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ENGLAND BOXING REPORT

Impact Evaluation of Workforce
& Resilience Workshops

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Foreword

It is with great pleasure that I write this brief introduction to what is a wonderful piece of research produced by our partners at Substance.

Having worked in amateur boxing for almost 10 years now, I have seen multiple examples of positive community development work, capacity building and projects designed to grow sustainable boxing clubs.

But in my opinion, the longest impact projects have been those that truly seek to evaluate their worth - not as a self-fulfilling positive story or prophecy, but as an honest reflective exercise to assess the good, the bad and the average outcomes of the work conducted.

I believe that reports such as these help to showcase positive examples of club development that can be replicated on larger scale but also the errors that can be avoided in future work, and I am excited to see the findings of this report used in ours and other's work soon.

I'd just like to thank all of the club support officers, apprentices and regions involved in the organisation of the conferences, as well as our partners at Club Matters, Sported, Sport England and UK Coaching for their tremendous help in making them such a success.

Through work like this, we can truly 'Inspire & Transform Lives Through Boxing'.

Avoen Perryman

England Boxing- Head of Operations

Executive Summary

In association with Sport England's Together Fund, England Boxing held nine club development days around England as part of its aims to impact club knowledge and resilience. The workshops included specific sections on diversity and inclusion (Club Matters, A Club for Everyone), funding (funding streams and financial management) and planning for your future (Sported SWOT analysis, UK Coaching boxing toolkit).

Summary of the findings



63

clubs attended the workshops from 9 regions in England

Methods used to collect impact data:

1. Workshops Observations
2. Follow-up Quantitative survey
3. Mini case studies

Here are a few key points from this report which demonstrate the positive impact of the workshops on clubs:

- **Motivations** - 39% of workshop participants attend for general learning and 30% attended for funding help.
- **Confidence** - up to 78% of workshop participants reported an increase in confidence.
- **Resilience** - clubs and attendees reported an increase in their resilience and described what other resources they need to build their resilience in the future.
- **Long term impact** - participants demonstrated how they have used what they have learnt to implement positive changes in their club.
- **Future workshops** - 94% of workshop participants want to attend another workshop in the future.



83%

of the participants felt that the workshop had made them more resilient when overcoming issues.

Introduction

England Boxing is the National Governing Body for the sport of boxing in England, overseeing more than 980 affiliated clubs and more than 23,000 members spread across the country.

The organisation carries out a number of functions including overseeing the safety and welfare of members, child protection and compliance, coaching courses, DBS checking and promotion of boxing to potential new members, enforcing rules and regulations and providing a talent pathway for boxers who excel. In association with Sport England's Together Fund, England Boxing held nine Club Development Days of Workshops around the England which covered the following themes;

1. Diversity and inclusion (Club Matters, A Club for Everyone)
2. Funding (funding streams and financial management)
3. Planning for your future (Sported SWOT analysis, UK Coaching boxing toolkit)

The aim of these workshops was to upskill the volunteer workforce, tackle inequalities and increase the resilience of attending clubs.

Our Approach

Workshop Observations

Researchers attended the North West and Western workshops to conduct observations, with findings displayed in each section of this report. Observation data and qualitative pre-course interviews were collected with clubs and stakeholders. An outline of the workshops can be found in Table 1.

Follow-up Quantitative Survey

A follow-up survey was distributed by the Club Support Officers at England Boxing between one and three months after each workshop. Responses were both quantitative and qualitative. In total, 35 clubs responded from the 63 total clubs that attended the workshops, resulting in a confidence in the overall data of +/- 11.1%. The confidence intervals show the level of certainty that the responses are representative of the views of all attendees at each event; the lower the number the better the confidence in the results (Table 1).

Table 1. The description of each workshop, including date, region, number of attendees, number of follow-up survey responses and the confidence interval which shows how confident we are that the data represents the attendees. Information in brackets is referring to clubs.

| Region | Workshop | Date | No attendees (clubs) | No of follow-ups | CI (+/-) |
|---------------------------|----------------------------|------------|----------------------|------------------|----------|
| Yorkshire | Kenwood Hall | 17.06.2023 | 13 (7) | 4 (4) | 34.7 |
| North | St. James Park | 01.07.2023 | 12 (5) | 5 (4) | 24.5 |
| North West | Halliwel Stadium | 22.07.2023 | 7 (7) | 5 (5) | 25.3 |
| Midlands | Tamworth Boxing Club | 02.09.2023 | 16 (10) | 3 (3) | 49.9 |
| East Midlands | Leicester City FC | 08.07.2023 | 12 (7) | 2 (2) | 63.3 |
| London | UEL SportsDock | 05.08.2023 | 4 (3) | 1 (1) | 98.0 |
| Eastern and Home Counties | East of England Arena | 24.06.2023 | 8 (5) | 2 (2) | 60.0 |
| Western | Taunton Racecourse | 29.07.2023 | 23 (14) | 11 (11) | 14.2 |
| Southern | Sussex County Cricket Club | 15.07.2023 | 8 (5) | 3 (3) | 40.0 |

Mini Case Studies

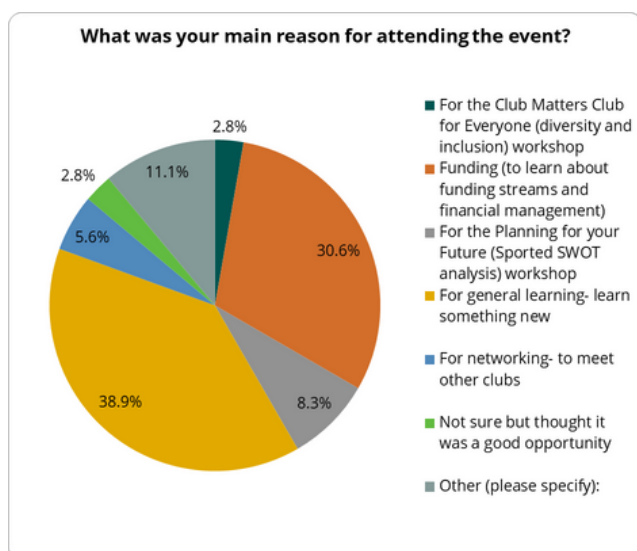
Three mini case studies were conducted on three different clubs who attended the workshops. The aim of the case studies was to understand the perspectives of boxing club participants who attended these workshops. We wanted to understand the direct impact of the workshops, specifically whether clubs have implemented their learnings since the workshop and what they intend to do in the future.

Workshop Overview

Demographics of attendance

In total, **103 individuals from 63 clubs attended**, of which 36 individuals from **35 clubs responded to the survey**. Of the respondents to the quantitative survey, 77.1% were male and 22.9% were female. The average age of the attendees was 47, with the lowest age being 31 years old and the maximum age being 69 years old. The majority of respondents were either a coach/head coach (48.6%) or a coach and another role (25.7%). Other roles of the respondents included director (2.9%), chairman (2.9%), secretary/admin role (14.3%) or other (5.7%). The average length of time the respondents had been at their representing club was 9.5 years, however this ranged from 0 years to 46 years with a median of 5 years.

Motivations for attending



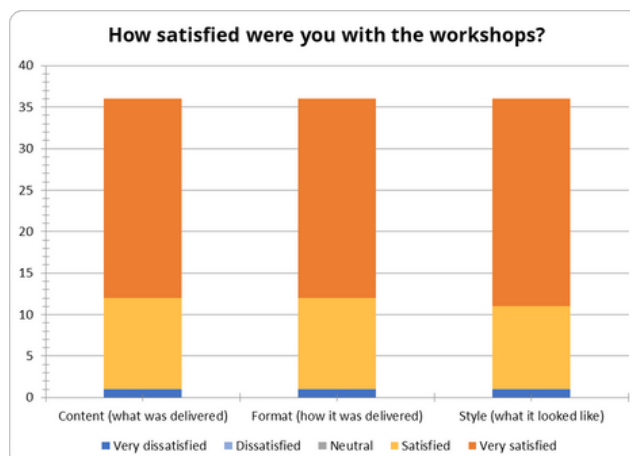
39% of respondents said **general learning** was their main motivation for attending.

Workshop observations revealed that learning more about facilities, and where to get funding, were key motivations for attendance.

Workshop Satisfaction

97% of respondents were satisfied/very satisfied with the **workshop content, format and style**.

“There was some really good bits of information in the workshop about what has worked, that was really useful.”



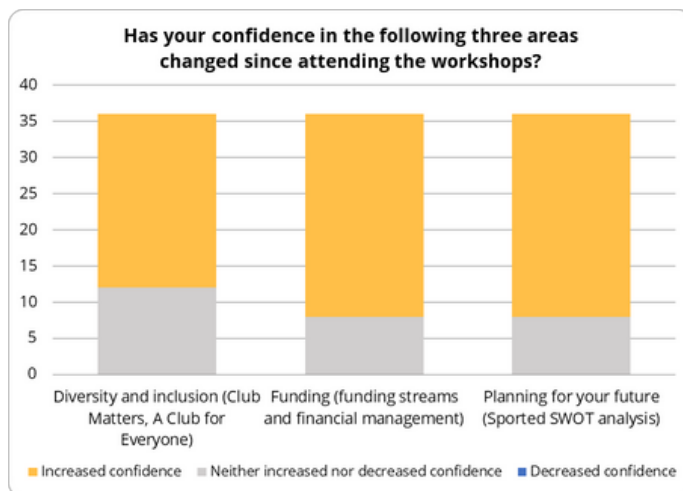
Overall Workshop Impact

Change in confidence

78% of respondents had **increased confidence in funding and planning for their clubs future** from attending the workshop.

68% had increased confidence in diversity and inclusion.

“*I feel more confident in planning for the future.*”



Case Study: Runcorn Amateur Boxing Club

Secretary of Runcorn Amateur Boxing Club (ABC), Stephen Murphy, attended the North West workshop at the Halliwell Stadium, Warrington. His motivation for attending was to learn more about finances. He was very satisfied with the workshop and provided positive feedback through the follow-up survey and interview. The course has given him more confidence to explore better methods of financial management, and overall provided the club with more resilience.

“I think by attending the course it has given me a better understanding of how we can operate more streamlined and organised by implementing simple processes, such as record keeping for receipts for funding governance. Also by discussing our goals for the coming quarters or year ahead within our AGMs and monitoring these goals achievements so we can benchmark our impact that we have.”

He expressed how attending the event improved his knowledge and connectivity with other clubs in the region, to understand what they are doing and what lessons he can learn to apply to his club.

“By attending the session, I was able to network with other clubs and it’s members to discuss ideas and gain knowledge and useful information on how they operate so I can hopefully look to implement or explore their suggestions and ways of working.”

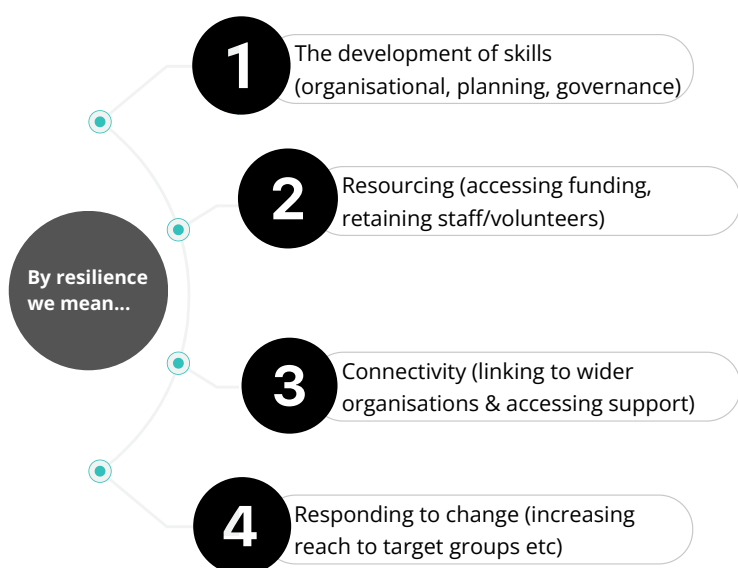
Resilience

Changes in resilience

83.3% of the participants felt that the workshop had made them more resilient, and 16.7% reported no change in their resilience. No change in resilience could be interpreted as they had either already felt that they were resilient, or that they need further help to become more resilient.

83%

of the participants felt that the workshop had made them more resilient at overcoming issues



Developing resilience

Resilience was developed through improving financial governance and planning skills, connecting and having awareness of where to go to get support.

“We are better equipped to ask for help and know where we can get the help from.”

Building future resilience

- Boxing clubs were asked to explain what support would help make them be more resilient. The main themes were:
 1. Financial support.
 2. Help accessing funding.
- Clubs said that more events and regular check ins with England Boxing would improve their resilience.
- Connecting and networking with other clubs by sharing knowledge and ideas were seen as a key competent to building future resilience.

“More days like we had in August are really good as it gives people the chance to network”

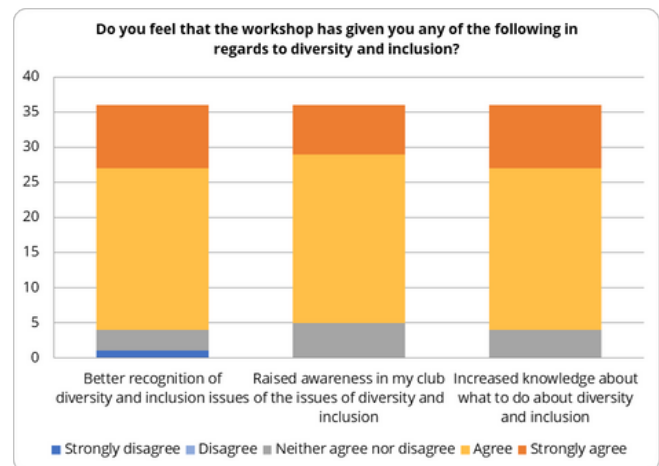
“I think having someone like Alex [Club Support Officer] and being able to catch up / meet to seek guidance etc is really useful and helps me and our club become more resilient.”

Impact of the themes of the workshop

Diversity and inclusion (Club Matters, A Club for Everyone)

89% of respondents agreed/strongly agreed that the workshop had increased their recognition and their knowledge and understanding of how to respond to and manage issues associated with diversity and inclusion.

86% agreed/strongly agreed that the workshop helped raise awareness in their club about diversity and inclusion issues.

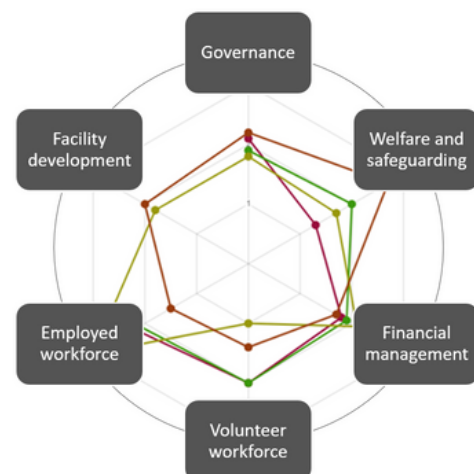


Health check tool

47.2% of respondents **had heard of Sport England Club Matters** before attending the event.

88.9% of the respondents either completed the Club Matters health check tool at the event or after the event.

57.6% of the respondents agreed that the health check tool helped identified areas for development that they were not aware of.



A total of **23 clubs** completed the health check tool. Data from the health check tool was analysed to see what areas clubs are strong at and what areas need to be developed.

A qualitative question was used in the survey to confirm what areas the health check tool identified and how clubs plan to improve them. Results are presented on the following page.

Health check tool

The highest scoring area on the health check tool was the '**Welfare and Safeguarding**' and the lowest scoring was '**Workforce**'. The workforce questions related to staff (if applicable), number of volunteers and whether volunteers were suitably skilled and trained.



| Area | Average Score (out of 3) |
|--------------------------|--------------------------|
| Welfare and Safeguarding | 2.75 |
| Facilities | 2.52 |
| Financial Management | 2.50 |
| Governance | 2.49 |
| Workforce | 2.45 |



Similar results were found in the survey, where respondents were asked to qualitatively explain which areas the health check tool identified for improvement. The main improvement areas were: **governance**, **financial management** and **volunteer recruitment**, which were the three lowest scoring areas from the health check tool data.

“ Little bit of work [to do] on Governance & Volunteering recruitment.

From observations of events, the health check tool was used as a self-reflection tool:

“ [It] gave us an honesty trace and self-reflection on certain procedures

| Top five areas of strength | Area | Average Score (out of 3) |
|---|--------------------------|--------------------------|
| Is financial information safely stored and accessible to key people (e.g. Treasurer, Chair, Secretary)? | Financial Management | 2.96 |
| Do you have a trained Welfare Officer who is known to all and is readily available? | Welfare and safeguarding | 2.87 |
| Do you have a written agreement(s) for the facilities you hire, a license or sub-lease which includes an option to extend or renew? | Facilities | 2.86 |
| Are the facilities that you lease or own adequately insured? | Facilities | 2.86 |
| Do you have the equipment you need to run your activities now and are you aware of what you will require in 12 months' time? | Facilities | 2.86 |

| Top five areas of development | Area | Average Score (out of 3) |
|---|----------------------|--------------------------|
| Do you know the length of tenure you have on the facilities that you lease? | Facilities | 1.71 |
| Are you fully aware of the terms of your hire agreement, license or sub-lease and the facility's normal and emergency operating procedures? | Facilities | 1.93 |
| If you are legally incorporated does your committee (or decision-making body) know and understand your reporting obligations? | Financial Management | 1.96 |
| Do you produce a basic forecast of your anticipated income and expenditure for the year ahead? | Financial Management | 1.96 |
| Do you have somewhere to store equipment securely and check it regularly to make sure it is safe to use? | Facilities | 2 |

The highest scoring question related to the safe storage of **financial information**. Two of the lowest scoring questions were about **facilities** and related to knowing the length of tenure and awareness of the hire agreement, license or sub-lease.

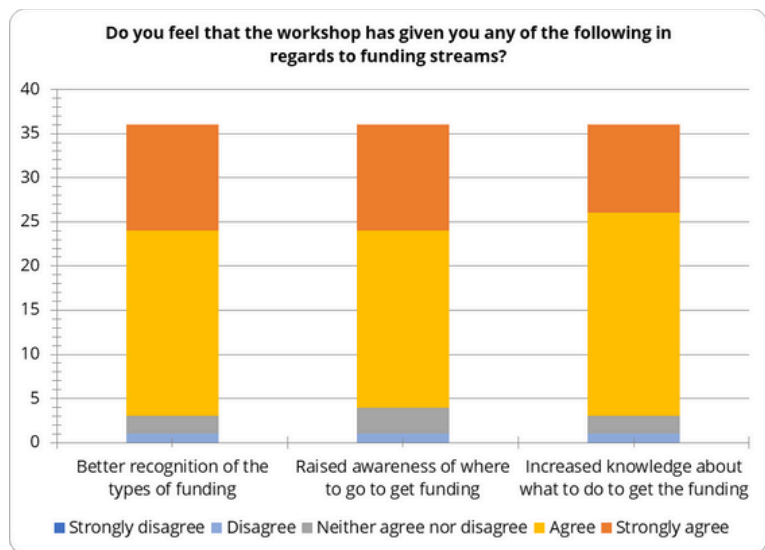
Funding (funding streams and financial management)

92% of respondents

agreed/strongly agreed that the event gave them **better recognition of the types of funding** available to them and **increased knowledge** about accessing funding.

89% of respondents

agreed/strongly agreed that the event **raised their awareness** of where to go to get funding.



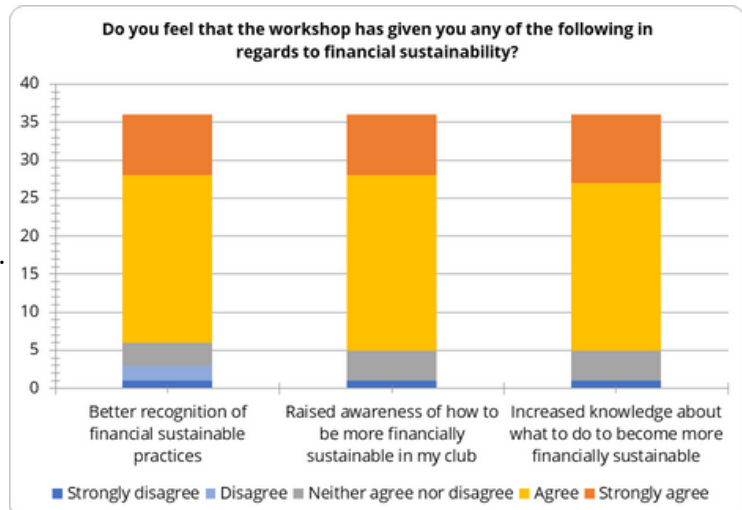
“ I have implemented a central excel sheet where I have recorded all the funding we have applied for, successful or not. This details what we've applied for, how much etc.

86% of respondents

agreed/strongly agreed that the event **raised awareness and increased their knowledge on what to do to become more financially sustainable** as a club.

83% of respondents

agreed/strongly agreed that the event gave them **better recognition of financial sustainable practices**.



“

I set up a folder where I keep a copy of paper receipts where possible to help with record keeping and audit trails. It was a bit of a nightmare having receipts within my emails that the club had sent to me so this gives me a bit of piece of mind that I have single point of contact for this information.

Funding (funding streams and financial management)



Case Study: Sturminster Newton Amateur Boxing Club

Bryan Munce is a part time coach at Sturminster Newton Amateur Boxing Club, he attended the Western Counties workshop at Taunton Race Course. His motivation for attending the workshop was to explore different funding avenues and come up with new ways to improve the club. Bryan commented on the extensive knowledge England Boxing staff had and liked being able to network with other clubs.

"The other people in the room... it's interesting to hear their stories and about different things what they've done and that was really good to see."

In particular, Bryan liked the example of how clubs can use software to manage billing services. He commented that this is something his club will look at implementing in the future.

" Richard [England Boxing staff member] had a wealth of knowledge, it was great to learn how he's used applications to streamline his billing services... we are looking at similar things and it was interesting to see how it was done firsthand."

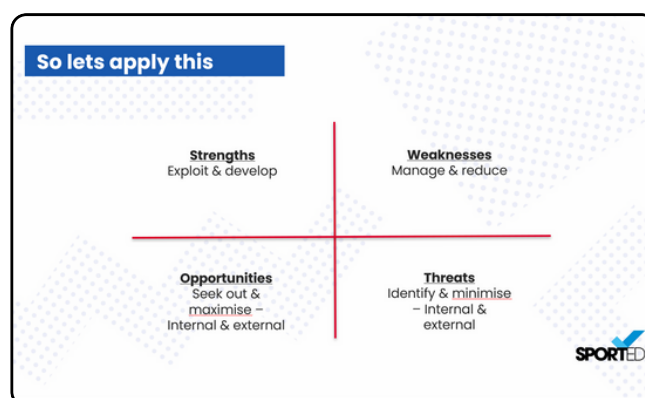
Sturminster Newton have ambitions to expand their club into a next door unit, which could potentially be used as a multi sport facility. Since attending the event, Bryan explained how the club have utilised the follow up workshop materials to create a business case.

"We've done a first look at a business case just to see what we could do, the main points being the exec summary, purpose, vision for the club, goals and objectives."

Planning for your Future (Sported SWOT analysis)

From the observations of the Planning for your Future workshops, some clubs had previous experience completing a SWOT analysis but **valued identifying critical success factors.**

“ *We networked with Sported and looking at our recruitment with volunteers and boxers.* ”



For many clubs, strengths related to the **strong community focus** of the boxing club, with the threats being about **financial stability** and **facilities**.

Stakeholder Feedback

Sported regional managers encouraged clubs to sign up to the Sported network to receive monthly newsletters, shared learning from other clubs and access to specialised support. For example, stakeholders want clubs to network with other clubs and share their learnings and tips with each other.



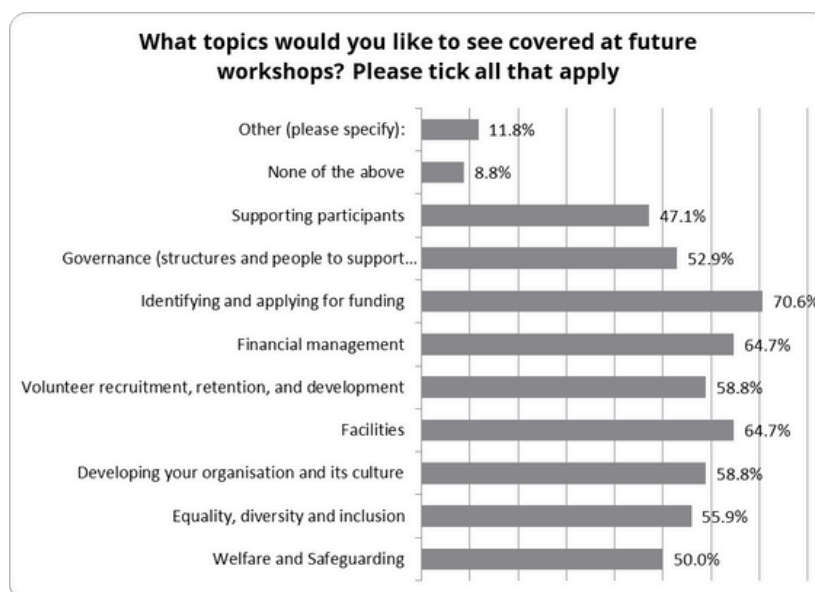
Sharing ideas and discussing successful processes were seen regularly in observations of clubs. Stakeholders of the event also commented on the **importance of collaboration** to support clubs, a member of the Club Matters team commented:

“ *Essential - particularly to inform and continue to support community organisations and the volunteers that run them. NGBs such as England Boxing are our link to grassroots organisations on the ground. As such it is important that we regularly engage and collaborate with them to ensure we are aware of any issues faced.* ”

Future Use

94.4% said they would attend another workshop.

The majority of respondents wanted future workshops to cover identifying and applying for funding (70.6%), financial management (64.7%) and facilities (64.7%).



Long-term impact evaluation

At the point of the follow-up survey (one to three months after the event) **66.7% of the respondents stated that they had made changes from what they had learnt** at the event. The table below shows the core themes, sub themes and example quotes from qualitative feedback describing the changes the clubs have made after the event.

Table 2. A table of the core themes and sub themes found in the qualitative responses, including example quotes direct from the survey. N = number of responses (including %).

| Core theme | Sub theme | Example Quote |
|---|---|--|
| Changes to volunteers and committee (N = 8, 28.6%) | Recruited more committee members | "We have offered different roles to committee members and parents to help promote our club and raise awareness of our work." |
| | More volunteer recruitment | |
| | Asked club network if they specialise in anything | |
| | Restructured committee | |
| Changes in finances and financial management (N = 8, 28.6%) | Offered new roles to committee and parents | "Accessed more funding which has massively helped the club." |
| | Got more funding | |
| | Done a business plan | |
| | Made a funding spreadsheet | |
| | Kept financial records | |
| | Made a club development plan | |
| Changes to policy and processes (N = 6, 21.4%) | Made a funding group | "Club Disability policy, new membership forms and data base." |
| | Safeguarding policy update | |
| | Updated constitution | |
| | Introduced new policy | |
| | Made a registration form | |
| Changes related to diversity, culture and values (N = 6, 21.4%) | Updated club website | "Networked with Sported and looking at our recruitment with volunteers and boxers. We are targeting more females." |
| | Signed up to Club Matters workshop | |
| | Spoke to Sported | |
| | Enhanced rules of the gym | |
| | Held a welcome event | |
| | Introduced a veteran's programme | |
| | Put coaches on training courses | |

Long-term impact evaluation

For those who had not yet used what they had learnt at the event, **83.3% agreed or strongly agreed that they will use what they had learnt in the future.** Table 3 shows the core themes, sub themes and example quotes from qualitative feedback on changes clubs plan to make in relation to the event.

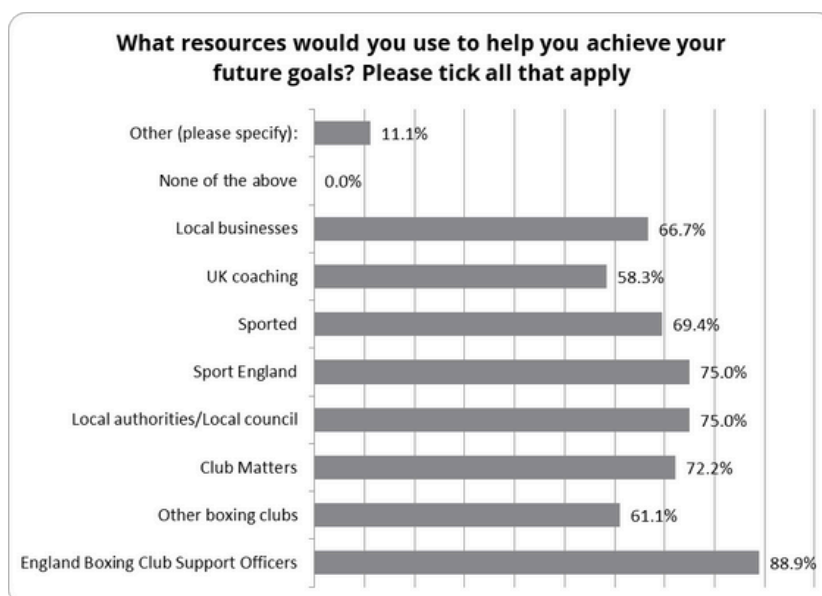
Table 3. A table of the core themes and sub themes found in the qualitative responses, including example quotes direct from the survey. N = number of responses (including %).

| Core theme | Sub theme | Example Quote |
|--|--------------------------------------|---|
| Planned changes to volunteers and committee (N = 3, 8.6%) | Outline roles of committee | "More Committee meetings, Roles & Responsibilities tasks are now listed so that everyone knows what's expected of them. We plan to have a bigger Committee, to share the workload." |
| | More volunteers | |
| Planned changes to finances and financial management (N = 13, 37.1%) | Accessing funding | "We aim to keep an eye out for available funding opportunities and will ask for assistance where necessary." |
| | Making a business plan | |
| Planned changes to policy and processes (N = 8, 22.9%) | Increase safeguarding awareness | "I would also like to store such information on a centralised database, such as safeguard renewals, coaching badges etc." |
| | Members software | |
| | Capturing data | |
| | Update website | |
| Planned changes to diversity, culture and values (N = 3, 8.6%) | Offering inclusive sessions | "Running a variety of sessions to enable us to become more inclusive." |
| | Female only classes | |
| Planned changes to collaborate (N = 4, 11.4%) | Connecting to local council | "Looking at branching out and building relations with local groups outside of the club." |
| | Work with local schools | |
| | Use action plan created with Sported | |
| | Work with other local groups | |
| Planned changes to facility (N = 4, 11.4%) | A new facility | "New Build and develop of the gym." |
| | Improving existing facility | |

On average, respondents said they would use six resources to help them achieve their future goals.

The most selected resources were England Boxing Club Support Officers (**89%**), Sport England (**75%**) and Local authorities/Local council (**75%**).

“As a club it will be beneficial if [we] can get local councils involved and the importance of local councils in helping to get the new facility.



Long-term impact evaluation



Case Study: Crewkerne Boxing Club

Founder, head coach and president of Crewkerne Boxing Club, Larry Mills, attended the Western Counties workshop at Taunton Race Course, Taunton. He explained how he has utilised the workshop to have an impact in his club by 1. Use of Finance to create better accounting management and 2. Reach out to new audiences by accessing nursing homes to engage those with motoneuron and movement difficulties. To create a better accounting system, the club recruited a young member's parent who informed them she was an accountant following an open discussion about the workshop. As an accountant, this volunteer has digitised their accounts and created a better management system to track payments such as implementing spreadsheet databases and a card reader.

"She was bringing her son before but she wasn't involved in the finance. People get drawn in- she fell in love with it. She was always there dying to get involved. She volunteered to sort out our finances. All our books she sorts out. Money goes straight into the bank- she is amazing."

Secondly, the club has been to five different nursing homes with the children at the club to demonstrate the different activities they currently do. Their aim in the future is to create inclusive sessions for those in the nursing homes to diversify their offer.

"We talked about inclusion and other classes - Richard brought up his Parkinson's class - we did something off the back of this - took kids to local nursing homes several- see if they wanted to come - motoneuron diseases."

Following the workshop, Larry explained how it has made them feel more resilient by getting better help with their finances and would attend this or something similar again. Since the workshop, the club has also put a male and female member on a course through Somerset Activity & Sports Partnership called Jumpstart Mental as part of Clubs for All. This is peer to peer training to help identify and understand issues in young and vulnerable people.

Conclusion

Overall, the workshops have had a positive impact on the clubs. Clubs have gained knowledge, increased their resilience and in most cases used their learnings to make positive change. The workshops have been a foundation for confidence building and most clubs would attend more workshops.



Changes in confidence

- 78% of respondents had increased confidence in funding and planning for the clubs future from attending the workshop.



Resilience

- 92% of respondents agreed that the event gave them better recognition of the types of funding and increased knowledge how to get funding.



Funding

- Most of the participants found that the workshops had given them better recognition, raised awareness and increased knowledge of funding streams and financial management.
- Case study evidence shows implementation of the knowledge.



Long-term impact

- 66.7% of the respondents stated that they had made changes from what they had learnt.
- 83.3% agreed that they will use what they had learnt in the future.

The role of England Boxing and their offer, such as the workshops, has had a positive impact on the clubs, and this is evident in the follow-up survey and case study data. For clubs to be supported, it is recommended that England Boxing continues to offer these workshops and other support services for its clubs in the future.

Citation

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Acknowledgements

Substance and England Boxing would like to thank all of the clubs who came to the workshops and took part in the evaluation. Substance would like to thank those clubs who volunteered their time to become mini-case studies. Thanks is also given to the following organisations for input into the workshops: Sport England Club Matters, Sported.



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