Sport for Communities Report 2007/2008
Sport Structures Ltd

Report produced by Sport Structures Ltd June 2008

Sport Structures is a vibrant sports management consultancy that through our full time staff, associates, Community Coach and business partners provide a broad range of services based on in depth experience to the key delivery agencies in sport.

We have achieved the following standards:

Our expertise includes:

Consultancy Services: Governance and Leadership, Policy and Strategic Planning, Project Management and Delivery, Workforce Development, Equity and Ethics, Coach Education Intervention Programme, Coach and Volunteer Education, Research toolbox

Recruitment Services: Candidate Services, Contingency Sport Recruitment, Executive Sport Recruitment, Supplementary Services

Coaches CIC: Developing opportunities for people, particularly from disadvantaged backgrounds to be employed and volunteer in sports coaching and activities

For enquiries about this report, contact Sport Structures info@sportstructures.com
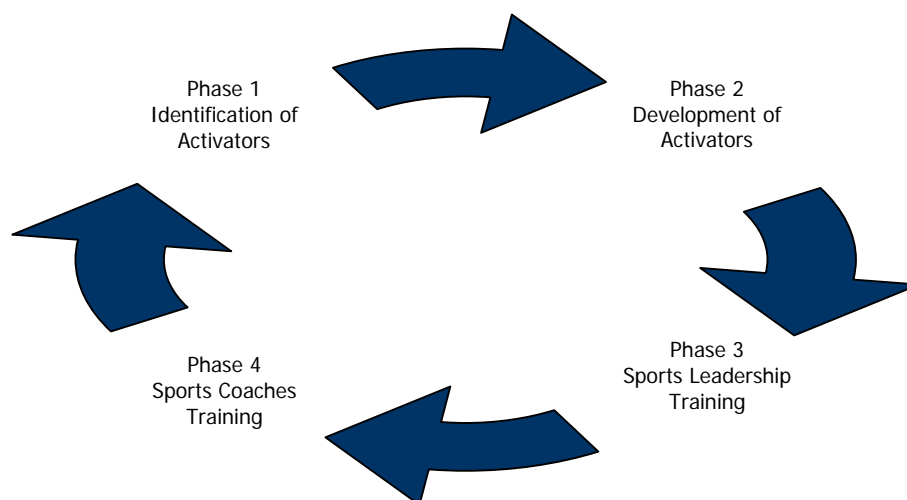
Contents

1. Introduction

1.1   The Sport for Communities Project linked with two Sports Pathways to Employment projects: Positive Mentoring[1] and the Coach Education and Support Programme[2] (CESP) under the title of *Coaching Communities*. The project was a short term programme which was delivered over a twelve month period. The aim of the programme was to provide coach education opportunities to ethnic minority communities through the provision of progression routes to employment and training through sport. This report aims to illustrate the impact of the programme to date.

1.2   Firstly, the report identifies the structure of the project and the performance indicators achieved. It then provides a series of case studies on the progress of a number of Activators. Following this, discussion is based around the delivery system for sport, financial monitoring of the project along with additional funding gained. Lastly, a conclusion sums up the main findings.

2. Project Structure and Performance Indicators

2.1   The project incorporated four stages as detailed below;

Phase 1
Identification of
Activators

Phase 2
Development of
Activators

Phase 3
Sports Leadership
Training

Phase 4
Sports Coaches
Training

2.2   Phase one of the project began in April 2007, when we recruited ten Community Activators. Following this, an initial meeting was held in May to inform the ten new recruits of the structure, content and requirements of the programme. Within this meeting, the Activators were able to select a number of professional development workshops and qualifications in line with their development and experience. From this process, individual training programmes were established for each Activator.

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[1] Positive mentoring is delivered by Sport Structures sister company Ugly Bug World
[2] Coach Education Support programme is delivered by Sport Structures

2.3   As a requirement of phase two, each Activator needed to complete the following training;
- Sports Mentoring Programme
- Community Sports Leaders Award / Tutor Training
- Level 1 National Governing Body (NGB) qualification

2.4   All Activators completed elements of the Sports Mentoring Programme. This included running**sports** and sports coach UK workshops including Equity in Your Coaching, Safeguarding and Protecting Children, Funding for Your Club and Valuing Your Sports Volunteers. An Emergency First Aid course was also organised. Due to the fact that some Activators had already attended these workshops prior to participation in the Sport for Communities Project, not all workshops were attended by each Activator.

2.5   The majority of Activators enhanced their professional development by undertaking NGB courses in a sport of their choice. Three Activators gained a level one Football qualification and four Activators acquired a level two Football award. We decided not to limit candidates to level one NGB awards as some Activators had already completed level one certificates prior to participation in the project. Therefore a level two qualification was a natural progression and enabled the Activators to enhance their coaching skills and knowledge. This benefited their local communities as all Activators delivered activities in their targeted areas.

2.6   All Community Activators gained the Community Sports Leaders Tutor qualification through Sports Leaders UK, and this allowed them to deliver on phase three of the project. A bar chart illustrating the number of qualifications gained by the Activators is displayed below;

Figure 1 Number of qualifications gained by the Activators
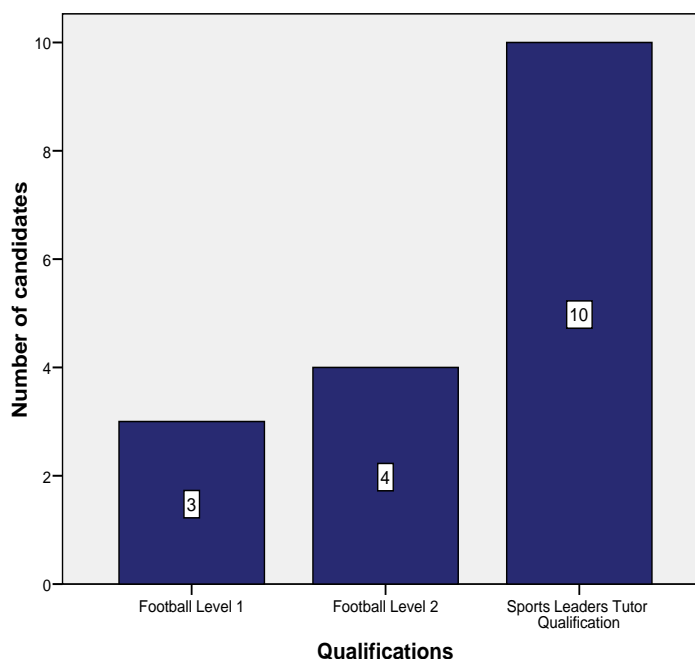
2.7 **In terms of the number of people trained, we achieved the set performance indicator of training ten Activators through the Project.**

2.8 Phase three of the project was characterised by the organisation and recruitment of the Sports Leadership Awards. We worked in conjunction with the Community Activators to organise these awards. These awards were delivered by the Activators.

2.9 Due to community needs and demand, there was a requirement for the project to hold two level one Sports Leadership courses and one Community Sports Leadership course. This was the only change to the initial project specification, as originally we were required to deliver only Community Sports Leadership courses. Please see below table for details of the courses;

Table 1 Details of leadership courses

| Courses			
	Level 1 in Sports Leadership	Level 1 in Sports Leadership	Level 2 in Community Sports Leadership
Location / Venue	Tipton Muslim Centre, Tipton	George Salter High School, West Bromwich	St Albans Community Association, Smethwick
Number of candidates registered	**9**	**18**	**24**

2.10 As the table above demonstrates, 51 candidates (Sports Leaders UK) registered an interest and attended the Leadership courses. **This allowed the project to achieve its target of training 50-60 people in Community Leadership**.

2.11 We liaised with and informed new and existing organisations of the project to recruit candidates (Appendix 1). This was beneficial as a number of organisations referred candidates to the appropriate courses. Four activators were predominately involved in recruiting for the Sports Leadership level one courses and were very successful in their approach. They were the main deliverers for these courses and feedback suggests that they found the process a positive learning experience, delivering training in their own communities.

2.12 Lastly, phase four of the project involved Sports Coaches Training. This element was included to allow a feeder system for Sports Leaders UK candidates to continue their coach development by attending the Coach Education and Support Programme (CESP). All candidates were signposted to the CESP or relevant courses, enabling them to continue along a sustained pathway for their training and professional development. To date eight candidates have participated in the CESP which falls short of the proposed 40-45 people receiving training. This is due to a number of factors and these are elaborated on within the SWOT analysis.

3. Participant profile

Sport Leaders UK candidates

3.1   In total 50 Sports Leaders UK candidates were engaged in the project. The candidates completed one of two courses, with 52% completing the Junior Sports Leadership Award (JSLA) and 48% completing the Community Sports Leadership Award (CSLA). The project featured three project sessions two JSLA and one CSLA.

Figure 2 Sports Leaders UK candidates engaged in sessions
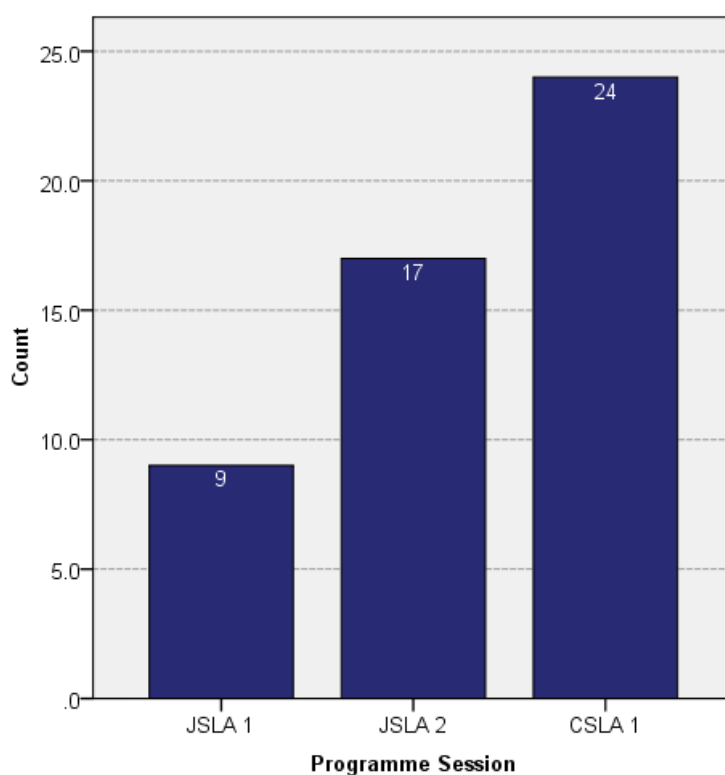
Community Activators

3.2   In total 10 Community Activators were engaged in the project.

3.3   The following map demonstrates the distribution of Sports Leaders UK Candidates and Community Activators in the project against Indices of Multiple Deprivation 2007 (IMD 2007). The Activators and Sports Leaders UK candidates were mainly from the areas of highest deprivation within Sandwell and Birmingham.

Figure 3 Distribution of participants[3] from the project against IMD 2007

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[3] Note: 8 of the participants did not provide complete or accurate postcodes so could not appear on the map.

Ethnicity of project participants

3.4   In total 74.0% of the Sports Leaders UK candidates were from an ethnic minority. The following table breakdown demonstrates the diversity of the project with eight ethnic minority categories represented. All of the Community Activators were from an ethnic minority, with 50% Black or Black British Caribbean.

Table 2 Ethnicity of project participants

	Sport Leaders UK Candidates		Community Activators	
Ethnicity	Count	%	Count	%
White – British	**13**	**26.0**	**0**	**0**
From an ethnic minority	**36**	**72.0**	**10**	**100.0**
Any other White background	0	0	0	0
Mixed – White and Black Caribbean	3	6.0	1	10.0
Mixed – White and Black African	1	2.0	0	0
Mixed – White and Asian	0	0	0	0
Any other mixed background	0	0	0	0
Asian or Asian British – Indian	13	26.0	2	20.0
Asian or Asian British – Pakistani	7	14.0	2	20.0
Asian or Asian British – Bangladeshi	3	6.0	0	0
Any other Asian background	1	2.0	0	0
Black or Black British – Caribbean	7	14.0	5	50.0
Black or Black British – African	1	2.0	0	0
Any other black background	0	0	0	0
Any other ethnicity	0	0	0	0
Missing	1	2.0	0	0

Figure 4 Project sessions and ethnicity
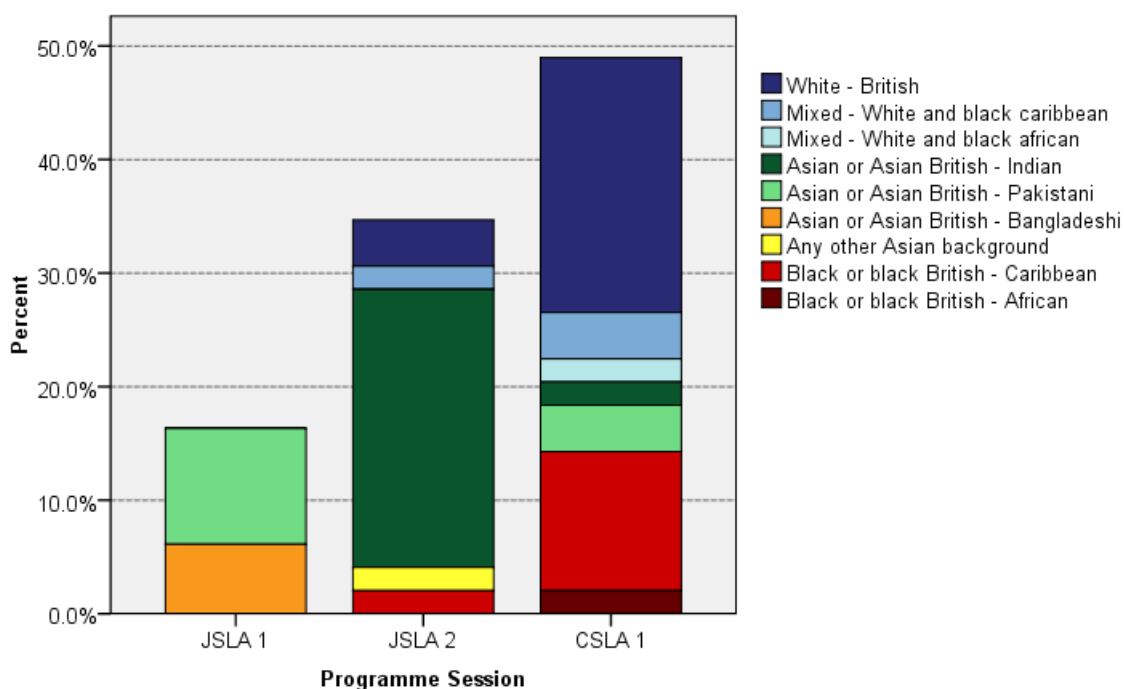
3.5   Six of the Sports Leaders UK candidates were born outside of the UK within countries including Bangladesh, Jamaica, Barbados, Pakistan and Sri Lanka. Those born outside of the UK entered the UK between 1969 and 2005. None of the Community Activators were born outside of the UK.

3.6   The Sports Leaders UK candidates and Activators identified their religious beliefs. 29.2% of Sports Leaders UK candidates suggested that they were not religious, where as the most common religion amongst candidates was Muslim. The Community Activators were predominantly Christian with others indicating Muslim and Hindu beliefs.

Table 3 Religion of project participants

Religion	Sport Leaders UK Candidates		Community Activators	
	Count	%	Count	%
Christian	9	18.0	5	50.0
Buddhist	1	2.0	0	0
Hindu	8	16.0	2	20.0
Muslim	11	22.0	3	30.0
Sikh	5	10.0	0	0
None	14	28.0	0	0
Missing	2	4.0	0	0

3.7   The Sports Leaders UK candidates and Community Activators also identified their language use at home with 70.0% of Sports Leaders UK candidates using English, the remaining participants identified four other languages with Punjabi and Urdu the most common languages other than English. All those Sports Leaders UK candidates of school age indicated speaking English at school. The Community Activators were similar in their language use with the majority 80.0% speaking English and the remaining using Urdu.

Table 4 Language use of project participants

| Language	Sport Leaders UK Candidates		Community Activators	
	Count	%	Count	%
English	35	70.0	8	80.0
Bengali	3	6.0	0	0
Gujarati	3	6.0	0	0
Punjabi	4	8.0	0	0
Urdu	4	8.0	2	20.0
Missing	1	2.0	0	0

Gender of project participants

3.8   The Sports Leaders UK candidates involved in the project had a greater number of male participants (68.0%) than female participants (32.0%). There were no female candidates involved with the first JSLA session. The Community Activators

were also dominated by male participants with only 2 females involved with the project.

Table 5 Gender of project participants

Gender	Sport Leaders UK Candidates		Community Activators	
	Count	%	Count	%
Male	34	68.0	8	80.0
Female	16	32.0	2	20.0

Figure 5 Project sessions and gender
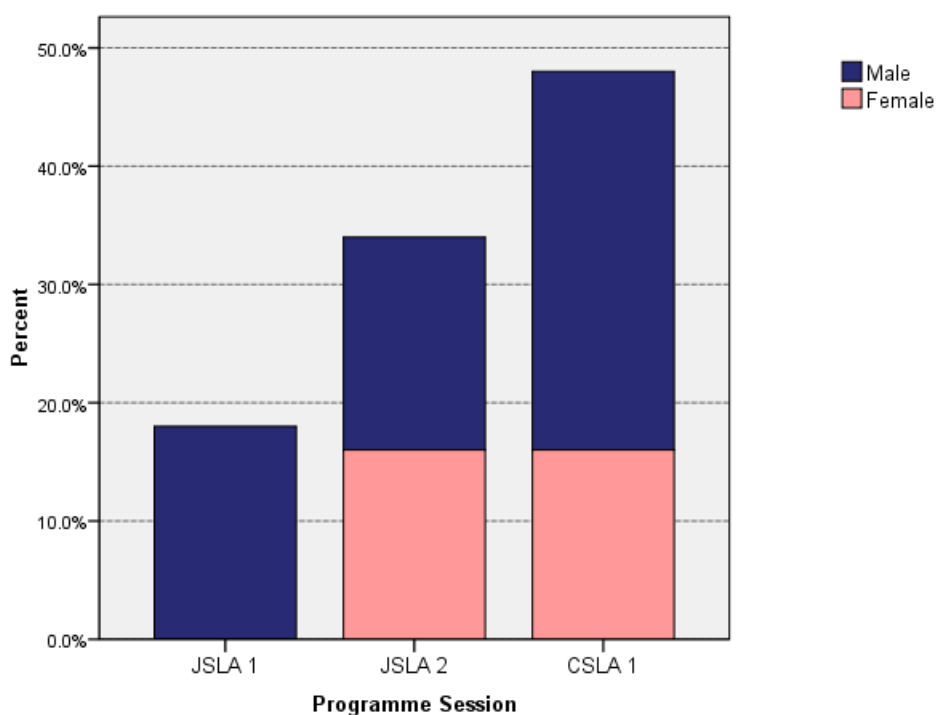
Disability project participants

3.9 In total three candidates identified themselves as having a disability. Each individual that identified a disability within the programme further specified the nature of their disability – two indicated a physical disability and one indicated a visual impairment. None of the Community Activators identified having a disability.

Table 6 Disability status of project participants

Disability	Sport Leaders UK Candidates		Community Activators	
	Count	%	Count	%
Disability	3	6.0	0	0
No Disability	47	94.0	10	100

Figure 6 Project Sessions and Disability
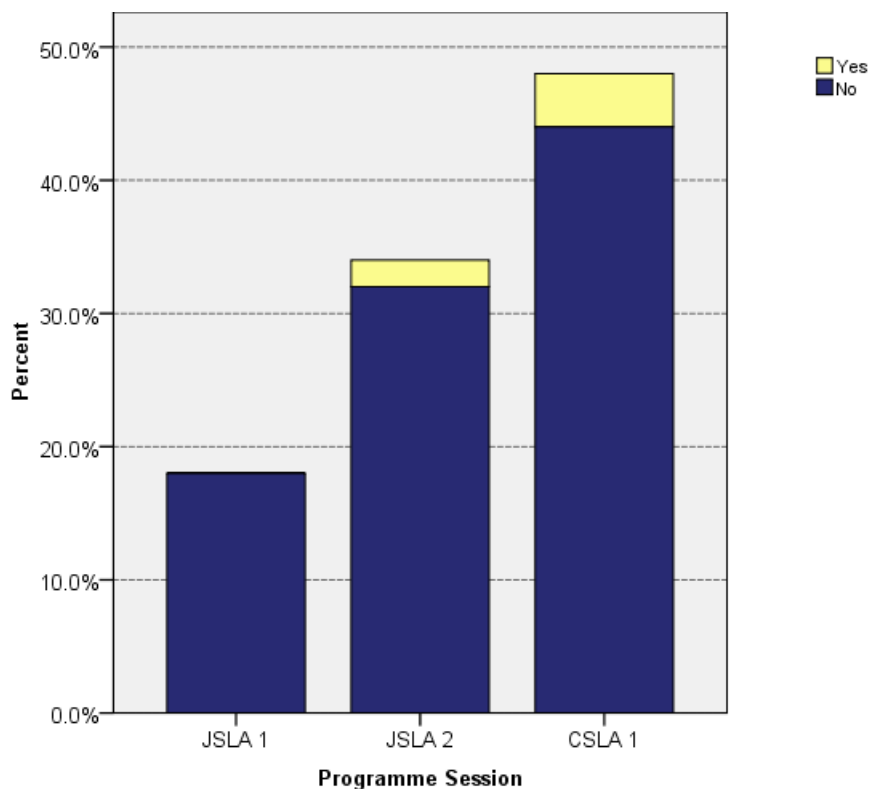
Age of project participants

3.10   The age profile of Sport Leader UK candidates in the project was mainly under 25 with 52.0% in the 10-15 age range and 26.0% in the 16-24 age range. The number of participants decreases within each age group with the oldest candidate between 55 and 64 years. The Community Activators were older due to the nature of this aspect of the project and range from 16-54 years.

Table 7 Age range of project participants

Age range	Sport Leaders UK Candidates		Community Activators	
	Count	%	Count	%
10 – 15 years	26	52.0	-	-
16 – 24 years	13	26.0	3	30.0
25 – 34 years	6	12.0	3	30.0
35 – 44 years	2	4.0	1	10.0
45 – 54 years	2	4.0	3	30.0
55 – 64 years	1	2.0	0	0

Figure 7 Project sessions and age range
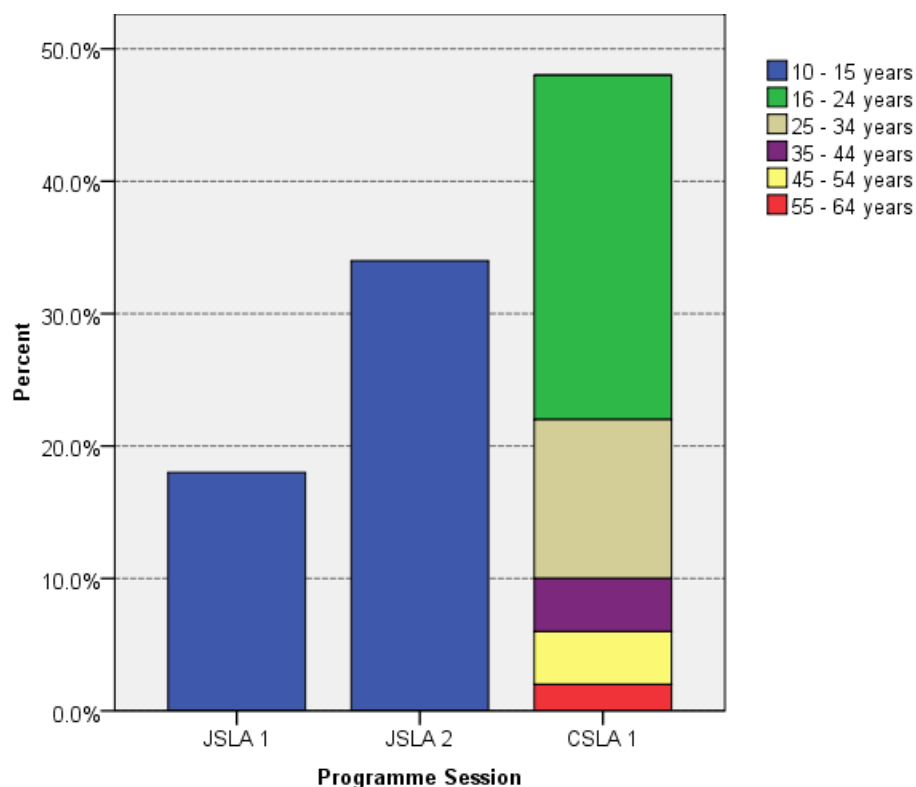
Activity levels of project participants

3.11   The activity levels of Sports Leaders UK candidates was varied, 30.0% suggested that they undertook the recommended activity level of 3 days and only 20.0 suggested doing less. The Community Activators had a smaller range of activity with 30.0% also meeting the recommended 3 days per week, however 30.0% suggested doing less.

Table 8 Activity levels of project participants

Activity levels (Days a week taking part in 30 minutes or more of moderate intensity exercise)	Sport Leaders UK Candidates		Community Activators	
	Count	%	Count	%
One day	5	10.0	0	0
Two days	5	10.0	3	30.0
Three days	15	30.0	3	30.0
Four days	9	18.0	3	30.0
Five days	7	14.0	1	10.0
Six days	5	10.0	0	0
Seven days	4	8.0	0	0

4. SWOT Analysis

4.1   The below table gives a basic SWOT analysis of the strengths and barriers that we encountered whilst delivering the Sport for Communities Project:

Table 9 SWOT Analysis

Strengths	Weaknesses
- New relationships built with various organisations - Achieved set performance indicators - Existing partnerships were strengthened - Community Activators had the opportunity to give something back to their community (role models) - New learning experience for activators involved with the delivery of the leadership awards - Various community groups engaged in all aspects of training (Muslim, Indian etc) - Positive feedback from courses	- Availability of facilities - Time constraints - Cost of facility hire - Availability of Community Activators - Completion of monitoring and evaluation forms - Availability of NGB Courses
Opportunities	**Threats**
- Referrals to other programmes (i.e CESP) - Further training (signposting) - Mentoring - Raise awareness of sports coaching and development opportunities	- Lack of commitment from individuals - Funding - Competing with other organisations who deliver similar projects/qualifications

4.2   As mentioned within section two of the report, we were able to create a number of new partnerships with various organisations through participation in the project. This enabled us to increase the awareness of the programme. As a consequence, we have increased our database of contacts within the Sandwell Borough and surrounding areas.

4.3   The Activators, as well as their communities, have benefited from the Sport for Communities programme. Due to the training that each Activator received, all individuals have increased their general coaching, sport specific and multi-sport knowledge. They have also benefited from putting this learning into practice in a supportive learning environment. Feedback suggests they have also increased their self confidence.

4.4   Communities have benefited as they have received high quality coaching from a coach within their community. It is hoped that these Activators have acted as a

role model to others and have increased the awareness of the positive effects that regular physical activity and sport can have on an individual or community.

4.5   It is evident from both the level one and two awards in Sports Leadership, that the project has engaged a number of community groups. This has been beneficial as it has enabled all participants from various backgrounds to work together and demonstrate respect and fair play. It has also allowed the Activators to gain a more thorough insight into the various barriers that exist for the different target groups within society.

4.6   There were a number of challenges in relation to the project. Firstly, the project brief required us to recruit Community Activators from Afro/Caribbean, Bangladeshi, Indian, Yemeni and Pakistani communities. Unfortunately we were unable to recruit candidates from Yemeni and Pakistani communities as the targeted candidates were unable to commit to the course. Nonetheless, the ethnicity of the Activators were a reflection of the communities that they worked in. Please see participant profile for more information.

4.7   The frequency of level one/two courses caused a constraint. Many NGB's are still struggling to provide NGB qualifications in the Birmingham area due the implementation of the UK Coaching Certificate (UKCC). This has been the case for Cricket and Basketball. Three candidates were unable to complete level one or two qualifications in the sport of their choice. This does have a negative effect on retention rates as it becomes increasingly difficult to maintain a candidate's motivation and interest.

4.8   As mentioned within section two, at this present time we are unable to train 40-45 candidates in phase four. This was due to a number of reasons. As mentioned previously, due to community needs, we delivered two level one Sports Leadership courses and one Community Sports Leadership course. Therefore, the majority of candidates were between the ages of 14 and 15 years so were ineligible for the CESP. However, they are aware of the programme and contact will be made with those candidates once they reach the appropriate age. Secondly, new funding for the CESP has meant that Sandwell residents can only access the CESP. A high percentage of those engaged in the Sport for Communities project were residents of neighbouring wards so therefore cannot be put forward. Currently, we are seeking further funding to enable the CESP to expand. Therefore the programme will be accessible to a higher percentage of people.

4.9   In order to meet the performance indicators stated in phase three, we faced a number of constraints. Planning and organising the leadership awards was time-consuming and problematic. The availability of leisure facilities (due to block-bookings) and the costs involved were major barriers. However, we did attempt to acquire venues accessible to all community groups, which had good transport links. In addition to this, many of the activators are in full time employment or education and therefore had limited availability. This had to be taken into

consideration when organising the level one and level two awards as they were required to tutor the leadership courses.

4.10   Lastly, we found that there was a high volume of monitoring and evaluation forms. We received negative feedback from the Activators regarding the interview forms as they were time consuming to complete. These were in addition to the candidate registration forms.

5   Case Study

5.1   The Sport for Communities Programme has had a very positive impact on one of the Activators involved in the project. He has worked in a community organisation for a number of years promoting physical activity and the benefits of sport and coach education. Prior to participation in the project, he had no sport specific or multi-sport qualifications and cost was a consistent barrier;

"All coaching qualifications are very expensive, especially if you wish to progress to the next level. Without the involvement of Sport Structures, I doubt I would have completed my level one football qualification this year. Time is also a factor; my level one course was over five consecutive days and luckily I was able to get time off work, but I imagine for some people this may prove difficult".

5.2   The Activator completed a Football level one and Community Sports Leaders Tutor qualification as well as a number of scUK and Runningsports workshops;

"The training I have received through the project has been very valuable. I have learnt new skills and practices and I have been able to learn from others. The Leaders qualification allowed me to develop my knowledge about multi-sport activities and key coaching principles. With support from Sport Structures, I was the lead tutor for the level one Sports Leadership award and I delivered this at my organisation. It was good to put my learning into practice and give something back to others. I had never delivered an award like this before and this has given me lots of confidence as a coach and tutor. I hope to tutor the award at my organisation again in the near future as it was an enjoyable experience."

5.3   After completion of the Sports Leadership level one award, the candidate has helped to organise a Basketball Leadership course at his organisation. Many of the participants were those that gained the level one sports leadership course and now he is in the process of helping these young people to organise a local football tournament. It is evident that the Activator is helping to build pathways for young people to sustain their participation. Most recently, the Activator has referred a young person from his organisation to the CESP. The young person has completed sports coach UK workshops and is due to attend a Football level one award.

5.4   The Activator wishes to further his development in the future by undertaking a Cricket level one qualification and Football level two course. He is now actively coaching at his centre and is being viewed as a positive role model to others.

5.5   Feedback has also been received from a number of other Activators regarding the Sport for Communities project;

Activator one; *"I would not have been able to partake in the level two course without the assistance of the project as I would not have known where these courses are held and the cost. I would not have been able to get on the course due to the cost being unaffordable to me. I do have future plans to further my development as I would eventually like to acquire the Level three."*

Activator two; *"I found the level two course to be very informative. It taught me alot about being effective when coaching. It has definitely benefited my all-round personal skills and coaching abilities. I now coach every week at my local football club and I enjoy giving something back to the young people. I would like to pursue my level three coaching qualification in the next few years but I would like to build my experience first."*

Activator three; *"Through delivering the Sports Leadership level one course I gained practical knowledge of how to adapt activities to meet individual needs. I also learnt about multi-sport activities and the importance of using fun activities to promote learning. It was rewarding as you could see how the young people were progressing. I would like to continue my development as a coach.*

5.6   **All Activators are now actively coaching / volunteering after participation in the Programme.**

6   Delivery System for Sport

The Delivery System for Sport
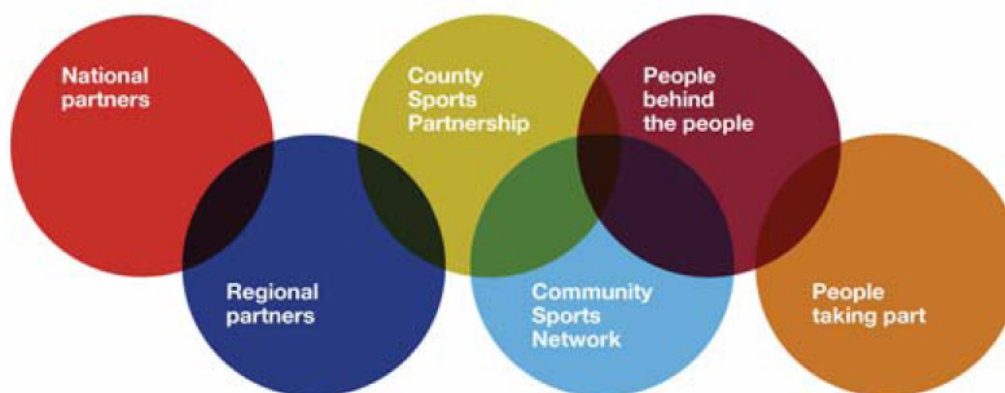
6.1   We embraced the delivery system for sport, by focusing our project resources and funding to where we could make the most effective and quickest difference to people taking part in sport.   As a project we worked with a variety of organisations to ensure the project best met the needs of the communities. This

increased the awareness of the project and from this new partnerships were created and developed.

6.2   We believe our project worked along the rationale of the system by working in partnership at each stage in order to maximize impact, efficiency and effectiveness of the project as a whole.

7 Financial breakdown

7.1   The project was funded in three different elements by Sport for Communities. Sport Structures received £14,100.00 and Ugly Bug World £5,900.00 totalling £20,000.00 for the delivery of the programme

Table 10: Financial breakdown

	Ugly Bug World	Sport Structures
Staff salaries	2,000.00	
Delivery	2,400.00	7,800.00
Placements (Inc CRB)		1,400.00
Equipment		1,200.00
Volunteer expenses		1,000.00
Publicity and Promotion		
Management fee	1,500.00	1,500.00
Monitoring and evaluation		1,200.00
Project total	5,900.00	14,100.00
Total	20,000.00	

7.2   The budget was maintained through the two companies and the expenditure reflected to the budget outline. However in Sport Structures case considerably more time was needed to complete monitoring forms which at bidding stage was not clear. In addition attending other sessions also eat into the management fee time allocated. In total it is estimated that eight further days (approximately £2400.00) worth of extra time was spent on the project which was not identified in the project application.

7.3   As identified elsewhere in the report, modifications to the educational provision were made to ensure that the needs of the candidates were met. These modifications were allocated into the project headings.

8 Legacy

8.1   The programme has benefited local individuals and communities. The project provides a sustainable model for community leadership. Those that participated in Sports Leadership courses were made aware of the CESP and development opportunities available to them (i.e. Sports Leaders UK courses, NGB qualifications.) A small percentage of these candidates are now currently participating in the CESP. We will effectively monitor the progress of these candidates to ensure that they are able to continue with their coaching. Additionally, the progress of the Activators will be monitored and we are

confident that further development opportunities for these individuals can be offered.

8.2   We continually identify funding opportunities to promote coach education and development within the local community. The delivery of the CESP will utilise the principles of this project.

8.3   In recognition we have recently become one of the fifty national Approved Assessment Centres for Community Sports Leadership. This accreditation aims to demonstrate how individuals are given volunteering and employment opportunities beyond completion of the leadership courses. This is specifically targeted at those organisations working within areas of deprivation and with individuals with who are long-term unemployed. It is believed that participation in the Sport for Communities funded project has assisted us to achieve this accreditation through the delivery of the Sports Leadership awards and engagement with ethnic minority communities.

Figure 8: Dame Tani Gray-Thompson presenting Sports Leaders UK recognition

Left to right: Bashrat Hussain, Dame Tani Gray-Thompson, Kath Robinson

8.4   Most recently we have attended the House of Commons to receive our accreditation. To evidence how these qualifications are benefiting local individuals, we invited one of the Community Activators to the event to share his experience of how he has gone through the leadership process. He commented;

"This was a great experience for me. I have never been to the House of Commons and it has given me the opportunity to show how my organisation has benefited from local projects and funding."

9   Conclusion

9.1   It is evident that the Sport for Communities project achieved its aim. All activators completed the required training and were involved in delivering sport to their community. The majority are continuing to volunteer locally at clubs and organisations. This can only assist them to further their development and practice the skills learnt through the project.

9.2   The majority of performance indicators were achieved. Over 50 individuals completed leadership qualifications and have been made aware of local opportunities to further their coach education and development. Unfortunately we have been unable to train 40 – 45 people through the CESP route due to the change in the project delivery for the Sports Leadership awards to meet community demand. Nonetheless, regular contact will be made with those who are not eligible for the CESP to ensure that they continue their commitment and practical training to assist their progression into coaching.

9.3   The project did encounter a number of barriers such as the availability of NGB courses and facilities. These were outweighed by the benefits gained by communities and individuals. Feedback suggests that all Activators gained knowledge and practical coaching experience and increased their self-confidence. Communities received high quality coaching from local coaches and it is hoped that these coaches have been viewed as positive role models to others. It is believed that these coaches have inspired young people to participate in sport, providing them with a diversionary activity, contributing to community cohesion. Although there is no direct correlation to suggest that coaching impacts on participation, it is hoped that these Activators have increased the social awareness of the benefits of physical activity within their communities and have motivated others to become involved in sport.

9.4   It is clear that the programme engaged with a high percentage of ethnic minority communities. All Activators and candidates were from high areas of deprivation and there was a varied mix in relation to religion, gender and participation. The majority of the Sports Leaders UK candidates were under 25 but the age of the activators varied and ranged from 16-54 years due to the nature of the programme.

9.5   We have benefited from involvement in the Sport for Communities programme. We have engaged with a number of new organisations and participants and this can only be of benefit to the future of the CESP. We have recently become a nationally recognised Centre for Sports Leadership through delivery of the Leadership qualifications.

9.6   This report provides strong evidence to demonstrate the impact of the project on a local level. The programme has helped to increase the number of ethnic minorities involved in coaching. This is a key element to increasing participation for these groups in sport and physical activity. It is important that all individuals

involved in the project are encouraged to pursue coaching opportunities to develop transferable skills and secure their chances of paid employment.

10 Project Team

Katherine Robinson
Project Coordinator - Sport Structures

Jo Palmer
Project Coordinator – Ugly Bug World

Simon Kirkland
Managing Director - Sport Structures

Amy Heppingstall
Head of coach development - Sport Structures
Sports Pathways to Employment Programme Manager – Sandwell MBC

Appendix 1: Organisational List

The below table provides some examples of the types of organisations that we liaised with in order to recruit candidates to the Sport for Communities Programme;

Who
Sandwell MBC
Tipton Muslim Centre
Indian Sports Club
Sandwell Youth Service
Sandwell PDM's
Community Coaches
St Albans Community Association
West Bromwich Albion
Handsworth Leisure Centre
Holyhead Community Leisure Centre and High School
Laurel Road Community Leisure Centre
Sporting Chance
Guru Nanak Community Centre
Sandwell Leisure Trust
Future Training 2000
Connexions (Birmingham, Handsworth, West Bromwich and Black Country)
Harry Mitchell Leisure Centre and Hadley Stadium
Holly Lodge School, Smethwick
Friar Park Millennium Centre
Barnardos
Ideal for All
NACRO, (Oldbury and Aston)
Trident Housing Association (Wednesbury, Cradley Heath, Birmingham)
Positive Futures
Sandwell Volunteer Bureau
YMCA
Birmingham Sport Development
West Bromwich African Caribbean Resource Centre
Yemeni Community Association
Bethel Care Centre
Sure Start Centres
Young Disciples