

HARROW SPORTS COUNCIL REVIEW

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Appendices

- 1 Harrow Sports Council Review – Survey Report**
- 2 Organisations and Individuals Consulted**

Document Key

HSC Harrow Sports Council
LYG London Youth Games
SDU Sports Development Unit - LBH

HARROW SPORTS COUNCIL REVIEW

1. INTRODUCTION

HARROW SPORTS COUNCIL REVIEW – TERMS OF REFERENCE

Background

The Sport and Leisure Inspection for the Comprehensive Performance Assessment (September 2002) considered that the London Borough of Harrow should be more challenging about how the Harrow Sports Council (HSC) delivers services on its behalf.

On 14.1.03 Cabinet received the Harrow Cultural Strategy report which identified action to address the recommendations in the Inspection report. This included a review of HSC in response to the recommendation on performance management.

Council Corporate Priorities

Relevant corporate priorities are those to:

Strengthen Harrow's local communities by promoting social inclusion amongst all our residents both young and old, by seeking to eradicate poverty and by reducing fear of crime.

Promote Harrow as a centre of lifelong learning by offering the highest quality of education service, by raising aspirations and outcomes of achievement and by providing activities of cultural, artistic and leisure pursuits which reflect the profile and the interests of the local communities.

Improve the quality of health and social care in Harrow by improving the life chances of young people, by promoting and maximising the independence of disabled, frail and chronically ill people, (...).

Cultural Strategy

The Cultural Strategy states that the Council will review its grant aid to voluntary arts and sports groups to ensure strategic support for organisations contributing to the Borough priorities for local arts and sports development.

Purpose and Scope of the Review

The purpose of this review was to examine:
the role of the Harrow Sports Council (HSC)
the terms of the Service Level Agreement
the efficiency and effectiveness of the organisation in delivering the service.

The review will be informed by the principles of Best Value: challenge, compare, compete and consult.

The scope of the review was to examine:

The role of the Harrow Sports Council (HSC), organisational structure and its efficiency and effectiveness in delivering and supporting sports development in Harrow through the Service Level Agreement.

How HSC compares with local sports councils in other Boroughs.

- The disbursement of grants and support to the voluntary sports sector.
- The terms of the Service Level Agreement and options for delivery.
- Consultation with HSC membership, the local sports sector, voluntary sector, schools and colleges.
- Development needs and capacity for change.

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HARROW SPORTS COUNCIL REVIEW

2. SUMMARY

- 2.1 Harrow Sports Council is the voluntary sector umbrella organisation for sport in Harrow. It receives an annual Service Level Agreement grant from the London Borough of Harrow to deliver a range of services.
- 2.2 This review examines the organisation and its effectiveness in the delivery of these services.
- 2.3 The review assessed how sports councils operate in other boroughs and the kind of services they provide.
- 2.4 The review consulted with stakeholders through a postal survey, focus groups and workshops with representatives from the local sports sector and sports interest organisations in the Borough. Workshops were held with Harrow Sports Council executive members. Interviews were conducted with individuals from Harrow Sports Council, Leisure Connection and other partners.
- 2.5 The University of Westminster Business School were commissioned to undertake the postal survey and hold a focus group to identify key issues and concerns from the sector.
- 2.6 Three areas have emerged as important in this review. These are:
 - The role of Harrow Sports Council and its effectiveness in representing the views of the sector through its membership
 - The appropriateness of HSC having the responsibility for awarding of large grants on behalf of Harrow Council without the capacity to undertake the level of grant monitoring required by the Council.
 - The London Youth Games and the appropriate agency for co-ordinating the Borough participation in the regional sports development event.
- 2.7 Harrow Sports Council has played an important role in keeping sport on the local agenda. It has been in existence for over twenty years and has kept going through the dedication and support of volunteers.
- 2.8 The review demonstrates that the environment for local sport development has changed and that HSC needs to redefine its role and become more relevant to the sector which it is funded to represent.
- 2.9 The report sets out its recommendations in Chapter 8.

HARROW SPORTS COUNCIL REVIEW

3. HARROW SPORTS COUNCIL (HSC)

3.1 Harrow Sports Council is an unincorporated association. The organisation has 3 aims:

- To promote interest and increase participation in sport
- To encourage improvement in performance
- To provide a forum for the discussion of all matters relating to sport and recreation within Harrow.

3.2 HSC has 9 objectives to:

- Co-ordinate the work of the various sports clubs and sports organisations within the community
- Affiliate as members all bodies and organisations, which have an interest in sport and recreation
- Represent collectively member organisations and bodies on the relevant committees of the London Borough of Harrow
- Receive and to consider the action to be taken on reports, recommendations and requests from the London Borough of Harrow and from any other bodies interested in sport and recreation
- Promote or support competitions, championships and social or other events, as considered desirable
- Publish and distribute up-to-date information on local sports clubs, organisations, activities and facilities
- Help any member club or association in their efforts to improve their standards or facilities
- Provide a channel of communication between clubs, organisations or individuals in sport and other agencies
- Raise funds in order to meet the objectives.

3.3 The Sports Council has further powers to raise funds as long as this does not incur any substantial permanent trading activities; and to co-operate with charities, voluntary bodies and statutory authorities to further its objectives.

3.4 The executive committee is made up of four honorary officers.

- Chair
- Vice Chair
- Secretary
- Treasurer
- a representative from each member organisation
- a representative from the Harrow Schools Sports Association
- representatives from the London Borough of Harrow Arts & Leisure Service
- Member representatives from the London Borough of Harrow.

Membership

- 3.5 Membership includes corporate bodies or unincorporated associations who have paid an annual subscription fee and are interested in furthering the work of the organisation. Membership includes representatives of the London Borough of Harrow, both officers and Council Members; and representatives of the Harrow School Sports Association.
- 3.6 All clubs and organisations directly concerned with sport in Harrow may apply for affiliation to Harrow Sports Council.

Service

- 3.7 The Harrow Sports Council receives grant aid in the form of a Service Level Agreement (SLA) from the London Borough of Harrow to deliver the following aims, as well as specific services detailed in the SLA. The aims in the SLA are based on the core objectives of the Harrow Sports Council as set out in the constitution.
- To assess the sporting needs in the London Borough of Harrow and to advise and help on ways of meeting these needs.
 - To examine the need for improving existing facilities, to increase interest and participation and to raise standards of sport in the London Borough of Harrow
 - To offer advice to the Borough and other interested organisations on the provision of new sporting facilities and their adequacy.
 - To provide the Borough and any other interested organisations with a body of opinion reflecting the views of local sports interests on matters concerning the development and future planning of sport and recreation and their facilities within the Borough.
 - To assist with the dissemination of information on sports facilities, opportunities for participation and to maintain an up-to-date record of sporting organisations within the Borough.
 - In consultation and collaboration with the London Borough of Harrow and any other bodies, to encourage life long participation in physical recreation.
 - To promote sports equity within the Harrow Sports Council membership and across the voluntary sports sector in Harrow.
- 3.8 The SLA specifies that the Harrow Sports Council provides grant aid to four organisations:
- Eagle Sports Club (Harrow)
 - Harrow & Wealdstone Swimming Club

- Harrow Athletics Club
- Harrow Schools Sports Association

3.9 The SLA also specifies that HSC provide the following services and contribute to local sports development:

- Inter-borough sporting events, London Youth Games (LYG) and Mini Games; LYG Mini Marathon; LYG Cross Country Championships; Inter Borough Swimming championships; London regional games for people with learning disabilities; and London 50+ Sporting Challenge.
- coach development
- grants to voluntary organisations, individuals and local sports development initiatives. The SLA further sets out the grant administration procedure for administering grants to the voluntary sports sector and partners.

3.10 The SLA specifies the level of support to be provided to HSC by the sports development unit (SDU) to support HSC in delivering its service. The SDU provides secretarial support to the organisation by taking and distributing minutes, supplying stationery to the HSC Chair and involvement in the development, organisation and marketing of the LYG and other agreed championships and competitions.

3.11 Where HSC is responsible for the organisation of events and competitions, the SLA sets out the child protection procedures to be followed. There is also a further responsibility to deliver, in partnership with the Arts & Leisure Service, training and information workshops on child protection issues for the voluntary sports sector and those engaged in providing opportunities for youth sport.

3.12 The Service Level Agreement covers Equal Opportunities and the promotion of models of best practice in sports equity, development of appropriate targets and measures to ensure that the service provided by Harrow Sports Council meets local sports development needs and contributes to the development of the local sports plan. HSC sports development partnerships with the London Borough of Harrow are set out in the Service Level Agreement.

3.13 The Service Level Agreement specifies the terms under which the accounts of the organisation should be presented. Organisations in receipt of income in excess of £2,000 per year should produce income and expenditure accounts and a balance sheet audited by an independent qualified auditor appointed by members of the organisation at a general meeting.

4 THE ORGANISATION AND ITS FUNCTION

- 4.1.1 Harrow Sports Council is an unincorporated association, and, as such, has no legal status in its own right. This is not an unusual structure for a small membership organisation that does not have paid staff or its own assets.
- 4.1.2 The liabilities of the organisation reside with the executive members who can be held personally liable for the affairs of the organisation. Therefore, the executive members of Harrow Sports Council are each liable without limit for any losses incurred by the organisation. If there were any action taken against Harrow Sports Council, it would be taken against individual members, not the organisation.
- 4.1.3 Harrow Sports Council has insured against liabilities. Through its insurance it minimises the risk to the executive membership. The insurance provides a buffer against personal risk to members on the HSC executive.
- 4.1.4 Concern has been expressed by Leisure Connection, the leisure contract managers of Harrow's sports facilities that, although they are committed to working in partnership with the local voluntary sports sector and being involved in Harrow Sports Council, they would not be able to join an unincorporated organisation.
- 4.1.5 By being an unincorporated association, HSC limits its ability to raise funds from a wide range of sources. However, it has secured, in partnership with the London Borough of Harrow Sports Development unit, a small grant from the Sport England Lottery Awards for All for coach development. This has been the only grant raised by the organisation in three years from a source, other than the Borough Council, to further its work.
- 4.1.6 Harrow Sports Council could improve its ability to secure additional funds to improve its service to its members by gaining charitable status. This would widen the funding opportunities available from charitable trusts and foundations. It would not change the status of the organisation from being an unincorporated association but it would enable the organisation to develop and improve its offer to the general membership.
- 4.1.7 Harrow Legal Services have examined the current constitution as part of this review. If Harrow Sports Council were to acquire charitable status, it would not fundamentally change the business of the organisation, as the substance of the clauses within the constitution would remain the same. However, the terminology and format would be adapted to meet the requirements of the Charity Commission. There would also be minor procedural changes to the accounts requirements, and time limits surrounding meetings.

Membership

- 4.1.8 Ten members regularly attend the executive meetings of Harrow Sports Council from an invited group of 33 members. This core group ensures that there is continuity and oversees the work of the Sports Council.
- 4.1.9 The Chair and the Borough Team Organiser for the London Youth Games (LYG) appear to be the members on the executive committee with the highest profile. Representation of the HSC at external meetings is generally by the Chair and for the LYG, the LYG Borough Team Organiser.
- 4.1.10 It is acknowledged that membership is entirely voluntary and that members get involved on a number of levels through the delivery of sport. However, the tasks do not appear to be well shared across the committee. It is unreasonable to expect that the interests of the sector can be fully represented by the HSC if there is not a sharing of roles and responsibilities and participation by the membership as a whole. The present arrangement does not enable the organisation to be effective or efficient in meeting its aims.
- 4.1.11 The annual fee for membership and affiliation is £5.00. HSC has not actively sought to increase membership and maintains that this is partly due to the loss of their original database. The organisation has failed to collect membership from its regular attendees and has not undertaken a membership drive to promote the organisation in the past 3 years. However, throughout the consultation, existing members identified the need to extend the membership and the importance of the organisation stating clearly its 'offerings' and the benefits of membership.

Secretarial Function

- 4.1.12 This role is currently undertaken by the Local Authority. The costs associated with stationary purchase, postage and distribution are currently absorbed by the Arts and Leisure Unit. However, as an independent voluntary organisation these should be borne by the HSC. It is a function that should be done by the organisation as is the practice with other similar organisations.
- 4.1.13 HSC are in agreement that as an organisation it should be self servicing. It would affirm HSC's independence to the sector who currently view the organisation as being part of the Local Authority. HSC has raised the issue of additional funding to cover the costs associated with this function.
- 4.1.12 It is the practice for membership organisations to set a membership fee at a rate that will meet the costs associated with servicing its membership. It is not unreasonable to expect Harrow Sports Council to do the same.

4.2 COMPARISON TO OTHER LOCAL SPORTS COUNCILS

4.2.1 Comparison of the work of a number of local sports councils within Greater London was undertaken as part of this review. Sports Councils were selected from the London Borough of Harrow statistical neighbours. These are boroughs with a similar demographic profile to Harrow. Sports Councils were also included from the membership of the North West Sector area of the London Active Partnership. (Sport England Local Authority Partnership to deliver the Active Sports Programme.) Information was gathered on sports councils in Barnet, Croydon, Enfield, Hillingdon, Hounslow, Kingston, Merton, Redbridge and Sutton.

4.2.2 Findings

- Titles range from Advisory Sports Council to Sports Forum.
- Committee meetings range from one per month to quarterly. One of the organisations has meetings over the year to address specific issues such as club development and finance.
- Many have Councillor representation.
- Most are information forums and only a few give grants. Grants are usually allocated to clubs or individuals with a focus on a particular area of development, eg coach education.
- Most sports councils in receipt of grants from their local authorities receive grants in the region of £3,000.
- None of the Sports Councils awarded annual grants to sports clubs.
- Some of the Sports Councils provide small grants to the sports sector; for example, the local School Sports Council and Schools County Association.
- Teams for Inter-Borough events such as the London Youth Games are led by the local authority sports development officers in all the boroughs contacted with varying levels of involvement from local sports councils.

4.2.3 Main Tasks of Local Sports Councils

- Commenting on Lottery Sports Funding application.
- Campaigning on issues, for examples taxation of sports clubs and selling sports grounds.
- Affiliation to other organisations, for examples London Federation of Sport & Recreation and Central Council Physical Recreation in order to represent the interests of the local voluntary sports sector.
- Linking with School Sports Federation and the School Sports Association.
- Involvement in an annual sports awards event for outstanding achievements in sport and outstanding services to sport.

- Providing information on relevant sports courses and club development opportunities
- Assisting the local authority by advising generally on the collective opinion of local sports interests for future planning of leisure facilities.
- Producing a Sports Directory to promote itself and individual member organisations.
- Developing a coaching resource in partnership with the local authority, at the main central library with books and videos to widen the range of provision for coach education development.
- Providing a networking forum for the sports sector and sports interest organisations and volunteers

4.2.4

Borough	Voluntary Body	Annual Grant-Giving	Information exchange	Manage LYG's	Links with other organisations	Campaign on issues
Barnet	*		*		*	*
Croydon	*		*		*	*
Enfield	*		*		*	*
Hillingdon	*		*		*	*
Hounslow	N/A					
Kingston	*		*		*	*
Merton	*		*		*	*
Redbridge	*		*		*	*
Sutton	N/A					
Harrow	*	*	*	*	*	*

Table 1 Comparison of responsibilities with other local sports councils

4.2.5 Sport England does not offer guidance on the organisation of local Sports Councils. It is evident from the research undertaken that Sports Councils and are generally organised as unincorporated associations.

4.3 How does the organisation view itself? HSC Executive

4.3.1 A workshop held with HSC executive members as part of the review identified what members thought were the strengths, weaknesses, opportunities and threats to the organisation and their aspirations for the future.

4.3.2 Members of the executive generally felt that the enthusiasm of its core members and their continued involvement in the organisation is a strength. However, concern was raised that the review process could alienate volunteers who had dedicated much time and energy to keeping the organisation running.

4.3.3 Members of the executive viewed the discretionary function of HSC to award small grants to individuals and organisations as a strength. The role of HSC in providing continuity in the borough's participation in the London Youth Games was particularly noted. However, the lack of shared responsibility amongst members in delivering the London Youth Games was expressed as a weakness of the organisation.

4.3.4 The Executive acknowledged that HSC was weak in communicating its role and what it had to offer to the voluntary sports sector as a whole. It was felt that HSC does not offer enough incentive for clubs and potential members to join the organisation. The result of this is the perception that there is little support from the sector, and HSC as not being fully representative of the sports community.

4.3.5 Executive members considered that the review of HSC presents an opportunity to redefine the role of Harrow Sports Council. Members also identified the need for the Borough to articulate clearly its strategy for sports to help HSC position itself within a wider framework of local sports provision.

4.3.6 Executive members were asked three questions about their aspirations for the future of the organisation. The table below is a summary of the responses given.

1. Where Does HSC Want To Be In 5 Years ?	2. What do you think the role of the organisation should be?	3. How do We Get There?
<ul style="list-style-type: none"> • More members / cross-section of more active members. • Younger members represented on committees. • More representative of the sporting community. 	<ul style="list-style-type: none"> ▪ Information and publicity on sports related issues. ▪ Advice on funding to organisations. ▪ Advice on fees and charges. ▪ Advocacy/Lobby on 	<ul style="list-style-type: none"> ▪ Link all sports organisations – networking. ▪ All represented on HSC or voluntary sports umbrella body - to include representatives from private, voluntary sector, LBH.

<ul style="list-style-type: none"> • Providing more publicity on sports related issues. • Leading involvement in the Harrow Sports Academy (including Coach Education). • Involvement in an Annual Sports Award/Achievement Ceremony. • Work towards reducing the cost of sports participation so more people can participate. • Be part of a larger sports organisation. • Improve ranking in London Youth Games. • Does not exist in its present form. 	<p>behalf of voluntary sports sector.</p> <ul style="list-style-type: none"> ▪ Grant making. ▪ Supporting sport for all and coach development. ▪ The main organisation for sport in Harrow. ▪ Co-ordinating Role for: <ul style="list-style-type: none"> - Voluntary Sports Sector. - LYGs. - Inter Borough Events. - Advisory Role to the Local Council/Advocacy for Sector Interests. 	<ul style="list-style-type: none"> ▪ Training and coach education to help develop the sector. ▪ Training programme for members to help manage the change process and be more effective in the new role of the organisation.
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Table2: Harrow Sports Council Executive Members Consultation

4.3.7 The consultation with the executive membership demonstrated that they are aware of the issues facing the organisation and that they are aspirational in the future role of HSC. This can be seen from the responses in section 1. The membership felt that within the next 5 years it should have a leading role in contributing to initiatives such as the Harrow Sports Academy (Harrow Cultural Strategy) and the development of an annual sports award ceremony to acknowledge local sporting achievements.

4.3.8 The responses in section 2 are in line with the existing role of the organisation. It appears that the membership does not foresee a substantive change in their role but a more effective delivery of services on behalf of its membership.

4.3.9 In response to the question in section 3, the executive recognised the importance of expanding its membership base, and that training and support to manage the internal change required by the organisation to achieve its goals is essential.

4.4 How does the general membership and sports sector view Harrow Sports Council?

4.4.1 The University of Westminster Business School was commissioned to undertake a survey of stakeholders (Harrow Sports Council members, local sports organisations and interest groups). The purpose of the survey was to establish the level of awareness of, and satisfaction with, the Harrow Sports Council among stakeholder groups, to identify needs and priorities of these groups, the strengths and weaknesses of HSC and areas for development and improvement.

4.4.2 The questionnaires were sent to representatives of 673 stakeholder organisations. 66 completed questionnaires were received, and the issues raised were followed up with ten organisations in a focus group led by the university.

4.4.3 A copy of the survey report is attached as Appendix 1. In summary the survey highlighted the following:

- There is a lack of awareness among local stakeholder organisations of the roles and responsibilities of the Harrow Sports Council and its relationship with the Borough Sports Development, and other local bodies. Some of the concerns raised by stakeholders such as the state of repair of some leisure facilities, charges and general funding are not in the remit of Harrow Sports Council. There was a definite blurring by the sector on what is the responsibility of the local authority and the role of Harrow Sports Council.
- Many of the roles identified in the Service Level Agreement are not roles that can be effectively discharged by a voluntary umbrella body with a limited budget. These roles, which include the promotion of sports and sport equity, the identification of needs in terms of facilities, the dissemination of information and the provision of advice on funding require professional skills that can only be provided by the sports development and its Sports Development Officers.
- The role of the Harrow Sports Council should be more closely focussed on those roles which it is able effectively to deliver. HSC needed to raise its profile amongst the local sports sector by articulating what its role is and what it can do for the sector. This would serve as a means for attracting interest from potential new members.
- The organisation of teams for inter-borough competitions, most notably the London Youth Games, is a role that the Harrow Sports Council performs well. The distribution of grants has also been effective, although this would be enhanced by more effective publicity both before and after the grants have been distributed.

- There is a need for a forum which brings together local sporting organisations to provide a body of opinion reflecting the views of local sports interests on matters concerning the development and future planning of sport and recreation and their facilities within the Borough.

4.4.4 Approximately 45 representatives attended the Stakeholder consultation from a range of organisations. Ten representatives attended the focus group led by the University of Westminster and the remainder the consultation stakeholder workshops. A summary of the key issues raised at the workshops are set out in Table 3.

1. Concerns Of The Voluntary Sports Sector	2. The Role of a Sports Umbrella Organisation	3. Schools/Clubs /Other Involvement	4. How HSC could make a Difference
<ul style="list-style-type: none"> • Facilities: cost, maintenance, security. • Emphasis on youth participation: other age groups, particularly, older people sport/physical activity needs are not prioritised. Better provision is needed across all age groups. • General lack of communication across the sector which leads to feeling isolated and unsupported, and diary clashes for major events. • Increasing administrative and procedural burden for clubs. More support, advice and needed. 	<ul style="list-style-type: none"> • Register of sports/leisure assets including clubs directory. • Diary of local sporting events. • To have a budget for local sport. • A resource and information bank on local sports clubs • Provide a link between the clubs and schools. • Communication plan to the sector and the wider Harrow community. • Lobbying/advisory role. • Aim to be an example of good practice for other sports councils. 	<ul style="list-style-type: none"> • Participation • Inter-borough sporting events • Schools working more closely with clubs and making school facilities available. • Clubs working more closely as part of the organisation towards common aims not just self-interest. 	<ul style="list-style-type: none"> • HSC to better promote itself, its services and success. Tell the sector what it is about. Promote sport in Harrow. • Increased membership representing a wider cross section of the borough. • Produce a sports directory. • Advisory role on coach education/training/sports facilities • Focus on the delivery of sport rather than being responsible for coach education, training etc. • Effectively be a 'union' for local sports clubs and sporting organisations.

			<ul style="list-style-type: none"> • Bring money in to local sport
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Table 3 Stakeholder Consultation Workshop

- 4.4.5 Concerns raised in relation to question one are primarily for the attention of the local authority sports development. A general point was made about communication and HSC across the sector. This is a recurrent concern that was expressed by the Harrow Sports Council executive and evident in the questionnaire returns for the survey.
- 4.4.6 The questionnaire addressed a similar theme – the role of a sports umbrella organisation and how it could make a difference. The role of lobbying and advising the local authority on behalf of the sector was raised again by the executive and in the workshops. However, this is already a role of the Harrow Sports Council. The view expressed throughout the consultation is that HSC has not been able to do this effectively. This is due to a number of reasons. HSC is not representative of the sector and does not have a broad base membership. Although HSC is involved in a range of local sports development initiatives, there is no formal mechanism to liaise in an advisory or lobbying function with the local authority.
- 4.4.7 The general view that the HSC had a significant role to play in providing a forum for all providers and sports interest groups was made. In particular, it could provide a forum for schools and clubs to develop partnerships. It should provide an environment where the sector could network, share successes and concerns and strategically contribute to the development of sport locally.
- 4.4.8 Concern was expressed by members of the HSC executive that many of the stakeholders who participated in the survey and the open stakeholder meetings had little knowledge of HSC and were excessively critical of the organisation. However, it was acknowledged that notwithstanding the comments made, the general aspiration of the sector was in keeping with those expressed by the HSC executive: and that this provides an important impetus for the development of the Harrow Sports Council.

SUMMARY OF KEY POINTS

- Charitable status would widen the funding opportunities available to HSC.
- HSC is not representative of the local voluntary sports sector and recognises that it needs to extend the membership base.
- There is a vacuum for a fully representative organisation for the sector and HSC is the organisation able to bridge the gap.
- HSC acknowledges that it needs to redefine its role and promote itself more widely to the sector.
- The HSC executive membership who regularly attend meetings are a small and committed group and provide the foundation for the development of the organisation.
- The remit of HSC is in line with that of most voluntary sports umbrella organisations.
- The secretarial function for HSC is carried out by the Local Authority. It is reasonable to expect HSC to be self-servicing as an independent organisation and that any associated costs are covered by the setting of its membership fees.

HARROW SPORTS COUNCIL REVIEW

5 FINANCE

- 5.1 Harrow Sports Council receives grant aid in the form of a Service Level Agreement from the London Borough of Harrow.

Annually the grant is monitored by the Arts and Leisure Service and an audit undertaken by the Corporate Grants Unit. A Sport England Awards for All grant was received in 2001 – 2002 for the development of a coach education programme and database. The coach education programme and database will now form part of the cross London service offered by London Active Sports. Harrow Sports Council and the Borough will need to refocus the nature of the service to be provided for coach development through this grant.

- 5.2 HSC also generates a small amount of income from the collection of membership and affiliation fees and the sale of surplus track suites ordered for the London Youth Games.
- 5.3 HSC has accrued a sum of money, which is annually carried forward in the financial statements of the organisation. In the past year some of this reserve was used to supplement the increased grants made to sports organisations.

- 5.4

	2000 - 2001	2001 - 2002	2002 - 2003
LB Harrow	£26,381	£26,381	£27,381
LBH Lottery	£ 1,000		
Awards for All		£ 4,070	
Membership	£ 260	£ 85	£ 30
Track Suit Sales		£ 51	£ 250
Balance (own income brought forward)	£10,416.98	£9,661.90	£10,806.50
Business deposit A/C and other	£ 724.77	£ 273.86	£ 12.57
Total Budget Available	£ 38,782.75	£40,522.76	£33,158.34

Table 4 Harrow Sports Council funding April 2001 – March 2003

- 5.5 HSC has not exploited its potential to generate income through membership and affiliation fees. The organisation does not have an up to date database; however, more could be done to collect fees from the existing membership. The membership fee is £5. Table 4 indicates fees collected from 17 organisations and from 6 organisations in 2002 –2003.

Grants

5.6 At the meeting of Leisure Committee on 25 May 1988 it was agreed that from 1989/90 Harrow Sports Council would be responsible for the redistribution of grants to the local sports sector. The organisations and the level of funding are identified in the Service Level Agreement. Over time the named organisation in the SLA has changed.

HSC gives grants on behalf of the London Borough of Harrow to the following organisations:

5.7

	2000 - 2001	2001 - 2002	2002 - 2003
Harrow Athletic Club	£5,000	£6,000	£8,000
Parkside Athletic Club	£1,085	£1,500	
Harrow & Wealdstone Swimming Club	£6,000	£8,000	£8,500
Harrow School's Sports Association	£1,000	£1,000	£1,000
Eagles Sports Club	£ 400	£ 400	£ 400

Table 5 Harrow Sports Council annual funded organisations.

Parkside Athletics Club and Harrow Athletic Club became a single organisation in 2002-2003.

5.8 69% of the Service Level Agreement grant is paid out annually as grants to four named organisations in the SLA. The organisations complete an application form and grant monitoring form which is submitted to the Harrow Sports Council.

5.9 The system for monitoring grants has no formal line of accountability between the recipients of the grant and the local authority even though the local authority stipulates the level of grant to be paid to these organisations. This is of particular importance for grants in excess of £5,000 that are considered by many funders as large grants which have increased at the discretion of HSC.

5.10 Harrow Sports Council administers the grant on behalf of the Borough. It has no paid staff and does not have the capacity to carry out formal grant monitoring or inspections on behalf of Harrow Council. There is therefore a grey area where HSC does what it can with the resources available but it is not, nor can it be, as robust as professional grant liaison officers within the Authority.

- 5.11 HSC gives out small grants to groups, organisations, and small grants to individual sports people competing at county, national and international level. In recent years the largest discretionary grant awarded by HSC is £1,700 for basketball development and £500 for the Hatch End Triathlon. These grants have been awarded for at least two years.
- 5.12 General applications for funding are circulated prior to the meeting of the HSC executive. Decisions are made collectively at meetings based on the information provided in the application form. Copies of the funding criteria are not circulated and it is unclear as to the basis for decision making.
- 5.13 HSC does not publicise its grant-giving role. Therefore, information on this service to the sector is generally found out through word of mouth or contacts in the sector. HSC are concerned that there will be an over-demand for funding which they will not be able to meet, if this is publicised too widely. However, unless this is addressed the opportunity remains exclusive and mitigates against an inclusive opportunity for accessing funds.

SUMMARY OF KEY POINTS

- The SLA grant from the London Borough of Harrow is the primary source of funding for Harrow Sports Council.
- HSC does not actively seek funds from other sources to supplement the SLA grant.
- 69% of the SLA grant is for four organisations named in the SLA. Two of these are for grants over £5,000.
- Accountability for grants over £5,000 and the decision making process for small grants is unclear.
- HSC does not have the capacity to carry out grant monitoring and inspections.
- The opportunity to apply to HSC for small grants and individual grants is not promoted widely.

HARROW SPORTS COUNCIL REVIEW

6. LONDON YOUTH GAMES AND INTER-BOROUGH SPORTS EVENTS

- 6.1 The London Youth Games is the largest annual youth sports festival in Europe. Over 20,000 youngsters compete each year in 36 different sports ranging from Archery to Weightlifting.
- 6.2 The London Youth Games aim to:
- Encourage young people in London to take part in sport.
 - Encourage the development of sport in the London Boroughs by linking with existing local and national sporting initiatives for young people.
 - Provide structured competition and a talent showcase for young people with sporting potential.
 - Increase the profile of youth sport within London.
 - Establish links with and foster good working relationships between partner organisations.
 - Raise the profile of and the value in investing in youth sport in London with the general public and amongst decision-makers.
- 6.3 The sporting calendar starts with an indoor cricket competition in October and reaches its climax the following year in July. In addition to the Main Games, there is a Mini Games event which is a sports competition for Primary school aged children and takes place a few days before the main event. This is a non-scoring event.
- 6.4 The LYG is organised by the London Events Agency on behalf of the 32 London Boroughs and the City of London. The games have grown considerably over the years and there is now greater responsibility on participating boroughs in the organisation of the games.
- 6.5 The board of the London Events Agency is made up of borough representatives, Sport England, London Active Partnership and BAAA Heathrow.
- 6.6 The London Youth Games has been in existence since 1977. It was set up as part of the Queen's Silver Jubilee celebrations. In 2002 the Queen visited the Games as part of her Golden Jubilee Tour.
- 6.7 In the last twenty-five years the Games has expanded and developed into its current format. There are now 49 competitions in the Main Games and a further 9 competitions in the Mini Games. There is currently discussions underway to design the Games into an all year round event with sports competitions taking place in their season.
- 6.8 This growth is ongoing and takes into account new development initiatives, for example Active Sports. Active Sports is a Sport England initiative delivered locally through the London Active

Partnership of which Harrow is a member. There is an emphasis on partnership working across all agencies delivering sport. Initially, ten sports have been selected to deliver the programme and local authorities, governing bodies of sport, clubs and schools are working together to improve the way sport is provided for young people. The LYG is the sports festival element of the London Active Sports programme.

6.9 Organisation of the London Youth Games

6.9.1 In other London boroughs, the main co-ordinator for the London Youth Games is the local authority's sports development officers. There are a couple of exceptions with local arrangements in place for some Inner London boroughs but these are fully funded from a variety of sources, for examples the Active Communities Fund and the Sports Action Zone initiatives. Harrow is the only borough that co-ordinates its entry on a voluntary basis.

6.9.2 LYG is an integral part of local authority sports development across London. The majority of local authority sports development officers have responsibility for the LYG embedded in their work programmes. The main co-ordinator and borough contact is known as the Borough Team Organiser (BTO). It is usual for a borough officer to hold this post.

6.9.3

Borough	# Managed by the Borough	Entry fee paid by the Borough	## other costs paid by the Borough.
Barnet	*	*	*
Croydon	*	*	*
Enfield	*	*	*
Hillingdon	*	*	*
Hounslow	*	*	*
Kingston	*	*	*
Merton	*	*	*
Redbridge	*	*	*
Sutton	*	*	*
Harrow		*	

Table 6 London Youth Games Organisation

The BTO is a member of staff from the borough Sports Development Team.

Other costs include transport, kit/uniform, trials/training, catering, and team manager's out of pocket expenses.

The role of the Borough Team Organiser (BTO)

- 6.9.4 The BTO attends a minimum of six meetings per year with other Borough representatives. At one meeting there is a general debrief session on the year's event followed by more specific meetings on each sport. Throughout the year, the rest of the meetings concern planning for the coming year's event, and medium to long term development and planning issues for the LYG
- 6.9.5 Other important functions of the BTO include co-ordinating the borough entry for the games, liaising with team managers (local volunteers who organise teams for specific sports), marketing and publicity of the LYG within the Borough, kit purchase, marquee hire, transport arrangements, refreshments for competitors, team managers and VIP arrangements.
- 6.9.6 The Borough Team Organiser role in Harrow is carried out by HSC. Harrow is the only borough who co-ordinates its participation in the LYG on a voluntary basis. The BTO was interviewed as part of this review. It was confirmed that the 2003 games would be the last games in which the HSC BTO will carry out the BTO function for the borough.
- 6.9.7 The HSC BTO has for many years undertaken a major task on a voluntary basis and has ensured that each year Harrow has an entry for the LYG; and managed and co-ordinated the teams leading up to, and during the two days of the event. It is a credit to the HSC that through the commitment and dedication of the BTO and others that there has been continuity in Harrow's participation in the games, particularly when the Borough did not have its own sports development officers.
- 6.9.8 However, the scale and scope of the games has increased considerably over the years. Throughout the consultation for this review, it was apparent that there is no succession planning within Harrow Sports Council to take on this task when the current BTO stands down. Further, it is unreasonable to expect that the responsibilities, now integral to the running of the games, should be borne by a voluntary organisation.

The role of the LYG Team Manager (TM)

- 6.9.9 The main role of a LYG Team Manager is the training and selection of a team. They are responsible for the welfare of the young people in their charge at training/trials and on the day of their competition.
- 6.9.10 There is a code of conduct issued by LYG for all team managers on what is expected in terms of a sporting attitude from themselves and their team whilst participating in the London Youth Games.
- 6.9.11 As part of this review questionnaires were sent to 20 team managers to gather their views on their role, the LYG and how their role in the LYG could be supported. Eight (42%) questionnaires were returned.

6.9.12 The Team Managers were generally supportive of the games and their importance for developing young people and sport in Harrow. Teams were selected in a variety of ways from schools submitting their own teams, to open trials to club selection.

6.9.13 There was general agreement that the relationship with schools should be improved and that the games needed a higher profile. In the 'Year 9 Sports Participation Survey', (undertaken by Knight Kavanagh and Page in all the High Schools in 2000), the London Youth Games had the lowest level of awareness of all the inter-borough sporting events. There has been no strategy to address this. Therefore, it is fair to assume that this position has not changed.

6.9.14 The Team Managers are critical to the organisation of the games. It is they, who organise teams at a local level. To increase the number of teams submitted as part of the Harrow entry, there will need to be an increase in local team managers and a more structured programme of support to enable them to do their job. Transport and facilities to hold team trials, training and coaching sessions continue to be areas of concern.

6.9.15

Year	Entry Fee*	Expenditure by HSC	Total
2000	£3,700	£10,141.72	£13,841.72
2001	£4,000	£ 9,114.61	£13,114.61
2002	£4,200	£ 9,335.77	£13,535.77

*Paid directly by London Borough of Harrow

Table 7 Cost of London Youth Games

6.9.16 In recent years Harrow has entered below the minimum number of competitions. There are a number of reasons for this. In some cases the sport or activity is not part of the local sports development, or schools physical exercise, programmes, for examples fencing, sailing and weight lifting. However, there may be local sports clubs or community associations who have teams that could be entered as a Harrow team but they have not been made aware, or encouraged, so to do. The lack of teams entered has contributed to the overall finishing position of the Borough in the final scoring.

6.9.17 In 2001 Harrow finished in 30th position with a total of 597 points. Harrow entered 27 teams. However, four of the teams did not attend the event. This resulted in Harrow being penalised for non-attendance and a subsequent loss of 100 points. If Harrow had not received these minus totals the Borough would have finished in 27th position. The teams that failed to attend were, Athletics Disability (Male and Female) and Football (Disability Male and Female)

- 6.9.18 In 2002 Harrow again finished in 30th position but this time with a total of 625 points. Nineteen teams competed but Harrow entered no teams representing young disabled people in 2001 and 2002 respectively. There may be issues around access and transport, which need to be reviewed in order to address why Harrow is not entering teams in these categories.
- 6.9.19 This year twenty-eight will again be the minimum scoring numbers out of a possible 49 teams. There is currently discussion about raising this minimum number in 2004. In 2002 the top twenty-six Boroughs exceeded this minimum number.
- 6.9.20 Where Harrow teams have been entered for sports, which are part of the borough Active Sports development programme led by the local authority sports development officers, these sports have finished in the top ten finalists. Girls cricket, Boys and Girls Basketball and Girls Football are examples of this.
- 6.9.21 Harrow Sports Council is agreed that the ranking of the borough team has to be increased over the next few years. This would help to raise the profile of the games and sport locally, as well as being an added impetus to participation by local young people in the only competitive sport for this age group across the Greater London Region.

Relationship with Schools

- 6.9.22 Local schools are involved in the LYG on an ad hoc basis. The HSC BTO used to teach locally and was able to easily encourage participation and involvement from schools across the authority. Since the BTO's retirement their involvement has reduced significantly.
- 6.9.23 Harrow Sports Development Officers have strong links with a number of High Schools. This enables teams to be entered through the Active Sports Partnership, for example Basketball and Girls Football. The Primary Schools are actively involved in the Mini Games which happen during the school week
- 6.9.24 There is an opportunity to foster closer links between the LYG and schools through the School Sports Co-ordinator Programme (SSC). The SSC Development Plan has a key aim to 'increase all young people's participation in community sport through creating and strengthening links with sports clubs, leisure facilities and community providers.' Local sports clubs are actively involved in the LYG. The majority of Team Managers are from local sports clubs. Linking the school sports programme and activities with local sports clubs in the organisation of trials to identify young people to represent the borough in the LYG would help consolidate relationships between schools and clubs.

6.10 OTHER INTER-BOROUGH SPORTS EVENTS

These annual events provide additional opportunities for local young people to participate in and represent the Borough in regional competitions. Apart from the Mini Games organisation of, and participation in, these events is through local clubs.

Mini Games

This competition takes place a few days before the main games weekend in July. There are no preliminary rounds and it is a non-scoring event. This competition is for children in Year Six and under. There are nine sports. Harrow enters six of these including Boccia, which is a competition for children with a learning disability. Annually approximately 75 children represented Harrow in the mini games.

London Mini Marathon

Harrow Athletic Club organises and manages the teams for this inter-borough event, which is held on the same day as the London Marathon. Over 1,200 runners from London take part aged from eleven to seventeen years. The club last held open trials for this event in 1999. In subsequent years, the club has selected youngsters from their own club and from the school cross-country results. A Borough team consists of twenty four female and male runners. Traditionally, Harrow has done well in this competition finishing in the top fifteen. HSC involvement is minimal and their role is to reimburse the club for transport costs.

London/Regional Games for People with Learning Disabilities

SuperSport, the adult competition for people with learning disabilities ceased in 1999 because of lack of funding. However, there has been an increase in opportunities for young people with a disability in the LYG.

There are opportunities for young adults with a learning disability to participate in regional competitions through Harrow Gateway Club. The club team is Harrow Special Olympics Squad and consists of up to twenty adults aged from twenty plus years. They compete mainly in athletics events at Special Olympic competitions. Athletes have the opportunity to enter four competitions per year. This group does not receive funding from HSC but each year they are given the Borough kit.

Eagles Sports Club receives a small grant each year from HSC. The club intends to take a more active role in the work of HSC and thereby increase the sporting opportunities for people with a physical disability.

London Inter Borough Swimming Championships

Harrow and Wealdstone Swimming Club organise and manage the Borough team for this event. The entry fee and transport costs are met by HSC through the Service Level Agreement grant. This is separate to the annual grant received by the swimming club from HSC.

The championships are organised on a regional basis with the winners of each regional heat going through to a final. Each competitor receives a twelve month free swim pass, which entitles them free access to a large number of facilities across the capital.

London 50 + Sporting Challenge

Harrow entered a team in 2000. The last event was held in May 2002. The future of this regional sporting event for people over 50 is uncertain.

SUMMARY OF KEY POINTS

- Harrow is the only borough who organises its entry in the London Youth Games through its local voluntary sports council.
- The games are organised across London by local authority sports development officers or through paid agencies, in partnership with the local authority.
- The games have grown in scale and scope and are now linked to the delivery of the Active Sports programme delivered by local authorities.
- HSC has provided continuity in the co-ordination of Harrow's entry in the games. As a voluntary organisation it does not have the capacity to manage and co-ordinate the development of the games in line with the requirements of LYG.
- A strategy to support, and increase the number of, local Team Managers is needed as the games develop.
- The London Borough of Harrow meets the cost of the annual entry fee. The operational costs for the games are met by Harrow Sports Council through the Service Level Agreement.
- If the organisation and management of the games were to be taken on by the sports development unit, the funds for organising this provided for in the Service Level Agreement that would need to be transferred.
- Participation in other Inter-Borough Sports Events are organised through schools and local clubs who are members of Harrow Sports Council.

HARROW SPORTS COUNCIL REVIEW

7. CONCLUSION

- 7.1 Harrow Sports Council has played an important role in keeping sport on the local agenda. Critically, prior to the local authority employing dedicated sports/leisure officers, it represented the interests of the voluntary sports sector and ensured that local young people were able to participate in events such as the London Youth Games from the inception of the games in 1977.
- 7.2 The local environment for sports development has changed and Harrow Sports Council needs to maintain its relevance to the local sport agenda by reviewing and redefining its role.
- 7.3 The borough has a team of sports development officers responsible for sports development in partnership with a range of partners to support and enable opportunities locally and in liaison with regional agencies. A partnership sports development officer is funded through Sport England, London Borough of Harrow, Harrow Council for Racial Equality and Leisure Connection. The council sports facilities are now run by Leisure Connection. There is an expansive school sports development programme and bids to improve facilities. The Prince Edward Playing Fields Trust will provide a new home for Wealdstone Football Club.

A REPRESENTATIVE ORGANISATION FOR THE SECTOR

- 7.4 The development of sport is an important part of the Harrow Cultural Strategy. The Sport & Leisure Plan, sports specific development plans, Harrow Leisure Card, development of school and community facilities through the New Opportunities Fund, Prince Edward Playing Fields and the new leisure management contract with Leisure Connection are all being progressed.
- 7.5 Harrow needs an umbrella organisation that is representative of the sector to provide advice, consult and lobby on behalf of local sport interests, and to engage formally with the local authority on these and other initiatives. The funding that HSC receives through the SLA is on the assumption that it is representative of the voluntary sports sector. It is important that the local authority maintains the integrity of the grant and that every effort is made by HSC to increase its membership base.
- 7.6 In conducting this review it is apparent that there is an active voluntary sports sector in the Borough. Not all these groups are aware of, or decide to be members of Harrow Sports Council.
- 7.7 Harrow Sports Council has a core group of members who attend its meetings regularly. Throughout the consultation for this review they acknowledged that they needed to broaden the membership and develop as an organisation.

- 7.8 Many of the groups who participated in the review consultation expressed an interest in being involved in HSC or a similar organisation. The challenge facing HSC is how to engage with the sector sufficiently so that clubs and groups join the organisation. Harrow Sports Council needs to clarify its purpose and redefine its 'offer' to the sector.
- 7.9 This is a challenging task for a small voluntary organisation with limited resources. In so doing it will need support from the local authority to help establish itself as a credible organisation, representative of the sector.
- 7.10 The local authority has some responsibility to support Harrow Sports Council through this process. The local authority, in effect, defined the role of the Harrow Sports Council through the annual Service Level Agreement. Responsibilities were placed on the organisation, which it was unable to deliver, by virtue of the type of voluntary organisation it was originally set up to be.
- 7.11 Through the Service Level Agreement and the provision of administrative services, provided by Harrow Arts & Leisure Service, the organisation has had little real independence from the authority. This has contributed to the general perception of the sector that Harrow Sports Council is part of the local authority.

HSC should be responsible for its own secretarial function and set a membership fee that will cover the costs associated with servicing its membership.

- 7.12 HSC should work with stakeholders in the local sports sector to redefine its purpose and key objectives. This would ensure that there is a voluntary sports umbrella organisation representative of the sector and also position it to work more effectively with the local authority and other partners in moving forward the sport agenda in Harrow.
- 7.13 In redefining its purpose, HSC and its partners in the sector should consider whether being an unincorporated association is still the best structure for the organisation. This structure can be a barrier to participation for private companies operating in the sector, particularly Leisure Connection. The local authority would want some arrangement for Leisure Connection, as the contract manager for the council leisure facilities, to be involved in any representative umbrella organisation and have a closer dialogue with the local sports sector.
- 7.14 Harrow Sports Council is not using the SLA grant to lever in additional funding or maximising opportunities for accessing grants and generating funds. Charitable status would automatically widen the range of funding available to the organisation. The collection of outstanding membership fees from its existing membership would further help the organisation in its efforts to generate income. The annual membership fee of £5 is a small sum, which the organisation should consider increasing.

GRANTS TO THE SECTOR

- 7.15 At the meeting of the Council's Leisure Committee on 25 May 1988, the Council combined its grants to four organisations with its grant to Harrow Sports Council. HSC was charged with the responsibility of administering the grants to the named organisations and providing small grants for local sports groups.
- 7.16 HSC receives £27,381 as a SLA grant. The amount of grant and the recipient organisations have changed over time. Two of these organisations receive grants in excess of £5,000. It is unreasonable to expect that the monitoring and grant liaison function required for this level of grant aid should be carried out by volunteers on the Harrow Sports Council. Harrow Council is undertaking a corporate review of grants to the voluntary sector. It would be appropriate to include these grants in that review.

LONDON YOUTH GAMES

- 7.17 The London Youth Games has grown considerably over the past few years. Harrow is the only borough to organise its participation through its local sports council. Across London, the lead for the event and ensuring that it is embedded in the sports development programme for the authority, is the responsibility of the council's own sports development officers.
- 7.18 HSC are in agreement that the Borough should take the local lead for this event. Support from the voluntary sector would still be essential for this to be a successful event for local sports development and to deliver the games as required by LYG.
- 7.19 The local authority should also take the lead in ensuring that participation is fully inclusive, and that opportunities and achievements are promoted widely.
- 7.20 In order for the local authority to take on management of the games, the costs associated with the games need to be made available to the sports development unit.
- 7.21 The budget for LYG should be contained within the SLA grant and transferred to the sports development unit at the beginning of the year for expenditure on the LYG.

SERVICE LEVEL AGREEMENT

- 7.22 The purpose of the SLA is to support the organisation of the voluntary sports sector as an umbrella organisation of clubs and other sports interest organisations. In so doing the Council will have a representative body from which it can consult on a range of issues affecting and impacting on the sector. The borough will benefit by also having a collective voice articulating the concerns of the sector on related matters.

7.23 The Service Level Agreement needs to focus on four key areas of service delivery in exchange for the SLA grant:

- Membership
- Networking and communications
- Grant Awards (including support for inter-borough sports events)
- Partnership working.

HARROW SPORTS COUNCIL REVIEW

8. RECOMMENDATIONS

A. ORGANISATION

1. HSC reviews its role and organisational structure to provide a focussed and inclusive umbrella organisation for all sectors of the local sport and sport interest communities by November 2003.
2. HSC focuses on:
 - (i) Increasing its membership to be representative of the sector and more inclusive.
 - (ii) Providing a forum for networking and communication across the sector.
 - (iii) Advising the council on sports and leisure issues by articulating the views of, and representing, the sector.

B. GRANTS TO THE SECTOR

1. Annual grants awarded by HSC are considered as part of the Council's review of grant aid to the voluntary sector.
2. HSC's procedures for the disbursement of small grants to individuals and groups are reviewed as part of the Council's corporate grants review.

C. LONDON YOUTH GAMES

1. The Council's Sports Development Unit (SDU), in line with other London Boroughs, takes the lead role in organising the LYG; and develops the organisation, participation and sports development aspects of the games from 2004.
 - (i) HSC sets up a sub-group to assist in the transition of the games to the SDU by 31 July 2003.
 - (ii) HSC continues to support the LYG by maintaining its links with the voluntary sports sector and working in partnership with the SDU.
2. That HSC and the Arts & Leisure Service agree the annual budget for the London Youth Games and that this sum is transferred annually from the grant to meet the costs associated with the LYG.

D. SERVICE LEVEL AGREEMENT

1. The 2004/5 SLA reflects changes agreed in the recommendations.
2. Performance indicators and outcomes are included in the SLA to take account of:
 - (i) Representative and inclusive membership.
 - (ii) Networking and Communications.
 - (iii) Grant Awards.
 - (iv) Partnership Working.
3.
 - (i) That the Council ceases to provide administration and secretarial services to HSC at the end of 2003/4 and that HSC takes on these duties.

**HARROW SPORTS COUNCIL REVIEW
STAKEHOLDER CONSULTATION**

Aquarius Swimming Club
Aylward First and Middle School
Belmont 7Up Maccabi
Bentley Wood High School
Bessborough Football Club
Bessborough Park Rangers
British Institute for Chinese Martial Arts
Canons Table Tennis Club
Cartwheels Gymnastics Club
Chequers Badminton Club
Colart Fine Art and Graphics Ltd
Eagles Sports Club
Earlsmead F&M School
Exercise 2 Energize Club
Game on Football Club
Game Set Match Tennis Club
Harrow and District Outdoor Pursuits Centre Trust
Harrow and Wealdstone Swimming Club
Harrow Athletic Club
Harrow Bowls Club
Harrow Cricket Club
Harrow High School
Harrow Hockey Club
Harrow Kingfisher Swimming Club
Harrow Leisure Centre Snooker Club
Harrow School of Gymnastics Ltd
Harrow School Sports Association
Harrow Schools Sports Association
Harrow Scout and Guide Swimming Club
Harrow Special Olympics
Harrow Sports Council
Harrow St Marys Cricket Club
Harrow St Marys Sports Club
Harrow St Marys Youth Football Club
Harrow Sunday Challenge Football League
Harrow Trampoline Club
Harrow Weald Bowls Club
Harrow Weald Lawn Tennis Club
Harrow Weald Wanderers Football Club
Hatch End Association
Hatch End Swimming Club
Hatch End Triathlon
Headstone Manor Ladies Cricket Club
Headstone Rangers Football Club

Headstone Venturers Football Club
HLC Badmington Club
Indian Association of Harrow Youth Group
Islamic Centre
Kenton Bowling Club
Kuk Sool Won of London
London Heathrow Youth Games
London Utd Basketball Club
Metros Runnig Club
Middlesex County Badmington Association
Middlesex County F.A
Middlesex Womens Cricket Association
New Leaf Badmington Club
Old Kingsburians Football Club
Oshwal Association of the UK
Palcil Tae Kwon-Do
Park High School
Parkfield Sports and Social Club
Pieper Swim School
Pinner 2002 Football Club
Pinner Albion Football Club
Pinner and Grammarians Rugby/Football Club
Pinner Bowling Club
Pinner Hill Golf Club
Pinner Victorians Cricket Club
Priestmead Middle School
PT Coaching and Leisure Services Club
Queensmead Trampoline Club
Rayners Lane Football Club
Rosemary Conley Diet and Fitness Club
Roxeth Bowling Club
Sacred Heart High School
Shamrocks Diamond Netball Club
South Harrow Cricket Club
Spanish Arch Football Club
Sport England
St Anselms Badmington Association
St Bernadettes RC School
St Georges Football Club
Stanmore Branch Pony Club
Stanmore Jafferys Sports Club
Survive and Save Club
Tang Soo Do Martial Arts Club
Trinity Badmington Club
UK Chin Woo Athletic Association
UK Tang Soo Do Federation
Vagabonds Club
Wealdstone Football Club
Wembley and Harrow Table Tennis League and Club
West Harrow Bowling Club
West Harrow Football Club

James Picton	Leisure Connection	(Harrow Leisure Centre)
Don Goff	Chair Harrow Sports Council	(HSC)
Diane Owen	BTO (LYG) Harrow Sports Council	
Doug Williams	Vice Chair HSC/Harrow Schools Sports Association	
Ken Towns	Harrow Gateway	
Dagmar Jackson	Harrow School of Gymnastics	
Shirley Bennett	Eagle Sports Club	

A.Dutch	Girls Cricket	(LYG)
C.McCarthy	Rugby	(LYG)
Cllr C Mote	London Borough of Harrow	
Cllr H Bluston	London Borough of Harrow	
E.Smart	Athletics	(LYG)
G. Walsh	Table Tennis	(LYG)
G. Williams	Girls Basketball	(LYG)
J.Green	Diving	(LYG)
Legal Services	London Borough of Harrow	
M. O'Reilly	Trampolining	(LYG)
M.Thompson	Girls Netball	(LYG)
S. Davey	Rugby	(LYG)
S.K Misra	Badminton	(LYG)