7 Leadership

Objective: increase the number of women leaders at all levels and in all capacities in sport and physical recreation

Target: an increase in the number of women on strategic sports boards and committees from 23 per cent to 30 per cent by December 2005

Progress: overall, in 2004, the proportion of women on strategic sports boards and committees

7.1 WOMEN ON STRATEGIC SPORTS BOARDS AND EXECUTIVE COMMITTEES

A study²⁷ carried out in June 2003 into the position of women in employment within the sports sector in the North East of England found that while women are well represented in employment in the regional sports sector, making up half of the workforce across all the organisations surveyed, they were concentrated in clerical and secretarial roles. The majority of women working in managerial positions were in junior and middle management positions. Women were markedly under-represented in senior management roles.

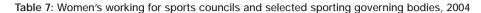
The women interviewed in the study stated that they were interested in moving up the career ladder within the sports sector, however, they were unsure about the direction they would like their careers to take and how they would go about realising their ambitions.

There was a general perception that the position of women in employment in the sports sector has improved over recent years, however, there was also evidence of a strong belief among female employees that women have to work hard than men in order to succeed. Younger women were more optimistic than older more experienced women.

Table 7 shows the proportion of selected sports boards and committees that were made up by women in 2004.28 On average, 23 per cent of selected board/executive committee members on governing bodies were women at the end of 2004.

Governing bodies varied quite considerably. Women-only governing bodies had high proportions of women on the board, while among the mixed governing bodies as many as nine organisations have absolutely no female representatives on their boards at all. For certain organisations, this does reflect membership (e.g. English Golf Union and Amateur Boxing Association), however, for others (e.g. Amateur Swimming Association) it does not.

Comparing sports councils and governing bodies, sports councils had the highest proportion of women in the decisionmaking positions (34 per cent compared with 21 per cent). The English Golf Union executive committee makes a large impact upon the overall average figures because it is so large (it has 49 members) but has no women on it.



Organisation	Date ¹	No. of staff	No. of staff who are women	Proportion who are women (%)	No. on board/exec. committee		No. of women on board/exec. committee	Proportion of board/exec committee who are women (%)
Sports councils								
UK Sport	Nov-04	75	38	51		12	6	5 5
Sports Council for Wales	Nov-04	168	92	55		13	4	3
sportscotland	Nov-04	210	101	48		12	4	3
Sport England	Nov-04	301	142	47		9	2	2
Sports Council Northern Ireland	Nov-04	-		-		16	5	3
Sub-total		754	373	49		62	21	3
Selected sports governing bodies								
England Women's Rugby Football Union	Nov-04	15	6	40		7	7	, 10
English Ladies' Golf Association	Nov-04	11	11	100		14	14	10
England Netball	2002-3	29	24	83		9	8	3 8
Women's Cycle Racing Association	2004	8	6	75		14	10) 7
Lawn Tennis Association (GB)	Nov-04	199	92	46		6	3	3 - 5
British Gymnastics	Nov-04	90	60	67		11	5	5
Amateur Rowing Association (England)	Nov-04	69	33	48		12	4	. :
England Squash	Jan-05	28	12	43		7	2	2
British Paralympic Association	Nov-04	12	8	67		8	2	2
British Triathlon	Nov-04	33	12	36		9	2	2
Amateur Athletics Association (GB)	Nov-04	107	55	51		9	2	2
Badminton Association of England	Nov-04	45	25	56		9	2	2
England Hockey	Nov-04	28	20	71		9	2	2
Amateur Swimming Association (GB) 2	Nov-04	148	101	68		20	4	1 2
British Orienteering	Nov-04	19	13	68		21	4	
Royal Yachting Association (UK)	Nov-04	116	71	61		40	6	3
British Olympic Association	Nov-04	-		-		41	6	3
Welsh Badminton Union	Nov-04	6	3	50		7	1	
British Canoe Union	Nov-04	-		-		10	1	1
British Cycling	Feb-05	129	28	22	!	9	C)
England and Wales Cricket Board	Nov-04	135	35	26		18	C)
British Judo Association	Nov-04	32	9	28		7	C)
Amateur Boxing Association of England	2003-04	3	1	33		11	C)
Rugby Football League (England)	Nov-04	98	37	38		5	C)
Γhe FA ³ (England)	Nov-04	-		42		13	C)
Scottish FA	Nov-04	87				11	C	
English Golf Union	Nov-04	32	16	50		49	C)
Rugby Football Union (England)	Nov-04	-		-		13	C)
Sub-total		1479	715	48		399	85	j 2
All organisations total		2233	1088	49		461	106	. 2





²⁷ A Sporting Chance for Women (2003), CURDS, University of Newcastle upon Tyne

²⁸ All of the England and GB priority sports' governing bodies were contacted, as well as two of the developmental sports. Effort was made to contact some alternatives in Wales, Scotland and Northern Ireland, although in the time available it was not possible to contact them all or get responses from them all

¹ Some information was supplied by telephone and e-mail where no date was given so it has been assumed that these figures are correct as 'November 04'.

² Includes ASA Committee members and GB swimming board members.

³ Includes the Women's FA.

Sources: Govening Bodies; sports councils; and Sport England records

7.1.1 Women in charge of governing bodies and leisure facilities

There have been some slight improvements over the last few years with respect to the heads of sporting governing bodies and councils. According to the CCPR, between 2002 and 2005 there was an increase in the proportion of women who were the heads of governing bodies from 24 per cent to 26 per cent.

According to the Institute of Leisure and Amenity Management (ILAM), in a study of their membership database in 2004, only 13 per cent of Heads of Leisure were women. In 1999, 11 per cent of Heads of Leisure were women so while this is an increase, over five years, it is not very much.

7.1.2 Employees of sports councils and governing bodies

On average, 49 per cent of staff members at the governing bodies and sports councils are women. While this is consistent pattern across sports councils, it varies quite a lot among governing bodies: 26 per cent of employees at the English and Wales Cricket Board are women, compared with 100 per cent at the English Ladies Golf Association and 83 per cent of England Netball.

7.2 LEADERSHIP IN THE OLYMPICS

The IOC established targets in 1997 for National Olympic Committees (NOCs) and International Federations (IFs) to have at least 10 per cent of all officials in decision-making structures held by women by 31 December 2001 and at least 20 per cent by 31 December 2005. These targets have had an impact on the proportion of women on NOC committees.

AS AT DECEMBER 2003

OF THE 184 NOCS:

- 114 NOCs (60.9 per cent of all NOCS) have more than 10 per cent of women on their board;
- 169 NOCs (90.4 per cent) have at least one woman on their executive body; and
- 48 NOCS (25.7 per cent) have more than 20 per cent of women on their executive body.

OF THE 35 IFS:

- 8 (23 per cent) have more than 20 per cent women on their board;
- 20 (57 per cent) have met the target of 10 per cent reps on their board; and
- 32 (91 per cent) have at least one woman on their executive body.

Within the IOC itself, there are 12 women: 8.7 per cent of a possible 124 members of the IOC. **Sources**: Women's Sports Foundation factfiles and International Olympic Committee website, December 2003

7.3 COACHING

Just one in four coaches are women in the UK, and only 30 per cent have a coaching qualification in comparison with 41 per cent of male coaches.²⁹ Consequently there are four times as many qualified male coaches (see *Table 8*). Although men make up around three in five paid coaches, a higher percentage of female coaches are paid than male coaches (31 per cent compared with 15 per cent), perhaps reflecting that they are more likely to coach sports from which payment is received e.g. swimming and aerobics.

Table 8: Sports coaching by sex, United Kingdom, 2004

	Total (number)	Men (number)	Proportion who are male (%)	Women (number)	Proportion who are female (%)
Current coaches ¹	1,220,000	930,000	76	300,000	24
Qualified coaches	470,000	380,000	81	90,000	19
Paid coaches ¹	230,000	130,000	57	90,000	43

¹ Figures may not sum due to rounding. Number of coaches rounded to 10,000 **Source:** Sports Coaching in the UK, 2004, SportsCoach UK

7.3.1 Coaching and the Olympics

British female coaches at the Olympics are disproportionately low if compared with the attendance of female athletes. Since 1976 the proportion attending the Olympics has fluctuated between 4 per cent and 11 per cent. Of the 116 British coaches who went to the 2004 Olympics, 10 per cent were women, compared with 39 per cent of female athletes (in 2000 the figure was 9 per cent). Of 21 sports, 61 per cent did not include a woman coach, compared with 19 per cent of sports that did not have a female participant.³⁰

The GB Paralympic team, along with the 166 sports people and eight support, took along 101 staff, 38 per cent were women. Of the 16 sports, women were in charge of just three.

7.4 EARNINGS

Women earn less than men on average (see *Table 9*) working in recreation cultural and sporting activities as they are generally working in lower positions than men. However, in a study by Skills Active,³¹ they found that even in similar roles women were earning less. For example, male General Managers earned £29,400 compared with £26,000 for the equivalent women. One explanation could be length of service in the industry.

Table 9: Mean and median earnings for men and women working full time in recreation, cultural and sporting activities, United Kingdom, 2004

	Full time men	per cent change on year	Full time women	per cent change on year
Median annual earnings	£22,272	+3.5 %	£18,317	+4.9%
Mean annual earnings	£35,821	+15.8%	£23,768	+8.8 %
Median weekly earnings (excluding over time)	£413	+3 %	£338	+6.5 %
Mean weekly earnings	£6631	+3.7 %	£431	+6.8 %

¹ This figure may not be statistically reliable.

Source: Annual Survey of Hours and Earnings, 2004, Office for National Statistics





²⁹ Sports Coaching in the UK, 2004; SportsCoach, UK

^o bellus concubine Women's Sports Foundation

Working in Fitness (2004), Skills Active

STRATEGY FRAMEWORK // 2005 // www.ukspor

Leadership – implications for the UK Strategy Framework for Women and Sport

The UK Strategy has set a target that 30 per cent of people on decision-making boards and committees should be women. The figure at the end of 2004 was 23 per cent, which is not an improvement from the original figure quoted in the UK Strategy. The fact that the sources used to arrive at these figures are different must be taken into account when considering change over time, however, from the perspective of the current picture, this is still extremely low and is not reflective of membership or staff.

Women are better represented on Sports Councils boards than within governing bodies (34 compared with 22 respectively). The UKCGWS appreciates that sports bodies vary and are starting from different bases, so has not set the same target for each individual organisation, rather it wants to see improved gender representation across all bodies (whatever base that they are starting from) to contribute to an overall increase.

The IOC has set targets for increasing women into decision-making positions within NOCs and IFs. On a positive note, these targets have led to a raised awareness of gender equality issues, as well as an increase in proportion of women on some NOC committees. However, the targets only affect part of the system of Olympic and sports administration. Also the targets are the same for all countries, which may be unrealistic, as they do not take into account the social and cultural conditions in different countries. In some countries women's equality is well accepted in all aspects of life, in others women still face significant inequalities. There are also no sanctions if the NOCs and IFs fail to meet these targets.³² As mentioned in this report around 40 per cent of athletes attending the Olympics are women. At the very least therefore, the decision-making structures should represent this.

Moreover the situation in coaching is even more alarming. At present, just one in four coaches are women and one in five of all qualified coaches is female. Although female coaches are more frequently paid than male coaches, this is due to the activity in which they may be coaching, for example aerobics, and as such it may not highly paid. The 2004 Olympic Games clearly demonstrated the inequalities in coaching and management with a mere 10 per cent of coaches being female. Although this is a very slight (1 per cent) increase on the Sydney Olympics, it was around the same



³² For further information about the IOC targets, see the IOC report Women, Leadership and the Olympic Movement (2004); Institute of Sport and Leisure Policy

8 Women in the media

Although the UK Strategy does not set a target for increasing sports women's profile in the media, it is an area of consideration as female athletes and women's sports are under represented in the media.

Since 2003, WSF has been campaigning to increase the coverage of women's sports and female athletes in the media. The WSF has produced a document entitled *Britain's best kept secrets*, which highlights the current inequalities and explains the implications for women's sports.

8.1 PRINT MEDIA

Of the 513 members of the sports writers association of Great Britain only 24 were women in 1992 and there were no sports editors of British national or daily newspapers. As of November 2004 the position remains the same. There are still no female sports editors or deputy editors of national newspapers in the UK.

8.2 THE BBC

The WSF carried out a study³³ of the BBC website for two weeks in March 2004. The main findings that came out of this study were:

- of the 42 lead stories on the BBC sports website, only one featured news of women's sports and that was part of a general round-up of news from the World Athletics Championships;
- none of the 42 lead football stories was about women's football;
- only golf and athletics regularly featured women in their lead stories on the respective home pages;
- the women's' football section is only updated once a week, compared with almost hourly update on the men's' games;
- there was a section devoted to women's cricket during the South Africa tour however when this finished the section was removed;
- women were more likely to feature in academy sections or in specific one off features rather than news stories; and
- of the 14 pictures of the day sections, women feature just nine times (an average of five to six pictures were posted each day in each section). None featured British women and they tended to be tennis players whose successes and endorsements relate as much to their looks as their athleticism, or athletes.

In spite of restricted coverage, female audiences for TV sport on the BBC remain strong with 78 per cent of women watching at least 15 minutes of BBC TV Sport between January and March 2004, rising to 90 per cent between April and June, driven by major events such as Euro 2004 and Wimbledon.³⁴ In conjunction with the WSF the BBC is carrying out a major piece of research into the priorities of female viewers.

In terms of staff, the BBC estimates that one-quarter of the journalists, producers and editorial staff in its sports department are now women. This represents a substantial improvement on 10 and 20 years ago. Female sports reporters are now not unusual and many of the main presenters of BBC Television's coverage of the 2004 Olympics and Paralympics were women.³⁵





www.wsf.org.uk/docs/bbc_sport_online_analysis.doc

Department for Culture Media and Sport questionnaire to the BBC. 2004

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9 Conclusion

This report illustrates a number of key issues for taking forward our evaluation of the state of women's sport in the UK. There are issues of data evaluation that need to be taken on board by those tasked with developing sport's evidence base. And, despite the difficulties with making direct comparisons, there remain clear trends that continue to require proactive action from all sport organisations.

9.1 DATA ISSUES

Three main points stood out in the research for this report:

- lack of systematic methods for collecting membership data over time;
- lack of easily accessible data at UK level; and
- little consistent time series data available.

If the UK Strategy is to be measured more comprehensively and continuously consistent data collection and measurement will be essential. Establishing a UK wide perspective is very difficult given that the statistics tend to be available to only a country or GB level.

Organisations measure participation and membership using different methods and at different times, which adds another level of difficulty if we want to compare organisations on the same basis and at the same place in time. Some organisations still do not split their membership data by sex, which is the most basic requirement for developing programmes to increase membership.

> The General Household Survey is a valuable source, but this only goes so far. It is for GB only, it is not repeated every year, people are not surveyed about the frequency of exercise in enough detail, or the length of time spent doing activities. Similar questions are asked in the Continuous Household Survey in Northern Ireland, but the guestion about participation in activities in the four weeks before interview is not carried out as frequently, so prevents a UK figure from being created.

With respect to further research, if time permitted, it would be interesting to look into why

there are regional variations in participation (with people in the north being less likely to

participate). Some areas have a younger population (e.g. London) which may explain to some degree higher participation rates, but this doesn't then explain the South West, which although has relatively high participation rates in comparison with the north, it also has an older population (16 per cent of women are aged 70 and over compared with around 14 per cent in most other areas). The distribution of women from ethnic minority groups, women registered as inactive and different socio-economic groups may also be contributory factors for lack of participation in

certain regions, but this needs further investigation.

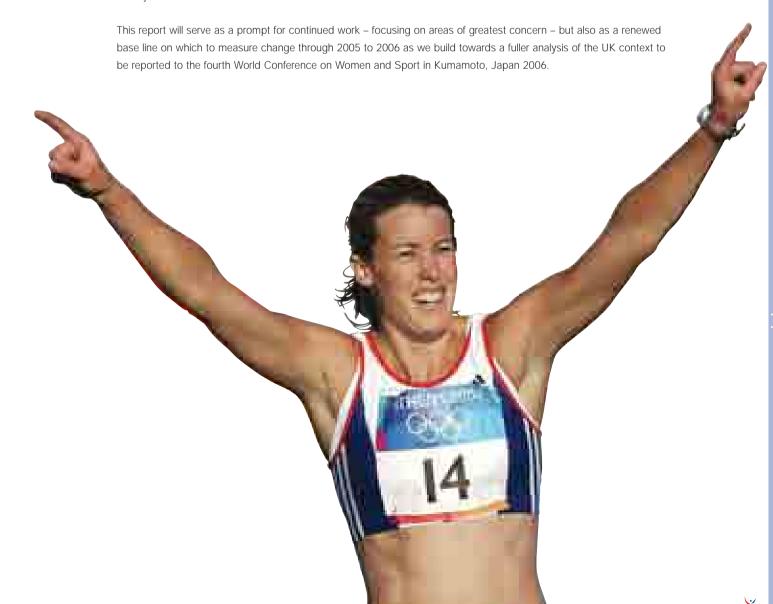
9.2 MEASUREMENTS AGAINST THE UK STRATEGY

As each chapter above outlines some progress has been made against the targets established in the initial UK Strategy. There remain many areas for concern, however, and continued need for action.

The GHS survey data from 2002 suggests that women's overall participation in sport and physical activity had decreased. Furthermore women and girls remain distant from formal (traditionally male) sports networks with only 31 per cent of active women and 36 per cent of girls belonging to a sports club. Some women need different kinds of provision rather than being assimilated into male models.

With regard to performance and excellence, while recent data suggests that more women are receiving funding than before, they still fall behind their male counterparts and the percentage of female British entrants to the Athens Olympics (39 per cent) remains below the international average (41 per cent).

The situation in leadership and coaching is particularly stark. While sports councils lead the way in balanced representation at board level (at 34 per cent), many governing bodies do not reflect their membership and there remain at least eight governing bodies with no female representation at all. For coaching there is perhaps the biggest need for improvement and with a paltry 10 per cent of the British coaching team at Athens being female there is enormous scope to do just that.





10 Appendices

10.1 APPENDIX 1: MEMBERSHIP OF STRATEGIC SPORTS BOARDS

CAN LOT MANAGE TO THE PARTY OF THE PARTY OF

When the UK Strategy Framework report was originally published, the following sources were used to arrive at an overall proportion of women on sports boards and committees:

GOVERNING BODIES

Performance Directors
Key coaches/staff

COMMONWEALTH GAMES TEAMS 2002

Coaches Team Managers

realii wanayers

SPORT ENGLAND ACTIVE SPORTS PROGRAMMES

Coache

Partnership Development Managers
Active Sports Managers

BRITISH UNIVERSITY SPORTS ASSOCIATION

Athletic Union Presidents
BUSA officers
Executive board
Standing Committee Chairs
Other Committees

BRITISH ASSOCIATION OF SPORT AND EXERCISE SCIENCE

Biomechanics Physiology

Dougholog

Psychology

Interdisciplinary Research

CCPR GOVERNING BODY CHAIRS/SENIOR OFFICIALS

For this report, in the time available, only information about Governing body boards/executives, BUSA and CCPR chairs was available.

As such the information used to establish the proportion of women on strategic boards comes from phone calls made to all the five sports councils and a wide selection of governing bodies. Attempts were made to contact all of the UK/GB and England priority sports; as well as some developmental sports and a few governing bodies from Wales and Scotland. The British Paralympic Association and British Olympic Association were also invited to contribute to the report.



10.2 APPENDIX 2: GOOD PRACTICE

10.2.1 Increasing sports participation

SPORTS COUNCILS:

NETBALL IN HACKNEY

The project: a women's netball club based in Hackney.

Partners: Sport England, London and Tower Hamlets and Hackney Active Communities Sports Partnership.

Timescale: 2003 to present.

Achievements:

- Getting women who have no previously participated in exercise going along to a club. It has been running for over a year and has around 90 members, many of whom had not done any exercise or played netball
- They now have a team in a local netball league.

(source: Tower Hamlets and Hackney Active Communities Sports Partnership).

TESCOS' STAFF GETTING FIT TOGETHER

The project: Fit Together, a new jogging club initiative that is being piloted in Llanelli and Cardiff, and if successful will be rolled out across the whole of Wales in summer 2005. During the pilot only staff will be eligible to join the jogging clubs.

Partners: The Sports Council for Wales and Tescos.

Aim: to encourage more women and girls across Wales to take part in exercise (it is part of the Sports Council for Wales

Fit In campaign).

Timescale: 2004 to present. (source: Sports Council for Wales).

GOVERNING BODIES:

FOOTBALL: THE NO 1 FEMALE SPORT

Aim: the FA in England runs a number of schemes to encourage women and girls into football (www.thefa.com/women). They run female specific coaching and referee course through the county football associations and the Get Involved campaign.

Achievements:

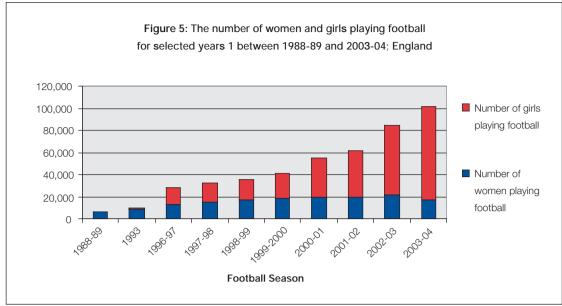
In 1993: 10,400 players

In 2003-4 101,000 members (with a 20 per cent increase in just one year from 2002-3) (see Figure 5).

Spectator sport: 14,000 spectators watched the England v Germany international, 13,000 at the 2001 F.A. Women's Cup Final, and 10,000 at the 2002 and 2003 FA Women's Cup Finals, and 12,244 at the 2004 FA Women's Cup Final.







Note: No figures available for girls playing football in 1988-89.

Source: The FA; 2004.

FOOTBALL IN WALES

The project: The Football Association of Wales set up a Trust to secure funding for the future development of youth football.

Partners: Football Association of Wales and Sports Council for Wales.

Aim: to raise standard and provide more opportunities for children to play football. New coaches are being accredited and more after clubs created.

Timescale: 1996 to present.

Achievements:

- 2001-2 there were only 600 registered female players, by 2003-4 this figure had increased by more than 5 times to 3,300 (target: 2,364);
- New leagues have been set up in North Wales and there are new indoor and outdoor leagues in Powys and Pembrokeshire; and
- in 2003-4, there were five senior leagues and 12 junior leagues (total target was 12).

(source: SportsNews Wales, Winter 2004; and Football Association of Wales).

RUGBY FOOTBALL LEAGUE

The project: A national programme more than 5,000 girls were recruited to play in rugby league in 300 primary schools based in the north east, the North West, Yorkshire and London.

Partners: Arriva Trains Northern and the Rugby Football League.

Aim: to increase the number of girls playing rugby league and to ensure that clubs made provision for girl players and linked activities with schools and local authorities.

1 the programme won the women and girls category at Sportsmatch's annual awards.

(source: Sportsmatch).





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GIRL POWER: THE BRITISH CANOE UNION (BCU)

The project: The BCU introduced Girl Power in a pilot project in Nottingham, Norwich and West Guilford. Girls were introduced to canoeing in schools through the use of paddle ergometers. They were encouraged to become involved in a local club and take to the water.

Aim: to encourage more girls to become involved in canoeing.

Timescale: Summer 2003.

Achievements:

- In from the original groups between 5 and 10 per cent of the girls have remained involved in the sport;
- success was due to having female coaches who were committed to the project and were a consistent presence for the girls; and
- another factor of success was the use of crew boats rather than single ones.

(source: Women in Sport in the East of England Research Project, 2004 and the British Canoe Union).

LOCAL HEALTH TRUSTS:

ACTIVE FOR HEALTH PROJECT IN EALING

The project: Active for Health project in Ealing.

Partners: Active Ealing, Ealing Primary Care Trust, Ealing Council Education and Transport and local schools.

Aim: to increase the activity level of the least active teenage girls and/or reduce health inequalities by helping them to develop an active lifestyle. An additional aim is to educate them in that they can be active in other ways than just attending PE lessons e.g. increasing levels of cycling; giving them opportunities to take up dance etc.

Timescale: January 2003 to present.

Achievements

- over 1,300 teenage girls have taken part in a wide variety of activities. The most popular have been dance aerobics and kickboxing;
- they also found that those who started on the scheme as "non-sporty" developed the confidence to try and take part in sports such as basketball & netball; and
- some of the girls that never miss activities are the students that always have an excuse for not doing PE. Issues: the project is now at risk as the Government which have been one of its prime funders wish to change the outcome targets to include measures of blood pressure, weight loss, something which the project organisers feel would be completely inappropriate and difficult to measure for teenage girls especially over a short period of time. (source: Women in Sport in the East of England Research Project, 2004).



BEDFORD BANGLADESHI WOMEN'S ASSOCIATION (BBWA)

The project: the BBWA have established a number of activity projects for over 100 of their members. These include a GP referral scheme, which was initiated by the Primary Care Trust and is now managed by the group themselves.

Achievements

- the group have run a very successful swimming programme, but it has folded due to the cost of the pool and transport; and
- they are also initiated a keep fit programme for younger members and have a sizeable group that would not be allowed to take part anywhere else.

Issues: overall the project is very successful, but is being hampered by lack of funds. Interestingly the group were unaware of many of the traditional links such as the local Sports Development Unit and funding opportunities such as Awards for All and therefore were not receiving the level of support that they might have been able to. (**source:** Women in Sport in the East of England Research Project, 2004).

10.2.2 Women in coaching

FOOTBAL

Hope Powell became the first female coach in the world to achieve the UEFA Pro Licence in June 2003. Hope runs a mentoring scheme to help more women get into coaching at the top level. (source: The FA).

SPORTS LEADERS UK

The project: The 'Women, Get Set Go Programme' is in the process of being re-launched by Sports Leaders UK. **Aim:** the programme has been developed, based on a successful Norwegian model, to give women the skills and confidence in a female only environment to become involved in leading and to be used as a spring board to further opportunity. (**source:** Sports Leaders UK).

SPORT ENGLAND AND COLCHESTER COMMUNITY SPORTS TRUST

The project: ACDF project.

Partners: Sport England and Colchester United Community Sports Trust.

Aims: To develop a multi-sports coaching programme, expanding the opportunities for girls and women; to deliver grassroots coaching programmes in sports other than football; to work with schools and colleges; and to provide training opportunities.

Timescale: September 2002 to present.

Achievements:

- staster sessions in curriculum time to overcome the barrier of unavailability of facilities after school;
- after school clubs;
- basketball camp;
- hockey festival;
- community clubs:
- workshops in coaching and umpiring for teachers;
- netball skills days;
- coach education and courses: the project has created four Level 1 netball coaches who are running their own clubs and two are entering a bridging course towards Level 2. Six participants are now on Level 1 basketball coaching course. A 16-year-old female volunteer has won the Essex Coach of the year award; and
- emergency aid, health and safety and child protection training.







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CARL SCHOOL STATE

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England Netball www.england-netball.co.uk

Football Association of Wales www.fawtrust.org.uk

International Olympic Committee www.olympic.org/uk

MORI www.mori.com

Office for National Statistics www.statistics.gov.uk

Rugby Football League www.rfl.uk.com

Scottish Badminton Union www.scotbadminton.demon.co.uk

Sports Coach UK www.sportscoachuk.org

Sports Council Northern Ireland www.sportni.net

sportscotland www.sportscotland.org.uk

Sports Leaders UK www.bst.org.uk

UK Sport www.uksport.gov.uk

Women's Cycle Racing Association www.wcra.org.uk

Youth Sports Trust www.youthsporttrust.org

