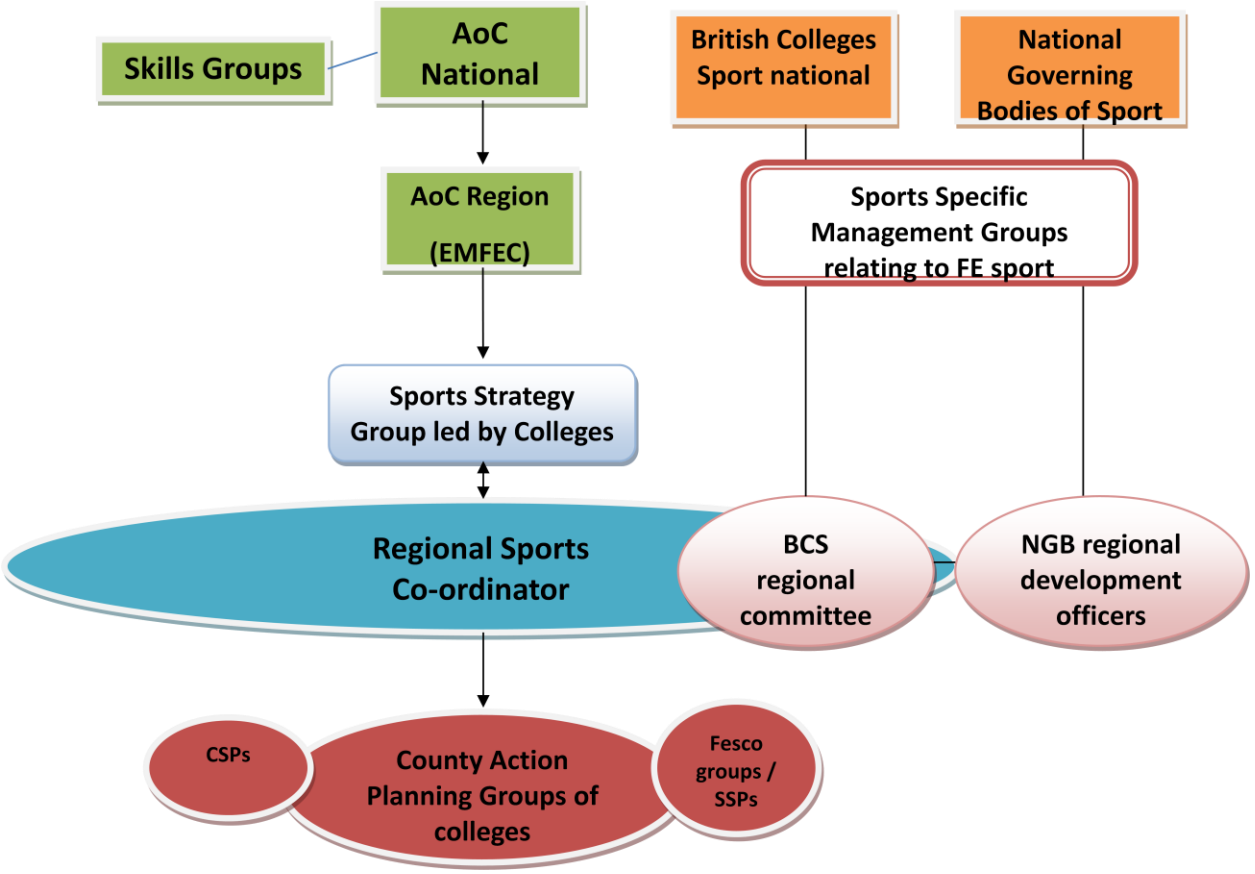
Appendix I – Framework model options and workshop outputs

Four different management framework options were produced during the study to address a) issues relating to strategic links, communication between organisations, and roles of different agencies and b) the regional support structures and / or networks for the further development of curriculum, enrichment, competition and links to clubs and community sport.

These four options are presented overleaf with a brief explanation.

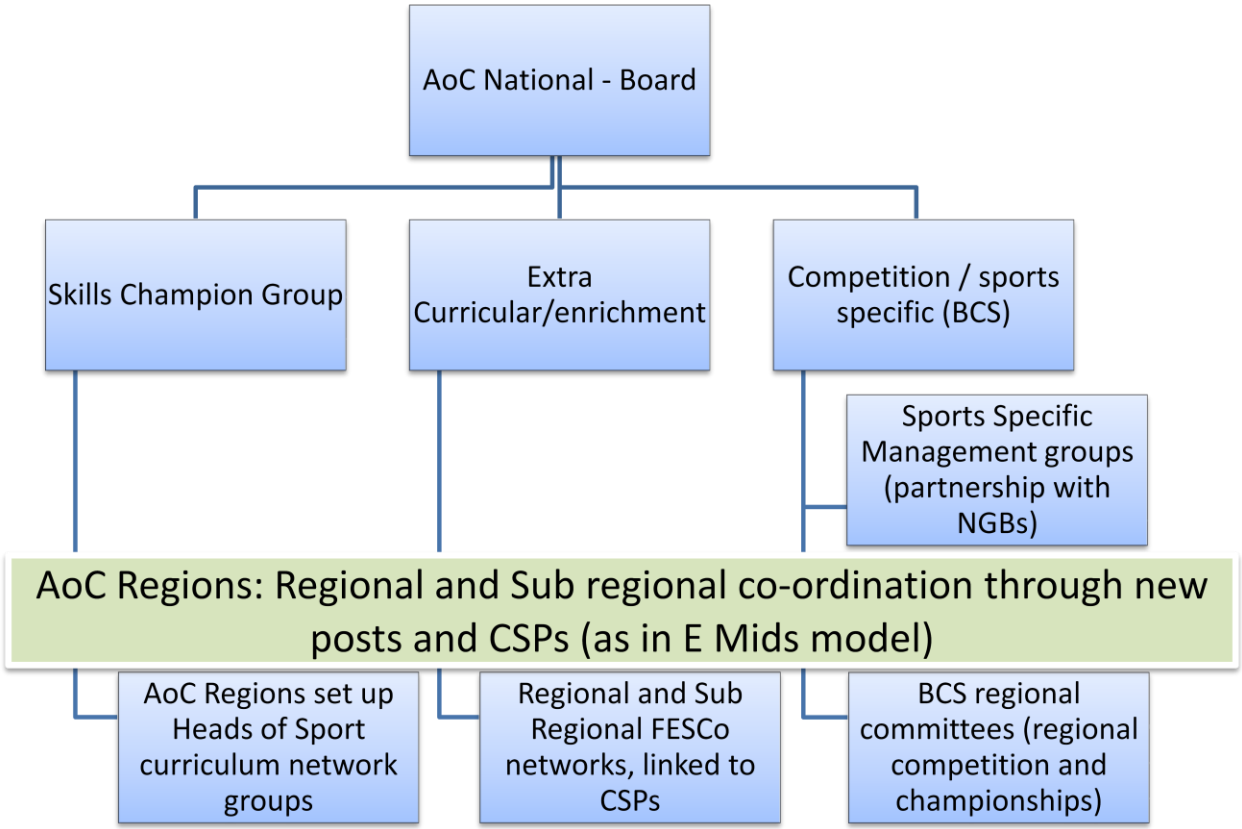
Model 1: The East Midlands Model



Main Features:

- AoC responsible for curriculum activity through a Skills Champion Group
- BCS responsible for Competition and linking in with NGBs through the Sports Specific Management Group
- Sports Strategy group, representative of Principals from Colleges in region, develop an FE Sports Strategy
- AoC regions encourage strategic approach through meetings with Principals (using 2012 as key)
- Each college contributes £1,500 - £2,000 for Regional Co-ordinator
- Regional Co-ordinator links with regional agencies and county partners as well as providing support or individual colleges
- BCS continue to collect regional and national affiliations / competition entries
- AoC-BCS partnership working at regional level

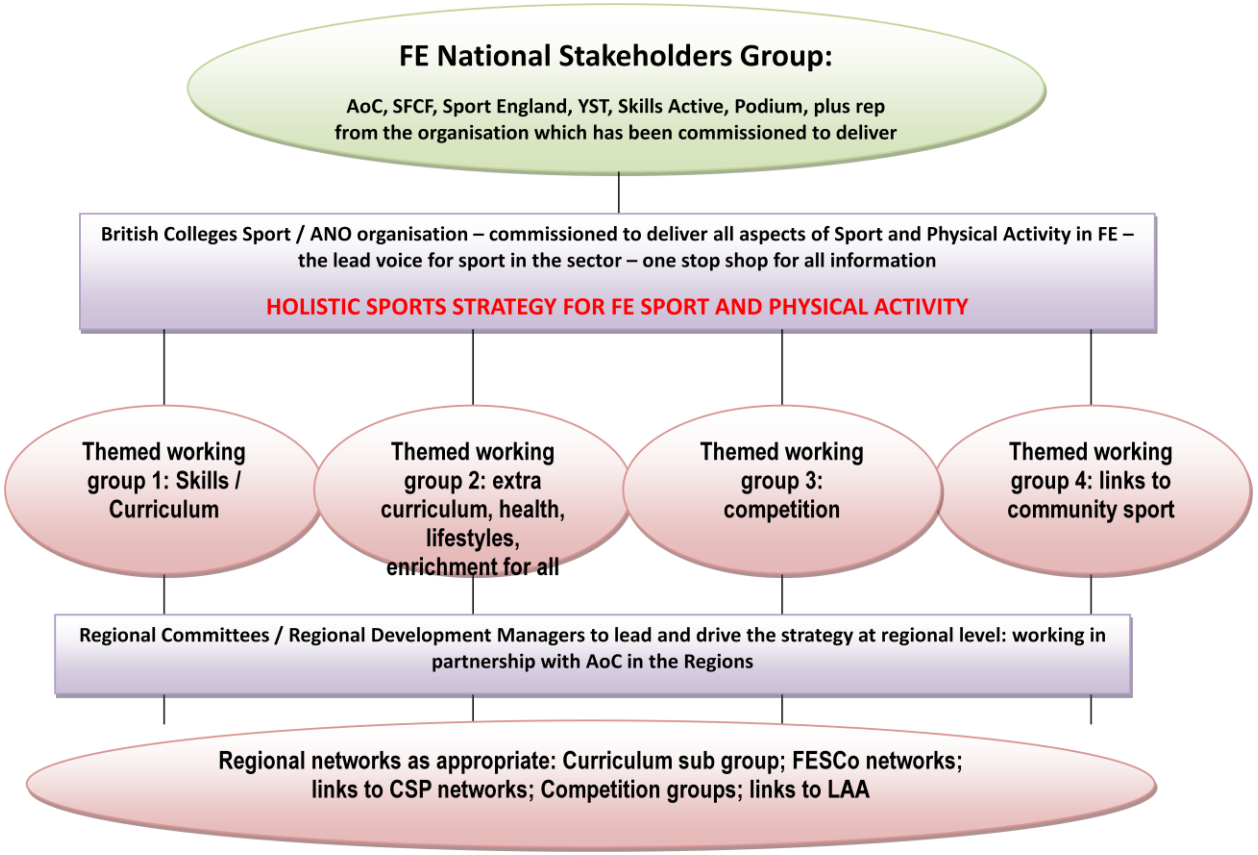
Model 2: AOC Lead / BCS Partner



Main Features:

- AoC is recognised as leading on curriculum through Skills Champion Group and extra-curricular (new remit for AoC)
- AoC recognises BCS as leading on competition, inter-College sport and links with NGBs via Sports Specific Management Group
- Colleges contribute financially to Heads of Sport and enrichment network groups either meeting by meeting or by annual fee (as with AoSEC model)
- BCS continue to collect regional and national affiliations for competition, but not for any other activity
- New regional posts are funded through regional and local subscription / partnerships as in Option 1
- Regional post same remit as Option 1

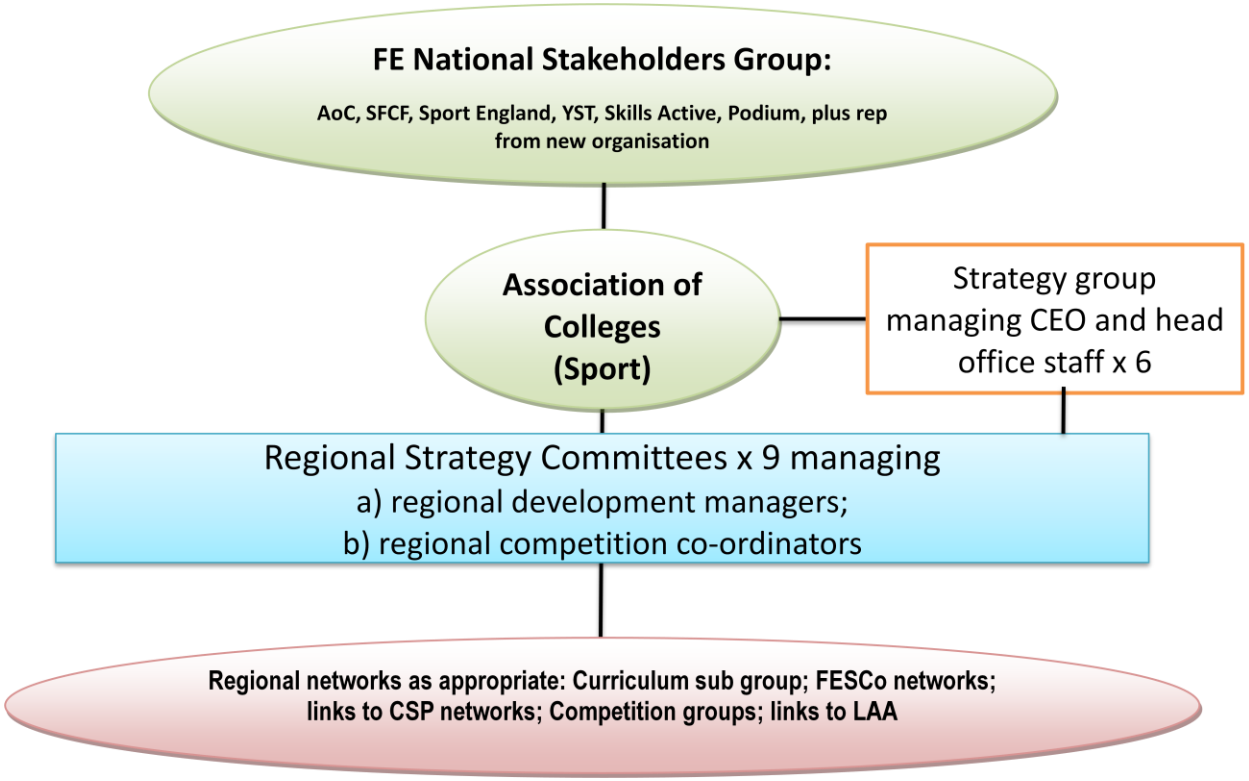
Model 3: The Commissioning Model



Main Features:

- Contract is costed (estimated £600k - £950k pa)
- Tender for delivery is advertised; BCS and others compete to deliver the contract, showing their capability to deliver by meeting set criteria
- Cost of contract raised from within stakeholder group and affiliation from colleges
- Successful delivery organisation produces strategy and leads on implementation at all levels, in partnership with AoC in the regions
- New regional posts are funded through regional and local subscription / partnerships as in Option 1
- Regional post same remit as Option 1

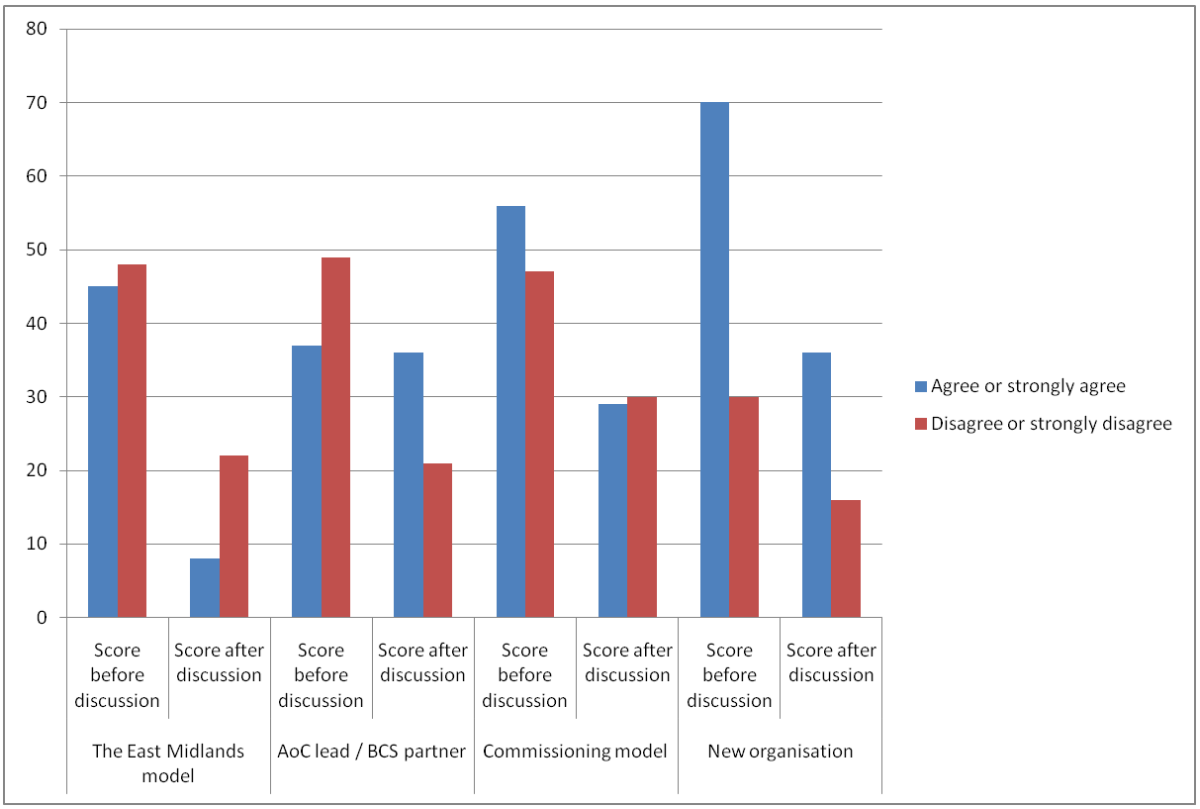
Model 4: The New FE Sector Led Organisation



Main Features:

- AoC creates new arm / organisation potentially under 2012 banner – AoC Sport?
- Strategic Management Group created through AoC, with representation from national stakeholders, to direct work of CEO and staff of new organisation
- Current BCS staff would be slotted in / restructured / new posts for Head Office team
- Costs estimated at £700k - £950k pa.
- No other affiliation necessary (colleges no longer pay BCS or separate fees for Heads of Sport Networks etc)
- Sports specific posts financed in partnership with NGBs (as FA / BCS post at present)
- New regional posts are funded through regional and local subscription / partnerships as in Option 1
- Regional post same remit as Option 1

These four models were tested with consultees during the regional workshops in early 2010. At the beginning and end of the discussion on each of the four options, participants were asked to vote on their preferred model. The graph below shows the numbers of people who agreed or strongly agreed against those who disagreed / strongly disagreed with each of the 4 models, both before and after their discussion:



{N.B. the reason why there are fewer "after the discussion" votes is that the participants at the South West workshop did not have the opportunity to vote twice.}

This shows that:

- More people disagreed with option 1, both before and after the discussion
- Option 2 became significantly more popular after the discussion
- Option 3 had more agreement before the discussion than afterwards
- More people agreed with option 4 both before and after the discussion.

The graph also shows that none of the four models were entirely acceptable or ideal, and refinements were needed.

The main areas of concern about the models were as follows:

Option 1 the East Midlands model (where all colleges commit to a strategy and pay up to £1,500 for the provision of a regional strategic co-ordination post):

- Concerns about the sustainability of the post
- Concerns that different regions might not have the same context as the East midlands
- Fragmentation and complexity, with lots of organisations shown on the model

- The need for all colleges to remain committed for the model to work
- Concern that if the committed individuals present in the East Midlands had not been there to drive it, the model would not have worked.

Option 2 the AoC Lead, BCS partner model

- Lack of clarity regarding AoC role and who exactly from the AoC would be involved
- Concerns that there would be a conflict of interest with the AoC both governing and delivering
- It was felt that the model did not show the other stakeholders clearly
- The definitions of extracurricular and enrichment were not clear.

Option 3 the Commissioning model

- The model was perceived to be risky and vague
- There were concerns over who would win the contract and how long would it last – sustainability issues
- Concerns that the model did not guarantee buy in from Principals
- Worries that all the good work done by BCS might be lost if they did not win the contract.

Option 4 the new organisation

- There were concerns that the other stakeholders were not shown clearly
- The model could potentially lose the expertise of BCS
- It would require a long process and would be potentially time consuming to set up.