate for this heritage</p> <p>Museums and archives need to know more about the collections themselves, whereas clubs, governing bodies and individuals need to know more about how to look after their collections.</p>	<p>Museums & Archives: Work with groups such as the Social History Curators Group, the Group for Education in Museums and Regional Federations to explore training events focused on sports heritage.</p> <p>Draw up briefing sheets about each sport to upload to the one-stop-shop website.</p> <p>Sports Clubs, Governing bodies & Individuals: Explore the potential for working with the West Yorkshire Archives Service to re-version their community collecting tool-kit for sports heritage. If this isn't possible, begin to develop a tool-kit brief from scratch.</p> <p>Explore opportunities for working with the Community Heritage and Archives Group and similar organisations</p> <p>Provide fast facts and evidence about the benefits of sports heritage for all groups to use</p> <p>Work with Sport England, The Sports & Recreation Alliance, The DCMS, and the Sports Minister to establish the best route to work with Governing</p>	<p>June 2012 – March 2013</p> <p>July 2012 – February 2013</p> <p>July 2012 – March 2013</p> <p>July 2012 – March 2013</p> <p>January - August 2013</p> <p>July 2012 – March 2014</p>

		<p>Bodies. To ensure:</p> <ul style="list-style-type: none">• Each governing body to have a named representative, preferably attached to a job description, responsible for heritage within their organisation• An agreement to attend an annual conference or similarly structured meeting on a yearly basis• Input into research activity about sports heritage and their collections <p>Support to work with their club networks to improve collections care and access at grass roots level.</p>	
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		<p>Explore opportunities to input into commissioning cycles and support sports heritage providers to understand how to do the same.</p> <p>3. Investigate structures for funding for the sports heritage sector</p>	December 2012 – 2013
	OBJECTIVE	ACTIVITY	TIMESCALE
7	Establish an evidence base for the role and value of sports heritage and use this to advocate for investment and increased profile.	<p>Draw together existing literature and research about the role and value of sports heritage.</p> <p>Use this to identify 2 – 3 key area of research in the first instance (for example education and mental health).</p> <p>Commission a piece of work to evaluate OSL and further evaluate the role and value of sports heritage in these 2 / 3 areas working with key partners in the sector (funding dependent).</p> <p>Investigate the potential for sports museums to become accredited through the new archives standards</p> <p>Develop an advocacy strategy focusing on the key target audiences</p>	<p>June 2012 – February 2013</p> <p>August 2012 – February 2013</p> <p>June – December 2012</p> <p>July – December 2012</p>

	OBJECTIVE	ACTIVITY	TIMESCALE
8	Become a world leader for sports heritage research.	This objective is long-term. The activities and programming taking shape throughout the other objectives, should lead the network to this point. However, it should be monitored and discussed with the SHNs research partner – the ICSHC to gain a research perspective.	Year 2 – onwards

Appendix B: SHN Constitution as of 2007

January 2007 CONSTITUTION OF THE SPORTS HERITAGE NETWORK

Name

1. The name of the Association is the Sports Heritage Network ('the Network'), which may be abbreviated for convenience to 'SHN'.

Administration

2. Subject to the matters set out below, the Network and its property shall be administered and managed in accordance with this Constitution by the members of the Executive Committee constituted by Clause 7 of this constitution ('the Executive Committee').

Missions Statement, Aims & Objectives

3. The Network's mission statement is to strengthen the network of institutions working within the field of sports heritage and to inspire public involvement in sport and its history.

Its key aims & objectives are;

(a) To develop and promote the meaning, value and potential of sports heritage through joint action by interested groups, organisations and/or individuals.

(b) To foster a public awareness and enjoyment of sports heritage and, specifically, to enhance access and encourage involvement by non-participants, children and young people.

(c) To encourage the dissemination of information on sports heritage and promote forward looking strategies that are sensitive to the richness of sports history and its personalities.

(d) To bring together relevant disciplines and to act as a catalyst and focus for action and development.

(e) To work with a wide range of partner bodies, including public and government institutions, towards the advancement of mutual aims.

(f) To involve high profile sports personalities in the activities of the Network.

Powers

4. In furtherance of the objects, but not otherwise, the Executive Committee may exercise the following powers:

(a) to co-operate with other charities, voluntary bodies, statutory authorities, educational institutions and individual persons operating in furtherance of the objects or of similar charitable purposes and to exchange information and advice with them;

- (b) to establish or support any charitable trusts, associations or institutions formed for all or any of the objects;
- (c) subject to not delegating any of its powers, to appoint and constitute such advisory committees and working groups as the Executive Committee may think fit, the members of such advisory committees or working groups not being limited to members of the Executive Committee or members of the Network;
- (d) to present, promote, organise, provide, manage and produce exhibitions, conferences, lectures, tours and seminars which are conducive to the advancement of education;
- (e) to publish, issue, circulate or otherwise disseminate and communicate gratuitously or otherwise literary, visual and aural educational material including reports and periodicals, books, pamphlets and other literature;
- (f) to do all such things as are necessary for the achievement of the charitable objects of the Network.

Membership

- 5. (a) Membership of the Network shall be open to any body corporate or unincorporated association interested in furthering the objects of the Network.
- (b) Full members shall be those museums that are participating in any Museums Registration or Accreditation scheme recognised by the Executive Committee, libraries and galleries of equivalent status or recognised educational institutions which shall each have one vote at general meetings of the Network.
- (c) Each Full member being a body corporate or unincorporated association shall notify the name of the representative appointed by it and of any alternate to the Secretary. That representative, or their alternate when the representative is not present, shall exercise the member's voting rights at general meetings of the Network. If the representative or alternate resigns from or otherwise leaves the member organisation, he or she shall forthwith cease to be the representative of the member organisation.
- (d) The Executive Committee may by majority vote and for good reason terminate the membership of any member organisation; provided that the appointed representative of the member organisation concerned shall have the right to be heard by the Executive Committee, accompanied by a friend if they so wish, before a final decision is made.

Honorary Officers

- 6. At the Annual General Meeting of the Network the voting members present shall elect from those amongst themselves a Chairman, two Vice-chairmen (all of whom shall be Full members) and a Secretary, who shall hold office from the conclusion of that meeting.

Executive Committee

- 7. (a) The Executive Committee shall consist of not less than 5 or more than 15

members being:

- (i) the four honorary officers specified in the clause 6;
 - (ii) not more than 11 persons elected at the Annual General Meeting who shall hold office from the conclusion of that meeting.
- (b) Members of the Executive Committee who are representatives of any body-corporate or unincorporated association shall exercise their duties as if they were individual members and without reference to the organisation they represent.
 - (c) At every annual general meeting from the third, one-third of the Committee shall retire by rotation, or, if their number is not three or a multiple of three, the number nearest to one-third shall retire. The Committee members to retire by rotation shall be those who have been longest in office since their last election, but as between persons who became or were last elected on the same day those to retire shall (unless they otherwise agree among themselves) be determined by lot.
 - (d) No person shall serve as a member of the Executive Committee for a period of more than nine consecutive years.
 - (e) The proceedings of the Executive Committee shall not be invalidated by any vacancy among their number or by any failure to appoint or any defect in the appointment or qualification of a member.
 - (f) No person shall be appointed as a member of the Executive Committee who is aged under 18 or who would if appointed be disqualified under the provisions of the following clause.
 - (h) No person shall be entitled to act as a member of the Executive Committee whether on a first or on any subsequent entry into office until after signing in the minute book of the Executive Committee a declaration of acceptance and of willingness to act in the trusts of the Network.
 - (i) The Committee may co-opt up to three persons to attend its meetings and contribute to its discussions, but such co-opted members shall not be eligible to vote on any matter or act in the trusts of the Network.

Determination of Membership of Executive Committee

- 8. A member of the Executive Committee shall cease to hold office if he or she:
 - (a) is disqualified from acting as a member of the Executive Committee by virtue of section 45 of the Charities Act 1992 (or any statutory re-enactment or modification of that provision);
 - (b) becomes incapable by reason of mental disorder, illness or injury of managing and administering his or her own affairs;
 - (c) is absent without the permission of the Executive Committee from all their meetings held within a period of nine months and the Executive Committee resolve that his or her office be vacated; or
 - (d) notifies to the Executive Committee a wish to resign (but only if at least

three members of the Executive Committee will remain in office when the notice of resignation is to take effect).

Executive Committee not to be personally interested

9. (a) Subject to the provisions of sub-clause (b) of this clause no member of the Executive Committee shall acquire any interest in property belonging to the Network (otherwise than as a trustee for the Network) or receive remuneration or be interested (otherwise than as a member of the Executive Committee) in any contract entered into by the Executive Committee.
- (b) Any member of the Executive Committee for the time being who is a solicitor, accountant or other person engaged in a profession may charge and be paid all the usual professional charges for business done by him or her or his or her firm when instructed by the other members of the Executive Committee to act in a professional capacity on behalf of the Network; provided that at no time shall a majority of members of the Executive Committee benefit under this provision and that a member of the Executive Committee shall withdraw from any meeting at which his or her own instruction or remuneration, or that of his or her firm, is under discussion.

Meetings and proceedings of the Executive Committee

10. (a) The Executive Committee shall hold at least one ordinary meeting each year. A special meeting may be called at any time by the chairman or by any two members of the Executive Committee upon not less than four days' notice being given to the other members of the Executive Committee of the matters to be discussed.
- (b) The chairman shall act as chairman at meetings of the Executive Committee. If the chairman is absent from any meeting, the members of the Executive Committee present shall choose one of their number to be chairman of the meeting before any other business is transacted.
- (c) There shall be a quorum when at least one-third of the number of members of the Executive Committee for the time being or four members of the Executive Committee, whichever is the greater, are present at a meeting.
- (d) Every matter shall be determined by a majority of votes of members of the Executive Committee present and voting but in the case of an equality of votes the chairman of the meeting shall have a second or casting vote.
- (e) The Executive Committee shall keep minutes, in books kept for that purpose, of the proceedings at meetings of the Executive Committee and any sub-committee.
- (f) The Executive Committee may from time to time make and alter rules for the conduct of their business, the summoning and conduct of their meetings and the custody of documents. No rule may be made which is inconsistent with this Constitution.
- (g) The Executive Committee may appoint one or more sub-committees for the purpose of making any inquiry or supervising or performing any function or duty which in the opinion of the Executive Committee would be more conveniently undertaken or carried out by a sub-committee; provided that all acts and proceedings of any such sub-committees shall be fully and

promptly reported to the Executive Committee.

Annual General Meeting

11. (a) There shall be an annual general meeting of the Network which shall be held within eighteen months of the previous meeting or as soon as practicable thereafter.
- (b) Every annual general meeting shall be called by the Executive Committee. The secretary shall give at least 28 days' written notice of the annual general meeting to all the members of the Network. All the members of the Network shall be entitled to attend and vote at the meeting.
- (c) The Chairman of the Network shall be chairman of the annual general meeting.
- (d) The business of the annual general meeting shall include
 - (i) The appointment of the honorary officers described in paragraph 6 above, and of the Network's auditors or of persons to examine its annual accounts and financial statements.
 - (ii) Election of the appointed members of the Executive Committee; nominations for appointment should be made by members of the Network in writing and must be in the hands of the secretary of the Executive Committee at least 14 days before the annual general meeting. Should nominations exceed vacancies, election shall be by ballot.
 - (iii) Any other business appropriate to be transacted at the annual general meeting.

Special General Meetings

21. The Executive Committee may call a special general meeting of the Network at any time. If at least 10 members request such a meeting in writing stating the business to be considered the secretary shall call such a meeting. At least 28 days' notice must be given. The notice must state the business to be discussed.

Procedure at General Meetings

22. (a) The Secretary or other person specially appointed by the Executive Committee shall keep a full record of proceedings at every general meeting of the Network.
- (b) There shall be a quorum when at least one-quarter of the number of members of the Network for the time being or eight members of the Network, whichever is the greater, are present at any general meeting.

Other Meetings

23. The Executive Committee may arrange meetings of members and/or others in pursuance of the Network's charitable objects. Unless the requirements of Paragraph 21 of this Constitution have been met, no formal business of the Network

shall be conducted at such meetings and any resolutions passed at those meetings concerning the business of the Network shall be void and not bind the Executive Committee in any way.

Notices

24. Any notice to be served on any member of the Network shall be in writing and shall be served by the Secretary or the Executive Committee on any member either personally or by sending it through the post in a prepaid letter addressed to such member at his or her last known address in the United Kingdom or by giving it by electronic communications to an address in the form used for such communications that has been notified to the Network by the member. Any letter or electronic communication so sent shall be deemed to have been received within 10 days of posting or electronic dispatch.

Alterations to the Rules

25. (a) Subject to the following provisions of this clause the Rules may be altered by a resolution passed by not less than two-thirds of the members present and voting at a general meeting. The notice of the general meeting must include notice of the resolution, setting out the terms of the alteration proposed.
- (b) No amendment may be made which would have the effect of making the Network cease to be a charity at law.

Dissolution

26. If the Executive Committee decides that it is necessary or advisable to dissolve the Network it shall call a meeting of all members of the Network, of which not less than 28 days' notice (stating the terms of the resolution to be proposed) shall be given. If the proposal is confirmed by a two-thirds majority of those present and voting the Executive Committee shall have power to wind up the network.

Appendix C: Matrix of relevant societies, journals and conferences

Title	Link	Society	Journal	Conference
British Society of Sports History	http://www.sportinhistory.org/	✓	✓ Sport in History	✓
North American Society of Sport History	http://journalofsporthistory.org/	✓	✓ Journal of Sport History	✓
The Australian Society of Sports History	http://www.sporthistory.org/Publications.html	✓	✓ Sport History	✓
The International Journal of Sports History	http://www.tandf.co.uk/journals/titles/09523367.a sp		✓	
The European Sports History Review	http://www.history-journals.de/journals/hjg- e00069.html		✓	
Soccer & Society	http://www.tandf.co.uk/journals/titles/14660970.a sp		✓	
The Sport Journal	http://www.thesportjournal.org/article/sports- history-sports-archives		✓	
Sport History Review	http://journals.humankinetics.com/shr-contents		✓	
The International Journal of Sport and Society	http://sportandsociety.com/journal/		✓	✓
The International Journal of the History of Sport	http://www.routledge.com/strategicstudies/		✓	
International Journal of Sport Management, Recreation & Tourism	http://www.ijsmart.eu/?p=103		✓	
Sport, Education & Society	http://www.tandf.co.uk/journals/cses		✓	
International Review for the Sociology of Sport	http://irs.sagepub.com/		✓	

Title	Link	Society	Journal	Conference
International Journal for Media & Cultural Politics	http://ics.leeds.ac.uk/mcp/advisory%20board.htm		✓	
Media, Culture & Society	http://mcs.sagepub.com/		✓	
International Journal of Politics, Culture & Society	http://www.springer.com/social+sciences/journal/10767		✓	
International Journal of Sport Tourism			✓	
Theory, Culture & Society			✓	
Journal of Sport and Social Issues			✓	
Leisure Studies; Critical Studies in Mass Communication			✓	
Social History Society	http://www.socialhistory.org.uk/Journal.php	✓	✓ Culture & Social History	✓
Journal of Hospitality, Leisure, Sport & Tourism Education	http://www.heacademy.ac.uk/johlste		✓	
International Journal of Sports History and Physical Education	http://ishpes.org/home/	✓	✓	✓
Leisure Studies Association	http://www.leisure-studies-association.info/LSAWEB/NewTitle/103.html	✓	✓	✓ Recording Leisure Lives

Relevant Departments of Sports History

DeMontfort University

International Centre for Sports History and Culture

<http://www.dmu.ac.uk/research/research-faculties-and-institutes/art-design-humanities/icshc/international-centre-for-sports-history-and-culture.aspx>

Huddersfield University

Cricket Research Centre

Although primary focussed on cricket research, the centre holds interesting seminars and conferences about wider sporting history.

<http://www2.hud.ac.uk/mhm/history/research/cricket/>

Leeds Metropolitan University

Department of Sport & Education

<http://www.leedsmet.ac.uk/carnegie/index2.htm>

University of Central Lancashire

International Football Institute

The International Football Institute (IFI), the University of Central Lancashire's (UCLan) original sport related research institute, was created in 2003 as a multidisciplinary gathering point for academic research into football.

http://www.uclan.ac.uk/schools/ssto/research/international_football_institute.php

University of Brighton

The Chelsea School of Sport

The Chelsea School of Sport has over 100 years at the forefront of teaching, research and consultancy in sport-related subjects.

The school offers a comprehensive range of foundation degree, honours degree, masters degree and PhD programmes. Our extensive applied research and consultancy activity ensures that these courses are up to date, relevant and serve the needs of both students and employers. We offer excellence in teaching and learning and are proud of our reputation for producing highly employable and adaptable graduates and postgraduates.

<http://www.brighton.ac.uk/chelsea/aboutus/index.php?PageId=1>

University of Stirling

Communications, Media, and Culture

<http://www.fmj.stir.ac.uk/>

Swansea University

College of Arts and Humanities: History and Classics

Dr Martin Johnes

<http://www.swan.ac.uk/staff/academic/artshumanities/hc/johnesmartin/>

Loughborough University

School of Sport, Exercise and Health Sciences.

<http://www.lboro.ac.uk/departments/ssehs/index.html>

Other relevant bodies:

European Committee for Sports History

Copy from their website:

“CESH coordinates European projects on the history of physical education and sport to assure a better European and international cooperation. In particular, it helps in the exchange of ideas, students and staff between European universities, to assure a high standard of teaching in sport history, help young scholars in developing a European dimension of their work and prepare a European doctorate in sport history. CESH was an educational partner of the “European Year of Education Through Sport 2004” (<http://www.eyes-2004.info/153.0.html>). During the General Assemblies in Seville 2005 and in Vienna 2006 the official name of CESH was changed into European Committee for Sports History”.

Sport in Modern Europe Group:

Copy from their website:

The overarching aim of the network is to establish the central economic, political and social themes for the writing of a history of modern European sport, and the most appropriate methods and approaches to achieve this end. Five objectives will accomplish this:

1. the creation of a forum for exchange between different disciplines and interdisciplinary perspectives (in particular economic, cultural and social history, politics, international and diplomatic history, sociology and sport studies);
2. the exchange of expertise among specialist scholars from diverse national traditions, including early-career scholars;
3. the organisation of symposia/seminars establishing appropriate interdisciplinary exchange for the exploration of ‘European models’ of sport; and for the development of such frameworks and networks beyond the initial funding period;
4. dissemination of the output of the network in academic journals and in the written and broadcast media;
5. publication of the network’s reviews, evaluations and critiques on a ‘Sport in Modern Europe’ website.

<http://www.sport-in-europe.group.cam.ac.uk/>

Appendix D: Outline of collections management systems employed by museums (research from the Collections Management Group).

http://www.collectionslink.org.uk/assets/software_survey.htm

Spectrum

Adlib

<http://www.adlibsoft.com/products/museum-collection-management-software>

Cost £6,700 for 5 users, £200 per person training. Support 15% of annual cost.

William Morris Gallery, London

Gwent County Museums

Warwickshire Museums

National Museums Scotland

Bronte Parsonage Museum

SS Great Britain

EMu

<http://www.kesoftware.com/about-emu/museum-collection-management-software-2.html>

Bedfordshire Museums

Manchester Museums

Rochdale Museums

Tyne and Wear Museums

Lancashire Museums

Gallery systems

<http://www.gallerysystems.com/collection-management>

Aberdeen Museums

Vernon

http://www.vernonsystems.com/index.php?option=com_content&view=article&id=23&Itemid=39

MODES

Manchester Jewish Museum

Leamington Spa museum

Wiltshire Museums

Guernsey Museums

An unknown

Europeana – new European consortium looking at interoperable content management systems led by Nick Poole from the Collections Trust.