

City Fives Association

Business Model



Executive Summary

The City Fives Association (CFA) is a scheme to promote 1-Wall Fives as the ideal sport for solving the sporting and social problems faced by schools and communities in the inner city.

Sporting participation is proven to reduce crime, improve exam results and make communities safer. This is reflected in the government's wish that 75% of pupils receive two hours of quality PE and sport in schools by 2006. However, due to a lack of funding and space for quality facilities in the inner city, this will not happen, and sport will not overcome the barriers to participation that exist, such as low disposable income, lack of transport, and peer pressure.

1-Wall Fives takes up little space and is inexpensive to players and schools. It makes on-site sporting facilities for all schools and communities a reality, allowing access for all. At a cost of £10 per court, courts could be placed across London at minimal expense. It is the only sport that can easily be played by all children during and outside of school time.

The CFA is currently running a pilot project in the London Borough of Croydon in association with the Schools Sports Partnership in the borough. The CFA is seeking support from commercial sponsors and local authorities to spread the sport to new boroughs in London.

The CFA has developed out of the Teach First programme, which places top graduates in 55 challenging London secondary schools. This is a collaborative effort between Teach First and the Fives Federation and is supported by UnLtd and the Department for Education and Skills. These key partnerships will ensure participation, marketing, promotion and coaching.



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SECTION 1: ASSOCIATION BACKGROUND

What is Fives?

A version of handball is a sport in which players compete by hitting a ball with their hands against a wall. It is played in every country in the world. The British version is called Fives and is run by the Fives Federation which oversees the running of one, three and four wall Fives in this country. There are over 100 Fives playing centres in schools and sports centres across Britain.

1-Wall Fives

1-Wall Fives is the simplest and cheapest version of Fives. The rules are similar to squash: players hit a tennis ball against the front wall with their hands making sure that the ball lands within the playing area. Three court sizes (primary, secondary and competition) allows the game to be played from an early age right through to adulthood.

1-Wall Fives is ideal for solving the sporting and social problems for schools and communities in the inner city. It ensures facilities and access for all because it is inexpensive to play, takes up little space, involves good exercise, competitive spirit and minimal cost to the player or school.

The Opportunity: Is There A Need For A New Sport?

Sport is key to the Government's strategy for improving education and creating safer communities. Research shows that sport improves exam results, reduces truancy and reduces crime. The Government wants 75% of all schools to be receiving two hours of quality PE and sport per week by 2006, and the London Sports Board (LSB) wants 50% of London's local authorities to have set up sport-related crime interventions by 2008.

To make this happen, there is a need for high-quality facilities and a widening of access to these facilities. These targets are particularly challenging to implement in the London area though. The LSB admits that there is a lack of funding which challenges their ambitious plans to increase sports participation, and that the social barriers which lead to non-participation in sport are most noticeable in London. Such barriers include gender, ethnicity, low disposable income, a lack of transport, attitudes and perceptions including peer pressure, and inappropriate planning of activities. It is very much with the intention of addressing these issues in the London area that this proposal of 1-Wall Fives is put forward.

The CFA Solution

1-Wall Fives will increase participation in sport by making on-site sports facilities for all schools and communities a reality. The court's low requirement for space and cost makes it 'scalable' across London and the low playing cost mean that Fives could be a sport accessible to all. The sport's accessibility means that it has huge potential for development in out of school time, when young people are most at risk to the elements of social exclusion. The City Fives Association (CFA) will be responsible for promoting and marketing the sport, whilst it will use and develop a number of key partnerships to ensure appropriate participation and organisation of coaching.

The CFA has developed out of the Teach First programme, an innovative scheme designed to attract top graduates into London's most challenging secondary schools. There are Teach First graduates in 55 London secondary schools. This is a collaborative effort between Teach First participants and the Fives Federation. The management team, detailed in Section 5 will develop and run the CFA.



The CFA is based on a model from New York City where there are over 2,000 1-Wall Fives courts across the city in schools and public parks. Fives is played by thousands of children during school PE lessons and after-school in the parks with balls which cost \$1. The Inner City Handball Association arranges borough and city-wide competitions, organizes youth schemes and employment opportunities for young people, and provides sponsorship for college and university students. Their work is supported by the Mayor of New York and sponsored by corporations such as Coca-Cola and Sony.

The Strategy

The goal is for all London's local communities to have 1-Wall Fives courts in primary and secondary schools. In each case the CFA will work with an individual borough focus. It will develop partnerships with the Schools Sports Partnership to use School Sports Co-ordinators and Teach First participants to target teachers who are willing to introduce the sport into their schools. The CFA will then offer training courses so that these teachers can become qualified Fives coaches, as well as provide them with lesson plans and resources to run the sport in their schools. When a network of coaches and schools are established in a borough, a Fives Federation coach will be employed to work with all the schools and organize participation in the borough. By working across schools, the coach will be able to arrange inter-school matches and borough competitions. They will be set participation targets by the CFA to help schools meet the Government's target of 2 hours of sport per week.

As the number of Fives playing boroughs increases, the CFA will organize regional and city-wide tournaments, liaise with local authorities to put courts in sports centres and public parks, and develop a range of youth programmes. This will increase the impact that 1-Wall Fives will have on the local community. The medium term aim is to have a London Fives team to compete against New York.

Current Status

The project is backed by the Department for Education and Skills and has received initial funding from UnLtd, a charity to support social entrepreneurs. The CFA is using the funding from UnLtd to support its current pilot project in the London Borough of Croydon.

The pilot project has achieved a partnership with the School Sports Partnership, and it is one of the School Sports Partnership's focus sports and last year a mini-festival involving sixty pupils from four schools took place. This year, the CFA will run training sessions for teachers to become qualified Fives coaches. They will then be able to train their pupils for three Fives festivals and a Croydon Schools Borough competition in the summer. A Fives Federation coach will be employed to run the training sessions and master-classes for pupils in each participating school.



SECTION 2: THE PRODUCT

There are a number of specific advantages of 1-Wall Fives which, taken together, can be matched by no other alternative form of exercise for school children.

Facilities For All

The court design and simplicity of 1-Wall Fives means that on-site sports facilities for all London schools and an accessible community sport is already a reality.

Design advantages of 1-Wall Fives include:

- Low cost of £10 to mark out a court so all schools can afford them
- Very little space required so Fives courts can fit where other sports with larger playing area cannot
- Cost and space advantages mean that courts can be market out anywhere so there is access for all
- Three court sizes mean that primary and secondary schools can have courts
- Low maintenance costs
- Courts make use of unused existing walls in schools

Participation For All

Specific advantages of 1-Wall Fives courts for increasing participation include:

- Fives can be played by all ages, both sexes and across all Key Stages
- Zero playing cost means that all can afford to play
- As courts can be placed anywhere transportation to courts is not an issue
- Fives can be played as a sport in directed PE time
- Pupils can play in non-directed time, increasing time spent on extra-curricular sport

Improving Physical and Mental Development

Fives has a number of specific benefits which differentiate it from other sports:

- Improves hand-eye co-ordination, and general speed of reaction
- Pupils must use both hands and so develop both sides of the body equally
- It is almost completely safe, the threat of injury to players being minimal
- It can be entirely self-regulating, requiring no referee or umpire to oversee it
- Fives is the best all-round conditioner in terms of calories burned per hour (751), average heart rate (164 bpm), average oxygen intake (30.1) and average ventilation rate (85.9)



Solving Social Problems

- Accessibility means that Fives is a sport that can be played outside of school time when the risk of social exclusion is highest
- Experience from New York and the Westway Sports Centre show that Fives can help tackle social problems that might lead young people to social exclusion



SECTION 3: THE MARKET

For many, especially young people concentrated in but not confined to areas of high social deprivation, there is a risk of exclusion, crime substance misuse and anti-social behaviour. In an increasingly diverse population there is also the risk of tensions and divisions between communities that may result in disturbance and violence. However, early-intervention sports projects can deal with both the causes and consequences of social exclusion.

London Sports Board 2004

The Reason For Increasing Sports Participation In London

Sport is key to the Government's strategy for improving education and creating safer communities. The aim of Sport England's new strategy 'Game Plan' is to:

“increase participation across all social groups as it believes that this will lead to improvements in health, education and create safer and stronger communities”

The Government wants 75% of all schools in London to be delivering two hours of high-quality PE and school sport per child per week by 2006. The London Sports Board wants sport and physical activity to be established within 18 neighbourhood renewal strategies and 50% of local authorities are setting up local partnerships to develop sport-related crime interventions by 2008.

These are all ambitious aims and to achieve this, the London Sports Board's 2004-8 plan has identified three core policy proposals to achieve them:

- Maximise opportunities for sport and physical activity through effective and sustainable partnerships
- Help to overcome the barriers and enable excluded or hard-to-reach groups to participate in sport on a daily basis
- Maximise the opportunities for children and young people to make physical activity part of their everyday life, focusing on educational achievement and community settings

Key to all of the core policy proposals is the role of sports facilities. Unless there are inexpensive facilities available during PE lessons at school and after-school within the community, young people will not get the opportunity to participate.

The State of Sport Facilities In London's Schools and Communities

The LSB admit that participation rates are dependent on access to quality facilities and that it is a particular problem for London's schools. Inner city schools do not have the space for playing fields or other sports facilities. Nationally, 39% of teachers class their school sports facilities as inadequate and London's school sports access is considerably worse than the national average.

Sports centres in London's local communities are not much better and desperately need money to improve them. To bring London's sports centres up to an acceptable standard will cost an average of £430,000 per centre. Lottery funding to change this is limited and the LSB says that

“the lack of funding for high-quality community facilities is a challenge to the ambitious objectives of this plan”



The impact this has on participation rates means that, without developing radically different ideas on how to achieve involvement in sporting activity, the goal of providing pupils with the amount of sport prescribed in the plan will remain elusive.

1-Wall Fives could significantly overcome this problem.

The Impact On Participation Rates

Further fundamental problems with London's sports facilities include:

- i. Many schools have to travel off-site for sports facilities. This is time inefficient and is a heavy charge on already tightly-stretched school budgets
- ii. The traveling time also detracts from the 2 hour target set by the Government
- iii. Furthermore, the lack of on-site sports facilities limits the range of extra-curricular sport and competitive school sports because sport is not readily available. It also means that a teacher is required to run the activity

This lack of space and money has an even bigger impact on sport in the community. If young people have to travel to their nearest sports centres to participate, because of a lack of space in the inner city, then the aim of widening participation and overcoming barriers with hard-to-reach groups is severely challenged. Two barriers are lack of transport and low disposable income. London contains ten of the poorest boroughs in the country where the highest proportion of disadvantaged groups are to be found. Young people in these communities will not be able to afford to use the facilities at a sports centre even if they get there.

Therefore, sport will not achieve its purpose of creating stronger and safer communities. Sports facilities must be abundant in the community and this requirement to travel will detract from the community feel of the sport and mean that fewer young people get the opportunity to participate. Sport will not have a community setting and will not be part of daily lives.

Competition

Competition for Fives comes from other extra-curricular activities, peer pressure and attitudes.

All schools run existing sports and arts activities and Fives will have to find a market for pupils amongst these activities. The targeted inner city schools and communities though generally lack the space for other sports such as football and cricket. Furthermore, these activities all require teacher supervision or an adult leader to run them. Fives can be played by pupils without supervision as long as they have a tennis ball.

The largest competitor is from peer pressure and attitudes. Young people spend 11.4 hours a week of their spare time watching DVDs, playing computer games and listening to music. Those concentrated in areas of high social deprivation are at risk of exclusion, crime, substance misuse and anti-social behaviour.

Research shows that sport can also be a crime reduction tool. Young people must be given the opportunity to play though and the CFA can reach them first in school PE lessons, which is why schools are being targeted. Once they have tried the sport, the availability of courts will mean they can play whenever they like. Experience in New York and at the Westway Sports Centre, London has shown that it can tackle social exclusion within these groups for which sport is especially popular.



The 1-Wall Fives Market

The unique selling points of space and low cost which One-Wall Fives possesses mean that it can make a significant impact on sports participation rates in all schools and communities across London, but especially in the poorest borough and those with the greatest shortage of space. It offers the realistic possibility of sport for all because it eradicates the need for large amounts of funding for sports facilities and the low playing cost means that everyone can participate. To mark out five courts in each of London's primary and secondary schools would cost less than £50 per school, or £75,000 and a tennis ball can be bought for 50 pence. Compare this with the £182 million that Sport England has spent on building new facilities in London since 1995.

The biggest impact will be made in schools that have the fewest number of on-site sports facilities and the poorest borough, as these typically lack both funding and space. Through its partnership with Teach First, the CFA already has access to key influencers in the majority of secondary schools which are located in the ten poorest boroughs and can target them accordingly.

The availability of One-Wall Fives courts makes the possibility of creating safer communities a reality as well, as it is one sport that could be found in every community setting. One-Wall Fives is located in every one of New York's inner city boroughs and has had a huge impact on reducing crime levels in these boroughs. The city's 2,000 courts in schools and public parks mean that the Fives courts attract many from the local community, and as they are open all the time, Fives can be played at any time, without any need for supervision.



SECTION 4: MARKETING PLAN

Market Entry Strategy – Borough Selection

The CFA's strategy is to define London boroughs where the greatest impact in sporting participation can be made. This will be done by assessing two factors:

- i. schools in boroughs with the fewest on-site sports facilities and smallest surface area, where the space and cost advantages offered by One-Wall Fives have the greatest benefit
- ii. selecting areas where the greatest number of partnerships with Teach First participants and School Sports Partnerships can be established

The initial borough for the CFA is Croydon. There are strong links to the Sports Partnership and with five Teach First schools, but schools in this borough typically have space for on-site sports facilities. Boroughs located more centrally will benefit more from One-Wall Fives courts. Croydon does have a large number of under-represented and hard-to-reach groups who could benefit and last summer 500 pupils were coached Fives.

Using the criteria defined above, the CFA will continue establishing partnerships in London boroughs. A second borough, Kensington and Chelsea borough will begin coaching this summer through the Westway Sports Centre and that borough's School Sports Partnership this summer, so that a second pilot project is planned there for 2006-7.

Marketing Material

The CFA is responsible for the promotion and marketing of the sport. There are three main groups to which the CFA must market. They are:

- i. local education authorities, School Sports Partnerships and Teach First participants as they are the key partners needed to spread the sport across the borough
- ii. teachers who will qualify and coach the sport in their schools
- iii. school pupils, the players we are trying to attract

The CFA has developed a promotional DVD in co-ordination with Chocolate Films to enable them to see the benefits of the sport. Our website will act as a source of information for all three groups.

Once Teach First participants and School Sports Partnerships have bought into the idea, the CFA will provide them with marketing and informational material to take into schools. Coaching courses will also be organized with lesson plans help teachers to introduce the sport into their schools.

The CFA will develop promotional materials for pupils. These will include posters to be put up in schools and flyers to be handed out. After Fives spreads to other boroughs, it is intended that the website become a focal point for pupils to promote the sport. It is fully intended that pupils contribute to this site and that it should be a central resource for them to share news, results and their experiences of the sport.



SECTION 5: THE ASSOCIATION

The CFA developed from the winning idea for the Teach First Business Competition in 2005. The team is made up of key members from each of the partner groups mentioned before:

- James Toop, Teach First Ambassador and Fives Federation
- Daniel Hawkins, Fives Federation
- Sanjaya Ranasinghe, Fives Federation
- Nadine McCarthy

Experience and Responsibilities

James Toop is a consultant at Monitor Group and a Teach First Ambassador who taught for two years at Selsdon High School, Croydon. He is responsible for overall strategy and promotion.

Daniel Hawkins is an analyst at Think London and is responsible for scaling up the project and sponsorship.

Sanjaya Ransinghe is an engineer at Overview Ltd and has responsibility for IT and the website.

Nadine McCarthy is a consultant at Monitor Group. She works in the marketing2consumer group and is responsible for marketing strategy.



SECTION 6: BUSINESS MODEL

The Strategy

The CFA will utilize a borough model which will operate on a three year cycle. The intention is to work with and attract School Sports Partnerships to introduce Fives into their curriculum, as this guarantees participation across a wide number of schools within the same area. The CFA will only concentrate on boroughs individually and will not spread its interests too far. The CFA firmly believes that to increase sports participation, it has to work on a local community level and the borough focus will make this possible.

Once a School Sports Partnership has bought in, then it will be possible to target individual schools using the association's coaching courses and marketing resources. The CFA will be able at this stage to leverage the Teach First participants in individual schools to have the greatest impact on motivating pupils to play. The coaching courses will enable all interested staff to quickly become proficient in the sport and teach their pupils and masterclasses from professional Fives Federation coaches will increase enthusiasm.

The additional advantage of working with the School Sports Co-ordinator programme is that they are also responsible for sport in primary schools and increasing links between primary and secondary schools. The different court sizes that Fives allows means that this benefit of the sport will be highlighted and utilized.

Funding Strategy

To run effectively, the CFA needs a full-time administrator to manage existing schools, marketing, competitions and expanding the scheme effectively. This will be the major expense and until the CFA can secure sponsorship for this administrator, it will be unable to run effectively.

Fives within each borough will then operate on a three year funding cycle, with the idea being that boroughs become self-sufficient after the third year, and so as the number of boroughs supported by the CFA grows, the budget required does not. Initially, more support will be required in terms of marketing and coaching time, but gradually, as the number of qualified coaches among school staff increase, the budget required will decrease.

Thus the annual budget will remain consistent and the CFA will keep to its main job of providing support through marketing and coaching.



Year	Cost	Amount (£)
1	Marketing	1,000
	Coaching	2,500
	Competitions	2,000
2	Marketing	500
	Coaching	1,250
	Competitions	2,000
3	Marketing	500
	Coaching	1,250
	Competitions	2,000
Ongoing	Administration	35,000
Total		48,000

The CFA will also begin developing revenue streams through selling equipment and its website.

Measurables

The CFA will set targets each year in each borough it works within. It will measure success by the number of qualified coaches in each borough and the intention is to have coaches in 25% of schools by the end of year 1, 50% by the end of year 2 and 75% by the end of year 3.

Quantitative participation data will then be taken from the number of pupils taught Fives in PE lessons, attendance at after-school clubs, the number of inter-school matches and entries for borough competitions. Teachers will then be consulted to see how Fives has helped staff to ensure that pupils are receiving 2 hours of quality PE per week.

Long-Term Goals

Once three boroughs are participating in One-Wall Fives and have qualified coaches, a London schools tournament will be organized, in co-ordination with three and four wall Fives playing boroughs. One-Wall Fives players will also be given the opportunity to play the already established three and four wall Fives.

Once five boroughs are participating, the CFA will look to send a team to New York and play their association and plans will be made for the CFA to compete in the European and World One-Wall Championships.

