runningsports

skills and support for sports volunteers

fund-raising, grants and sponsorship

what financial information do I need to know?

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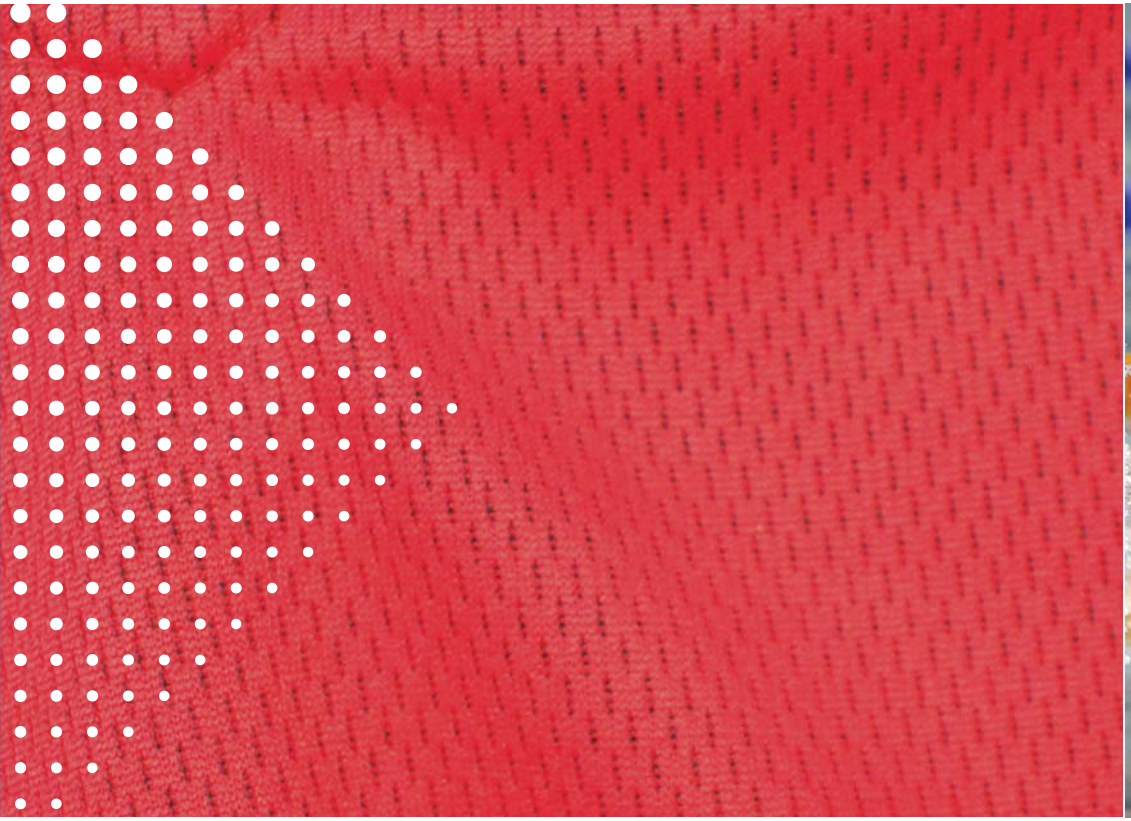

www.runningsports.org

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runningsports
skills and support **for sports volunteers**

what is runningsports?

running**sports** has been designed for volunteers working in sport. Volunteers are defined as individuals responsible for coordinating and managing other volunteers, or for undertaking an administrative role within their sports club or organisation.

running**sports** provides specific skills, resources and support for volunteers in formats that are convenient for them to access, and will help them contribute to their club or organisation, to ensure its future success.

For further information about running**sports** products

visit www.runningsports.org

or call

Tel: 0207-404 2224

Throughout this Quick Guide, reference is made to 'sports clubs'. This term is used to include all sports organisations, such as leagues, county and area associations and other community groups that provide sporting opportunities, whether in an organised setting, or a more informal environment.

how to raise money

Fund-raising is the art of getting money for specific projects or club activities. There are many ways of raising money, including:

- membership subscriptions
- seeking donations
- obtaining grants
- organising fund-raising events
- running lotteries
- obtaining sponsorship.

The fundraiser must know:

- what makes organisations worthy of support
- how to tell people about the value of their cause
- how to identify various people and organisations that might donate to them
- how to reach these potential supporters
- how to get an immediate and helpful response.

raising donations

What is meant by raising donations?

Case study

Your club needs to raise funds for a new clubhouse as part of a facility grant application. One way of trying to involve local people and businesses to support your cause is to raise donations.

To be successful at raising donations, you must:

- have a worthy cause that enables people to understand clearly the benefits a donation will bring to:
  - the community (eg providing sporting and social facilities for local people)
  - the donor (eg recognition that they have contributed to a successful scheme)
- know your potential donors:
  - the captive audience (your club members)
  - those indirectly linked with your club (family and friends)
  - the community (local businesses, local resident groups, schools, local authority, parish or district council)
- set a target you are looking to raise
- set levels for donations (eg £100 to place an advert in the club newsletter, £250 to have your name on a special board in the new clubhouse, £500 to sponsor a brick at the front of the clubhouse, £10,000 for the naming rights of the clubhouse)
- have a team of trained volunteers to help you
- give everyone a clear role within the team
- be realistic about your expectations
- give your campaign a timeframe to ensure it remains focused and high-profile
- acknowledge your donations in your newsletter or on your website.

The running**sports** Quick Guide series is available as a free download or to purchase at www.runningsports.org

obtaining grants

What is meant by obtaining grants?

Case study

Your club is looking to start a new girls section but is struggling to raise the necessary funding for set up costs, such as kit and equipment, facility hire and officiating or hiring coaches. One way of obtaining this funding is through a grant. Grants for sport are obtainable from a number of sources, below are a few examples:

Sport England

Sport England invests in projects that help people start, stay and succeed in sport. There are two funding streams – community and national.

Tel: 0845-850 8508
Email: info@sportengland.org
Web: www.sportengland.org

Community investment

This fund provides capital and revenue funding of over £5,000 to over one hundred different sports. The nine Regional Sports Boards make funding decisions locally. Eligible projects are assessed against the priorities laid out in each Regional Sports Plan and in the National Framework for Sport.

The two key considerations are:

- Will the project increase current levels of sports participation?
- Will the project help retain sports participants or encourage volunteers to stay involved in sport?

Applications are made in a three-step process:

- Submit your initial project details online using the enquiry form at www.sportengland.org/funding or by phoning 0845-850 8508. (Instant feedback will be provided on whether the project is eligible and initial guidance notes will be provided to help develop the project)
- Submit additional supporting information either on-line or by post. (You should receive a response within 15 working days of receipt)
- Send in your request for funding. (A decision on funding should be made within 12 weeks and you will be notified in writing).

National investment

Sport England is investing £130 million in 30 key sports. This investment is distributed in conjunction with the national governing bodies plus a range of national partners. There are 10 English priority sports, 10 UK/GB priority sports and 10 English development/world class sports. The 20 priority sports are detailed below:

Athletics	Equestrian	Judo	Sailing	Badminton
Football	Netball	Squash	Canoeing	Golf
Rowing	Swimming	Cricket	Gymnastics	Rugby League
Tennis	Cycling	Hockey	Rugby Union	Triathlon

NB: In addition to the above, other national governing bodies of sport have their own funds to support development at a local level.

Awards for All

Awards for All is a National Lottery grants scheme aimed at local communities. Grants of up to £10,000 are available to support projects that enable people to take part in sport, art, heritage and community activities, as well as projects that promote education, the environment and health in the local community.

Applications can be made at anytime by not-for-profit organisations, including parish and town councils, schools or health bodies, and the grant must be used within one year.

Awards for All aims to:

- extend access and participation
- increase skill and creativity
- improve the quality of life.

Awards for All welcomes applications from all sectors of the community and all parts of the country. Each region has areas of special emphasis it wishes to focus on, so it is important to visit the regional site before applying.

Tel: 0845-600 20 40
Web: www.awardsforall.org.uk

Foundation for Sports and the Arts

The Foundation distributes money subscribed from the Football Pools. The Foundation aims to increase active participation in sport and the arts, especially amongst young people and those with more ability than resources. Grant aid is given for capital and revenue funding to support games and sports. The Foundation prefers to be the key funder of the project or of a discrete element of the scheme. The trust is also able to make interest-free loans, where appropriate. The maximum possible grant available is £75,000 but most grants awarded between £35,000–£40,000 with the majority of grants being for much smaller amounts.

Tel: 0151-259 5505
Email: contact@thefsa.net
Web: www.thefsa.net

additional sources

Local authorities acting independently or, sometimes, in partnership with county sports partnerships, Sport England or other funding bodies, can make capital and/or revenue grants to the clubs who help them in achieving their objectives. Local councillors may also have 'ward monies' that could be given as grants to sports clubs.

Local voluntary organisations (eg local sports advisory councils, county playing fields associations, rotary clubs) are worth approaching for small grants to assist talented individuals, to set up a development scheme or to do minor building works.

Web-based search tools to identify funding (eg Grantnet www.grantnet.com). This is a website which allows clubs who are seeking funding to search within their region. It also allows for searches on specific funding areas.

Community Amateur Sports Club (CASC) status

Under the Finance Act 2002, tax exemptions were made available to registered Community Amateur Sports Clubs (CASCs). This is an alternative route for clubs not wishing, or unable to pursue charitable status, which offers clubs tax relief on certain funds. running**sports** runs a workshop which covers the process of applying for CASC status along with other tax breaks. For more information on this and other workshops, visit www.runningsports.org

non-sport funding

Some local authorities and commercial and community groups award grants for a variety of activities through which sport can contribute. For example:

- The Coalfield Regeneration Trust supports sports projects in ex-mining towns and villages.
- The Market Towns Initiative may help you access funds towards car-parking or fencing.
- Local environmental groups or groundwork trusts may help you with landscaping or tree planting schemes.
- Some commercial companies have community objectives; these may be to increase training and education opportunities, which your club could access.

Consider the following checklist to improve your chances of obtaining a grant:

- Have a specific project in mind.
- The project should be a new activity (eg funding for coaches to attend a training course or starting a new team).
- Try and speak to the funding officer to get some advice on the type of projects they fund.
- Complete the application form in draft first with costings against each area of the project.
- Be realistic on the amount of money you are asking for.
- Try and show in the application how the project will carry on after the funding has stopped.
- Identify where you will generate income to continue the project after the initial funding has been used up.
- Remember to look for all types of grants; small contributions from each could enable you to complete your larger project.

fund-raising ideas

Social evenings

A good way to raise money is to organise something people will enjoy. They pay an admission charge for an evening's entertainment and the profits go to the club. Success depends on having a group of volunteers willing to organise the evening, and a good marketing and promotional campaign to make sure lots of people turn up.

Some examples of these social functions include:

- Quiz nights – trivial pursuits, aimed at large numbers can be popular.
- Casino evenings – provide a range of casino games (eg roulette, blackjack, dice).
- Race nights – professional packages can be hired, allowing you to run a video horseracing programme on your own premises.
- Discos – a disco can be successful, provided you use a facility with the right ambience and that you are not likely to annoy any neighbours.
- Theme nights – think about a themed music night (eg barn dance, valentine's ball, midsummer barbecue, comedy night or live music night).
- Celebrity nights – organise a formal dinner followed by a presentation from a sports celebrity. NB You may have to pay your 'personality' a fee and this should be accounted for in the cost of the ticket.

Run a bar to enhance the success of the evening and boost the profits. If you do not have a license, or are licensed only for members, apply to the local licensing authority well in advance.

NB At gambling evenings open to the public, the 'punters' may only win chips, not money. You can give token prizes for the winners.

Sponsored marathons

The most important requirement is a supply of friends, relatives and work colleagues prepared to pay anything from 10p to £10 for every mile walked, every hour bounced or skipped, every length or lap swum or run, and so on. The revenue depends on the numbers competing and their powers of persuasion!

100 Club

A typical format is for 100 people to pay £1 each month into a club account. Each participant is given a number and a draw is held each month for cash prizes of £10 or £20, with larger prizes every three months. After allowing for administrative costs, the surplus can be about £400. This sounds easy, but there is plenty of work to be done to reach this target. Vary the details to suit yourselves. If 50 people take part, you have a 50 Club, and so on. The prizes should vary too.

Club lotteries

The Lotteries Act refers to lotteries promoted on behalf of the societies. In the Act, a 'society' is defined as any association or group formed neither for private gain nor for any commercial undertaking. Sports clubs usually fall into this category. The society must be registered with its local registration authority (the local council).

Consider the following:

- The lottery needs to satisfy more than just the opportunity to win money. The participants must understand its purpose.
- The lottery has to be promoted effectively.
- The presentation needs to be attractive and professional.
- You need the correct balance between the prizes offered, the price of the tickets and the number of winning tickets.
- A good balance must be struck between small prizes (to maintain interest) and the larger 'jackpots'.
- Tickets must be seen to be properly prepared so that the sellers and purchases have trust in the scheme.
- Cash received must be carefully balanced against the tickets issued and the unsold tickets that are returned.
- If you advertise a big prize, you must provide it, even if you do not collect much money.

marketing

Marketing is the process of matching a product or service with people who need it. These people are referred to as the 'market'. Marketing also involves a planned approach to 'sell' goods or services.

The number and types of leisure opportunities have increased enormously in recent years. Marketing has therefore become more important to ensure clubs and sports survive and develop. Clubs need a marketing plan to attract, increase and retain members and volunteers. An individual, often called the communications officer, should be appointed with the overall responsibility for implementing the marketing plan. Marketing is about influencing people, as well as raising money.

Sample marketing plan

Aim: The club feel it is necessary to improve their communication and marketing to partners, in order that they can maximise the opportunities to achieve the overall sports development plan.

Objective	Activity	Timescale and Lead Responsibility
Launch club website	Register domain, build website	
Appoint communications officer		
Create club introduction pack		
Use club website effectively		
Create posters		
Develop advertising		
Send out mail shots		
Distribute flyers		
Work with parish magazine		

Identify and understand the product or service you are offering. What are the particular benefits and attractions of your organisation?

- Does it provide friendship and social opportunities?
- Do you offer coaching and a chance to improve standards?
- Are you an accredited Clubmark club?
- Do you provide opportunities for all?
- Do you have attractive facilities?
- Can you provide high-level competition?
- Are you conveniently located?

Have a clear idea of what you are trying to achieve through marketing. Is the goal to increase the numbers playing, or do you want to develop world champions? Your decision will determine the type of marketing plans needed, but remember: buyers buy benefits.

You need clear objectives, which might include:

- an increase in player, coach and volunteer membership
- improved performance levels throughout the club
- success in high-level competition
- increased participation through new sections or teams
- attracting outside financial support to improve facilities
- increased community involvement and social opportunities.

Identify the target groups

Target groups comprise of people who share a common identity or interest (eg gender, occupation, age group, educational background, residential location, other leisure interests, ages of their children).

Look at your own members and think of the common factors they share. What are their interests, backgrounds or ages? Why do these people participate in your activities? If your organisation is large, perhaps you could ask each member to fill in a short questionnaire, which can also provide demographic information for sponsors and the media.

Be aware of what is important to your target group and tailor your approach to suit their needs. Once you have worked out your target group, prepare:

- a summary of your objectives
- a description of your target market
- an outline of the product or service you are selling
- the method by which you intend to target this market.

Remember that a marketing plan will require financial support to deliver its objectives. Allow for this in your budget.

Get to know your members and their parents! Well-resourced clubs may have a member or parent who works in marketing – why not try and use their expertise in this area!

promotion and publicity

Promotion brings your organisation to the attention of the 'market'. There are many forms, including displays, badges and stickers, club kit with logo, and paying for advertising space in the local paper.

Promotion is not just an advertising campaign. It should also create a positive general public awareness of your organisation and its activities. Publicity in newspapers and on radio and television is a form of promotion. Local newspapers and television companies are often eager to accept local news stories.

Always test your ideas by trying them out on your friends, family, club colleagues and other members before going public with them.

Before starting your promotional campaign, make sure that your organisation can cope with the likely demand. If a large number of people suddenly apply for membership, are you able to deal with this increase?

Club websites are another great way of promoting and publicising your club. You can have up to date news and results on your site and also sell advertising space if the site becomes popular. Again, look at your members and their parents to see if there is someone who works in web design and may be able to design and update the site.

raising sponsorship

Sponsorship is a business deal between two parties in which both parties benefit from the arrangement.

It is not advisable for any sports club or organisation to approach a company and ask for something without being willing and able to provide something in return. If you try that approach, you are unlikely to be successful. Sports sponsorship has become big business. Although the amount of funds being spent by companies is steadily increasing, so too are the number of applicants. Some major companies receive several sponsorship applications every day, and most of these receive only a cursory glance. It is vital that your presentation is professional and says not only what is required, but also what the sponsor can expect in return.

A sports organisation will usually seek sponsorship to increase its financial resources, so that it can improve the standard of a team, help to start a new activity, develop a new facility or purchase kit and equipment. It is important to remember that those benefits will not be of any special interest to a sponsor, except where they help the sponsor to promote its product or service.

Matching sponsorship

Once you have found a new sponsor it may be possible to match the money raised, pound for pound, through Sportsmatch. Sportsmatch is government funded to support the development of grass roots sport in England. It makes awards to organisations running projects aimed at increasing participation in sports at community level and does this through matching commercial sponsorship money invested in community sport.

For further details contact Sportsmatch:

3rd Floor
Victoria House
Bloomsbury Square
London WC1B 4SE
Tel: 0207-273 1942
Web: www.sportsmatch.co.uk

why do companies sponsor sport?

There are a number of different reasons why companies sponsor sport. It depends on the type of company and the nature of the exposure that it is seeking.

Publicity

Most companies would like their image to be higher profile. If local publicity is wanted, it can be achieved through a local club or tournament; if the company trades in a wider area, a league or cup competition can gain suitable publicity. A national company is likely to want national impact, so if your event or club is of mainly local interest, seek support from companies that trade or are based locally.

Corporate image

Many companies try to project a specific image of themselves, both to the general public and to their own employees. They seek sponsorship that promotes that image. For instance, a company with a young, dynamic image is likely to sponsor energetic sports like rugby, football or water sports.

Public relations and community involvement

Successful businesses like to be regarded as caring members of the local community.

Endorsement opportunities

A manufacturer might provide free equipment to a successful club or player, hoping that potential customers will associate good performance with its products.

Client hospitality

Sponsored events are popular for entertaining clients, business associates, the media, or any other people the company wishes to impress.

Direct marketing

Companies can use sponsored events to promote their products, or as a direct sales outlet. Sports goods manufacturers hope that potential customers, seeing the equipment displayed or in use at an event, will then purchase that brand.

Educational sponsorship

Companies sponsor school or student events to make a favourable impression on the students (and their parents and teachers), who might then develop a life-long affinity with the company. It also provides the opportunity to identify and encourage talented school-leavers to apply for jobs within the company.

Patronage

This is the only form of sponsorship in which the sponsor does not seek any commercial return. Patronage is normally restricted to small amounts of money and to personal, rather than multinational, operations. It simply makes the sponsors feel good. In return, they usually want recognition for their gesture of good will, and to be well looked after. Patronage may also occur as a result of the personal interest of the chairman or managing director of the company in the sport or activity as patronage makes the sponsor feel good.

company-sponsored events

Companies usually want maximum publicity and success from a sponsored event.

Companies choose their sponsored events very carefully. The marketing department will be trying to create an image for their company or product, so you need to know their desired image and their target market.

Consider the following checklist of company requirements that apply to most events:

- Can the name of the sponsor appear in the title of the event or team?
- Does the event, and the sport, have the right image for the company?
- Does it appeal to the right audience?
- What is its media appeal and likely coverage (TV, radio, national, provincial, local and specialist press)?
- Can their logo go on to the website and be included/linked with email campaigns?
- Can it be used to motivate customers and employees?
- Is it possible to display posters and banners and print a programme?
- Does the event provide opportunities for sampling, selling and point-of-sale displays?
- Can public-address announcements be made?

developing a relationship with your sponsor

Think carefully about the companies you choose to approach. Your first step is to prepare your sponsorship brief, which must be well-thought out and professionally produced. An accompanying letter of introduction will be required, which must be personalised, not duplicated (these are the first proposals to reach the waste bin). Try to find out who makes the sponsorship decisions on behalf of the company and contact him or her direct.

Details should be given of the sum required, how it will be spent, what the company can expect in return for its money, and how the objectives will be achieved.

Even if you have done your homework and made all the preparations, your proposal may still be turned down. Be realistic – there is a lot of competition for sponsorship and another organisation may suit that particular company better. If you have a good product and perseverence, you will be successful.

a sponsorship proposal

Address your proposal to a specific person

Find out the name of the person who will deal with the proposal, and make sure you spell the name correctly. You can always phone and ask for the name of the marketing director or the sponsorship manager. Remember, first impressions are very important, and you don't want to set off on the wrong foot.

Start with an introductory letter

This will be the first item that the marketing director will read, and is a key to success. If this does not set the right tone, he or she may never even read your proposal.

Be brief but informative

Marketing directors are busy people, and your presentation is one of many. Further information can be given at a meeting, once initial interest has been created.

Emphasise the benefits of sponsorship to the company

This is the most important part of the whole submission. It tells the company why the project is worthy of support.

Include details of achievements and potential

If your organisation is proud of its achievements, use these to your advantage by presenting the statistics, an annual report and favourable press cuttings.

Include suitable promotional material

If you have a glossy brochure or a video about your club or sport, a specially prepared tape explaining your sponsorship case, or a website, make it available to companies.

Submit the proposal in good time

Most companies plan their promotional budgets well in advance. Remember that companies usually operate their financial year from April to March, and will be making budgetary decisions several months before April, so apply early.

Say what you want

Although you may want to build in an opportunity for some negotiation, indicate the minimum amount required. Be realistic, or you may never get a second hearing.

a sponsorship contract

Detailed contracts may not always seem necessary, but sponsorship is business. It is in your interests to protect yourselves as much as possible in case something goes wrong. The contract should include:

- the title of the event, competition or team
- competitions or events included in the agreement
- relevant dates of events
- financial terms, including dates of payment and VAT liabilities
- benefits and rights of the sponsor
- banners, kit and other promotional material (eg how many, how big, who produces them, when, and who pays?)
- options to advertise on the club website or display goods at events
- free tickets to sponsor (how many, how much notice is required, and which seats?)
- programme advertising benefits and opportunities
- opportunities, if any, for filming or videoing an event
- insurance – what obligations do you have to insure the sponsor against cancellation, damage and injury?
- termination clauses – ensure that there is a termination clause in the event of problems with the organisation, or of the sponsor failing to keep its side of the bargain.

maintaining the relationship with your sponsor

After you secure your sponsor, look after them. It is much easier to keep a sponsor than to find a new one. You will help to keep them happy if you:

- keep them informed and up to date with any news or developments at your club
- keep a file of all press cuttings and articles
- remember that sponsorship is a business deal and the company wants to get value for its investment
- always remember the personal invitations to special events, the memorabilia and photographs, and the 'thank you' notes.

Finally, consider the following:

- Avoid becoming totally dependant on sponsorship money for your existence. One day, the sponsor may decide to withdraw support so make sure that you will be able to carry on without that funding.
- There are other sources of funding, and the best option is to be able to support everything you need to do from your own contributions and fund-raising efforts. Then anything extra that comes along can then be used to provide extras or luxuries, or be invested for the future.

useful related websites

Awards For All
www.awardsforall.org.uk

Foundation for Sports & The Arts
www.thefsa.net

Grantnet
www.grantnet.com

Sportsmatch
www.sportsmatch.co.uk

useful contacts

CCPR – One Voice for Sport and Recreation
Francis House
Francis Street
London SW1P 1DE
Tel: 0207-854 8500
Fax: 0207-854 8501
Email: info@ccpr.org.uk
Website: www.ccpr.org.uk

Child Protection In Sport Unit
NSPCC National Training Centre
3 Gilmour Close
Beaumont Leys
Leicester LE4 1EZ
Tel: 0116-234 7278/7280
Fax: 0116-234 0464
Email: cpsu@nspcc.org.uk
Website: www.thecpsu.org.uk

Coaching Northern Ireland
Queen's PEC
Botanic Gardens
Belfast BT9 5EX
Tel: 02890-686940
Fax: 02890-666119
Email: information@coachingni.net
Website: www.coachingni.net

English Federation Of Disability Sport
Manchester Metropolitan University
Alsager Campus
Hassall Road
Alsager
Stoke-on-Trent ST7 2HL
Tel: 0161-247 5294
Fax: 0161-247 6895
Minicom: 0161-247 5644
Email: federation@efds.co.uk
Website: www.efds.net

National Association of Councils for Voluntary Service (NACVS)
177 Arundel Street
Sheffield S1 2NU
Tel: 0114-278 6636
Fax: 0114-278 7004
Textphone: 0114-278 7025
Email: nacvs@nacvs.org.uk
Website: www.nacvs.org.uk

running**sports** Hotline (general enquiries)
Tel: 0800-363373

running**sports** (all other enquiries)
3rd Floor, Victoria House
Bloomsbury Square
London WC1B 4SE
Tel: 0207-404 2224
Fax: 0207-383 5740
Email: info@runningsports.org
Website: www.runningsports.org

SkillsActive
Castlewood House
77–91 New Oxford Street
London WC1A 1PX
Tel: 0207-632 2000
Fax: 0207-632 2001
Email: skills@skillsactive.com
Website: www. skillsactive.com

Sport England
3rd Floor, Victoria House
Bloomsbury Square
London WC1B 4SE
Tel: 0845-850 8508
Fax: 0207-383 5740
Email: info@sportengland.org
Website: www.sportengland.org

Sporting Equals
Commission for Racial Equality
Lancaster House (3rd Floor)
67 Newhall Street
Birmingham B3 1NA
Tel: 0121-710 3014
Fax: 0121-710 3022
Email: sportequal@cre.gov.uk
Website: www.cre.gov.uk/speqs

sports coach UK (general enquiries)
114 Cardigan Road
Headingley
Leeds LS6 3BJ
Tel: 0113-274 4802
Fax: 0113-275 5019
Email: coaching@sportscoachuk.org
Website: www.sportscoachuk.org

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skills and support for sports volunteers

sports coach UK Business Support Centre (workshop enquiries)
Sports Development Centre, Loughborough University
Loughborough
Leicestershire LE11 3TU
Tel: 01509-226 130
Fax: 01509-226 134
Email: bsc@sportscoachuk.org
Website: www.sportscoachuk.org

sportscotland
Caledonia House
South Gyle
Edinburgh EH12 9DQ
Tel: 0131-317 7200
Fax: 0131-317 7202
Email: library@sportscotland.org.uk
Website: www.sportscotland.org.uk

Sports Council for Northern Ireland
House Of Sport
Upper Malone Road
Belfast BT9 5LA
Tel: 02890-381222
Fax: 02890-682757
Email: info@sportni.net
Website: www.sportni.net

Sports Council for Wales
Sophia Gardens
Cardiff CF11 9SW
Tel: 02920-338200
Fax: 02920-300600
Email: publicity@scw.co.uk
Website: www.sports-council-wales.co.uk

Sports Leaders UK
Clyde House, 10 Milburn Avenue
Oldbrook
Milton Keynes MK6 2WA
Tel: 01908-689180
Fax: 01908-393744
Email: info@sportsleaders.org
Website: www.bst.org.uk

Volunteering England
General enquiries:
Tel: 0845-305 6979
Email: information@volunteeringengland.org
Website: www.volunteering.org.uk

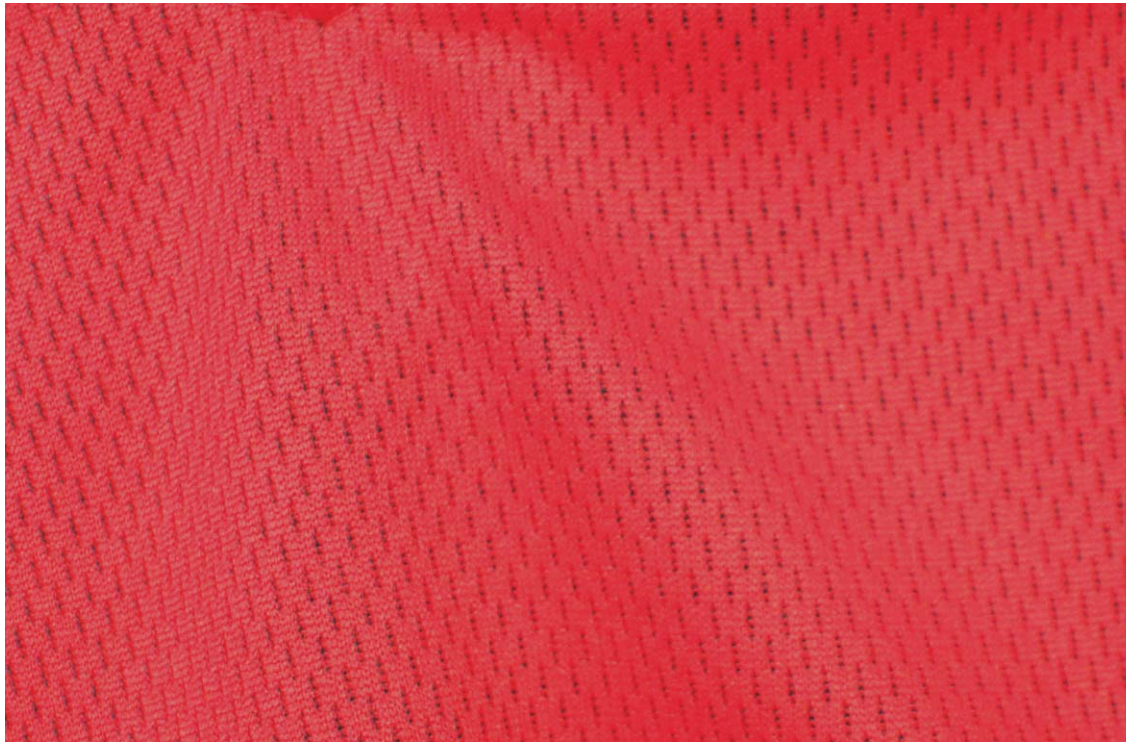
Volunteering England (Birmingham)
New Oxford House, 16 Waterloo Street
Birmingham B2 5UG
Fax: 0121-633 4043

Volunteering England (London)
Regents Wharf
8 All Saints Street
London N1 9RL
Fax: 0207-520 8910

Women's Sports Foundation
3rd Floor, Victoria House
Bloomsbury Square
London WC1B 4SE
Tel: 0207-273 1740
Fax: 0207-273 1981
Email: info@wsf.org.uk
Website: www.wsf.org.uk

Youth Active
371 Kennington Lane
London SE11 5QY
Website: www.youthactive.org

Youth Sport Trust
Sir John Beckwith Centre for Sport
Loughborough University
Loughborough
Leicestershire LE11 3TU
Tel: 01509-226600
Fax: 01509-210851
Email: info@youthsporttrust.org
Website: www.youthsporttrust.org



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