Global Edition

SPORT'S HIDDEN HEROES

THE PEOPLE WHO MAKE SPORT POSSIBLE.

October 2026



BEYOND THE GAME

FREE SAMPLE BUNDLE

SAMPLE MAGAZINE

4 profession previews • 5 introductory guides
Career • Community • Business: 3 series introductions

3 PRACTICAL DOCUMENTS

Career preparation • Community upliftment • Business development



Free

YOUR FREE SAMPLE

4 PROFESSION PROFILES | 3 SERIES INTRODUCTIONS

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FOUR PROFESSION PROFILES

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THREE SERIES INTRODUCTIONS

SPORT CAREER PATHWAYS

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Introduction: A place before a podium

YEAR-ROUND SPORT BUSINESS

Beyond Match Day: Build a Business That Earns Year-Round 10

Introduction: Build beyond the busy weekend

Includes Part 1 only from each ten-part series.

NEW: 3 practical documents | Career - Community - Business 11

SPORT'S HIDDEN HEROES
THE PEOPLE WHO MAKE SPORT POSSIBLE®

INTRODUCTION

YOUR JOURNEY STARTS WITH CURIOSITY





This free sample introduces four professions across Soccer, Basketball, Rugby and Motorsport. It includes Part 1, the introduction, from each of our three ten-part series. Start with the people behind sport, then explore three connected areas. This package now includes 3 practical documents.

CAREER SERIES | FIND YOUR PLACE

Explore professional roles and learning pathways. Use 1 career preparation documents to assess your strengths and plan your next steps.

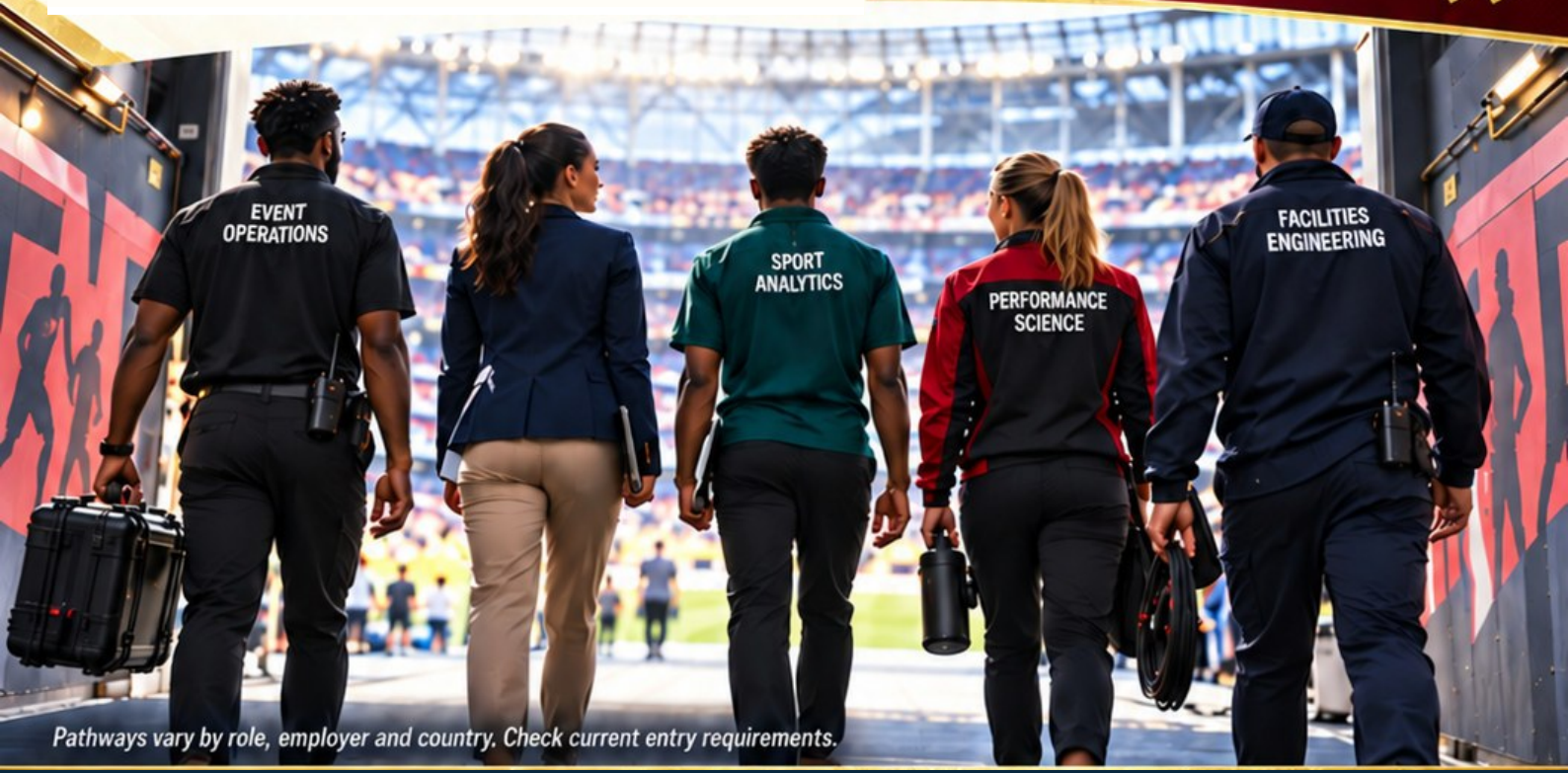
COMMUNITY SERIES | EVERY CHILD DESERVES A PLACE TO START

Help children participate in welcoming sport. Use 1 community upliftment documents to identify needs, remove barriers and plan useful action.

BUSINESS SERIES | BEYOND MATCH DAY

Explore year-round needs and services. Use 1 business development documents to test ideas, understand customers and plan delivery. The appendix provides instructions, worked examples and printable templates.

> *"The people who make sport possible."*



Pathways vary by role, employer and country. Check current entry requirements.

LETTER FROM THE EDITOR

Welcome to Sport's Hidden Heroes. This free sample introduces four professions and Part 1 of each ten-part series. I invite you to explore sport through three connected perspectives.

CAREER SERIES

Through *Find Your Place*, I encourage you to ask where your interests fit, investigate the everyday work and choose a realistic next step.

COMMUNITY SERIES

Every Child Deserves a Place to Start asks us to help more children feel welcome. Listen to families, recognise barriers and make participation more accessible.

BUSINESS SERIES

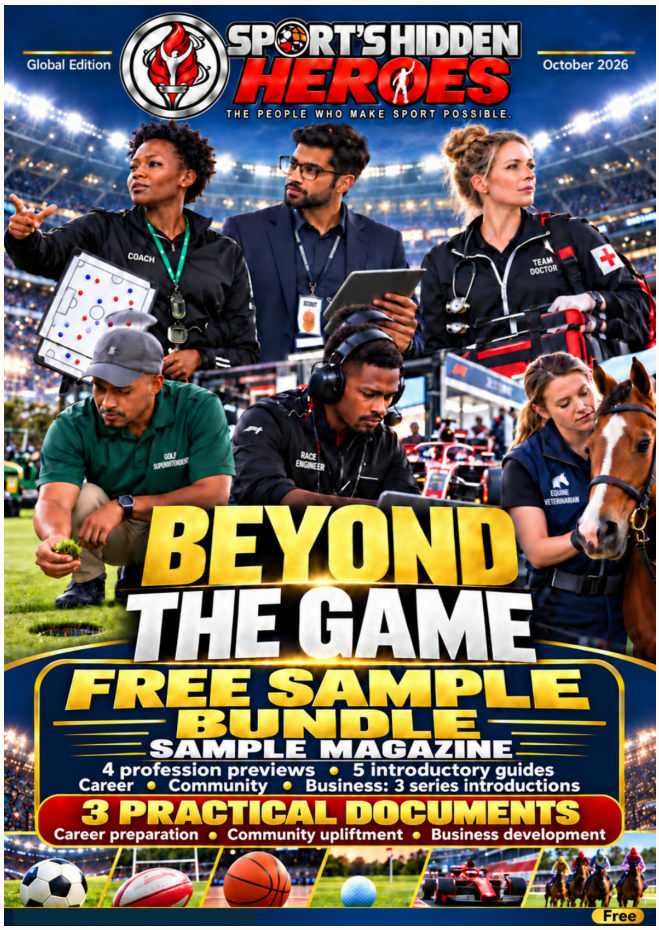
Beyond Match Day invites entrepreneurs and organisations to examine needs across the year and turn useful ideas into carefully planned services.

I have included 3 practical documents: 1 each for career preparation, community upliftment and business development. Use the worked examples to plan your next action. Thank you for reading.

Warm regards,

The Editor | Sport's Hidden Heroes

FREE BUNDLE EDITION



Your first look beyond the game

BEYOND THE GAME

People make sport happen.

5 educational guides | Career | Community | Business

SPORT'S HIDDEN HEROES
THE PEOPLE WHO MAKE SPORT POSSIBLE.

BEYOND THE GAME

SOCCER

STADIUM ARCHITECT



Design the places where football comes alive.

THE WORK

A stadium architect turns a club's ambitions into inspiring, functional spaces for players, supporters and staff. The work combines creative design, technical drawings and coordination with engineers, contractors and venue operators. Projects may include new stadiums, stand expansions, training facilities or improvements to existing venues.

WHY THIS SPORT NEEDS THIS ROLE

Stadiums are central to the football experience. Good design creates safe, accessible and welcoming environments, shapes the atmosphere, and supports community and commercial goals. Architects help balance supporter needs, sustainability targets, budgets and long-term use, making sure venues work for match days and for the community all year round.

WHAT YOU COULD DO

- Meet with clubs and local communities to understand needs.
- Develop seating layouts, concourses and spectator facilities.
- Create 2D drawings and 3D digital models to test ideas.
- Coordinate with engineers, planners and construction teams.
- Consider accessibility, sustainability, safety and hospitality.
- Review progress on site and help solve design challenges.

KNOWLEDGE & SKILLS

- Spatial thinking and creative design.
- Technical drawing and digital modelling (e.g. BIM software).
- Problem-solving and attention to detail.
- Understanding building regulations, safety and sustainability.
- Clear communication and presentation skills.
- Teamwork with a wide range of specialists.
- An interest in how people experience and move around football venues.

EDUCATION & PATHWAY

1. Explore architecture and stadium design.
2. Complete a recognised qualification in architecture.
3. Gain practical experience through placements or internships.
4. Meet local professional requirements (e.g. registration).
5. Build a portfolio with stadium or sport-related projects.

Entry and registration requirements vary by country. Check recognised courses and the relevant professional body before committing to a programme.

WHERE YOU COULD WORK

- Stadium architecture practices.
- Sports facility consultancies.
- Design-and-construction teams.
- Local authorities and public sector.
- Professional football clubs.
- Event and venue management firms.



DIGITAL MODELLING

Create detailed 3D models to test ideas, assess sightlines, seating layouts and circulation, and visualise the match-day experience.



PHYSICAL MODELS

Use scale models to explore design options and show how the stadium fits into its local area and community.



ON SITE

Visit construction sites to check progress, solve challenges and work with contractors, engineers and the project team.



FOR SUPPORTERS

Design spectator areas that are safe, accessible and comfortable, with great views, clear wayfinding and a memorable atmosphere.

IS IT RIGHT FOR YOU?

You may enjoy this career if you like being creative, solving practical problems and working with others. Expect revisions, deadlines and site visits. Stadium commissions are specialised, so broader building design experience can help you develop your career.



YOUR FIRST MOVE

Choose a local stadium or training ground. Sketch an improved entrance or seating area and explain how your idea enhances accessibility, atmosphere and movement. Ask a local architect or club about work experience and start a portfolio showing how you think.

> "Great football happens *on* the pitch, but it needs a *place* designed for people."



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BEYOND THE GAME

BASKETBALL

SPORTS LAWYER

PROTECTING PEOPLE. POWERING THE GAME.



THE WORK

A sports lawyer advises players, clubs, agents and organisations on the legal side of basketball. The work includes negotiating and drafting contracts, advising on transfers, endorsements and image rights, managing disputes and ensuring compliance with league rules and regulations.

WHY THIS SPORT NEEDS THIS ROLE

Basketball is a global sport with complex contracts, international transfers and valuable media and commercial rights. A sports lawyer helps protect the interests of players, clubs and the sport itself, resolves disputes fairly and keeps the game running within the law and its regulations.

WHAT YOU COULD DO

- Draft and negotiate player, coaching and sponsorship contracts.
- Advise on transfers, loans and international regulations.
- Resolve disputes through negotiation, mediation or arbitration.
- Ensure compliance with league rules, governance and anti-doping.
- Support commercial deals and new business opportunities.

KNOWLEDGE & SKILLS

- Strong understanding of sports law, contract law and regulations.
- Excellent communication, negotiation and problem-solving skills.
- Attention to detail and good judgement.
- Understanding of the basketball industry and its key organisations.
- Professional integrity, resilience and the ability to work under pressure.

EDUCATION & PATHWAY

1. Complete secondary education.
2. Study a law degree at university.
3. Gain legal practice experience.
4. Develop sports law specialisation and networks.
5. Build a career in a relevant role in basketball or sport.

Entry and registration requirements vary by country. Check recognised courses and the relevant professional body before committing to a programme.

WHERE YOU COULD WORK

- Basketball clubs and franchises
- Player representation agencies
- National and international federations
- Sports law firms or general law firms
- Sports organisations and event owners
- Government and regulatory bodies
- Commercial and media rights companies



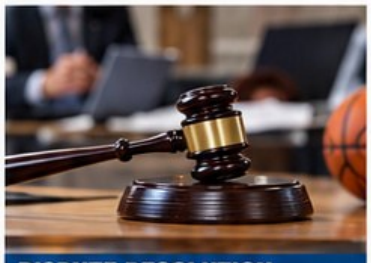
CONTRACT NEGOTIATION

Help draft and negotiate player, coaching and sponsorship contracts that protect your client's interests and create fair agreements.



TRANSFERS & COMPLIANCE

Advise on transfers, international regulations and league rules to ensure deals are completed legally and smoothly.



DISPUTE RESOLUTION

Represent clients in disputes, using negotiation, mediation or arbitration to reach fair outcomes and protect the integrity of the game.



COMMERCIAL OPPORTUNITIES

Support media rights, sponsorship and new business deals that help grow basketball at local, national and global levels.

IS IT RIGHT FOR YOU?

You may enjoy this career if you are curious, analytical and enjoy solving complex problems. You like working with people, have strong communication skills and an interest in law and sport. Expect demanding deadlines, attention to detail and a fast-moving environment, but also the chance to make a real difference in a global sport.



YOUR FIRST MOVE

Find out more about sports law and the basketball industry. Explore relevant law degrees, attend industry events, seek work experience or internships and connect with professionals. Build your knowledge of the game and start developing the skills and networks that can help you take your first step into a career as a sports lawyer.

> "A stronger game is built on fair play."

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THE PEOPLE WHO MAKE SPORT POSSIBLE.

BEYOND THE GAME

RUGBY

TEAM DOCTOR

KEEPING PLAYERS HEALTHY. POWERING PERFORMANCE.



THE WORK

A team doctor looks after the health and wellbeing of rugby players. The work includes injury assessment and treatment, illness management, medical screening, concussion care and guiding safe return to play. Team doctors also plan injury prevention, advise on training loads and support players' long-term physical and mental health.

WHY THIS SPORT NEEDS THIS ROLE

Rugby is a high-intensity, collision sport with a significant risk of injury. A team doctor brings specialist medical knowledge to keep players safe, manage injuries effectively and support peak performance. Their expertise helps protect players' short and long-term health, ensures safe return to play and contributes to a sustainable, high-performing team environment.

WHAT YOU COULD DO

- Assess and treat injuries and illnesses on and off the field.
- Manage concussion and follow return-to-play protocols.
- Work with physiotherapists, strength and conditioning staff and coaches.
- Plan injury prevention and player welfare programmes.
- Keep medical records and ensure anti-doping compliance.
- Provide emergency care during training and matches.

KNOWLEDGE & SKILLS

- Clinical judgement and sports medicine.
- Injury, emergency and concussion care.
- Communication and medical teamwork.
- Rugby demands and calm decisions.

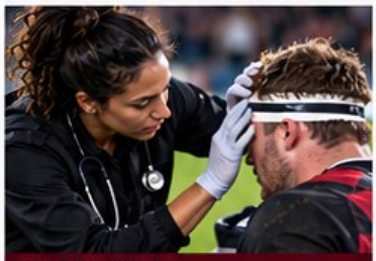
EDUCATION & PATHWAY

1. Complete secondary education
2. Study medicine and qualify as a doctor
3. Gain clinical experience and consider sports medicine training
4. Build experience in sport through placements or volunteering
5. Develop a specialist portfolio and apply for team doctor roles

Pathways can vary by country. Check local medical registration, specialist training and professional body requirements.

WHERE YOU COULD WORK

- Professional rugby clubs (men's and women's)
- National representative teams
- Sports medicine and rehab centres
- Schools, colleges and universities
- Community and amateur clubs
- Major events and tournaments



ON THE PITCH

Provide pitch-side medical care during training and matches, including injury assessment, first aid and concussion checks.



INJURY MANAGEMENT

Use medical assessment, imaging and evidence-based treatment plans to support recovery and safe return to play.



PREVENTION AND PERFORMANCE

Work with the wider team to develop injury prevention strategies, monitor player health and support long-term wellbeing.



PLAYER SUPPORT

Provide ongoing medical advice, manage illness and support players' physical and mental health throughout the season.

IS IT RIGHT FOR YOU?

You may enjoy this career if you are interested in medicine, sport and helping people. You should be a good communicator, calm under pressure and comfortable working as part of a team. The role can be demanding, with long hours and travel, but it offers a rewarding opportunity to make a real difference in rugby.



YOUR FIRST MOVE

Find out about the medical training pathway in your country, including how to become a doctor and options for sports medicine. Gain experience through school or university rugby, volunteering or work shadowing. Speak to healthcare professionaly working in sport and start building relevant skills and experience.

> "Every great team needs people who keep the game going."

SPORT'S HIDDEN HEROES
THE PEOPLE WHO MAKE SPORT POSSIBLE.

BEYOND THE GAME



MOTORSPORT

AERODYNAMICIST

Shaping the air. Driving performance.

THE WORK

An aerodynamicist designs and analyses the shapes that control airflow around a race car. The work combines fluid dynamics, data analysis and creative problem-solving to improve speed, stability and tire performance. It involves using computer simulations, wind-tunnel testing and track data to develop and refine aerodynamic components such as wings, underbodies and cooling systems.

WHY THIS SPORT NEEDS THIS ROLE

In motorsport, small gains make big differences. Efficient aerodynamics increases downforce, reduces drag and keeps the car stable, helping drivers go faster and race more consistently. The role is essential for turning rules and objectives into real on-track performance, while balancing reliability, safety, fuel efficiency and the constraints of the technical regulations.

WHAT YOU COULD DO

- Use computer simulations (CFD) to model and analyse airflow.
- Design and test aerodynamic components and concepts.
- Analyse wind-tunnel and track data to validate ideas.
- Work with engineers and drivers to solve performance challenges.
- Iterate designs based on data, rules and manufacturing constraints.
- Present findings and recommendations to the team.

KNOWLEDGE & SKILLS

- Strong understanding of fluid dynamics and aerodynamics.
- Data analysis and technical modelling skills (e.g. CFD).
- Proficiency with CAD software and data analysis tools.
- Problem-solving, creativity and attention to detail.
- Clear communication and teamwork.
- Awareness of motorsport regulations and sustainable design considerations.

EDUCATION & PATHWAY

1. Explore STEM subjects
2. Complete a relevant degree
3. Gain practical experience
4. Build specialist skills
5. Progress to motorsport roles

Entry and registration requirements vary by country. Check recognised courses and the relevant professional body before committing to a programme.

WHERE YOU COULD WORK

- Formula 1 and other racing teams
- Motorsport research and development organisations
- High-performance engineering firms
- Vehicle manufacturers and suppliers
- Universities and research institutions



COMPUTER SIMULATION

Create detailed CFD models to predict how air flows around the car and test design ideas before physical prototypes are built.



WIND-TUNNEL TESTING

Validate and refine designs using scale models in a wind tunnel to measure forces and understand airflow behaviour.



TRACK ANALYSIS

Analyse on-track data to see how aerodynamic performance changes in real conditions and identify further improvements.



DESIGN & DEVELOPMENT

Develop and refine aerodynamic components, balancing performance, reliability, weight and the technical regulations.

IS IT RIGHT FOR YOU?

You may enjoy this career if you like mathematics and science, are curious about how things work and enjoy solving complex problems. It suits people who are analytical, creative and resilient, and who enjoy working in a fast-paced, collaborative environment where every detail can make a difference.



YOUR FIRST MOVE

Explore aerodynamics through school or university projects, online courses and motorsport content. Build skills in maths, physics and CAD or simulation software. Look for work experience, placements or student competitions such as Formula Student to gain practical experience and start building your portfolio.

> "Small changes in the airflow can make a big difference on track."

FIND YOUR PLACE

Discover Where You Fit in Sport

PART 01

Introduction: Your place beyond the game

You do not have to score the winning goal to make a meaningful contribution to sport. Behind a match are people who organise schedules, maintain equipment, analyse information, design spaces and support communities. The useful starting question is: which of these problems would I enjoy learning to solve?

Your ten-part journey

Read in sequence; every part produces something you can keep.

1 BEGIN Your question	2 REFLECT Your evidence	3 EXPLORE The work	4 SHORTLIST Three options	5 INVESTIGATE Daily reality
6 COMPARE Learning routes	7 MAKE A work sample	8 CONNECT Useful people	9 DECIDE A next step	10 ACT Your 90-day plan

This ten-part series helps you build an informed direction rather than choose a job from its title alone. Each page adds something to a personal career notebook: observations, a shortlist, a learning comparison, a work sample or a next-step plan. You can complete the activities independently, with a teacher or alongside a career adviser.

What finding your place means

A promising direction connects work you care about, skills you can develop and a realistic way to enter. Enjoying a sporting code is a useful spark, but it does not tell you whether you will enjoy its daily administration, technical work or service demands. Look at tasks, working conditions and the people who rely on the work.

Build your evidence notebook

Create five headings: About me; Roles to investigate; Learning routes; Evidence of my work; Next actions. Date every entry. Keep a separate list of questions you cannot yet answer. A conversation, a short project and a verified course requirement are stronger evidence than an attractive job title or an assumption about how the industry works.

LERATO'S NOTEBOOK / FICTIONAL EXAMPLE

Lerato, a fictional career explorer, loves football but does not want to play professionally. She enjoys organising school projects and checking figures. Her starting idea is not "I must work for a famous club." It is "I want to investigate work that combines sport, organisation and information."

YOUR NEXT MOVE

Write a starting statement: "I am curious about ___ because ___. I already have evidence of ___. Before choosing a route, I need to find out ___." Keep the statement; you will rewrite it in Part 10.

You need a useful question and a way to investigate it. You do not need a final career answer today.

NEXT: Notice what energises you and collect evidence of your strengths.

EVERY CHILD DESERVES
A PLACE TO START

PART 01

Introduction: A place before a podium

A child arrives at a sports session and pauses at the edge. Other children seem to know the rules, the adults and one another. Whether that child takes a first step into the group may depend on something simple: a welcome, a clear explanation and permission to begin without already being good.

Ten parts of a better beginning

A connected planning journey; complete the readiness checks before delivering activities.

1 BEGIN A starting promise	2 LISTEN Children and families	3 REMOVE Practical barriers	4 INCLUDE Different needs	5 PROTECT Trust and safeguards
6 WELCOME The first session	7 LEARN Personal progress	8 COORDINATE Adult responsibilities	9 REVIEW Ongoing participation	10 SUSTAIN A community plan

This series is for clubs, schools, families and community groups that want to create a better starting experience. Across ten connected parts, it moves from listening and removing barriers to a welcoming first session, supported progress and a practical action plan. The aim is meaningful participation, not a promise that every child will become a competitive athlete.

Begin with the child's experience

A place to start includes more than a space on a registration form. Can a child understand what will happen, ask for help, make mistakes and choose a manageable way to join in? Treat these questions as part of programme design. A talented child and a hesitant beginner both deserve respectful treatment. Participation should not depend on looking confident on arrival.

Make the promise practical

Write a short starting promise: we will explain, listen, include and respond to concerns. Give each commitment an adult owner. Decide who welcomes new families, who plans activities and who handles safeguarding. Start at a scale your people and resources can support. An ambitious invitation means little if the group cannot provide the experience it describes.

SAM & NALEDI / FICTIONAL EXAMPLE

Sam and caregiver Naledi are fictional characters used throughout the series. Sam wants to try community sport but worries about being the least experienced child. Naledi needs clear information about costs, timing and supervision. Their questions help show how a welcome can become a workable plan.

PUT IT INTO PRACTICE

Open a community starting notebook. Record who you hope to welcome, what is already available and three questions you need to answer. Write one sentence beginning: "A child joining us for the first time should be able to ___."

Every child's starting point is different. A good programme makes room to begin, learn and ask for help.

NEXT: Listen to children and families before deciding what they need.

BEYOND MATCH DAY

Build a Business That Earns Year-Round

PART 01

Introduction: Build beyond the busy weekend

The crowd goes home, the tournament ends and the phone becomes quiet. For a small business serving sport, the important question is what happens next. A busy match day can bring useful sales, but it does not automatically create a dependable business through the quieter weeks that follow.

Your ten-part business-building journey

Each part creates a useful planning output. Test the assumptions before committing money or capacity.

1 BEGIN Beyond match day	2 MAP The buying calendar	3 DISCOVER Recurring problems	4 PACKAGE A bounded offer	5 PRICE Costs and contribution
6 FORECAST Cash timing	7 SELL A repeatable pipeline	8 DELIVER Reliable capacity	9 MEASURE Useful business results	10 PLAN Your next 90 days

This ten-part series helps you investigate demand across the year, shape useful offers, understand costs and plan delivery. Year-round earnings are an aim to test, not a guarantee. A business may remain seasonal; the goal is to make informed choices about customers, capacity and cash rather than rely on another busy weekend appearing.

Start with the work customers need

Look beyond the event itself. Clubs may need schedules, equipment records, sponsor materials, administration or preparation before a season begins. Different businesses will have different opportunities. Choose work you can competently provide and verify that someone has the authority, budget and reason to buy it. A useful activity is not yet a viable offer until a customer values it enough to pay.

Build a working business notebook

Create five sections: demand calendar; customers and problems; offers and prices; cash and delivery; results and next actions. Keep evidence separate from assumptions. Record dates, customer conversations, actual costs and agreed orders. The series follows a fictional provider, Thando, to show how small decisions connect. Their example is a planning exercise, not a prediction of your sales or earnings.

THANDO'S BUSINESS / FICTIONAL EXAMPLE

Thando creates fixture graphics and communication materials for local clubs. Tournament work is busy, but requests fall afterwards. Rather than buying more equipment immediately, Thando decides to investigate what existing clients need before, during and between competitions. The first task is to understand the calendar.

PUT IT INTO PRACTICE

Write a starting statement: "We help ___ complete ___, and they currently buy when ___." Add your busiest period, your quietest period and one question about demand outside match day. Keep this statement for review in Part 10.

A year-round business begins with verified customer needs across the calendar, not with a promise of constant sales.

NEXT: Map the buying calendar and find where the quiet periods actually occur.

CONTENTS | PRACTICAL DOCUMENTS

FREE | 3 DOCUMENTS | 1 PER CATEGORY

Click a document to open its pages. Print or annotate the worksheets.

CAREER PREPARATION

C01 My Interests, Strengths & Skills Worksheet **12**

COMMUNITY UPLIFTMENT

U01 Community Needs & Listening Survey **16**

BUSINESS DEVELOPMENT

B01 One-Page Sport Business Plan **20**

PRACTICAL TOOLKIT / C01

My Interests, Strengths & Skills Worksheet

Explore the activities you enjoy, the abilities you can demonstrate and the working conditions that suit you. Use evidence rather than assuming that enjoying a sport means enjoying every job within it.

What you will complete

A shortlist of two roles to investigate, one skill to develop and a dated next action.

How to use this document

1. Describe three real activities you enjoyed. State what you actually did, rather than writing only a personality label.

2. Identify skills shown by those activities and record evidence. Ask someone who observed the work for specific feedback.

3. Compare your preferences with two possible roles. Treat the result as a starting hypothesis, then test it through research or an appropriate experience.

Ready-to-use check

[ ] Each strength is supported by an example.

[ ] My shortlist includes questions I have not yet answered.

[ ] I have chosen one manageable next action.

Original educational planning aid. All sample names, organisations and figures are fictional. Blank pages are printable write-in templates; no automatic calculations or form fields are included.

Further reading - consulted 15 October 2026

CareerOneStop - Resume Guide

CareerOneStop - Portfolios

WORKED EXAMPLE / FICTIONAL

My Interests, Strengths & Skills Worksheet

Activity I enjoyed	Evidence of a skill	Possible connection
Designing a school fixture poster	Produced two layouts and revised one after feedback	Sport graphic design
Helping organise a school tournament	Prepared a fixture list and checked results	Event administration
Drawing a practice pitch layout	Explained scale and sight lines to a teacher	Venue design research

Fictional learner: Naledi

I prefer visual problem-solving and a mix of individual work and team feedback. I enjoy planning more than presenting to a large crowd.

Question	Completed response
Roles to investigate	Stadium architect; sport graphic designer
Evidence still needed	What a typical working week involves and which qualifications are relevant
Next skill	Create a labelled venue-layout sketch and request feedback
Next action	Arrange one supervised career conversation within 14 days

YOUR WRITE-IN TEMPLATE

My Interests, Strengths & Skills Worksheet

Template sheet 1 of 2 | Name / project: _____ Date: _____

Activities I enjoy - give three real examples

Skills demonstrated and evidence for each

Working conditions I prefer; tasks I would rather avoid

YOUR WRITE-IN TEMPLATE

My Interests, Strengths & Skills Worksheet

Template sheet 2 of 2 | Name / project: _____ Date: _____

Role to investigate	Why it may fit	Question to test

One skill I will develop and how I will practise

Person who can give me feedback and permission to contact them

My next action, deadline and review date

PRACTICAL TOOLKIT / U01

Community Needs & Listening Survey

Listen to residents before designing a sport activity. Identify what people want, what makes participation difficult and which ideas need further consultation.

What you will complete

A short needs summary, a clear priority and a commitment to report back to the community.

How to use this document

1. Explain the purpose, make participation voluntary and ask only for information you actually need. Do not collect sensitive personal details on this worksheet.

2. Use a mix of short choice questions and open questions. Ask who may be missing from the responses.

3. Summarise themes without identifying respondents. Share the findings and check that the proposed response reflects what people said.

Ready-to-use check

[ ] Participation is voluntary.

[ ] Counts and limitations are reported honestly.

[ ] People will hear what happened to their feedback.

Original educational planning aid. All sample names, organisations and figures are fictional. Blank pages are printable write-in templates; no automatic calculations or form fields are included.

Further reading - consulted 15 October 2026

UNICEF - Community engagement standards

UNICEF - Developing a safeguarding plan

WORKED EXAMPLE / FICTIONAL

Community Needs & Listening Survey

Fictional listening exercise

Riverside Saturday Sport received 28 household responses. People could select more than one barrier, so counts below must not be added to calculate a number of households.

Question / theme	Illustrative finding	Planning response
What prevents attendance?	18 mentioned transport; 12 cost; 8 session times	Investigate a nearby venue and transport options
Which activities are wanted?	Requests included football skills and mixed movement games	Discuss a balanced six-session pilot
What would make the first visit easier?	Clear directions and a named welcome person	Create simple directions and a welcome role

Who is still missing?

The organisers have not yet heard from some caregivers with irregular working hours or families needing accessible facilities. They will consult these groups before finalising the pilot.

YOUR WRITE-IN TEMPLATE

Community Needs & Listening Survey

Template sheet 1 of 2 | Name / project: _____ Date: _____

Purpose; area; organiser; how findings will be used

Suggested introduction

We are exploring local sport activities. Taking part is voluntary. Please do not include private medical, financial or safeguarding information. You may skip any question.

1. Which activities would you like locally?

2. What makes joining difficult - location, cost, timing or something else?

3. What would help you feel welcome and able to participate?

4. Which days / times could work, and what have we missed?

YOUR WRITE-IN TEMPLATE

Community Needs & Listening Survey

Template sheet 2 of 2 | Name / project: _____ Date: _____

Theme	Number mentioning it	Possible response

Whose views are missing and how we will hear them

Priority to test; what we will report back; by when

How anonymous responses will be stored and disposed of

PRACTICAL TOOLKIT / B01

One-Page Sport Business Plan

Put a business idea on one page so that you can test its customer, offer and practical assumptions before committing substantial resources.

What you will complete

A clear business hypothesis and one low-cost test with a decision date.

How to use this document

1. Describe a specific customer and the problem you think they experience. Separate what you know from what you assume.
2. Outline the offer, delivery resources, costs and possible income. Identify what must be checked locally.
3. Choose a small test and decide what evidence would justify changing, continuing or stopping the idea.

Ready-to-use check

[ ] The customer and problem are specific.

[ ] Assumptions are not presented as facts.

[ ] A low-cost test comes before major spending.

Original educational planning aid. All sample names, organisations and figures are fictional. Blank pages are printable write-in templates; no automatic calculations or form fields are included. Verify local tax, accounting and commercial requirements before use; this is not personalised financial or legal advice.

Further reading - consulted 15 October 2026

US Small Business Administration - Plan your business

US Small Business Administration - Manage your business

WORKED EXAMPLE / FICTIONAL

One-Page Sport Business Plan

Planning block	Fictional example: Touchline Kit Printing
Customer / need	Local community clubs that need small batches of clearly labelled training bibs
Offer	Simple approved-name printing on suitable bibs, with agreed quantities and lead times
Value to test	Convenient small orders and clear communication
Sales route	Direct conversations with club administrators; sample quotation
Resources	Suitable equipment, materials, workspace, skills and supplier arrangements
Income / costs	Income per completed order; material, labour, delivery and monthly operating costs
Key assumptions	Clubs need the service; they accept the tested price; delivery can be reliable
First test	Interview five club decision-makers before buying equipment

Decision rule

Continue to a small, costed pilot only if conversations reveal a recurring problem and a feasible way to serve it. Interest is not a confirmed order.

YOUR WRITE-IN TEMPLATE

One-Page Sport Business Plan

Template sheet 1 of 1 | Name / project: _____ Date: _____

Business idea; owner; date; currency where relevant

Planning block	My notes / evidence
Customer and problem	
Evidence collected / assumption to test	
Offer and value to the customer	
Sales and customer contact channels	
Resources, partners and delivery	
Main costs and possible income	
Key risks / local requirements to verify	
Small test, cost limit and success measure	
Decision date; continue / change / stop	

SPORT'S HIDDEN HEROES

THE PEOPLE WHO MAKE SPORT POSSIBLE.



FIND YOUR PLACE BEYOND THE GAME

FREE SAMPLE BUNDLE

YOUR FIRST LOOK BEHIND SPORT

4 profession previews

Stadium Architect • Sports Lawyer
Team Doctor • Aerodynamicist

5 introductory guides

- Career: Find Your Place — Introduction
- Community: A Place to Start — Introduction
- Business: Beyond Match Day — Introduction

3 PRACTICAL DOCUMENTS

Career preparation • Community upliftment • Business development



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THE PEOPLE WHO MAKE SPORT POSSIBLE