

# SPORTS

## MANAGEMENT

VOLUME 17 ISSUE 2 2013

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funding stream for sport

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# EDITOR'S LETTER

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**Gareth Bale. See football finance on page 26**

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## Physical literacy

**A**s we celebrate the first anniversary of London 2012 it's a good time to reflect on progress. Recent research by ComRes for the BBC found more than two thirds of the UK public feel the £8.77bn cost of the London 2012 Olympics was worth it. The survey of 3,218 adults indicates 11 per cent are exercising more than they did a year ago, with the figure increasing to 24 per cent for those aged between 18 and 24. The survey was conducted to understand public perceptions of legacy, as well as the impact the Games had on communities.

Here at *Sports Management* we believe all legacy is good legacy – whether it's more people going out walking, taking up a new sport, or simply feeling positive about the UK – both here and overseas, but what should our main focus be now as we set off on the path to Rio?

Rod Carr, the new chair of UK Sport spoke to *Sports Management* recently about that agency's audacious aim of beating the achievements of 2012: "We want to be the first nation in the history of the Olympic and Paralympic Games to improve its medal haul after hosting the Games," he says.

But excellence at elite level must be built on firm foundations and the work of UK Sport can only bear fruit if we invest in developing the physical literacy of children from the youngest age.

Few will go on to Olympic gold, but all will live better, healthier, more joyful lives if they have the opportunity to develop the core skills they need to realise their physical potential.

**If we want a healthy population and sporting successes, our aim should be nothing less than ensuring we plan children's physical literacy with the same care we plan their academic literacy**

The two main pillars of the sporting infrastructure which enable children to acquire this precious literacy are school sports and sports clubs, yet neither system is running optimally. The shocking shambles surrounding school sport has yet to be resolved, while clubs are grappling with a range of issues when it comes to engaging and maintaining the volunteers they need to function and flourish.

Looking at the bigger picture, our facilities have never been better and although pressure on local government finances gives some cause for concern, the biggest challenge surrounds the provision of the coaching and teaching required to ensure children learn the basics at the optimum developmental stage.

Carr believes we're making it too difficult for sports volunteers to give their time: "The amount of red tape required to acquire qualifications is putting people off becoming coaches at their local club," he says. "We all want to see better coaches ... [and] they should have a reasonable amount of technical competence, but I can't see any reason why we should try to turn every coach into a semi-professional or county level trainer ... if all they want to do is help out." You can read his comments in full on page 22.



Our Olympic successes were founded in part on Labour's joined up approach to school sport, but this structure has – to some extent – been dismantled by the coalition and we should be concerned that these issues rumble on with no sign of being resolved.

The teaching of physical skills should not be a political issue, but a basic human right. If we want a healthy population and sporting success, our aims should be nothing less than ensuring we plan children's physical literacy with as much care as we plan their academic literacy and ensuring the organisations behind our sports infrastructure are all pulling in the same direction.

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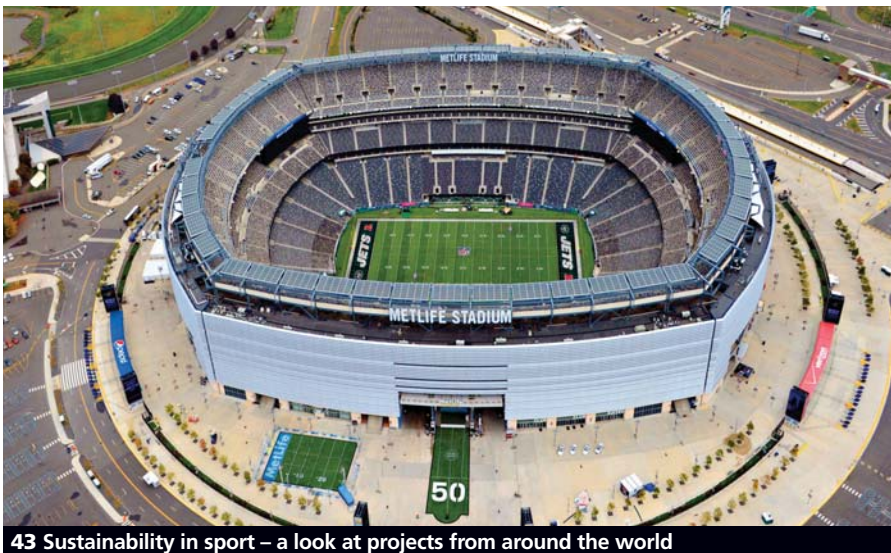




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## SAPCA

*Sports Management* is a partner of the Sports and Play Construction Association (SAPCA), the trade body for the UK's sports facility construction industry. *Sports Management* and SAPCA work in partnership to promote high standards in the design, construction and maintenance of UK sports facilities.

## INDUSTRY EXPERTS SHARE THEIR VIEWS ON THE CURRENT ISSUES AFFECTING SPORT

### ARE WE INSPIRING A GENERATION?

JOHN GOODBODY



The first anniversary of the London Olympics has revived memories of the thrilling moments that so captivated the nation in the summer of 2012. Appropriately, the main stadium in Stratford staged a meeting in front of capacity crowds, celebrating the achievements of those athletes in both the Olympics and Paralympics, whose feats will long be recalled by those either fortunate enough have been there or who witnessed the events on TV.

Meanwhile, this summer there has been a host of events across the country to re-live the festive spirit of 12 months ago and to encourage future participation, either as competitors or as volunteers – or both.

However, this anniversary is also a suitable moment for a stocktaking of

what has been achieved, is now being achieved or – it's hoped will be achieved – as the legacy from the Games.

The House of Lords' Culture, Media and Sport Committee has recently launched an inquiry to assess the benefits from staging the Olympics. It has to consider the validity of the words of Dr Jacques Rogge, who retires in September as President of the International Olympic Committee. He said after the 2012 Games: "London has raised the bar on how to deliver a lasting legacy. This great historical city has created a legacy blueprint for future Games hosts."

Certainly this seems true in literally concrete terms, with the main venues in the Olympic Park having a sustainable after-life, a process accelerated by further details announced in June by West

Ham United FC of how the main stadium will be used for both football and athletics.

The bid for the London Olympics was founded on the slogan "Inspiring a Generation". So has this happened? Figures from Sport England released in June show that 15.3 million people are playing sport at least once a week, with good progress among young people. In the period December 2012 to mid-April 2013, 1.4 million more males and females were taking part compared with when London won the Games in 2005. Among national governing bodies, there's widespread recognition that the Games have acted as a massive stimulus to participation. In rowing, for instance, there has been a rise of 30,000 people taking part since before the London Olympics, when 58,000 were involved. In judo, another success story of the Games, membership of the British Judo Association has risen by 13 per cent, while in triathlon, record numbers are taking part in competitions. The number of amateur officials has also risen with 11,747 new 'Sports Makers' having been recruited.

But the picture is not unblemished. The Talented Athlete Scholarship Scheme, whose funds have been used to help youngsters with vital things such as physiotherapy, has had its funding cut by UK Sport, which prefers to see the money go to the national governing bodies.

Then there is severance of the School Sport Co-ordinators Scheme, with the £150m being given to the headteacher, instead of being ring-fenced. Anecdotally, this seems to have had a deleterious effect. As Seb Coe said: "If you leave 18,000 headteachers to decide how to spend this money, some will make great choices and I think many might not."

*John Goodbody has covered 11 successive Olympic Games for the Sunday Times and specialises in sports commentary*

**There is widespread recognition that the 2012 Games have acted as a massive stimulus to participation**



Membership of the British Judo Association has risen by 12 per cent since the London Games





PIC © SHUTTERSTOCK.COM / ANDREAS GRADIN

The Protecting Playing Fields Fund has seen £13m invested in 234 spaces in England

## PROTECTING PLAYING FIELDS

HELEN GRIFFITHS

Last summer was a fantastic reminder of how major sporting events can unite the nation and how important it is that sport continues to build communities and provide opportunities at local level. That aim is only achievable if there are facilities available to support it and if those facilities are fit for purpose. This is why the Protecting Playing Fields strand of Sport England's Places, People, Play funding is such a vital piece of the legacy puzzle.

The vulnerability of community playing fields to the pressures of both commercial and residential development is longstanding and well documented – it's one of the reasons Fields in Trust was founded as the National Playing Fields Association more than 80 years ago. Unfortunately this vulnerability has been exacerbated in recent times by extensive cuts to Local Authority budgets resulting

in, among other things, a reduced ability to invest in maintaining or improving playing field facilities.

One of the most effective ways to protect the long term future of any playing field is to ensure it's well used, but that level of use can only be achieved by the provision of good quality facilities.

The Protecting Playing Fields Fund has seen £13m invested in 234 spaces in England, bringing significant benefit at grassroots level. Fields in Trust's partnership with Sport England promoted the importance of protecting playing fields in perpetuity as part of a legacy programme – The Queen Elizabeth II Fields Challenge.

The flexibility of the Protecting Playing Fields Fund has meant that sites protected by Fields in Trust have been able to undertake improvement projects to increase participation levels – from upgrading cricket squares at Abotts

Bromley Cricket Club in Staffordshire to increasing capacity at Wedmore Football Club in Somerset – by buying a new ground and adding more pitches. These are real community-led projects which are making a positive impact at grassroots level.

When Round 5 closes in August 2013 and the awards are made, a total of £15m – a 50 per cent increase on the original £10m allocated – will have been granted. We'd like to see this specific commitment to protecting playing fields by Sport England continue, with additional funding beyond 2013 and an ongoing partnership with Fields in Trust to advocate the importance of protecting these spaces in perpetuity.

*Helen Griffiths, CEO, Fields in Trust*





# NEWS UPDATE

## Women's Sports Trust launches to

A new grant giving body has been launched to raise the profile and to change the perception of women's sport in the UK.

Women's Sport Trust (WST) will be the only grant provider focused solely on female sport and is backed by a diverse range of elite female athletes along with representatives from business and media.

Anna Watkins MBE, Olympic gold medal rower and Patron of the WST, said: "We see ourselves as much as a movement as a grant giving body - focused on attracting new funding and profile for women's sport. Details: <http://lei.sr?a=uoW1Q>



The charity uses football as a catalyst for change

## Homeless FA handed Big Society Award

Homeless FA, England's national football charity, has been given a Big Society Award for its work in improving the lives of homeless people. The charity uses football as the catalyst to give homeless people in England the opportunity to develop their skills and abilities, to gain self-respect and confidence, to improve their health and ultimately to transform their lives.

Since it was set up in 2012, the Homeless FA's Training Centre programme has involved more than 400 players with 250 people receiving coaching qualifications. Details: <http://lei.sr?a=O5w3M>

## Rugby stadium plans approved for Edinburgh

Plans to build a community rugby stadium on the site of the first ever international rugby match in Edinburgh, Scotland, have been approved. City of Edinburgh Council gave the green light to the plans, submitted by rugby league club Edinburgh Academicals, which will see a £8m stadium being built in Stockbridge – where an international between Scotland and England was played on 27 March 1871.

Facilities at the 5,000-capacity venue will include a rugby museum, conferencing facilities and nine retail units.

## DCMS inquiry into women's sport

The Culture, Media and Sport Select Committee will undertake an inquiry into women and sport in the UK.

During the process the committee will investigate what barriers remain to women's participation in sport and how to overcome these.

The focus will be on facilities, training, finance (including sponsorship and prize money) and media coverage – as well as the variety of sports on offer to girls at school. The inquiry comes on the first anniversary of the London 2012 Games and at a time when the legacy of the Games is being questioned.

In a statement, the committee said: "It was hoped that the successes of Team GB's female athletes in the Olympics last year would result in greater prominence for women's sporting achievements and encourage more girls and



IMAGE: MITROKOV/SHUTTERSTOCK

The inquiry will look into facilities and coverage of women's sport

women to participate in sport. However, it appears that women's sport still faces a number of disadvantages compared with men."

The committee is inviting written evidence from the sport industry for the inquiry. An online portal for submissions will run until 19 September. To submit evidence, visit [www.parliament.uk/cmscom](http://www.parliament.uk/cmscom)

## £40m legacy windfall for grassroots sport

A further £40m (\$62m, €47m) of National Lottery funding will be made available to grassroots sport during 2014-17. Sport England said it will extend its Inspired Facilities Olympic and Paralympic legacy fund, designed to improve local facilities – from new playing surfaces to floodlights and better changing rooms.

So far, 1,361 grassroots sports facilities have benefitted in the two years since Inspired Facilities was launched, with a total of £69.9m being invested.

Sport England chair Nick Bitel said: "A year on from the Olympics, it's inspiring to see how our investment is transforming sporting facilities in hundreds of communities. The great news for sports clubs across the country is



Bids for the next round of funding will be accepted from 21 October

that we're putting an extra £40m into Inspired Facilities so many more projects will benefit in the coming years."

Bids for the next round of Inspired Facilities funding will be accepted from 21 October 2013. Details: <http://lei.sr?a=H1MoL>

## Majority say Olympic budget was money well spent

More than two thirds of the UK public feel that the £8.77bn cost of hosting the London 2012 Olympics was worth it, according to a survey of 3,218 adults conducted by research consultancy firm ComRes for the BBC. The findings also suggest that 74 per cent would

support the event coming back to Britain, while participation figures suggest 11 per cent of people are exercising more than they did a year ago. This figure then increases to 24 per cent for those aged between 18 and 24 years old. Details: <http://lei.sr?a=D2y6L>



## Memberships up at UK clubs

Sports clubs in the UK have seen membership levels and income increase by an average of 20 per cent in the past two years.

Results from the Sport and Recreation Alliance's (SRA) biennial Sports Club Survey, show that the average sports club's income has risen by 19.9 per cent to £42,845 – compared to £35,736 in 2010.

The increase is closely mirrored by a rise in membership numbers. Over the period from 2011 to 2013, adult participating membership levels have risen by a total of 20.6 per cent.

Perhaps surprisingly, many clubs do not attribute the increases to the London 2012 Olympic Games, with only 13 per cent of clubs saying their membership increased as a direct result of the Games.



Sports clubs have seen a significant rise in membership numbers

More than a third (38 per cent) of clubs who experienced increasing numbers of adult participants between 2012 and 2013, said that there wasn't a noticeable increase after the Games – suggesting that in many cases membership levels were already on the increase. Details: <http://lei.sr?a=e3U4a>

## Sportivate enables 250,000 young adults

Sportivate, one of Sport England's flagship London 2012 legacy programmes, has reached more than 250,000 young adults in the country.

Figures published by Sport England show that a total of 256,000 teenagers and young adults have so far benefited from free or discounted courses in 70 different sports.

Each course runs for six to eight weeks and an encouraging number of participants taking part in the scheme – 215,000 out of the 256,000 – completed their courses without missing more than one session.

Backed by National Lottery funding, Sportivate will run until 2017 and has been designed to help 14- to 25-year-olds to get involved in sports by offering discounted and



Wakeboarding is one of the sports on offer for free or at a discount

free sessions in sports ranging from judo and tennis to wakeboarding.

The scheme is delivered by a network of 49 county sports partnerships, working with clubs and providers. Details: <http://lei.sr?a=a5b5I>

## Man City signs up Jamie Oliver for catering contract

Manchester City Football Club (MCFC) has agreed a catering deal with Jamie Oliver.

The deal, between Jamie's Fabulous Feasts and Legends Hospitality – believed to be worth £6m – will see Oliver's Fabulous Fanfare-branded food served at the Etihad stadium.

Oliver said: "This is probably the most epic food job I've ever taken on in my life, but with my partners from Legends – who already cater for Dallas Cowboys and New York Yankees – we are all so excited to kick it off!" Details: <http://lei.sr?a=i3e6j>

## University to run Don Valley Stadium replacement

Sheffield Hallam University has been appointed to manage the city's Woodbourn Road stadium – the replacement site planned for Don Valley Stadium.

The Woodbourn Road site was closed in 2011 but Sheffield City Council plans to redevelop it for it to become the new home for athletics in the city.

As part of the plans, The Woodbourn Road athletics site would eventually be redeveloped into a 60-80 metre indoor facility to provide all-weather training facilities. Details: <http://lei.sr?a=n1Z4g>



IMAGE: S HINN/SHUTTERSTOCK.COM

London will host the 2016 championships

## London and Baku win bids for major sporting events

London has been chosen to host the 2016 European Swimming Championships while Azerbaijani capital Baku has been awarded the rights to host the fourth Islamic Solidarity Games (ISG) in 2017.

The London event will be the first international competition at the Aquatics Centre since the London 2012 Olympic Games.

Baku has strengthened its reputation as a venue for major events with its winning bid for the ISG – the second major sporting competition the city has secured, after securing the 2015 European Games. Details: <http://lei.sr?a=A8w6s>

## Aveley FC planning new community stadium in Essex

Essex-based Aveley Football Club has revealed plans to build a new community stadium.

Plans for the stadium to be located at the town's Belhus Park, include a 3G all-weather pitch, a new pavilion and spectator areas in addition to a full-size, floodlit training pitch and two junior pitches.

The club hopes to submit plans to Thurrock Council later this month with the view of relocating to the new venue for the start of the 2015-16 season. Details: <http://lei.sr?a=K2H7C>

## NGBs 'holding back' from bidding for major events

Hosting major sporting events is becoming a global growth market, but UK NGBs are thinking twice about bidding due to the financial risks attached to the process.

A report by the Sport and Recreation Alliance shows that 67 per cent of UK NGBs see the risk of investing into the often costly bidding process as the main obstacle to launching a bid. Bidding for events has become increasingly competitive, as hosting is often seen as providing three benefits; a financial boost for organisers, increasing a sport's profile and improving facility infrastructure. *Details: <http://lei.sr?a=9n3No>*



IMAGE: JOHNTHESON/FLICKR.COM

Sheff Wed – likely to change owners in near future

## BDO survey: third of club owners considering selling

A third of all club owners in the Football League are considering selling their club in part or completely over the next year, a survey by accountants BDO has revealed.

BDO representatives spoke to finance directors at 66 clubs from across the Premier League, Football League (FL) and Scottish Premiership and found 36 per cent of League One clubs and 28 per cent of FL clubs in general have said they're considering a full or partial exit. *Details: <http://lei.sr?a=LoV1l>*

## Drive to teach PE as a core subject in Wales

Experts have recommended that PE should be given the same status as maths, English, science, and Welsh in schools to help tackle the obesity problem in Wales. Current core subjects in Welsh schools don't include PE, which is categorised as a foundation subject.

More than one-third of the Welsh population are either overweight or obese, costing the Welsh NHS more than £70m a year. A group chaired by Paralympic gold medallist, Baroness Tanni Grey-Thompson says if that step was taken, it would be the first country in the world to make the move. *Details: <http://lei.sr?a=D9S2W>*

## Landmark for Olympic Truce scheme

The UK government has delivered more than 80 Olympic Truce events around the world as part of the global legacy plans for the London 2012 Olympic Games.

Led by the Foreign and Commonwealth Office (FCO), the events have been organised in partnership with the United Nations (UN), National Olympic Committees, parliamentarians, and other public and private partners across five continents.

The projects have ranged from a youth football tournament in Lesotho to a sports day in Sri Lanka. The latter was inspired by the Paralympics and brought together former adversaries – disabled soldiers from both sides of the island's long-running and brutal civil war.

In the UK, Olympic Truce events have already been organised in more than 20,000



The Olympic Truce initiative is one of the 2012 legacy programmes

schools though the Get Set programme set up by LOCOG in 2011.

Lyall Grant, UK ambassador to the UN, said: "International Inspiration, which is London 2012's international sports legacy programme, has already enriched the lives of more than 11 million children in 20 countries through sport and play. *Details: <http://lei.sr?a=K1P2W>*

## GAA to give grant aid for £4m Ruislip revamp

The Gaelic Athletic Association (GAA) is to provide grant aid to help the London County Board carry out a £4.2m revamp of its headquarters in Ruislip, London (UK).

Though planning permission is yet to be granted, the GAA has given the London County Board its backing for the redevelopment.

If plans are approved the redevelopment could see the capacity of the Emerald Grounds increase to 5,000, with the ground including a 2,400-seater stand and terracing. A new playing surface may also be constructed. It is thought building could start in June 2014, with the project reaching completion in time for the Connacht SFC quarter-final in May 2015.



The investment is part of GAA's plans to expand Gaelic sport in the UK

"The total project will cost over £4m and will result in a ground they can be proud of," said GAA president Liam O'Neill. "The plans will be revealed when planning permission comes through but we have given it the go-ahead." *Details: <http://lei.sr?a=Q8k8i>*

## Scottish rugby and football given £3.15m facility fund

A £3.15m grant has been created to develop a Scotland-wide network of full-sized 3G pitches for youth football and rugby.

The CashBack for Pitches Fund will use money seized under the Proceeds of Crime Act to help install synthetic grass pitches, with

a focus on projects working with young people in areas that experience problems with anti-social behaviour and crime. The grants – of up to £300,000 – will also prioritise pitch facilities that will be used to drive youth participation. *Details: <http://lei.sr?a=2u7z4>*



## Prem clubs boost local economies

Premier League football is proving to be a huge boost for local economies, attracting both visitors from overseas and rapidly increasing the value of property near football grounds in the top flight.

House prices near Premier League clubs have, on average, more than doubled in value over the past decade, according to the Halifax Bank.

The average property price in the postal districts of the Premier League's 20 teams has increased by 135 per cent, from £136,000 in 2003 to £319,800 in 2013, with the biggest increase coming in the district closest to Manchester City, where there has been a 259 per cent rise in house value over 10 years.

The rise is more than double that seen across the rest of England and Wales over the decade. There's also evidence that having a Premiership



Swansea - one of the cities to benefit from a Premier League club

club in the area can help to attract students for universities. Swansea University has seen a surge in applications since the Swans' promotion to the Premier League and this season the university is entering into an agreement with the club that includes match programme advertising. Details: <http://lei.sr?a=n6S3y>

## Beth Tweddle to launch gymnastics academy

World Champion and Olympic bronze medalist Beth Tweddle has retired from elite sport to set up a gymnastics academy - the first legacy programme of London 2012 to be led by an athlete. Tweddle announced her plans on the anniversary of the 2012 Games at Chobham Academy, a new school set to open next month in East Village - the residential development on the site of the London 2012 athletes' village.

Chobham will be home to the Beth Tweddle Academy, the Olympic Park's first athlete-led legacy programme.

The academy will look to increase participation in gymnastics by providing the opportunity for children to take up the sport.

The school - and the new gymnastics academy - is set to open in September 2013.

Tweddle said: "Following the Olympics I've had a lot of projects on - including the academy - and had time to decide whether I could put 100 per cent into it.

"I know now that deep down I can't commit to the hours and training to remain at the very top." Details: <http://lei.sr?a=q4f4W>

## Sportscotland plans 'Murraymania' legacy

Sportscotland and Tennis Scotland have launched a four-year investment stream aimed at capitalising on Andy Murray's Wimbledon win and the increased interest towards the sport.

Sportscotland is investing £5.8m to help modernise and develop tennis' structure by improving facilities and widening access.

The objectives are to grow participation rates, increase the sport's accessibility, and provide suitable environments to develop athletes performance levels on the court.

Details: <http://lei.sr?a=h7P1k>

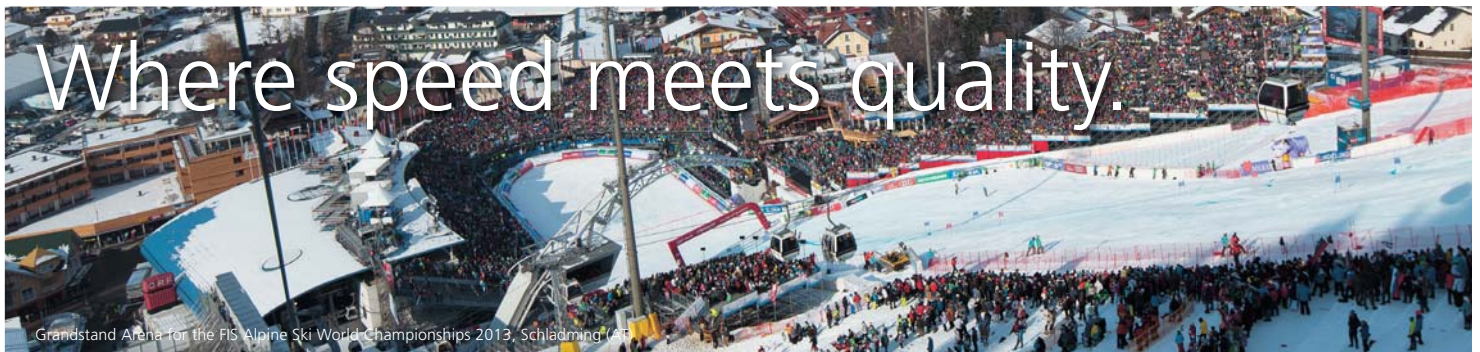


There are currently 8,000 Change4Clubs in the UK

## Change4Life club network receives £3m funding boost

The Department of Health is investing an extra £5m in getting children and families to exercise and play more sports.

Most of the funding will be divided between the Youth Sport Trust (£3m) and Play England (£1.1m) while the remaining £1m will be shared between eight cities to improve walking initiatives. Youth Sport Trust will use the grant to set up new Change4Life School Sports Clubs in areas with the highest childhood obesity, extending the network of 8,000 clubs already established in the UK.



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## £94m for cycling-friendly projects

A number of English cities and parks are to share a £94m government cash injection to promote cycling.

A total of £77m of the funding will be spent on improving existing – and creating new – cycle routes in Manchester, Leeds, Birmingham, Newcastle, Bristol, Cambridge Oxford and Norwich. An additional £17m will be available to improve cycling paths at four of England's national parks – New Forest, Peak District, South Downs and Dartmoor.

The government has hailed the funding as the biggest ever single investment in cycling.

Prime Minister David Cameron said the announcement includes a commitment to cut red tape that can “stifle cycle-friendly road design and to encourage changes to the way roads are built or altered”.



IMAGE: AMY JOHANSSON/SHUTTERSTOCK.COM

The funding has been aimed at improving the cycling infrastructure

Councils will be also expected to up their game to deliver infrastructure that takes cycling into account from the design stage.

Cameron said: “Following the Olympics, the Paralympics and the Tour de France, British cycling is riding high – now we want to see cycling soar.” Details: <http://lei.sr?a=J5A8s>

## Major events worth £5.9bn to companies

The global sports events market will create £5.9bn (US\$9.1bn, 6.9bn euro) of new business for sports service companies in the next ten years. According to the Global opportunities for sports marketing, infrastructure and consultancy services to 2022 report, the global events market's biggest beneficiaries will be in the management and consultancy sectors.

Published by UK-based International Marketing Reports, the study analysed 55 major sports events that are scheduled to take place in the next decade.

The report's author, Ardi Kolah, says the increasing size of international competitions means host countries and cities are increasingly relying on outside help.

“Major events are getting bigger, as countries use them to regenerate cities and project their image on the global stage,” Kolah said. “The scale of new-build and renovation of facilities is unprecedented. The report identifies 149 new venues being built and dozens of stadia



IMAGE: CLOUDBLIT/FLICKR.COM

The increasing size of major sports events means host cities and countries often need outside help

earmarked for renovation to host major events. The biggest headache for event organisers is projects that run late and over budget.

“They are therefore increasingly looking to experts in the field with a good-track record delivery.” Details: <http://lei.sr?a=F8v8d>

## StreetGames secures £3.8m grant

Sports charity StreetGames has been awarded £3.38m to develop 307 Doorstep Sports Clubs that will seek to improve sporting opportunities within disadvantaged communities.

The clubs are designed to be vibrant places where 14-to 25-year-olds can play sports, at

low cost, right on their doorstep. As well as offering opportunities to play traditional sports, StreetGames also offers adapted versions of games, such as Cardio Tennis, Instant table tennis, Rush Hockey and Street Dance. Details: <http://lei.sr?a=f9M3N>



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# NEWS UPDATE

## Sport to deliver social change for Shankill, Belfast

A partnership of local and central governments is using sport to deliver social change in the Shankill area of Belfast, Northern Ireland. The Department for Social Development has teamed up with Belfast City Council (BCC), Department for Culture, Arts and Leisure (DCAL) and Sport Northern Ireland to fund a £770,000, full-size 3G pitch and floodlit facility at the Hammer Complex, off Agnes Street.

Nelson McCausland, minister for social development, said the new facility will be used to address social issues. Details: <http://lei.sr?a=H8Q5Z>



The image leaked to social media site imgur.com

## Manchester City's New York stadium plans leaked

Artist's impressions, claiming to show detailed plans for a new football stadium in New York, US, have emerged on the imgur.com photo sharing website.

The plans purport to show the new home of the New York City Football Club (NYCFC) – a new franchise due to enter Major League Soccer (MLS) in 2015.

NYCFC was announced as the MLS's 20th franchise in May 2013 and is a joint venture between English Premier League side Manchester City and the New York Yankees – the Major League Baseball team. Details: <http://lei.sr?a=D3f1z>

## Schools physical activity programme launched

Sports coaching company, Premier Sport, has revealed plans for a new schools physical activity programme aimed at giving more young people the chance to be active and stay active.

The Inspire programme consists of six parts, which are carried out between key stages: Inspire to Nurture; Achieve; Excel; Compete; Engage; and Feel Good. The programme will measure pupil progress and attainment, based on agreed outcomes with each school, allowing staff to easily measure progress. Details: <http://lei.sr?a=C2E6C>

## Grassroots sport worth £11.78bn

A new report has revealed that grassroots sport accounts for more than half of sport's contribution to the English economy, which on the whole, brings in £20.3bn annually.

The research, commissioned by Sport England, showed that £11.78bn of sport's contribution to the economy comes from people playing sport in addition to sports-related expenditure such as sports equipment and coaching. A further £8.5bn was contributed by the sector from people watching sport live or on TV, sports-related TV subscriptions and sports gambling.

Sport also accounts for 2.3 per cent of all employment in the UK, with more than 440,000 people having sport-related jobs.

The research has also revealed that grassroots sport generates significant healthcare



Sport currently accounts for 2.3 per cent of all employment in the UK

savings, with an estimated £1.7bn saved in healthcare costs.

The report puts sport within the top 15 industry sectors in England, with higher economy contributions than telecoms services, car sales and repairs, insurance and accounting. Details: <http://lei.sr?a=w6d1a>

## ECB to survey recreational cricketers

The England and Wales Cricket Board (ECB) has launched the first ever national survey of recreational cricket throughout England and Wales.

The survey will give club cricketers the opportunity to have their say on all aspects of the recreational game and influence its future development.

Devised as part of the ECB's new strategic plan, Champion Counties, the survey is designed to give ECB a greater understanding of how best to serve the needs of recreational and grassroots cricketers at all levels.

The findings will support ECB's plans to invest more than £96m into community cricket over the next four years across all of its 39 County Cricket Boards in England and Wales.



The survey will be the first of its kind and will inform future strategies

ECB chief executive David Collier said: "It's vital that our recreational game continues to grow so we can nurture the next generation of potential England stars and maintain cricket's position as the favourite summer sport. There's never been a better time to play cricket." Details: <http://lei.sr?a=T3V3V>

## Northampton Town plans stadium redevelopment

Northampton Town football club has announced plans for the redevelopment of Sixfields Stadium, increasing ground capacity to around 10,000. Plans also include a hotel, corporate boxes, a conference centre and improved facilities are set to be constructed

as part of the redevelopment. The deal, which has been agreed with Northampton Borough Council, will see a new East Stand constructed and the existing West stand being comprehensively upgraded to provide it with a 'new look'. Details: <http://lei.sr?a=Q7S3P>



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# NEWS UPDATE

## Deputy PM backs bid to host Gay Games in 2018

Deputy prime minister Nick Clegg is backing a bid to host the 2018 Gay Games in London. Founded in 1982, the Gay Games attracts around 10,000 athletes, artists and activists from across the world to participate in more than 30 sports events.

"We've shown what we can do with the Olympics in 2012, but it's through events such as the Gay Games that the legacy of the Olympics will live on for London," said the deputy prime minister. Details: <http://lei.sr?a=k5I7b>



The plan includes all forms of disability sport

## EFDS launches 'Active for Life' strategy

The English Federation of Disability Sport has launched a strategic plan to guide its work through to 2017. 'Active for Life' aims to increase positive participation in sport so disabled people are able to enjoy regular sport and physical activity in any field they wish to.

Funded by SportEngland, the initiative looks to develop an effective sports system, which will engage with disabled people. The strategic focus will give disabled people key roles as volunteers, leaders and coaches. Details: <http://lei.sr?a=j5YoQ>

## Wheelchair rugby resource goes live

The International Rugby Federation (IWRG) has made its online educational resource live. A joint initiative between IWRG and the International Rugby Board (IRB) Wheelchair Rugby Ready is intended to raise awareness of good practices and to help players and facilities manage the inherent risks of a contact sport by putting appropriate safeguards in place.

The resource will also be a useful tool to any facility or club that is looking to add the sport to its offering. Details: <http://lei.sr?a=b4IoZ>

## DLL invests in kids' sport concept

Health club operator David Lloyd Leisure is to invest £1.35m in rolling out its DL Kids concept for families - with a new facility in Dublin the latest major investment project underway.

The £750,000 purpose-built DL Kids facility at David Lloyd Dublin Riverview, Clonskeagh, will open to members and non-members during September.

It is part of an expansion of the successful model with an additional £600,000 earmarked for DL Kids sites at UK clubs this year - including Derby, Knowsley, Nottingham and Warrington.

DL Kids Dublin will feature three multi-purpose activity rooms, a sports hall, play frame, soft play zone, outdoor area, DL Kids 'cafe-bar' and lounge, providing children aged 0-11 years with a range of programmes running



The fitness operator will be using sport to attract families to its clubs

throughout the year specifically designed to complement the way they learn in pre-school and school time.

The first purpose-built DL Kids facility opened at David Lloyd Raynes Park in 2010, DLL operates 81 clubs in the UK and a 10 across Europe. Details: <http://lei.sr?a=Y8k6b>

## Supporters secure Old Trafford status

The future of Old Trafford The Manchester United Supporters Trust has won a bid to safeguard it if the club's owners ever put the stadium up for sale.

The Manchester United Supporters Trust now has the power to safeguard Old Trafford if the club's owners ever put the stadium up for sale. The ground - the club's home since 1910 - will be labelled as an Asset of Community Value, meaning the possibility it could be sold by club owners the Glazer family will be reduced. If the current or future owners decide to sell the ground, the supporters' group would now have a six-month window in which to halt the sale, to offer groups within the community the chance to make a bid for the stadium.



The decision means the stadium can not be sold by the Glazier family

The application was granted by Trafford Council. In a statement, MUFC officials said the club had "concerns that legislation is not being applied correctly, which could set a precedent throughout the country." The Glazer family plans to appeal the decision.

## Government puts Circuit of Wales plans on hold

Development of a £280m motor racing circuit in south Wales has been put on hold while the Welsh government determines its future.

The council-backed Circuit of Wales race-track development is set to be constructed in Blaenau Gwent, near Ebbw Vale, but the Welsh

government has issued a holding direction, meaning that ministers now have more time to decide whether or not they should call in the plans. The development has received opposition from Gwent Wildlife Trust, which has said the circuit will damage local habitats.



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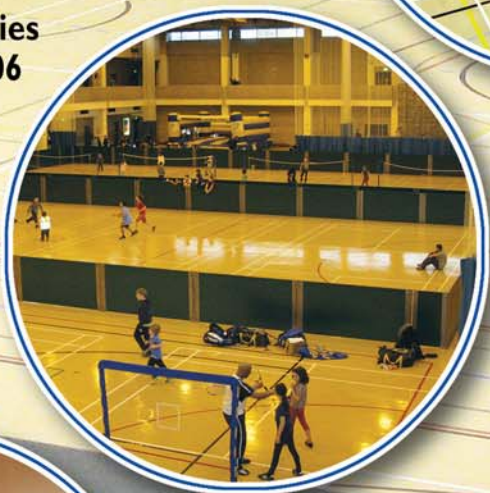
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The new study shows that ardent sports fans are likely to seek comfort from eating unhealthy foods when their team loses

## Supporting a losing team deemed 'bad for health'

REPORT REVEALS LINK BETWEEN UNHEALTHY FOODS AND FANS OF LOSING TEAMS

**T**he team's just lost its ninth game on the trot, the manager's got the sack and the star player wants to leave. It feels as though things can't get any worse for long-suffering supporters who've invested financially and emotionally in their team. But, apparently it can – a new report suggests that fans of hopeless clubs might also be risking their physical health in the process of following their team.

"People eat better when their football team wins – and worse when it loses," says Pierre Chandon, marketing professor for French business school INSEAD, which conducted a study on fan behaviour. "Supporters whose team lose unexpectedly, by a narrow margin or against a

team of equal strength, are particularly in danger of bingeing on unhealthy comfort food such as burgers and pizzas."

The claims come from a study – conducted by Chandon and INSEAD colleague Yann Cornill – into the habits of football fans in the US over a period of two years. The results – published in the August edition of *Psychological Science* journal – show that fans feel a threat to their identity after a defeat and use comfort eating as a coping mechanism. The effects of supporting a winning team seem to be opposite – victories boost fans' self-control, at least when it comes to eating habits.

The INSEAD researchers asked 726 football fans to keep a diary on their

food intake on Sundays, when their local team had an NFL game, as well as track their calorie intake on the following two days. In total, the research covered a total of 475 games involving 30 teams over the two-year period. On the Monday after a game, people whose team had lost ate on average 16 per cent more saturated fat and gained 10 per cent more calories from their food than they did on a normal Monday. Those whose team had won on Sunday ate nine per cent less saturated fat and consumed five per cent fewer calories than usual.

Speaking to *Sports Management*, Cornill said the link between disappointed fans and unhealthy foods was a new one. "Although prior studies had shown that ➔



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# NEWS REPORT



Clubs could use the study's findings to align their food offering with the team's performances

“THE PEOPLE WHOSE TEAM LOST OPTED FOR CHIPS AND SWEETS – AND IGNORED THE HEALTHIER OPTIONS”

➤ sport outcomes influence reckless driving, heart attacks, and even domestic violence, no one had examined how they influence eating. The data allowed us to look at people living in cities without an NFL team or with a team that didn't play on that particular day, providing us with two control samples.”

Cornill added that the status of sport in the US makes it an ideal location in which to conduct studies. “Sport is a very important part of American life and there's no bigger sport than football,” he says. “More than 60 per cent of all Americans class themselves as football fans. On the day of a big match, more than half the population of a city will sit down to watch the “home town” team's game on the TV. This meant that the sample included both male and female fans and also that it covered a wide age range.

The researchers also wanted to see whether people outside the US would react similarly to experiencing a disappointing sporting result. The INSEAD team asked a group of French people to write about a time when their favorite team lost or won and then choose something to eat. In a task conducted under laboratory conditions the people who had been asked to write about their team losing opted to eat chips and

sugary sweets – and ignored the healthier choice of grapes and tomatoes. The group who wrote about winning preferred the healthier options on offer. For Cornill, this was proof that the findings from the US study are applicable in other countries – especially in developed nations in which sport plays an important part in people's lives.

“Sport affects people's lives all around the world and there's still so much more we can study around people's behaviour when it comes to food,” Cornill said. “While the results of the studies in the US and Europe mirror each other, it would be interesting to do a similar survey in a country like India and see how cricket fans react to defeats and wins.”

So what do these findings mean for clubs – especially those who experience varied success? What can – or should – they do to help suffering fans to avoid further misery by piling on the pounds?

Cornill says clubs could form partnership with caterers and restaurants who are always eager to find a receptive market for their products. “While I'd be hesitant to promote unhealthy eating, clubs might want to form ties with food companies,” he said. The question is, should they exploit fans' need for comfort food or try to combat this instinct? ●

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# ROD CARR

The newly appointed chair of UK Sport talks to *Sports Management* about coaching, inspiring children and the ambitious target set for Team GB – to go to Rio in 2016 and improve on the amazing performance at London 2012

TOM WALKER • MANAGING EDITOR • SPORTS MANAGEMENT



**I**t's a year since Team GB enjoyed its most successful Olympic Games ever. Competing in 26 sports at London 2012, British athletes won 65 medals (29 golds), securing third place in the overall medal table. The team's performances on the track, the pool and around the arenas played a crucial role in delivering a great Games and giving the entire nation a much-needed boost.

The effects of this "Olympic experience" can still be felt in both the national mood and the UK economy; while sports clubs and leisure centres up and down the country have registered increases in participation and members, restaurants, hotels and pubs too have benefitted from Britons rekindling their love affair with all things British.

Despite the phenomenal success of the Games, however, there has been no Olympic hangover at UK Sport – the elite performance body responsible for funding the Team GB athletes. The record-breaking medal haul from London 2012 is not an end result, but rather an interim goal and the organisation's plan is for Team GB athletes to go even faster, higher and stronger at Rio 2016.

## CHANGE OF GUARD

The end of London 2012 saw a changing of the guard at the top of UK Sport. The organisation's chair, Sue Campbell, stepped down after serving the maximum term of eight

years and was replaced by Rod Carr. While Campbell came into the job in 2003 after a career in academia, Carr has a mightily impressive track record on the frontline of high performance sport.

A veteran of eight Olympic Games, Carr is widely credited with developing the Royal Yachting Association (RYA) from an under-achieving organisation into one which has delivered one of Great Britain's most successful Olympic programmes. At the Sydney 2000 Olympic Games, he was deputy chef de mission for the entire Team GB.

Carr took up his role at UK Sport in June 2013 and wasted little time in setting out his stall. He describes the task ahead as clear but difficult. "On paper we have a very simple goal – but in practice one that will be very hard to achieve," says Carr. "We want to be the first nation in the history of the Olympic and Paralympic Games to improve its medal haul after hosting the Games."

This means that Team GB is expected to bring back more than 65 medals from the 2016 Rio Olympics – and another 120 from the Paralympic Games. Carr says that the motives for doing this are clear. "Why do we think improving on the 2012 performance is a good idea? We think it's a good idea for its own sake. The nation gets a great deal of joy, comfort and general sense of wellbeing from seeing people with the Union flag on them going well in the Olympics, as was proven last year. It massively boosts the nation's morale."

It is not just the mental state of Britons that is improved by a good performance at the Olympics. While the drive to

◀ Rod Carr has a long history of success within the Olympic arena





- ▲ UK Sport aims to improve on the 2012 Paralympics medal haul of 120
- London 2012 breaststroke silver medallist Michael Jamieson visiting Westcroft Leisure Centre in Surrey, operated by Everyone Active

increase participation at grassroots level is overseen and funded by Sport England, Carr recognises that UK Sport plays a part in getting people active.

"We have an important part to play in creating heroes and heroines – especially for young people – and creating them in other sports than just football," he says. "Not everybody will want to play football, so by creating role models in athletics, boxing, sailing and a range of other team and individual sports, we're able to show young people a wider choice and encourage more people to become active by trying sports that suits them and their skill sets."

And once the role models have been created, Carr wants, quite literally, to sweat these assets at grassroots level by working in partnership with Sport England. From April 2013, each Team GB member has been contracted to do five days of what could be described as community service – visiting facilities and promoting sport to children.

"It's so important to get our Olympic heroes to visit schools and clubs and to inspire youngsters on a person-to-person basis," Carr says. "When we get the likes of Ben Ainsley, Jessica Ennis or Chris Hoy to appear in an environment that's familiar to kids – in their "own backyard" – it makes it easier for the youngsters to relate to the sport and especially the superstars. And when the athletes tell their



**It's so important to get our Olympic heroes to visit schools and clubs and to inspire youngsters on a person to person basis**

stories, how they first started running or swimming or sailing in a centre or track just like theirs, it gets kids inspired. They feel it, they can touch it. They think "that could be me" – it's very powerful."

While the requirement for each athlete to make at least five appearances wasn't introduced until April 2013, the system has been pretty much in full swing since the London Games. So far, 132 of the 172 medallists at London have made at least one school or community appearance, while 45 per cent of the London 2012 medallists have already made five or more visits.

Looking ahead, Carr feels that the sheer number of athletes in the programme will provide a great opportunity to increase participation through inspiration. "In total we've got around 1,300 athletes in our programme – a huge number," he says. "You multiply that by five and you get an idea of how many

visits there will be made to schools, sport clubs and leisure centres. On those days the heroes and heroines will provide a huge inspiration to not only the kids but the club coaches and trainers too."

### COACHING

When the talk turns to coaching, Carr emphasises that UK Sport's remit doesn't include driving policy on sports coaching at grassroots level. However, he has strong personal views on the matter, fearing that the amount of red tape and the time required to acquire qualifications is putting people off becoming coaches at their local clubs.

"I'd say that in general the coaching agenda has got to be very carefully managed. We all want to see better coaches, but we mustn't have a one-size-fits all approach that means when it comes to passing exams and qualifying, that every single coach has got to go



► Sports that excelled at London, such as boxing, had their funding increased for the Rio 2016 cycle



► and do all this 'stuff' before they can actually start taking part and help out.

Everyone agrees that safety comes first and we should never allow unsuitable people to be in touch with youngsters, so it is clear that CRB checks have their place and everybody should be trained in the safety aspects of their sport. They should also have a reasonable amount of technical competence, but I can't see any reason why we should try to turn every coach into a semi-professional or a county level trainer and push them up the ladder if all they want to do is help out at their local club."

Carr adds that in an ideal world each coach would get help in identifying the minimum, ideal and maximum level of training they need to be successful at their intended level. "We shouldn't design a coaching programme that assumes everybody's going to go up the ladder – because the truth is that most people won't. Most coaches will be working in community sport, so it's important that perspective is kept. Forcing them to do a lot of training and give up valuable free time to acquire lots of qualifications before allowing them to even start coaching can be counterproductive."

## HOW AND WHO TO FUND

While UK Sport isn't responsible for setting out coaching programmes, it does have the power to decide which elite athletes and NGBs receive funding (and how much) during the four-year Olympic cycles. Athletes on UK Sport's World Class Performance Programme receive financial support for their Olympic or

Paralympic campaign via two channels – UK Sport provides sports governing bodies with direct funding in order for the NGBs to supply elite athletes with a support structure, while all athletes are also entitled to apply for individual Athlete Personal Awards (APA).

Each sport's performance programme is overseen by a performance director, whose job it is to coordinate the set-up that athletes require – including coaching, training facilities, international competition and sports science and medicine. Meanwhile, the size of the APA an athlete receives is dependent on a means testing exercise. According to Carr, the way UK Sport decides on funding matters is highly knowledge-based yet practical.

"The best way to describe us is as an investment bank for sport," he says. "An NGB wanting funding from us needs to have two things. The first is a track record. For us to invest substantial amounts of public money will require more than a sports governing body being good at giving PowerPoint presentations. An NGB will have to demonstrate that it's able to take talented people and develop them into winners."

"The second thing you've got to have is a clear plan on how to achieve those medals. We've got to be able to see the plan and determine how you'll go about

**The best way to describe us is as an investment bank for sport. For us to invest in a sport, we have to be able to see the NGB's plans for success**

completing it. So you can't just wing it or say that 'we're OK because Dave's brilliant and he'll win us a medal'".

The latest four-year funding cycle was made public in December 2012, with additional money announced a few months later. Overall, UK Sport will invest £355m in Team GB during the run up to Rio 2016 – the largest ever total and a 15 per cent increase on London 2012.

Despite the increase, five sports suffered cuts in funding and three – handball, table tennis and wrestling were left entirely without grants.

The most successful sports at London 2012 – athletics, rowing, cycling and boxing – received increases in their funding.

When asked to identify the sports where improvements could be made on the London 2012 performances in order to achieve the goal set for Rio, Carr says it's too early to say – but that the funding decisions are a good indicator.

"We've got sports that consistently produce medals at major competitions and others that occasionally make it onto the podium – but should do more often."

"Elite Sport is all about margins: the difference between coming in at fourth place and winning a medal is often minuscule. Our role is to give the support which enables our sportspeople to make those vital small gains." ●



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# Deloitte Annual Review of Football Finance 2013

With Premier League operating profits at their highest level for four years, English football continues to flourish economically

For more than 20 years, through its research report, the *Annual Review of Football Finance*, the Sports Business Group at Deloitte has documented clubs' business and commercial performance, striving to provide the most comprehensive picture possible of English professional football's finances, with analysis provided within the context of the prevailing regulatory environment and the wider European game.

The report provides an in-depth appraisal of football's finances, including an assessment of the scale of the overall European football market, hot topics facing the football industry, analysis of revenue and profitability, investigation of the trends in wages and transfers, assessment of stadium development and venue operations, identification of key developments in club financing, as well as a comprehensive databook.

## REVENUE & PROFITABILITY

This article assesses some of the key developments in revenue and profitability within the context of an overall domestic market where the 92 top professional clubs in English football collectively edged total revenue over £3bn for the first time in 2011-12, after relatively modest revenue growth of 5 per cent.

The combined revenue of the 20 Premier League clubs increased by

Revenue and profitability – the top 92 clubs	2011/12						2010/11		
	Revenue £m	Movement %	Operating profit/(loss) £m	Movement %	Pre-tax loss £m	Movement %	Revenue £m	Operating profit/(loss) £m	Pre-tax loss £m
Premier League	2,360	4%	98	34%	(245)	35%	2,273	73	(375)
Championship	476	13%	(147)	(13%)	(158)	16%	423	(130)	(189)
League 1	120	(8%)	(59)	(2%)	(58)	(7%)	131	(58)	(54)
League 2	79	10%	(10)	(43%)	(8)	(33%)	72	(7)	(6)
Total Football League	675	8%	(216)	(11%)	(224)	10%	626	(195)	(249)
Overall	3,035	5%	(118)	3%	(469)	25%	2,899	(122)	(624)

Source: Annual Review of Football Finance, Deloitte, 2013





4 per cent to almost £2.4bn (2010-11: £2.3bn), with another year of impressive commercial revenue growth, largely focussed among the highest ranked Premier League clubs, and relatively stable matchday and broadcast revenues.

Premier League operating profits went back up towards £100m and were at their highest level for four years. Two contrasting movements resulted in the £25m increase, being a £109m reduction in the combined operating losses of Manchester City and Chelsea but decreased operating profits at many other clubs, including some caused by clubs' early exit from European competitions.

Only two other clubs which had participated in the Premier League in 2010-11 improved their operating profitability.

Nonetheless in the 14 years since 1997-98, while revenue grew by £1,778m, operating profits have grown by just £2m. Only half of the Premier League clubs make an operating profit.

While the Premier League clubs overall generated an operating profit in 2011/12, once player trading is

accounted for they made a loss of £183m. Taking account of interest and other income/taxes and exceptional items, the Premier League recorded a pre-tax loss of £245m (2010-11: £375m).

For a second successive year, the pre-tax losses for Premier League clubs have decreased and are now at their lowest level since 2005-06 and while the Premier League at least converted some of its increase in revenue into operating profit, the Football League was unable to follow suit. Despite strong revenue growth of 8 per cent, its operating losses grew by 11 per cent to £216m – a record level.

### **BROADCASTING**

Premier League broadcast revenue increased by £11m (1 per cent) to £1,189m in 2011-12. This was the second year of its three year broadcast cycle and little underlying growth was expected following the £138m (13 per cent) increase in broadcast revenue in 2010-11.

The top-to-bottom earnings ratio of Premier League clubs in respect of central domestic league distributions was

1.55:1. The ratio is lower than in other top European leagues, where the estimated equivalent ratios are 12:1 in La Liga, 4:1 in Serie A, 4:1 in Ligue 1 and 2:1 in the Bundesliga. Broadcast revenue accounted for 50 per cent of total Premier League revenue in 2011-12. It will remain broadly at this proportion for a sixth successive season in 2012-13 before rising to record levels of around 55 per cent in 2013-14, when revenue from the new broadcast deals flows to clubs. The average Premier League club will receive around £25m more in central TV distributions from 2013-14 than they have in 2012/13 with the lowest placed Premier League club at the end of the 2013-14 season receiving around £60m, and the champions around £95m.

### **COMMERCIAL**

Of the three revenue sources, commercial revenue was the main area of growth in 2011-12, increasing by £80m (15 per cent) to £624m. The two Manchester clubs delivered the majority of this increase with Manchester City up





Premier League matchday revenue decreased marginally in 2011-12 due to lower attendances

The bigger story is the substantially increased revenue accruing to clubs as a result of the broadcast deals from the start of the 2013-14 season

- ➔ £54m and Manchester United up £14m. The other four 'big six' clubs – Arsenal, Chelsea, Liverpool and Tottenham Hotspur – all increased their commercial revenue in 2011-12. The combined £21m increase demonstrates continued global demand for association with the top Premier League clubs.

Outside the 'big six' clubs, only the three promoted clubs and Wigan Athletic grew commercial revenue in 2011-12, highlighting the challenge for those Premier League clubs without significant global profile when it comes to upwardly negotiating deals or extending the range of their commercial partners.

### MATCHDAY

Matchday revenue decreased marginally to £547m in 2011-12. This is only the second time Premier League matchday revenue has gone down since we started analysing revenues across the three streams in 1996-97.

Attendances across the Premier League in 2011-12 were marginally down on 2010-11 and the economic climate continues to challenge clubs to be prudent in setting ticket prices and exerting pressure on the corporate hospitality market.

At 23 per cent of total Premier League revenue, matchday revenue is now the smallest of the three revenue categories and looks set to remain so for the

foreseeable future. From 2013/14 and the first year of the new round of broadcast deals, this revenue is forecast to contribute less than 2 per cent to the total – compared with 48 per cent in 91/92, the season before the Premier League started. Nonetheless, the Premier League clubs' matchday revenue will still be the highest in Europe in absolute terms.

### REVENUE PROFILES

Average revenue per Premier League club in 2011-12 was £118m (2010-11: £114m), split between matchday (£27m), broadcast (£60m) and commercial (£31m) revenue streams.

This simple average masks the significant polarisation that exists between different groups of clubs in the division.

The four clubs competing in the Champions League (Arsenal, Chelsea, Manchester City and Manchester United) and two others – Liverpool and Tottenham Hotspur – had average revenue of £230m between them in 2011-12 – over three times the average revenue (£70m) of the other 14 clubs in the Premier League. Qualification for the Champions League remains a key revenue differentiator among the top Premier League clubs, effectively guaranteeing them at least £30m in additional revenue from UEFA distributions and associated matchday and commercial uplifts.

Clubs competing in the Champions League reported revenues three times above the Premier League average

The average revenue of clubs in the Championship was £20m in 2011-12. This was made up of an average of nearly £30m for the seven clubs which were in receipt of parachute payments and £16m for those who were not.

### LOOKING FORWARD

2012/13 is expected to see another year of modest revenue growth in the Premier League. Three things are driving this: sizeable increases in the commercial revenues at some clubs; increased attendances and improved matchday revenue from the change in club mix within the Premier League; and modest growth from broadcast deals. These changes are expected to take revenues up to nearly £2.5bn.

The bigger story is the substantially increased revenue accruing to clubs as a result of the new broadcast deals from the start of the 2013/14 season. The total value of the new broadcast rights packages, including domestic and overseas





rights is around £5.5 billion – over 50 per cent higher than the value of the previous set of deals (£3.6 billion). This uplift in revenue is expected to be accompanied by further substantial increases in some clubs' commercial revenues and modest matchday revenue growth.

The wider economic situation seems likely to put pressure on some of football's revenue sources for a number of years to come, but for Premier League clubs the immediate future is bright, as they stand to benefit from the substantial uplift in broadcast revenue.

This revenue injection provides the opportunity for Premier League clubs to address their current low operating profits and substantial pre-tax losses and move onto a more sustainable footing. Historically, increases in broadcast revenues have been largely spent on player costs, however, this time the break-even requirement in respect of UEFA's Financial Fair Play Regulations, as well as the

Premier League's own enhanced regulations aimed at controlling salary inflation and rationalising losses, raises the prospect of a different result.

The increase in the Championship's operating loss in 2011/12 suggests the introduction of The Football Leagues' Financial Fair Play Rules is a necessary step to change clubs' behaviour in respect of spending on players.

The application of sanctions in respect of the clubs' results from 2013/14 should focus the minds of a number of clubs who are making heavy losses. There is clearly still much to be done. ●

● *This article is a précis of a more comprehensive analysis of revenue and profitability which is contained within the Deloitte Annual Review of Football Finance 2013. Visit the website at [www.deloitte.co.uk/sportsbusinessgroup](http://www.deloitte.co.uk/sportsbusinessgroup) to access and download your free copy of the report's highlights or to purchase a copy of the full report.*



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On Twitter, #Paralympics became the most popular sporting hashtag of the year in the UK – beating #Olympics and high profile football hashtags

# A DIGITAL LEGACY

The huge increase in interest towards disability sport after London 2012 prompted ParalympicsGB to appoint a digital agency to help it harness the opportunity

The anniversary of the London 2012 Paralympic Games provided another moment to pause and reflect on the truly groundbreaking spectacle that we witnessed last summer. For many, London was the moment when the talent, dedication and hard work of the athletes of ParalympicsGB was recognised, alongside that of their Olympic counterparts, whose performances had enraptured the nation just weeks before. The London 2012 Paralympic Games succeeded in taking the Paralympic movement in the UK to a new level.

The British Paralympic Association (BPA), the organisation responsible for selecting, preparing and managing the Great Britain and Northern Ireland team at the Paralympic Games, had made it clear in its strategic plan published before the Games that London would not represent a 'high water mark' and that they were determined to build on this success over the next Paralympic cycle. Therefore, the organisation tasked itself with maximising the momentum from London and began working in earnest on preparations for the Sochi 2014 Winter Games and the Rio 2016 Games.

From a communications perspective, it was clear that there had been a decisive shift in the way that people were consuming news and media throughout London 2012. It wasn't just the sold-out venues in London that were buzzing. During the build-up to the Games, the BPA's website saw an increase in traffic of 570 per cent, social media following on Facebook and Twitter rose by 2,726 per

THE INTERNATIONAL  
PARALYMPIC COMMITTEE  
HAILED LONDON  
AS THE FIRST EVER  
"DIGITAL GAMES"

cent and on Twitter #Paralympics became the most popular sporting hashtag of the year in the UK, beating both #Olympics and several high profile football hashtags. Such developments led the International Paralympic Committee to hail London as the first ever 'digital Games'.

## ENGAGING THE AUDIENCE

London 2012 demonstrated clearly that the BPA's digital platforms represented a key mechanism for engaging with the general public and stakeholders. The size of the BPA's following on social media affirms that it is now its biggest communication route and positions it as the world's leading Paralympic nation when it comes to digital. Through these mechanisms, the BPA has the power to engage a diverse audience which encompasses not only fans of ParalympicsGB, but also sports, sponsors and potential fundraisers.

The need for further investment in digital was identified to support the BPA's objective to build on the momentum from London if it was to be sustained through to Sochi, Rio and beyond. The Purple Agency was announced as the BPA's chosen digital agency in April 2013 following a rigorous and highly competitive tender process. Jane Jones, marketing and communications director at the BPA, said of the decision: "Between Beijing and London, it became evident that we are operating in an increasingly digital world and that our methods of communication





Sophie Christiansen, TeamGB's triple gold medallist of the London 2012 Paralympics



Paralympic gold medallist Sarah Storey has more than 20,000 followers on Twitter

Jonnie Peacock – one of the stars of London 2012 and the “twittersphere” with 50,000 followers



are constantly evolving. For example, at the Games in Beijing in 2008, Facebook and Twitter were not widely used as a primary news source and they were not part of our Games-time communications strategy. The importance of social media in London highlighted the extreme difficulty in predicting how people will be producing and consuming media in four years' time. Through its pitch, Purple demonstrated that it has the capability to help us navigate the changing landscape to best engage with our supporters and stakeholders, while building in the flexibility needed for such an ambitious four year project."

Purple has been tasked with providing the strategic planning that will

enhance the development of the BPA's online channels and key digital assets to continue to maximise the profile of Paralympic sport over the next cycle.

The BPA's ambition is to maintain its position as a leading Paralympic nation by adopting the latest and most relevant technologies to its audience. This includes addressing website development in line with responsive technologies, looking into newly-developed or developing platforms and advising on the future digital landscape.

Mark Wynn, digital director at Purple, says: "The Paralympic brand and movement is highly inclusive, attracting a diverse base of fans, supporters and participants. Our task is to bring

the Paralympic brand to life in the digital arena, using the latest technologies and platforms to: create a "buzz" around the Paralympic brand, create ways for people to contribute and share, grow the audience and increase their involvement."

### KEEPING A WATCH

The BPA faces a challenge in its planning, as it operates in four year cycles between Games. The 'best prepared' philosophy which underpins the team's preparations for the Games will be a cornerstone in the partnership between the BPA and Purple. The integrated digital strategy that will be put in place will not only be used to communicate





The success of the past two Paralympic Games have made household names of athletes such as Ellie Simmonds

- effectively and efficiently with the BPA's audience, but it will also be relied upon in the fast-paced and unpredictable working environment that the BPA anticipates it will face in Rio.

Website traffic and social media following will be monitored and assessed to evaluate how the BPA's digital output is being received by fans, the media and the wider Paralympic family, with the organisation keen to see steady increases in audience size as the Games move closer. Digital communications also enable tailored messages to be focused on particular groups at key moments. The real time, always on nature of many digital channels gives them an immediacy that can't be matched through any other media. Co-consumption of live TV or digitally streamed content, with social media interaction means people can share the moment enhancing their

enjoyment of the live event and creating a virtual stadium experience wherever they are.

Reinforcing this position, Tim Hollingsworth, CEO of the BPA, added: "We saw from London that the live coverage of the Paralympic Games has the power to drastically increase our audience on social media, but we recognise that it's not just a numbers game. As of 2013, our audience numbers have continued to grow so we have built a strong relationship with them and they have demonstrated their loyalty to us. Looking to Rio, we want to ensure we maximise the opportunity to maintain this and develop the tools and technology we need."

### GETTING INVOLVED

The relationship between the BPA and the Purple Agency will begin with the redevelopment of the Deloitte

Parasport website, the 'yellow pages' for disability sport, which is run by the BPA in collaboration with professional services firm Deloitte.

Parasport, which helps users identify the sports suitable for them and locate clubs in their local area, saw a 2,000 per cent increase in visitors during the London Paralympic Games. The Club Finder widget can also be re-skinned for use on other sites, and was supported by Channel 4 and the English Federation of Disability Sport during the Games.

Parasport serves as another example of how the Paralympic Games can inspire and drive increased engagement with disability sport at all levels, right from the achievements of ParalympicsGB athletes on the field of play, through to grassroots development.

It is the potential to extend support for the work of the BPA and the growing profile of the Paralympic movement in the UK which makes the prospect of 2014 and 2016 even more exciting.

The Paralympic movement has mass audience appeal. Building and mobilising this audience to support ParalympicsGB at key events, but also to foster the movement and increase active involvement are all core goals for Purple in working with the BPA.

Digital provides the key in building on the connection made between ParalympicsGB and the British public that we witnessed in London. The ambitious digital strategy being devised by the BPA and Purple will go along way to help ensure that our home supporters still feel part of the action when our athletes compete overseas. ●



Social media audience numbers for disability sport have continued to increase throughout 2013



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# JAMES BULLEY

**As director of venues and infrastructure for the London 2012 Olympic Games, James Bulley had one of the most demanding roles in sports events history. His success in delivering the Games earned him an OBE**



**A**s a child, James Bulley was mad about sport and wanted to be a PE teacher. His ambitions to carve out a career in sport, however, were somewhat overruled by his parents, who preferred him to go out and make it in the business world. He decided to do both – after becoming a chartered surveyor, Bulley began looking for every opportunity to get involved with sport venues.

He did this very successfully and in 2005 landed a dream job – Bulley was appointed director of venues and infrastructure for LOCOG (The London Organising Committee of the Olympic and Paralympic Games).

His brief was huge – to transform a derelict part of East London into a world class Olympic park capable of hosting 10,500 athletes and nine million visitors in just six weeks. His success in delivering

that earned him an OBE in The Queen's New Year's honours list in 2012.

Following the London 2012 Games, James teamed up with three fellow members of the LOCOG infrastructure team – Paul May, Guy Lodge and Jonathan Branson – to set up Trivandi Major Project Consultants. Like Bulley, May is a chartered surveyor, while Lodge's background is in the events industry and Branson has worked in the sport and venue development industry. Between them, Bulley and his Trivandi colleagues have almost a century of experience in the delivery of major projects.

## **What was your first job or project in sport?**

In 1995 I was working for Drivers Jonas and was fortunate to be appointed as the project manager for the construction of the Britannia Stadium in

Stoke-on-Trent. It was a 27,000 seat stadium and had to be delivered in a ridiculously short timeframe and budget.

It was all hands to the pump and to get the job done and I found myself doing everything from leading design and budget meetings to helping out with operations on the first night, marshalling crowds and replenishing toilet rolls. It really was "cradle to grave" service delivery in its truest sense.

## **Could you describe your career journey so far**

I realised pretty quickly that there were a lot of sports and venue developments going on but few professionals saw this as a serious part of their business. The opportunity was there for me to package and present what I was doing in the construction and property world and offer it as a sport sector-focused service. In other words we were providing specialist property and construction expertise to sports clubs and developers of sports venues. No one had done that before and it opened up a world of opportunities for our business.

I got involved in Wembley, Murrayfield, Everton, Leeds United, Swansea FC, Coventry's Ricoh Arena, KC Stadium in Hull, Keepmoat Stadium in Doncaster, ExCeL and Benfica's Stadium in Portugal.

When the London 2012 Bid came along, the Bid team needed someone who understood venues, from financing, design, construction and operation. My name came up several times and so I got the call to help them with the venue and legacy planning for the venues. When we won the bid I was asked to stay on as Director of Venues and Infrastructure for LOCOG, the organising committee.



Bulley joined LOCOG in 2005 and oversaw the construction of the Olympic Stadium





The Olympic Park was one of Europe's largest ever redevelopment projects

It was a job you couldn't turn down. At the end of the Games I turned to three of my colleagues, Guy Lodge, Paul May and Jonathan Branson and we said we can't leave it there. We'd learned so much from delivering and operating the venues for the Games, we saw an opportunity to form a business providing strategic consulting, project management and assurance of major projects in the sport, leisure and events sector.

This expertise is now available to organisations and developers and our business is focused just on this sector.

### **Describe the experience of being responsible for the Olympic Park**

It was the most challenging and high pressured environment you could imagine. The spotlight was always on and the expectation from the public, media and the world of sport was huge. You couldn't do anything in a half-baked way. As our CEO, Lord Deighton, would say to us, you have to do the best work of your lives, every day. But we knew what we had to do and it was a tremendous privilege and honour to play such a significant part in delivering the Olympic and Paralympic Games. To work alongside so many great people was truly

**“ I STOOD ON THE BRIDGE BESIDE THE AQUATICS CENTRE WATCHING THE CROWDS ON DAY FIVE – AND REALISED THAT WE'D CRACKED IT ”**

inspiring. To be involved in something of international and national importance, you felt truly proud. I always wanted to compete for my country in a sport when I was a kid but didn't have the talent to reach the top level but, as Seb Coe once put it, this was our way of pulling on the shirt to represent our country.

### **What was the most challenging aspect?**

The scale. My team was responsible for delivering over 120 competition venues, training venues, operational centres and support venues. We were the client for the new permanent venues delivered by the ODA and had direct delivery responsibility for venues such as beach volleyball in Horse Guards Parade, the Hockey venue in the Olympic Park and the equestrian venue in Greenwich Park. We had to structure and grow venue management and operations teams from

scratch. All of these tasks had their complexities and challenges. What we had to learn was where to spend our time most effectively and to trust our delivery and operational teams.

### **And the most rewarding?**

On day five of the Games I stood on the bridge beside the Aquatics Centre watching people arriving. I felt by then that we'd cracked it. Our operations teams were looking relaxed and comfortable, confident in what they were doing. The volunteers, the Games makers, were having fun and just being themselves and the spectators were looking in awe at the venues and the beautifully landscaped park, stopping to take photos every few steps. I knew then that nine years of hard work had been worth it. It was going to be a success. The public had embraced it and people were really enjoying the moment. ➔



Bulley wants Trivandi to become the leading independent project consultancy for major projects and events

**“ I DO FEEL A STRONG SENSE OF PRIDE IN WHAT WE ACHIEVED DURING LONDON 2012 AND I’M VERY HONoured TO HAVE PLAYED A ROLE IN IT ”**

➤ **How would you describe your emotions after the Games?**

My first emotion was disbelief – I couldn’t believe it was over. I hung around the Olympic Stadium until 5am the morning after the Closing Ceremony just watching the bump out of the ceremony installations and not wanting to go home.

My second thought was massive relief that it had passed without a major incident. Any stadium or leisure manager who runs an event will understand exactly what I mean by that, because you carry a lot of pressure and responsibility for the safety of the public and the athletes and performers.

But the job wasn’t done then, it wasn’t completed until the last venue had been deconstructed and the sites or venues handed back.

At that point, we did stop and say job well done – and that was in February of 2013. As we come to a year after the Games it still feels very real and not long ago. I feel a strong sense of pride in what we all achieved and very honoured to have played a part in it.

**When was the idea to set up Trivandi conceived?**

After you’ve done a job like the Olympics it’s natural to think “OK, what next?”. In October 2012 I went to the World Triathlon Championships in Auckland and travelled around New Zealand for two weeks.

For the first time in a while I had some down-time and was able to stop and think. Some of my senior colleagues had mentioned about getting together after the Games so I drafted a business plan for Trivandi. When I got back I handed it to three of them – the senior team that delivered the venues for LOCOG for the Games. They all said quite quickly, “I’m in” so it all went from there.

**Who are you targeting with Trivandi?**

It’s all in the name – we are the Venues and Infrastructure team from LOCOG (known as VandI) who delivered the temporary venues and infrastructure for the Games as well as acting as client for the permanent venues delivered by the ODA. We offer three areas of service

(Tri) including strategic consulting, project management and technical assurance on the delivery of major projects in the sport, leisure and event sectors – put the two together and you get Trivandi.

**What project(s) are you working on at the moment?**

We’re providing advice and guidance to organising committees of the Olympic and Paralympic Games in the delivery of their venues as well as assurance to the board of directors for event delivery in the UK. We’re also providing advice on the delivery of two major schemes with sport and leisure attractions at their core. Our clients have requested that we do not publicise our involvement in the schemes at this stage.

**What are the future plans for Trivandi?**

Our strategic plan is to create a leading, independent project consultancy, driven by excellence, which inspires new standards for major projects and events. We will work on new build projects, refurbishments and overlay projects, putting teams in place to manage and deliver sport and leisure facilities for our clients both here in the UK and internationally. We aim to grow to a team of around 50 people in three years’ time. ●

*Tom Walker is Managing Editor of Sports Management magazine*



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## SERVICES

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technologies to ensure the design meets clients' needs and budget. With an in-house team dedicated to ensuring the right materials are selected, and partnerships with quality turf manufacturers O'Brien can deliver the perfect surface to meet all playing needs.

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## SUCCESSFUL PROJECTS

Recent projects that O'Brien has completed include the St Finbarr's Sports and Social Club and Eastwood School, both of which were delivered on time, on budget and to the highest professional standards. In both cases, by providing and implementing proactive proposals, O'Brien was also able to reduce the client's costs without compromising the quality of the end product.

St Finbarr's Sports and Social Club, West Midlands - as the Principal Contractor O'Brien has completed a design and build contract for the construction of a 3G football pitch. The contract involved earthworks drainage, sub base, fencing, lighting and surfacing for the sports club. Desso IDNA 3G was laid on the pitch and the installation of a central dividing curtain allows the club to play multiple 5-a-side games at a time.

**Dave Crowley, St Finbarr's Sport Club Manager, said:** "We are really pleased with the new pitch O'Briens has constructed - it is by far one of the best pitches in Coventry. Many of our members have commented on the outstanding quality and feel of the pitch and feedback has been nothing but positive. O'Brien listened to our requirements and did not disappoint, the pitch is fantastic."

**Steve Hillman, General Manager - Sports Division, said:** "We made sure we listened

to the St Finbarr's requirements, and used our knowledge and expertise to deliver the best solution while meeting the timeframe and budget set.

**Eastwood School, Essex** - as the Principal Contractor O'Brien designed and built a synthetic Mondo six-lane 400m IAAF and UK Athletics track. The track selected was Mondo Sportsflex SX, the same used for the 400m running track at the London 2012 Olympics.

**Mondo's UK Project Manager, Joe Hoekstra, said:** "We require first-class preparation for all our tracks. O'Brien did not disappoint, their work was second to none."

## IN PROGRESS

### Kewford Eagles FC

O'Brien is currently working on a design and build contract for Kewford Eagles FC 'Grassroots' project, which will see the construction of 11 natural grass pitches and associated clubhouse facilities.

**Phil Mann, Faithful and Gould, Contract Administrators, said:** "We chose O'Brien after liaising with their in-house team and looking through their array of successful projects. We haven't been disappointed so far. O'Brien has been nothing but helpful, accommodating and productive.."



Laser Levelling at Kewford Eagles

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# FUNDS FOR SPORT IN EUROPE

Tim Lamb, chief executive of the Sport and Recreation Alliance, talks European Union funding and how your organisation could benefit from its new dedicated stream for sport in 2014

**W**hen you think of the European Union what might first spring to mind is whether we're better off in or out of it. You might also think of referendums, rebates, budgets, legislation and laws but would you associate any of these things directly with sport?

European politics is in the public consciousness at the moment and while its link to sport may have far less of a high profile in comparison with other

issues, it plays an important supporting role. The European Commission – the executive body of the EU – recognises the autonomy of sports organisations and member states, so doesn't intervene on issues like organising sports competitions. But many rules that do affect sport at a number of levels – such as media rights and online gambling – emanate directly from Brussels, as do issues like the internal market, employment, health and education.

Where the European Commission can really come in handy is in ensuring that co-ordinated dialogue takes place between European countries – vital for sport which often operates at European and global levels.

The European Commission has also started to provide organisations with vital funding for programmes and projects that can unite countries in a common aim to bring about unified improvement and change.

Anti-doping and match-fixing are perfect examples of issues that can, and arguably have to be, tackled by taking a Europe-wide approach if we are ever to improve integrity in sport.

**The EU has now committed itself to setting aside a long-term and dedicated funding system for sport which will be made available in 2014**

## ALL ABOARD

How can we ensure that European countries set the same stringent principles and standards to tackle doping in sport as the UK? European funding can help to address this issue.

Taking the European approach to projects can be a really useful opportunity to exploit, and the Sport and Recreation Alliance has first-hand experience in benefiting from it.

Back in 2009, for example, we set up WILD – the Women's International Leadership Development programme – to up-skill potential women leaders, level the playing field and help women develop on a Europe-wide basis.

Our most recent work is Better Boards Stronger Sport – a unique project that's been designed to empower sports organisations to take responsibility for governing their future successfully. To put the funding into context, it helps to look at Europe's history in this area – which won't take long as it's only



Funding from the EU can assist programmes that look to professionalise the sports industry



## FUNDING EUROPE-WIDE SPORTS PROJECTS – WHAT YOU NEED TO KNOW

The main way to get funding for European sports projects is to apply for European Commission funding.

Applications for the 2013 round of funding closed on 17 July 2012 but you will soon be able to submit applications for the brand new budget in 2014. How this new budget will operate is still being confirmed

and the Sport and Recreation Alliance is currently having conversations with the EC on how it can best be managed.

Keep up with developments by visiting the EC's website:

<http://ec.europa.eu/sport> or contact David Foster: [dfoster@sportandrecreation.org.uk](mailto:dfoster@sportandrecreation.org.uk) at the Sport and Recreation Alliance.

The initial EU funding programme for sport will be worth an estimated £30m

recently been explored and now confirmed as a dedicated funding stream.

When the Lisbon Treaty came into force in December 2009, it wasn't just all about attempting to make the EU more democratic, transparent and efficient.

It also meant for the first time that specific provisions could be made to support, co-ordinate and supplement sport policy actions taken by EU member states. In the last couple of years, the EC has been exploring how it can provide specific EU grants to fund a series of pilot projects – or 'preparatory actions'.

Organisations have already begun to benefit from this pot of funding, making applications around a wide range of particular themes or priorities set by the European Commission – including match-fixing, governance and equality.

This has been a 'preparatory' phase for the EU to work out how it can best provide policy support to the field of sport. In other words, they've been laying the foundations. After dipping its toe in the

**ORGANISATION:** The Sport and Recreation Alliance

**NAME OF PROJECT:** Better Boards Stronger Sport

**TIME PERIOD:** 1 January 2012 – 30 June 2013

**FUNDING:** €125,775

CASE  
STUDY

The Better Boards, Stronger Sport project has been designed to promote innovative approaches to strengthen the way in which sport is organised and run in Europe.

It's based on the premise that sports organisations must be empowered to take responsibility for setting the agenda and improving governance without regulation or compliance being dictated to them by outside regulators.

The project supports the principle that real improvement has to be driven by the sports movement itself because regulation will only achieve compliance and not drive improvement.

**OUTCOMES:** The project has resulted in consultation and consensus across Europe on the key features of what an effective sports board should be. A toolkit has been developed which includes vital guidance, advice and best practice to help organisations excel.

water, the EU has now confirmed it will commit itself to setting aside a long-term and dedicated funding system for sport for all member countries. It has also announced that 2014 will mark the first time it will be administered and money from the fund distributed.

### GETTING IT RIGHT

So how should this funding be spent, can your organisation benefit, and if so, how should you apply?

Funding applications are open to all public bodies and not-for-profit organisations that operate in a country which ➔



P.C. ©SHUTTERSTOCK/SERGEY NIVEN

Sport is a global business and as a result, is routinely taken into consideration by legislators

➤ is a member of the European Union. One of the most important things to bear in mind is that this funding cannot be used to repair or invest in buildings or facilities – nor can it be used to fund a national or local project.

In order to be eligible, your project should deliver a co-ordinated programme of activity across a number of European countries. You also need to demonstrate how you will run your project, together with equivalent partner organisations in other EU member states. In the spirit of Europe's ethos to be equal and transparent, all not-for-profit organisations are invited to apply for grants and amounts are awarded on a case-by-case basis.

Funding amounts have fluctuated every year, but in 2014, sport will for the first time have its own dedicated EU budget worth around €30m (US\$40m, £26m) per year to be divided between successful applicants.

### LOOKING FOR ASSISTANCE

At the Sport and Recreation Alliance we help our members, who range from the Football Association and British Rowing

**ORGANISATION:** Supporters Direct Europe  
**NAME OF PROJECT:** Improving football governance through supporter involvement and community ownership  
**TIME PERIOD:** 1 March 2012 – 30 June 2013  
**FUNDING:** €202,527

CASE  
STUDY

Football's image is all too often tarnished by instances of unsustainable financial models, accusations of outdated governance and a lack of democratic accountability.

Yet the long-standing culture of supporters' movements in the UK and fan ownership across Europe demonstrates that there is a way in which football clubs can not only be competitive on the pitch but have a positive presence in their community.

EU funding is being used by Supporters Direct Europe alongside eight democratic supporters' organisations to spread this ethos to as many clubs and communities as possible across Europe. The initiative aims to empower supporters' movements so they can play a greater role in the day-to-day running of their clubs.

**OUTCOMES:** Toolkits containing advice, recommendations and workshops have been produced and steps have been taken to establish national supporters' organisations in Italy and Ireland. Networks of supporters' groups in Germany, Spain, Portugal and Belgium have also benefited from the funding.

to the Ramblers and the British Wheel of Yoga to run their organisations as effectively as possible.

EU funding is just one of the many tools that can be worth exploiting to achieve this aim. As the umbrella body

for the sport and recreation sector, we're always keen to hear ideas about how we can bring about unified changes and improvement in sport – and at the moment Europe and all its institutions have an incredibly important part to play. ●



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# Maidstone United FC Call in Replay Maintenance

REPLAY MAINTENANCE, THE SYNTHETIC SURFACE MAINTENANCE SPECIALISTS, HAS CARRIED OUT ITS SPECIALIST REVIVE® PLUS+ PROCESS AT THE GALLAGHER STADIUM – HOME OF RYMAN LEAGUE SIDE MAIDSTONE UNITED IN KENT.

**M**aidstone United was the first football club in Britain to develop a purpose built stadium using a 3rd generation (3G) pitch. The surface is used by the club's first team, their 30 community teams, as well as other local clubs, businesses, community groups and schools.

Regular maintenance is essential to the long-term playability of the pitch as the overall life of it will be seriously reduced if it is not cared for properly. Brushing and cleaning the pitch correctly and checking seams will ensure not only enjoyable playing conditions in the long term, but also that the synthetic pitch passes its FIFA inspection and is certified for competitive use.

## DEEP CLEAN

The Replay Revive® Plus+ process extends the life of a synthetic sports pitch and minimises the risk of injury to players by improving surface grip and reducing compaction. It uses a specially developed, single operator machine to remove contaminants from rubber infill surface. Rotary brushes penetrate deeper into the infill compared to static brushes, which are commonly used, breaking up the contamination and removing it with a powerful vacuum filter system for disposal off-site. The rubber in-fill is then filtered before it is distributed back onto



The Replay Revive® Plus+ process reduces compaction, enhances porosity and improves playing characteristics

the surface. It helps reduce compaction of the surface and lifts the pile of the carpet whilst enhancing its porosity and helps maintain the playing characteristics.

"We do have our own in-house equipment for regular drag brushing, but after the season finishes and before the next one begins we bring in the specialists so that we are able to continue to offer our first team and local community a wide range of use," said John Harvey, Maidstone United's full time Stadium Manager.

## REGULAR MAINTENANCE NOTICEABLY EXTENDS THE LIFE EXPECTANCY

The three-day brushing and de-compaction process carried out by Replay to keep the 3G football pitch in a playable condition for a multitude of use throughout the year is in conjunction with the on-going synthetic surface maintenance

programme John already has in place.

The Replay Revive® Plus+ process should be carried out annually or bi-annually dependent on the levels of pitch usage and current maintenance procedures.

Due to the nature of the operation it is most effective during the summer months when the pitch surface is dry allowing the brushing action and powerful vacuum turbine to remove surface dust, debris and broken-down carpet fibres. Failure to do this will result in the contamination filtering down and through the infill, ultimately affecting the drainage and playing characteristics of the surface.

"Because the pitch is not just used for the first team, but also the local community, it is crucial our surface is maintained to a very high level. We're pleased to have Replay Maintenance looking after our pitch and carrying out the regular maintenance.

"We have been extremely impressed by their overall level of work and service in maintaining our synthetic pitch. Replay has some excellent pieces of equipment which clean the synthetic surface to a very high standard and when they finished their deep clean, it was like a new pitch."

## FURTHER INFORMATION

Please contact Replay Maintenance on 01636 640 506 or visit the company's website [www.replaymaintenance.co.uk](http://www.replaymaintenance.co.uk)



# Green matters

A ROUND UP OF INNOVATIVE PROJECTS, SYSTEMS AND PRODUCTS FROM AROUND THE WORLD THAT ARE HELPING TO MAKE THE SPORTS INDUSTRY MORE SUSTAINABLE



Next year's World Cup will be the most eco-friendly in history. More than US\$20m will be invested in delivering a sustainability strategy

## FIFA ANNOUNCES 2014 SUSTAINABILITY

The organising committee of the Brazil 2014 World Cup (LOC) and FIFA have announced the details of a strategy to make next year's competition the greenest ever. The sustainability strategy developed by FIFA and the LOC aims not only to mitigate the negative impact but also to maximise the positive effects of hosting the FIFA World Cup. Green stadia, waste management, community sport, reducing and offsetting carbon emissions, renewable energy, climate change and capacity development are some of the key issues addressed.

A total of approximately US\$20m (15m euro, £13m) will be invested by FIFA in the implementation of the strategy.

Further support for the sustainability effort will be provided by FIFA's commercial affiliates and other stakeholders. The strategy builds on the experience gained from environmental and social development programmes at FIFA tournaments since 2005, on international standards such as ISO 26000 and the Global Reporting Initiative and on the development policies of the government of Brazil. The 2014 FIFA World Cup Brazil will be the first FIFA World Cup to have a comprehensive sustainability strategy.

Federico Addiechi, FIFA's head of corporate social responsibility, said: "The goal is to stage an event that uses resources wisely, striking a balance between economic aspects, social development and environmental protection. We want the 2014 World Cup to be remembered not only as a fantastic football tournament, but also for its lasting social and environmental legacy."

The concrete methods include:

- **Green Buildings:** Many of the stadiums in Brazil are planning to achieve LEED certification and are installing solar panels to generate renewable energy. In addition, FIFA and LOC will organise certified training courses on sustainable management for stadium managers
- **Waste management:** The objective of a new waste law in Brazil is to better control the handling and the destination of waste. FIFA and LOC will promote recycling in collaboration with local cooperatives.
- **Climate change:** FIFA and LOC will estimate the tournament's carbon footprint and develop wide-ranging measures to avoid, reduce and offset its emissions
- **Volunteer training:** Additional training modules will be offered to all 2014 FIFA World Cup volunteers enhancing their future employment opportunities.

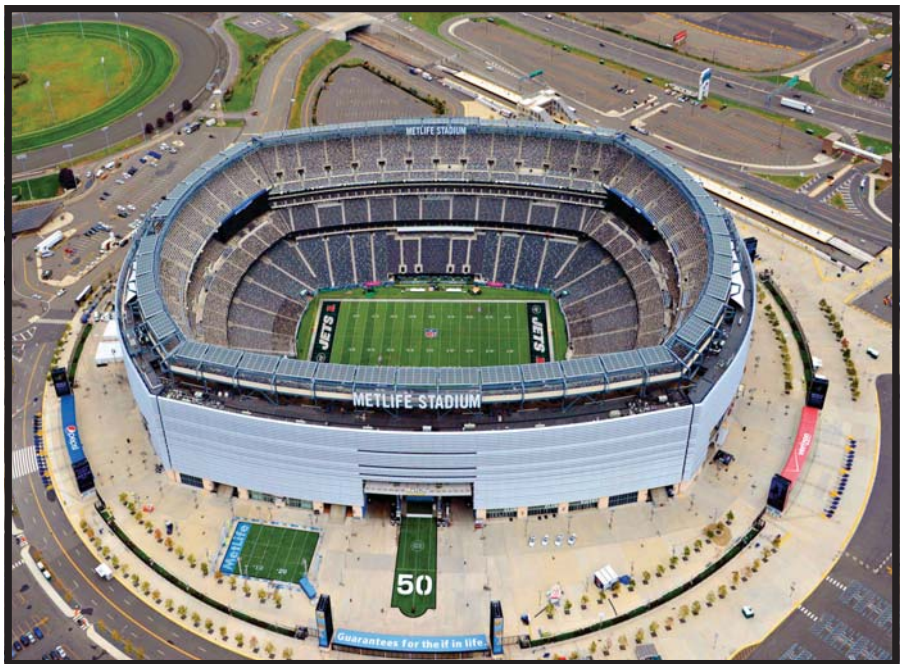


## METLIFE STADIUM

The MetLife Stadium in East Rutherford, New Jersey, US only opened in 2010 but has already made its name as one of the most sustainable stadiums in American professional sports. Making the venue green was one of the key issues for the New York Giants and New York Jets - the two NFL teams that built and now operate the venue through a 50/50 partnership – MetLife Stadium Company.

The New Stadium, built on the site of the former Giants Stadium, has succeeded in reducing water demand by an estimated 11m gallons per year – or a 25 per cent reduction in the average annual water demand. The major water conservation design features include synthetic turf – saving 3.5m gallons of water per year – and the waterless urinals throughout the men's restrooms, saving an additional 2.7m gallons per year.

MetLife also uses energy efficient and United States Environmental Protection Agency Energy-Star compliant concession equipment, heating cooling and ventilation systems and lighting, which use 25-50 per cent less energy. This reduces costs without compromising quality of performance, reduces air pollution, provides a significant return on investment, and typically has an extended product life and decreased maintenance.



The stadium currently saves 3.5m gallons of water each year by using a range of green solutions

Energy efficient Low E coating/glazing has also been used in the windows. Compared to the old Giants Stadium, the glass used at MetLife transmits 56 per cent less destructive UV light, is 51 per cent better as an insulator, and is 24 per cent better at reducing heat gain – while only sacrificing 3 per cent of the total visible light available.

There's also a long-term commitment to reducing solid waste by 25 per cent through recycling and composting programmes. Fifty tons of solid waste is produced on an average game day in the

parking areas and another 20 tons is produced in the actual stadium.

Fan behaviour and eco-awareness among spectators is another area that MetLife is seeking to influence. Both teams actively promote the use of public transport and car pooling/ride sharing for spectators travelling to events. There's a comprehensive fan education and participation programs which uses public service announcements; score-board messages; "green" programme goals and achievements via web site portal; Green Promotional Events.

## PULSE FITNESS

Pulse Fitness cardiovascular equipment offer sports clubs a cordless machine inclusive of an imbedded digital TV and an iPod docking facility.

Users can watch and listen to their own movies and music while charging their iPod or Smart phone. The features could produce an annual utility saving of £150 per machine, as well as reduce the demand for air handling units.

Pulse also offers a self-powered connectivity retention and member management system called Smart



Users can charge their devices using the kit

Centre, which works without the need for power or data. Pulse's strength equipment offers a 1:15 ratio for training partners on all its strength and cable machines – based on the requirement of one 13amp socket drawing 3/4amps to power-up 1 – 15 strength machines.



The system could save £150 per machine

The Smart Centre system has been designed to help sport and health and fitness facilities provide a management system to help the recruitment of members, retain members and manage their performance, while keeping utility costs down to a minimum.



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### RIO 2006

As part of its plans to create 'green venues for a green Games', the Rio 2016 Organising Committee for the Olympic and Paralympic Games has adopted a Sustainability Supply Chain Programme and established a concreting plant at the Olympic Village construction site.

The new plant will produce 90 per cent of the total volume of the concrete at its own construction site, reducing carbon emission by 700 tons throughout the whole operational period. The sustainable supply chain will see



Since winning the bid in 2009, the Rio team has made sustainability a priority of its Games design

eco-friendly products being used in the building and administration processes.

Tania Braga, Rio 2016's head of sustainability and legacy, said: "By exclusively purchasing certified wood and paper, we generate a positive environmental impact as we prevent

deforestation. All our purchases will take environmental certifications into consideration, an innovative approach for supply chains. Another important fact is the existence of integral logistic planning for the disposal of all the products and packages acquired for the Games."

### SIX SENSES

The luxury Six Senses Con Dao resort on the island of Con Son in Vietnam has come up with a novel way for guests to practise their golf swings.

The resort has introduced Ecobioball – balls that have a core made out of fish food. The food is released when the outer cover of the ball biodegrades – around 48 hours after coming into contact with water.

Although ardent golfers will find the ball a little sluggish for competition on the greens, it is perfect for practice.

While the idea might seem outlandish, there is a serious side to the initiative – the balls are a more sustainable way for guests to play golf in a region that has a beautiful yet vulnerable eco system. There is no need for floodlighted driving ranges as the ball can be safely launched from any surface. The ball also supports Six Senses corporate commitment to the environment and, perhaps most importantly, gives local fish a free lunch.



The fish food golf balls could revolutionise the way coastal courses design driving ranges

### THORNTON SPORTS

The SudsSports sustainable drainage system from Thornton Sports has recently been installed at Denby Dale Tennis Club.

The club, based in Huddersfield, is located adjacent to a river which floods periodically, so a system was required that would also provide water management capabilities. The SudsSports system comprises of a lightweight plastic sub-base replacement layer, which allows shallow attenuation, high infiltration and drainage. Hence it is ideal for sites such as that at Denby Dale Tennis Club, where there's a risk of flooding.

Given the lightweight method of construction, no heavy construction plant is required for installation – an added advantage for the project at Denby, due to the site's access limitations.

Alongside the drainage system, Denby Dale also invested in Thornton Sports' new Classic Match tennis surface, which simulates the playing characteristics of clay. The terracotta artificial grass surface slows down the ball and provides a high bounce, while providing the club with a high performance, cost-effective and low maintenance alternative to clay.

Roland Sansom, of Denby Dale Tennis Club said: "We're delighted that Thornton Sports have been able to provide us with the high performance slow-pace surface we require, while minimising flood risk to the courts."



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### THYAGARAJ STADIUM

New Delhi's Thyagaraj Stadium is the first in the country to receive a gold rating from the Indian Green Building Council (IGBC). Designed by architects Peddle Thorp for the 2010 Commonwealth Games, the venue has earned a CII-IGBC-Gold rating.

Eco-friendly solutions at Thyagaraj include the use of solar panels to provide all electricity for lighting – with

any excess generated being fed into Delhi's main power grid using integrated photovoltaic cells. Other key features incorporated in the stadium include the use of rainwater harvesting for flushing and horticulture, double-insulated glazing and an independent sewage treatment plant with a capacity of more than 200,000 litres a day.

Thyagaraj Stadium is owned by the Government of National Capital Territory of Delhi (GNCTD) and is part of the larger Thyagaraj Sports Complex. GNCTD's Chief Minister.

Sheila Dikshit said the award reflected Delhi's pioneering role in promoting



The Thyagaraj Stadium's indoor arena

eco-friendly practices that would encourage other states in the country to become more "green".

### COVENTRY GETS GEO

Established in 1887 Coventry Golf Club celebrated its 125th anniversary by receiving the international ecolabel GEO Certified in recognition of outstanding sustainability efforts across its course, as well as outreach work into the surrounding community.

Phil Weaver, course manager – who's also chair of the PGA of Great Britain and Ireland – was part of the driving force behind Coventry Golf Club's journey through the GEO OnCourse programme that led to the GEO Certified ecolabel.

Weaver said: "We recognise the pressures on the environment. Golf clubs have an important responsibility to take their stewardship of the land seriously. In the last few years we've become much more aware and active, making sustainability a consideration in every decision. The GEO OnCourse programme was easy to follow and made sure we thought about a wide range of practical areas and there were suggestions for improvements as we went along.

GEO is a stakeholder-funded, not-for-profit organisation, dedicated to helping the global golf community establish leadership in environmental enhancement.

### WIRELESS ENERGY

DW Sports is in the process of adopting wireless building energy management systems (BEMS). Designed, installed and commissioned by WEMS International, trials have been completed at three sites, with average energy savings of more than 17 per cent. DW Sports are now embarking on a phased roll-out programme.

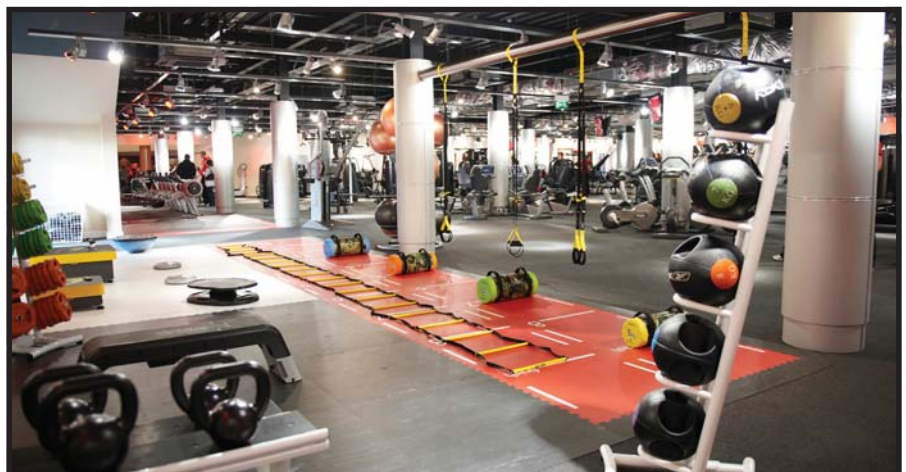
Dan Hubbard, the company's utilities manager, said: "At board level, DW Sports is committed to energy reduction and sustainability in a very real and proactive way. We'd made some inroads by addressing the 'low hanging fruit' but knew the real energy efficiency solutions involved taking greater control of plant."

DW Sports' ready-built estate featured two BEMS, controlling some kit, plus a

lot of independent control. The company wanted to remove "human error" from the equation in terms of more efficient operation and control of the estate. The WEMS solution was able to bring all of the controls together.

Hubbard said: "We went through a phase of evaluating and re-evaluating the available energy control technology that could help us achieve our targets. For us, technology must be a safe investment, must not affect the customer experience in our fitness centres, and must go on in the background so as not to cause distraction or disruption.

For these reasons, the installation of a wireless solution such as WEMSystem made perfect sense. Hubbard and DW Sports team have worked closely with WEMS to scrutinise the initial data and optimise the trial sites to achieve maximum savings. Wherever waste is identified, a solution is presented to rectify the situation. ●



The wireless system is delivering an average energy saving of 17 per cent at three sites





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CLIMBING IS ONE OF THE FEW SPORTS TO HAVE SIGNIFICANTLY INCREASED PARTICIPATION SINCE THE FIRST ACTIVE ENGLAND STUDY IN 2006

# CLIMBING



**T**he history of climbing as a sport in the UK dates back to 1886 when Eton-educated Walter Smith first completed a solo climb of Napes Needle – a detached formation which Victorian mountaineers could easily avoid on their way to the summit. Therefore Smith's ascent was seen as the first 'sports climb' in history.

A lot has changed since those days and the relatively recent trend of indoor climbing walls springing up in urban settings has made climbing accessible to all. That is reflected in participation figures – climbing is now one of the fastest growing sports in the UK and is one of just six sports which showed a statistically significant increase since the first Active People Survey in 2005-06.

There are currently 305 clubs and 24,247 climbers affiliated to the sport's governing body, the British Mountaineering Council (BMC). The latest Active People Survey results from Sport England show that around 87,800 adults in England participate regularly (once a week) in climbing and mountaineering. This includes sports such as indoor climbing, rock climbing outdoors, mountaineering, trekking, hill walking, mountain walking and bouldering.

More significantly, the number of people who participate occasionally (at least once a month) in climbing and mountaineering in England has now reached 250,000. The main growth of these occasional climbers over the last five years has been in the 16- to 25-year-old category (from 74,100 to 88,700). There has also been an increase in female participants (81,900 to 87,800).

There are no signs of the growth slowing down either, according to Dave Turnbull, the chief executive of the BMC. "We expect the overall trend of growth to continue and to see more people taking up outdoor climbing as a result of our engagement projects with indoor climbers," he says. "With more and more schools getting climbing walls we expect that to have a positive impact on participation of young people."

Encouragingly, between 15 and 20 per cent of those who regularly climb already are under the age of 18. For Turnbull, the challenge isn't to get people of any age to try out climbing – it's to convert them to become regulars. "Through indoor walls we're managing to attract many young people. Our biggest challenge is how to introduce them to climbing outside and joining clubs."

As a lot of the climbing takes place outdoors in natural surroundings, there is no facility strategy needed for the NGB

There are already plans to tackle this challenge. The BMC has been successful in securing funding from Sport England for the period 2013-2017 primarily to increase participation of 16 to 25-year-olds; women and hill walkers. Thanks to the funding, the BMC was able to employ a team of three regional development officers (RDOs), as well as a hill walking development officer – all funded by Sport England.

"This is an exciting development for the BMC," Turnbull says. "The RDOs' (based in London, the north east and the north west) primary objectives are to support indoor climbers making the transition to outdoors and also to help clubs who wish to attract new members."

The BMC has already embarked on an engagement programme through the new RDOs. They're working on an 'Indoor to Outdoor' campaign to help people who only climb indoors to access opportunities to try climbing outdoors. As part of this the BMC is offering subsidised courses at the National Mountain





## **"WE'RE CURRENTLY DOING A SOCIAL MEDIA AUDIT AND HAVE PLANS TO LAUNCH BMC TV LATER THIS YEAR"**

Centre at Plas y Brenin in North Wales. Social media has also been harnessed to attract young people to the sport. "Over the last couple of years we've grown our Facebook page to 33,000 likes and we have 12,000 followers on Twitter," says Turnbull. "We're currently doing a social media audit and have plans to launch BMC TV later this year. Also this year we'll be launching an ambassadors programme, to inspire young people through role models and ambassadors."

### **MOLEHILLS AND MOUNTAINS**

As most of the recreational and competitive climbing takes place outdoors in natural surroundings, or at commercially-run indoor climbing walls and centres, the BMC has no outright facility strategy in place. There are currently 380 indoor public walls in the UK and any changes in this number depend on whether commercial operators deem there to be demand to build more.

Most walls in the UK are built by member companies of the Climbing Wall Manufacturers Association (CWMA). BMC liaises with CWMA but broadly speaking, rather than concentrating on increasing the number of facilities, the BMC's facility strategy is to form

There are more than 380 indoor climbing walls in the UK – nearly all of which are commercially operated



**“CLIMBING IS A VERY DIVERSE ACTIVITY – SOME PEOPLE SEE IT AS A SPORT AND OTHERS SEE IT AS A LEISURE ACTIVITY OR A WAY OF LIFE”**

➤ partnerships with organisations to make sure existing sites are utilised.

This means that the BMC works closely with the climbing wall operators, clubs, guides, scouts and youth groups, as well as outdoor centres and providers in its grassroots delivery. There are also strong links with Mountain Training and the Department of Education.

Turnbull adds: “More recently we’ve linked up with the County Sports Partnerships. Also, for climbing outdoors on the access side of things, we work with outdoor organisations such as the Ramblers and Campaign for National Parks, as well as bodies such as Natural England and Natural Resources Wales.”

The BMC also gets involved in promoting climbing outside of the UK and partners with international organisations. Most recently, it was one of the driving forces in a bid – led by the International Federation of Sport Climbing (IFSC) – for climbing to be included in the main Olympic programme for 2020. Although ultimately unsuccessful, the BMC managed to recruit the likes of Dame Kelly Holmes to be part of the campaign to lobby for the change.

The IFSC’s proposals were for a multi-discipline event which would include a mix of speed climbing, lead climbing and bouldering. According to Turnbull, the format would have embodied the Olympic motto – faster, higher, stronger – perfectly. “Climbing’s bid was considered on a shortlist of eight sports but unfortunately has not made the final cut. We thought climbing put forward a strong case especially as the IOC was looking for something new, which climbing offered.”

### CLIMBING TO THE TOP

The nature of climbing – with basic techniques and skills being relatively easy to learn and equipment easy to purchase – makes it possible for dedicated and motivated individuals to start taking part in competitions fairly quickly. At a global



level, the IFSC organises World Cup competitions and rankings in three disciplines – lead climbing, bouldering and speed climbing. The BMC has set up talent pathways in each to identify young climbers with ability and to support their development to the very top.

Most young people begin their competitive climbing in a league or bouldering event at a local wall or through taking part in the BMC’s Youth Climbing Series (BMC YCS). The top 12 in each final are invited to join the BMC’s National Academies – where young climbers are helped to improve their rankings.

Turnbull explains: “At the academy level, depending on their age, climbers can start entering other national level competitions such as the British Lead Climbing Championships and British Bouldering Championships.

“The introduction of the BMC Youth Climbing Series has been a fun way for young climbers to get a taste of competition climbing and the competition sees year on year growth. This year it attracted a whopping 860 young climbers and 306 took part in the final.

“We also run two Open Youth Lead and Bouldering events each year and the results from these events are used as a basis for selection for the GB Junior Climbing Team. Climbers on the GB team are eligible to represent Great Britain on the international stage.”

**The nature of climbing makes it a very social activity – and attractive to men and women of all ages**

Most recently, in July 2013, 14 of the best British junior climbers travelled to Austria to take part in the IFSC European Youth Championship – with two climbers achieving top 10 positions.

### ABOVE AND BEYOND

Looking ahead, climbing’s future looks bright. Participation figures are healthy and people of all ages are discovering climbing. Its ability to attract a wide audience is undoubtedly one of its greatest strengths. And while climbing is a major part of the BMC’s remit, it also promotes other forms of activities.

“Climbing is a very diverse activity,” says Turnbull. “Some people see it as a sport and others see it as a leisure activity or a way of life. As our participation statement highlights the risk and responsibility involved in climbing, we don’t directly encourage people to climb. However, once people are interested, we provide safety and training advice and publications for information.

“We promote the health benefits of climbing, hill walking and mountaineering and we’re one of the key supporters of the Britain on Foot campaign to get Britain more active in the outdoors.” ●





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# In at the deep end

CSL was launched by the Amateur Swimming Association in 2011 as part of efforts to increase the number of pools that offer swimming lessons

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**B**eing able to swim is an essential life skill. However, unlike many other physical skills, learning to swim requires access to both a suitable water space and a good teacher. Despite virtually all local authority-managed swimming pools providing water time for lessons, there are many other UK pools where no lessons take place. Accessing these pools has always been a challenge to the Amateur Swimming Association (ASA).

To address this long standing problem, in an industry first, the ASA has developed and implemented an

innovative solution. In conjunction with LA Fitness, the ASA set up an independent charitable trust Community Swimming Limited (CSL), which was granted charitable status by the Charity Commission and began operations in February 2011. CSL operates as a separate company from the ASA.

Its principal objective is to deliver swimming lessons in facilities not normally available to the general public. CSL's aim is that any profit it makes through commercial means will go straight back into swimming through charitable causes at grassroots level.

Through its charitable objectives the organisation shares the ASA's vision of giving more people more opportunities to swim and also to have fun by swimming more often.

## HOW DOES IT WORK?

Since its launch in 2011, with the help of singer and TV celebrity Alesha Dixon, former Team GB swimmer Mark Foster and principal commercial partner, LA Fitness, CSL has provided administrative support, ASA teaching staff and management expertise to a range of partners. These partners provide the



CSL was launched by Alesha Dixon and Mark Foster together with LA Fitness





CSL uses games and fun techniques to take children through their aquatic journey

“ Our ambition is to open up swimming and leisure provision to the community using facilities whose owners may not have done it previously – or who now wish this area of their operation to be developed by a partner ”

facilities and services that CSL needs to deliver its high-quality ASA swimming lessons. The ASA operates a world renowned Learn to Swim award scheme based on the British Gas ASA Learn to Swim Pathway, a programme the ASA has developed to take children through from their first splash to full competence in the water. With close to two million certificates and badges issued to children all over the world last year alone, the Kellogg’s ASA Awards Scheme continues to be one of the most successful ever in British sport.

CSL has its own governance structure and is controlled by a board of five independent trustees who are responsible for the progress of the organisation, its strategy and operations. The trustees provide expertise drawn not only from the world of swimming, but also public facility operation and commercial management. CSL’s ultimate aim is to enable organisations to bid for funding to enable them to run projects in accordance with the charitable objects.

CSL has a support team based at Loughborough University’s SportPark, which also houses the ASA’s headquarters and other national governing bodies. The support team runs CSL’s on-line booking system ([www.cslbookings.co.uk](http://www.cslbookings.co.uk)) and offers administration support to swimming liaison officers and teachers. The system has been set up to make booking swimming lessons easy and also stress-free for customers.



CSL is operated as a separate company to ASA

Fiona Pearson, group operations manager, says: “Our ambition is to open up swimming and leisure provision to the community using facilities whose owners may not have done this previously or who now wish this area of their operation to be developed by partnership working. Our lessons follow the British Gas ASA Learn to Swim Pathway, offering a fully comprehensive and progressive programme of swimming lessons for all. The lessons are delivered by professional, trained teachers, resulting in competent, confident and safe swimmers with a wide skill base on which to develop further techniques and the opportunity to enjoy a range of water-based sports in the future.”

#### CSL BOARD OF TRUSTEES

Delvin Lane	Chair, Trustee
Jane Nickerson	Secretary, Trustee
Chris Bostock	Trustee
Ian Cooper	Trustee
Chris Reeves	Trustee

“

LA Fitness' objective in working with CSL was to utilise its existing pools in a more effective way and to broaden the appeal of swimming and other pool activities to people of all ages

”

#### ➤ WHERE ARE THE CSL CLASSES?

Currently operating 655 learn to swim classes every week in 51 LA Fitness health club sites in the UK and Ireland, CSL offers a range of lesson types, including one to one tuition for all abilities, parent and baby lessons, pre-school lessons and adult group lessons.

Like most learn to swim organisations, Community Swimming Limited delivers three groups of 10-week lessons each year with special courses at holiday time.

LA Fitness's objective in working with CSL was to utilise its pools in a more effective way and to broaden the appeal of swimming and other pool activities to the communities it works with.

CSL's Learn to Swim programme is delivered by fully qualified ASA teachers who use games, fun techniques and a number of other activities to take children through their aquatic journey; from beginner level to fully competent, confident and safe swimmer. Lessons available include:

- **Adult and Child**

Adult and Child Lessons are a perfect way to introduce babies and toddlers to water and the pool environment.

- **Pre School Swimming**

Suitable for children from 3 years old.

- **Children Swimming Lessons Stages 1-6**

This progressive programme teaches children a wide range of skills which results in them becoming confident and competent swimmer.

- **Swim Technique and Stamina Lesson**

Distance, medley swims, swimming drills and swimming exercises are



CSL currently operates 655 learn to swim classes every week across 51 LA Fitness clubs in the UK and Ireland

delivered within this session. A swimmer who finishes the ASA Learn to Swim Framework will have a life skill that will enable them to take part in any water-based activity they wish; from swimming for fitness to swimming with dolphins, from canoeing to white water rafting.

#### ADULT LESSONS

CSL's ASA level 2 qualified teachers support and guide adults in the following range of classes:

- Aqua-phobic dry land introduction
- Beginners and improver lessons
- Private one to one lessons
- Swimming stroke and technique lessons

#### DEVELOPMENTS

As well as its work with LA Fitness, CSL also partners with these organisations:

**Make A Splash:** CSL worked with Make a Splash in 2011-12 to provide a programme delivered by Total Swimming as part of the Mayor of London's Olympic Legacy.

The project provided a mobile 12m x 6m steel tank above-ground swimming pools to some of London's most deprived and disadvantaged areas. The project provided school swimming and lessons for people who were not able to access and afford local public swimming facilities.  
[www.makeasplash.co.uk](http://www.makeasplash.co.uk)

**Total Swimming:** Founded by Olympic swimmers Steve Parry and Adrian Turner, the Lancashire-based company aims to make a difference to people's lives through swimming.  
[www.totalswimming.co.uk](http://www.totalswimming.co.uk)



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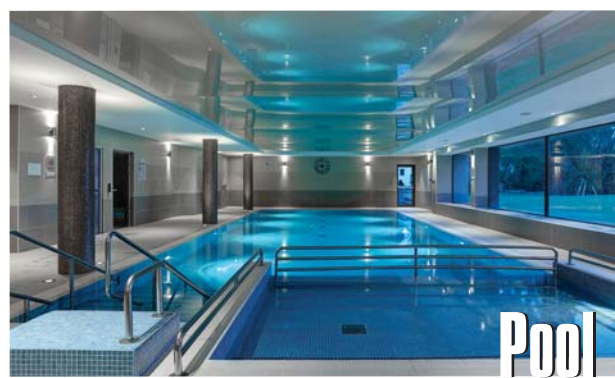


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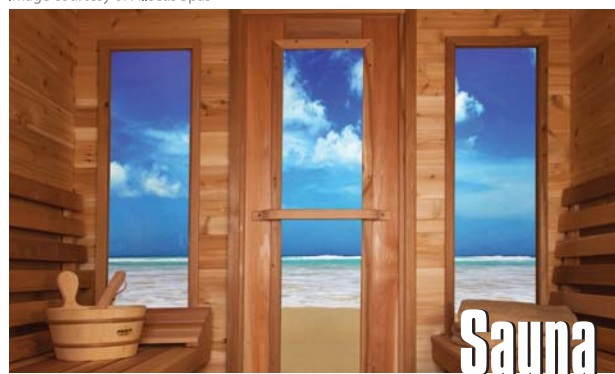


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CSL is actively looking  
to find even more pools  
in places such as hotels

➔ **Puddle Ducks:** Based in Crewe, Cheshire, the company was founded by Tracy Townend and Jo Stone in 2001 after they met at antenatal classes.  
[www.puddleducks.com](http://www.puddleducks.com)

**Water Babies:** Set up in 2002 by Paul and Jess Thompson and based in Devon, Water Babies teaches children to save themselves from drowning through highly sociable lessons.  
[www.waterbabies.co.uk](http://www.waterbabies.co.uk)

### CSL – FUTURE BUSINESS

Throughout the first two years of operation, CSL has worked principally with LA Fitness, utilising swimming pools in its 78 health clubs nationwide.

CSL is now aiming to grow its programme and searching for pools which

are not currently accessible to the public – especially in areas where swimming provision is low and demand is high.

There are still many useable pools in hotels, academic establishments and in private ownership where CSL could work with the owners to provide ASA swimming lessons through its qualified ASA teachers for the benefit of all. ●

### MORE INFORMATION

Please contact a member of the Community Swimming Limited Support Team on [operations@communityswimming.co.uk](mailto:operations@communityswimming.co.uk) by phone 08447 369 047 or visit [www.communityswimming.co.uk](http://www.communityswimming.co.uk)  
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# SHIFTING UP A GEAR

**B**ike polo is a direct descendant of the ancient game of polo, which according to historians dates back to 600BC. Played on horseback, the “original” polo was a fierce and aggressive game played between herdsman in dusty outbacks – a sport unrecognisable to those familiar with the modern, gentrified version played on manicured greens in front of sponsored marquees and champagne-sipping crowds.

Subsequently, despite the lack of an equine element, Bike Polo has much more in common with its fervid ancestor than modern day polo. It’s a fast-paced, gritty, full contact sport played by people of all backgrounds. Starting

A new sport is taking urban areas by storm. Hardcourt bike polo is a fast, exciting game which is attracting people from all backgrounds. Leisure centres are already taking notice and some have added the rapidly growing sport to their activities

out is easy – all you need is a bike and a mallet, (most of the mallets are home made). As a result, it is attracting players of all background and ages – making it a fast growing sport with a bright future.

## HOW IT STARTED

Although hardcourt bike polo – the most recent, urbanised version of the

sport – is a fairly recent activity, bicycle polo itself has a long and distinguished history. Invented in 1891 by Irish cycling enthusiast Richard J Mecredy, it became widely popular in the UK. The Bicycle Polo Association of Great Britain (BPA) was founded in 1897 and the sport also crossed the Atlantic that same year, when the first bike polo club



The sport has spread rapidly across the UK since its reintroduction





The first hardcourt games were played in Seattle between bicycle couriers

## RULES

launched in the US. At the height of its early popularity, bike polo was played internationally and featured at the 1908 London Olympic Games.

The game grew steadily and by 1938 BPA of Great Britain had 170 teams in 100 clubs with 1,000+ players. Following World War II, however, the sport suffered and its popularity rapidly decreased. During the post-war years bicycle polo became a marginal sport and remained so for decades – until in 1994 it suddenly re-emerged in the US.

The first hardcourt polo games – played by bicycle couriers in their free time – were contested in Seattle in 1999 and from there the sport spread rapidly across US cities. After taking over the West Coast the sport finally reached New York in 2004.

After the first games in New York, it was only a matter of time before the sport would return to its ancestral home. The first hardcourt games in London took place in 2006 and the first European championships were held in London in 2009. In the same year, the London Hard Court Bike Polo Association (LHBPA) was formed as part of plans to better organise the fledgling sport and its capital-based clubs. By 2012 the sport had spread to every corner of the UK and at the latest count there were nearly 100 teams playing regularly in the UK.

### GETTING ORGANISED

Despite the increasing number of clubs and players, there is no official national governing body as yet. Last year, the

**T**eams are made up of three players and to score you have to use the end of your mallet. Any contact between players has to be like-for-like – mallet to mallet, bike to bike, body to body. Players are not allowed to put their feet on the ground – if they do, they are required to “tap out” at the side of the court before being allowed back into the game. The first team to reach five points wins, or if the time runs out, the team with most goals when the whistle blows wins.

“One of the LHBPA’s main roles is to develop access to suitable playing areas and provision of training facilities”

LHBPA teamed up with similar regional associations in Birmingham, Brighton, Manchester and elsewhere to form the United Kingdom Hardcourt Bike Polo Association (UKHBPA). While UKHBPA has been tasked with leading the lobbying on behalf of the sport, it is very much in its infancy and has yet to be recognised by Sport England. In the absence of an official NGB, LHBPA and other regional associations have picked up the baton and are working to increase participation numbers and to make the sport

more recognised in their areas. Currently LHBPA’s main projects include a range of outreach programmes, as well as the organising of the annual London Open competition. The London Open event is now in its fourth year and has grown into the largest international tournament for bike polo – in 2012 it attracted 82 clubs from 16 countries.

Meanwhile, LHBPA’s successful outreach programme with schools has seen bike polo introduced in PE lessons and after-hours cycling clubs across a number of London boroughs. Figures show that there are now more than 500 school children playing the sport within the Greater London area.

According to LHBPA chair Jess Duffy, the association encourages, supports and develops participation in the sport in a range of ways. “One of our main roles is to develop access to suitable playing areas and provision of training facilities,” she says. “One of the methods we use is to lobby local councils and other appropriate bodies for access to and provision of suitable playing areas. We are also helping in the redevelopment of the courts that are used by hardcourt bike polo players in London.”

Recently, the LHBPA produced a courts proposal that has been sent to councils and property owners. The proposal outlines how courts and play areas can be designed with bike polo in mind and it’s hoped it will lead to more suitable spaces being created for the sport.

The association has also been researching new forms of “pop-up” courts ➔



Westway Sports Centre in London  
– offering bike polo sessions in  
partnership with Bikeminded

*“The bike polo scene is  
like a big family – once  
you start playing you  
quickly make friends”*



### WE'RE DOING IT

- which can be used for exhibitions and events. Duffy says that financial constraints make it difficult at times to get new projects off the ground.

“The problem is that the regional associations and organisations are run entirely by volunteers, so there’s only so much we can do. As we aren’t yet recognised by Sport England, we get no financial help towards our projects and have to fund everything ourselves or look for sponsors.

“In other countries – such as Germany and France – the government is really backing hardcourt polo. In France, for example, purpose-built courts are being built for the sport.”

This lack of funding is currently threatening one of LHBPA’s flagship projects – it plans to establish bike polo courts in the middle of the historic Herne Hill velodrome. “The concrete has been poured and we’re nearly there,” says Duffy. “But we still need another £16,000 to finish it off and establish a fence around the courts to make it playable – it’s very frustrating.”

### WHAT YOU NEED TO PLAY

**T**he minimum size for a playing area is 15m x 35m. The court has to be flat and on a surface on which the ball moves in a predictable manner. Walled or solid sides need to be erected so players can ride along without risking injury. According to LHBPA recommendations, floodlights should also be available to allow games to be played during winter evenings.

Each player will need a bike and a mallet. While you can play polo on any bike, most regular players have

**W**estway Sports Centre in North Kensington, London, is one of the leisure centres that has added bike polo to its offering. The centre started running weekly open sessions in March 2012. They take place each Thursday and are hosted by Bikeminded, an organisation which encourages people to cycle in the Royal Borough of Kensington and Chelsea.

The sport is attracting a following and interested players need no

equipment, as the centre rents bikes and provides mallets and balls.

Kathryn Evans, director of operations at Westway, says: “With Olympic legacy plans in full swing, this is a great time to be harnessing the enthusiasm around cycling. Bike polo is fast, exhilarating and fun to play. We’ve been able to forge some strong community links through the sport and it’s fantastic to see that this little-known sport is making a strong comeback.”

### GET INVOLVED

While London remains the main hub for hardcourt bike polo in the UK, there are a number of active clubs around the country from Aberdeen to Plymouth. However, the lack of a national structure makes it hard for clubs to stay in touch with each other to organise games – and for regional associations to gauge the exact size of the sport in their locale.

“It is becoming increasingly difficult to accurately report on UK polo as a whole,” says Duffy. “For example, it’s

impossible to even begin to estimate the exact number of players in the country. Just this week I received an entry to this year’s London Open from a club in Grantham in Lincolnshire – we weren’t even aware that there were games being organised in that part of the country! It’s obvious that there are people out there setting up clubs after seeing clips of bike polo being played on YouTube.”

As interest in the sport grows, Duffy hopes more councils and leisure centres with MUGAs and other suitable surfaces will make their facilities available for games. The regional associations are keen to organise open days, during which qualified coaches will be on hand to introduce the sport to people. Duffy encourages facilities to get in touch with a local club or association, because all a leisure centre needs to provide is a space.

“The sessions are completely free to set up and most associations will even provide the bikes if needed,” Duffy says, and adds that a big part of the attraction of bike polo is down to the social aspect. “The bike polo scene is like a big family. Once you start playing, you quickly make friends. The games themselves – while competitive – are played in a friendly, relaxed atmosphere.” ●





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Craftsman's space-saving Maximiser locker located next to a cubicle



Craftsman's Stow and Go lockers, perfect for those who arrive pre-changed.

# ALL THE ANSWERS AT AIRDRIE

CENTRE NOW MEETS CUSTOMER EXPECTATIONS FOR A GREAT CHANGING EXPERIENCE

**W**hen North Lanarkshire Leisure Trust decided to update the ageing changing facilities at Airdrie Leisure Centre, they placed their trust in a company who they knew could deliver the goods.

Since their formation in 2006, the trust have taken control of 18 centres and over 60 outdoor leisure facilities across the region, under a remit to enhance user experience and boost the numbers of those engaged in sport and fitness.

John Gibbs and the Craftsman Lockers team were called in once again to provide the level of changing experience that had brought overwhelming customer satisfaction at four of the trust's other leisure centres including Broadwood Stadium, Ravenscraig Regional Sports Facility, Tryst Sports Centre and Wishaw Sports Centre.

A boom in membership at Airdrie Leisure Centre, sparked by a significant investment in converting an existing sports hall into a state-of-the-art fitness and group exercise facility was exerting considerable pressure

on the changing facilities.

"There was a real demand for an immediate solution whilst usage was growing. Initially this was helped by installing valuables lockers adjacent to reception for those who came pre-changed and only required storage for a mobile phone, car keys and valuables," explains Colin Walker, Estates and Facilities Manager for North Lanarkshire Leisure Trust.

This was followed by the installation of Stow and Go lockers for the increasing number of users who also come pre-changed but with no intention of showering, wishing only to change their shoes and stow away potentially a sports bag, over-jacket and valuables for which a dedicated unisex area was created, conveniently placed alongside the entrance to the new facilities. This area is unisex, maximises the use of space and means larger clothes hanging lockers in the changing rooms are not being used for the storage of just a few small items

The ability to select the most appropriate lockers from Craftsman's extensive range, from the compact to the spacious, is proving a key factor with leisure trusts, whose customers are increasingly demanding lockers and changing areas catering for a wide cross section of needs.

The unprecedented growth in membership was piling demand on Airdrie's existing and, Walker admits, dated changing rooms, so investment also had to be made to upgrade the showers and changing facilities, including lockers and bench



Airdrie's converted sports hall, home to the new fitness centre.





The spacious and practical new men's changing facility

**We only had a limited space but Craftsman were able to bring their decades of experience into play to create a locker configuration that worked for our customers.**

seating, to rival the high standard of fitness provision in the new gym.

"As a business model we've always placed quality at the top of our priorities," explains Walker. "When the trust was established, we sought to make the customer journey as good as it could be; to fulfil this philosophy we believe that an excellent standard of provision should be provided throughout the centre, and that includes the changing rooms which are at the heart of every facility."

Following huge success for the changing provision that Craftsman had installed at the trust's other sites, Walker was in no doubt that the company should be drafted in again, this time to optimise the footprint

of Airdrie's existing male and female changing rooms by installing new, higher quality lockers that matched the customer demographic and redesigning the rooms to enhance the customer experience.

"We've received excellent customer feedback on the new provision," Walker reports. "The members love the Stow-and-Go with Craftsman's Maximizer also receiving plaudits as it is great for those travelling to and from work. The Craftsman designs are second to none; they're fit for purpose and offer an organisation of space that allows users easy and practical access to their belongings."

Locker design is only one aspect of the process. Layout and the customer journey

through the changing facility are just as important. "We only had a limited space to work with but Craftsman were able to bring their decades of experience into play to create a locker configuration that worked for our customers at Airdrie," Walker adds.

"The impact of the new provision at Airdrie was similar to that experienced at the previous installations transformed by Craftsman. As a trust, we strive to be as good as, if not better than the private sector and changing rooms need to match other elements of provision. Craftsman has helped us meet the ever-increasing expectations from customers in providing a great changing experience."

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# SALTEX is breaking new ground

Offering everything from turf care and specialist machinery, to landscaping and playground equipment, the SALTEX exhibition takes place from 3-5 September.

Close to 300 exhibitors will bring the latest products, equipment and expertise to Windsor Racecourse for the annual gathering and many will take advantage of the event's outdoor location to offer live demonstrations.

Adding a new dimension to this year's show, Play Fair 2013, the UK's annual trade event, run by the Association of Play Industries (API), is joining forces with SALTEX to offer a one-stop shop for those involved in the selection, purchase, upkeep and replacement of play equipment and safer surfaces.

## EXPERT ADVICE

Located within the Institute of Groundsmanship's (IOG) Pavilion, at the heart of the showground, expert groundsmen and women – as well as the IOG's team of regional advisors – will offer one-to-one advice in the IOG Ask the Expert

clinic. Many of them – including Keith Kent from Twickenham, Tony Stones from Wembley and Wimbledon's Neil Stubely – will also take part in panel debates on issues that affect every sports club and every playing surface. In addition, key National Governing Bodies of Sport – the Football Association, The England and Wales Cricket Board and the Rugby Football League – will provide first-hand, authoritative advice to operators on funding, facility development and equipment loans.

The Ask the Expert clinic and panel debates complement a comprehensive education and networking programme at SALTEX. This includes a day-long series of golf-focused seminars, programmed by the British and International Golf Greenkeepers' Association; the National Contractors Forum open debate; a pesticides workshop hosted by The Amenity Forum; a panel debate targeted at arboriculturists and hosted by Rhod Hoskins; and the Service Dealer Heritage Awards. ●

Visit [www.iogsaltex.com](http://www.iogsaltex.com) for full details.

## GETTING YOUNG PEOPLE INTO GROUNDS CARE

The findings of a 12-month research project, funded by the Heritage Lottery Fund and delivered by young groundsmen across the industry, will be officially launched on Tuesday 3 September via an interactive exhibit in the IOG Pavilion at SALTEX this year.

Highlighting changes in the customs and traditions of grounds care between the 1948 London "austerity" Olympic Games and the London 2012 Olympics, the exhibit will display 1948 and 2012 Olympic memorabilia and highlight the similarities and differences between caring for our sports grounds. A video will also depict the project development – from its launch at the IOG Conference in York, to visits to heritage partners The National Football Museum and Wembley Stadium.

There will also be the chance to view stadium preparations at The Empire stadium, Wembley from the 1948 Games post World War Two and behind the scenes footage on preparations at the new Wembley Stadium from head groundsman Tony Stones and his team.

The project has been spearheaded by members of the IOG's Young Board of Directors (YBD). The YBD plans to use this and other IOG initiatives to encourage young people into the industry.

Figures show that 56 per cent of Saltex delegates don't attend any other shows – so the event will feature unique contacts





SAPCA is looking to raise the quality of training in the sports and play construction industry

## Training plan needs input from all involved in building sports and play facilities

The sports and play construction industry celebrates new workforce development initiative with SkillsActive

The UK sports and play facility construction industry has launched a new initiative with SkillsActive – the Sector Skills Council for active leisure, learning and wellbeing – which will identify the size, scope and demographics of the industry as a whole. The project, which is being undertaken jointly with the Sports and Play Foundation, and is fully supported by the Sports and Play Construction Association (SAPCA), will measure and analyse the industry's specialist workforce and training needs, providing the basis for the industry's future educational programme.

The Sports and Play Foundation is a registered charity, created by SAPCA, to develop and promote education and training for the industry. SAPCA is the recognised trade association, whose 230 members are specialists in the design, construction and maintenance of sports and play facilities across the UK. SAPCA's role is to raise standards throughout the industry, in order to provide the high quality facilities needed at all levels of sport, physical activity, recreation and play. SAPCA wholeheartedly supports training and education for the industry's workforce, in co-operation with SkillsActive.

The data collection for this initiative will take place over the coming months, utilising an online

survey, focus groups, and one-to-one meetings with SAPCA members and other industry professionals operating within the specialist sport and play construction sector.

SkillsActive chief executive, Ian Taylor, said:

"We urge all sports and play construction industry professionals to get involved in this initiative. The greater the quantity and quality

involve building a plan for the future development of all members of the sector. SkillsActive and the Sports and Play Foundation will present recommendations for the future to SAPCA's board members in September 2013.

Peter Grimshaw, chair of the Sports and Play Foundation, said: "The Sports and Play Foundation is passionate about raising the quality of training for our industry's workforce. To do this effectively we need to understand the actual, as opposed to perceived, training needs within sports and play construction, across all levels of site operatives and management. Only then can we create, implement and promote a comprehensive training programme. Training is vital to ensure that sports and play construction is recognised as a separate, specialist activity, clearly differentiated from the general construction industry."

SAPCA chair, Eric Page, added: "Education and training is central to the continued improvement of sports and play facilities and the long-term success of the industry. A thriving industry with a highly-skilled workforce is also essential for the future success of British sport, post London 2012, helping to ensure that high quality sports and play facilities are available for all levels."

### EDUCATION AND TRAINING IS CENTRAL TO THE CONTINUED IMPROVEMENT OF SPORTS AND PLAY

of data that we are able to collect at this stage, the more valuable the long-term outcome will be for the industry as a whole."

Once all data has been collected it will be analysed by SkillsActive and a workforce map produced. The second phase of the initiative will





Companies wanting to exhibit at this year's FSB can apply for a UKTI grant

## SAPCA awarded UKTI Trade Challenge Partner Status

The Sports and Play Construction Association (SAPCA) has been awarded Trade Challenge Partner Status by UK Trade & Investment (UKTI) enabling it to represent the industry on a national level.

As part of this, SAPCA will be running a UK delegation to the FSB 2013 show, which will be held in Cologne, Germany, between 22-25 October this year.

The event is a key opportunity for companies in the sports and play construction industry to have a presence at the show, as small and medium-sized companies can obtain a grant to exhibit through UKTI's Tradeshow Access Programme (TAP). According to UKTI: "Taking

part in overseas exhibitions is an effective way for businesses to market their products, test markets, attract customers, appoint agents or distributors and make sales.

"Participating as part of a group of UK businesses offers a great advantage for the more inexperienced businesses when they exhibit as part of an organised group."

Organisations wanting to exhibit at the FSB 2013 show can do so by contacting SAPCA. Email Ian Beswick on [ian@sapca.org.uk](mailto:ian@sapca.org.uk) or call 024 7641 6316.

For more information about grants and further funding opportunities available through UKTI, visit [www.ukti.gov.uk/tap](http://www.ukti.gov.uk/tap)



Surrey CPFA Hon secretary Jim Faulkner and colleagues collect the award from Chris Trickey

## Surrey Playing Fields Association celebrates "outstanding achievement" award

The Sports and Play Construction Association (SAPCA) last month supported the County Playing Fields Associations' national conference where it recognised the achievements of the Surrey PFA.

The award honours the charity's wide-ranging representation throughout the fields of sports development, planning, finance, information technology and local government. The charity operates entirely through volunteers who are passionate about securing the future of sports and play, by actively preventing the closure of playing fields, providing funding for new projects and implementing key development strategies to benefit the 33 parish councils, 140 clubs and 77 individual members within the 11 boroughs of Surrey. The association is also represented within Surrey Football Association, Surrey Cricket Board, Surrey Sports Board and all local sports councils.

Jim Faulkner, Hon. secretary for the Surrey County Playing Fields Association, explains why their visible net of support throughout the industry is striving to secure the future of sport on a fundamentally local level. "All this representation means that we are an integral part of decision making on leisure in the county," he said.

"Being so close to many of the organisations in Surrey gives us the information to fight the closure of playing fields and to make best use of our low-interest rate loans and grants, as an offer from us often leads to further money being available from other sources. Good partnership working is not just important but fundamental."

## Sports facility show to be held at Allianz Park

The next SAPCA show on sports facility funding, design, development and management is to be held at Allianz Park, home of Saracens Rugby Club, on 25 November 2013. Designed to blend in seamlessly with its environment, Allianz Park is the only stadium in the country designed and built to BREEAM Excellent standards.

The highly versatile venue features a 4G synthetic turf pitch and includes the latest in stadium audio and visual technology.

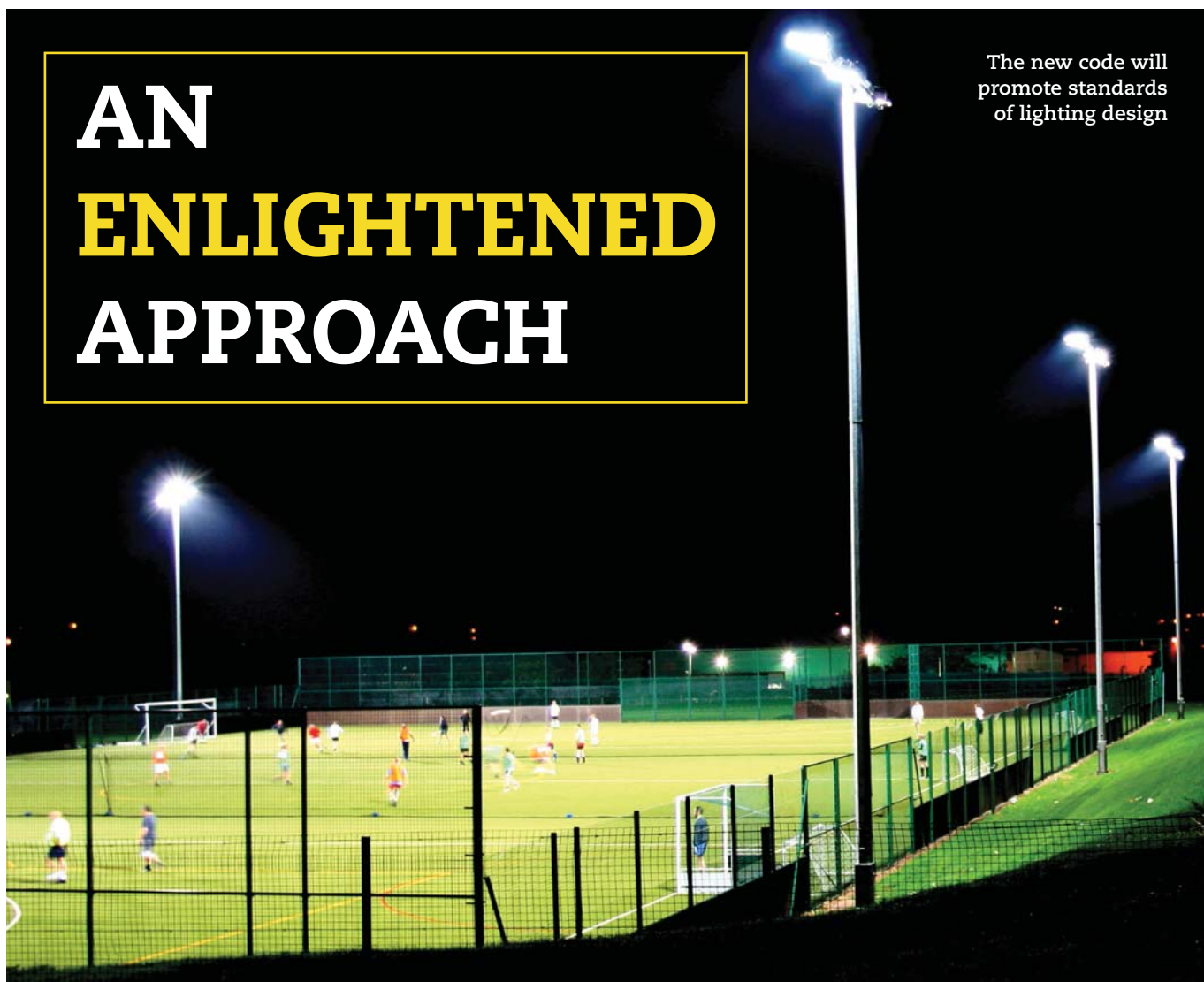
The Sports Facility Show is a one-day event aimed at anybody involved in the development of sports facilities – from sports clubs and schools to leisure operators and local authorities. It includes a full programme of seminars, an exhibition

and expert advice from industry leaders. The event will give those attending the latest insights into a range of topics including: funding sources for sports facilities, how to make a funding application, designing multi-use games areas, how to cost-effectively renovate existing sports facilities, sports facility design for modern schools, lighting for outdoor sport, sports surface maintenance, and a guide to sports facility procurement.

The Sports Facility Show takes place on Tuesday 26 November 2013 at the Allianz Park in Hendon, London. Those interested are advised to book early by calling the dedicated booking line 024 7776 7226 or visiting [www.sapca.org.uk/allianz](http://www.sapca.org.uk/allianz).

## AN ENLIGHTENED APPROACH

The new code will promote standards of lighting design



PICTURE © KINGFISHER LIGHTING

Recognising the difficulties associated with the construction and aftercare of sports and play lighting, SAPCA takes us through the key points featured in its new guidance document, 'The SAPCA Code of Practice for the Provision of Outdoor Sports Lighting'

**T**he SAPCA Code of Practice is intended for use by sports lighting contractors; sports facility design professionals and sports facility purchasers and owners. The Code of Practice also outlines the specifications and building standards that SAPCA members are committed to achieve.

### SAPCA'S AIMS AND OBJECTIVES

- To promote high standards of design, construction and workmanship for sports facilities in the UK.
- To regulate the industry through the vetting of SAPCA members.
- To participate fully in the development of British, European and other standards for the construction and performance of sports facilities, for all levels of play.

- To liaise closely with the governing bodies of sport, both nationally and internationally.
- To encourage the use of new technology in the design and construction of sports facilities.
- To provide and support training and education for the industry's workforce.
- To provide a strong voice for the sports construction industry in the UK.

Specialist members of SAPCA involved in lighting design, electrical installation and sports project management have developed the Code of Practice. It has been overseen by Sport England and NICEIC, the electrical Industries independent, non profit-making, regulatory body.

SAPCA recognises that sports lighting is a substantial financial investment. It is, therefore, essential that we identify the benefits such an investment is designed to produce, such as:

- Extending playing hours (which can increase club revenue and membership).
- Making more use of an existing facility as an alternative to building another.
- Providing a safe(r) environment for coaching.
- Increasing participation numbers and developing social inclusion.
- Qualifying for entry to a "lit league" competition.

### CODE OF PRACTICE

The Code of Practice provides practical advice for anyone undertaking a lighting project and answers key questions to consider, such as: -

- Decide on the type of lighting required - The type for lighting will be different for each sport as there are major differences in the visual tasks involved between various games





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## THESE RIGOROUS REQUIREMENTS ENSURE ALL MEMBERS ARE WORKING TO THE VERY HIGHEST STANDARDS

- – factors such as ball speed, ball size and viewing distance will all play a part in determining the appropriate lighting.

### LIGHTING

Choosing the type of lighting is a complex decision and professional advice is required. A good starting place would be to contact SAPCA, whose lighting members will have this expertise and experience.

- Decide on how much light is required – recommended lighting levels are identified using the current European standards or those of the governing body of the sport.
- Consider the planning and environmental issues – ensure the company you choose complies with the latest obtrusive light limitations and uses low light pollution equipment.
- Develop a comprehensive design brief – consider what sports will be played on the facility and any preferences in scheme layout (i.e. corner columns, side lit; any environmental or planning issues; power supply restrictions.)
- Decide what type of company to use – it is vital they work to BS 7671 and can demonstrate quality of workmanship. SAPCA members who carry out design, installation, testing and electrical installation work are all members of NICEIC.
- Consider any warranty offered – SAPCA members, offer a written warranty covering a 12-month period from project handover.
- Decide about on-going maintenance needs from the outset – invite contractors to offer a solution that includes future maintenance – cleaning, repairing, re-lamping, system checking and certification – of the lighting installation in question.
- How do you access your lighting for cleaning? – Do you use raising and lowering masts or have you good hard standing for specialist access equipment.
- Consider funding – establish the predicted costs of the project and make sure this includes the fees associated with the project development (e.g. power supply provision and planning application fees.)
- Review running costs – these can be substantial and should be considered as part of the



The code covers every aspect and stage of setting up a new lighting system

design process.

The Code of Practice, which is available free of charge from SAPCA's website, is accompanied by guidance notes, which offer information on the following topics in greater depth:

- Power supply
- Lighting masts
- Floodlights and lamps
- The planning and tendering process
- Light control and obtrusive light containment

SAPCA's membership includes the leading installers of outdoor sports lighting. All SAPCA members are checked for financial stability and

their work is randomly inspected to ensure standards are maintained. These rigorous requirements ensure all members are working to the very highest standards. For this reason, SAPCA would urge the sports and play industry to only use suppliers and contractors that are approved members.

The association aims to continue improving the quality of sport and play infrastructure across the UK and has produced many technical publications, guidance and codes of practice. For more information please visit [www.sapca.org.uk](http://www.sapca.org.uk) or call 024 7641 6316. ●



# SAPCA DIRECTORY



**The Sports and Play Construction Association, SAPCA**, is the recognised trade organisation for the sports and play facility construction industry in the UK. SAPCA fosters excellence, professionalism and continuous improvement throughout

the industry, in order to provide the high quality facilities necessary for the success of British sport. SAPCA represents a wide range of specialist constructors of natural and synthetic sports surfaces, including both outdoor and indoor facilities,

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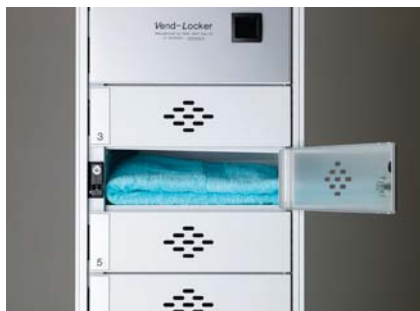
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### Peter Cahill's towel-vending lockers for clubs

The Towel-Vend-Locker, developed and manufactured by Peter Cahill Engineering, Dublin, is a new electronic towel vending system created for golf clubs, sport and health clubs. The Towel-Vend-Locker is designed to securely and hygienically store towels in individual compartments for private use. The lockers have a pin-pad system for payment and various usage options.

**sport-kit.net KEYWORDS**

**peter cahill**



### Compac's trendy new quartz washroom surface

Trend is the name of the new 'technological quartz' work surface and flooring collection from Compac for health and sports centre washrooms, hotels and spas. The surface uses around 94 per cent natural, durable quartz, is non-porous and can be cleaned without the need for antibacterial chemicals. The hard, abrasion-resistant surface is available in four shades. The collection also includes 'technological marble'.

**sport-kit.net KEYWORD**

**compac**

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### Welsh Football Centre uses KitLock locks

KitLock has installed its locks in the changing rooms at the newly-opened Welsh National Football Development Centre, Dragon Park. The facility, which is in the Newport International Sports Village, is the new base for the Welsh Football Trust. KitLock's keyless locks have been installed for the convenience of the players training at the site. The locks are fitted in place of a standard cam lock and provide keypad access without the need for keys, coins or tokens. The user enters their four-digit code to gain access.



**sport-kit.net KEYWORD**

**kitlock**



**sport-kit.net KEYWORD**

**kemmlit**

### Kemmlit offers cubicles with customised design

Clubs can have their logos or any design printed on the changing room interior as part of a new service from European cubicle and locker systems manufacturer Kemmlit. Thanks to advanced digital printing technology, Kemmlit can use most designs and replicate them onto the surface of cubicle doors and walls. The design is encapsulated in the lamination process. Kemmlit uses high pressure, solid grade laminates and melamine composites, designed to provide protection from scratches as well as a clean, hygienic and durable surface for cubicles in changing rooms and washroom environments.





[sport-kit.net](http://sport-kit.net) KEYWORDS

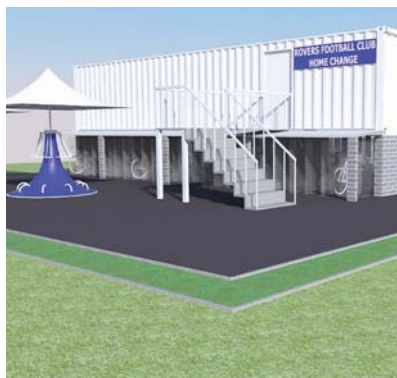
fit interiors

## Fit Interiors to kit out Madonna's new club

Italian locker designer Fit Interiors has been appointed locker and furniture supplier for pop star Madonna's new health club, Hard Candy, in Rome. Manufacturing sports and fitness lockers for more than 35 years, Fit Interiors also recently installed lockers and furniture at Technogym's Wellness Institute in Cesena, Italy. Fit Interiors distributes to more than 15 countries throughout Europe and the Middle East and is now being distributed in the UK by Gymkit.

## All-in-one bike storage and club changing rooms

Craftsman Lockers has developed an all-in-one standalone structure that provides changing facilities and cycle storage for sports clubs and leisure centres. The male and female changing rooms include lockers, hanging spaces, hooks, benches and vanity areas for storing clothes and valuables safely and securely. The cycle racks are under the changing rooms. John Gibbs of Craftsman said: "The new combined cycle store and changing rooms unit delivers the best of both worlds for operators and users."



[sport-kit.net](http://sport-kit.net) KEYWORD

craftsman

## Electronic locker system from Gantner

Gantner has developed the GAT Lock, which lets club members use their membership card or wrist band as their locker room key. The GAT Lock system ensures a locker can only be used following check-in with a valid contract. The electronic locks can be cable-connected or battery-operated. Cable-connected locks are maintenance-free and are networked so they can be managed online using Gantner's Relaxx locker software. The software shows which lockers are free and offers alarm-monitored protection, a night-opening function and central administration options.



[sport-kit.net](http://sport-kit.net) KEYWORD

gantner



## Ojmar for Cambridge Uni

Ojmar is installing its new white OCS Touch Lock at Cambridge University's new £16m (18.8m, US\$24.6m) Sports Centre. The lock is being used alongside Ojmar's OTS transponder system to let users secure their belongings without needing to carry keys. The lock, which has an auto-opening function, was also used at Lords Cricket ground executive boxes to secure alcoholic drinks at matches.

[sport-kit.net](http://sport-kit.net) KEYWORDS

ojmar



## Fly-through lets clients see their design in 3D

Safe Space Lockers' 3D video fly-through service is being used to design sports and health club washrooms. The interior design and 3D rendering service lets club owners 'see' their changing room, before fully commissioning the project. Paul Pearson, owner of OneGym Fitness, Bishop Auckland used the service. He said: "The 3D design service enabled us to visualise the changing rooms."

[sport-kit.net](http://sport-kit.net) KEYWORD

safe space

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# DIARY DATES

## 3-5 SEP 2013

### IOG Saltex

The Royal Windsor Racecourse, Windsor, Berkshire, United Kingdom

IOG Saltex is an event for grounds care, sports, amenities, estates and green space management offering everything from turf care and specialist machinery to landscaping and playgrounds. More than 300 SALTEx exhibitors will showcase the latest products, equipment and expertise at Windsor Racecourse for three days in September. Exhibitors cover the complete range of grounds care services, many whom take advantage of the event's outdoor location by producing live demonstrations.

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www.iogsaltex.com

## 24-26 SEP 2013

### Leisure Industry Week (LIW)

NEC Birmingham, United Kingdom

LIW has established itself as one of the UK's leading exhibitions for the leisure industry, providing an annual meeting place for leisure professionals to connect with the products, services and innovations the market has to offer.

The show caters for six leisure sectors: health and fitness; play and attractions; sport; pool and spa; leisure facilities; and food and beverage.

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## 22-25 OCT 2013

### FSB – International Trade Fair for Amenity Areas, Sports and Pool Facilities

Koelnmesse, Cologne, Germany

FSB is an international show for professionals in the fields of sports facilities, playgrounds, swimming pools and recreational facilities.

FSB offers an extensive overview of new technologies, designs and concepts in a spectrum.

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As a show, FSB has been designed to provide a business platform where "products are launched and ideas are turned into success".

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## 4-6 NOV 2013

### International Sports Event Management Conference (ISEM)

The Cumberland Hotel, Marble Arch London, United Kingdom

Now in its eighth year, ISEM is an annual conference for sports event management professionals.

The three-day event features practical workshops, a two-day conference, two focus days and an awards ceremony attracting more than 250 delegates, exhibitors and speakers to provide a wide range of networking and learning opportunities.

ISEM 2013 will again see a number of high profile speakers present their latest updates and reviews on the biggest challenges faced when responsible for managing the major sports events across the world.

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## 23-27 NOV 2013

### Soccerex Global Convention 2013

Forte de Copacabana Rio de Janeiro, Brazil

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### The Sports Facility Show

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The conference programme features world-class speakers, leaders and panel discussions. This is your opportunity to explore the latest developments, trends and best-practice.

#### EXHIBITION

The combined exhibition, serving the entire Geneva 2014 Event, draws a diverse set of exhibitors and visitors. Treat this as your global market place for business and discovery.

#### NETWORKING

Explore your own agenda with the people most important to you, before, during and after the event which has the ability to attract a global audience and foster a social and cooperative atmosphere.

#### BE INVOLVED!

The Turf and Grass Expo will be of particular interest to:

- » Sports federations
- » Clubs professional & amateur
- » Stadia & event professionals
- » Communities
- » Government organisations

- » Contractors
- » Designers
- » Consultants
- » Manufacturers
- » Suppliers

# GENEVA 2014

Business / Network / Learn / Grow

**ISC** INTERNATIONAL  
SPORTS  
CONVENTION

**THE TURF AND GRASS EXPO IS PART OF GENEVA 2014  
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