

# SPORTS

## MANAGEMENT

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@sportsmag

## Joe Taylor

THE WAVE PROJECT

“ Kids with mental health and anxiety problems need to find their own way back ”

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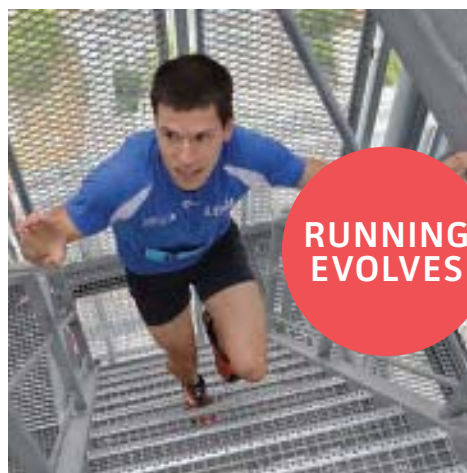
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“Sam’s parents came to me with tears in their eyes and said ‘thank you, you’ve given us our son back’”

**Joe Taylor, founder, The Wave Project**

“T his project started out like a little snowball, rolling down the hill – and it has just kept going and growing since,” says Joe Taylor, founder of charity The Wave Project. “We started as a small, local surfing project in Cornwall, funded by a NHS primary care trust. Now we operate in eight locations, receive grants from the Big Lottery Fund and are about to open two more sites – as well as our first surfing shop.”

The Wave Project runs surfing interventions for isolated young people and children with mental health issues. The aim is to encourage kids who’ve experienced trauma, anxiety or isolation to feel more positive and build their confidence and social skills.

“Our objective is to get kids from being anxious, nervous or shy and help them become confident enough to help other people involved in the project,” says Taylor. “We believe surfing’s a perfect hook for that, because it gets kids physically active, it’s seen as being cool and you get to be outdoors, which is important to kids with attention problems such as ADHD.”



Taylor has driven the growth of the initiative

### MAKING A DIFFERENCE

The programme is based on each child having their own mentor – often an experienced volunteer surfer. The one-on-one contact, combined with the experience of learning a specialised skill such as surfing, can at times lead to extraordinary outcomes for children who find new confidence in themselves.

“On one of our first ever programmes there was this little lad called Sam, who was experiencing selected mutism,” Taylor recalls. “The condition is usually brought on by a traumatic experience or anxiety and results in the child losing the ability to speak.

“It’s not that they can’t speak, but they stop because their brain doesn’t engage the mouth. So Sam was entirely mute when he started with us. Then one day, I think in week three or four, he suddenly just started talking again. There he was, chatting away to his mentor in the water.

“At the end of the six-week project, his parents came to me with tears in their eyes and said ‘thank



Mentors work with children on a one-to-one basis







The Wave Project delivers surfing interventions for young people which build confidence and social skills

you, you've given us our son back'. Those kind of moments stay with you and the mentors for life.

"I believe people with mental health or anxiety problems, particularly kids, need to find their own way back to recovery. And that's what we facilitate."

### LAUNCHING THE 10TH SITE

Launched by Taylor with the help of a few volunteers in 2010, The Wave Project now employs 12 staff and will open its 10th location later this spring.

In addition to the NHS and Big Lottery Fund it receives funding from other sources, such as Children in Need, and private donations, but Taylor is keen to move away from being dependent on grant funding.

As part of diversifying its income streams, The Wave Project now also runs paid-for sessions for people who want to learn to surf and there are plans to open a shop in the surfing Mecca of Newquay.

"It's not going to be a traditional charity shop in terms of people bringing stuff for us to sell," he says.

"We're going to make our own products and launch our own range of t-shirts, hoodies, bags and things like that. We're also looking at promoting limited edition clothing by involving local designers.

"We want to try and move away from being entirely reliable on grant funding and prop up our income. If the shop is successful, we might do more of them in areas we already work in to underpin the projects."

For Taylor, the expansion of The Wave Project and its new strands has brought new challenges.

"Personally, it's been a big learning curve to figure out how to manage a project that has expanded so quickly," he says. "It's gone from something quite manageable and small to being suddenly this huge thing that's being delivered all over the UK.

"To track, manage and coordinate all this activity remotely from an office in Cornwall hasn't been easy. There's no management course you can do that teaches this you all this stuff"

*Tom Walker is managing editor of Sports Management*



# “Our system transports the players to the field of play”

**Derek Belch, founder and CEO, STRIVR**

**W**ant to walk out on a playing field in front of 80,000 people? Prepared to pit your skills against a thunderbolt serves from Maria Sharapova? Brave enough to face an ice hockey puck at 100mph? Well, now you can, thanks to virtual reality (VR).

Offering fans the opportunity to compete against elite athletes is the main way sport has embraced VR to date. However, as the tech improves, there's another way it's being used – to train athletes.

One of the companies harnessing these opportunities is California-based STRIVR. Founded in January 2015 by Derek Belch – a former American collegiate footballer with a Masters degree in VR from Stanford – the startup has already made waves across North America with its coaching product.

Rather than sitting in a classroom and watching scenarios play out on a static TV screen, STRIVR places athletes in the action, using Oculus Rift headsets and footage shot by a 360 camera system. “What we do is immersive performance training,” says Belch, explaining the concept. “We offer players an environment which is as close as possible to reality.



**Belch has a Masters in VR from Stanford**

“We give them the view they actually play from – as opposed to the view from the edge of the playing field – which you get in traditional coaching sessions using cameras and screens. They’re transported into the game and get the virtual feel of the play.”

## INSTANT SUCCESS

When he launched STRIVR a year ago, Belch decided to concentrate on American Football – the sport he’d played at elite level and had intricate knowledge of. He set himself a target of signing up one college football team to use STRIVR by the end of 2015. By the end of April 2015, he’d already signed up seven teams.

Now, 13 months from its launch, there are 23 clubs – including iconic NFL franchises the Dallas Cowboys and San Francisco 49ers – using the innovative training method. These successes have resulted in Belch looking at expanding STRIVR’s services.

“Our focus is very much on football, as we do that really well, but we’ve just signed our first MLB team,” he says. “Other sports are starting to take interest in STRIVR, so there’s lots of scope for further growth.”

**Tom Walker is managing editor of Sports Management**



**STRIVR puts players in the heart of the game using VR**



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# “It took me a year to learn the programming language – and it caused me to dream in code”

## Dan Morgan, founder and creator of SpeedoFit

“Back in 2009, pool operators’ websites in London weren’t great,” says Dan Morgan, founder of the world’s most popular swimming app.

“I couldn’t fathom why – at a time when even Transport for London had made its travel info easy to get hold of – there was nothing for swimming.

Not being able to access timetables is only a small barrier – but it only takes small barriers to prevent people doing exercise.”

Rather than lament the lack of a service, he set out to provide one. The iPhone 2 had just been launched and its capabilities were transforming a number of services – a fact that hadn’t gone unnoticed by Morgan.

“The iPhone was becoming a part of people’s lives,” he says. “Developers were creating Apps people could



Morgan taught himself to code

access from their pockets, so I decided to find out how it worked and create something using the iOS platform.”

### IN AT THE DEEP END

Morgan’s idea for an app was simple: find a pool and book a swim. There was only one problem – he didn’t know anything about coding.

“Rather than go back to college to learn to code, I bought some books and got my head around it,” he says. “It was an intense learning experience

– it took a year and had me dreaming in iOS code – but by the end of that year, I had the nucleus of an app.”

Morgan entered his app, which he named SplashPath, into a Channel 4 competition for young tech entrepreneurs. He won it and secured £70,000-worth of funding for the project. This enabled him to employ a developer, improve the app’s functionality and bring SplashPath to market.

As well as a locator and timetables, the app is a motivational tool. “It’s like Strava for swimmers,” says Morgan. “You can set goals, track swims, challenge friends, comment and connect with fellow swimmers.”

In 2012, SplashPath was rebranded SpeedoFit after a chance meeting with representatives of the swimwear giant. Having a globally recognised name has aided the app’s spread and it now has more than 400,000 users globally – from the US to China.

The next step, according to Morgan, is to literally take it into the pool. “We’re hoping the next Apple Watch is waterproof,” he says. “That will open new opportunities, such as tracking heart rates and automatically charting swimming distances.”



The app was rebranded SpeedoFit after a chance meeting



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## GROUND SAFETY

## Twickenham boosts security

Twickenham Stadium will enforce strict security measures for upcoming Six Nations matches in light of the terrorist attacks in Paris last November.

Additional bag searches and pat-downs will be in place at all entrance points and at the West Fan Village. Spectators will not be allowed to bring large bags or rucksacks into the stadium and are being advised to arrive at least 45 minutes before kick-off.

A Rugby Football Union (RFU) spokesperson said the additional

**“Following of the attacks in Paris, new security measures have been put in place”**



▲ England will host Wales and Ireland at Twickenham during the Six Nations

security checks will “remain in place until further notice”, adding: “Following of the attacks in Paris last year, new security measures have been put in place at Twickenham Stadium.

“The safety of those attending Twickenham Stadium on match day is of paramount importance.”

Twickenham will host two Six Nations matches as England plays Ireland on 27 February and Wales on 12 March.

In November, three men tried to bring explosives into the Stade de France as part of a coordinated attack across the city which killed 130 people.

Read more: <http://lei.sr?a=f2V9y>

## Sol Campbell would ‘love to help’ football authorities diversify

Sol Campbell, the former England player, has put himself forward to help football governing bodies attract more black, Asian and ethnic minority (BAME) people to their boards.

“I’d love to help the Football Association and I’d love to help the Premier League,” Campbell told *Sports Management* before the British Ethnic Diversity Sports Awards (BEDSA) 2016. “I think they have to start opening up – when you look at the sport associations there’s not much diversity.”

Heather Rabbatts is the only member of the FA’s



▲ Campbell won 73 caps for the England football team

board who is not white or male, while all three members of the Premier League’s board are white, but Claudia Arney is female.

The former defender, who once called the FA “institutionally racist”, said someone with his outspoken style would be able to shake

up the status quo within sporting organisations.

“Governing bodies don’t want a lapdog who’s not going to say boo to a goose,” said Campbell. “You want people who think ahead of the curve and they shouldn’t be scared of that.”

The second BEDSA Awards saw Formula One driver Lewis Hamilton and athlete Jessica Ennis-Hill (see cover) win sportsman and sportswoman of the year respectively.

To read more about sports governance and diversity go to pages 34-35.

Read more: <http://lei.sr?a=e7E3p>







▲ Surrey Storm was crowned Netball Superleague champions in 2015

## Franchises aim for Superleague place

The number of elite franchises in netball may increase as a result of a review of the structure of the Netball Superleague.

England Netball has begun to invite expressions of interest from clubs and institutions keen to enter a franchise in the competition from 2017, with between six and 10 teams eventually taking their place in the Superleague.

Superleague currently has eight teams: Celtic Dragons, Hertfordshire Mavericks, Yorkshire Jets, Loughborough Lightning, Manchester Thunder, Team Northumbria, Team Bath and Surrey Storm.

England Netball's decision on 15 June will be based on financial sustainability

**"Our ultimate aim is to create a dynamic domestic competition which is admired by athletes and fans around the world"**

of the potential franchises, as well as the and viability of their chosen facilities.

"Our ultimate aim is to create a dynamic domestic competition which is admired by netball athletes and fans around the world," said England Netball chief executive Joanna Adams.

Read more: <http://lei.sr?a=S5L7g>

### Plaid Cymru makes Commonwealth Games and Tour pledge

Plaid Cymru will launch an ambitious bid to bring the Commonwealth Games and Tour de France to Wales if the party is elected to lead the Welsh Assembly in May. Party leader, Leanne



▲ Leanne Wood, the leader of Plaid Cymru

Wood, will try to bring the multi-sports games to Wales in 2026 or 2030, as well as the men's and women's road race – arguably cycling's most prestigious event.

Read more: <http://lei.sr?a=e8n8z>

### NEWS IN BRIEF



▲ Squash 101 "more inclusive"

### Eight-way squash aims to increase reach

Up to eight players will be able to take part in an inclusive version of squash. Squash 101 has been launched by governing body England Squash to make the sport more accessible and "increase the numbers of people playing it".

England Squash chief executive Keir Worth said he "urges leisure centres across the country" to take up the new variation of the game.

Read more: <http://lei.sr?a=j003G>

### Approval for physical activity qualifications

The government has given its backing to several new vocational qualifications for 16-19 year-olds preparing for a career in the physical activity sector.

The Department for Education (DfE) has approved Active IQ's Level 3 Technical Diploma and Level 2 Technical Certificate in Physical Activity, Fitness and Exercise Science for funding and inclusion in the new 16-19 performance tables. The Level 3 Diploma has also been accepted onto the new UCAS Tariff for progression to higher education from 2017. They are due to be taught from September 2016.

Read more: <http://lei.sr?a=i9V0k>

## OWNERSHIP



▲ St Quinton will chair the club

## Gloucester Rugby acquired by St Quinton

Aviva Premiership team Gloucester Rugby has announced that businessman Martin St Quinton has taken full control of the club.

St Quinton originally acquired a 25 per cent stake in the club – which plays at Kingsholm – in 2008 for just over £3m (US\$4.3m, €3.9m). He has now purchased the remaining shares from majority owners, the Walkinshaw family.

Last April, it emerged that Gloucester Rugby had been put up for sale for £25m (US\$36.2m, €32.4m), and St Quinton said the club was now “on the verge of an exciting new era”.

“We are in the privileged position of owning our home ground, have magnificent training facilities, our coaching set-up and playing squad are both first class and we have the best supporters in the country,” he said.

“The challenge now is for us to realise our undoubted potential and regain our position at the forefront of the club game, and I’ll be working very closely with [chief executive] Stephen Vaughan and [director of rugby] David Humphreys to ensure that Gloucester Rugby achieves that goal,” added St Quinton.

Read more: <http://lei.sr?a=i3H0I>



▲ The Sisgrass surface will be laid at Derby County’s iPro Stadium in the spring

## SISGrass set for Derby’s iPro Stadium

Derby County is getting ready to install a part artificial pitch in its home ground – the same surface that will be used for the 2018 World Cup final in Moscow.

The Championship team has signed a multi-million pound deal with Cumbria-based SIS Pitches to install six SISGrass surfaces at its iPro Stadium and nearby Moor Farm training facility.

Derby will wait to install the pitch until the end of the 2015/16 season, although work on the training facilities are scheduled to start in the spring.

SISGrass is made up of 95 per cent natural turf injected by synthetic yarn which acts as the anchor point. For this project more than 150 miles of synthetic yarn will be injected into the pitches.

The surface will be used at Luzhniki Stadium in Moscow for the 2018 FIFA World Cup final – the first time the showpiece game will be played on anything but 100 per cent natural turf.

John Vickers, chief operating officer for Derby County FC said: “We want the best quality surfaces right the way across the club and in SISGrass we have chosen what we believe to be the highest level of innovative reinforced natural turf.

“The coaching staff and players felt comfortable on it and that’s extremely important for us.”

Read more: <http://lei.sr?a=n5A5G>

**“The players felt comfortable with SISGrass and that’s extremely important for us”**

### ‘The vision is to make London the most active city in the world’

London Sport – the support network for local sports providers – has set a target of getting 1m more Londoners active

by 2020, with a focus on ethnic groups, women and the disabled.

“The vision is to make London the most

physically active city in the world,” said CEO Peter Fitzboydon.

Read more: <http://lei.sr?a=Q2D8P>





# health sport activity



“Working together for a brighter future”



## SPORT DEVELOPMENT

## US lines up T20 cricket matches

The International Cricket Council (ICC) has given the green light for a number of Caribbean Premier League (CPL) matches to be played in the US as the sport builds its presence in the nation.

Six Twenty20 (T20) fixtures will take place in America in July 2016,

ICC head of global development, Tim Anderson, revealed that the organisation approved the CPL's proposal because "staging high level international cricket in the US" is a key part of the ICC's strategy.

**"We see this move as a positive step forward for all cricket followers in the US"**



▲ CPL is known for its dynamic and colourful atmosphere (US/CPL T20 Ltd.2016)

"We see the approval of several CPL matches in the US as a positive step forward for all cricket followers in the US," said the development chief.

A "number of development activities will take place around the matches" to make sure the exposure contributes to a growth in participation.

Damien O'Donohoe, CPL chief executive, said the project had "been in discussion for many months", and the move would "open up opportunities for the cricket-hungry American public".

"We can inspire a new generation of cricketers in the US," added O'Donohoe. Read more: <http://lei.sr?a=H4X9o>



▲ Lord's Cricket Ground, London

Lord's Cricket Ground will host the final of the 2017 Women's ICC World Cup. Leicestershire's Grace Road, Derbyshire's 3aaa County Ground, Somerset's County Ground in Taunton and Gloucestershire's Bristol County Ground will also host World Cup matches, which will take place between 26 June and 23 July.

Read more: <http://lei.sr?a=D6C0t>

## ICC eyes 'transparency-boosting' reforms

The international governing body for cricket will review its constitution and appoint an independent chair to improve its governance.

Meeting in Dubai the International Cricket Council (ICC) agreed to appoint the new chair during its board meeting in June 2016.

Incumbents will not be allowed to hold any post with a national member board during their two-year tenure and will be elected through a secret ballot process overseen



▲ ICC chair Shashank Manohar said changes would improve cricket

by the ICC's Audit Committee Chair.

To qualify for election, candidates must be ICC board directors and have the support of at least two member directors.

In addition, permanent positions on the ICC Finance & Commercial Affairs Committee and the ICC Executive Committee will be terminated in favour of a more democratic process which will be guided by "skill, competence and experience".

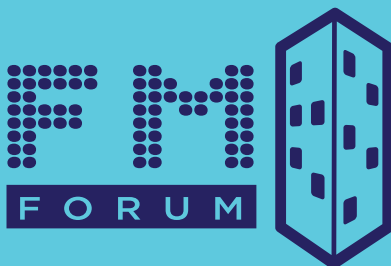
Permanent positions are currently held by the England and Wales Cricket Board, the Board of Control for Cricket in India and Cricket Australia.

Read more: <http://lei.sr?a=S8B9d>





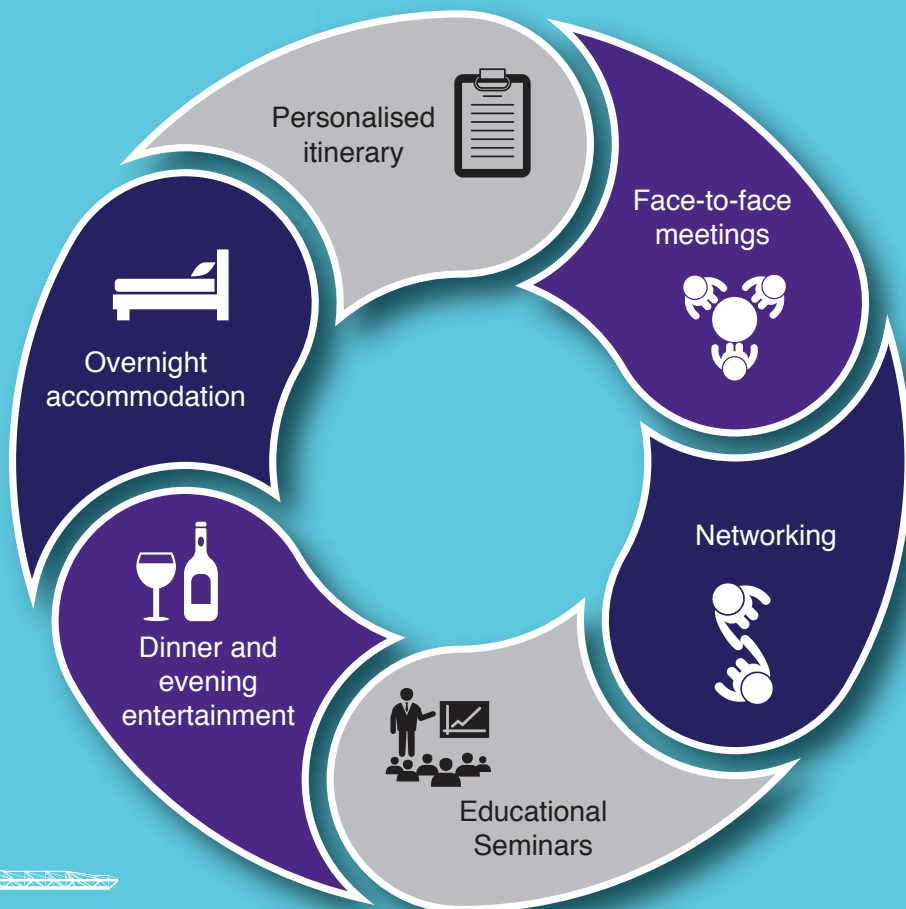
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## NEWS IN BRIEF



▲ SGSA CEO Karen Eyre-White

### SGSA to charge for consultancy service

The Sports Grounds Safety Authority (SGSA) will begin to generate its own income by monetising its knowledge share with other nations and sports.

While the grant-funded SGSA currently offers its advice and services for free to all sports and all nations, its 2016-2021 strategy document revealed that it will begin to invoice some clients.

Read more: <http://lei.sr?a=j3G2z>

### Bath to increase stadium capacity

Bath Rugby has been given permission to expand its stadium by 1,000 seats as it works towards a full development proposal.

The Bath and North East Somerset Development Management Committee has granted four-year planning consent for the Premiership club to devise a development plan for the Recreation Ground, as well as enhancing its temporary West Stand to bring capacity up to 14,500 seats from 13,500.

The increase in capacity is expected to bring in an extra £5m to the local economy over the coming four-year period.

Read more: <http://lei.sr?a=e7j6X>



▲ Reading FC's proposal includes leisure facilities, a convention centre and houses

## Reading FC submits development plan

A convention centre, leisure facilities and 600 new homes are part of a mixed-use development proposal being put forward for the area surrounding Reading Football Club's Madejski Stadium.

RFC Prop Co Ltd, a subsidiary of Reading FC, has submitted a planning application to Reading Borough Council for the Royal Elm Park project.

The proposed development will include 18,000sq m (193,750sq ft) of open space – 8,000sq m (86,111sq ft) of which will become a new public square – 2,000sq m (21,527sq ft) of retail, leisure and restaurant facilities and a hotel.

Reading FC chief executive Nigel

**“Royal Elm Park will put the town on the map and will be important for Reading's growth and attracting investment”**

Howe said the development would “put the town on the map” and enable it “to compete on the world stage”.

“It will also benefit the football club and will be important for Reading's future growth, attracting national and international investment,” he added.

Read more: <http://lei.sr?a=9X5T2>

### NFL set to implement Rooney Rule for female executives

National Football League (NFL) teams will be required to interview at least one woman for executive roles after the sport's Rooney Rule was expanded by commissioner Roger Goodell. The Rooney



▲ NFL commissioner Roger Goodell

Rule was originally introduced in 2003 to make sure at least one minority ethnic candidate is interviewed for NFL coaching or executive roles.

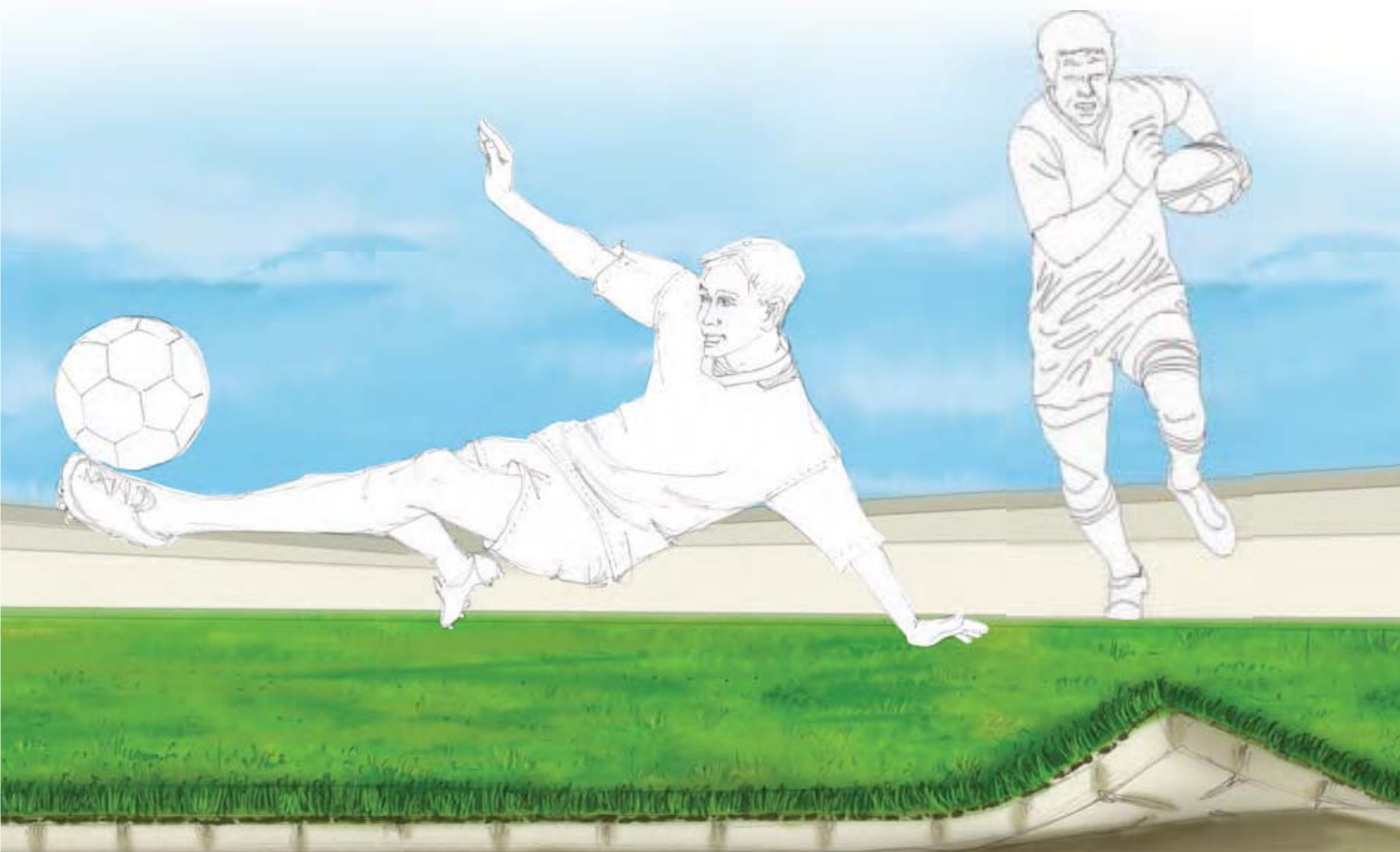
Read more: <http://lei.sr?a=Q9k2v>



**Turn over:** America gets ready for Caribbean Twenty20 cricket



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## SWIMMING



▲ More than 70 outdoor mass-participation events will take place in 2016



▲ The ASA's Nick Caplin

"While there have been challenges across many aspects of swimming, mass-participation outdoor swimming has grown at a decent pace."

## EXCLUSIVE: Swimming gets social with new ASA group swim initiative and a rise in mass-participation

**T**he Amateur Swimming Association (ASA) is working to position the sport as a more social activity in a bid to attract individuals who are keen to participate with others.

Despite being a solitary activity for many, ASA director of participation Nick Caplin wants potential swimmers to see beyond the stereotype and bring people in their social circles down to the local swimming pool to take part together.

"Swimming isn't about going to the pool on your own, it's about going down with friends and family with a common goal," he told *Sports Management*.

The ASA will launch a programme called Swim London 2016 around the European Aquatics Championships 2016, finding people who can't swim in living in

### ASA director of participation Nick Caplin talks about the importance of social swimming and the rise of mass-participation events

communities around the London Aquatics Centre – where the championships will be held – and putting them together in a social environment to learn to swim.

Caplin said the ASA would replicate the model nationwide if it was successful.

#### MASS PARTICIPATION

Mass-participation swimming – on the rise for some time, according to Caplin – is also an area of growth in the sport. Earlier this month, London Marathon

Events announced the launch of Swim Serpentine, a one-mile swim in Hyde Park which will take place in September, while the ASA is holding its own Open Water Swimming Festival in July – 400 people are expected to take part.

Hugh Brasher, London Marathon Events event director, said he was expecting 16,000 applications for Swim Serpentine.

In 2016, there will be more than 70 outdoor mass-participation swimming events worldwide, including the Great Swim Series and Swimathon.

Caplin added: "While there have been challenges across multiple aspects of swimming, mass-participation outdoor swimming has been growing at a good pace. It's definitely part of the zeitgeist."

Read More: <http://lei.sr?a=F5m6P>







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## FUNDING

## £4.25m invested in 10 cycle trails

Sport England has teamed up with the National Trust to spend £4.25m (US\$6.1m, €5.6m) on 10 cycle trails.

The trails – which will be built at National Trust sites across the country – will be ready by autumn 2017, and will each be around 5km (3.1 miles) long.

The sports quango will plough £2m (US\$2.9m, €2.6m) of National Lottery money into the initiative, designed to reach the 18.2m people who are not currently active but wish to take part in some kind of outdoor activity.

**“All cyclists will be able to appreciate the surroundings of the National Trust sites”**



▲ Each cycle trail will be around 5km, with all 10 due to be completed by autumn

It represents Sport England's fourth venture with the National Trust, having put £4.2m (US\$6m, €5.5m) of funding into joint schemes since 2012.

“Cyclists of all abilities will be able to safely get on their bike, take in some fresh air, and appreciate the beautiful surroundings the National Trust sites

have to offer,” said Sport England director of property Charles Johnston.

Helen Ghosh, director general for the National Trust, added: “Generous funding from Sport England means that we can create more trails across the country for cyclists to enjoy.”

Read more: <http://lei.sr?a=i9N1p>

## Women in Sport to issue guidance on maintaining winter participation

Women in Sport is trying to counter female physical activity drop-off during the winter months by issuing recommendations following a piece of insight work.

Sixteen women recorded digital diaries before and after participation during the winter, followed by workshops and a larger online survey undertaken by 400 women aged 16 to 64 – all of whom have been active in the last 12 months.

The biggest barrier to participation was the weather, with 31 per cent of those surveyed put off by the colder conditions.



▲ The weather was cited as the prime reason for drop-off

Grouped together, cultural barriers such as increased social commitments and shopping during the Christmas period were

responsible for the largest proportion of women dropping out (56 per cent), while 45 per cent cited environmental factors such

as the lack of daylight.

In response, the equality body is set to discuss a range of solutions with sports providers, including goal-setting initiatives to retain participant interest, events which embrace winter challenges and shorter sessions or lunchtime classes. Targeted marketing in the winter months and building online communities to add a social element to physical activity will also be recommended. The full report will be published in the coming weeks.

Read more: <http://lei.sr?a=q4j1z>





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## NEWS IN BRIEF



▲ Price will give a keynote speech

## Jennie Price lined up for 2016 Sports Summit

Sport England chief executive Jennie Price will give a keynote talk at this year's Sports Summit.

Sports Summit 2016 – set up by the Sport and Recreation Alliance – will take place on 25 May at London's Kia Oval. The conference theme is 'Evidencing Impact and Using Data'. Price is expected to talk about the government's *Sporting Future* strategy.

Read more: <http://lei.sr?a=y2c1U>

## More Welsh adults 'hooked on sport'

The number of Welsh adults participating in sport at least three times a week has increased by two percentage points according to a Sport Wales survey.

The organisation's *Active Adults Survey* revealed that 41 per cent of individuals aged 15+ in 2014 were "hooked on sport" compared with 39 per cent in 2012.

Chief executive Sarah Powell said that the "swell in numbers" was down to the legacy of the 2012 Olympics and Paralympics.

Walking was the most frequent activity, with a 47 per cent participation rate, followed by general exercise and swimming.

Read more: <http://lei.sr?a=G7m5Q>



▲ The new centre is a joint venture between the Oxford Spires Academy and the council

## Oxford school opens £700k facility

A school in Oxford has teamed up with the local council to open a £700,000 (US\$1m, €897,473) sport and leisure facility for students and local people.

Oxford Spires Academy has ploughed £200,000 (US\$290,046, €256,421) of its money into the Oxford Spires Sport and Fitness centre. A further £500,000 (US\$725,115, €641,052) was invested by Oxford City Council, with £250,000 (US\$362,557, €320,526) spent on fitness equipment provided by Life Fitness.

The centre has a 45-station fitness suite, classes and offers sports activities such as aerobics, Zumba, badminton, basketball, rugby and football.

**"It's our mission to deliver a new standard in health, wellbeing and vitality to all at affordable prices"**

Charity leisure operator Fusion Lifestyle will look after the site on behalf of the school and the city council.

Fusion director of business Tim Mills said the project was part of its mission "to deliver a new standard in health, wellbeing and vitality to all."

Read more: <http://lei.sr?a=D5T2w>

## SAPCA ready to explore individual membership structure

SAPCA – the Sports and Play Construction Association – may begin to offer individual membership for the first time.

"There will be a consultation coming out in a couple of



▲ SAPCA chief executive Chris Trickey

weeks," said chief executive Chris Trickey. "In essence we want to have an individual membership structure in parallel with corporate membership."

Read more: <http://lei.sr?a=t2k1s>







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Les Howie joined the Football Association as head of grassroots in 1998

## LES HOWIE

**“W**e’ve got to destroy the myth about Spain and Germany having more coaches than us. That’s historical,” says Les Howie following a question he’s probably had to answer more times than he would have liked.

Since it emerged in 2013 that England had 1,161 coaches qualified to UEFA A standard compared to 12,720 in Spain and 5,500 in Germany, the quality and quantity of English coaches has been firmly under the microscope.

At the level above – UEFA Pro – England had 203 coaches to Spain’s 2,140 and Germany’s 1,000, but the Football Association’s (FA) head of grassroots delivery is very keen to put those figures into a wider and more positive context.

### **The FA’s head of grassroots delivery talks to Matthew Campelli about a renewed focus on educating coaches and the role of the National Football Centre in Burton**

“Spain”, says Howie, “counts back to 1948” to measure its number of UEFA-qualified coaches, while in Germany it’s “statutory” for coaches at some amateur levels to have UEFA B licenses.

“Only in the past five years has UEFA B been the required standard to coach at first team level in the Football League – we’re not comparing like with like, but that’s used as a great big stick to hit us

over the head with,” he says. “Year-on-year we now put as many people through the UEFA B course as other countries.”

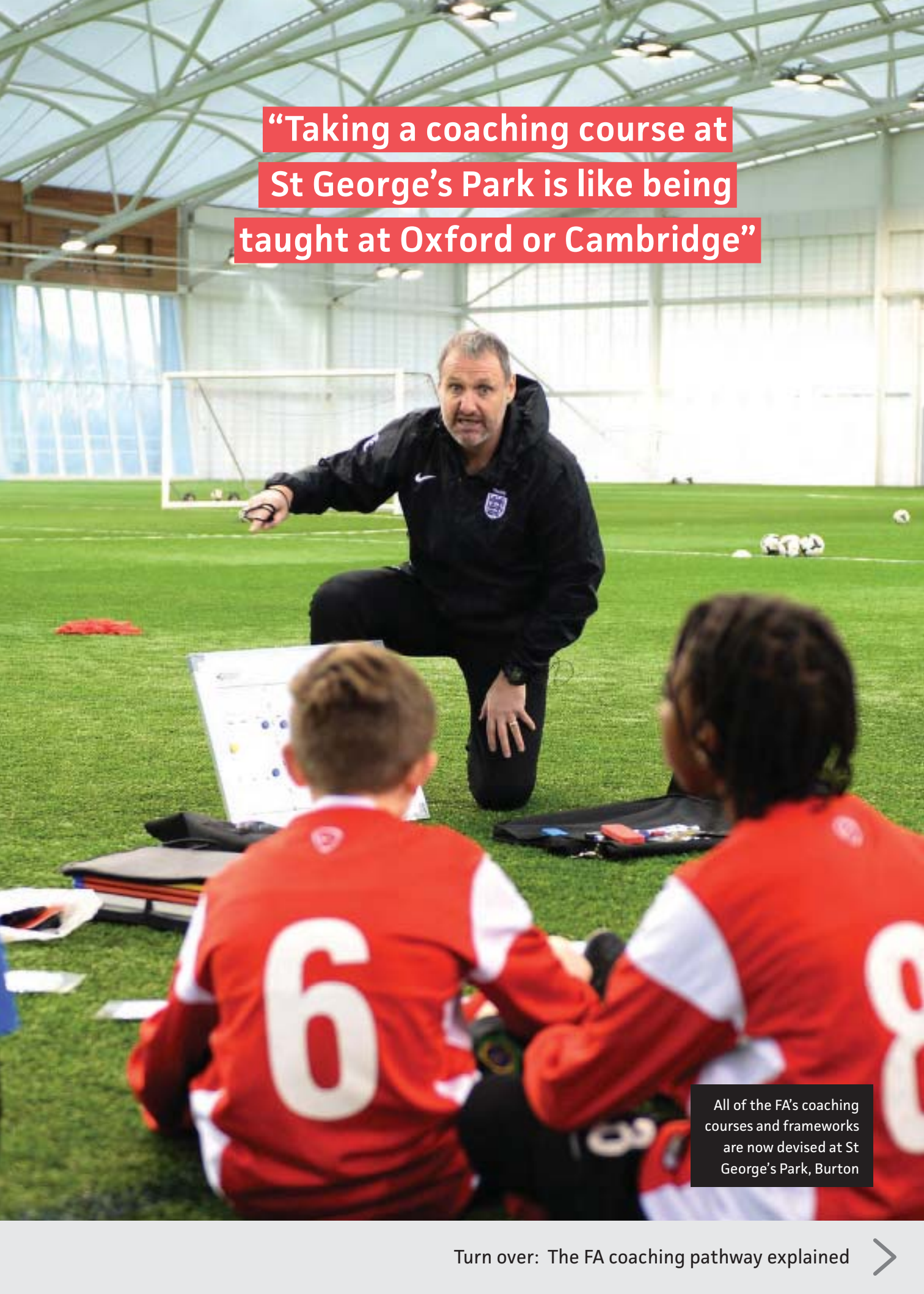
Talking to *Sports Management* at the FA’s impressive National Football Centre, St George’s Park in Burton-on-Trent, Howie highlights a concerted effort by the governing body to take coaching in England to another level.

The number of FA-trained regional coaches has more than doubled, from 16 to 40 over the past year to support the eight members of nationwide coaching staff who work with children in schools. A bursary of £500,000 (US\$712,422, €658,025) has been created for coaches wanting to complete a Level Two Youth Award qualification. Individual bursaries of

MAIN PHOTO: TONY MARSHALL/THE FA/GETTY IMAGES



Turn over: Community facility worth £700k established in Oxford school



**“Taking a coaching course at  
St George’s Park is like being  
taught at Oxford or Cambridge”**

All of the FA's coaching courses and frameworks are now devised at St George's Park, Burton







▲ Coaches completing their Level Two Youth Award can apply for a bursary

£50-£100 (US\$71-US\$142, €66-€132) will “help 8,000 coaches get to that level” this season, Howie claims confidently.

The FA is in the middle of conducting a major coaching review and is writing new courses for both budding and experienced coaches to undertake from August 2016.

A “competency-based model” will be the basis of the new courses, bringing together child development, child specialisation and pastoral care, as well as tactical and technical knowledge. It will include what Howie describes as the “four corners” – technical and tactical; physical; psychological; and social elements.

“In terms of psychological competency, at Level One, it might be about helping children make sure they have lots of opportunities to make decisions, while at UEFA Pro level it might be about teaching players to handle stress and pressure in a Champions League final,” he explains.

All the new courses have been developed, written and will be delivered at St George’s Park, which Howie says will “help raise standards and keep us in touch with what’s going on”.

“This is where we write the courses, pilot them and where the tutors come to be trained, supported and developed,” he adds. “It’s like being taught by someone who went to Oxford or Cambridge.”

Level One courses cost “on average” £150 (US\$214, €197) – “less than a fiver an

### FA Coaching pathway

- FA UEFA Pro license
- FA UEFA A license
- FA UEFA B licence
- FA Level Two Certificate
- FA Level One Award

hour” – while a UEFA Pro license, including study visits, board, lodgings, meals, kit and 150 hours of contact time, costs around £7,000 (US\$9,973, €9,211).

“My daughter’s Masters degree is £7,000, but then I have to pay her board and lodgings. She probably gets in total 150 hours of contact time,” he says. “That’s the same as a Pro license, but that’s your Masters in football.”



“I don’t want a shed load of trophies when children are 10, I want them to be playing and enjoying their football in 20 years time”

Bursaries are also being provided to regional FAs to target 100 more female and black, Asian and minority ethnic (BAME) coaches taking the UEFA B license. Higher up the ladder, former Tranmere Rovers forward Wayne Allison will oversee the development of BAME coaches at the elite level – particularly coaches going from UEFA B to UEFA A.

Modular support and online learning has been incorporated into the process by the FA, with the launch of its England DNA website last December, which highlights all of the organisation’s practices for coaches to use in their day-to-day sessions. But Howie, and the FA’s, overarching message is one of creativity and prioritising the long-term.

“I don’t want a shed load of trophies when children are 10, I want them to be playing and enjoying football 20 years time,” he says. “It doesn’t mean to say those kids won’t want to win their game on Sunday, and it won’t be the most competitive 40 minutes of their week, but the chances are they’ll forget the final score five minutes after the final whistle.” ●





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# How can we eradicate sexism in sport?

Sport England's This Girl Can campaign was hailed a success in getting more women physically active.

Using images of real people – as opposed to models – the campaign was described by the *Independent* as the “first female health campaign that doesn't shame or exclude women”.

The positive reaction to This Girl Can – combined with work to involve more women at board level in sport – suggests there's still much to be done to combat sexism within the sector.

We ask our experts for their views.

## Liz Dimmock

Founder and CEO,  
Women Ahead

While we can still see some disparities and inequalities in the narratives, reporting and policy for women's sport, progress is being made.

The improvements don't cover all sports and or institutions, but awareness, positive action and momentum is certainly gathering pace.

Within the business world considerable advances have already been made and the case for change is clear – more diverse boards in sport, and business in general, lead to better performance. Initiatives like the 30% Club, which aims to increase the pipeline and parity of women on boards, are now extending their reach to increase the pipeline and representation of women in leadership roles in sport.



**Women Ahead develops mentoring partnerships across sport and business**

Increasing the representation of women in decision-making roles in sport across the full spectrum of roles – from broadcasting and coaching to governance and sponsorship etc) – will create more balanced reporting, participation, policy and funding.

At Women Ahead we develop individual mentoring partnerships between leaders (male and female) across sport and business to create learning, awareness and opportunities. We believe this is a core element that will fundamentally change the landscape for women's sport and ultimately society at large.

**People say the right things, but this doesn't mean attitudes have changed**



## Anita White

World Cup winning hockey captain and founder, Anita White Foundation

Despite the progress that has been made over the past few decades in addressing issues of sexism in sport, it still remains a challenge. This is because sexist attitudes are deeply embedded in our society and real social change takes time.

There's greater awareness of the issues and people are more likely to say the politically correct thing, but this doesn't mean their attitudes have necessarily changed: women and girls still experience sexism on a day-to-day basis.

To bring about lasting social and cultural change there needs to be action by individuals and organisations at all levels.

This must apply to everything from the way parents play with their young sons and daughters, to the choices teachers offer girls and boys in schools and the provision for extra curricular activities.

It must also apply to things like the community sports provision that's offered and opportunities to develop talent and compete at the highest level and be recognised and rewarded for success.

All these need continued effort to ensure they're not defined by a 'taken for granted' reality that values sport for boys and men more highly than it values sport for girls and women.

The words in policy documents sound a good note, but discussion and reporting still have a way to go and underlying attitudes need to be rigorously challenged.





The London 2012 Olympic Games were the first where men and women competed in all sports

**Ruth Holdaway**  
CEO of Women in Sport

**S**exism is bred from inequality and there's still a gaping chasm between genders when it comes to playing and developing sport.

Sport needs to be transformed from the inside out in order for women and girls to gain the same physical, mental and health benefits as men. This means the way sport is governed needs to undergo radical and sustainable change too.

While our 2015 research, *Trophy Women?*, found that sport has achieved sector gender balance targets on its boards, the statistics mask persistent barriers that undermine sustainable improvements for women at this level.

At Women in Sport, we believe that increasing the visibility of women's sport – in the media and in everyday life is key to inspiring people to play their



**Increasing the visibility of women's sport in the media is key to inspiring women and girls**

part at every level and make sport a normal part of life for women and girls.

Arguably the way women's sport is reported by the media is a consequence of sexist attitudes toward sport and, therefore, crucial in tackling it. We'd like to see greater awareness and recognition of this responsibility from the media.

Our most recent research found 7 per cent of media coverage is of women's sport, but less than 1 per cent of commercial investment in sport goes into women's sport. Although we're in the process of updating the statistics to see if this has changed, we're not expecting to see a huge improvement yet.



**Professor Leszek Sibilski,**  
Sports development consultant to the UN and The World Bank

**W**omen in sport got a bad deal from the beginning, as the founder of the modern Olympics, Baron Pierre de Coubertin – inspired by ancient Greece – felt the inclusion of women would be “impractical, uninteresting, unaesthetic, and incorrect.”

It wasn't until the 2012 London Games that men and women competed in all sports – after the introduction of women's boxing – and all participating nations sent at least one female athlete to the Games.

So while gender inequality still exists, there are encouraging signs to suggest progress is being made.

At UCI (Union Cycliste Internationale) events, individual prize money is equal between men and women. UCI is also experimenting with co-ed cycling competitions and invests in televising women's cycling to promote it worldwide.

The New York City Marathon is another prize equaliser, while the US Open, was the first Grand Slam to offer equal pay in 1973.

In 2007, Wimbledon became the last Grand Slam to shake off its stodgy gender bias and equalise prize money.

However, it was only last year – at the 2015 FIFA Women's World Cup in Canada – that complaints were raised about women's games being played on artificial turf and offensive comments were made about female players' appearances. There is, in other words, some way to go yet until women will be treated equally in sport.





# Made in Germany

**Successes of German football are underpinned by a holistic approach to sustainability, which encompasses economics, the environment and social responsibility says Tom Walker**

It's a great time to be a German football fan. The national team swept all before it to win the 2014 World Cup and the country's clubs have dominated European football in recent years. There's also a seemingly endless supply of talented players emerging from German football academies, guaranteeing success for the years ahead.

What makes the German success story all the more impressive is that it's underpinned by a dedication to economic sustainability. German clubs aren't owned by glory-chasing millionaires who invest breathtaking amounts of money in players – and get clubs into debt in the process. Instead, 17 of the 18 clubs in the German top flight Bundesliga are owned by fans, entirely debt-free and operating at a profit. This is largely thanks to the fact that clubs spend just 39 per cent of their income on players' wages.

Compare this to the English Premier League, where clubs spend more than 70 per cent of their revenues on players and all but three of the member clubs have accrued eye-watering levels of debt.

In Germany, affordable ticket prices are the norm, while in England fans organise regular protests at the high prices they are forced to pay to attend games.

It seems that German football is not only winning on the pitch, but that it also has its finances in order.

## SOCIAL APPROACH

But it's not just economic sustainability at which the German clubs excel. Corporate social responsibility (CSR) schemes and environmentally friendly operations are often at the heart of club operations. Whether it's the capital city's largest club, Hertha Berlin, playing in shirts made out of recycled plastic



**VfL Wolfsburg eliminated Manchester United from the 2015-16 Champions League**



**VfL Wolfsburg's *Moving Together* report sets out the club's environmental and social responsibilities**

bottles, or its Rhineland-based rival Mainz 05 being declared the world's first carbon neutral club, the teams take great pride in leading the way in sustainable innovation in all aspects of their work.

The best example of this all-embracing approach to sustainability is VfL Wolfsburg, the first ever football club to publish a Global Reporting Initiative (GRI)-certified sustainability report. The 72-page tome, entitled *Gemeinsam Bewegen (Moving Together)* and downloadable online, outlines a club-wide strategy based on a long-term commitment to both social responsibility and environmentally friendly practices.

Among the club's successful initiatives is its involvement in the global physical activity initiative Muuvit – a campaign promoting playful learning, team spirit and the enjoyment of exercise. Through its Muuvit operations, Wolfsburg has reached out to more than 35,000 schoolchildren and the club



## Through its Muuvit exercise programme, WfL Wolfsburg has reached more than 35,000 school children. The club has now expanded the programme to encompass the whole of Germany

has now expanded the exercise programme to encompass the whole of Germany.

“Sustainability has long been a central element in our DNA,” says Nico Briskorn, the club’s director of CSR. “The *Moving Together* initiative gives us a framework and is also a vehicle for making sustainability understandable in all of its dimensions, so there’s a higher level of awareness of our activities.

“We want *Moving Together* to set benchmarks off the field. Football shouldn’t be confined to merely 90 minutes on the pitch and in the future we want to include our fans and employees in things even more.

“Environmental issues, which we’ve been involved in for some time now, are increasingly in the spotlight, as awareness of issues such as climate change increases.”

### GREEN GOALS

When it comes to the environment, German club FC Augsburg’s WWK Arena is heralded as one of the most sustainable in the world. The 31,000-capacity venue was the world’s first carbon-neutral football stadium and



**The German national team triumphed in the 2014 World Cup**

**FC Augsburg’s WWK Arena is one of the most sustainable in the world**

features a number of solutions which have brought down operational costs and curbed energy usage.

To heat and cool the building, the stadium uses only renewable energy and/or bioenergy from renewable raw materials. The club has also installed two groundwater heat pumps under the pitch, which have eliminated the need for oil when heating the pitch during cold winter months. All water in the stadium is also sourced from two purpose-built, sustainable wells outside the stadium.

In total, the venue’s green energy solutions – developed in cooperation with local suppliers Lechwerke AG – save more than 750 tons of CO<sub>2</sub> a year.

Both VfL Wolfsburg’s and Augsburg’s pioneering sustainability work has been mirrored by success on the pitch. While Wolfsburg is a regular entrant in the prestigious UEFA Champions League, Augsburg’s qualification for this season’s UEFA Europa League was one of the stories of the 2014-15 Bundesliga season.

Augsburg’s first foray into European competition has gone well – the club entertained five-time European champions Liverpool FC last week (18 February). While there, Liverpool officials could have done worse than ask for some pointers about sustainability. ●

*Tom Walker is managing editor of Sports Management*







# Creating places for sport & leisure through innovative social and commercial partnerships

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ON THE  
COVER

Jessica Ennis-Hill won the Sportswoman of the Year Award at the British Ethnic Diversity Sports Awards on 6 February 2016

## Boardroom diversity in the spotlight

The growing profile of BAME sportspeople was celebrated at the British Ethnic Diversity Sports Awards 2016, although challenges at board level remain. Matthew Campelli reports

**F**lashback to November 2014 and the Peers' Dining Room Suite in the House of Lords. The room hosted representatives from national governing bodies, sporting professionals, business executives and members of pro-diversity organisation, Sporting Equals, to talk about the lack of people from ethnic minorities holding down executive or board roles in national sports organisations.

Mihir Warty, a trustee for Sporting Equals, presented the *Leaderboard Report*, a piece of research revealing that of the 449 board members of the UK's national sports governing bodies, only 14 (three per cent) were from black, Asian or ethnic minority (BAME) backgrounds in 2013.

In 2012 there were 15 BAME board members, while the number of individuals deemed to be 'executive decision makers'

went from 20 in 2011 to seven in 2013. Things appear to be getting worse.

However, the government's *Sporting Future* strategy has placed an emphasis on making improvements at board level, and has tasked quangos UK Sport and Sport England with "tackling the lack of diversity in senior positions" and working with governing bodies to "break down the barriers to recruitment".

### INDUSTRY RESPONSES

Talking to *Sports Management* at the British Ethnic Diversity Sports Awards (BEDSA) 2016, UK Sport chair, Rod Carr, complimented the strategy's focus on "encouraging both governing bodies and sports organisations to have more diverse leaders", but hints that UK Sport and Sport England's work won't result in quotas.

"It's a bit premature, and personally I'm against target-driven culture," he says. "It's about knowing people and getting people to apply for board and committee roles."

Ways of tackling the issue are likely to be addressed in Sport England's upcoming strategy, due to be published in April.

"More diversity is needed at senior level and it's time for an informed debate about the best way this can be achieved," said Sport England chief executive Jennie Price, adding that responding to the needs of different communities "is not an add-on, it's a must-do".

Arun Kang, chief executive of Sporting Equals, claims that while the number of BAME professionals in high-profile roles had not increased since 2014, there was now a "real commitment" from governing bodies to "embrace this agenda".





Keith Vaz MP (centre right) hands an award to Paul Elliott



Former sports minister Helen Grant MP (centre left)



Sporting Equals CEO Arun Kang with Frank Bruno



Rod Carr (left) with para-badminton player Rachel Choong

But the figures don't lie. *Sporting Future* revealed that half of the national governing bodies haven't reached the 2017 target of having 25 per cent female representation on their boards – that's before even taking into account BAME representation. Former sports minister Helen Grant introduced the target in 2014, with the implication being that failure to adhere may affect funding decisions.

However, Grant is unsure about implementing further quotas for BAME representation, telling *Sports Management*: "It would be nice if we didn't have to talk about quotas – we want people from every section of society knocking on the doors of the top jobs and getting them."

Kang says that while he "expects others to be exploring" the possibility of setting quotas for BAME representation he's "not

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**"We don't see enough BAME people in management – the people who push the buttons and make the decisions"**

---

sure" that targets are the right route. "For me promotion and increasing the pool of talent is more important," he adds. "That's the key to it. At the moment we haven't exhausted those opportunities. Let's do that first, and if that doesn't work then let's look at other options that are available."

Grant's parliamentary colleague Keith Vaz, the former vice-chair of Labour's Women, Race and Equality Committee, lamented the fact that few BAME individuals had "broken the glass ceiling"

in high profile governance roles.

"We don't see enough people in management – the people who push the buttons and make the decisions," he says. "If you look at the Football Association (FA), and the people who sit on the board, there aren't very many from the ethnic minority communities."

Sporting Equals chief Kang revealed that another *Leaderboard* session is being lined up this autumn to include the presentation of new research figures. With an improvement in representation figures looking unlikely despite the two-year gap, Sport England, UK Sport, and sports governing bodies appear to have a long road ahead to make events like *Leaderboard* a thing of the past.

**Matthew Campelli is news editor of *Sports Management* magazine**





RUNNING  
EVOLVES

# on the up

The high-intensity urban sport of Tower Running has a growing following among athletes of all abilities, as Kath Hudson discovers

The Empire State Building Run Up has been going 39 years and is still the best known Tower Running race in the world

“Tower running is a striking new trend in the global running scene. The objective is not just racing, but also improving general wellbeing and fitness, by encouraging people to take the stairs whenever they can,” says Tom van Daele, director of marketing and public relations for the TowerRunning World Association (TWA) the international governing body and global marketing network for the sport.

This year more than 140,000 athletes and running enthusiasts are expected to take to the stairwells of towers and skyscrapers in this glute-burning sport. The US is the birthplace and continues to lead the field, but the sport is getting increasingly global, with 300 events expected for 2016 and new markets, like India and China, coming on board. The number of tower running races have almost doubled over the past five years and 2015 saw more than 250 races held in 45 countries.

The sport appeals to three main tribes: amateur sportspeople who like a different challenge, charity fundraisers and then a small band of fiercely competitive elite runners who travel the world,



**Crossing the finishing line during the Empire State Run Up – the view is the final reward**

collecting points for the TowerRunning Tour, a competitive global ranking system. Last year Tower Running UK, the unofficial guardian of the sport in Britain, also grouped four races into a Championship Series, to crown the first UK champion.

Tower running has been steadily gaining popularity in the UK since 2009, when homeless charity Shelter started organising Vertical Rush at Tower 42, a 42-storey, 932-step skyscraper in London. Other

**The charity aspect is holding the sport back. Most people only do one event a year, because they can't keep fulfilling fundraising obligations upwards of £150**



Tower running is a great HIIT workout, developing the calves, glutes, core and triceps

charities have followed suit, with the NSPCC organising the annual Gherkin Challenge, as well as events at Great Ormond Street and Guy's Hospital.

Last year there were 14 events in the UK, of which all but two were geared towards charity fundraising.

However, according to Patrick Gallagher, head of Tower Running UK, the charity aspect is also holding the sport back. He says there are only 10-15 regular tower runners in the country and most people only do one event a year, because they can't keep fulfilling fundraising obligations of upwards of £150.

“This year there will hopefully be at least four races which will be entry fee only,” he says. “Buildings tend to like



## 38 TOWER RUNNING



### Elite athletes travel the world to compete

events to have some affiliation with a charity – probably for CSR reasons – so it is unlikely the link will be fully broken. However, as events become more popular we might see a shift where building management can see the potential in perhaps hosting their own events or at least monetising the process and allowing sports event companies to hire sites and put on races throughout the year.”

Broadgate Tower race organiser, Matt Hudson, founder of Total Motion Events, is one organiser looking to run entry-fee-only events, or events for multiple charities with a smaller fundraising element.

“I’d like to get an established race series together which includes London’s most renowned landmarks: Canary Wharf, The Shard, The Gherkin, Tower 42, and which ties in with international events” he says. “The iconic buildings draw the elite climbers and the elite climbers are good PR for the sport.”

Hudson says it’s currently a hard sell, as the iconic buildings only want to partner with charities, but



Tower running is short, sweet and exhilarating – and knacker



### Biggest races in terms of runners:

Taipei 101: 4,000

Bogota, Torre Colpatria: 3,500

Chicago, Willis Tower: 2,500

Melbourne, Eureka 88: 2,500

Kuala Lumpur, Menara: 2,000

■ The Empire State Building Run Up has been going for 39 years and is still the best known race in the world.

■ The Eiffel Tower Stair Climb is only open to 100 participants, is the most sought after on the tower running calendar.

**4,000 people enter the Taipei 101 tower run.**

**The climb is 391m/91 floors. The race record is 10’29” (male) 12’38” (female)**

going forward he hopes more awareness of the sport and more competitors will give them more clout when negotiating with building owners and managers.

Last year Total Motion Events ran a race in partnership with Nuffield Health and Fitness, in Surbiton, doing virtual climbs on stairclimbers of both iconic buildings and the 40,000 steps to the top of Everest. Hudson believes more events of this type at clubs and gyms could get the sport on the radar of more people, as well as encouraging active lives.

As the sport gets more recognised it’s likely to gain more traction, because it’s so easy to fit into city dwellers’ lives: they can run up steps in the office block and take the stairs at tube stations.

John Allison, founder of Street Gym, has competed in the Gherkin Challenge and Vertical Rush, and trains people for the challenges, by taking in steps during his outdoor, urban gym training sessions.

He rates it as great training: “Tower running is short, sweet and exhilarating. It’s a great HIIT workout, developing the calves, glutes, core and triceps,” he says. “There’s no let up – you get to about level six and a burn starts which doesn’t go away. Your quads are on fire by the end. But then you get the satisfaction of the view, which is a wonderful reward.” ●



# Nottingham City Council takes first aid in house

**Nottingham City Council is on track to save approximately £30,000 a year after bringing first aid training in house with RLSS UK**

**T**he council, which employs some 6,800 members of staff, used to rely on external providers for its first aid training. However, by delivering the Royal Life Saving Society UK (RLSS UK) First Aid training, Nottingham City Council is due to save in the region of £30,000 a year.

Corporate development consultant at Nottingham City Council, Dave Lawson, is responsible for consulting with key staff to understand the council's business needs and designing and delivering projects to achieve the council's objectives and improve its services. He has a long history of working with RLSS UK and its trading subsidiary and awarding body, IQL UK.

"Having worked with and been part of the RLSS UK for more than 18 years, I know their commitment to the quality of their awards and assessments, he says. "RLSS UK's First Aid training courses are robust and ensure we meet all the relevant guidelines and procedures so that we are covered legally."

Working closely with a group of facilitators, consultants and health and safety advisors from three different service areas within the council, Lawson trained eight new colleagues to deliver the RLSS UK's First Aid training.

"We rolled out the training at the start of our financial year and trained 400 people in all aspects of first aid within the first six months. The most popular courses are the Paediatric First Aid and the Emergency First Aid at Work," said Lawson.

A centralised booking system has been established for the council's Corporate Safety Training, which staff can use to



**Paediatric First Aid is the most popular course at the council**

book their training. The new team meets every three months to discuss the training that has been delivered, review the evaluations and to look at future requirements for the organisation.

"Two of us have completed the Level 4 Internal Quality Assurance Award, so that, through the RLSS UK, we can manage our systems internally; reducing our costs/expenditure and continuously checking we are following the correct procedures," Lawson added.

The council has delivered training to 743 members of staff in the first nine months alone.

"Overall, Nottingham City Council would have paid in excess of £75,000 from February 2015 to December 2016 for first aid qualifications. The saving of £30,000, taking into account minimal initial training costs, meant savings remain within the council budget. We're also left with a robust system to ensure the consistency of self-sufficient training delivery. This has been achieved with the support and guidance of the RLSS UK."





RUNNING  
EVOLVES

# Canine activities

Could dogs be the key to getting the inactive moving? Kath Hudson finds out about the burgeoning sport of canicross

As I'm puffing and panting up the hills at my local parkrun, I'm regularly overtaken by people cruising past being towed by their dog, attached to their waist by a bungee lead. I have to confess I used to think they were cheating, but in fact canicross is a new sport in its own right.

Canicross Cornwall jointly runs parkrun Lanhydrock, where I run, and co-founder of the group, Calvin Mudd, says they jumped at the opportunity to help organise the weekly event in order to get the sport on the radar of more people.

Canicross originated in Scandinavia some 20 years ago, primarily as a way of exercising huskies and keeping them fit when there was no snow. From there it developed into a sport in its own right.

"It's been going in the UK for around 11 years, but has really gained momentum in the past five to six years, and now it has a fairly even spread across



**Canicross competitions take place most weekends in the winter months**

the country, with most counties now having a group and about 60 groups and pages on Facebook at the last count," says Cushla Lamen, vice president for development at the British Sled Dog Sports Foundation (BSSF), the body in charge of canine-related adrenalin sports in the UK, and co-founder of Canicross Trailrunners.

The sport certainly has its risks: "It's not canicross unless you've fallen over several times and there's no accounting for the squirrel moments," says Lamen. "However, it's a great sport for the family to do together. Also those who are new to running are less intimidated about joining a club with their dog, than they are pitching up to a running club by themselves. We see a lot of people doing couch to 5k."

The advent of social media has really driven the development of the sport and so far it has grown organically. However, Mudd is in the process of setting up a website in a bid to centralise information about clubs and events, as not everyone is on Facebook.

The clubs tend to be casual and friendly, with apres-run coffee and cake part of the appeal. They

## George Humphries, Ashridge Canicross: co-founder

Our club was formed in January 2013. We'd been running with friends since 2010, and in early 2011 we set up a Facebook group which we used to communicate with a larger audience and to host regular runs.

As numbers swelled, it became clear we needed a club identity, so we used various sources, including knowledge from through other sports clubs, to work out what guidelines were required to set up a club. Our template has since been used by other groups who want to transition into a club.

Gaining recognition from insurance underwriters has been a challenge, but is getting less so, as the sport grows. We charge £10 a year membership to pay the insurance, fund a website and buy equipment for people to try.

We've had challenges over group compatibility when it comes to running speeds, so have loosely followed how most running clubs structure their club



with different routes and speeds for different abilities, which – in turn – requires more race leaders.

Dogs can also be a challenge, as not all are compatible with canicross and in some cases we have

to educate the handlers. However, it's so rewarding to watch someone who's new to the sport change from viewing 5k with trepidation to really enjoying it.



**Turn over:** Tower Running – the new trend for athletes and charity runners



PHOTO: RYAN PERRING PHOTOGRAPHY

## Those who are new to running are less intimidated about joining a club with their dog than they are pitching up to a running club by themselves

meet twice a week, with different runs for different levels. Like a dog pack, they go the pace of the slowest runner and also wait for them to catch up.

This makes the sport particularly accessible for those who are new to running – both people and dogs. However, more ambitious runners get the chance to indulge their competitive streak, partly because the dog helps them to run much faster, but also if they're happy to travel, they could participate in competitions most weekends in the winter. Lengths range from 2.5k for children, up to ultra marathons and at the moment even international events like the European Championships are open to anyone.

The UK is a nation of dog lovers, so could we tap into this to get more people active? Lots of people have dogs, an interest in getting one, or access to

**There's skill involved in getting the dog to run in front and listen to left and right commands**

a dog belonging to friends or family, or even via borrowmydoggy.com, so could leisure centres put on classes which could appeal to this market?

Lamen cautions against fitness instructors just launching a canicross class because an understanding of dog behaviour and handling is necessary: there's skill involved in getting the dog to run in front and listen to left and right commands. That said, she says it would be easy to find someone locally to fulfill this role. Alternatively, a dog-loving fitness instructor could do the training required to lead runs.

Mudd says he would welcome the opportunity to team up with local operators as a way of reaching a wider market and mobilising more people. "There are a lot of unfit people and unfit dogs out there, so canicross solves two problems," he says. ●





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RUNNING  
EVOLVES

# Extreme pleasures

Marathons were once the pinnacle of endurance, but now it's all about the ultramarathon. Kath Hudson talks to Kris King of Beyond the Ultimate

“People are moving on from marathons and looking for the next challenge. Ultramarathons are a growing market: there are 700 in the UK alone each year,” says Kris King, co-founder of events company, Beyond the Ultimate, which really does push participants to their very limits.

Beyond the Ultimate's annual four-race series comprises multi-stage, self-supported ultramarathons in some of the world's most beautiful, but harsh and inaccessible, environments.

The Antarctic race promises a cold “so raw and real it will burn your skin and freeze your eyes.” While the baking sun in the Namibian desert will “mock your short staggered steps.” The jungle run in Peru is completed in temperatures of 40 degrees, with 100 per cent humidity, while the race in Nepal covers a 38,000sq ft elevation: “your lungs will feel they're going to explode every step of the way.”

However, one runner's torture is another runner's challenge and ultramarathon runners have a grit and



**Hazards include falling through ice in the Antarctic**

determination which means when other recreational runners give up, they dig deep and carry on.

“We set out to provide experiences which challenge people mentally and physically, while showing them a part of the world they wouldn't normally see,” says King, who has himself run up Mount Kilimanjaro in Tanzania in 11 hours.

An ultramarathon is defined as any race longer than the 26.2 mile marathon. However, this genre is currently broad and takes in anything from a 30 mile race, completed in a day, to multi-stage events, which comprise a marathon-length race for around five days in a row. Self-supported events require the participants to carry packs weighing up to 18k, with all their supplies, including food. Some races require the participants to navigate themselves. As the market matures, it is likely the sub-categories will increasingly be used to describe races.

Despite their toughness and the £2,000 entry fee, King says demand for their events is doubling year on year. So what's fuelling this appetite for people to be taken so far out of their comfort zone?

“Demand is growing because boundaries are constantly being pushed. Marathons are no longer

## The ultramarathon bucket list

Ranked by the Discovery Channel as the toughest footrace on earth, the Marathon des Sables (MDS) is seen as the trailblazer of ultramarathons. Started by Patrick Bauer in 1968, it's a multi-stage, self-supported 251k (154 miles) race through the Sahara.

Other ultramarathons given bucket-list status by the media are the Badwater Ultramarathon: running from the lowest part of the continental US to its highest point in one uninterrupted 135 mile stint (during July) and



**Trailblazer: Marathon des Sables**

Spartathlon, which challenges participants to run the 153 miles between Athens and Sparta in Greece in less than 36 hours.







PHOTO: MIKKEL BEISNER

“People die in the gym on treadmills, so there’s a possibility the worst might happen, but my fear is more that there would be a death because of us missing something or not reacting in time”

seen as enough of a challenge: people want races which are tougher,” says King. “There’s kudos in doing an ultra. Ultramarathon runners like to gain respect from other runners, and to tick off events.”

The stress runners put on their bodies, combined with the dangerous environments mean these are difficult events to organise and wouldn’t be possible without the support of locally-based teams.

“What other organisers take for granted becomes a logistical challenge for us: taking water to rainforest checkpoints involves negotiating rope bridges, river crossings and a 6k walk,” says King. “On all checkpoints we need a medic and emergency gear.”

There are rigorous health and safety requirements and all participants have to have insurance, an assessment from their GP and sign a document to say they’ve understood the briefing. But King says they don’t vet people: “You can’t tell who will be capable

**Ultramarathon organiser Beyond the Ultimate has launched a coaching service via Skype to support people preparing for races**

of it. We had a couple of women complete the jungle ultra who’d never done more than a half marathon, but they paced themselves and walked a lot of it.”

Fatigue, exhaustion, dehydration or hypothermia are often issues in ultra marathons, but these events presents other dangers: meeting a jaguar, snake bites, falling through ice in the Antarctic....

“People die in the gym on treadmills,” says King, “so there’s a possibility the worst might happen, but my fear is more that there would be a death because of us missing something or not reacting in time.”

King reckons it takes about 12 months training to get ready for one of their events, so Beyond the Ultimate has just launched a coaching service, via Skype: “Ultra training is a niche thing,” he says. “Generally people do this sport because they want to be outside, but there might be other things they can do, like taking saunas to get used to the heat.” ●



**Turn over:** The growing market of extreme marathon running

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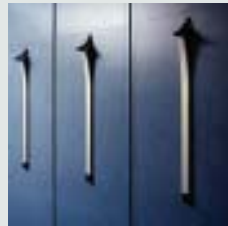
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# Game changers

A look at the technology and innovation currently making waves across the world of sport



HoloLens could also display match replays and analytics

## Microsoft takes augmented reality into sports

**Microsoft** is dipping its toe into the sports market by adapting its augmented reality HoloLens headset to expand fan experiences with National Football League (NFL) games.

The HoloLens – described by the technology giant as the “world’s first fully untethered holographic computer” – has been set up to allow users to watch matches as 3D holograms rather than on a screen. It also projects displays, players stats and instant replays in the viewer.

“What if game day was no longer confined to your television screen, but

also covered your room and took over your coffee table?” Microsoft mused via its Windows blog recently.

The technology was unveiled at a Super Bowl 50 panel discussion titled – The Future of Football: How Technology Could Shape the Next 50 Years of the Game – which focused on the new technology’s effect on all areas from the field of play, to the back office and fans at home.

The Microsoft HoloLens runs Window 10, the operating system found in most new Microsoft devices. [microsoft.com/microsoft-hololens](http://microsoft.com/microsoft-hololens)



Microsoft’s HoloLens will live project sport as a 3D hologram



The deal is signed

## The future is natural for turf

A new Centre of Excellence for natural turf is aiming to transform the way turf systems are developed in the future.

Located in Doha, Qatar, the centre – which is being established as a partnership between sports turf consultancy **STRI Group** and Qatar’s **Aspire Zone Foundation** (AZF) – will feature a one hectare outdoor turf research facility and a fully equipped laboratory. The centre will be used to develop natural sports turf solutions tailored for the local weather.

The centre’s first project will be to explore ways to improve the efficiency and sustainability of natural turf surfaces and create optimal conditions at stadiums and sports facilities across the Middle East – well known for its hot, harsh climate.

Mohammad Khalifa Al-Suwaidi, CEO of AZF – who signed the deal with Gordon McKillop, STRI CEO – said the launch of the centre is part of Qatar’s National Vision (QNV) 2030 – a development plan which was launched in 2008.

“Guided by QNV 2030 and our mission to enhance sports performance, the centre marks the latest expansion of Qatar’s booming sports industry,” he said.

“It will support our ambition to make natural turf sustainable across the region. While Qatar’s football industry will be the main beneficiary, we also expect golf, tennis and equestrian courses to benefit from our research and service offerings.”

[stri.co.uk](http://stri.co.uk)







The first time a club has used VR to let fans re-live winning the league

## PSV fans are welcomed to re-live the big wins with VR

Dutch football champion **PSV Eindhoven** has launched a unique VRexperience, giving fans of the club the opportunity to take their place at the heart of PSV's championship celebrations.

The immersive experience utilises 360-degree camera tech – provided by Purple Pill VR – to get supporters close to the players.

Fans can re-live scenes of lifting the trophy, the dressing room celebrations and touring the city on the famous 'platte kar'. It is the first time a European club has used VR to let its fans re-live the moment of winning the league.

Guus Pennings, spokesperson for PSV

Eindhoven, said: "This is a great and innovative way for our fans to experience one of the best highlights of the championship season once again; celebrating our championship.

"Launching this now is our New Year's present to our fans to kick off 2016 in style."

Thomas Engel, director of creative development studio The Capitals, which worked together with Purple Pill VR to produce the experience, added: "We consider this the next step in creating a fantastic digital fan experience".

[purplepillvr.com](http://purplepillvr.com)



The Purple Pill VR camera records the action

## Ryerson launches sports incubator SPIN

Ryerson University has launched an incubator for sports technology startups. The Sport Innovation Hub (SPIN) – based at Ryerson's **Ted Rogers School of Management** (TRSM) in Toronto – will be tasked with helping companies bring new products to the market.

SPIN will create an ecosystem for sport entrepreneurs by connecting them with industry experts and helping them launch their ventures. It will look to support startups

working in areas such as athlete performance, fan engagement, social tools for sports content and digital sports.

"SPIN will be a hub where students, entrepreneurs and business people can connect to develop creative business solutions to enhance sport," said professor Cheri Bradish, the university's chair of sports marketing and the driving force behind the initiative. "Our aim is for the hub to become one of the leading sport innovation



Cheri Bradish and the Next Big Idea team

incubators in North America."

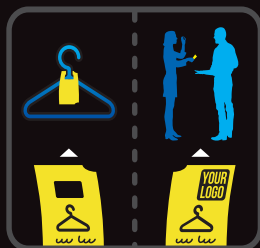
SPIN will also host events such as hackathons and demo days, bringing together sports entrepreneurs and industry experts innovate.

The hub follows TRSM's launch of The Next Big

Idea In Sport Competition, an innovation contest for startups addressing emerging opportunities in sport. TRSM is Canada's largest undergraduate business school specialising in entrepreneurial business education.



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# SAPCA

## Annual Conference 2016

Success, excellence and knowledge were the focus of this year's event, says Tom Walker

**T**he annual Sports and Play Construction Association (SAPCA) Conference – held at the Chesford Grange Hotel in Warwickshire earlier this month – featured a busy programme of keynote talks, seminars and workshops. Under the banner of “success, excellence and knowledge”, the sessions covered themes focusing on customer service and exporting.

### STRATEGIC MEASURES

The government's new sports strategy was high on the agenda in conference talks and networking breaks. Many delegates said they were encouraged by the strategy identifying artificial pitches as part of the solution to providing all-year participation in sports such as football and rugby. The realignment of Sport England's responsibilities to include children as young as five was also well received among SAPCA members.



More than 200 delegates attended the conference at Chesford Grange in Warwick

Former Loughborough MP and founder of the Sports Think Tank, Andy Reed, offered his political insight into the strategy. “Normally change happens incrementally, but this strategy represents huge sea change in government stance,” he said.

Reed added that, as well as ripping up the previous strategy and “starting again” when it came to increasing participation, the government had recognised the value of harnessing sport for creating commercial opportunities. “One of the key takeaways in the strategy is the newly found focus on soft power – how industries can and should be using the power of sport for UK PLC,” he said.

### CUSTOMER SERVICE

A significant source of that soft power in recent years were the London 2012 Olympic Games. The conference's keynote speaker, Linda Moir – who, as



Paralympian Mel Nicholls held a demonstration wheelchair racing session on the show floor







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Linda Moir highlighted the importance of customer service



Andrew Bacchus: "China is among our largest growth markets"

**The Chinese have aspirations of hosting and winning the football World Cup within 30 years and are ploughing investment into grassroots, coaching and facilities**



Brian Spencer (left) from Envirostik won the SAPCA achievement award



Wheelchair racers Mel Nicholls and Jen Warren with David and Linda Moorcroft



**(Above) Architect Geraint John, recipient of IOC's Pierre de Coubertin medal (second from right), with the Sports Management team**

LOCOG's head of event services was responsible for successfully hosting 9.5 million spectators during London 2012 – was able to offer delegates her insight into customer service and major events planning.

Describing the success of the Games Makers – the volunteer force credited with the smooth running of the Olympic Park and its surroundings – Moir said: "There was huge interest from people to get involved on a volunteer basis. We had 1.2 million people apply for 60,000 London 2012 Games Makers roles. That was a very nice problem to have and allowed us to pick

people for roles which complemented their strengths.

"Through a three-year programme of engagement, Games Makers became one of the most iconic and memorable symbols of the Games. I believe they left a lasting legacy too – you only have to look at how Glasgow 2014 and the Clydesiders were influenced by what we did at London."

Following Moir's address, Andrew Bacchus of UK Trade & Investment (UKTI) gave delegates a snapshot of current and future exporting opportunities, as well as offering tips on how to do business abroad.







Bacchus said UKTI was “evolving its focus” slightly away from exporting goods and services to major sporting events like the Olympics, looking at “major scale sporting infrastructure projects not driven by an event” and “wider sports development opportunities”.

He earmarked the Indian football Superleague – the fourth highest-attended football league in the world – and the growing Chinese market as areas of opportunity for SAPCA members to export goods, services and knowledge-share operations.

“The Chinese have aspirations of hosting and winning the football World Cup within 30 years and are ploughing investment into grassroots,



coaching and facilities,” said Bacchus. “There’s real transformation in the Chinese football market.”

### GOING IT ALONE

During the day, it was also revealed that SAPCA may begin to offer individual membership for the first time as it bids to extend its educational programme. CEO Chris Trickey told delegates the board was “taking very seriously” the idea of creating a “new section of membership”.

“What we want to do is to refine corporate memberships and to have an individual membership structure that really recognises the expertise and professional standing and knowledge of the experts in our industry,” Trickey said. “It will have fantastic advantages, not least with helping us connect very directly with individuals across the industry.”

• SAPCA is the UK trade association for the sports facility construction industry and represents businesses across the sports, physical activity, recreation and play sectors.

**The SAPCA annual dinner and awards gala followed a busy day of seminars and technical sessions**



**SIS Pitches won the inaugural SAPCA Awards**



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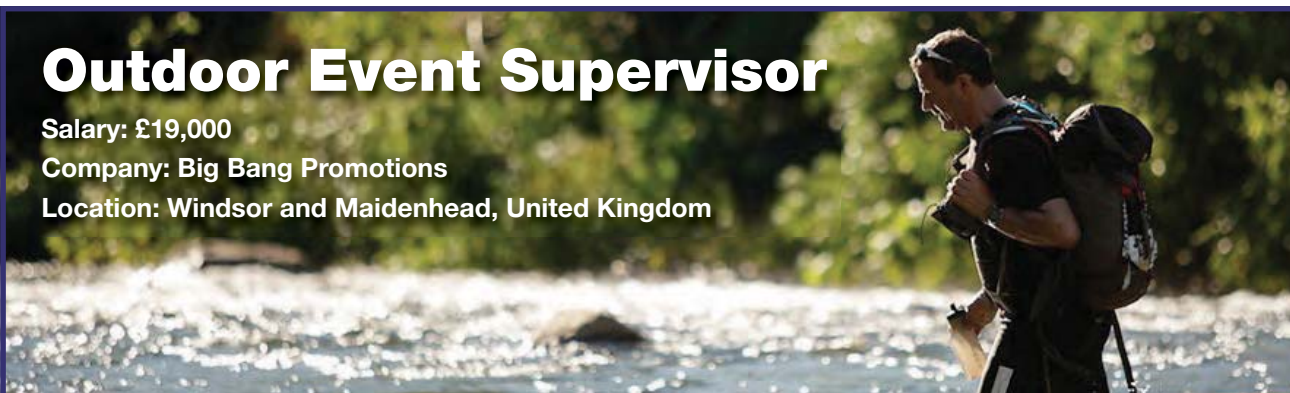


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## Facility Officer - Business Support (South)

**Location: Covering the south of the country (South West, South, South East & London Regions)**

**Salary: £22,250 - £26,961 per annum (dependent upon experience)**



The overall purpose of the role is to support the delivery of the Facility Development Strategy through contributing to and informing strategic thinking and planning; supporting the Facility Development Manager to engage delivery partners to provide specific facility development support; leading on assigned projects aimed at increasing participation through increasing the number and improving dedicated facilities.

### The Role

**The main responsibilities of the role are:**

- Provide support to partners to aid the development of dedicated gymnastics facilities and complete related grant tasks
- Support the Facilities Manager with the management, delivery and reporting of Capital Investment, this will include handling administrative requirements of assigned projects, including those related to above investment.
- Setting up project management groups and working groups relevant to new or existing initiatives and programmes
- Supporting and engaging with the other Participation managers, officers and other colleagues, as appropriate, to ensure an holistic approach is applied to the delivery and integration of Facility Development programmes, projects and interventions across the whole organisation/Participation Department
- Working with the Facilities Manager to create support resources, implementing and communicating on assigned resources to clubs and partners
- Working collaboratively with the BG Disability Manager and Officer to ensure that facility developments support an increase in the participation of disabled people.

### The Person

**The ideal individual will have/be able to demonstrate:**

- Experience and knowledge of the processes and developing sport facilities
- An understanding of sport (desirably gymnastics) structures
- Project planning/management/monitoring for hands-on implementation of programmes and initiatives
- Communication skills for listening/engaging/influencing, relationship building, leading/attending meetings and the production/delivery of presentations and reports
- An understanding of financial processes, budgetary management skills and IT skills, specifically Excel/PowerPoint/Outlook.
- A degree (or equivalent) in Sport Studies/Development or Project Management would be advantageous but is not essential
- Current and valid UK Driving Licence, as the role will require travel around the South of the UK

*British Gymnastics is an equal opportunities employer and aims to provide a discrimination-free working environment. We are committed to an action plan and policy in line with the Equality Act 2010, which ensures that no job applicant or employee receives less favourable treatment because of a protected characteristic.*

**TO APPLY GO TO - <http://lei.sr?a=G1u6M>**

## SUMMIT INDOOR ADVENTURE RECRUITMENT



Inspiring healthy lifestyles, which will manage the newly-named Summit Indoor Adventure on behalf of Selby District Council, is looking for people who are passionate about supporting others to get active and healthy.

The £5m centre, set to open in May, will offer a six-lane 10 pin bowling facility, adventure climbing with themed climbing panels up to eight metres high, an adventure play zone with a dedicated area for babies and toddlers, aerial trekking ropes set above the indoor skate and BMX park and two indoor ski simulators.

**We are now looking for various roles...**

### Assistant Managers

(£22,892 - £24,424 per annum)

As an Assistant Manager you will play a key role in ensuring the best possible customer experience whilst maximising profit and ensuring compliance in all legislative areas.

Working alongside the Leisure Operations Manager, you will be a great team worker, be able to adapt to new innovations and ways of working and take pride in being the ambassador Inspiring Healthy Lifestyles, and in particular Summit Indoor Adventure.

As the perfect candidate, you will have a passion for high standards, excellent customer service and significant experience in working in a retail/leisure or hospitality environment, ideally at a supervisory level. You will be target driven and will constantly be looking for ways to drive sales and ensure a fantastic customer experience.

### Senior Ski Instructor

(£22,892 - £24,424 per annum)

The Senior Ski Instructor will need to develop and maintain the snow sports programme within the centre, and ensure that the occupancy is maximised in order to generate the potential income.

The ideal candidate will be responsible for the team of Ski Instructors, this will include management and supervision, and therefore supervisory experience would be an advantage.

Candidates should have a passion for the sport as well as customer service, and be able to teach in a fun and inspiring way.

### Ski Instructors

(£15,178 - £15,910 per annum)

If you have a passion for ski or snowboarding and want to inspire and help customers realise their potential, together with enjoying instructing all types of customers, then we would like to hear from you.

Candidates should have a passion for the sport as well as customer service, and be able to teach in a fun and inspiring way.

You will need to have the passion for the sport, and ideally need to be qualified to at least Ski/Snowboard Level 1.

### Climbing Instructors

(£15,178 - £15,910 per annum)

We are now looking for a number of Climbing Instructors to be part of this exciting new area of the Summit Indoor Adventure. You will assist in delivering the full programme for the climbing walls and the aerial trekking course.

If you enjoy climbing and want to inspire and help customers realise their potential, together with enjoying instructing all types of customers, then we would like to hear from you.

Candidates should have a passion for the sport as well as customer service, and be able to teach in a fun and inspiring way.

### Customer Service Assistants

(£13,587 - £14,293 per annum)

If you have a passion, an interest or experience in bowling, skating, climbing, skiing, children's adventure play, or reception, then we would love to hear from you.

Customer service is essential in ensuring that every customer has an incredible and memorable visit to our new site, and we are looking for individuals who are passionate about delivering this high quality service.

We need engaging individuals who can interact with adults and children, and create a fun and energetic atmosphere. You will need to be able to work as a team and communicate effectively.

You will strive to achieve a "nothing is too much trouble" attitude, be alert to all sales opportunities and pro-actively seek to offer products and services available to meet customer needs.

If you believe you have the skills and passion to be part of our team, we would love to hear from you.

**In return, you will receive a competitive salary package, and pension scheme, together with other staff benefits package.**

**If you think you have the skills, experience and personality to really make a difference then we want to hear from you.**

### Also Recruiting:

**Chef de Partie (£16,200 - £17,338 per annum)**

**Restaurant Manager (£25,390 - £27,070 per annum)**

**Catering Assistants (£13,587 - £14,293 per annum)**

**If you are interested please come along to one of our Open Days or please send your CV to [jobs@wlct.org](mailto:jobs@wlct.org)**

Also we will be holding recruitment open days on the following dates -  
12th March - 10am - 4pm  
16th March - 12pm - 8pm





## Head of Operations

**SALARY: COMPETITIVE**

**Newbury Racecourse** is one of the country's leading sporting venues with a multi-functional site playing host to 30 race meetings in 2016. Alongside this a wide range of other significant events and support businesses are operated by the company from the site. The racecourse is currently undergoing a major re-development, transforming the site in order to deliver the highest levels of customer service for all its customers and creating a thriving residential community.

Newbury Racecourse now seeks an appropriately experienced individual to take up the role of Head of Operations. This is a pivotal appointment for a qualified and talented professional to play a key role in the ambitious ongoing development plan, taking control and responsibility for built structures on-site, as well as the planning, co-ordination and implementation of all race days and other events.

Reporting into the Chief Executive, the successful candidate will be responsible for delivering a first class venue and customer experience, underpinned by robust and compliant business systems and infrastructure, with a focus on delivering exceptional, but cost effective, customer service.

The ideal candidate will be able to demonstrate a successful events or facility management track record with detailed knowledge of crowd dynamics and health & safety management.

Significant previous experience in a related environment will be required. An interest/background in sport/racing, combined with knowledge of the current issues in this field is essential. The successful candidate will be a dynamic individual with confidence, drive and enthusiasm.

To apply please email your CV and covering letter including remuneration details to Hugh Nickerson at Conundrum Consulting Ltd.  
[apply@conundrum.co.uk](mailto:apply@conundrum.co.uk)  
 Quoting reference number CND-P430 in the email subject line

Strictly no agencies please, all direct and third party responses will be forwarded to Conundrum.



### CENTER PARCS WOBURN FOREST

## LEISURE SERVICES MANAGER

**Salary Circa £56,000 per annum + 19% Bonus Scheme**

**Woburn Forest Village - Bedfordshire**

**160 hours per 4 week period on a flexible basis**

**We're a hard working team with a passion for the natural environment**

Center Parcs is the leading provider of short break holidays in the UK. We have been operating for over 25 years and now have 5 holiday villages and employ just over 7,000 people.

This is an exciting opportunity to be part of a successful Senior Management Team at Woburn Forest.

### ABOUT THE ROLE

You will be responsible for overseeing circa 300 Leisure Division employees, achieving guest care and profit targets through the coordination and development of all leisure activities including outdoor and indoor activities, a Children's provision, The Sub-Tropical Swimming Paradise accommodating up to 1,300 guests, the Cycle Centre and our luxurious Aqua Sana spa, ensuring that divisional sales and profit targets are achieved through your leadership.

As a member of the Senior Management Team you will actively contribute towards the delivery of the overall village operation and ensure all village leisure activities reflect agreed corporate standards. You will be required to get involved with the delivery of the experience to our guests and participate in Duty Line Management rota.

### HOURS OF WORK

You will be contracted to work 160 hours per 4 week period on a flexible basis. This means that your hours and days of work could vary each week and will include weekends.

### ABOUT YOU

You will have previous experience in a Commercial Leisure role with responsibility for managing a large team. You will have leadership drive, integrity and be able to work effectively across a wide range of teams and levels in the business.

The ideal candidate will be an excellent communicator with strong analytical skills who has the ability to make decisions for the Leisure Division driving an effective operation.

### REWARDING YOU

At Center Parcs, we want our people to share in the success their hard work brings, enjoy a sense of wellbeing and a good lifestyle, and make the most of their time with us. We offer unique benefits such as discounted Center Parcs breaks, day visitor passes and free use of village facilities along with more classic benefits such as profit share and management bonus schemes, life insurance cover, 30 days annual leave (inclusive of bank holidays) and company sick pay.

Visit [centerparcs.co.uk](http://centerparcs.co.uk) to apply online, click on Job Search, then choose the Woburn location.

**Closing date: 3rd March 2016**

Center Parcs,  
 Woburn Forest  
 Holiday Village,  
 Millbrook,  
 Bedford,  
 MK45 2HZ

[www.centerparcs.co.uk](http://www.centerparcs.co.uk)



Do you  
have energy,  
passion and the  
ambition to make  
your mark in the  
leisure sector?

OPERATIONS  
MANAGER  
GL1 LEISURE CENTRE  
(CIRCA £33,500)

OPERATIONS MANAGER  
OXSTALLS SPORTS PARK  
(CIRCA £33,500)

SPORTS MANAGER  
(CIRCA £23,700)

Join our team and be part of an exciting opportunity to shape the future of our dynamic and forward thinking Charitable Trust.

#### Operations Managers

We currently have vacancies for Operations Managers at our regional facilities located in Gloucester.

Reporting to the Director of Business, you will be a key member of the senior management team, driving the continuous improvement in the management and operation of our facilities. The key focus for the successful candidates will be the ability to motivate the team to deliver consistently high standards of service. You should be quality driven, have sound operational, communication and people skills, with the flexibility to deliver results.

#### Sports Manager

An exciting opportunity has arisen for a dynamic and ambitious Sports Manager to join our team. Reporting to the Business Director, you will lead the Trusts dry side sports and physical activity programmes, significantly increasing participation and making a positive impact on the Trusts financial and social objectives.

If any of these roles sound like the opportunity that you have been looking for, then we would like to hear from you.

To request an application pack, please contact  
**Jenny Hartell** on 01452 396601 or at  
Jennifer.hartell@aspiretrust.org.uk

**Closing date for all applications:**  
**Sunday 6th March 2016 at 17.00**

**Interview dates:**  
**Sports Manager**  
**Friday 11th March 2016**

**Operations Managers**  
**Monday 14th March 2016**

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