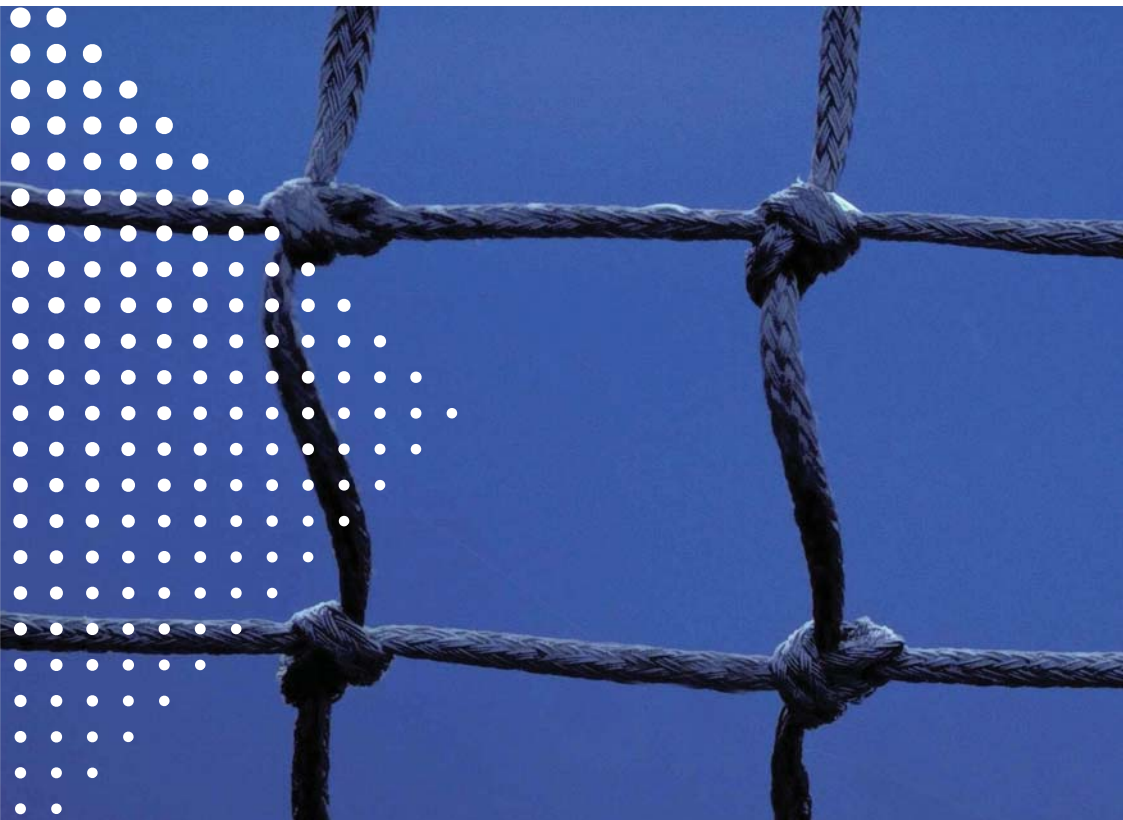


# volunteers


how can I recruit, retain, recognise and reward volunteers?



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## glossary of terms

**Volunteer:** Someone who willingly gives their time and effort without any financial reward. Volunteers may however receive expenses.

**Recruitment:** The process through which volunteers are enlisted to join a sports club.

**Retention:** The task of keeping all new volunteers working within a sports club. Individual sports clubs may develop different methods of achieving retention, including offering mentoring and training to volunteers, rotating roles etc.

**Reward:** Something given on behalf of the sports club to thank and commemorate the work of the volunteer. This may be a small gift, plaque or even naming a new facility in their honour.

**MAD:** MAD – make a difference. An annual event to celebrate the work of all volunteers. It can be used to raise the profile of volunteering in clubs or to recruit new volunteers.

**CRB:** The Criminal Records Bureau is the agency responsible for carrying out police checks for all volunteers who work or come into contact with young people in their role.



## what is runningsports?

runningsports 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.

runningsports 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 runningsports products

visit [www.runningsports.org](http://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.

## the value of volunteers

Volunteers are the life-blood of every sports club. They dedicate hours of time and energy, working in a variety of ways. Without them, most sports clubs and associations would cease to exist.

Volunteers are extremely valuable, and deserve considerable praise and thanks.

The following quotes help to illustrate their importance:

**'Volunteers make a big contribution to life in the UK, 22 million adults are involved in formal volunteering each year, 90 million hours of formal voluntary work takes place each week. This work is estimated to be worth about £40 billion a year'**

**Sport England Research, March 2005**

**'Sport plays a special part in young people's volunteering. It is the most popular volunteering activity – 47% of young people's volunteering takes place in sport. The sports sector accounts for 26% of all volunteering, and volunteers are vital to the success of our national sporting life – the London Marathon relies on 6000 volunteers, the Wimbledon Tennis Championship on 5000, Open Golf on 1200. The Manchester Commonwealth Games involved 10,000 volunteers, and the role of volunteers will be integral to the 2012 London Olympic bid.'**

**Extract from The Russell Commission Report, March 2005**

Administrators, officials and coaches all fulfil an important role in sport. They may come from different backgrounds and, although some are paid, many act in a voluntary capacity themselves. The key to success is the way in which they can manage the volunteers for whom they are responsible.

So how do you recruit, train and retain your volunteers?

**Consider the following questions:**

- ❖ What are your experiences as a volunteer?
- ❖ How have you contributed as a volunteer and why?
- ❖ Could your experiences as a volunteer have been improved?
- ❖ Do you know how to recruit, train and retain volunteers?
- ❖ How do you ensure your volunteers enjoy working with you?

## do you need volunteers?

### case study

#### Imagine the following scenario:

You are the president of a local sports club and are faced with the following situations:

- ❖ Membership numbers are down again.
- ❖ The newsletter is not going out regularly.
- ❖ The junior members are having difficulty getting home from club night now that the local bus service has been withdrawn.
- ❖ The nets and posts are in urgent need of replacement and costs are escalating.
- ❖ The hall the club has used for the past 30 years is being pulled down and new premises need to be found with the necessary space at an affordable rate.

You decide to make an urgent plea to all members to find some volunteers and receive the following response:

- ❖ Tony's neighbour, a surveyor wants to volunteer.
- ❖ Arnold, a recently retired bus driver, offers to help.
- ❖ Five others names and phone numbers are given to you (no background is given about the individuals).

Nothing constructive happens with this information. Therefore, after a short while, all the new volunteers become dispirited because they do not know what they are supposed to be doing, and can't find anybody to give them any guidance, so they leave. You are back to square one.

Before recruiting volunteers, make sure you know why you want them, and direct them to appropriate tasks, for example:

- ❖ serving as club administrator, with clearly defined roles and duties
- ❖ helping with fund-raising events
- ❖ writing a development plan for the club
- ❖ producing the club match programme/newsletter or updating the website
- ❖ taking care of equipment
- ❖ maintaining the grounds (both preparation for the season and ongoing)
- ❖ helping to coach teams or supervise junior night
- ❖ helping to run events
- ❖ washing kit
- ❖ serving teas/coffees/oranges on match-day.

## why do people volunteer?

A number of people volunteer and they come from a variety of places. Many are members, friends, parents, school students, spectators, existing volunteers and volunteers linked to projects or volunteer agencies. Look at your own club – who are the volunteers? (Most will already have a link with someone at the club.)

People also volunteer for many different reasons. Some of these may be:

- ❖ to learn new skills
- ❖ to help others
- ❖ to be involved with a relative who is a club member
- ❖ to share talents and abilities
- ❖ to do something different to their day job
- ❖ to make new friends
- ❖ to build self-confidence
- ❖ to be part of a team
- ❖ to gain a new direction in life
- ❖ to gain prestige and recognition
- ❖ to give something back to sport
- ❖ to have FUN!

If you can find out the needs and interests of your volunteers, you can devise appropriate rewards for them. Know and recognise what motivates each individual volunteer and make sure that his or her efforts are rewarded. Many clubs nominate and reward a player or coach of the season, why not nominate and reward a 'volunteer of the year' as well.

# recruiting volunteers

## finding volunteers

To find your volunteers, you need to have a clear understanding of why you want them. If you identify clearly when, where and why you want help and then seek it in an organised way, people are more likely to step forward and offer their assistance.

Ideally one of your members should take charge of new volunteers; this role is commonly referred to as the 'volunteer coordinator'. Whoever takes on this task needs to demonstrate excellent inter-personal skills and ideally have some experience of managing people. The volunteer coordinator is required to spend time training, mentoring and managing each volunteer to ensure they are being deployed effectively and that they are enjoying their role.

Before you recruit volunteers, you should consider delivering mentoring training to any club officials who will be asked to work with the volunteer coordinator in supporting new volunteers.

In order to help new volunteers support the club the volunteer coordinator should:

- ✦ determine where volunteers are needed
- ✦ decide how much time the volunteers need to be able to give
- ✦ write brief role outlines
- ✦ plan the recruitment strategy
- ✦ invite volunteers to attend club meetings to ensure they are aware of all club activities
- ✦ supervise volunteers or find other members to supervise volunteers. Those members should be briefed on the role of the volunteer and their role as a mentor/supervisor
- ✦ organise training for volunteers

- ✦ keep volunteers motivated and enthusiastic, and make sure they know their contribution is valued
- ✦ revise and update volunteer duties as the need arises.

You need to answer these questions before trying to recruit new volunteers:

- ✦ How many volunteers do you need?
- ✦ What will they do?
- ✦ When will they do it?
- ✦ For how long?
- ✦ What demands will be made of the volunteer?
- ✦ What levels of responsibility will the volunteer have?
- ✦ To whom is the volunteer responsible?
- ✦ What support is there for the new volunteer?
- ✦ Will trained volunteers and other personnel, already in place, willingly accept the new volunteer?
- ✦ What sort of people do we want in these roles?
- ✦ What skills do they need?
- ✦ Where can we find the right people?
- ✦ Are there partners within the local community that already have volunteers that the sports club could use?

## role outlines

There are many positions and duties that can be filled by volunteers. Often volunteers are recruited into positions for which they do not have the necessary skills or experience. To avoid problems and misunderstandings as to what is expected of and required of them, you may need to produce brief role outlines.

The role outlines should include the:

- ✦ title of the role
- ✦ names of organisers and immediate supervisor
- ✦ main tasks, duties and responsibilities
- ✦ hours, frequency and dates the volunteer is required
- ✦ qualifications or experience needed (if any)
- ✦ special skills or training needed (if any).

To view some examples of role outlines, visit [www.runningsports.org](http://www.runningsports.org) or visit your national governing body (NGB) website. You can link to your NGB website through the Sport England website [www.sportengland.org](http://www.sportengland.org) – click on 'get resources' then 'useful links'.

Remember to review the role outlines, after a while (eg three months) to find out how well the outline fits the role. If it is necessary to rewrite the role outlines, involve the volunteer in the process.

Always provide support for the new volunteer. If you have the people, try to find a member who is given responsibility for providing this assistance. Do not force anyone to take on this role.

**NB:** Some roles for volunteers are ongoing but others, such as organising a major event, are limited to a particular time. Offer your volunteers alternatives that will suit them.

## where do you find volunteers?

Volunteers are everywhere. It may be a good idea to target certain groups or areas, but any type of recruitment campaign should be widely distributed and contain clear, accurate and attractive information. It may be worth considering:

- ✦ raising the profile of volunteering and its benefits on your website
- ✦ producing volunteer information sheets
- ✦ checking past and present membership lists. A list of parents' skills/jobs may give you an idea of who has key skills that you could utilise
- ✦ introducing a volunteer scheme for present members
- ✦ holding 'bring a friend' social events
- ✦ organising a recruitment drive using current volunteers to promote the club and its activities eg a volunteer recruitment fair during the volunteers' week (MAD) each year
- ✦ using the local newspaper – classified ads, letters to the editor, feature articles etc.
- ✦ organising community notices on local radio or an article on your website
- ✦ producing leaflets and flyers which can be distributed in a place your potential volunteer may visit (eg the supermarket, the doctors surgery, dentist, the fish and chip shop, the local schools notice boards)
- ✦ promoting your club and its activities within local schools, colleges and universities. Schools and colleges now offer volunteer and leadership courses, such as Step into Sport (for further information, visit [www.sportengland.org/stepintosport](http://www.sportengland.org/stepintosport))
- ✦ asking for volunteers from the people who spectate at matches or support the team
- ✦ promoting your 'volunteer of the year' winner in the local media
- ✦ identifying if your sponsors have any key skills to offer
- ✦ developing a partnership with your local volunteer centre to identify volunteers (to contact them go to [www.volunteering.org.uk](http://www.volunteering.org.uk))
- ✦ registering your volunteering opportunities on the [www.do-it.org.uk](http://www.do-it.org.uk) website.

## the recruitment process

The recruitment process allows you to search for volunteers who will best meet the club's needs. This is a two way process. It does not need to be too formal, but it is an important way of identifying the skills and experiences of a volunteer to decide if he/she wants to support your club. The recruitment process should involve identifying and inviting the volunteer to the club for an informal discussion. Ideally, the volunteer coordinator should attend, along with another member from the club (committee).

**NB:** Don't make the volunteer feel like it is an interview, as you don't want to put them off attending.

The discussion will allow you to identify:

- ✦ why the volunteer wants to be involved
- ✦ what skills the volunteer has and if they meet your club's needs
- ✦ their experience of working within a sports club and within a team of people
- ✦ their availability to fulfil the role
- ✦ additional skills (eg coaching, refereeing, that could also be utilised)

- ✦ whether the volunteer has completed a Criminal Records Bureau (CRB) police check and, if so, is that check still in date
- ✦ clothing size of the volunteer – after all every new member feels part of the team if they have a t-shirt!
- ✦ opportunities and benefits of becoming a volunteer at your club. It is vital not to forget that the volunteer is offering their time free of charge and will be expecting something (not necessarily financial) in return (eg what can your sports club offer them): make new friends; learn new skills; create a better club; go on trips and enjoy the rewards that come from helping people
- ✦ references – ensure that you take up references, even verbal ones, before your volunteer begins.

## retaining volunteers

### keeping your volunteers involved

Some clubs are successful in attracting volunteers. Perhaps the activity is exciting, glamorous or challenging. Even with such benefits, however, sometimes clubs lose newly recruited volunteers and it is important to try and prevent this from happening.

An induction period is an essential part of any volunteer programme if you want to make sure you retain your volunteers. Even in a small club, an introduction to the activities and the key members will encourage volunteers to stay involved.

Volunteers want to feel:

- ✦ needed
- ✦ useful
- ✦ part of the team
- ✦ welcome
- ✦ thanked.

### Motivation

Motivating volunteers is often different from motivating members of staff, because:

- ✦ they are not paid for the role
- ✦ they do not have a formal contract
- ✦ they may not be able to commit on a regular basis (what you want them to do is not necessarily a top priority for them)
- ✦ they have their own motives (which may conflict with yours)
- ✦ they are not dependant on you for job security.

People volunteer for roles in sport for a variety of reasons, such as:

- ✦ family involvement – son or daughter or other relative
- ✦ they want to meet people
- ✦ wanting to provide a service to their sport (particularly past performers wishing to 'put something back')
- ✦ wanting to provide a service to others
- ✦ prestige (the chance to deal with the

media, sponsors, etc).

Motivation is an important part of people management, whether they are volunteers or paid staff. It is not simply about being enthusiastic, (although in the right amount, this helps) or about urging people on. It is about identifying what is important to that person and trying to ensure they gain what they want from their involvement. It is about matching the needs of the individual with the needs of the role.

Motivation is providing the sort of leadership that ensures people's needs are being met and their interest sustained. Pay particular attention to the kind of tasks that you expect your volunteers to do.

**NB:** Satisfaction in the role comes from doing something worthwhile and often challenging.

### Delegating tasks

Delegation is not easy. It requires courage, patience, trust and skill. It is one of the most important aspects of any organiser's or volunteer coordinator's role, and one in which there is considerable freedom of choice. What you choose to delegate, to whom and when, is usually entirely at your own discretion.

Successful delegation is matching responsibility with authority. To give responsibility without authority is unreasonable. Imagine a referee without the power to make decisions. The referee would have to be very persuasive to be able to control the match!

**NB:** When you delegate, you must give authority as well as responsibility. If you are in charge, you are still responsible for what happens, so when you delegate, you do not stop being accountable.



In order to delegate a task, you need to:

- ❖ identify a task that can be delegated
- ❖ decide the key elements of the task
- ❖ identify a volunteer with the necessary skills and attributes
- ❖ decide upon the training and support needed to enable somebody to do the task
- ❖ decide how you will know if the delegation is working well
- ❖ monitor the work that has been delegated, without interfering.

**NB:** Delegation is not passing the buck!

### Training

Training is an essential part of the work programme of any company that wants its staff to perform efficiently and effectively. The same principals apply to volunteers in your club.

There are a variety of training opportunities available to volunteers and your volunteers should be encouraged and supported to attend.

If your club has specific needs, you could organise your own specific training programme. Perhaps you could also invite representatives from other local sports clubs to attend. Networking with several other sports can give you different ideas about how to run your club or some practical coaching ideas. In fact, a **runningsports** attendee at a recent workshop made the following quote:

**'The workshop brought all sporting backgrounds together in a united role. Sharing knowledge and experience is essential.'**

(runningsports workshop attendee, 2005)

Better still, perhaps you could persuade your local association, NGB or county sports partnership (CSP) to organise a series of training events.

See Useful Contacts, which lists several clubs that provide training (eg **runningsports**, **sports coach UK**, Sports Leaders UK).

### For CSP contact details, use the following Sport England link:

[www.sportengland.org/county\\_sports\\_partnership](http://www.sportengland.org/county_sports_partnership)

### For NGB contact details, use the following Sport England link:

[www.sportengland.org](http://www.sportengland.org) – then click on 'get resources', 'useful links', then 'governing bodies of sport'. You can then choose whichever sports are applicable and it will link you to the relevant website.

### Communication

Ensure your volunteers are part of the whole club by:

- ❖ communicating regularly with them. Update them on the objectives of the club and your progress towards meeting those objectives
- ❖ providing scope for individuals to take on greater responsibility
- ❖ encouraging ideas and, where practical, allowing them the responsibility to implement them.

## rewarding volunteers

### satisfaction in the role

Satisfaction in the role is vital if you want to retain your volunteer. In order to achieve this:

- ❖ find out what they want from their involvement (what motivates them)
- ❖ clearly identify the nature of the role to be undertaken (using role outlines to help you)
- ❖ try to match their motivations with the inherent rewards of the role (this will require careful placement of the volunteer at the outset)
- ❖ offer appropriate guidelines or training to help them in their role
- ❖ encourage volunteers to contribute new ideas and to implement them if appropriate
- ❖ build in incentives and provide feedback recognition and tangible rewards
- ❖ set targets so that they understand the part they play in meeting the overall objectives of the club.

Enable your volunteers to enjoy their time with you by:

- ❖ helping them to experience personal achievement in the role they are doing
- ❖ making them feel they are making a worthwhile contribution to the objectives of the team and of the whole club
- ❖ making them feel the role is challenging, demands the best from them and gives them responsibility to match their capabilities
- ❖ giving adequate recognition for their achievements
- ❖ ensuring they have control over those aspects of the role that have been delegated to them
- ❖ making them feel they are developing and improving their experiences, skills and abilities.

### recognition

Recognition is a very important factor, and is vital if you are to retain your volunteers.

Consider:

- ❖ offering praise to volunteers while they are doing their role
- ❖ sending them a letter or a text message to say thank you for their help
- ❖ giving them a thank you certificate
- ❖ giving kit or equipment (eg t-shirts/pin badges)
- ❖ giving them a present. It doesn't have to be expensive! Just given with thought
- ❖ acknowledging them in club newsletters and on the notice board
- ❖ giving complimentary tickets to special events and functions
- ❖ sending birthday and Christmas cards
- ❖ awarding them life memberships
- ❖ having a party or barbeque for your volunteers
- ❖ having a day of changing roles. Let the participants organise and run the club and the volunteers just participate
- ❖ acknowledging their efforts during committee meetings
- ❖ paying out-of-pocket expenses and providing meals
- ❖ smiling and calling them by name
- ❖ listening to their ideas
- ❖ making them feel valued and a vital part of the club
- ❖ having an awards day for them or entering them into a local or national volunteer recognition scheme.

**To view the list of Volunteer Recognition Awards available, visit [www.runningsports.org](http://www.runningsports.org)**

## an action plan

Produce an action plan to support you in finding and keeping your volunteers

- ✦ Decide why your club needs volunteers.
- ✦ Appoint a volunteer coordinator.
- ✦ Make links and work in partnership with local volunteer centres and education establishments who are delivering leadership and volunteer training.
- ✦ Work out specific role requirements for volunteers and write role outlines for each one.
- ✦ Decide what skills you need your volunteers to have.
- ✦ Decide how many volunteers you need.
- ✦ Decide which methods you will use to recruit volunteers.
- ✦ Go ahead and recruit.

- ✦ Meet and choose people with appropriate skills.
- ✦ Show them how to do their roles and support them through the process.
- ✦ Involve volunteers in matters that affect them.
- ✦ Provide opportunities for training.
- ✦ Supervise and evaluate their performance and provide feedback.
- ✦ Reward and recognise volunteers appropriately.
- ✦ Review the process regularly and make the necessary changes.
- ✦ Say, 'Thank you'.

If you do not already volunteer and want to as a result of reading this Quick Guide, register your interest at [www.do-it.org.uk](http://www.do-it.org.uk)

## useful related websites

### Step-into-Sport

[www.sportengland.org/stepintosport](http://www.sportengland.org/stepintosport)  
To view a copy of the Step into Sport information leaflet, which provides further details about the project

### Do-it.org

[www.do-it.org.uk](http://www.do-it.org.uk)  
The national database of volunteering opportunities in the UK.

### London 2012

Volunteers are essential for the successful running of the Olympics and Paralympics and were integral to the success of the London bid to host the Games in 2012. The Games will have an estimated 70,000 volunteers, fulfilling a vast array of tasks. Volunteers will be split into two categories: generic (spectator services, transport management and first aid) and technical (sport or event-specific). You can volunteer for the Games at [www.volunteer2012.com](http://www.volunteer2012.com)

### Criminal Records Bureau

[www.crb.gov.uk](http://www.crb.gov.uk)  
To help clubs make safer recruitment decisions

### To contact your NGB:

For NGB contact details use the following Sport England link [www.sportengland.org](http://www.sportengland.org) then click on 'get resources', 'useful links' then 'governing bodies of sport'.

### To contact your CSP:

For CSP contact details use the following Sport England link:  
[www.sportengland.org/county\\_sports\\_partnerships](http://www.sportengland.org/county_sports_partnerships)

## 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](mailto:info@ccpr.org.uk)  
Website: [www.ccpr.org.uk](http://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](mailto:cpsu@nspcc.org.uk)  
Website: [www.thecpsu.org.uk](http://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](mailto:information@coachingni.net)  
Website: [www.coachingni.net](http://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](mailto:federation@efds.co.uk)  
Website: [www.efds.net](http://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](mailto:nacvs@nacvs.org.uk)  
Website: [www.nacvs.org.uk](http://www.nacvs.org.uk)

runningsports Hotline (general enquiries)  
Tel: 0800-363373

runningsports (all other enquiries)  
3rd Floor, Victoria House  
Bloomsbury Square  
London WC1B 4SE  
Tel: 0207-404 2224  
Fax: 0207-383 5740  
Email: [info@runningsports.org](mailto:info@runningsports.org)  
Website: [www.runningsports.org](http://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](mailto:skills@skillsactive.com)  
Website: [www.skillsactive.com](http://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](mailto:info@sportengland.org)  
Website: [www.sportengland.org](http://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](mailto:sportequal@cre.gov.uk)  
Website: [www.cre.gov.uk/speqs](http://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](mailto:coaching@sportscoachuk.org)  
Website: [www.sportscoachuk.org](http://www.sportscoachuk.org)

**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](mailto:bsc@sportscoachuk.org)  
Website: [www.sportscoachuk.org](http://www.sportscoachuk.org)

**sportscotland**

Caledonia House  
South Gyle  
Edinburgh EH12 9DQ  
Tel: 0131-317 7200  
Fax: 0131-317 7202  
Email: [library@sportscotland.org.uk](mailto:library@sportscotland.org.uk)  
Website: [www.sportscotland.org.uk](http://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](mailto:info@sportni.net)  
Website: [www.sportni.net](http://www.sportni.net)

**Sports Council for Wales**

Sophia Gardens  
Cardiff CF11 9SW  
Tel: 02920-338200  
Fax: 02920-300600  
Email: [publicity@scw.co.uk](mailto:publicity@scw.co.uk)  
Website: [www.sports-council-wales.co.uk](http://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](mailto:info@sportsleaders.org)  
Website: [www.bst.org.uk](http://www.bst.org.uk)

**Volunteering England**

General enquiries:  
Tel: 0845-305 6979  
Email: [information@volunteeringengland.org](mailto:information@volunteeringengland.org)  
Website: [www.volunteering.org.uk](http://www.volunteering.org.uk)

**Volunteering England (Birmingham)**

New Oxford House, 16 Waterloo Street  
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**Volunteering England (London)**

Regents Wharf  
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London N1 9RL  
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**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](mailto:info@wsf.org.uk)  
Website: [www.wsf.org.uk](http://www.wsf.org.uk)

**Youth Active**

371 Kennington Lane  
London SE11 5QY  
Website: [www.youthactive.org](http://www.youthactive.org)

**Youth Sport Trust**

Sir John Beckwith Centre for Sport  
Loughborough University  
Loughborough  
Leicestershire LE11 3TU  
Tel: 01509-226600  
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Email: [info@youthsporttrust.org](mailto:info@youthsporttrust.org)  
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