



“Are you onside?”

**Evaluation of Bystander Intervention training delivery to
community sports organisations across Merseyside: 2023-25**

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About HEG and Healthy Stadia

- Health Equalities Group (HEG) is a public health charity working to improve the wellbeing of communities across the UK. We're an independent voice for preventative public health in the North-West and beyond.
- We believe everyone deserves to live a long, healthy and happy life. But right now, not everyone gets that opportunity. That's why we work with local authorities, charities, the NHS and central government to help improve the conditions that hold back so many of our communities.
- Healthy Stadia is a programme of work delivered by HEG, that takes a settings-based approach to public health using the unique reach and cultural resonance of sport to promote public health and reduce health inequalities.



Context and rationale

- **Sport as a gendered institution and a site of risk:** Sport remains an unequal environment where men dominate leadership and decision-making. Women and girls still face barriers to full participation, and harmful behaviours like sexism or exclusion are often ignored or accepted. This affects not just fairness, but safety, mental wellbeing, and access to physical activity; core public health concerns.
- **Understanding the cultural reproduction of inequality:** Sport often promotes values like toughness, loyalty, and hierarchy, which can make it hard for people to speak out against sexist behaviour. These cultural norms are deeply embedded and passed on over time, making change difficult unless both people and institutions are supported to challenge them.
- **The case for bystander intervention as a form of primary prevention:** Bystander training helps people recognise and safely challenge harmful behaviour before it escalates. It builds confidence and shows that speaking up is both possible and supported. By shifting group norms, it creates safer, more respectful environments.
- **Evidence base and adaptation to sports settings:** Bystander programmes work well in schools, universities, and the military, and early trials in sport show similar promise. Programmes like “*Are you onside?*” have shown that training tailored for coaches and local sports settings can be effective and well received. With the right design, these can be scaled up.
- **Public health relevance of intervening in sport:** Sport is often seen as positive, but many young people experience harm while participating. A UK study found that most had faced psychological abuse in sport as children. Intervening early helps prevent this harm and encourages lifelong participation in safe, supportive environments.
- **Complementing safeguarding with cultural change:** Safeguarding policies are vital, but they’re not enough on their own. Bystander training goes further by changing the culture, making it clear that harmful behaviour isn’t tolerated, and that everyone has a role in prevention. This creates a safer, more inclusive space for everyone involved in sport.

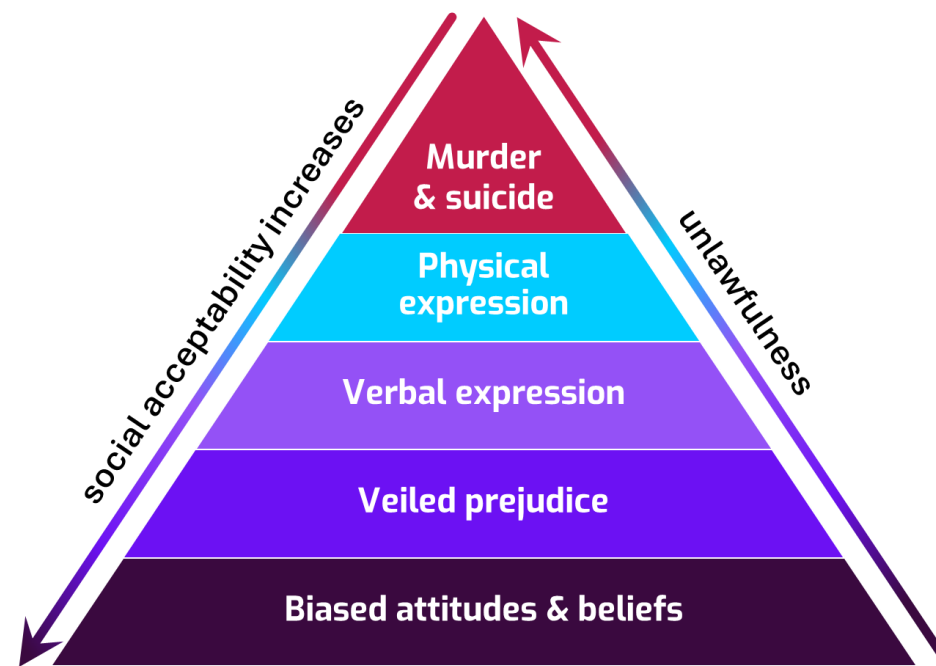


Pyramid of harms

The **Pyramid of Harms** illustrates how everyday sexism in sport can escalate if unchallenged. At its base lie **biased attitudes and beliefs**, normalised views that underpin a culture where women and girls are marginalised, excluded, or undervalued. These manifest in **veiled prejudice** (e.g. microaggressions or subtle exclusion) and **verbal expression** (such as sexist jokes or harassment), which are often tolerated within male-dominated environments shaped by hegemonic masculinity.

Unchecked, these behaviours can escalate to **physical expression** – coercion, abuse, or violence – and ultimately, in the most extreme cases, to **murder and suicide**. This trajectory reflects how structural and cultural inequalities in sport reinforce harm over time.

Interventions like “*Are you onside?*” aim to interrupt this progression early. By equipping coaches and staff with the skills and confidence to challenge harmful norms and behaviours, bystander training helps foster safer, more equitable environments. It complements safeguarding by addressing not only incidents of harm, but also the cultural conditions that allow them to develop.



Programme development

“Are you onside?” was commissioned by the Merseyside Violence Reduction Partnership to prevent violence against women and girls (VAWG) through bystander training in community sport settings across Merseyside. The programme adapted content from the evidence-based “Football Onside” model, updated by Health Equalities Group in collaboration with Kindling Interventions and NWG Network.

- **Engagement and delivery:** Thirteen organisations took part over three years, including football foundations, leisure services, and universities. Training was delivered in small groups to coaches, safeguarding leads, and other frontline staff, using either two or three in-person workshop sessions.
- **Tailored content:** Sessions focused on understanding VAWG in sport, challenging harmful myths, and building practical intervention skills. Training was designed to reflect local needs and existing safeguarding practice.

Aims and objectives

1. To deliver a sector-specific, evidence-informed bystander intervention programme to community sports organisations, supporting staff and volunteers to recognise, challenge, and prevent harmful behaviours.
2. To strengthen the knowledge, skills, and confidence of coaches, safeguarding leads, and other key stakeholders to intervene safely and effectively in situations involving sexism, misogyny, and the risk of violence against women and girls (VAWG).
3. To evaluate the immediate and short-term impacts of the programme through a mixed-methods approach, capturing changes in attitudes, confidence, perceived norms, and organisational readiness to support active bystander behaviours.
4. To contribute to the primary prevention of VAWG in community sport by supporting cultural change through shared accountability, gender equity, and inclusive norms.
5. To generate learning on the implementation of bystander training in sport, including how organisational size, leadership engagement, and hierarchical complexity influence the sustainability and scalability of cultural change.



Programme structure

Session 1: Introducing the bystander

Focuses on understanding the need for bystander action in sport and recognising how gendered harm manifests. Participants explore barriers to intervention, including the bystander effect, and co-create a safe space for learning.

Outcomes: Greater awareness of harmful behaviours, passive complicity, and the social roots of inequality in sport.

Session 2: Understanding VAWG

Deepens knowledge of VAWG, including harassment, assault, and grooming. Challenges rape myths and examines the impact of inaction on victims and communities.

Outcomes: Improved recognition of harm, reduced acceptance of myths, and greater empathy for survivors.

Session 3: Intervening with confidence

Equips participants with practical strategies for safe, effective intervention. Emphasises tailoring actions to context and rehearses real-life scenarios.

Outcomes: Increased confidence and readiness to intervene, with a flexible toolkit of response options.



Organisational reach

The programme was delivered to 13 community sport organisations across Merseyside, spanning local authorities, football foundations, universities, and multi-sport partnerships. These organisations were selected based on their geographical location (Liverpool City Region) and their role in delivering sport, physical activity, health, education, or employability programmes.

Organisations receiving training included:

- Liverpool County Football Association
- Tranmere Rovers in the Community
- Everton in the Community
- LFC Foundation
- MSP (Merseyside Sports Partnership)
- Cheshire Football Association
- Liverpool John Moores University (Level 5 Sports Coaching students)
- St Helens Council Sports Development Team
- Liverpool School Sports Partnership

In addition, 10 further organisations were engaged in discussions but were unable to proceed to delivery due to staffing and scheduling constraints, highlighting ongoing capacity barriers across the sector.

Partners



Evaluation design and methods

Evaluation design

A mixed-methods, pre-post evaluation was conducted to assess the impact of the “Are you onside?” bystander intervention programme across 13 community sport organisations in Merseyside (2023–2025). The approach integrated quantitative surveys and qualitative feedback to capture both individual-level change and broader cultural dynamics. The evaluation was informed by established bystander models and adapted to reflect real-world constraints in community sport.

Participants

The programme reached 245 individuals, with 73 completing both pre- and post-training surveys. Participants represented a wide age range (18–65+), with the majority in frontline roles such as coaches and safeguarding leads. Diversity across roles and organisations enhanced the ecological validity of findings.

Quantitative methods

A 17-item Likert-scale survey was developed, aligned with four psychosocial domains underpinning bystander readiness:

- Beliefs and responsibility
- Importance of action
- Peer norms (what others do)
- Peer approval (what others think)

The quantitative analysis combined domain-level psychometric testing, statistical pre-post comparisons, and subgroup analysis by sex. Results are presented as pre- and post-intervention means, effect sizes, and reliability for each domain, with additional breakdowns showing the percentage of participants who improved, remained unchanged, or worsened.

Qualitative methods

Two qualitative strands were employed:

- Open-ended survey responses (thematic analysis per Braun & Clarke) revealed increased insight, lingering uncertainty around organisational support, and tension between optimism and institutional silence.
- A focus group with Everton in the Community staff explored how training influenced behaviour and highlighted structural barriers to sustained change, including lack of leadership engagement and continued gendered dynamics.



Participant summary

Total trained:

245 individuals across 19 sessions and 13 community sport organisations.

Evaluation sample:

73 participants (58 male, 15 female) completed both pre- and post-training surveys and were included in the analysis.

Age profile:

Participants ranged from 21 to 70 years, with an average age of 36.3 and a median age of 39.5.

Roles held:

Majority were in frontline delivery roles, including:

- Grassroots and community coaches
- Safeguarding and welfare officers
- Development and inclusion leads
- Youth mentors
- Health managers
- Volunteer coordinators

Delivery of training

Year 1 (pilot)

October 2022 – March 2023

- Liverpool County Football Association

Year 2

April 2023 – March 2024

- Tranmere Rovers in the Community
- Everton in the Community
- LFC Foundation
- MSP (Active Partnership for Merseyside)

Year 3

April 2024 – March 2025

- Cheshire FA
- Liverpool School Sports Partnership
- LJMU Level 5 Sports Coaching students
- St Helens Leisure Services
- Open programmes



Quantitative analysis

Table 1 synthesises the psychometric reliability of the five domain scales alongside central tendency measures, statistical significance testing results, calculated effect sizes, and the distributions of individual-level change. Each of the five domains demonstrated statistically significant differences between pre- and post-intervention scores, reflecting measurable shifts in participant perspectives. The Cronbach's alpha coefficients for these domains ranged from modest to strong, indicating generally acceptable internal consistency across most scales.

Table 1. Psychometric properties, pre-post comparison, and participant-level change across intervention domains

Domain	No. of items	Cronbach's Alpha	Median pre	Median post	p-value	Effect size (r)	% improved	% unchanged	% worsened
<i>Belief in Importance and Responsibility</i>	4	0.59	3.75	4.25	<0.001	23.64	67.1%	19.2%	13.7%
<i>Confidence and Comfort</i>	2	0.44	3.00	4.00	0.0004	37.63	54.8%	27.4%	17.8%
<i>Norms and Social Support</i>	3	0.73	3.33	3.67	0.0025	56.71	53.4%	19.2%	27.4%
<i>Perceived Approval</i>	3	0.72	4.00	4.67	<0.001	30.14	65.8%	17.8%	16.4%
<i>Motivation and Outcome Expectation</i>	4	0.70	4.00	4.50	<0.001	33.41	64.4%	17.8%	17.8%



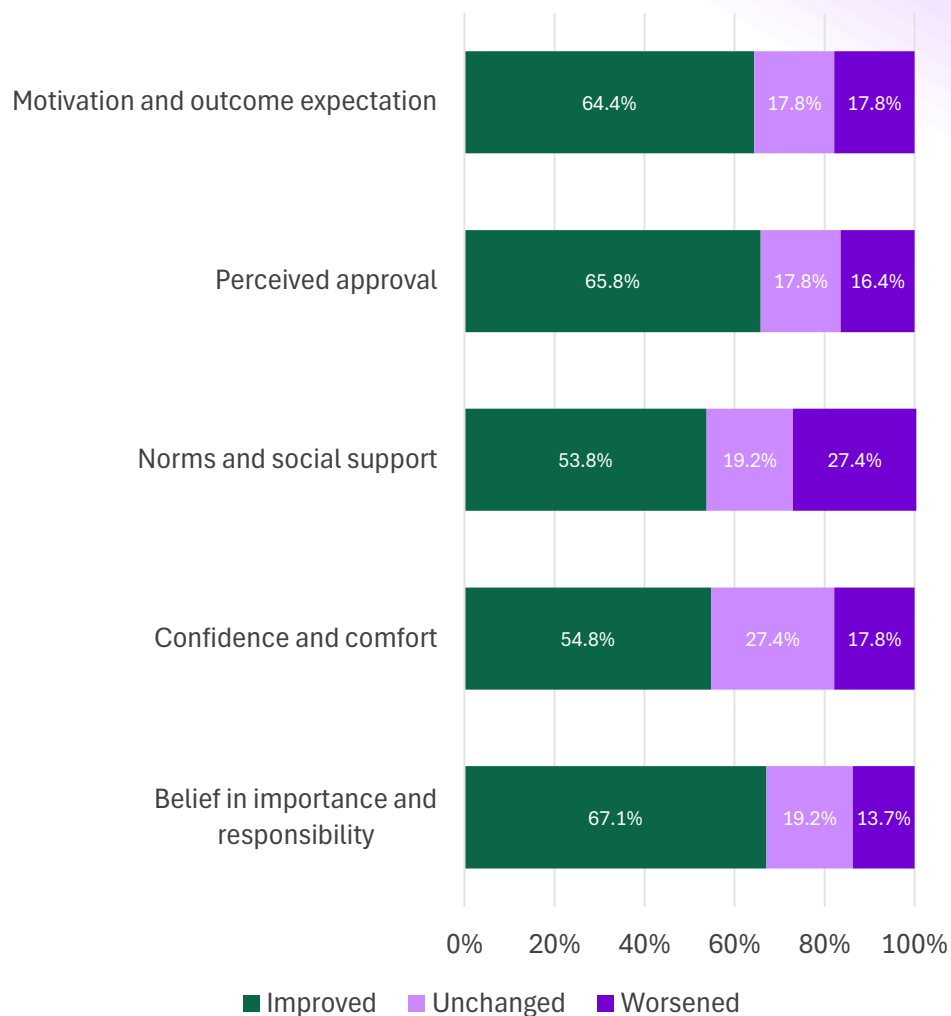
Magnitude and distribution of change

The intervention produced moderate to large effect sizes (ranging from $r = 0.24$ to 0.57) across different domains, indicating both statistical and practical significance. The most notable improvements were in the *Confidence and Comfort* and *Perceived Approval* domains, which are closely linked to self-efficacy and peer support, key components for encouraging active bystander behaviour.

The *Belief in Importance and Responsibility* domain showed a smaller effect size ($r = 0.24$), but 67.1% of participants still reported improvement. This suggests the intervention reinforced already well-supported beliefs. The *Norms and Social Support* domain displayed greater variability, with 53.4% improving and 27.4% declining, potentially reflecting uncertainties about organisational readiness for change.

Overall, the majority of participants showed improvement across most domains, especially in *Responsibility and Importance*, *Motivation and Outcome Expectation*, and *Peer Approval*. However, the diversity in outcomes suggests that tailored approaches may be required. Organisational-level strategies and leadership alignment may be needed to reinforce and sustain individual-level gains.

Figure 1. Participant level change by domain

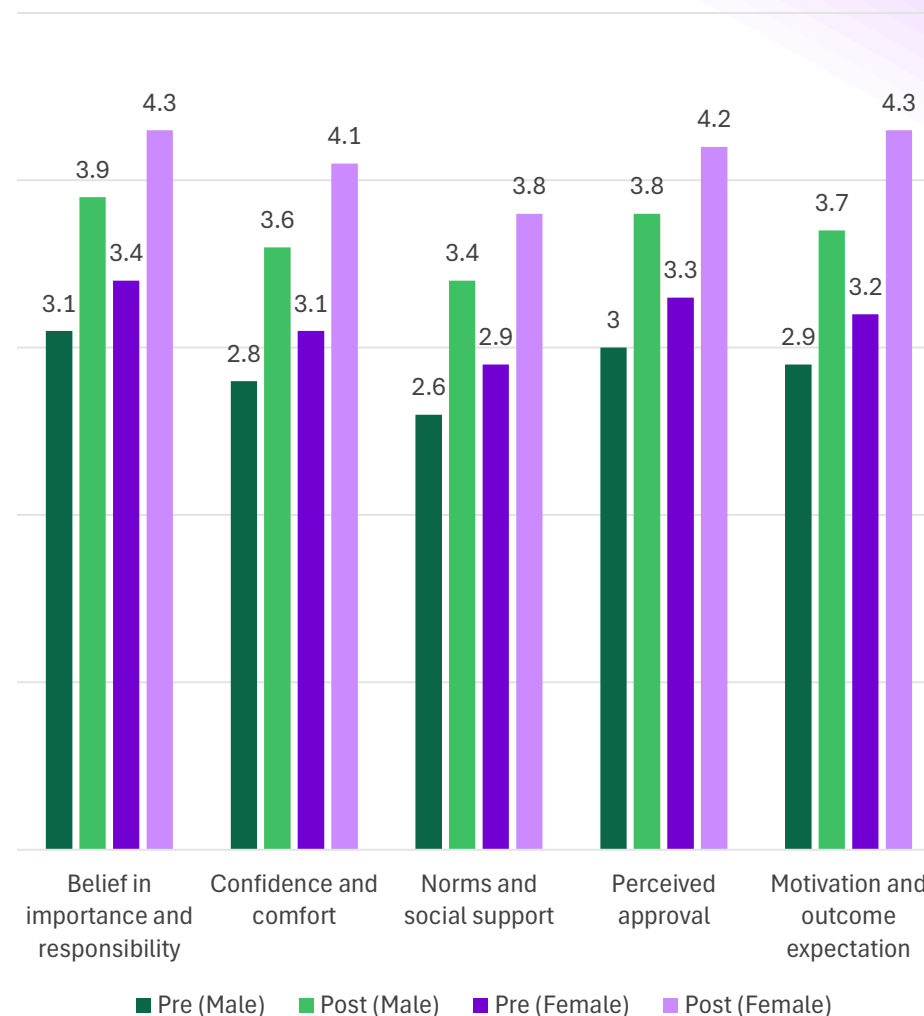


Quantitative analysis

A stratified analysis by sex revealed a statistically significant baseline difference in the *Belief in Importance and Responsibility* domain, with female participants scoring higher than males ($p = 0.009$). This suggests that women initially held stronger values aligned with gender equity and intervention. However, post-intervention scores showed no significant difference between sexes ($p = 0.185$), indicating that male participants experienced a significant attitudinal shift, narrowing the initial gender gap. This highlights the intervention's effectiveness in increasing male engagement and responsibility, a key goal in bystander programmes targeting gendered power dynamics.

No other significant sex-based differences were observed across the remaining domains at either pre- or post-intervention stages. Both men and women demonstrated improvements across all five domains, with comparable effect sizes, suggesting the intervention was broadly inclusive and equally effective across genders. These findings support the intervention's continued application in mixed-gender, sport-based contexts, as it appears to promote shared responsibility and collective efficacy while helping to address gender-based attitudinal disparities.

Figure 2. Mean pre- and post-training domain scores by sex



Thematic analysis of open-ended survey feedback

Alongside the statistical findings, participants were invited to reflect on their experiences of the “Are you onside?” training. Their written feedback offers valuable insight not only into the perceived strengths of the sessions but also into the broader cultural and organisational dynamics that influence how violence against women and girls (VAWG), sexism, and misogyny are understood and addressed within sport.

Overall, participants responded positively to the training, frequently describing it as “really powerful,” “important,” and “enlightening.” As one participant reflected: *“The session was really powerful. I never realised how much sexism goes on under the surface until now.”*

Others emphasised the personal benefits of the training, stating that it provided them with a clearer understanding of how to identify and respond to inappropriate behaviour. One participant shared, *“It gave me a better understanding of how to spot sexism and what I can say in the moment,”* while another commented, *“The examples were really helpful for knowing how to step in safely.”* These responses suggest that the training succeeded in enhancing awareness and equipping staff and volunteers with practical strategies to intervene.

Many participants also reported a greater sense of personal agency and responsibility following the training. One noted, *“I feel more confident in challenging things I might have ignored before,”* and another remarked, *“I feel like I’ve got more tools to deal with it now.”* These reflections indicate that the intervention helped to build confidence and motivation to act, consistent with the programme’s goals of fostering active bystander behaviour.

However, a more critical examination of the feedback reveals underlying institutional challenges. While participants often expressed personal readiness to intervene, few commented directly on how their organisations enable or constrain that capacity. There was a notable absence of references to organisational policies, leadership support, or mechanisms for reporting and addressing harmful behaviours. As one participant insightfully noted: *“It’s good for staff, but we need managers to back us up and make it part of our culture.”*

This suggests that, for many, the responsibility to challenge sexism is viewed as an individual rather than a shared institutional duty.

Moreover, some responses were notably brief or non-committal, using phrases such as “N/A,” “Not really,” or “It was all useful.” While this may reflect overall satisfaction, it could also indicate discomfort with naming challenges or a lack of perceived psychological safety to critique organisational culture. In male-dominated, hierarchical settings such as sport, the perceived risks of speaking out are significant. As one participant observed: *“It’s sometimes hard to speak up in a team, especially when you’re not senior.”*

This highlights the persistent power dynamics and cultures of silence that can inhibit meaningful action, even among those who feel personally prepared to intervene.

While the “Are you onside?” training effectively builds individual awareness and confidence, its impact is limited without broader institutional support. Frontline staff often lack the authority to drive cultural change alone. To bridge the gap between individual preparedness and organisational readiness, senior leaders, such as governing bodies and club executives, must actively commit to sustained change through policy, communication, and accountability.





Safeguarding manager at
Liverpool County Football
Association.



This was the best safeguarding course I've completed... practical, challenging, and directly relevant to grassroots football.

It went beyond policies and procedures, prompting real reflection on attitudes, behaviours, and how we create a safer, more inclusive culture.

The delivery was excellent, and the space for honest discussion made a real difference.

Focus groups insights: Community sports coaches

Feedback from a focus group with staff from Everton in the Community demonstrates that the bystander intervention training catalysed a significant shift in both personal and collective attitudes. Participants described how the programme moved them beyond simple awareness to a deeper, more active self-monitoring of their own language and behaviour; especially in informal, day-to-day interactions such as office conversations or casual exchanges among colleagues. This led many to reconsider the social acceptability of certain types of “banter,” recognising that what might seem harmless within a familiar group can reinforce exclusion or discomfort for others:

“It made me think more about myself before I said something. It might not be offensive to me or my friends, but someone else might hear it and think differently.”

Importantly, the training helped staff feel more equipped and confident to address problematic attitudes, especially with young people who may have internalised misogynistic beliefs due to family context, trauma, or social media influence. Several participants indicated that the programme gave them new language and strategies for intervening without shaming or escalating situations, thus enabling more constructive dialogue and promoting a trauma-informed approach:

“It might have been something I wouldn’t challenge before... but now I’ve got more confidence and a better idea of how to speak to him about it.”

Despite these positive developments, the focus group also surfaced important challenges. Staff, and in particular female practitioners, highlighted the emotional labour involved in consistently modelling respectful behaviour and challenging sexism.

The dual burden of serving as both a role model and a target for gendered hostility underlines the need for formal mechanisms of peer support, supervision, and debrief for those most exposed to these dynamics.

A recurring theme was the persistent normalisation of sexist and misogynistic language compared to racism or homophobia, which are more widely addressed in public discourse and through organisational campaigns. Staff noted that gendered disrespect is still often dismissed as trivial or “just banter,” creating barriers to real progress:

“I still think this [sexism] is the biggest issue... It’s probably more socially acceptable than racism or homophobia at the minute.”

Participants also reflected on the lack of visible, organisation-wide commitment to tackling gender-based discrimination. While individual staff felt empowered by the training, there was a clear call for more sustained, top-down leadership and policy integration. As one participant summarised:

“We need senior managers to take this seriously... make it part of how we do things.”

The focus group highlights the positive impact of the training on individual reflection, confidence, and the willingness to challenge gendered attitudes. However, it also points to the need for ongoing organisational investment, through leadership, policy alignment, and supportive structures, to ensure these personal and cultural shifts are embedded and sustained over time. Addressing the deeper roots of social acceptability for sexism remains a priority, as does supporting staff through the emotional and practical demands of bystander intervention.



Case vignette:

“You’re offside”

*Reframing accountability
through shared language at
Everton in the Community*



In the weeks following the “*Are you onside?*” bystander training, staff at Everton in the Community began using the phrase “offside” as a simple, effective way to challenge inappropriate or harmful language in the workplace.

One participant described how this footballing term, already familiar and culturally embedded among staff and young people, had organically evolved into a tool for informal accountability:

“It’s a proper way to call someone out. I’m the type of person who’d always want to challenge something, but I’ve never known how to go about it. Now I can just say, ‘That’s offside.’”

This approach allows staff to intervene without escalating tension or alienating others, particularly useful in peer groups or informal settings. As another participant reflected:

“You probably won’t have a serious conversation with everyone, but you can say, ‘You’re offside,’ and it works. It’s a call-out without being confrontational.”

Importantly, this use of “*offside*” became a shared shorthand that others in the room could recognise and respond to. It helped to signal boundaries, challenge sexist or inappropriate comments, and open space for reflection, without resorting to formal discipline or shaming. As one participant put it:

“Everyone then is aware that what was said wasn’t okay, even if they weren’t directly involved.”

The phrase operates both as a cultural bridge rooted in the language of sport, and as a practical intervention tool, especially for staff who may otherwise hesitate to speak up. It reduces the emotional and professional risks associated with calling out colleagues, while reinforcing group norms around respect and inclusion, and perhaps group-level reflection on the appropriateness of language and behaviour.

This case reflects a broader principle underpinning effective bystander work: that change is most sustainable when individuals are equipped not only with the *motivation* to intervene, but with the *language and confidence* to do so in their own social context. “*Offside*” has become more than just a word; it is now a symbol of shared responsibility within this community of practice.



Discussion

This discussion integrates quantitative and qualitative findings to assess the impact and implementation of the “*Are you onside?*” bystander intervention within community sport. Grounded in public health and behaviour change theory, the programme is positioned as a catalyst for cultural change and primary prevention, though its effectiveness is shaped by organisational context.

Quantitative data showed significant improvements across all five domains, with the strongest effects in *Confidence and Comfort* ($r = 0.38$) and *Perceived Approval* ($r = 0.30$), indicating increased self-efficacy and peer support. *Belief in Importance and Responsibility* had a smaller effect size ($r = 0.24$), but the highest proportion of reported improvement (67.1%), reflecting reinforcement of already favourable attitudes.

Qualitative feedback echoed these gains. Participants described the training as “eye-opening” and “confidence-boosting,” reporting heightened awareness of sexism and a clearer sense of personal and collective responsibility. Many reflected on their own behaviour and described feeling more equipped to challenge inappropriate conduct and engage constructively with others, including young people.

However, a notable gap emerged between personal readiness and perceived organisational support.

In the *Norms and Social Support* domain, over a quarter of participants reported declines, suggesting that even when individuals feel prepared to intervene, they may lack confidence in their environment’s receptiveness. This was supported by qualitative reflections, which highlighted a lack of leadership, policy clarity, and structural backing.

Participants repeatedly stressed the need for senior leadership to endorse and embed the training’s messages. Without visible support, frontline staff risk feeling isolated or unsupported, particularly in large or complex organisations. Training alone is unlikely to shift culture unless backed by clear policies, ongoing communication, and institutional accountability.

The training appeared particularly effective for male participants, who showed the greatest attitudinal shifts in responsibility and intervention readiness. While this is promising for engaging men as allies, female participants continued to report emotional labour and limited structural support, indicating persistent gendered inequalities.

In summary, “*Are you onside?*” achieved important shifts in confidence, awareness, and intent to act; necessary foundations for cultural change. Yet for these gains to be sustained and translated into practice, they must be supported by strategic organisational commitment, leadership engagement, and system-wide reinforcement.



Recommendations

Integrate bystander training within a whole-organisation strategy:

Training should be complemented by policy review, leadership development, and visible executive support to ensure alignment between individual competencies and institutional expectations.

Engage senior leaders and decision-makers: Secure active participation of executive and board-level staff in training, policy discussions, and ongoing reflective forums to signal sustained commitment and accountability.

Institutionalise support structures: Develop peer support groups, reflective supervision, and clear reporting mechanisms, especially for junior staff or those experiencing heightened risk or emotional burden.

Monitor and review impact over time: Implement follow-up evaluations (surveys, focus groups) to assess the persistence and translation of training outcomes into everyday practice, adapting delivery as needed.

Address gendered and role-based risks: Recognise and mitigate the additional responsibilities and emotional labour borne by female staff and other minoritised groups, ensuring equitable support and clear expectations.

Tailor approaches to organisational context: Adapt implementation strategies according to the size, structure, and readiness of each setting, recognising that larger or more complex organisations may require additional tools and targeted leadership engagement.

Conclusion

In conclusion, the "Are You Onside?" bystander intervention delivered substantial, measurable benefits in both attitudes and perceived norms around challenging sexism and violence against women and girls in sport. The programme catalysed personal and cultural shifts, equipping staff with the confidence, language, and strategies to intervene. However, for these gains to translate into enduring organisational change, training must be embedded within a broader, systemic approach—one that includes visible leadership, supportive infrastructure, and ongoing opportunities for collective reflection. Only through this integrated effort can community sport settings become safer, more inclusive environments for all.



Recommendations

1. **Adopt a whole-organisation approach:** Bystander training should be part of a broader organisational strategy, including policy reform, leadership development, and cultural change. Aligning individual learning with institutional expectations is key to sustainable impact.
2. **Engage senior leadership:** Executives and board members must be visibly committed through tailored training, policy engagement, and active participation. Leadership buy-in is essential for credibility and long-term change.
3. **Establish post-training support:** Structures such as peer learning groups, reflective supervision, and designated champions help embed learning and support staff—especially those in junior or vulnerable positions.
4. **Monitor long-term impact:** Use follow-up surveys, focus groups, and internal reviews to assess if training leads to lasting behavioural change. Insights should inform continuous improvement.
5. **Address gendered and role-based burdens:** Recognise and reduce emotional labour, particularly for women and those in safeguarding roles, through welfare checks, risk assessments, and fair expectations.
6. **Consider organisational size and complexity:** Larger organisations may need additional tools, like accountability structures and leadership pathways, to maintain impact. Tailored approaches may be more effective than one-size-fits-all models.
7. **Use participatory design:** Involve participants in shaping content and delivery to boost relevance, ownership, and inclusivity. Co-design helps surface diverse perspectives and avoid institutional blind spots.

Conclusion

Ultimately, the central role of bystander training in building the cultural scaffolding for violence prevention and gender inclusion in sport is affirmed. Yet this evaluation also calls for greater realism about the limits of individual-level intervention in the absence of structural readiness. To realise its full potential, training must be embedded within an ecosystem that reinforces shared accountability, elevates supportive norms, and addresses the unequal distribution of responsibility across genders and roles. The evidence from this evaluation provides a compelling case for continued investment in bystander programmes but equally makes clear that their success hinges on wider organisational and cultural alignment. Without such alignment, the seeds planted by training may take root, but they may not flourish.

The "*Are you onside?*" programme represents a compelling example of how evidence-based training can positively influence attitudes, motivation, and normative beliefs within community sport. It demonstrates that change is possible, but also that such change is contingent on organisational context. When implemented in isolation, training may raise awareness but fail to shift behaviour; when embedded within a strategic, whole-club approach, it has the potential to catalyse deeper and more durable transformation.

As sport continues to grapple with issues of sexism, violence, and exclusion, interventions like this must be seen not as endpoints but as entry points into broader organisational change. Only through collective, strategic, and sustained effort, anchored in leadership commitment and structural reform, can sport fully realise its potential as a space of safety, equity, and respect for all participants.





“Are you onside?”

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