



Sporting Heritage CIC Three Year Strategic Vision

2024 – 2027

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DEFINITIONS

At Risk collections – collections which may be easily destroyed, lost or sold. This includes intangible and tangible heritage

Collections – material culture or intangible heritage which can include objects, archives, stories, and memorabilia. It can be one or two items or of national breadth

Heritage – the tangible and intangible culture which tells the story of the past

Sector – organisations, individuals and businesses which share the same area of work and interest

Tangible - physical objects, archives, spaces, and artifacts including digital

Intangible - non-physical heritage for example stories, oral histories, folklore, and songs

Sporting Heritage - the subject specialist network which supports all those with, or working with, sporting heritage across the UK

sporting heritage - the heritage of sport – memorabilia, collections, stories, folklore etc

UK wide - working across all of the four UK nations: England, Northern Ireland, Scotland and Wales

INTRODUCTION

So often, sporting heritage, is collected by people who have a passion for sport. It is collected and preserved because it is so significant to personal and local stories. And what a good job that is! Because, until relatively recently, the heritage sector has been unclear of where sport fits within both its exhibition spaces and collection policies, and sport has been too busy with what happens today, to think about the past in any kind of formal way.

On the heritage side, this can be largely traced back to issues of high and low culture – that sport is part of the everyday and therefore not “important” enough to be offered space and time within the formal heritage sector – and sport has been looked down on as a subject for museums. So, although museums have discussed, wrung hands, and heavily invested over the last 30 years about how they can diversify audiences, increase the stories they tell, and ensure they represent the public as whole, they have overlooked, often out of sheer snobbery, a key driver for change in the story of sport. With this exclusion then has come a lack of opportunity to expand audiences and remove previously hidden and ignored heritage from the side-lines and position the stories of people of colour, people from LGBT communities, disabled people, neurodivergent people, women, and others traditionally overlooked in the heritage record at the fore.

In terms of sport, there has been a clear impetus among knowledgeable volunteers and those who recognise there is value, not in monetary terms, but in historical terms, of the collections they, their clubs, and their peers hold. So ad hoc collections have developed – in garages, clubhouses, lofts, and even baths. These collections are at significant risk of loss or destruction, and Sporting Heritage are working hard with National Governing bodies of Sport, sport clubs and organisations, and individuals, to increase collection knowledge and awareness so that the heritage values of museums and archives, can be transferred outside of the sector.

But why do we care about the heritage of sport?

The heritage of sport tells the story of wider historical, political, social, and economic developments. Sport can be used to explore a vast number of contexts - the development of women’s rights, scientific discovery, immigration, travel and exploration, wealth and development of places, and the expansion of visual and audio media. And it can impact on a huge number of wider agendas – the use of sporting heritage in education has been proven to increase attainment and engagement for those disengaged with education; it has been used to support a wide number of mental health programmes for example the support of dementia patients and dads and lads programmes; it has been used to encourage active participation through bringing new audiences into taster sessions of local



sports clubs via their heritage; and it has been demonstrated to increase tourism offers through heritage trails and venue access.

And yet, there is still no statutory funding invested in the sporting heritage of the UK. As the sector support network, we receive no support for our core delivery. In the past, this has meant we have had to develop our projects in a far more ad hoc way than is suitable and sensible for the sector.

Consequently, this strategy will allow us to tighten our aims and objectives, clarify our funding streams, and ensure that we are fit for purpose and a strong, sustainable and resilient organisation to meet the needs of our sector for the coming five years.

“I’m excited to become sporting heritage’s first Asian LGBTQ ambassador and support their annual National Sporting Heritage Day. As a young Asian child from the LGBTQ community in sports I never saw any athletes that looked like me or from the LGBTQ community. Through the power of storytelling and learning about our sporting heritage we are able to dream who we can be through the history of sports, and this is why I’m supporting Sporting Heritage and their work in the community because of how significant it is in shaping the future of British sports.”

Amazin LeThi, Sporting Heritage Ambassador



THE HISTORY AND BACKGROUND OF SPORTING HERITAGE CIC

Sporting Heritage CIC was established in 2012 as a result of a programme of PhD study conducted by one of our founding director. The research demonstrated that although the UK is widely understood to have a world class sporting past, the protection, preservation and celebration of sporting heritage itself, was being almost completely overlooked at national, regional and local level. This was evident in the lack of funding for sporting heritage, the almost non-existent display or collection of sporting heritage by museums as a whole, and the exclusion of heritage from sporting programmes.

However, looking closely, it became clear that these collections were central not only to the nation's story of sport, but to communities and individuals in a unique way.

The tangible and intangible heritage of sport – the stuff, the memorabilia, the oral histories, the chants, songs, films, and photographs – was not formally on the radar of heritage or sport organisations or at policy or funding level. As result, apart from some excellent pockets of activity and the growth of a number of sport specific museums, the nation's sporting heritage was at risk and unrepresentative of the population as a whole.

Consequently, Sporting Heritage CIC was created to act as the nation's sector support organisation. Its aims were very much as they are today: to increase the awareness of the role and value of these collections; to provide advice and guidance to remove collections from risk; to enable more representative collections of the population as a whole to be collected and shared; and to offer opportunities to celebrate this heritage locally, regionally and nationally.

Having been in existence for just over ten years, it is now time to re-visit the organisation's purpose, objectives, structure and delivery to ensure it is fit for purpose in this post Covid / Brexit world.

STRATEGIC VISION AND DELIVERY APPROACH 2024 – 2027

Given our background, current activity, impact to date, and audiences, the following outlines our strategic vision and delivery approach, building on our 2023 stakeholder analysis and sector consultation.

MISSION STATEMENT: *Sporting Heritage....Working to keep the nation's sporting stories and alive!*

WHO: We are the UK's network and support organisation for all those who own, look after or work with, sporting stories, collections, and memorabilia.

WHAT: We help people across the UK to protect and share their diverse collections and stories. We raise awareness and knowledge of sporting stories and collections. We create opportunities to share and celebrate the impact of sporting heritage on diverse agendas and we advocate and influence policy and funding priorities on behalf of those working with sporting heritage.

WHY: Because sporting heritage is at risk! And the stories of the sporting past reach hearts, minds and bodies in a way nothing else can. Because sporting heritage tells the diverse stories and collections of everyone's sporting past. And because, without us, many stories and collections would disappear – shifting the story of sport, and removing in particular, diverse stories and heritage from the public record.

VISION STATEMENT: We're aiming for a national distributed collection of sport, where sporting heritage is acknowledged as crucial to individuals and communities, and where seeing an exhibition of diverse sporting heritage in your local museum is a reality!

"It (community grants) started us on a positive step to get more communication out to the community and beyond. We also took the confidence and made more grant applications we have received over £27,000.00 meaning some major issues have been rectified making the facilities fit for the next generation of players."
Eye and District Cricket Club

WHY WE EXIST

SPORTING HERITAGE, AND AN UNDERSTANDING OF ITS DIVERSITY, IS AT RISK

We estimate that there are 250,000 sporting heritage collections in existence across the UK today, and that the majority of these are currently at risk.

Sporting heritage lacks recognition as a major part of the nation's history and heritage.¹ Most sports organisations, clubs and leagues have collections of material culture relating to their history, but there is a danger these will be lost or destroyed through a lack of understanding or awareness of the value of sporting heritage to the nation.² There are also complex issues with regards to the perception of high and low culture, which has meant that sport has been largely excluded from the formal heritage record.³ As a result, individuals and communities find themselves excluded, despite the fact that when a sportsperson wins a medal on TV, almost without exception, they speak about how they were inspired by someone or something from the heritage of their sport – usually at grassroots level, within their local community, and often by someone who was a volunteer giving their time for free.

We know that the story of sport is central to understanding the development of minority communities and cultures; for example, Dana Abdulkarim speaks passionately about how she was unable to continue to play football competitively because the wearing of the hijab was not properly supported⁴. These stories are still ignored, simply because the link between our sporting heritage, community, and cultural value has not been prioritised or fostered. In 2021, we delivered our own research project, Ignored Sporting Heritage, to explore the degree to which sporting heritage collections represent ethnic diversity in sport and to identify opportunities to better preserve and represent the sporting heritage of diverse ethnic communities. Our research found that:

- Despite the rich and diverse heritage of sport in Britain, ethnically diverse communities are critically underrepresented in sporting heritage collections.⁵
- Few collections reflect, for example, the histories and experiences of wider sporting communities such as supporters, recreational players and grassroots and amateur clubs.⁶
- The lack of ethnic diversity in sporting heritage collections is further compounded by the lack of inclusion of sport as a topic of interest in the wider heritage sector.⁷
- Sporting heritage, as it is, fails to reflect the substantially changed demographic of British sport over the last 70 years.⁸

¹ <https://www.sportingheritage.org.uk/wp-content/uploads/2017/06/A-Scoping-Research-Report-for-Sports-Heritage-in-the-UK.pdf>

² <https://www.sportingheritage.org.uk/wp-content/uploads/2017/06/A-Scoping-Research-Report-for-Sports-Heritage-in-the-UK.pdf>

³ <https://www.sportingheritage.org.uk/content/news/blog/evidence-sought-for-inquiry-into-the-cultural-value-of-sport-in-the-north>

⁴ <https://www.facebook.com/watch/?v=7240709979333446>

⁵ <https://www.sportingheritage.org.uk/wp-content/uploads/2020/12/Ignored-Sporting-Heritage-compressed.pdf>

⁶ <https://www.sportingheritage.org.uk/wp-content/uploads/2020/12/Ignored-Sporting-Heritage-compressed.pdf>

⁷ <https://www.sportingheritage.org.uk/wp-content/uploads/2020/12/Ignored-Sporting-Heritage-compressed.pdf>

⁸ <https://www.sportingheritage.org.uk/wp-content/uploads/2020/12/Ignored-Sporting-Heritage-compressed.pdf>

SPORTING HERITAGE TELLS OUR COLLECTIVE STORY

The heritage of sport tells the story of wider historical, political, social, and economic developments. Sport can be used to explore a vast number of contexts: the development of women's rights, scientific discovery, immigration, travel and exploration, wealth and development of places, and the expansion of visual and audio media. But it can also impact on a huge number of wider agendas, such as:

- the use of sporting heritage in education has been proven to increase attainment and engagement for those disengaged with education;
- it has been used to support a wide number of mental health programmes, for example the support of dementia patients, and 'dads and lads' programmes;
- it has been used to encourage active participation through bringing new audiences into taster sessions of local sports clubs via their heritage; and
- it has been demonstrated to increase tourism offers through heritage trails and venue access.

SPORTING HERITAGE CELEBRATES SHARED IDENTITIES AND BRINGS PEOPLE TOGETHER

Sporting heritage is a celebration, not just of national competition, athletic achievements, and evolutions in play, but of individual passions, community collaboration, and shared identities.⁹ With sport being seen as a unifying force that brings people together, we also know that sports heritage appeals to people from all backgrounds.¹⁰

Individuals and communities feel an affinity with sport in a different way to other subject matters. It is often at the heart of a community, not only in the camaraderie of support for a club, or the participation in sport itself, but also in the infrastructure of a community's make up.¹¹

Sport is an integral part of our shared past – reflecting and influencing broader societal changes. It can also provide a gateway into conversations around colonialism, class, immigration, gender, attitudes to the body and many other aspects of our shared social history.¹²

Our country's rich sporting heritage often fails to reflect the diversity and shared experiences of modern Britain. Only Sporting Heritage CIC can address this, helping us to collectively understand, relate to, and learn from our sporting past, saving our shared heritage from being lost forever.

⁹ <https://www.sportingheritage.org.uk/wp-content/uploads/2020/12/Ignored-Sporting-Heritage-compressed.pdf>

¹⁰ <https://www.sportingheritage.org.uk/wp-content/uploads/2017/06/A-Scoping-Research-Report-for-Sports-Heritage-in-the-UK.pdf>

¹¹ <https://www.sportingheritage.org.uk/content/news/blog/evidence-sought-for-inquiry-into-the-cultural-value-of-sport-in-the-north>

¹² <https://www.scottisharchives.org.uk/community/boathouse/hiding-in-plain-sight-why-sporting-heritage-matters/>

OUR IMPACT AND EXPERTISE

Sporting Heritage is the only organisation and network working to protect, celebrate and share the rich stories of sport from across the UK. Since our inception in 2012, we have had a substantial impact:



Our activities have generated a social impact return of **£3.40 for every £1** invested.



So far, we have saved **1,560 heritage collections** from risk.



We support **800 community organisations** across the UK.

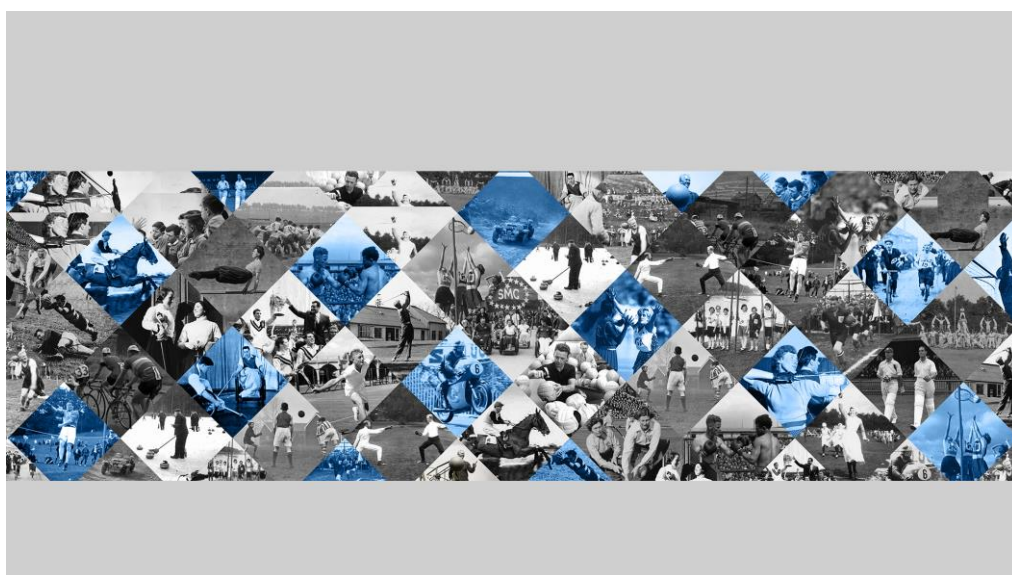


Some **400 schools** and **3,000 pupils** have engaged with our education programme, as well as over **50,000 adult learners**.

“The support and guidance of Sporting Heritage has been invaluable to our volunteers and organisation’s development”

Katie Dodd, Hockey Museum

We also have a core focus on supporting people living with challenging circumstances such as dementia, loneliness, depression or other mental health issues.



OUR AUDIENCES

Everything we do is driven by the needs of our audiences. We support individuals and organisations at every stage of their sporting heritage journey. We work to attract a range of different audiences, and each of these have different levers on their reasons for engaging in sporting heritage activity and with Sporting Heritage. We test this through an annual stakeholder analysis. Historically, sport and heritage have not been comfortable bedfellows. Sport naturally tending to focus on the here and now, and heritage tending to veer away from sport with its connotations of popular culture.¹³ Consequently, it's only recently (since Sporting Heritage came into existence in 2012) that this has begun to change, and the importance of sporting heritage has begun to be recognised. Sporting Heritage provides the glue which holds the sector together. In turn, our work has a deferred impact on countless individuals who access sporting heritage as a result of our activities, advice and guidance.

Target Audience Profile

Our audiences are hugely important to us. We value their input at every stage and work to deliver what's needed by them across the sector. However, because sporting heritage activity as a whole is so new, the sector is still in its infancy. This means the target audiences needs can far outstrip the capacity Sporting Heritage has to meet those needs. Consequently, this strategy will map out exactly who our core target audiences are, and how we will engage those audiences over the next three years.



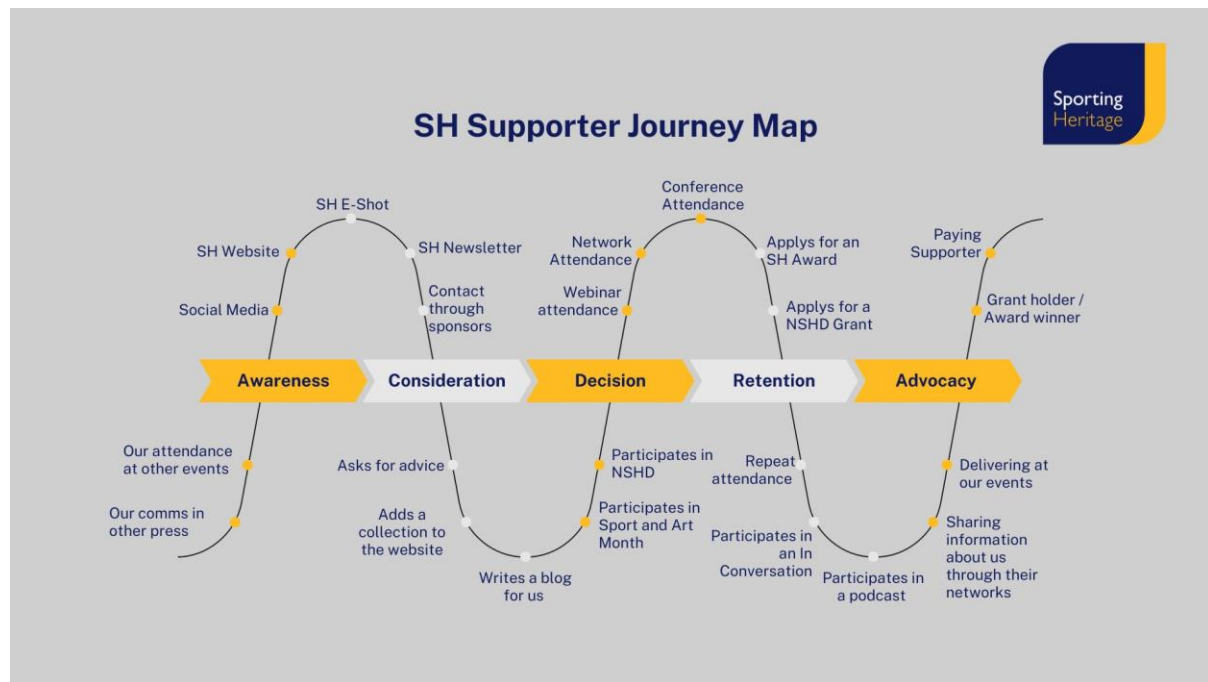
¹³ Reilly, J. Sport, Museums and Cultural Policy. 2014. p.131 & 145.

Sport Specific Museums	<ul style="list-style-type: none"> • Looking to share their expertise and practice but need the platforms to do that • Want to increase their knowledge of other activity taking place to inform their own and need networking support • Are seeking support from likeminded organisations and need networking support
Heritage organisations	<ul style="list-style-type: none"> • Aiming to develop and engage new audiences in their activity to meet public sector and funding agendas • Want to reach out to local communities through sport and need support in how to do that • Want to diversify their collections / exhibitions and aren't sure how to with sporting collections • Often use major sporting events and activities as a focus point to hook on to.¹⁴
Sports clubs, governing bodies, community groups	<ul style="list-style-type: none"> • Primarily interested in scoping and protecting existing collections but need advice on how to do that from funding and governance to collections management and access • Want to learn about other examples of best practice and need networking support • Want to understand how to share the stories relating to their sport • Often have an aim of increasing sports participation or engagement in local heritage groups¹⁵
Private collectors	<ul style="list-style-type: none"> • The lack of activity from the heritage sector until recently, coupled with the drive from sport to focus on the present day, meant most collections are in private hands. • These collectors range from interested amateurs protecting local club or family collections, to professional private collectors with high financial value objects and artefacts. • Collectors want support to a) protect their collections and b) to network them in to those who may wish to use, loan or buy the collections depending on the collector.
Sectors and organisations using sporting heritage for impact drivers (for example education, health and wellbeing, community cohesion)	<ul style="list-style-type: none"> • Access sporting heritage as a mechanism to engage their own audiences in a subject matter of interest • Want to access case studies which demonstrate the impact in their engagement area • Want to build partnerships with relevant collections and organisations who could support them
Diverse audiences and organisation which represent diverse audiences	<ul style="list-style-type: none"> • We want to engage with these audiences because traditional sporting heritage is still white, male, able-bodied, neurotypical, straight, and middle class. • The value of engaging with us is to raise these stories up and ensure a different narrative is told • Diverse collections exist, but have largely been ignored. This target audience is vital in supporting the sector as a whole to adjust its ways or working
Public policy and funding organisations	<ul style="list-style-type: none"> • Access our knowledge and understanding of the sector • Directs individuals and organisations to us when support is needed • Asks for input into strategies and policy agendas where sporting heritage can impact on wider outcomes • Generally, accesses us for case studies, evidence, and signposting
General public	<ul style="list-style-type: none"> • The general public is a deferred beneficiary of our work and of crucial importance. • Everything we do is aimed at upskilling the sector to create a better experience for audiences across the UK • Digital access is also key for these audiences particularly linked to our NSHD and themed month programmes, and often this can draw in new Supporters

¹⁴ Reilly, J. Sport, Museums and Cultural Policy. 2014. p.145

¹⁵ Ibid. p.131.

As outlined above, our target audiences are far-reaching and our organisation has limited capacity. Therefore, we will work hard to ensure there are multiple touch points where we reach out to our audiences and share information about how we can support their work, and how they can engage in ours. This activity is driven primarily through digital engagement and social media activity to ensure we can reach significant numbers of our audiences with minimum cost to them and Sporting Heritage.



SPORTING HERITAGE – OUR THREE STRATEGIC PILLARS

1. ELEVATE

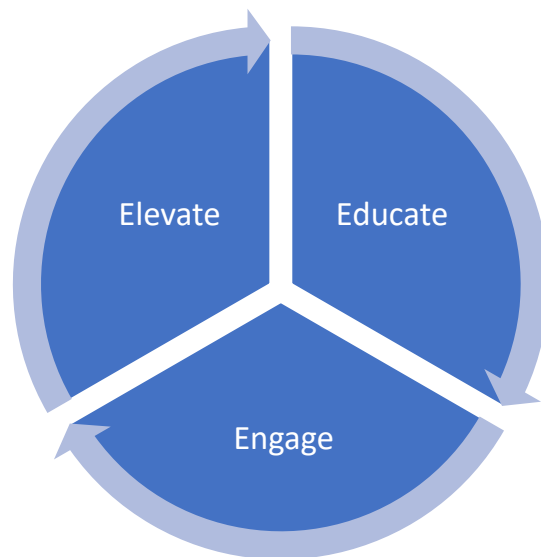
This is about protecting the tangible and intangible sporting past. Whether it be kit, equipment, record books, art, medals, film, and photographs or stories, chants, songs, and folklore, this is the central core of all of our activity – removing collections from risk is our number one priority!

2. EDUCATE

Providing opportunities to increase the knowledge and networks of those who own, manage or want to work with sporting collections, stories, and information is essential to our work. By doing this, we meet our key goal to remove heritage from risk, support better understanding of collections, and increase the diversity of collections protected and shared.

3. ENGAGE

Sporting heritage impacts across many external agendas. We know that by proving this and advocating for how important and diverse these collections are, we can increase the support and investment to the sector and ultimately better protect, share and diversify the number and type of collections held. We know that highlighting the benefits of protecting and celebrating heritage is key to the involvement of sports clubs and governing bodies, naturally rooted in the today.



“The day was a celebration of friendship and family. Rugby League was the connection that linked us through the pandemic. Sharing stories, reminiscing, conversation sparked by personal memorabilia. Thank you Sporting Heritage for a brilliant day on NSHD 2021”

Alison Simpson, Looking Back CIC

Delivery mechanisms

Elevate

Educate

Engage

Core programme

Training & network events

Mentoring programme

Digital programme

Research & Advocacy

Annual events

National Sporting
Heritage Day

National Conference

Sporting Heritage
Awards

Themed Month

“Thanks to Sporting Heritage we were able to digitise these pictures of Southwark’s sporting past that would otherwise never be seen. We hope NSHD community grants continue to offer these wonderful opportunities to unlock further aspects of sporting history in future, providing well-needed support to the archive and heritage sector and its audiences”. Southwark Archives

OUR CORE OFFER

TRAINING: To meet the specific training needs identified by the sector during this strategic period, we will build a programme of online learning which will be accredited and allows individuals to join the whole programme, or just targeted provision. We will deliver six webinar modules per year for 30 delegates per module, and ensure accreditation is achieved by the OCN or similar.

NETWORKS: We manage a series of networks across the UK to support the development, discussion and delivery of those working in the field of sporting heritage. Learning from our 2023 sector consultation and programme evaluation, we will draw together our network delivery and from January 2024, plan in three network meetings per year, two online (in January and September) and one in person (in May, prior to the annual conference).

MENTORING: The sector has a growing need for support from within. During the next period of activity, we will create a mentoring programme and facilitate mentoring partnerships which support knowledge exchange, advice, guidance and career support. We will begin with a trial set of 5 mentor / mentee pairs in year 1, building to a fluid programme of 30 partnerships by 2027.

DIGITAL CONTENT: We have a growing portfolio of excellent digital content. During this strategic period we will create digital resources which link to our core offer and to our annual events. This will include 2 online exhibitions per year; 10 digital resources per year (podcasts, In Conversation films, and how to guides); increase the collections on our database by 30 per year; we will build our online platforms to increase engagement and access to heritage, using this as crucial tool in growing our audiences and increasing our reach to currently ignored and hidden heritage.

RESERARCH & ADVOCACY: We will create case studies, evaluation or activity, and consultation research to understand the impact of sporting heritage on wide reaching agendas. We will use this research to deliver high profile, partnership activity during the lifetime of this strategy to raise the awareness of the role and value of sporting heritage at a local, regional and national level. This will include working with policy makers and government, funders and investment organisations, and sector specific policy and support organisations.

“The recognition of our volunteers was amazing! They are the backbone of our museum and having a respected organisation like Sporting Heritage say how important they are is priceless!” CC4 Museum of Welsh Cricket

OUR ANNUAL EVENTS

NATIONAL SPORTING HERITAGE DAY AND COMMUNITY GRANTS PROGRAMME (2014 –PRESENT):

Taking place annually on Friday 30th September, this exciting day encourages participation in sporting heritage activities across the country (online and in-person) and celebrates the impact sporting heritage has on all our lives. Since its inception, 73 grass groups have been supported and over one million individuals have been involved, through projects such as touring exhibitions spotlighting local sporting heroes, schools' programmes developing activity linked to the national curriculum, town centre displays showing the link between sports participation and sporting heritage, and handling sessions in national museums. We will deliver a NSHD programme and associated Community Grants programme (size dependent on funding levered in) during each year of this strategic plan.

THE SPORTING HERITAGE AWARDS (2022– PRESENT): Recognising and celebrating moments and events of excellence in the sector, The Sporting Heritage Awards present accolades to eight individuals and organisations working across education, sport, culture and heritage. It is the only award programme for sporting heritage, and the inaugural awards, with categories for schools, museums, volunteers, research, and more, received over 120 applications from grassroots organisations. Trailed in 2022 and hugely successful, the sector have confirmed they need this activity and we will deliver an Awards programme in each year of this strategic plan.

SPORTING HERITAGE CONFERENCE (2017– PRESENT): The Sporting Heritage Conference provides an opportunity to network and share knowledge of sporting heritage collections and their impact. It is a vital way for grassroots sporting heritage organisations to come together and share their work, bringing together those working or volunteering in the heritage, arts, culture, health, wellbeing, sport, community, education and tourism sectors. With conference sessions providing practical insights into audiences, resilience, and community activity, 96% of previous delegates rated their experience as good or excellent. We will deliver a conference in each year of this strategic plan.

SPORT AND ART MONTH (THEMATIC MONTH) (2022– PRESENT): This themed month draws attention to the wide-ranging collections in museums, galleries, sports clubs, homes, schools and communities that celebrate the connection and impact of sport and art. Trialled in 2022, the sector have confirmed that having a thematic approach to collections understanding is crucial to their work. As a result, we will continue to deliver a themed month in each year of the strategic plan, consulting with the sector to determine theme each year.

“I never thought about how talking about our past would help the future promotion of our sport and physical activity. By sharing ideas and telling our story, we were able to open people’s eyes to what is available in para dance sport.”

Patrick McGeogh, Para Dance UK

ANNUAL DELIVERY PLAN – ELEVATE / EDUCATE / ENGAGE

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Networks	Online event				In person event				Online event			
Training	Module (begins Sept 24)		Module		Module		Module		Module		Module	
Mentoring		Support Meeting (begins 25)				Support meeting (begins 25)				2024 launch		
Digital	Podcast	Programme to support themed month	In Convo (begins Jan 25)	Podcast	In Convo	Online exhibition	Podcast	In Convo	Programme to support NSHD	Podcast	In Convo	Online exhibition
Comms and socials	Delivered throughout the year to meet core programme and annual events needs Bi-monthly newsletters delivered in Jan, March, May, July, Sept, and Nov with E-Shots targeting specific areas of activity and audiences											
Annual events		Themed Month / Community Grants (from 25)			Conf / Awards				NSHD / Community Grants			
Research & Advocacy	Case studies created from each strand of activity throughout the year. Evaluation and longitudinal evaluation delivered continually learning from our 2023 RH project. Advocacy events delivered and attended throughout the year to raise awareness of the role and value of sporting heritage.											

KEY PERFORMANCE INDICATORS

ELEVATE

EDUCATE

ENGAGE

1	We will deliver 6 online training modules for 30 individuals each module to meet sector need every year
2	We will deliver 3 networking events (2 online and 1 in person) each year for 30 individuals each event
3	We will create a mentoring programme and trial in year 1 for 5 mentor / mentee partnerships. This will increase by 2027 to 30 partnerships
4	We will deliver 10 digital outputs / resources per year for engagement with 500 organisations with a focus on ignored and hidden heritage
5	We will create 10 case studies per year which highlight the nature of at-risk collections and the importance of removing collections from risk
6	We will create 10 case studies per year which highlight the diversity of sporting heritage collections and increase the sector's awareness of the need to diversify and raise ignored voices in their work.
7	We will deliver a programme of community grants each year. Numbers reached will depend of investment secured but target figures are for 50 organisations and 100000 deferred individuals per year
8	We will deliver a National Sporting Heritage Day campaign every year, with an accompanying programme of activities which reaches 250 organisations and has a deferred imprint of 35000 individuals
9	We will deliver an annual themed month based on sector consultation and an associated engagement plan every year
10	We will deliver an annual nationwide conference for 100+ delegates every year which acts as a reflection and planning event for the next year
11	We will deliver an annual awards event which shines a light on the breadth of sporting heritage activity taking place across the UK, and associated media to raise awareness and profile
12	We will deliver the strategic framework for Wales in its entirety by end 2026
13	We will attend 3 partner events and present on the role and value of sporting heritage per year
14	We will deliver 1 high profile partnership engagement activity per year
15	We will evaluate our website, redevelop for user experience and accessibility, and increase the length of user journeys year on year
16	We will increase our social media engagement across all four platforms with a priority on active commenting and engagement by 10% year on year
17	We will deliver our investment strategy KPIs outlined below and have capacity to deliver the 2024 – 2027 Strategic Business Plan
18	We will deliver a bi-annual stakeholder analysis consultation activity in 2025 and prepare to revisit in 2027
19	We will deliver our annual governance audit and accountability activity

FINANCIAL APPRAISAL

CURRENT STATUS

Our financial status is in flux. We have, to date, been incredibly successful and resourceful in finding funding which has allowed us to create one of the most, if not the most, successful and impactful sector support organisations for specialist collections across the UK. We are seen as the go to organisation concerning anything linked to specialist collection, sport, and wider themes such as health and wellbeing. However, this has not transferred into long term, consistent income opportunities. On the one hand we are seen as successful and not in need of funding, and on the other our links across sport and heritage often see us at odds with those who have funding to give. Consequently, although we have achieved so much, have a core team in place, and see an increased call on our support year on year, we are constantly concerned about our ability to finance the organisation and its delivery.

FINANCIAL FORECAST NEEDS 2024 - 2027:

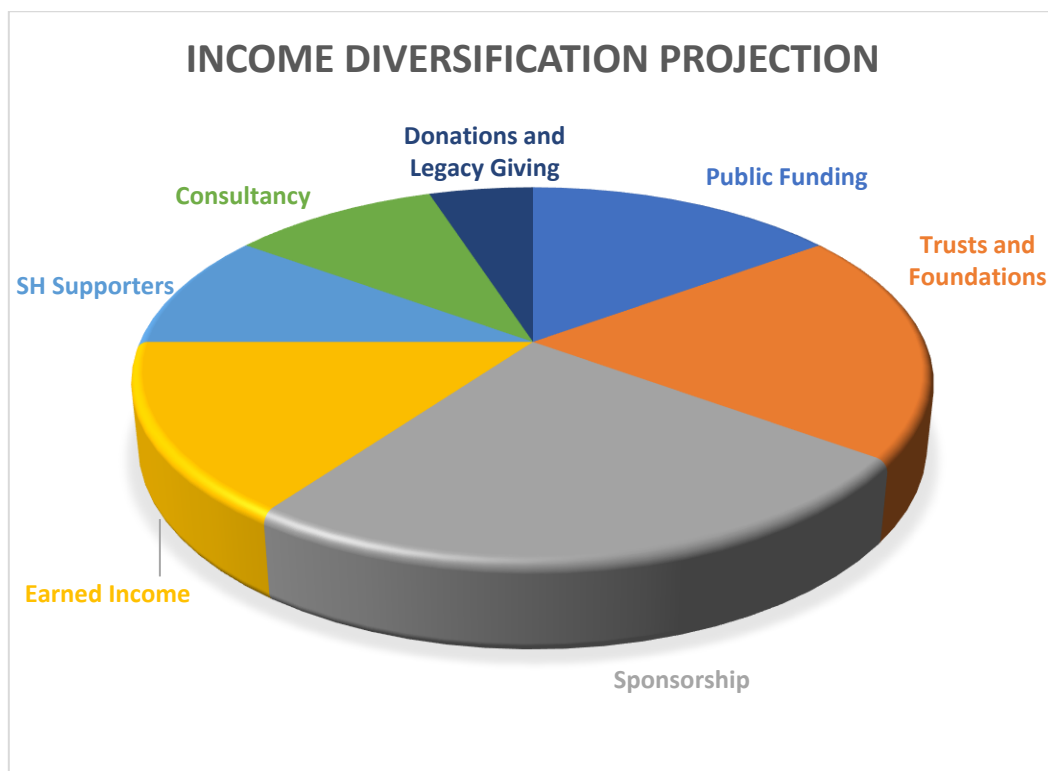
Because our work is heavily reliant on capacity to develop training, events, and networking which in turn increase sector skills base and ability to deliver for audiences, the majority of our funding is invested in people. The following outlines our core projected budget with inflation factored in.

Need area	2024	2025	2026
Staff	£70,000	£75,000	£79,000
Subsistence / Travel	£3000	£3200	£3400
Workforce / networking / annual events in person programming	£4500	£5500	£6500
Digital delivery	£10000 (increased costs for website needed in year 1)	£4000	£4500
Community Grants / Bursaries	Dependant on external income	Dependant on external income	Dependant on external income
Comms and marketing	£3000	£3500	£4000
Organisational delivery (Office equip / HR / Finance / Insurance)	£5000	£5500	£6000
Totals	£95,900	£96,700	£103,400

INCOME GENERATION PLAN

Up to this point, we have been ad hoc in our approach to financing the organisation. This has been partly because at first we were new and only just understanding to understand our potential, and then in a period of flux because of Covid and rapidly expanding service activities. This strategy takes on board our previous success with funding bodies and sponsorship, addresses the gaps and weaknesses in our mixed portfolio of income generation, and sets out new opportunities for increasing income through a more robust membership programme, a more strongly articulated sponsorship offer, and a clearer idea about our opportunities to attract funding and finance.

At the same time, our income generation plan recognises that the sector is not wealthy. Financing the work that we need to deliver cannot come from the small, volunteer organisations which desperately need our support in order to protect and preserve this heritage – it must be found elsewhere and used to support them.



Funding area	Delivery mechanisms	KPIs by 2027
Public funding	<ul style="list-style-type: none"> Assess potential grant funds to deliver discreet programme activity Draw up plans and projects which meet strategic aims and apply for NLHF, Arts Council, and at least 2 other public funding programmes Invest in fundraising lead 	<ul style="list-style-type: none"> 4 Applications will have been submitted per year with pre-discussions and follow up and discussion with funding bodies Aim for income from this stream to be 15% (£15000) of total income by mid 2026
Trusts and Foundations	<ul style="list-style-type: none"> Access blue funding book Analyse potential funding opportunities Create projects and plans which meet our strategic objectives Submit applications Invest in fundraising lead 	<ul style="list-style-type: none"> Have a clear profile of potential funders by mid 2024 and discuss potential applications Apply for funding to at least 15 funders per annum Aim for income from this stream to be 20% (£20000) of total income by mid 2026
Sponsorship	<ul style="list-style-type: none"> Update sponsorship programme and create case studies to demonstrate impact Work with current sponsors to define offer and be able to share why sponsoring us is of value to others Target existing warm leads, and build new leads from other relevant events with clear synergy Circulate sponsorship document and build portfolio Invest in fundraising lead 	<ul style="list-style-type: none"> Roll out sponsorship programme and profile by early 2024 Have converted 4 headline sponsors by Jan 2025 Have a portfolio of 10 sponsors by Jan 2026 Work to roll over sponsors year on year by end 2026 Aim for income from this stream to be 25% (£25000) of total income by mid 2026
Income from events and activities	<ul style="list-style-type: none"> Ensure clear messaging over fees to events and services Create exclusive events for members and wider potential audiences to increase revenue working across the sector – for example with our major partners such as Wimbledon Law Tennis Museum and the National Football Museum Invest in workforce lead 	<ul style="list-style-type: none"> Have a clear programme of events and templates which are streamlined for financial outlay, but increase revenue trailed in 2024 – 2025 and rolled out in 2025 – 2026 Aim for income from this stream to be 15% (£15000) of total income by end 2026
Sporting Heritage Supporters	<ul style="list-style-type: none"> Roll out new Sporting Heritage Supporter programme early 2024 Ensure value of the being a supporter, and impact of being a supporter are clearly articulated Invest in Supporter lead 	<ul style="list-style-type: none"> Have a portfolio of 50 supporters in year 1, increasing by 25 year on year. Aim for income from this stream to be 10% (£10000) of total income by end 2026
Consultancy	<ul style="list-style-type: none"> Ensure we have a clear offer which outlines our skills and ability to deliver Produce booklet to demonstrate potential and rates – produce case studies Make this easily available to the sector to highlight support available 	<ul style="list-style-type: none"> Have consistently delivered 3 consultancy programmes per year by end 2026 Aim for income from this stream to be 10% (£10000) of total income by mid 2026
Donations & Legacy giving	<ul style="list-style-type: none"> Draw out donations and legacy model based on other organisations of similar size, aims and structure Invest in fundraising lead 	<ul style="list-style-type: none"> Have a programme in place by mid 2025 which supports donations, crowd funding and legacy activity Increase giving from this strand to 5% (£5000) per annum by mid 2026

GOVERNANCE AND MANAGEMENT STRUCTURES

GOVERNANCE

Sporting Heritage is Community Interest Company. This means we have robust checks and balances in place to enable us to access financial support and delivery aligned to the community we serve. We are members of the National Council for Voluntary Organisations and we use their guidelines and structures to underpin the organisation's Governance. Our Governance has recently undergone a full strategic review and audit. This has allowed to ensure that our team of Directors meets the needs of the organisation over the next four years with recruitment to two new Director roles in process at the time of publication.

MANAGEMENT

Management of the organisation is by our Strategic Director. Drawing on the knowledge and support of our Director's board, the Strategic Director is responsible for the vision and planning of the organisations, the financial foresight, monitoring and reporting, and long-term sustainability.

DELIVERY

Our delivery team is small, fit for purpose, and agile. When we have funding to ensure our capacity to meet need is in place, we are able to deliver quickly and successfully across different project needs areas and respond to opportunities which meet our strategic plan swiftly. Ensuring we can maintain this small team is vital – capacity is key and even though we are keen not to over-stretch, the demand on our services is ever growing and we must ensure that we can meet need, whilst maintaining the mental health of our workforce. This strategy is the foundation of our march towards financial resilience, which in turn will meet our capacity needs.

We have a team of contracted Associates – skilled professionals, able to support our development consultancy work as and when the need arises.

We are also proud to have the support of our Sporting Heritage ambassadors, who play a vital role in helping us to share our vision and promote the importance and relevance of sporting heritage collections. Our ambassadors include Olympic gold medallist Dame Kelly Holmes MBE, Squadron Leader and Rugby Coach Damian Clayton MBE, seven-times Paralympic Champion Hannah Cockroft OBE, and more.

We are passionate about working in partnership with organisations and communities across the country to preserve and maintain a rich, diverse and accurate historical picture of our nation's sporting heritage. Our partners include organisations such as Sport England, the National Lottery Heritage Fund, the School for Social Entrepreneurs, the Art Fund, the Arts, Humanities and Research Council and more.

HR

Sporting Heritage use a small HR consultancy organisation, based in the same location at Sporting Heritage HQ, Breathing Space. We pay a monthly fee and they provide all basic support around HR needs for a CIC, our staff, and our consultants.

FINANCIAL OVERSIGHT

We manage our accounts through Quickbooks. This allows us to keep a transparent record of our financial activity.

Our annual accounts are delivered by West Yorkshire Accountancy Service (WYCAS) who have access to our Quickbooks login and detail. WYCAS are also charged with dealing with all HMRC issues relating to Corporation Tax on our behalf.

Payroll is administered by Voluntary Action Leeds (V-AL) again ensuring that we are working transparently with an organisation who can support small not-for-profit business like our own.

MONITORING / EVALUATING AND PROVING IMPACT

We will deliver the following to continually monitor and evaluate our work and impact:

- 1) Deliver an annual stakeholder survey every spring
- 2) Conduct evaluation after every core programme event and workforce event
- 3) Monitor and evaluate the organisation's governance, through our governance monitoring scheme every year

We will use the findings of these, along with discussions from the sector and stakeholders, to inform ongoing development and delivery.

ENVIRONMENTAL SUSTAINABILITY

Our aim is to be carbon neutral. We are a remote working organisation, so to an extent our carbon footprint is limited due to the nature of the business. However, there are a number of additional ways in which we aim to reduce the organisation's carbon footprint:

1. Reduce excessive emails and large attachments and instead use Slack to share and communicate remotely
2. Encourage employees to change their search engine to help plant trees
3. Encourage employees to switch off appliances, lights and systems related to business functions when not in use
4. Provide energy saving advice to employees to support carbon lowering activities
5. Provide energy saving webinars to the sector to support cross sector carbon emission lowering
6. Create localised in person events for the sector to limit travel, and where possible deliver online activities
7. Ensure team meetings are delivered by zoom as often as possible

RISK REGISTER

Identified Risk	Likelihood of happening	Impact if occurs	Overall Risk	Mitigation
Inability to draw in funding at the levels outlined in the income generation strategy	M	H	H	Ensure we have the right members of staff working on the programmes Measure the income generation being achieved quarterly to establish any potential shortfall and plan accordingly
Delivery of events and activities which do not meet sector need	L	H	L	Ensure we are constantly discussing need with the sector Ensure we are constantly upskilling as an organisation to understand sector need and how to meet need Ensure we deliver annual stakeholder consultations and input outcomes into strategic planning and delivery
Delivery team is not supported by governance	L	M	M	Ensure we regularly evaluate and assess our governance using our governance planning guidelines Apply any relevant adjustments needed
Recognition of the role and value of sporting heritage is not present at policy and funding level	L	H	H	Ensure we are clear on the impact of sporting heritage Ensure we are clear on the gap which exists when sporting heritage is not funded or supported Ensure we work closely with funders and policy makers across all four nations
Another organisation begins to deliver in the same field	M	H	H	Ensure we are constantly aware of competition and potential issues Ensure we work in partnership with potential other providers to support the sector Be aware of our skills and how we can add value to other organisations and vice versa
That Sporting Heritage is seen as a big, well funded organisation, and therefore funding goes elsewhere	M	H	H	Ensure we are clear about our needs to be funded and why Ensure we are clear about the impact of our team, but the necessity of core funding

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