

UK sport services

Section: **FOUR**



UK Sport Services

The UK has one of the world's most diverse ranges of sports products and services. These resources can be used to develop sport internationally as well as contribute to wider development objectives.

Each sport in the UK from athletics to wrestling has a different structure and level of services and products available, therefore it is not possible within this section to detail all of the services/products. For sport-specific services and products, contact should be made directly with the appropriate national governing body of sport in the UK.

The focus of this section is on general services and products.

To purchase any of these services or products and for more information on the UK sport system contact either the organisation listed under useful contacts in this section or UK Sport.

Area of interest	Description	Services Available*	Useful contacts
Club Management	<p>Clubs are established because of the common interests of a number of people. Although clubs will have formal procedures such as articles of association club management is often more informal than sports management.</p> <p>Although some large clubs may have paid members of staff, in the vast majority of clubs volunteers will be responsible for the management and development of the club.</p>	<ul style="list-style-type: none"> > Sport England and sportsScotland Running Sport series provide various training courses that can be adapted to meet your specific requirements for developing club management including: <ul style="list-style-type: none"> > Marketing and raising funds; > Sports development planning; > Motivation and teambuilding; > Valuing volunteers; > Money management; > Club administration (running meetings, ethics and disciplinary procedures and how to organise teams and competitions); > Advice on coach development in clubs; > Further information is available from the Sports Councils, Institute of Leisure and Amenity Management (ILAM) and Institute of Sport and Recreation Management (ISRM). 	<p><i>Sport England</i> (see below) <i>sportsScotland</i> (see below) <i>ISRM</i> (see below) <i>ILAM</i> (see below)</p>
Coach Education	<p>Coach development refers to the process of planning and implementing a programme to develop coaching nationally, locally or within an organisation. Coach education can also help facilitate other skills important to community development such as leadership, planning and management.</p>	<ul style="list-style-type: none"> > Planning advice on the development of coach education, coaching award schemes and qualifications. > The Sports Coach UK (The National Coaching Foundation) produces a wide variety of resources and training to support coach education including: <ul style="list-style-type: none"> > Courses for Coach Educators; > Sport-specific and generic courses on various coach education topics including, for example, an introduction to basic sport science; > Resources and programmes to support professional practice in coach education such as child protection issues; 	<p><i>Sport Coach UK</i> (The National Coaching Foundation) 114 Cardigan Road Headingley LEEDS LS6 3BJ T: 00 44 (0)113 274 4802 F: 00 44 (0)113 275 5019 E: coaching@sportcoachuk.org.uk W: www.sportcoachuk.org.uk</p>
Area of interest	Description	Services Available*	Useful contacts
Area of interest	<p>> Advice and support on the development, recruitment and rewards of volunteers and coaches;</p> <p>> Continuous professional development of coaches and volunteers;</p> <p>> High-performance coach development programmes and workshops. These can be delivered either on a one-to-one or group basis;</p> <p>> Advice on the design, development and implementation of sport-specific coach award schemes;</p> <p>> Student and tutor resources for an Award and a Certificate in Coaching Studies.</p> <p>> Sport specific training, information and advice;</p> <p>> SPRITO (the National Training Organisation for Sport, Recreation and Allied Occupations) can provide advice and information on the accreditation of qualifications for coaches;</p> <p>> Further information, case studies and publications are available from the Sports Councils.</p>	<p><i>SPRITO</i> 24 Stephenson Way London NW1 2HD T: 00 44 (0)20 7388 7755 F: 00 44 (0)20 7387 7324</p> <p>Support and advice on sport-specific coach education is available from national governing bodies of sports (see A-Z of Sporting Contacts).</p>	<p><i>SPRITO</i> 24 Stephenson Way London NW1 2HD T: 00 44 (0)20 7388 7755 F: 00 44 (0)20 7387 7324</p> <p>Support and advice on sport-specific coach education is available from national governing bodies of sports (see A-Z of Sporting Contacts).</p>

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Community Leadership	<p>Community sports leadership training is designed to give people over the age of sixteen skills in leading groups in safe sporting and recreational activity. It can empower young people and encourage them to take responsibility for others, develop organisational and communication skills and, above all, increase their confidence and self worth. These skills are transferable to other spheres of life.</p>	<ul style="list-style-type: none"> › Planning and advice on the development of community leadership courses; › The British Sports Trust which is part of the Central Council of Physical Recreation (CCPR) produces training resources for the following <ul style="list-style-type: none"> › Community Sports Leadership Awards (CSLA); › Junior Sports Leader – 14 year olds and above › developing their skills in sports leadership; › Community Sports Leader – for those over the age of 16, teaching the skills of leadership through sport in the community; › High Sports Leader – developing leadership skills and helping those with special needs. Encouraging sports leaders to take greater responsibility; › Basic Expedition Leader – for those interested in the outdoors, building the ability to organise safe expeditions while looking after other people and the environment. › In conjunction with the national governing bodies of sport the CCPR has developed a new leadership award that has been developed, as an add-on to the CSLA award. These courses enable sports leaders to apply their leadership skills to a specific sport, qualifying them to assist in the organisation and delivery of sport-specific sessions and events. Each national governing body has a sport-specific contact, available from the British Sports Trust at the CCPR. › The Youth Sport Trust (YST) also produces a Toplink & Millennium Volunteer Training Programme. This is linked to the CSLA courses referred to above and encourages the development of young sport leaders within their communities. › Further information and publications are available from the CCPR and the YST. 	<p>Central Council of Physical Recreation (CCPR) Francis House Francis Street London SW1P 1DE T: 00 44 (0)20 7854 8500 F: 00 44 (0)20 7854 8501 E: admin@ccpr.org.uk W: www.ccpr.org.uk</p> <p>Youth Sport Trust Rutland Building Loughborough University Loughborough Leicestershire LE11 3TU T: 00 44 (0)1509 228 293 F: 00 44 (0)1509 210 851 W: www.youthsport.net</p>
Area of interest	<p>Conflict Resolution</p> <p>Building bridges between divided communities is perhaps one of the most difficult challenges that we face in the modern world. Physical activity and sport can help to bring people together by providing a non-threatening environment where people can play alongside one another. This can help to reduce tensions and develop relationships based on trust and understanding.</p>	<ul style="list-style-type: none"> › Planning and programme advice on how sport and physical activity can be used; › To help overcome community tensions and develop partnerships; › As a way of developing greater understanding between and within communities; › Training in the delivery of community sports programmes (see below). 	<p>Useful contacts</p> <p>Sports Council for Northern Ireland House of Sport Upper Malone Road Belfast BT9 5LA T: 00 44 (0)28 90 381 222 F: 00 44 (0)28 90 682 757 E: info@sportscouncil-ni.org.uk W: www.sportni.org</p>
Community Sports Programmes	<p>Community sports development programmes are targeted at people in the community, for the community. Therefore the exact nature of community sports development will vary depending on the local community context. Community sport programmes can complement physical education delivered through schools and target people who do not attend school. This helps to create opportunities for the whole community.</p>	<ul style="list-style-type: none"> › Planning and programme advice on the development of community sports programmes; › Training of people who want to set up sport activities in a safe, community environment. This can be supported by the use of a number of UK products including the YST BT TOP Sport training for 7-11 year olds. This package includes training targeted at teachers, community leaders and coaches and includes manuals, resource cards and equipment for eleven different games; › Sportstrain (available from Youth Club UK) provides a flexible training framework which meets the needs of community workers who wish to use sport and recreation in their work with young people; 	<p>CCPR (see above) The Youth Sport Trust (see above)</p> <p>Sport England 16 Upper Woburn Place London WC1H 0QP T: 00 44 (0)207 273 1500 F: 00 44 (0)207 383 5740 E: info@sportengland.org W: www.sportengland.org</p> <p>Sports Council for Northern Ireland (see above)</p>

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<p>Community sports programmes can be targeted at different sections of the community, for example:</p> <ul style="list-style-type: none"> ➢ Women and girls; ➢ Older people; ➢ People with a disability. <p>Community sports programmes such as the Street Kids “Y.E.S.” project in Zimbabwe and the Mathare Youth Project in Kenya have illustrated the impact sport can have on:</p> <ul style="list-style-type: none"> ➢ Developing communities; ➢ Enhancing the environment; ➢ Reducing crime and violence; ➢ Improving the quality of children’s and young people’s lives and encouraging them back into the community (see section on ‘Development through Sport’). 	<p>Further information is available from the Sports Councils (Sport England, Sports Council for Wales, sportscoiland and Sports Council for Northern Ireland).</p>	<p>sportscoiland Caledonia House South Gyle Edinburgh EH12 9DQ T: 00 44 (0) 131 317 7200 F: 00 44 (0) 131 317 7202 E: library@sportscoiland.org.uk W: www.sportscoiland.org.uk</p> <p>Sports Council for Wales Welsh Institute of Sport Sophia Gardens Cardiff CF11 9SW T: 00 44 (0)29 2030 0500 F: 00 44 (0)29 2030 0600 E: scw@scw.co.uk W: www.sports-council-wales.co.uk</p> <p>Youth Club UK Kirby House 20-24 Kirby Street London EC1N 8TS T: 00 44 (0)207 242 4045 F: 00 44 (0)207 242 4045</p>	<p>Useful contacts</p> <p>Sports Coach UK (NCF) (see above) The Sports Councils (see above)</p> <p>Child Protection Sport Unit (CPSU) NSPCC National Training Centre 3 Gilmour Close Beaumont Leys Leicester LE4 1ET T: 00 44 (0)116 234 7200 F: 00 44 (0)116 234 0464 W: www.nspcc.org.uk</p>
<p>Child Protection</p> <p>Children have rights and, as they develop, responsibilities. Everyone has a responsibility to ensure that children are valued, and able to fulfil their potential.</p> <p>Principles that apply to sport equally apply to other development sectors.</p>	<p>Information and advice is available on child protection and how to deal positively with child protection issues. For example through developing a web site and providing information, advice, training and consultation with sporting bodies and others that are involved in areas where children are potentially exposed.</p>	<p>Useful contacts</p> <p>Sports Coach UK (NCF) (see above) The Sports Councils (see above)</p> <p>Child Protection Sport Unit (CPSU) NSPCC National Training Centre 3 Gilmour Close Beaumont Leys Leicester LE4 1ET T: 00 44 (0)116 234 7200 F: 00 44 (0)116 234 0464 W: www.nspcc.org.uk</p>	<p>Useful contacts</p> <p>Sports Coach UK (NCF) (see above) The Sports Councils (see above)</p> <p>Child Protection Sport Unit (CPSU) NSPCC National Training Centre 3 Gilmour Close Beaumont Leys Leicester LE4 1ET T: 00 44 (0)116 234 7200 F: 00 44 (0)116 234 0464 W: www.nspcc.org.uk</p>
<p>Disability Sport</p> <p>Sport can empower people with a disability. It can provide them personal satisfaction, enjoyment and encourage people to develop organisational and communication skills and, above all, increase their confidence. These skills are transferable to other spheres of life. It can also improve mental and physical well-being.</p> <p>Sport can be a way of integrating disabled people into society.</p>	<p>Planning and programme advice on the development of disability sports programmes;</p> <p>Training of people who want to develop disability sport activities in a safe, community environment. This package includes training targeted at teachers, community leaders and coaches and includes manuals, resource cards and adapted equipment;</p> <p>The British Paralympic Association (BPA) can provide advice on the administration of disability sport in the UK and its representation at the Paralympics;</p> <p>The YST and Sports Coach UK can provide programmes and resources for coaches working with disabled athletes;</p> <p>Further information, publications and case studies are available from the Sports Councils (Sport England, Sports Council for Wales, sportscoiland and Sports Council for Northern Ireland).</p>	<p>Useful contacts</p> <p>YST (see above) Sports Councils (see above) Sports Coach UK (see above)</p> <p>British Paralympic Association Norwich Union Building 69 Park Lane Croydon Surrey CR9 1BG T: 00 44 (0)207 662 8852 F: 00 44 (0)207 662 8310 E: info@paralympics.org.uk W: www.paralympics.org.uk</p> <p>The BPA will also have contacts for each of the disability sports.</p>	<p>Useful contacts</p> <p>YST (see above) Sports Councils (see above) Sports Coach UK (see above)</p> <p>British Paralympic Association Norwich Union Building 69 Park Lane Croydon Surrey CR9 1BG T: 00 44 (0)207 662 8852 F: 00 44 (0)207 662 8310 E: info@paralympics.org.uk W: www.paralympics.org.uk</p> <p>The BPA will also have contacts for each of the disability sports.</p>

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<p>Early Years Development</p>	<p>It has been shown that the early years (0-5) can be a critical stage in the physical development of young people. At this stage it is important to introduce children to different types of physical activity and movement such as running, skipping, hopping, catching and throwing.</p> <p>By introducing children to physical activity at this stage it can help to influence children's (and adult) habits later on. This can help to keep people active and prevent the onset of disease.</p>	<p>Services Available*</p> <ul style="list-style-type: none"> > Planning and programme advice on the development of early years learning; > Training, for example, of parents, grandparents and community leaders in the delivery of games to help children develop a range of physical skills. This is supported by the YST TOP Tots Programme (18 months – 3years) and the TOP Start Programme (3-5 years old); > TOP Tots provides a rucksack of equipment and booklet of activities and games; > Top Start provides a programme of equipment, resource cards and a training manual that encourages children to learn through physical activity and specifically develops understanding and recognition of colour and shape. > Further information, publications and case studies are available from the YST. 	<p>Disability Sport Northern Ireland Unit 10, Ormeau Business Park 8 Cromall Place Belfast BT7 2JA T: 00 44 (0)28 9050 8255 F: 00 44 (0)28 9050 8256 E: email@dsni.co.uk W: www.dsni.co.uk</p> <p>English Federation of Disability Sport Manchester Metropolitan University Alsager Campus Hassall Road Alsager ST7 2HL T: 00 44 (0)161 2475294 F: 00 44 (0)161 2476895 E: federation@efdss.co.uk W: www.efds.co.uk</p> <p>Scottish Disability Sport Fife Sports Institute Viewfield Road Glenrothes KY6 2RB T: 00 44 (0)1592 415700 F: 00 44 (0)1592 415710 E: ssadsds2@aol.com W: www.scottishdisabilitysport.com</p>
<p>Football in the Community</p>	<p>Football is one of the biggest participation sports in the world, played officially in 204 countries around the globe. Its appeal transcends the barriers of age, gender, race and religion and helps to unite communities across the world.</p>	<p>The English Football Association (FA) has an International Development Programme that impacts on every continent in the world, implementing the FA's philosophy of using the power of football to build a better future.</p> <p>Working closely with the football confederations, the FA development programmes are focused on the less-privileged nations of the world, assisting them to develop their football infrastructure through coaching and referee instruction, and workshops to improve the commercial and administrative aspects of the game.</p>	<p>The Football Association 25 Soho Square London W1D 4FA T: 00 44 (0)20 7402 7151 F: 00 44 (0)20 7745 4546 E: firstname.surname@the-fa.org W: www.the-fa.org</p> <p>Irish Football Association 20 Windsor Avenue Belfast BT9 6EE T: 00 44 (0)28 90 669 458 F: 00 44 (0)28 90 667 620 E: enquiries@irishfa.com W: www.irishfa.com</p>

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Health Education	<p>Community football projects around the world bring people together through football to:</p> <ul style="list-style-type: none"> > Play football and develop football skills > Promote teambuilding, discipline and fair-play > Raise the morale of an individual or community > Unite members of a community irrespective of age, gender, race and religion > Offer an alternative to anti-social behaviour e.g. crime and drugs > Complement education and encourage a healthy lifestyle > Encourage discussion on HIV/AIDS and other social issues <p>There is a clear link between physical activity and health. This has been shown to help maintain an active workforce and contribute to the economy of the country as well as preventing or delaying the onset of ill-health and disease.</p>	<p>In many instances, the FA works in partnership with organisations such as VSO, the British Council and UK Sport to deliver comprehensive sports development programmes which offer positive benefits to community life, promoting health, education and an improved social environment.</p>	<p>Scottish Football Association 6 Park Gardens Glasgow G3 7YF T: 00 44 (0)141 616 6000 F: 00 44 (0)141 616 6001 E: info@scottishfa.co.uk W: www.scottishfa.co.uk</p> <p>Football Association of Wales Plymouth Chambers 3 Westgate Street Cardiff CF1 1JF T: 00 44 (0)29 20372325 F: 00 44 (0)29 20343961 E: dcollins@faw.co.uk</p>
Health Education	<p>There is a clear link between physical activity and health. This has been shown to help maintain an active workforce and contribute to the economy of the country as well as preventing or delaying the onset of ill-health and disease.</p>	<ul style="list-style-type: none"> > Planning advice on developing links between physical education and health; > Training of health visitors and community nurses in the delivery of exercise to help communities to remain fit and healthy; > Further information and publications on health and physical activity are available from the Sports Councils and the Health Development Agency. 	<p>The Sports Councils (see above)</p> <p>Health Development Agency Trevelyn House Europe and International Programme 30 Great Peter Street London SW1P 2HW T: 00 44 (0)20 7413 1917 F: 00 44 (0)20 7413 2045 W: www.hda-online.org.uk</p>
High Performance Sport	<p>Achievement at the highest level in sport can contribute to a nation's pride and provide positive role models to encourage the community to participate in sport and physical activity.</p>	<p>Over the past three years the UK has been developing the UK Sports Institute (UKSI). The UKSI consists of high-performance centres, located across the UK in England, Scotland, Northern Ireland and Wales. These centres are managed by the respective Home Country Sports Councils and provide elite and up and coming athletes with access to the necessary support services to enable them to achieve at the highest level. Services available from the UKSI include:</p> <ul style="list-style-type: none"> > Planning, information and advice on the development of the UKSI and high performance services; > Publications and information. <p>The British Olympic Association (BOA) provides a range of elite sports services and is responsible for sending Team GB to the Olympic Games and managing the team throughout the Games period. Its wide range of services include:</p> <ul style="list-style-type: none"> > Coaching and team management programmes; > Establishment of pre-Games preparation and training camps; > Management of the BOA Passport scheme which provides Olympic athletes free access to facilities and access to sports science and medical support at the British Olympic Medical Centre (BOMC); > Accreditation of training centres; > Complete sports science and medical services through the BOMC; > Athlete Career and Education services and the Olympic and Paralympic Employment Network (OPEN) > Hot Topic Workshops and Annual Conferences on elite sports preparation and provision of an Annual International Coaching Conference; 	<p>Useful contacts</p> <p>UK Sports Institute UK Sport 40 Bernard Street London WC1N 1ST T: 020 7841 9538 E: uksi@uksport.gov.uk W: www.uksport.gov.uk</p> <p>The British Olympic Association 1 Wandsworth Plain London SW18 1EH T: 020 8871 2677 F: 020 8871 9104 E: boa@boa.org.uk W: www.boa.org</p> <p>The British Paralympic Association (see above)</p>

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Leadership	<p>Sport can provide a useful vehicle for developing leadership skills. These skills can then be transferred to other areas of work and spheres of influence.</p> <p>Many of the services referred to under coach education are transferable and can be used for developing leadership skills.</p>	<ul style="list-style-type: none"> > Talk Olympic speaker programme; > Provision of multi-sports training camps for elite junior athletes in advance of athletes competing in the European Olympic Youth Days (EYOD) and the European Olympic Winter Youth Days (EYOWD); > Athletes Commission – a forum for athletes with voting rights on the National Olympic Committee and the Executive Committee of the BOA; > Production and distribution of Olympic publications; > Olympic Foundation Department at the BOA provides educational material. <ul style="list-style-type: none"> > Planning advice on how to develop leadership skills through sport. > Training of sport and leadership skills. For example: <ul style="list-style-type: none"> > The CCPR can provide training on developing community sport leadership awards including basic expedition leader, junior sports leader, community sports leader, sports leader award (see above); > Sport England and sportscotland's Running Sport series provides a course on leadership and delegation. > Training of Olympic Team Managers and Coaches. 	<p>CCPR (see above) Sport England (see above) <i>sportscotland</i> (see above) Sports Coach UK (see above) BOA (see above)</p>
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Major Events	<p>Events such as the Olympic Games and the Football World Cup have a tremendous impact on a nation's feeling of well being. There is an increasing recognition of the sporting, social, economic and regenerative value of hosting events. This is a growing area of importance.</p>	<ul style="list-style-type: none"> > Advice on planning and hosting major events; > Advice on measuring the impact of major events; > Planning and advice on the development and management of stadia. 	<p>UK Sport 40 Bernard Street London WC1N 1ST T: 00 44 (0)20 7841 9524 F: 00 44 (0)20 7841 8853 E: internationalrelations@uksport.gov.uk W: www.uksport.gov.uk</p>
Physical Education	<p>Physical education is an essential part of a broad and balanced curriculum. It can help young people to develop:</p> <ul style="list-style-type: none"> > Physical skills; > Personal and social skills; > Self-confidence; > Leadership skills; > Concentration. <p>Physical education can also be used to develop other areas of the curriculum such as reading, writing, mathematics and biology.</p> <p>In the UK there are separate education systems in England & Wales, Scotland and Northern Ireland.</p>	<ul style="list-style-type: none"> > Planning advice on the development of physical education in the curriculum; > Training of physical education teachers. This training can be supported by YST TOPS bags. These bags contain equipment and resource cards and can be tailor-made to meet specific requirements, reflecting the type of physical activities and sports that are popular amongst the local community; > The YST and Sports Coach UK provide in-service programmes for teachers and adults working within schools who are not qualified physical education teachers. These include, for example, workshops on child protection, curriculum planning and working with children; > Sports Coach UK provides a Coaching for Teachers programme to assist qualified teachers to gain coaching awards; 	<p>The Sports Councils (see above) Youth Sport Trust (see above) Sports Coach UK (see above)</p> <p>Physical Education Association of the United Kingdom (PEAUK) Ling House Building 25 London Road Reading RG1 5AQ T: 00 44 (0)118 931 6240 E: enquiries@peauk.com W: www.peauk.com</p> <p>British Association of Advisers and Lecturers in Physical Education (BAALPE) C/o Saltwells EDC Bowling Green Road Dudley DY2 9LY T: 00 44 (0)1384 813 711 F: 00 44 (0)1384 813 711 E: pwhitlam@saltwells.dudley.gov.uk</p>

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		<ul style="list-style-type: none"> › The Sports Council for Wales Dragon Sport scheme aims to introduce children of primary school age (7-11) to an enjoyable and well organised range of sports activities and to motivate them to continue sport through sports development programmes in clubs and the community; › Dragon Sport (in Wales) recruits and trains volunteer sports organisers, leaders and coaches, in particular teachers and parents, supported by a range of curriculum compatible resource materials; › Physical Education Association of UK (PEAUK) can provide information regarding all key stages of the national curriculum in the UK. It can also provide information on physical education including: <ul style="list-style-type: none"> › Regular journals; › Membership of the PEAUK; › Career advice; › Various materials and resources to support teachers. › ECCTIS 2000 Ltd., produces a comprehensive database of over 100,000 courses in the UK. It also includes information on: <ul style="list-style-type: none"> › Key issues in choosing the right course; › Universities and colleges, including accommodation etc.; › Funding and sponsorship; › Professional bodies. › The ECCTIS 2000 Ltd. database is available at a fee or can be accessed through most British Council offices; › Further publications, case studies and information on sports studies, sports science, physical education, leisure and recreation management and outdoor education courses are available from any of the organisations listed under key points of contact. 	<p>British Universities and Colleges PE Association Liverpool Hope University College Hope Park Liverpool L16 9JD</p> <p>Universities and Colleges Admissions Service (UCAS) Cheltenham Gloucestershire GL52 3ZA</p> <p>The Scottish Association of Advisers in Physical Education Auchterderran Centre Cardenden Fife KY5 ONE T: 00 44 (0)1592 414 600 F: 00 44 (0)1592 414 641</p> <p>ECCTIS 2000 Ltd. Oriol House Oriol Road Cheltenham Gloucestershire GL50 1XP T: 00 44 (0)1242 252 627 F: 00 44 (0)1242 258 600 E: enquiries@ecctis.co.uk</p>
<p>Area of interest</p> <p>Research and Evaluation</p>	<p>Description</p> <p>Research and evaluation can provide valuable information that helps to inform policy and decision-making</p>	<p>Services Available*</p> <ul style="list-style-type: none"> › Researchers and consultants can provide advice and support on developing, managing and interpreting sports research in a wide range of areas including: <ul style="list-style-type: none"> › Economics and management › Participation › Planning and design › Policy development › Social issues › Sports medicine and science › Further information, UK case studies, publications and research are available from the Sports Councils. 	<p>Useful contacts</p> <p>The Sports Councils (see above)</p>
<p>Sports Development</p>	<p>Sports development is about creating appropriate pathways to enable individuals to participate in sport and physical activity, at whichever level they choose.</p> <p>Sports development can lead to developing elite sportsmen and women but is equally about community development and provision and recognising that it is an integrative process that encourages everyone to be active.</p> <p>Sports development is intrinsically linked with education and health and can help to:</p> <ul style="list-style-type: none"> › Prevent or reduce the onset of disease; 	<ul style="list-style-type: none"> › Strategic planning and policy advice on sports development; › Comments by correspondence on strategic and policy documents; › Training of people responsible for developing, implementing and monitoring national sports policy, strategy and development plans; › Expert advice on developing sport at all levels and across different sports. This includes but is not limited to physical education, early year development, sport and club management, women and sport; › Providing advice on developing partnerships across different sectors and identifying key partners to work with; › Sport England's Running Sport programme offers a comprehensive range of products and services and can provide tailor-made packages to support sports development at local, regional and national level; 	<p>The Sports Councils (see above) Youth Sport Trust (see above) Sports Coach UK (see above) ILAM (see below)</p> <p>National Association for Sports Development/Institute of Sports Recreation Management Giffard House 36/38 Sheppard Street Melton Mowbray Leicestershire LE13 1XJ T: 00 44 (0)1664 565531 F: 00 44 (0)1664 501155 W: www.isrm.co.uk</p>

Area of interest	Description	Services Available*	Useful contacts
<p>Sport Medicine, Sport Science and Exercise Science</p>	<ul style="list-style-type: none"> Develop self-confidence to enable people to learn and develop new skills in other areas such as leadership; Provide a vehicle for communication and learning. <p>Sustainable sport development is difficult to achieve. It takes years of commitment and dedication at all levels of the system.</p>	<ul style="list-style-type: none"> Exchanging information and examples of how the UK has developed its systems; Sport-specific examples of grass-roots development are available from the national governing bodies of sport; Further documents and information on strategic planning and management are available from any of the organisations listed under key points of contact. 	<p>The British Association of Sport and Exercise Sciences (BASES) 114 Cardigan Road Headingley Leeds LS6 3BJ T: 00 44 (0)113 289 1020 F: 00 44 (0)113 231 9606 E: jane@bases.u-net.com W: www.bases.org.uk</p> <p>National Sports Medicine Institute c/o St Bartholomews Medical College Charterhouse Square London EC1M 6BQ T: 00 44 (0)20 7251 0683 F: 00 44 (0)20 7251 0774 E: enquiry@nsmi.org.uk W: www.nsmi.org.uk</p>
<p>Sport and exercise science includes a range of disciplines from biomechanics to psychology. Education and training courses are available from a range of providers, as well as information on current initiatives being undertaken in the UK.</p>	<p>Current services available include advice and information on:</p> <ul style="list-style-type: none"> Continued professional development for sport and exercise scientists; Continued supervision for trainee sport and exercise scientists; Quality assurance that accredits sport and exercise scientists; National conference(s) that provide a forum for the exchange and dissemination of good practice in sport and exercise science; Series of case studies, publications and information leaflets that provide sport and exercise science advice for performance enhancement, improved health and fitness. 	<p>Sport management can include planning and developing a sports ground or facility, programming, marketing, catering, pricing, health and safety and training. It can be distinguished from club management as it is normally more formalised but there is an overlap between the two disciplines and often the same principles will apply.</p>	<p>Useful contacts</p> <p>The Sports Councils (see above) Sports Coach UK (see above)</p> <p>Institute of Leisure and Amenity Management (ILAM) ILAM House Lower Basildon Reading Berks RG8 9NE T: 01491 874 800 F: 01491 874 801 E: info@ilam.co.uk W: www.ilam.co.uk</p> <p>Institute of Sport and Recreation Management (ISRM) Giffard House 36-38 Sherrard Street MELTON MOWBRAY Leicestershire LE13 1XJ T: 01664 565531 F: 01664 501155 W: www.isrm.co.uk</p> <p>National Training Organisation for Sport, Recreation and Allied Occupations (SPRITO) 24-32 Stephenson Way London NW1 2HD T: 020 7388 7755 F: 020 7388 9733 E: the.nto@sprito.org.uk W: www.sprito.org.uk</p>
<p>Sport Management (see also <i>Club Management</i>)</p>	<p>Sport management can include planning and developing a sports ground or facility, programming, marketing, catering, pricing, health and safety and training. It can be distinguished from club management as it is normally more formalised but there is an overlap between the two disciplines and often the same principles will apply.</p>	<ul style="list-style-type: none"> Sport management and planning advice on various topics including: <ul style="list-style-type: none"> Strategic planning and development; Developing local sports provision including sports grounds and facilities; Programming; Economics of sport and major events; Finance and pricing sports activities; Sponsorship; Health and Safety; Training; Alternative forms of management including contracting-out management and community participation; People management including management of coaches and volunteers. The above topics are supported with specialist sports management training and courses from various organisations including universities, colleges, Sport England Running Sport, ISRM and ILAM; Specialist advice on the accreditation of sports management personnel. SPRITO is the lead organisation for developing the national qualifications framework in the sports sector; Various courses and information are available from the Sports Councils, ILAM, ISRM and universities specialising in sports management, including for example Leicester (by distance learning), Loughborough, Edinburgh, Bath and Brunel. 	<p>Useful contacts</p> <p>The Sports Councils (see above) Sports Coach UK (see above)</p> <p>Institute of Leisure and Amenity Management (ILAM) ILAM House Lower Basildon Reading Berks RG8 9NE T: 01491 874 800 F: 01491 874 801 E: info@ilam.co.uk W: www.ilam.co.uk</p> <p>Institute of Sport and Recreation Management (ISRM) Giffard House 36-38 Sherrard Street MELTON MOWBRAY Leicestershire LE13 1XJ T: 01664 565531 F: 01664 501155 W: www.isrm.co.uk</p> <p>National Training Organisation for Sport, Recreation and Allied Occupations (SPRITO) 24-32 Stephenson Way London NW1 2HD T: 020 7388 7755 F: 020 7388 9733 E: the.nto@sprito.org.uk W: www.sprito.org.uk</p>

Area of interest	Description	Services Available*	Useful contacts
Tutor Training	The training and development of appropriate individuals, so that they can deliver education and training courses effectively.	<ul style="list-style-type: none"> Tutor training provides individuals with the skills to be able to deliver specific courses. This includes a range of skills, depending on the course level and content, including: <ul style="list-style-type: none"> > Presentation skills > Facilitation skills > Adult learning principles > Communication skills > Different teaching methods and ways of learning > Curriculum development, including developing appropriate structure, content, progressions, monitoring and evaluation of performance > Specific professional issues such as child protection, mentoring and ongoing professional development. 	<p>Sports Coach UK (see above) Sport England (see above) CCPR (see above)</p>
Vocational Qualifications and Training	Vocational qualifications and training are developed to specifically meet the needs of people in the workplace.	<ul style="list-style-type: none"> > SPRITO is recognised by the Government as the representative body for the sport and recreation industry and brings employers, government and national bodies together to develop a coherent framework of qualifications and training. Services available include support and advice in developing: <ul style="list-style-type: none"> > National standards for education and training; > National qualifications framework; > Modern apprenticeships; > Graduate apprenticeships; > Training needs and employer data; > Careers information; > Endorsed training and qualifications available across the UK; 	<p>SPRITO (National Training Organisation for Sport, Recreation and Allied Occupations) 24-32 Stephenson Way London NW1 2HD T: 020 7388 7755 F: 020 7388 9733 E: the.nto@sprito.org.uk W: www.sprito.org.uk</p>
Area of interest	Description	Services Available*	Useful contacts
Women and Girls	Encouraging females to participate in regular exercise not only has health benefits but it can also develop self-esteem and enable women and girls to master new skills, to accept new challenges, and provide leadership.	<ul style="list-style-type: none"> > Links to the European Observatory of Sports employment; > Further information and examples of good practice are available from SPRITO. > Planning and advice on developing female participation in sport and physical activity; > Training girls and women to provide them with the skills and knowledge to lead, manage and develop sport and physical activities at different levels within the community; > Girlsport is a Sport England programme that enhances communication and understanding of the issues that affect teenage girls' enjoyment, involvement and progress in sport and physical activity; > Young elite seminars – lifestyle management courses for young female performers; > Women - Get set go! – leadership courses for women; > Poster sets depicting positive images of female athletes; > Further information, case studies and documents are available from any of the organisations listed under key points of contact. 	<p>The Sports Councils (see above) Womens Sports Foundation 305-315 Hither Green Lane Lewisham London SE13 6TJ T: 020 8697 5370 F: 020 8697 5370 E: info@wstf.org.uk W: www.wstf.org.uk Youth Sport Trust (see above)</p>

* Some of these training and education services are costed, whereas others are free. It is not possible to provide within this publication a detailed price list, as prices are likely to vary and may be reduced, as part of a package of services for specific countries/organisations.

Commercial contacts



Commercial Contacts

The Sports industry is a growing sector in the UK, and it is estimated that Britain is the seventh largest market in the world for sports goods and equipment.

This section provides an overview of UK companies involved in the production and delivery of goods and services, as well as some general points of contact in the sports and fitness industry.

The Sports Industries Federation

The Sports Industries Federation
Federation House
National Agricultural Centre
Stoneleigh Park
Warwickshire CV8 2RF
Tel: 024 7641 4999
Fax: 024 7641 4990
Web: www.sports-life.com

The Sports Industries Federation is a useful point of contact for anyone wanting information about the British sports and play industries. The Federation represents the interests of manufacturers, agents, suppliers and retailers of sports and play goods in the UK, including:

- › Sports clothing;
- › Footwear and equipment;
- › Sports facilities;
- › Playground equipment and construction;
- › Motor sport goods.

It produces an annual directory that provides contact details of UK sport suppliers and manufacturing companies.

The Department of Trade and Industry

Department of Trade and Industry - Consumer Goods Team
151 Buckingham Palace Road
London SW1W 9SS
Tel: 020 7215 4168
Fax: 020 7215 1579
Web: www.dti.gov.uk

The Department of Trade and Industry's Consumer Goods Team is responsible for the promotion of domestic and international competitiveness for the British sports industry. The team is in close and regular contact with the industry enabling it to represent the views of the sector within Government.

Trade Partners UK

Trade Partners UK aims to promote and develop British expertise and services overseas. It has a national and international network of contacts in over 200 countries and works in partnership with 200 organisations and Governments.

Trade Partners UK
Kingsgate House
66-74 Victoria Street
London SW1E 6SW
Tel: 020 7215 4634
Fax: 020 7215 4221
Web: www.tradepartners.gov.uk

Trade Partners UK can provide in-country advice on British trade imports and information on companies with an interest in working and investing in different regions of the world.

Sport Trade Associations

In addition to the above contacts, each sector of the sports industry has its own trade association (see table 1). For specialist advice, services and products contact the trade association directly. These contacts are based at the Sports Industries Federation.

Table 1: Sport Trade Associations in the UK

Association	Background	Contact details
Association of Play Industries (API)	The API represents the interests of the manufacturers, suppliers and installers of outdoor and indoor play equipment and impact absorbing surfaces.	Margaret Wardle E: margaret@sportslife.org.uk T: 00 44 (0)24 7641 4999 ext.208 F: 00 44 (0)24 7641 4990
Association of Professional Sports Agents (APSA)	APSA represents and promotes sales agents in all sectors of the sports industry.	Pauline McManus E: pauline@sportslife.org.uk T: 00 44 (0)24 7641 4999 ext.204 F: 00 44 (0)24 7641 4990
British Association of Seating Equipment Suppliers (BASES)	BASES represents the manufacturers and suppliers of the various types of audience seating.	Margaret Wardle (see above)
European Golf Industry Association (EGIA)	The EGIA represents the interests of manufacturers, wholesalers and distributors of golf equipment, footwear and clothing. Activities include liaison with other golf governing bodies on both a national and international level, promotion of the industry via exhibitions and trade fairs in the UK and overseas and supporting initiatives to develop the sport of golf.	Jacqui Baldwin E: egia@sportslife.org.uk T: 00 44 (0)24 7641 4999 ext.207 F: 00 44 (0)24 7641 4990
The Cricket and Hockey Association (C&HA)	The Cricket and Hockey Association (C&HA) represents the manufacturers and suppliers of all equipment and clothing related to field sports.	Pauline McManus (see above)

<i>Association</i>	<i>Background</i>	<i>Contact details</i>
Fitness Products Association (FPA)	The FPA represents the interests of manufacturers and suppliers of fitness products in the UK.	<i>Pauline McManus (see above)</i>
General Group (GG)	The GG represents those member companies who have no particular affiliation to any of the other Trade Sports Industry Federation associations.	<i>Margaret Wardle (see above)</i>
Golf Consultant's Association (GCA)	The role of the GCA is to provide a point of reference for those requiring independent, professional, golf consultancy services world-wide.	<i>Jacqui Baldwin (see above)</i>
Independent Sports Retailers Association (ISRA)	ISRA was formed to provide a unified voice to Government on legislative issues affecting retailers and establish lines of communication with manufacturers and suppliers.	Catherine Gordon E: catherine@sportslife.org.uk T: 00 44 (0)24 7641 4999 ext.210 F: 00 44 (0)24 7641 4990
Inflatable Play Manufacturers Association (IPMA)	IPMA works towards ensuring that all products made by IPMA members are designed to the highest possible standard and also to raise the safety standards within the industry. It also aims to assist the development of British and European standards for the design, manufacture and safe use of play equipment.	<i>Margaret Wardle (see above)</i>
Inline Skate Association (ISA)	Amongst ISA's aims are to promote the aspirations of the in-line skate industry and to promote safe inline skating.	<i>Pauline McManus (see above)</i>
Motor Sport Industry Association (MIA)	MIA is active in developing motor sports exports throughout the world, organising trade missions and group attendance at international exhibitions.	Jane Montgomery E: jane.montgomery@the-mia.com T: 00 44 (0)24 7669 2600 F: 00 44 (0)24 7669 2001

<i>Association</i>	<i>Background</i>	<i>Contact details</i>
Racket Sports Association (RSA)	The RSA was formed to represent the interests of the manufacturers, wholesalers and distributors of rackets and accessories for all racket sports.	<i>Margaret Wardle (see above)</i>
Sport and Fitness Equipment Association (SAFEA)	SAFEA was formed to represent companies engaged in the supply and installation of sports hall, fitness and gymnasium equipment.	<i>Pauline McManus (see above)</i>
The Sports and Play Contractor's Association (SAPCA)	SAPCA is the UK trade organisation for the sports facility construction industry. SAPCA represents specialist constructors, manufacturers and suppliers of sports surfaces and related products and plays an important role in the promotion of high standards for sports facilities. SAPCA comprises three groups of builder members; primarily specialist constructors of tennis courts, athletics tracks and synthetic pitches. There is also a group of associate members - firms that provide products and services specifically related to the sports construction industry.	Chris Trickey E: sapca@dial.pipex.com T: 00 44 (0)24 7641 6316 F: 00 44 (0)24 7641 4773
Sports Textiles and Footwear Association (ST&FA)	The ST&FA represent the manufacturers and suppliers of both sports clothing and footwear.	<i>Catherine Gordon (see above)</i>
Tennis Industry Association (TIA)	TIA's aims and objectives are to develop participation in tennis and improve the image of tennis at the grass roots level.	<i>Margaret Wardle (see above)</i>

Every attempt has been made to make this list as comprehensive as possible, however it is not exhaustive.

Strategic planning and finance



Strategic Planning and Finance

Delivering excellence in sport

The need to plan strategically for the future development of sport has always been vital. The global opportunities and challenges now presented mean that strategic planning needs to be innovative in its approach, linking local needs to regional and national priorities. This will not only help partners to identify and prioritise their needs but also help sponsors and organisations in the UK to better understand and identify the support that is required by overseas partners.

This section will focus on funding that is available and how to prepare a bid for funding.

What is strategic planning?

Strategic planning can broadly be defined as a “process” that has a long-term horizon. It is a process of determining what an organisation intends to do in the future.

There is no one way to produce a sports strategy. One process may involve independently commissioned market research, whereas another process might be produced internally with a small group of people. The process will be specific to the individual community, the context of the country and its needs and resources.

Why strategic planning?

A strategic plan:

- › Provides a clear purpose and direction;
- › Helps to identify and establish priorities;
- › Communicates priorities and issues to stakeholders;
- › Communicates the importance of sport and its links to other social issues such as education, health (HIV/AIDS) and human rights;
- › Focuses attention on key issues and facilitates co-ordinated action;
- › Identifies and prioritises the resources and capabilities required to implement the plan;

- › Meets changing priorities in the internal and external environment;
- › Provides targets against which to measure performance;
- › Facilitates sponsorship and financial support from other national and international partners.

Any plan is likely to change and it is important that it is regularly reviewed and updated. Most plans will evolve over time.

UK Sport and its partners are keen to invest in sustainable sports development programmes that are based on local community needs and part of a strategic plan. Those bidding for funding will need to demonstrate they have a coherent plan and intend to follow it.

The following checklist is designed to provide decision-makers with a framework for developing a strategic plan and to stimulate ideas on which questions can be raised at different stages of the strategic planning process.

Practical advice on strategic planning and funding is available from the Sports Councils and individual consultants (see section on UK Sport Services).

<i>Stages</i>	<i>Issues to consider</i>	<i>Strategic tools</i>
Why plan?	<ul style="list-style-type: none"> › Why develop a sports plan? What are the advantages and disadvantages? › Who are the customers and partners? 	Brainstorming Group work
Preparation	<ul style="list-style-type: none"> › Team formation. Identify a team to facilitate and work together to develop the strategic plan. Decide whether this should be an internal group or if it should involve external stakeholders. It may be beneficial to include a mix. › Normally a group of between 6-8 people is sufficient, as this should help stimulate discussion whilst ensuring the group is manageable; › Think carefully who should be invited onto the strategic planning group and the influence, skills, (potential) resources and experience that they will bring to the group; 	Brainstorming Why? Write down your strategic vision on a large piece of paper so that the whole group can see it. The group should then question the statement and add to it.

<i>Stages</i>	<i>Issues to consider</i>	<i>Strategic tools</i>
	<ul style="list-style-type: none"> › It is important that consultation takes place and that people are involved at all levels. This is likely to ensure greater communication and commitment to any changes. It is worth mapping this process as it could be critical in terms of implementing the final plan. Think carefully about who you should consult with, when and how; › Identify resources available for developing the strategic plan; › Agree nature and extent of any consultation and research. This is likely to be influenced by the time-scale and resources available; › State your strategic vision and problem issues. Discuss this in a group and do not be afraid of changing the vision during the strategic planning process; › Obtain support and agreement of any key stakeholders to enable you to undertake the strategic process; › Communicate why you are undertaking strategic planning. Decide who you are going to communicate this to and when. 	Each member of the group draws their vision of the future. The drawings are then circulated around the group and each person is invited to add new ideas to the picture. The pictures are then displayed on the wall and the group discusses how the drawings relate to their original strategic vision. After this exercise the group may choose to change or develop their strategic vision. Imagery and relaxation. One member of the group is designated the leader and takes the group through a guided imagery and relaxation exercise. This may involve, for example listening to some music and then asking the group to think about their vision for the future.
External Analysis	<ul style="list-style-type: none"> › Who are the stakeholders? Who are your main customers? How is performance measured? › What is happening in the external environment and how might this impact or influence the work of the organisation? STEEP (Social, Technological, Economic, Environment and Political) provides a useful framework for analysing the forces that may affect the organisation. For example there may be an election that needs to be taken into consideration or local initiatives that are already in place. › Are there other social/ political developments outside of sport, for example in health and education that may affect the strategies that are pursued? 	Stakeholder analysis Competitor analysis. Compare different goals, current strategies, beliefs, resources and capabilities. Through this identify the strengths and weaknesses of your organisation in relation to your competitors/partners. STEEP (Sociological, Technological, Economical, Environmental and Political factors) Analysis. This involves examining external factors that could impact on the strategic plan.

<i>Stages</i>	<i>Issues to consider</i>	<i>Strategic tools</i>
	<ul style="list-style-type: none"> › Who are your competitors / partners? › What is your competitive position like in relation to the other partners at a local, regional, national and international level? › Do you have a specific role or strengths and weaknesses that emerge in relation to your competitors? › Do you work in direct competition or in co-operation with competitors? What are the implications of this for the strategic planning process? › How could the position in relation to competitors/ partners be improved? 	
Internal Analysis	<ul style="list-style-type: none"> › What type of current strategies are you pursuing? Do these strategies meet the customers' expectations? › What is your corporate vision? › What are your current resources (finance and capital) and intangible resources (technology, reputation and human)? › What are your current capabilities (i.e. the organisation's / country's capacity for undertaking a particular activity?) › How would the resources and capabilities affect the strategic plan or the actions you undertake? › What is the structure and culture of the organisation? How does this impact on the ability to deliver a strategic plan? What are the strengths and weaknesses? › What needs to be changed (if anything)? 	
Review strategic vision	<ul style="list-style-type: none"> › In the light of the internal / external analysis has your strategic vision changed? › If yes update your vision to reflect any changes. 	

<i>Stages</i>	<i>Issues to consider</i>	<i>Strategic tools</i>
Gap analysis	<ul style="list-style-type: none"> › What are the current internal strengths and weaknesses? › Summarise these, using a SWOT analysis. › What are the external opportunities and threats? › Having reviewed the internal / external environment, where are the gaps? › What do you need to do to achieve your vision? › Do you need to train people? › Do you need to develop your internal capabilities? Which capabilities? › Which additional resources do you require? How can you go about attracting additional resources? › What do you require from international partners? Which partners? 	SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)
Identify key issues	<ul style="list-style-type: none"> › Based on the gap analysis, what are the key issues facing your organisation? Identify 3-5 and develop these. › How can these be addressed? › Identify issues and priorities. 	Brainstorming List key issues
Write up the draft strategic plan	<ul style="list-style-type: none"> › Having prioritised the strategic issues identify an action plan by applying the 4W's and H Framework. › This will help to identify short-term, intermediate and long-term goals. 	The 4 W's and H Framework (What; Where; Why; Who and How)
Review	<ul style="list-style-type: none"> › How often should the strategic plan be reviewed? › Who should have responsibility for this? › How will performance be measured? 	Clear targets that are measurable and realistic; Performance Indicators.

Funding

In developing a plan for sports development it is always important to be realistic about your resources and funding. There are several sources of potential funding available, depending on the specific country needs, including income-generating activities such as selling goods and services.

Where organisations have limited national funding and resources available it may be possible to approach international companies, overseas government offices or international sporting organisations.

Identifying sponsors and donors

Unfortunately there is no standard process for applying for funding. Below are some suggested guidelines for putting together a successful application. Within this, developing a positive relationship with the sponsor or donor is often key and therefore it is worthwhile finding out some background information and making an effort to contact the sponsor.

Step 1

The first step is to identify what your priorities are, through the strategic planning process, what you want to do and who you want to target.

Step 2

The next step is to undertake some research on those organisations and companies that are looking to fund programmes with similar objectives to your own. In some cases you may need to be creative in terms of linking sport and physical activity to other areas such as health and education to attract funding.

Step 3

Establish the key criteria for assessing applications and who the key decision-makers are. Find out the criteria for evaluation and obtain an application form. Establish the evaluation process, the time-scales and how this links with your time-scales and needs. The evaluation process is likely to vary depending on the individual organisation and its objectives. It is important to clarify this at the outset. If you get this wrong your application may fail to meet the basic funding criteria of the organisation and be rejected immediately.

Step 4

Write the proposal and application. This will be based on your strategic objectives and programmes, linked to the specific objectives of the sponsor.

Step 5

It often takes time to process an application, so be patient. It may be worthwhile contacting the sponsor to make sure they have received the application but in some cases this may not be welcomed. Additional information may be requested or required by the potential sponsor and it will be useful to ensure that someone can always be contacted.

Approaching UK Sport and its partners for funding

Unfortunately there is no one organisation in the UK that provides funding for overseas sports development. Any approach is likely to involve approaching a mix of different organisations.

UK Sport works with a number of partner organisations in overseas development including the Foreign and Commonwealth Office, The British Council, the Football Association and VSO (Voluntary Service Overseas). Where UK Sport is unable to support a proposal it will discuss it with its partners through its UK Sports Development Committee.

Overseas national sport organisations looking for support and funding from the UK are encouraged to make their formal approach through UK Sport. This can happen via British Embassies and High Commissions outside the UK. This will help the UK to offer assistance to other countries, as part of a co-ordinated approach.

To be eligible for funding from UK Sport, organisations must be national sport organisations. To qualify, organisations are encouraged to submit their initial concept to UK Sport that outlines their requirements. This should be presented against the following headings:

Introduction - this should provide a background to the country, the financial, political, social and cultural context as well as the local, regional and national sport structure. Where possible this should be supported by any key policy and strategy documents. If the country does not have a sport policy it would be useful to know whether the country proposes having one and if so when;

Project rationale - this section should outline how the proposal was identified, who the key partners are and who has been consulted. Was it driven by community consultation or a national policy document?

Aims and objectives - this section should clearly identify the aims and objectives of your proposal and how this relates to your strategic objectives;

Project outline - this section should outline what you are applying for. Why, where, when and how will the project be implemented? In this section it is important that any national and international donors are highlighted and their specific contribution to the project;

Budget - The budget relates to the total cost of the project and needs to be broken down so that the specific costs of each item are shown. Where there are other international and national sponsors contributing to the project, this should be highlighted under income.

UK Sport and its partners only have a limited amount of funding available and the level of financial assistance available (and in kind) is limited. Regrettably only a handful of applications will be successful.

Where assistance is not available from UK Sport and its partners, UK Sport is prepared to work with national sport organisations to identify funding from other UK organisations and sponsors, including the Foreign and Commonwealth Office.

Guidance on applying for funding from Cultural Relations Department of the Foreign and Commonwealth Office

1. The Cultural Relations Department (CRD) of the Foreign and Commonwealth Office, is able to consider bids from British Embassies and High Commissions for help with sporting projects from its programme budgets. Funds are very limited and bids will normally only be considered where alternative sources of support are insufficient or do not exist. Priority will therefore be given to bids from countries with either no or only a minimal British Council presence though bids from other countries are not ruled out. (A list of such countries is given below). CRD will only very exceptionally give more than £10,000 to any one project. Bids for recurrent or programme expenditure will not be considered.

2. Bids will be considered three times a year within each Financial Year. The deadlines for bids are the last working days of January, May and September. Application forms can be obtained from the Sports Desk in CRD, telephone number 020 7270 6197 (from early 2002, **7270** will be replaced by **7008**).
3. CRD requires a brief report following the project, with examples of any press coverage. CRD has a standard project report form for this purpose. These forms are issued with our letters of notification of successful bids.
4. When preparing a bid you may wish to consider the following funding criteria, which CRD will take into account when making funding decisions.

Criteria

- › Are the objectives clear and achievable?
- › What impact will the project achieve in terms of publicity and audience? And what about on a longer-term basis?
- › Who will benefit from the project?
- › What other resources can be used to keep costs to a minimum? Are we getting value for money?
- › Is there sufficient time for planning and implementing the project?
- › Have you approached other obvious sources of funding such as local businesses, British companies etc?

Seeking advice about a project?

If there is a British Council presence in the country involved, then you should approach them in the first instance. Otherwise, please feel free to contact CRD. CRD is working closely with UK Sport, who might also be able to assist you.

Countries with minimal or no British Council presence which qualify for CRD funding include the following:

- › Algeria
- › Angola
- › Antigua & Barbuda
- › Bahamas
- › Barbados
- › Belarus
- › Belize
- › Bolivia
- › Botswana
- › Brunei
- › Cambodia
- › Congo
(Democratic Republic of)
- › Costa Rica
- › Dominica
- › Dominican Republic
- › Ecuador
- › El Salvador
- › Eritrea
- › Fiji Islands
- › Gambia (The)
- › Grenada
- › Guatemala
- › Guyana
- › Honduras
- › Iceland
- › Ivory Coast
- › Jamaica
- › Lesotho
- › Madagascar
- › Malawi
- › Malta
- › Mongolia
- › Mozambique
- › Namibia
- › Nepal
- › Nicaragua
- › Panama
- › Papua New Guinea
- › Paraguay
- › Peru
- › Qatar
- › Rwanda
- › St Kitts & Nevis
- › St Lucia
- › St Vincent
- › Senegal
- › Seychelles
- › Solomon Islands
- › Sudan
- › Swaziland
- › Tonga
- › Trinidad & Tobago
- › Uruguay
- › Vanuatu

All UK Overseas Dependent Territories:

- › Anguilla
- › Ascension Island
- › Bermuda
- › British Virgin Islands
- › Cayman Islands
- › Falkland Islands
- › Gibraltar
- › Montserrat
- › Pitcairn Henderson
Ducie and Oeno Islands
- › South Georgia and the
South Sandwich Islands
- › Tristan da Cunha
- › Turks and Caicos Islands

Other countries that qualify for/have benefited from CRD's funding include:

- › Albania
- › Armenia
- › Azerbaijan
- › Belarus
- › Bosnia
- › Bulgaria
- › Burma
- › China
- › Croatia
- › Cuba
- › Georgia
- › Iran
- › Kazakhstan
- › Kyrgyzstan
- › Kosovo
- › Libya
- › Macedonia
- › Moldova
- › Montenegro
- › North Korea
- › Romania
- › Russia
- › Slovak Republic
- › Tajikistan
- › Turkmenistan
- › Vietnam
- › Yugoslavia

Sponsorship

There are a number of organisations in the UK that can provide information on sponsorship including the **Sports Sponsorship Advisory Service (SSAS)**, which is jointly run by the Institute of Sports Sponsorship and the Central Council of Physical Recreation. The aim of the SSAS is to “to better equip sport and recreation to gain and develop commercial sponsorship”. The prime focus of its work is helping national governing bodies of “middle market” sports improve the way they seek and manage sponsorship.

The SSAS provides advice and guidance on all aspects of the sponsorship process, producing resources and running educational courses to help sport be more professional in the field of sponsorship.

Sports Sponsorship Advisory Service

Francis House
Francis Street
London SW1P 1DE

Tel: 00 44 (0) 20 7854 8598

Fax: 00 44 (0) 20 7630 8820

E-mail: ssas@sponsorship-advice.org

Web: www.sponsorship-advice.org

The **Institute of Sports Sponsorship** is the representative body of commercial sponsors of sport in Britain. It represents its members' views to Government, ministers and MPs, television, radio and newspapers. It advises and explains all matters of sports sponsorship and publishes informative brochures and newsletters, provides career guidance and helps smaller sponsors develop expertise.

Institute of Sports Sponsorship

Warwick House

25 - 26 Buckingham Palace Road

London SW1W 0PP

Tel: 00 44 (0) 20 7233 7747

Fax: 00 44 (0) 20 7828 7099

E-mail: info@sportsmatch.co.uk

Web: www.sports-sponsorship.co.uk

The Sports Councils also have some advice and information on obtaining sponsorship. (see section on UK Sport Services and the A-Z of Sporting Contacts)

Other Sponsorship Contacts

Across the world there are a number of British organisations that may be helpful in raising or providing advice on sponsorship. Depending on the country this may include commercial companies, the British Embassy (or High Commission, as appropriate), the British Council, Trade Partners UK and the Department for International Development. The level of support available from these organisations will vary but they should be able to provide advice on obtaining funding and resources if they cannot provide assistance directly.

To obtain the address of the in-country office, either check the web page, or contact the central office in London (see also commercial section):

Foreign and Commonwealth Office

Cultural Relations Department

King Charles Street

London SW1A 2AH

*Tel: 00 44 (0) 20 7270 6197

*Fax: 00 44 (0) 20 7270 5965

Web: www.fco.gov.uk

*(from early 2002, 7270 will be replaced by 7008)

The Department for International Development

94 Victoria Street

London SW1E 5JL

Tel: 00 44 (0) 20 7917 7000

Fax: 00 44 (0) 20 7917 0019

Web: www.dfid.gov.uk

The British Council

Consultant for Sport

10 Spring Gardens

London SW1A 2BN

Tel: 00 44 (0) 20 7930 8466

Fax: 00 44 (0) 20 7389 6347

E-mail: general.enquiries@britishcouncil.org

Web: www.britishcouncil.org.uk

Trade Partners UK

Kingsgate House

66-74 Victoria Street

London SW1E 6SW

Tel: 00 44 (0) 20 7215 4634

Fax: 00 44 (0) 20 7215 4221

Web: www.tradepartners.gov.uk

Department of Trade and Industry - Consumer Goods Team

151 Buckingham Palace Road

London SW1W 9SS

Tel: 00 44 (0) 20 7215 4168

Fax: 00 44 (0) 20 7215 1579

Web: www.dti.gov.uk

VSO (Voluntary Service Overseas)

317 Putney Bridge

London SW15 2PN

Tel: 00 44 (0) 20 8780 7200

Web: www.vso.org.uk

Where a project has a sport-specific element it may be worthwhile contacting the international sport federation. Some international sport federations are able to provide financial and in-kind support. For example FIFA and UEFA have an extensive international football development programme in place. If the programme involves an Olympic sport there may also be support available from the International Olympic Committee (IOC). To qualify for this funding an application would need to be made through the National Olympic Committee (NOC).

There are also UK charities that may be able to provide assistance. BOND is a membership organisation that represents British charities involved in overseas development and provides a useful start point in terms of finding which charities may be interested in investing in overseas programmes. Examples of charities involved in international sports development as part of a broader development programme are Save the Children, VSO and UNICEF. BOND can be contacted at the following address:

British Overseas NGOs for Development

Regent's Wharf

8 All Saints Street

London N1 9RL

Tel: 00 44 (0) 20 7837 8344

Fax: 00 44 (0) 20 7837 4220

E-mail: bond@bond.org.uk

Web: www.bond.org.uk

Disclaimer: Whilst every effort is made to ensure the accuracy of this information, it is provided without liability on the part of UK Sport and the Foreign and Commonwealth Office. Readers should satisfy themselves as to its accuracy before placing any reliance thereon.