

# SPORTS

## MANAGEMENT

sportsmanagement.co.uk

16 May 2016

Vol 20 Issue 8 No 120

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# HAVE YOUR SAY

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## Funding support for Britain's young athletes is crucial

**T**he Greenwich Leisure Limited Sport Foundation (GSF) was established in 2008 to meet significant funding issues that effect the majority of young talented sports people. The scheme has grown year on year, and having given a total award value of £6.1m since it was founded, is now the largest independent athlete talent programme in the UK.

As a charitable social enterprise, GLL also recognises the social, health and community benefits of getting young people into sport and physical activity. The athletes that we support through the programme are extremely effective and inspirational role models for their peers and local communities.

We believe that most of the athletes helped by GSF will also give something back to sport and society in some form; this could be as a future inspirational champion, coach, sport volunteer, fund



JACOB LUND / SHUTTERSTOCK

### Young athletes struggle to find funding

raiser or often as a role model who inspires activity and involvement in sport from other young people.

The athlete support from the GSF is intended to provide practical and tangible help which is athlete-focused and easy to administer. In addition to financial awards, the scheme has developed to also include free access to training facilities, sports science

and medical support, as well as sport seminars and workshops.

Overall, 75 per cent of supported athletes are aged under 21 when we know that there is very little funding available. However, training and competition costs remain high. These athletes all have high national rankings and many represent their country at international events and yet 90 per cent of GSF award recipients receive no other sport funding.

Young people need positive support and sport needs emerging talent to keep Britain improving on a world stage. We believe GSF is making a positive contribution to both agendas (see page 13).

**Peter Bunday, deputy managing director GLL**

## Concerns remain over Sport England measurement

**I** was excited to hear more details about Sport England's new strategy during Leisure-net's active-net conference in Loughborough last month.

Particularly positive are the key outcomes, which include the much wider benefits of sport and physical activity – acknowledged in the recent Sheffield Hallam research that showed an SROI of £1.91 for every £1 invested in sport. Other good news includes the focus on inactive groups, the distribution of funds

beyond the traditional NGBs and the backing of the Chartered Institute.

However, concerns remain about the method and accuracy of measurement. Apart from confusion around a new metric – the percentage taking part in sport and physical activity at least twice in the last month – Sport England's continued reliance on self-reporting via a survey, at a time when we've never had more widespread, reliable user data, seems odd.

Sport England could also demonstrate national leadership in a number of key areas such as insisting local community sports facilities are not over-specified – adding unnecessary cost – and giving legal advice to councils around not going out to full procurement every time. It remains to be seen if they will.

**Phil Rumbelow, chief executive, Jubilee Hall Trust**





“The speed and volume of interest from abroad has come as a bit of a surprise”

**Ian Botham, ex-England cricket captain**

**S**ir Ian Botham needs no introductions to any cricket fan. A larger-than life personality on and off the field, his name appears more often than any other player's on the famous Lord's Honours board and his charity walks have raised more than £13m for deserving causes since 1985. One of the finest all-rounders in cricket history, Botham was a force to be reckoned with during his playing career and – following retirement in 1993 – has become a successful and fiery TV pundit.

Now, the Ashes-winning hero is taking on another kind of challenge by launching a string of fine dining

**Botham identified Hampshire's Ageas Bowl as the venue for his venture**

restaurants carrying the sobriquet he's perhaps best known as. The first Beefy's opened recently at Ageas Bowl, the home of Hampshire Cricket Club, and the plan is to open many more across other sporting venues in the UK and beyond.

#### GET IN THE KITCHEN

“Being a restaurateur has been a dream of mine for a long time,” Botham tells *Sports Management* – and adds that his passion for food was ignited during his playing days and while touring the world with bat and ball.

“I've experienced many fine establishments around the world. Beefy's will be the perfect vehicle for me to





## Ian Botham cricket stats

**Tests: 102**  
**Runs: 5200**  
**Batting average: 33.54**  
**Top score: 208**  
**100s: 14**  
**50s: 22**  
**Wickets: 383**  
**Bowling average: 28.40**  
**Best: 8-34**  
**ODIs: 116**  
**Runs: 2113**  
**Batting average: 23.21**  
**Top score: 79**  
**50s: 9**  
**Wickets: 145**  
**Bowling average: 28.54**  
**Best figures: 4-31**



Beefy's – with its steak and seafood menu – caters for 130 diners

download all that international experience of food and wine and apply it to an essentially British restaurant.”

Beefy's is based on a “steakhouse and seafood” dining concept. The operations and menu at the first site have been developed in partnership with Hampshire CCC CEO David Mann, Hampshire-based Palladian Hotels and Resorts boss Paul Clark and Front Foot Hospitality CEO Steve Grant. The restaurant offers panoramic views of the Ageas Bowl's playing field and caters for up to 130 diners – with a further 66 seats overlooking the grounds from the outside terrace.

The menu changes regularly and features mainly traditional English cuisine, sourced from local producers. Botham has added a personal touch by putting some of his favourite dishes on the menu – with inspiration taken from his international travels.

## EXPANDING

Botham says the strategy for rolling out the concept is clear – to target sports venues which show interest in having a premium dining experience. “We've had enormous interest from other sports venues and we see a natural connection with such sites,” he says.

“Currently we're in discussion with two cricket grounds in the UK and a golf club in the United Arab Emirates. We're dealing with enquiries from all around the world – including Australia.”

“To be honest, the speed and volume of interest from abroad has come as a bit of a surprise and we're

investigating expansion of the company to accommodate this. We intend to open one Beefy's in the UAE this year, but this may be followed by others very quickly.

“In countries such as India and Australia, we're less advanced but we have some meetings in July and August to explore these options further.”

In the UK, Botham and his team are currently in advanced talks at four locations – three in the northern counties and one in London – and there are early discussions about “dozens” of other potential sites. The long list of possible locations is explained by the need to find “perfect” sites.

“There are a number of criteria for Beefy's restaurants which all locations will need to comply with,” Botham explains. “Aside from regular sports locations, we look closely at the demographics of the area, the capacity and the experience and covenant of operators.

“Kitchens, for example, need to have plenty of space for our unique steak griddle and preparation areas need to be large enough to accommodate a wide-ranging menu. In addition, our extensive wine list requires appropriate storage facilities. As for capacity, it's unlikely that we'd open a Beefy's with a capacity for less than 100 diners.”

The interest for the brand has seen original expansion targets being reconsidered. “We set out with the aim of opening 15-18 locations in the UK over three years,” he says. “But we're in the process of amending these plans and that figure is going up.” ●





“At the moment it does feel as though we’ve reached a unique point in Leicester’s sporting history”

**Rory Palmer, deputy mayor of Leicester**



Palmer became deputy mayor of Leicester in 2011

In the coming years 2 May will probably be regarded as some kind of unofficial public holiday for the people of Leicester, and who can begrudge them that? On that date in 2016, the whole city – and a significant proportion of the world around it – revelled in the joy of ‘little old Leicester City’ outfoxing richer and larger rivals to claim its first Premier League championship.

Described as a fairytale by media outlets the world over, Leicester City’s unlikely victory will go down as one of the greatest sporting stories of all time.

The people of Leicester are becoming quite used to achievement in what can arguably be described as a ‘golden age’ of sport for the city. On the night Leicester basked in the glow of its title heroes, one of its favourite sons – Mark Selby – won his second World Snooker Championship 70 miles up the road in Sheffield’s Crucible Theatre.

Local basketball team the Leicester Riders topped the British Basketball League championship, though it lost its playoff final against Sheffield Sharks on 8 May. And although the Leicester Tigers haven’t won the Premiership since 2012/13, the team is still the most successful rugby union club in the country.

“We’ve had periods of success through Leicester’s history related to sport but at the moment it does

feel as though we’ve reached a unique point in Leicester’s sporting history,” says the city’s deputy mayor Rory Palmer. “What does that mean for us? I guess that’s the big question now.”

Palmer tells *Sports Management* that while he’s expecting the Premier League title win to attract economic growth in the shape of potential investors, one of the key benefits he sees manifesting is an increase in civic pride.

He adds: “Civic pride is something policy makers and politicians throw around as a term without ever really defining what it might mean. I think we are defining what civic pride is in Leicester at the moment, and that for me is people from all parts of the city sharing in this great pride of the football club’s journey and then translating that into a sense of pride for their home city, and what it means to live here and be part of Leicester.”

Palmer’s comments echo those made by his colleague and mayor of Leicester Sir Peter Soulsby during this year’s Local Government Association Annual Sport Conference, when he said that sport played a fundamental part in “reclaiming Leicester” after it lost its “confidence and purpose” following the collapse of some of its major industries like textiles and manufacturing.







NICK POTTS / PA WIRE / PRESS ASSOCIATION IMAGES

Leicester City's unlikely victory  
will go down as one of the greatest  
sporting stories of all time





NICK POTTS / PA WIRE / PRESS ASSOCIATION IMAGES

Soulsby highlighted the city's "unique combination of sporting excellence and the council's willingness to invest in sport".

Indeed, under the stewardship of Soulsby and Palmer, Leicester City Council has invested in a new arena for the Leicester Riders and has provided a loan for Leicestershire County Cricket Club to improve its Grace Road ground.

Palmer also points to the council funds ploughed into local grassroots facilities such as artificial pitches, municipal leisure centres and outdoor

**Leicester City lifted the Premier League trophy following an astonishing season**

gyms, but concedes that participation has "remained stubbornly low" – an issue he hopes elite sporting success will have a hand in rectifying.

"There's always been a bit of a conundrum around participation," he says. "We've got a great array of professional sports clubs and good facilities but participation is below national and regional averages.

"I've described it quite openly before as a disconnect, and that is the big question for us now. We have a huge opportunity to capitalise on this era of sport and success in so many ways – economic, social – but also in terms of participation and engagement."

To solve the conundrum, Palmer and the council are carrying out a piece of work to find out why people aren't participating in sport and physical activity. He regularly meets with executives from the city's big sports clubs to discuss how to get Leicester active, and those conversations will now turn to making sure there are no "missed opportunities" in grassroots sport following a period of elite success.

"There are lessons to be learnt from London 2012 – everyone thought it was going to be transformative in terms of youth sport and participation," he explains. "It hasn't been and I'm keen that we work out what we're going to do with sporting success in Leicester." ●



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Fans take to the streets to celebrate their team's win





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## CYCLING

### Sexism allegations prompt review

UK Sport and British Cycling have kicked off a review of the governing body's "climate and culture" amid high profile allegations of sexism levelled at former technical director Shane Sutton.

Chair of British Rowing and board member of the British Olympic Association Annamarie Phelps has been drafted in to chair the review into British Cycling's World Class Programme.

The review – which will begin imminently and conclude shortly after the Rio Olympics – will look into all forms

**"Whatever the outcome of the review, I'm sure that there will be valuable lessons to learn"**



MARTIN RICKETT/PA ARCHIVE/PRESS ASSOCIATION IMAGES

▲ Jessica Varnish accused Shane Sutton of using sexist language towards her

of discrimination and try to find out if there are any "fundamental behavioural issues" that need to be addressed.

While UK Sport and British Cycling have stressed that the review does not include the governing body's own investigation into the "alleged misconduct" of Sutton – who is accused

of making sexist remarks – lessons learnt from the investigation will be incorporated into the review.

"Whatever the outcome of the review, I'm sure that there will be valuable lessons to learn," said British Cycling president Bob Howden.

Read more: <http://lei.sr?a=A1115>

### Governance code to address lack of gender diversity on sports boards

Improving gender diversity on the boards of sport governing bodies is likely to be addressed prominently in the government's sport governance code, according to the chief executive of the Sport and Recreation Alliance.

Talking at an event co-hosted by the Sport and Recreation Alliance and Women in Sport, Emma Boggis said that while she couldn't be 100 per cent certain of the content in the UK Sports Governance Code she was "pretty sure it will be very strong on gender diversity".

"I think we can be absolutely confident [the document] will



▲ Sport and Recreation's Emma Boggis

say something about gender representation," Boggis added.

Due to be published in September 2016, the UK Sports Governance Code is expected to lay out best practice for the governing bodies which operate with the aid of government grants distributed by UK Sport and Sport England.

First referenced in the government sport strategy – *Sporting Future* – which was published last December, the code will build on the requirement of all sports board to have 25 per cent female board representation by 2017.

Read more: <http://lei.sr?a=A8q2Q>





MARTIN RICKETT/PA ARCHIVE/PRESS ASSOCIATION IMAGES

▲ Olympic bronze medallist Lutalo Muhammad received a GLL grant for London 2012

## GLL earmarks £1m for Olympic hopefuls

The charitable arm of Greenwich Leisure Limited (GLL) has produced a £1.2m (US\$1.7m, €1.5m) funding pot for 2,000 athletes hoping to make the Olympic Games.

Money from the GLL Sport Foundation (GSF) will go towards 30 athletes focused on qualification for Rio 2016, although the majority of the resource will be earmarked for the hopefuls eyeing Tokyo 2020 or the Games in 2024, which will be hosted in either Budapest, Los Angeles, Paris or Rome.

Grants of up to £1,250 (US\$1,815, €1,589) will be available for training, access to sport science and competition expenses.

The awards will cover 100 Olympic, Paralympic, Deaflympic and Special

**“From starting out as a young athlete I know that support through your development years is crucial”**

Olympic sporting disciplines, while three-quarters of the money will be distributed to athletes under the age of 21.

“From starting out as a young athlete and progressing through my sport, I know that support through your development years is crucial,” said GSF patron Sally Gunnell.

Read more: <http://lei.sr?a=P6r8j>

## David Moorcroft returns to Coventry Sports Foundation

Former UK Athletics chief executive David Moorcroft has been appointed as executive director of the Coventry Sports Foundation – a charity he helped to found 35 years ago.



▲ Former UK Athletics chief David Moorcroft

The foundation manages three sports and leisure centres in the West Midlands city and also delivers a host of community sport programmes in the area.

Read more: <http://lei.sr?a=k3l6S>

## NEWS IN BRIEF



▲ RFU director Nigel Melville

## USA Rugby chief executive takes RFU role

Nigel Melville, chief executive of USA Rugby, will join the Rugby Football Union (RFU) this summer as its director of professional rugby.

Reporting to chief executive Ian Ritchie, Melville will be responsible for managing the relationship between Premiership Rugby, the English Qualified Player scheme – which keeps tabs on home grown players – and the academy system.

Read more: <http://lei.sr?a=g3N1X>

## Nuffield Health unveils sports performance lab

Nuffield Health has opened its first specialist sports performance lab at its flagship City Fitness and Wellbeing gym in London, offering elite-level diagnostics to help clients develop tailored exercise programmes.

The City Fitness site, which recently benefited from a £1.9m investment, is aiming to bring elite-level tools and analysis to a wider audience. In keeping with the health charity's philosophy of integrated care pathways, the Nuffield Health Sports Performance Lab will support those looking to improve sports performance while supporting injury rehabilitation via a team of physiotherapists and doctors.

Read more: <http://lei.sr?a=Z1J1c>



## NEWS IN BRIEF



RED MAXWELL

▲ Thomas Heatherwick

## Heatherwick designs new Fulham FC stand

Heatherwick Studio – the architects behind the London 2012 Olympic cauldron – have been commissioned by Fulham Football Club to design a new stand.

Led by Thomas Heatherwick, the studio will take on the club's Riverside Stand project – the stand adjacent to the River Thames – which will see the capacity of Fulham's Craven Cottage ground increase to 30,000-seats.

The project has also incorporated the development of a 'Riverwalk' in the nearby Bishop's Park to "enhance the locality every day of the year". Fulham will release a full timescale for the development following the design stage.

The Championship club's owner Shahid Khan – also the owner of National Football League (NFL) franchise Jacksonville Jaguars – said Heatherwick would "bring to life" a project the "neighbourhood and Fulham community deserve".

"The Riverside Stand project required patience and diligence, and ultimately a designer who understands the history of London, the Thames and, of course, Fulham," said Khan. "Thomas Heatherwick is that designer."

Read more: <http://lei.sr?a=W5U6L>



▲ Powerleague players will benefit from 5G surfaces and lockers with phone chargers

## Powerleague in £40m expansion scheme

Adidas retail areas, 5G pitches and cage football facilities will be incorporated into 'Next Generation' Powerleague centres in a £40m (US\$58m, €50.8m) expansion investment made by the operator.

Sunbury, West London will be the first of 13 new centres being built in the capital over the next three years which aim to take innovation "one step further".

As well as the Adidas hubs – where new boots can be tested – and improved pitches, players can take advantage of pitchside lockers with phone chargers, and changing

rooms which have spearmint fragrance pumped in to rid unpleasant smells.

The Next Generation strategy is the first major development in the business under new chief executive Rupert Campbell, who joined Powerleague from Adidas last year (Campbell brokered the retail area initiative with the his former employer).

"Since the introduction of five-a-side centres in the UK back in the late 1980s and early 1990s, players have changed but the industry hasn't," said Campbell. "There's far more competition for customers' time and money and the small-sided game needs to up its game to keep attracting them in."

Powerleague Sunbury takes the total number of centres up to 49 across the country. The second Next Generation centre will be built in Enfield, North London.

Read more: [http://lei.sr?a=W2r9R\\_P](http://lei.sr?a=W2r9R_P)

**"The small-sided games needs to up its game to keep attracting customers in"**

## Former DCMS permanent secretary to co-chair London 2017

Sir Robin Young – the former permanent secretary of the Department of Culture, Media and Sport (DCMS) – has been appointed as the co-chair of the London 2017 World Championships. Young will oversee the delivery of the athletics championships alongside co-chair Ed Warner.

Read more: <http://lei.sr?a=W0v5g>



**Turn over:** Olympic hopefuls to benefit from £1.2m GLL funding pot

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## WORKFORCE

## CIMSPA launches member scheme

The Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) has launched a new membership scheme for sector professionals, billed as an 'alternative to REPs.'

The introduction of a rival accreditation system marks the latest chapter in CIMSPA's efforts to establish itself as the industry's main professional body as it seeks to improve skills standards.

The past 24 months has seen a period of intense debate over the direction of

**"This is a vital step towards our goal of professionalising the sport and fitness workforce"**



ALEXANDR MARKIN / WWW.SHUTTERSTOCK.COM

▲ CIMSPA has unveiled its new scheme to a number of physical sector employers

workforce development in the physical activity sector, with several big name employers calling for change in the form of new skills standards being established under CIMSPA.

The chartered body was handed a significant boost in December, when the government's *Sporting Future* strategy

charged Sport England to work with CIMSPA to deliver a single set of skills standards for the physical activity sector.

"This is a vital step towards our goal of professionalising the sport, fitness and activity workforce," said Tara Dillon, CEO of CIMSPA.

Read more: <http://lei.sr?a=J4n1q>

## LTA pilots participation initiative in the North

The Lawn Tennis Association (LTA) is piloting an ambitious participation initiative in northern English cities in which it will direct local people to their nearest tennis courts using nearby advertising.

The tennis governing body has booked poster space within a mile radius of park courts which will give local people directions to their closest facilities.

A supporting campaign has been launched, which includes a television commercial and radio advertising.



▲ Tennis will be promoted before Wimbledon

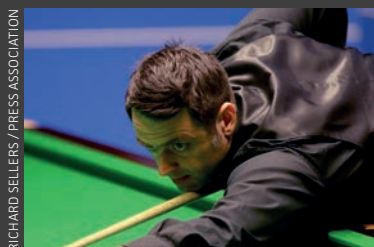
Talking at the *Business of Tennis Forum*, organised by the Tennis Industry Association (TIA), Paul Burditt, the LTA head of business insight and planning, said that the scheme was designed to bring tennis into the

public's consciousness before Wimbledon, which "occurs too late" to generate a significant and constant uplift in participation.

The campaign is being piloted in the North – in particular urban areas such as Manchester, Sheffield and Leeds – to try to foster interest away from the sport's "southeast heartland."

"If the campaign is successful, the plan is to get board approval to roll it out nationally next year," added Burditt.

Read more: <http://lei.sr?a=L1M5d>



RICHARD SELLERS / PRESS ASSOCIATION

▲ Snooker's Ronnie O'Sullivan

Snooker may make its debut at the Olympic Games in 2024 after Jason Ferguson, chair of the World Professional Billiards and Snooker Association (WPBAS), announced the governing body was bidding for the event – and the Paralympic Games – during this year's Snooker World Championships in Sheffield.

Read more: <http://lei.sr?a=g6Z8y>



**Turn over:** Who has been assigned to design Fulham FC's new stand?



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## SPORTING FUTURE CONFERENCE

**‘Focus resource on school children’**

Effectively engaging school children in sport and physical activity is the only way to reach a broad spectrum of society in the future, according to Olympic bronze medal swimmer Steve Parry.

Talking at *A Strategy for Sport: A Change of Approach* conference in Manchester, Parry said that under the terms of the government’s new sports strategy he would “focus energy and resources” on younger children.

“This might not be politically correct, but if I’m going to have

**“If you want a broad spectrum of people engaged with sport start with the youngsters”**



NICK POTTS/PA ARCHIVE/PRESS ASSOCIATION IMAGES

▲ Ex-swimmer Parry said investing in children’s sport was more sustainable

to pick where to focus energy and resources against the new strategy, every day of the week for me it’s going to be on our school children,” he told delegates.

“I think you’re going to get the sustainability [with children]. If you teach kids a habit it is going to stay

with them – that isn’t necessarily true of adults,” added the BBC pundit. “If you want a broad spectrum of people engaged in sport I would suggest the best place to start is with our youngsters because they are much easier to engage.”

Read more: <http://lei.sr?a=6j2m5>

**Don’t overlook volunteer sports clubs, warns Sports Think Tank’s Reed**

Sports Think Tank founder Andy Reed has warned that the existence of volunteer sports clubs may be at risk following a shift in funding priorities referenced in the government sport strategy.

While the former Loughborough MP commended the *Sporting Future* document for its focus on areas of geographical deprivation – and on five outcomes including physical and mental wellbeing, social development and economic output – he said that the “baby must not be thrown out with the bath water” and that it was “crucial to maintain



▲ Former MP and Sports Think Tank founder Andy Reed

the existing system” which supports volunteer clubs.

Reed said that keeping the network of 150,000 sports clubs is “absolutely crucial”, adding: “It’s dead easy to say

that voluntary clubs will carry on, but things are teetering.”

Reed added: “There are going to be big shifts away from current funding streams to a place-based model,

with heavy investment in a number of areas where the government is trying to make a big difference among the demographics who don’t participate in physical activity.”

Reed predicted that Sport England’s strategy – due to be published 17 May 2016 – would emphasise a funding model which would resemble a “commissioning and purchasing” type arrangement in which organisations would bid for funding against the five outcomes targeted in the government strategy.

Read more: <http://lei.sr?a=R5h10>

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## HILLSBOROUGH

# Inquest finds that fans were killed unlawfully

**Calls for accountability and continued improvements in stadium safety following landmark inquest verdict**

**L**ate last month an inquest found that the 96 Liverpool fans who died during the 1989 Hillsborough disaster were killed unlawfully.

The judgement brought an end to the 27-year wait for justice endured by the families whose loved one perished during an FA Cup semi-final match between Liverpool and Nottingham Forest.

Nine jurors found that match commander David Duckenfield was “responsible for manslaughter by gross negligence”, and that mistakes made by the South Yorkshire police force during the 15 April match added to the severity of the situation.

Unanimous verdicts were given on all but one of the 14 questions posed by the inquest, while coroner Sir John Goldring accepted a majority decision of seven on whether the fans were unlawfully killed.

Almost three decades of campaigning by loved ones have finally resulted in the exoneration of the behaviour of the Liverpool fans that day.

Labour MP Andy Burnham – who is from Liverpool and has campaigned with the Justice for the 96 group – said the episode was the “greatest miscarriage of justice of our times” and called for full accountability.

“For 27 years this police force has consistently put protecting itself above protecting those hurt by the horrors

**“For 27 years this police force has consistently put protecting itself above protecting those hurt by the horrors of Hillsborough”**

of Hillsborough. People must now be held to account for their actions and prosecutions must now follow,” said the former health secretary.

The jury concluded that stadium defects contributed to the disaster, and the verdict gave a stark reminder of the state of football stadiums 30 years ago, and the improvements that have been since, with much has been done in the intervening years to improve football ground safety.

Karen Eyre-White, chief executive of the Sports Grounds Safety Authority (SGSA) – the organisation set up a year

after the disaster to monitor stadium safety – highlighted the investment in infrastructure which has been made in the 27 years since to avoid something similar happening again.

“What we’ve seen over the last 27 years is continued investment in infrastructure and an integrated approach to spectator safety. There is much better partnership working between clubs and police and much more involvement from local authorities,” said Eyre-White. “But we can’t be complacent and we have to build on the progress we’ve made and guard against new safety risks such as smoke bombs, flares and drones.”

David Crompton, chief constable of the South Yorkshire police, said the force “unequivocally accepted the verdict” and that the policing at the match was “catastrophically wrong”. Crompton has since been suspended.

<http://lei.sr?a=m6H6B>



JOE GIDENS/PRESS ASSOCIATION

▲ The families of those who died celebrate the verdict outside court



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## EQUALITY

### South Africa ban on World Cup bid

South Africa has been banned from bidding for the 2023 Rugby World Cup after the sport's governing body failed to meet representation targets.

The nation's sports minister Fikile Mbalula presented a report on the progress made by South Africa's 19 sporting federations in terms of opportunities for black sportspeople.

Mbalula said that South African Rugby (SARU) had not met its transformation targets and would be banned from hosting and bidding for

**"This is the right thing to do considering the grave injustices of the past"**



SCHALK VAN ZUYDAN/PRESS ASSOCIATION

▲ Sports minister Mbalula said the punishment would be reviewed next year

major international tournaments until new figures were published in 2016/17.

Other federations found in breach – Athletics South Africa (ASA), Cricket South Africa (CSA) and Netball South Africa (NSA) – received the same punishment.

Mbalula said the report findings and the subsequent action was "the

right thing to do" considering the "grave injustices of the past".

"The reality is that 84 per cent of the country's under-18 year-old population grouping is black African and only 16 per cent is white, coloured and Indian," he said.

Read more: <http://lei.sr?a=L3K80>

### Basketball pair sizing up stadium development in Detroit MLS bid

Detroit may become the next US city to enter a franchise into Major League Soccer (MLS) as part of a US\$1bn (£685.2m, €866m) investment plan devised by two National Basketball Association (NBA) owners.

Detroit Pistons owner Tom Gores and Cleveland Cavaliers boss Dan Gilbert announced plans to build a 20,000-seater stadium in the downtown area of the city.

The development – which is being designed by architecture studio Rossetti – will include mixed-use facilities for sport, entertainment, hospitality and retail. Four towers containing hotel,

residential and office space will also be included alongside the proposed franchise's training facility.

Detroit mayor Mike Duggan has thrown his weight behind the bid and said he was "looking forward to working with anyone who is committed to making the idea of an MLS franchise in Detroit a reality".

"Bringing a team downtown will further energise Detroit's urban core, which is critical to the entire city's overall health and vibrancy," said a statement made by Gores and Gilbert.

Read more: <http://lei.sr?a=4S0c0>



DUANE BURLESON/AP/PRESS ASSOCIATION IMAGES

▲ Detroit Pistons owner Tom Gores

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## INTERNATIONAL



FRANÇOIS MORI / PRESS ASSOCIATION IMAGES

▲ Paris 2024 co-chair Estanguet

## Paris 2024 signs deal with World Wildlife Fund

The organisers of Paris' bid for the 2024 Olympic Games have signed an "environmental" deal with the World Wildlife Fund (WWF) to sure up its sustainability credentials.

Paris 2024 co-chairs Bernard Lapasset and Tony Estanguet made the agreement with WWF president Isabelle Autissier.

It will see both organisations attempt to organise an event with "positive environmental impacts" which chimes with the International Olympic Committee's (IOC) Agenda 2020 reforms.

Estanguet said sustainable development was "at the heart of the project", adding: "This is not a goal, it is the very DNA of the application we are building with the athletes and all our partners."

"This agreement will allow us to provide a global project incorporating advances in new infrastructure, existing or temporary, of smart cities, renewable energy, transport and sustainable mobility, management of waste, sustainable foods or preservation of biodiversity."

Under the terms of the partnership an excellence committee will be formed.

Read more: <http://lei.sr?a=h3J8P>



KROPIC1 / SHUTTERSTOCK.COM

▲ The Raiders' current home, the Oakland Coliseum, which it has leased until 2017

## Oakland Raiders chief eyes Vegas move

Oakland Raiders owner Mark Davis is eyeing a US\$1.3bn (£891.2m, €1.1bn) stadium project in Las Vegas after the National Football League (NFL) franchise missed out on a move to Los Angeles.

Davis met the Nevada tourism board to discuss the move to a proposed domed stadium, which he has pledged US\$500m (£345.1m, €438.8m) towards.

The franchise was in a three-way race with the San Diego Chargers and the St Louis Rams to relocate to Los Angeles, however the Rams secured approval from the NFL Board to make the move west in January.

Subsequently, Davis signed a fresh one year lease deal to keep the Raiders

**"Together we [Oakland Raiders] can turn the silver state into the silver and black state"**

in the team's Oakland Coliseum home with the option to extend in 2017 and 2018, but the owner has his eyes set firmly on the move to Nevada.

"Together we can turn the silver state into the silver and black state," said Davis on the potential move.

Read more: <http://lei.sr?a=S6t3f>

## Pyeongchang 2018 president announced surprise resignation

Preparations for the 2018 Pyeongchang Winter Olympics in South Korea have taken a knock following the shock resignation of president Yang-ho Cho.

Cho has stepped down from the Pyeongchang



▲ Former POCOG president Yang-ho Cho

Organising Committee (POCOG) with immediate effect to concentrate on his role as chair of the Hanjin Group – a shipping company facing "critical financial issues".

Read more: <http://lei.sr?a=t4Y3M>



**Turn over:** South Africa's Rugby World Cup bid hits the rocks.

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# Warren Deutrom

The Cricket Ireland CEO tells Tom Walker how he plans to make the sport as big as rugby and football in the Emerald Isle

Tom Walker • managing editor • Sports Management

Cricket Ireland has launched a new five-year plan which aims to establish cricket as a major sport in Ireland alongside football, rugby and GAA (Gaelic football and hurling). The new strategy – *Making Cricket Mainstream* – was published on 26 April and is being driven by Cricket Ireland CEO Warren Deutrom. Speaking to *Sports Management*, Deutrom says the new direction represents a watershed moment for Irish cricket.

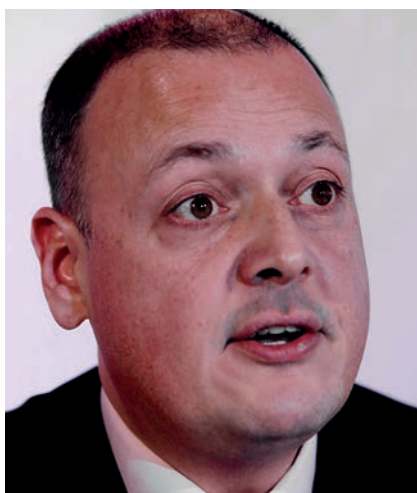
“When we think of major sports in Ireland, we think of GAA, rugby and football,” Deutrom says. “Well, why not cricket too? Some might look at that target and say ‘no chance’. But I’m of the opinion that if you set yourself a soft target and achieve it, you might look back and think whether you could have achieved even more? You need to set your goals very high – and that’s what we’ve done.”

## BEYOND THE BOUNDARY

The new strategy is the third four-year plan overseen by Deutrom while CEO of Cricket Ireland. He was appointed in 2006 – following an eight-year career at both the England and Wales Cricket Board (ECB) and International Cricket Council (ICC) – and during his time leading the governing body, Ireland’s senior teams have developed into respectable forces in world cricket. Now, says Deutrom, it is time to take the next step: to make Irish cricket a major force in its own backyard.

“For me, being a ‘mainstream sport’ means that a sport is culturally visible,” he says. “To some extent it is already happening. If you drive up the A5 from Dublin up towards the west on a weekend during the summer, you’ll pass a number of cricket clubs and see games being played. Get into a taxi in Dublin and you can have a conversation about the national cricket team with the driver.”

At the heart of the new strategy is to build on the successes of the national team and to further



**Deutrom claims the strategy has to be bold in order to make the desired impact**

de-mystify cricket for the Irish public. Plans include making the sport highly visible throughout the country – from grassroots up.

“Winning against the likes of England and Pakistan at ICC World Cups have caught the nation’s imagination,” Deutrom says. “And we want to now move to the next step, which is transferring that interest into active players and fans.”

Deutrom adds that the success of the national team

– and the interest it has created – has in the past offered Cricket Ireland something to hang its business plan on, by securing broadcast and sponsorship deals. He is, however, keen to move on from relying on a single team’s fortunes for revenue – something that the new strategy addresses.

“All of our previous strategies have banked on the success and visibility of our international team at



BRIAN LAWLESS / PRESS ASSOCIATION IMAGES

**The Ireland women’s team will play more games than ever before in 2016**



6

**Having more games is going to help us to unlock the commercial model that only the Test nations have enjoyed until now**

9







ROSS SETFORD / PRESS ASSOCIATION IMAGES

major competitions,” Deutrom says. “Our business model was reliant on the men’s senior team qualifying – and doing well – at the 50-over and T20 World Cups.

“This new strategy will, for the first time, build a business model which not only provides us with visibility between World Cups, but also offers us the ability to be able to develop a broadcast model and a platform for sponsor which we haven’t had in the past.”

In practice, this means Cricket Ireland organising more one day international (ODI) games against Test level countries. The effects of the new strategy are already being felt. This year (2016) Ireland will play a total 11 ODIs – including home games against top nations Sri Lanka, Afghanistan, Pakistan, South Africa and Australia. The women’s team will also play more games than ever before during 2016, with six home matches against Bangladesh and seven against South Africa.

“Having more games is going to help us to unlock the commercial model that only the Test nations have enjoyed until now – the ability to have matches which they commercialise, put on TV and generate broad sponsorship from,” Deutrom says.

## CLUB MATTERS

Deutrom, however, stresses the importance of club cricket to the success of making cricket a mainstream

**Deutrom wants to build on interest fostered by Ireland’s promising performances in short-form cricket**

sport in the country. The strategy outlines a number of ways in which Cricket Ireland will look to build capacity and infrastructure at grassroots level – both in terms of facilities and players.

“We’re launching a club fund to assist the clubs with grants for equipment and facilities – in addition to the practical support we provide already,” Deutrom says. “We’re also focusing on having more schools offering the sport as part of their curriculum.

“We want children to move from schools to clubs – and we need to focus on making that transition a smooth one. We want to avoid a situation where kids play an eight-a-side format of kwik cricket at school – where everyone gets to hit, bowl and catch – only for them to join a club where they realise they don’t have the correct kit and they have to spend most of the game fielding at fine leg.”

As well investing in clubs to make them attractive to new players, the strategy prioritises efforts to create opportunities to play cricket in a range of formats. “Cricket can be a time consuming sport and we don’t want people who are new to the game be put off by that,” Deutrom says. “So we’re looking at creating more club leagues – but also office leagues and indoor competitions.

“We want to try and remove any barriers there are for people to enjoy a game of cricket.”●



# Let's get active!

**With the government earmarking grants for physical activity as part of its sport strategy, there's never been a better time to invest in facilities**

**T**he latest figures show that only four in ten adults play sport once a week and as a result, the government is changing the way it invests in community sport to get more of the population engaged in exercise.

Instead of just targeting people aged 14 and over, it will widen the brief to focus on all ages from five-years-old through to pensioners.

Investment will also be made in sports projects and activities which provide people with a greater quality of life – from improved physical and mental health to stronger communities. There is also a strategy to enrich young people's educational opportunities.

This new approach will be crucial in getting more of the nation active.

## Feedback from the fans, players and local community has been very positive

A report from The British Heart Foundation National Centre for Physical Activity revealed that regular physical activity could prevent people developing a range of health issues, such as cancer, Type II diabetes and heart disease. It also found sports participation effective in reducing depression and anxiety.

Grants and funding are now available to schools, sports clubs, community groups and local authorities to enable the building of the new sports pitches and facilities needed to get people more active.



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George Dorwell, chair, Worthing Football Club, said: "O'Brien Sports approached the project in a very professional manner. The construction team were meticulous in their work,

and the end result is one of the highest standard playing surfaces in the league and the region. Feedback from fans, players and the local community has been very positive."

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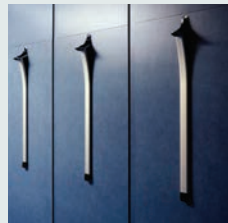
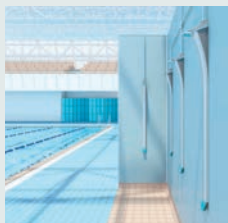
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# CSP appraisal presents 'blank page' opportunity

Do County Sports Partnerships still have a role to play in grassroots sport provision? 'Yes' says London Sport CEO Peter Fitzboydon, although they shouldn't be responsible for the direct delivery of sport

**F**rom a personal perspective, I'm new to the County Sports Partnership (CSP) world, having been appointed as London Sport's first chief executive around 18 months ago following the merger of London's five CSPs.

This gave us the opportunity to start with a blank sheet of paper, with increased scale and political backing, allowing us to think bigger and better than before.

The ongoing appraisal of County Sports Partnerships presents the same blank sheet opportunity, with the potential prize of CSPs forging an impactful and valued remit in the new sporting world.

For that reason, the appraisal may have been better served by asking two slightly different (but connected) questions: what is needed by physical activity and sport at a local level; and how should CSPs be changed – if at all – to fit this remit? After all, form should follow function.

CSPs: the same title across the country, but very different animals. Therein lie strength and weakness. Indeed, the difference in scale and ambition in London means we don't describe ourselves as a CSP.

This is not to malign the work done in other areas, but is a recognition that our merger created a different organisation with a different role. Adapting to local need is a vital pre-requisite for any CSP, but the resultant inconsistency and inability to speak about them in the same language

limits the understanding of our potential.

I believe the local need is for better strategic coordination of the organisations delivering physical activity and sport.

For me, this precludes CSPs from being involved with direct delivery, as it's difficult to give strategic leadership to organisations who perceive you as their competitor. The shift towards a more uniform strategic level nationally must be met with greater flexibility when it comes to the use of investment and – accordingly – more accountability for results.

## **“The elephant in the room is around driving efficiencies which inevitably hints at consolidation”**

The elephant in the room is around driving efficiencies in the network, which inevitably hints at consolidation. This is where I would emphasise the need for caution.

London Sport merged five organisations into one. While the results have been nothing short of great – immediately around £500k more into the 'system' each year through savings and increased investment, with increased range and quality of services on offer – the process did not happen without pain. Even more challenging was the stagnation in improvements while the feasibility of the merger was conducted and carried out.

This was undoubtedly the right solution for London, and Sport England showed admirable vision, leadership and determination, along with the Mayor of London's team, to make it happen. But given the need to show immediate progress against the new government and Sport England strategies, full mergers may need to be off the agenda. Most of the financial savings can be gained by a softer approach. In London Sport's experience, the efficiency savings were at the top and bottom of the organisation – through shared senior management and support services – the benefit of the formal merger was more around neatness and streamlined governance.

So, what's the answer? Form should follow function, and in my book, for the new national strategies to be successful, there needs to be a network of local bodies making sure organisations – from different sectors – work together effectively.

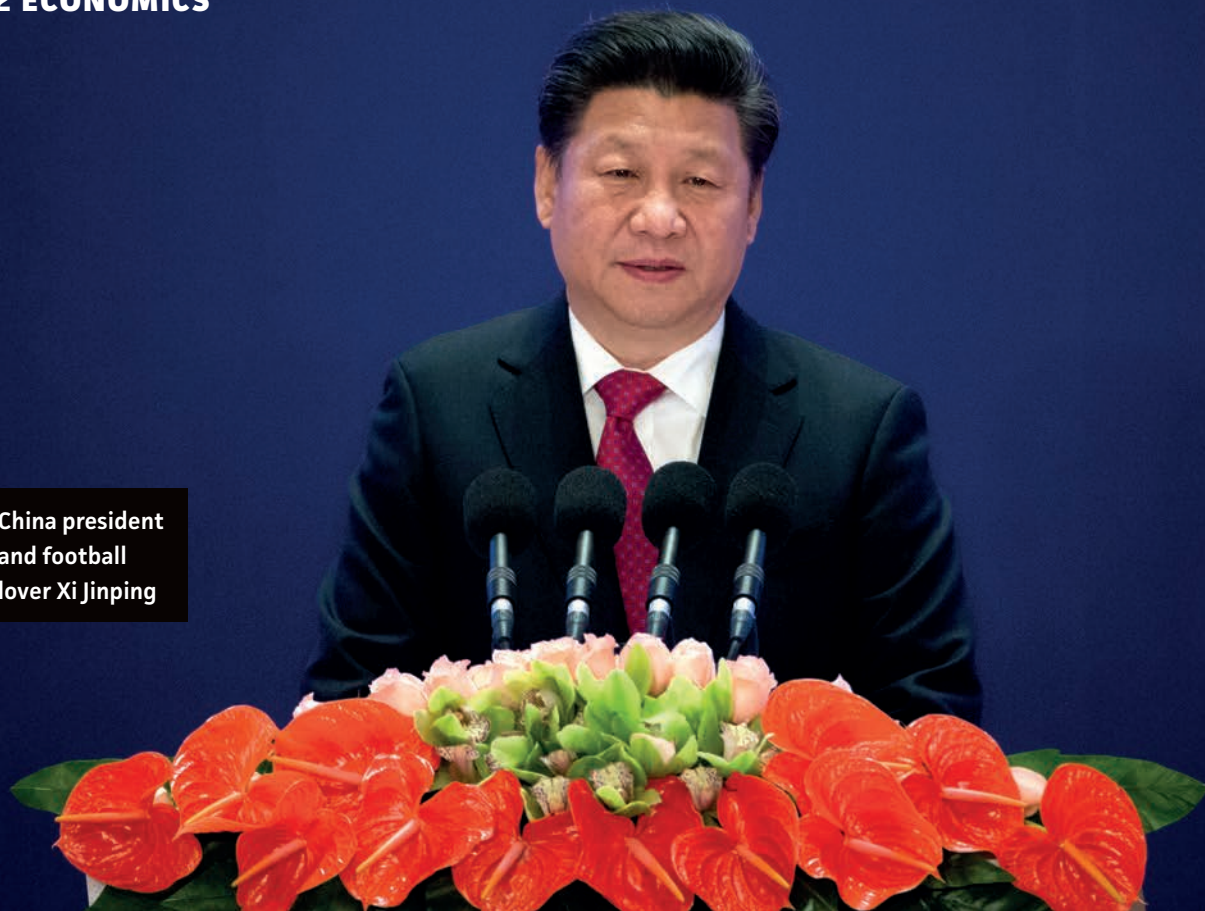
Can CSPs fulfil this role effectively? Categorically yes, they can.

The perfect ingredients are all there with exceptional local knowledge, connections and experience. The missing ingredient is more 'common DNA' with a clear and consistent purpose across the country, increased accountability and flexibility on how to achieve it in each area. This would no doubt mean change in some areas, but as we've experienced in London, sometimes, change is good. ●





China president  
and football  
lover Xi Jinping



MARK SCHIEFELBEIN / PRESS ASSOCIATION IMAGES

# BUILDING AN EMPIRE

Chinese president Xi Jinping wants to create the world's largest sports economy by 2025. He has placed football, the most global of sports, at the heart of his plans

Tom Walker • contributing editor • Sports Management

China has ambitious plans for sport. Led by president Xi Jinping. The single-party central government has announced it wants to create a sports economy worth five trillion yuan (US\$800bn, £552.9bn, €702bn) by 2025. If it's successful, the nation will become the world leader in sport – with it accounting for 1 per cent of China's total GDP.

Making the announcement in November 2014, President Xi initially offered little detail on how the country of nearly 1.4 billion people plans to achieve its ambitious goals. Since then, however, a clearer picture has emerged. Football, it seems, will act as the driving force behind China's aspirations. A fan of the beautiful game himself, the president has now set



**Simon Chadwick**  
has monitored  
Chinese football  
for 20 years

two main goals for the Chinese football revolution – to host the World Cup and to eventually win it.

## PHASED PROGRESS

Professor Simon Chadwick has been “China-watching” for nearly two decades and has witnessed the emergence of sport as a serious industry from close quarters. Chadwick says that following on from its well-publicised “stadium diplomacy” initiatives – the building of sports venues in developing countries in return for preferential access to natural resources – China's interest in sport was taken to a new level by its hosting of the Beijing Olympic Games in 2008.

“The Beijing Games were bid for and staged with the agenda of re-establishing China on the world



**Turn over:** Peter Fitzboydon of London Sport gives his opinion on the CSP review



MOONBLACK / SHUTTERSTOCK.COM

stage,” he says. “The Games were all about projecting a new image of China as a modern, developed and economically strong nation. It was nation-branding on a large scale. By hosting the Games, China was saying ‘we’re here, we’re strong and we’re wielding influence.’”

According to Chadwick, China has now moved to the next stage of its sporting plans – for which Jinping’s statement in November 2014 acted as the firing of the starter pistol. The president’s speech has been

**China is hoping to host the World Cup – and eventually win the competition following investment**

## Some relatively unknown football clubs in China spent huge amounts of money on some of the world’s best talent

followed by a host of Chinese companies dashing to acquire sports-related business interests – such as sports broadcasters and football teams – in mature markets.

Two of the most significant deals were Dalian Wanda, China’s biggest private property developer, buying a 20 per cent stake in Spanish football club Atletico Madrid and China Media Capital spending US\$400m (£276.4m, €351.1m) in acquiring a 13

per cent stake in City Football Group – owner of Manchester City FC and the New York City FC.

“What China is now doing is building an entirely new sector of business which wasn’t there before,” Chadwick says. He adds that stage two didn’t just consist of Chinese companies acquiring football businesses and media properties. In early 2016 Chinese football clubs completed a string of high-profile transfers deals for players considered at the top of their game, such as Brazilian Alex Teixeira, ex-Chelsea midfielder Ramires and former Arsenal forward Gervinho, which really caught the attention of the football world.

“Some relatively unknown football clubs in China spent huge amounts of money on some of the world’s best talent – that sounded the alarm bells for many who hadn’t noticed what was going on in China,” says Chadwick. “It really announced that China is here and it means business. It was a clear indication that it has the economic resource – and the will – to do well in that business.”

### LIEUTENANTS

While China remains officially a communist state, it has for a long time now embraced the tenets of capitalism and has undergone significant economic reform. As a





JASON LIU / COLORCHINA PHOTO / PRESS ASSOCIATION



JASON LIU / COLORCHINA PHOTO / PRESS ASSOCIATION

result, there are now multi-billion dollar companies operating inside China and the people leading them are emerging as China's economic lieutenants.

When it comes to sport, two of these lieutenants – Wang Jianlin and Jack Ma – have emerged as the main drivers of China's ambitions. Wang owns the Dalian Wanda conglomerate which purchased the 20 per cent stake in Atletico Madrid and he also recently acquired the multinational Infront Sport and Media giant for US\$1.2bn (£829.3m, €1.1bn). Wanda also became the first headline sponsor of FIFA since Gianni Infantino became president of the governing body in February.

Meanwhile, Ma – the chief of Alibaba Group – has spent around US\$192m (£89.2m, €168.5m) in acquiring a 50 per cent stake in Chinese Super League team Guangzhou Evergrande. To operate the burgeoning portfolio of his sports interest, Ma has launched a separate arm – Alibaba Sports Group.

It is no coincidence either, that it was Ma's Guangzhou Evergrande which performed one of the most amazing coups of the January 2016 transfer

**Jackson Martinez (left), Alex Teixeira (top right) and ex-Chelsea player Ramires (bottom right) joined Chinese clubs for big fees in 2016**

window – the purchase of Colombian star Jackson Martinez for €42m (£33.1m, US\$47.9m). Martinez is a player in his peak – a talent chased by several English Premier League clubs – and his move to Evergrande was a clear sign that the Chinese domestic league is more than just a lucrative retirement home for fading stars.

Chadwick says the reasons for the emergence of the "lieutenants" are political – as well as economical. "To understand what's going on, it's crucial to understand the political underpinnings," he says. "The way Chinese business works is that, as a business, you have to be publicly seen to be supporting the state, otherwise it does somewhat constrain your businesses development.

"Take the Evergrande real estate group, which part owns Guangzhou Evergrande FC alongside Jack Ma. It depends upon being able to acquire rights to build properties on state-owned land. Investing in the team will be seen as support for the government's push on





sport. As a result, Evergrande could find it easier to secure planning permissions from the government. So there is a subtle political strand to all of this.”

### CASHING IN

The political undercurrents and Chinese traditions are something foreign companies will have to take into consideration if they hope to benefit from China’s sporting boom. On the surface, the creation of a new sporting superpower – and the need for the infrastructure and facilities to support it – presents foreign suppliers, architects, training companies and other service providers plenty of opportunities.

Some business is already being conducted, as China begins to look outside of its borders to gain expertise and help. The creation of a grassroots sport sector is one example of this. In football alone, there are now a number of training centres established by foreign companies, often spearheaded by former players. Brazilian soccer legend Ronaldo was the latest (in November 2015) to secure a deal to establish a network of soccer schools in China carrying his name – a total of 30 will open over the next five years.

For Chadwick, however, the future picture is less clear. “There are potentially huge opportunities for foreign businesses to get involved and benefit – but at the same time there might be no opportunities at all,” he says.

**As well as investment in players, China will increase finance for infrastructure such as stadiums and training facilities**

**In the next five years, Ronaldo will build 30 soccer schools in China bearing his name**

“It’s not like doing business in Europe, where you can jump on a plane and you can start selling 3G pitches, for example. You can’t take a plane to China and just say ‘we’re here and this is what we can offer’. There is a lot of regulation and the state keeps a very tight control over what happens in towns, cities and the provinces.

“To do business in China, you either have to set up in China, or else you sell through a local agent. Even if you set up in China, you are required to work with local agents because you need a local license to operate. If you want to export to China, you have to go through a state-approved agent.”

He adds that creating contacts and understanding local practices will be key to success for any company wanting to get involved. “As well as the politics, having genuine relationships with the people you want to work with is crucial.

“The Chinese have something called *Quanxi* – a type of relationship which is very important to them. If you want to do business with them, they need to trust you on a completely different level than you would expect in Europe.”

Chadwick ends with words of encouragement. “The Chinese really like to do business. They’re constantly on the lookout for opportunities and will do business if it’s right for them.” ●



# Japan wants to amaze the world

## TOKYO 2020

**Self-driving taxis, robots and a youth focus could all have a place at the Tokyo 2020 Olympics. With four years to go, Kath Hudson explores what the Games may have in store**

Kath Hudson • journalist • Sports Management

In a few months the Rio Olympics will be over and all eyes will be on Tokyo. So far the big headlines have included the Olympic Stadium design debacle, allegations of plagiarism over the logo and concerns about mounting costs, but the organising committee is keen to draw a line under these challenges and move forward with its vision of creating a forward-looking, inclusive and engaging Olympic Games.

The 1964 Tokyo Olympics transformed Japan, bringing rapid economic growth, and now there are high hopes for the 2020 Games to do the same. The Tokyo organising committee has said it wants to make its Olympic Games the most technologically advanced ever.

There are rumours of self-driving taxis, apps to show people to their seats in a number of different



**One of the objectives of our technology team was to stimulate Japanese companies and encourage innovation**



**Tokyo 2020 spokesperson Hikariko Ono said the Games are encouraging innovation in Japanese business**



LENNY IGNEZLI / PRESS ASSOCIATION IMAGES

languages and facial recognition software at the venues. The organising committee says innovation will be a key part of the Games in order to ensure a good experience for athletes and visitors, as well as creating engagement with the rest of the world.

“We see the 2020 Games as an opportunity for Japan, Tokyo and the Japanese business community to amaze the world in areas not directly related to the Games,” says Tokyo 2020 spokesperson, Hikariko Ono. “One of the objectives of our technology team was to stimulate Japanese companies and encourage innovation.

“We are hoping to develop and popularise a diverse range of technological innovations, including hydrogen-powered vehicles, multilingual translation devices, and sports-related data devices, equipped with the latest ICT technologies.”

Japan is also the first country to be permitted to add youth sports to the bill under the Olympics Agenda 2020. To encourage youth engagement, the Tokyo 2020 Organising Committee has proposed 18 events from five sports which are appealing to young



**Turn over:** China's ambitious plan to take on the world of football



LEO CORREA / PRESS ASSOCIATION IMAGES



ROBOTAXI

people: baseball/softball, karate, skateboarding, climbing and surfing. The final line up of new sports will be announced in Rio in August.

"We are deeply honoured and very excited to be the first ever OCOG to be offered the opportunity to contribute to the innovative design of the Olympic programme," says Ono. "This package of events represents both traditional and emerging, youth-focused events, all of which are popular both in Japan and internationally.

"These sports will serve as a driving force to further promote the Olympic movement and its values, with a focus on youth appeal. They will add value to the Games by engaging the Japanese population and new audiences worldwide, reflecting the Tokyo 2020 Games vision."

The delivery phase is set to swing into top gear from next year and will be completed by 2019. Nineteen existing venues will be used, as well as eight new permanent venues and seven temporary venues. Where possible, cost savings have been made by

**Skateboarding (top left) and surfing (top right) could make their Olympic debuts in Tokyo as part of a bid to engage more young people**

## Tokyo 2020 innovation: The things to look out for

### 1 Self-driving transport

Driverless cabs are being developed for the influx of spectators travelling to Tokyo for the event

### 2 Instant language translation

Real-time systems will be ready for the Games

### 3 Robot assistants

Robots could aid visitors during the Games

### 4 TV broadcasts in 8K

Viewers will watch the Games like never before

### 5 Artificial meteor shower

Rumour has it artificial meteors may feature in the hotly-anticipated opening ceremony

### 6 Hydrogen-powered buses & buildings

According to reports, the government is planning to spend US\$330m on hydrogen power

### 7 Algae as a fuel source

The carbon dioxide-sucking lifeform is being seen as a potential energy source

### 8 Even more maglev trains

Japan is looking to roll out the high speed train in Tokyo in time for the Games

### 9 Sports-related data devices

New tech will use the latest ICT technologies







TOKYO 2020 - SHUGO TAKEMI

using existing venues, for example a velodrome and mountain bike track 120 kilometres outside of Tokyo.

Venue construction has caused the biggest controversy to date, when Zaha Hadid Architects' (ZHA) designs for the Olympic Stadium were thrown out last July by Prime Minister Shinzo Abe.

## STADIUM DOUBTS

ZHA won the contract in an international architectural competition in 2012, but received criticism from Japanese architects and caused public outcry when the original budget almost doubled. ZHA said the rising costs were the result of spiraling construction costs in Japan and a fixed deadline. The firm wanted the opportunity to modify their plans, which they had been working on for two years.

However, another competition, with a much shorter design and construction schedule, was opened in September. The stadium was reduced in size from 72,000 to 68,000-capacity and the cost was capped at 155bn yen (US\$1.3bn, €1.2bn, £850m), representing a significant reduction from 250bn yen (US\$2bn, €1.8bn, £1.37bn) estimated for the initial proposal.

In December, Japanese architect Kengo Kuma, who is known for his use of natural materials, was appointed with an oval, wooden lattice design. According to the *Japan Times*, "Japanese-ness" was a

## School children in Tokyo counting down to the start of the 2020 Olympic Games

key factor in choosing the winning design. Circulation areas around the edge of each level feature plants, trees and exposed terraces.

The cost of organising the Games is likely to be higher than the original estimate of 300bn yen (£1.8bn) and the organising committee is due to submit a revised cost estimate to the IOC this summer. Rising costs are a result of unforeseen extras, such as the construction of temporary venues, transport, infrastructure and tightened security.

Moving forward, the new Olympic and Paralympic logos were selected last month, following comments from 40,000 members of the public. Composed of three varieties of rectangular shapes, the chequered emblem is rendered in the traditional Japanese indigo blue, known as ichimatsu moyo and, according to the organisers, incorporates the message of unity in diversity.

"The new Olympic Games Tokyo 2020 emblem symbolises important elements of the Tokyo 2020 Games vision," says IOC vice president and chair of the Tokyo 2020 Coordination Commission John Coates. "The public engagement in the selection process is another sign of growing interest in the 2020 Games. Interest and excitement will continue to build, in Japan and globally, after the official hand-off to Tokyo 2020 at the close of the Olympic Games Rio 2016." ●





Zaha Hadid claimed that Kengo Kuma copied elements of her design

## 2020 Olympic Stadium ruckus

Zaha Hadid Architects originally won the tender to design the Olympic Stadium (above) before Japanese president Shinzo Abe pulled the plug citing budgetary factors. Kengo Kuma was drafted in to take over the project, but Hadid – who passed away unexpectedly in March – criticised the move, claiming that it put the legacy of the Games in “jeopardy” and that parts of her design were plagiarised by Kuma.



# TOKYO 2020 CONTROVERSIES

Despite the excitement and anticipation, the preparations for the Games haven't always gone according to plan

SHIZUO KAMBAYASHI/AP/PRESS ASSOCIATION IMAGES



The new logo for Tokyo 2020 – designed by Asao Tokoro – was unveiled in April 2016



## 2020 logo debacle

Organisers were forced to scrap the first logo after designer Kenjiro Sano was accused of plagiarising an emblem designed by Belgian Olivier Debie for the Théâtre de Liège (above). A new logo, designed by Asao Tokoro – titled Harmonised Checkered Emblem – was revealed last month. We like it better.







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

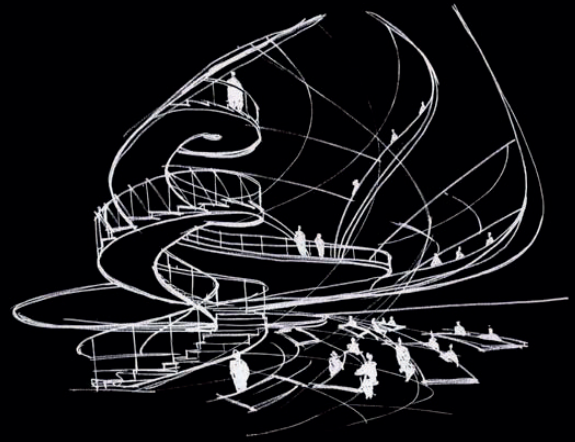
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Above: Dax Polé Commercial



Den Haag Zuiderpark



Lyon Carré de Soie



Derby Arena



Omnisportcentrum Apeldoorn



# How to win EU funding

**Sport has found itself at the heart of EU policy making, with funding available for the right projects. Jen Nymand Christensen of the European Commission talks to Tom Walker about where opportunities lie**

Tom Walker • managing editor • Sports Management

**T**he European Union (EU) has classed sport – and grassroots sport especially – as an “important activity”, citing its contribution to the EU economy and the value it contributes to society.

The decision – made partly due to the burgeoning obesity crisis – has resulted in an increasing number of grants and funding streams being made available for projects and initiatives which seek to increase physical activity.

## STRUCTURED FUNDING

Nowhere is the EU’s fresh appreciation of sport more evident than at the European Commission (EC) – the EU’s executive body – where the incumbent commissioner for sports, education and culture Tibor Navracsics has brought renewed political emphasis on the topic. Navracsics, a Hungarian with a passion for sport, has said he feels an “obligation” to improve

**Sport can be an excellent tool for local and regional development, urban regeneration, and employability**

physical activity policy, in order for it to reflect the key role exercise plays in society.

“Commissioner Navracsics has consistently underlined that the promotion of grassroots sports is and should remain at the heart of EU cooperation in the field of sports,” says Navracsics’ deputy Jens

Nymand Christensen, speaking to *Sports Management*. He adds that the benefits of investing in sports infrastructure – and in providing sports provision – are not limited to tackling the obesity crisis.

“Sport can be an excellent tool for local and regional development, urban regeneration, and employability. This potential has been recognised by the Commission, which believes that the sport sector – through its local anchoring and its employment potential – can make an important contribution to local economies and societies.”

Nymand Christensen adds that sport as an industry could (and should) benefit by making sure it is included in the planning of major infrastructural projects. “The EU has large funding available for structural funds and city generation, and a dimension of that is developing sports facilities in the cities,” he says. “There is a move within the EU to think more innovatively about planning, a need to give cities back life.

“The EU has a very substantial fund development in city generation and the ball is in the camp of the local authorities and governments. I’d urge sports organisations to talk to their local authorities about town planning as part of their strategy to secure sports funding from the EU.”

## DIRECT FUNDING IS NOW AVAILABLE

As well as funding sport as part of larger infrastructure projects, the EU has created a number of direct funding streams exclusive to sport. One of the most significant



Jens Nymand Christensen, deputy director general at the EC



is Erasmus+, which is open to not-for-profit sports organisations wishing to carry out pan-European grassroots sport projects. Launched in 2013, the seven-year programme is set to allocate more than €265m (£209.5m, US\$302.1m) by the time it closes in 2020.

As well as getting people active, the objectives of the Erasmus+ programme include tackling cross-border threats to the integrity of sport – such as intolerance – and to promote voluntary activities in sport. “Support to grassroots sport is a clear priority in the Erasmus+ programme”, Nymand Christensen says.

“Most of the funding through Erasmus is made via the so-called collaborative partnerships, which require the involvement of five organisations from five different programme countries and allow for a maximum grant of €400,000 (£316,160, US\$455,986).

“We encourage individual sports clubs and organisations to submit project proposals to

**Local authorities  
are being  
encouraged to  
include sport in  
town planning**

receive funding under Erasmus+ and we’ve done a lot of work to inform sports stakeholders about existing opportunities. For the past three years, for example, we’ve held a Sports Info Day to give concrete guidance on both our policy priorities and the practical aspects of submitting an application.”



PATICA / SHUTTERSTOCK



SNAPZART / SHUTTERSTOCK

**Grassroots sports club are encouraged to bid for ERASMUS+ funding**

## TAKING IT ABROAD

One of those to have benefitted from Erasmus+ funding is AMsportstours – an organisation combining sport with education through “soccer camp” experiences. Founded by former professional footballer and current Northern Ireland assistant coach Austin MacPhee, AMsportstours received funding for its “Sports Coaching Development – A step nearer to the workplace” project, which offered young students from its partner colleges the opportunity to immerse themselves into another culture, while developing their coaching skills.

A total of 61 participants studying for their higher national certificates (HNC) and diplomas (HND) in sports coaching were selected for two-week placements – organised by AMsportstours’ partner organisations Athlete Sports Academy (Sweden) and Takeball (Spain). The aim of the programme was to offer learners hands-on experience of working abroad in new environments, while developing their capacity to manage and deliver high quality coaching sessions. Nymand Christensen adds that for 2016, funding will also be made available for smaller projects.

“This year will be the first time Erasmus+ will fund small collaborative partnerships – three organisations from three programme’s countries – with a maximum amount of €60,000 (£47,424, US\$68,397). This is were designed having smaller organisations and grassroots activities in mind,” he says. ●





# Winds of change

**Last year The Change Foundation provided opportunities for 3,000 disadvantaged children in the UK, Jamaica, India and Ghana. Now in its 35th year, Simon Lansley discover what's next for the organisation**

**T**his year The Change Foundation will celebrate 35 years of using sport to change the lives of young people from disadvantaged backgrounds.

But you still won't read about it on the back pages of the nation's newspapers.

Not that this bothers the charity's director of Design and Impact, Navjeet Sira. That is because what matters first and foremost to her is impact – that and sharing the expertise which will enable more people and organisations to drive change and help young people.

Last year the Foundation provided opportunities for almost 3,000 marginalised and at-risk young people in the UK, Jamaica, India and Ghana. It did this through its own network of programmes and partners, which range from the Refugee Cricket Project in Croydon to the Chris Gayle Academy in London and Kingston, Jamaica.

But these days the organisation, which expanded from 'Cricket for Change' to The Change Foundation in 2014, offers much more than just cricket programmes. Its 'Dance4Change' and 'Storm' (fitness



**Navjeet Sira, The Change Foundation's director of Design and Impact. Below, working with at-risk kids in Mumbai**

and wellbeing) projects work with young women at risk of anti-social behaviour in South London, and 'Rugby4Change' helps to rehabilitate young offenders. the 'Hit the Top' programme works with disabled eight- to 25-year-olds in schools to build confidence and social skills.

At the core of The Change Foundation are some simple key principles; every programme helps young people in difficult situations learn to 'engage, trust, transform and achieve'. And all of their programmes are run by young people who

have previously come through a Change Foundation project. When Sira describes the organisation as "genuinely youth-driven", it's not just lip service.

She explains how the charity has evolved. "We were purely a cricket organisation for nearly 29 years, so using cricket as a tool for a combination of outreach, sport for development and participation.

"Our CEO originally set up the England Blind Cricket team, so we started a blind cricket programme, and soon the whole charity transitioned into this 'sport for good' focused organisation, just using cricket and adapted forms of cricket.

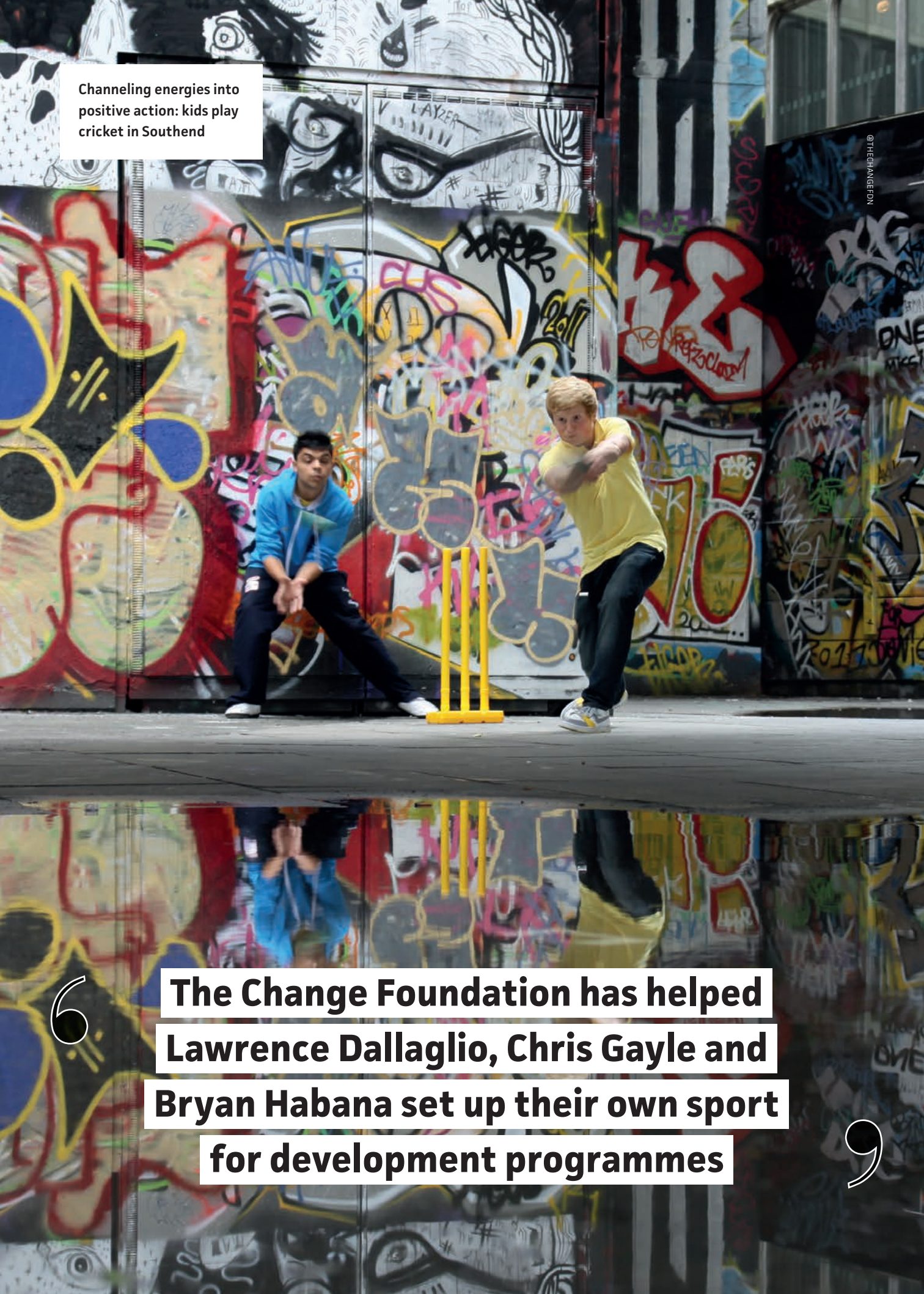
"We also designed a short, sharp version of cricket called Street20 cricket and it became this really interesting product, so many people wanted to be trained in it and so many people wanted to use it.

"It influenced our international strategy and we were being responsive to so many organisations who were saying 'can you come and train us?'. So the whole organisation started moving and it became quite a capacity-building organisation as well as delivering cricket for change-orientated programmes in London and UK-wide."

It is this expertise which has enabled The Change Foundation to help world sports stars such as Lawrence Dallaglio, Chris Gayle and Bryan





A photograph of two young boys playing cricket on a city street. The boy on the left, wearing a blue hoodie and dark pants, is in a batting stance. The boy on the right, wearing a yellow t-shirt and dark pants, is in a bowling stance. They are positioned in front of a wall covered in vibrant, colorful graffiti. A yellow cricket stumps is visible between them. The scene is captured in a cinematic style with a reflection of the scene visible in the bottom half of the image.

Channeling energies into  
positive action: kids play  
cricket in Southend

©THECHANGEFON

“ The Change Foundation has helped  
Lawrence Dallaglio, Chris Gayle and  
Bryan Habana set up their own sport  
for development programmes ”





Habana set up their own sport for development programmes. Some in sport might fear giving away such 'trade secrets' but it is this steadfast belief in collaboration and holistic thinking, while upskilling other providers, which The Change Foundation sees as vital to helping the sport for development sector move into the mainstream.

"We deliver many of our own programmes, but we are also training and upskilling – if you need some help, get in touch and we are happy to help," says Sira.

### CONSULTANCY APPROACH

Sports celebrities have come to us and said 'we need some help – we like the breadth of your work and your flexibility, can you help me?', says Sira, "So the consultancy approach which has emerged from our attitude to sport for development has grown.

"Chris Gayle set up an Academy in the UK and Jamaica which we designed for him, and we're doing the same with Bryan Habana now," she concludes

All of which leads nicely into the subject of the government's new sport strategy which focuses on five key outcomes which aim to improve sport's contribution to society, as well as driving sporting participation amongst the general population.

Sira believes the implementation of the strategy should be about joining the dots and empowering organisations who have been delivering sport for social good for years – in the Foundation's case since 1981, in the wake of the Brixton riots.

"We were part of a conversation with the previous sports minister around the development of the sports

### The Foundation's Hit the Top Heroes programme empowers youth leaders with disabilities

strategy, so when Tracey Crouch came in it was very much all go, which was brilliant. So we're very pleased about what it says and are linking in our overall Change Foundation impact measurement to those outcomes," she says.

"We were at a recent Sport England consultation and there was a significant group of organisations there who can match up the strategy with what localised sport for development is doing nationwide. We are chuffed to bits because we are already doing some of this work where traditionally perhaps people haven't wanted to go – similar to the likes of Street League and other organisations.

### NEW COLLABORATIONS

"The fact that these targeted groups of young people are now being viewed as a priority is music to our ears. And if we can share our information, then great. A big part of this strategy is about new friends coming to ask how we work and us explaining that to them. We're delighted that's happening. It doesn't feel like competition, it feels like collaboration. We know we'll all have to fight for money, but if Sport England gets it right when implementing the strategy I think you'll find 70 per cent of applications going in collaboratively, as opposed to individual organisations."

@THECHANGEFDN







As you would expect from her job title, Sira also knows there are no shortcuts to proving your value in this new environment. The demise of Kids Company demonstrated that there can be no hiding places any more – charities must be run on a sustainable and sound business footing. This is why monitoring and evaluation aren't just buzzwords, they are fundamental to demonstrating which organisations can be trusted to deliver the social return on investment which the government is demanding.

"The last three years have been incredible for the sector," says Sira. "In the past, sport for development organisations have spent endless energy defending their work to funders. Now we're predicting outcomes, engaging funders along the way and forcing ourselves to be better and I find that really refreshing, for us and for all of our funding partners and stakeholders.

"It means our corporate supporters, like the Berkeley Group and Investec, know exactly what

**Sira said the government sport strategy's emphasis on society was "music to the ears" of the organisation**

they're investing in. It feels as though they're almost part of the Foundation, rather than external partners. And then you have genuinely collaborative relationships with grant-giving organisations like Comic Relief, Children in Need and Wembley National Stadium Trust. They're all right behind what we're doing."

Now Sira, and many like her who have committed their careers to using sport to improve society, are eager to see this new approach make an impact.

"It's a really exciting time. We want to believe Sport England is taking a new approach and the funding isn't going to go to the same places all the time – that there's a genuinely diverse approach."

If that happens, perhaps The Change Foundation – and all of its stablemates in the sport for development sector – will start to make the headlines. ●

To find out more visit [www.thechangefoundation.org.uk](http://www.thechangefoundation.org.uk) or follow @ChangeFdn on Twitter.







# ‘The Glastonbury of cycling’

As the next Dulux Trade London Revolution approaches, 2,500 amateur cyclists are fine tuning their bikes and getting ready to carb load. Race director, Julian Mack of Threshold, talks to *Sports Management* about the multi-stage events and the cycling boom

Kath Hudson • journalist • Sports Management

“I started Threshold because I wanted to create events which would provide a canvas for other people to have experiences which challenge them to do something which they believe is beyond their capability,” explains founder Julian Mack.

“‘More Is In You’ is our founding principle and what we offer is breathless sightseeing: getting people’s heart rate up, but doing it in beautiful surroundings to take their mind off it.”

Mack launched Threshold, in partnership with Olympic rower, James Cracknell, in 2010, to offer supported multi-stage ultra marathons and sportives. Despite the fact the events are pitched at a high level, Mack says they want to appeal to people who

**Julian Mack launched Threshold with James Cracknell. Their first event was a nine-day cycle around Britain, from John O’Groats to Land’s End**

don’t think they can do it: “We aim to give people the confidence to tackle challenges which they might be scared to do, but will give them more self pride and self esteem, and hopefully spark a bit of fundraising as well.”

In a crowded market, Mack says Threshold’s USP is the camaraderie and community the events foster by their overnight stays. “When you share endeavour you build friendships and the overnight stays are very much part of the DNA of the events,” says Mack “It’s like the Glastonbury of cycling. We build base camps in greenfield sites every day, with food, catering, showers, yoga and massage.”

Added to this, Threshold aims to take the worry out of the events, by catering for all the participants’ needs from luggage transfer, massage therapists



and medical and mechanical support: “We have mechanics at base camps, we partner with Have Bikes who will send a wizard to people in trouble and if they can’t fix it will lend them a bike. We also have chaperones, Road Angels, to encourage group riding, and help along those who are at the back.”

Threshold’s first event was the Deloitte Ride Across Britain in 2010, which initially began as a fundraiser for Paralympic sport, but has become part of Deloitte’s employee wellbeing programme. The nine-day cycle from Land’s End to John ‘O’ Groats, is now an annual event, attracting around 800 people and has so far raised more than £3m for charity.

Using the experience gained from running this event, the team launched the Dulux Trade London Revolution in the run up to the London Olympics, to celebrate London and the surrounding countryside. Starting at Lee Valley, it makes a 185-mile loop, through the North Downs and Chilterns, with an overnight stop at Ascot racecourse.

One of the challenges for Threshold, as well as other sportive organisers, is to drive up female participation. While women have embraced running events, including ultras, attendance on cycling sportives only

**The Dulux  
Trade London  
Revolution goes  
on a 185-mile  
loop of the city**

**Olympic  
rower  
James  
Cracknell  
launched  
Threshold  
with James  
Mack**

tends to be around 20 per cent. Mack believes this is partly because of time constraints for training and a lack of confidence in mechanical knowledge, plus some of the kit, such as the clip-in pedals.

“Our ultra marathon, Dixons Carphone Run to the Stones, has a 50/50 split, but the cycling events are still male dominated,” says Mack. “We want to encourage more women as they really add to the atmosphere – they are collegiate and caring.”

Encouraging women to be more confident with cycling is something sports clubs could do by running bikeability sessions, women-only bike rides or training programmes focussed on a local sportive, or even a bigger challenge.

So far all of Threshold’s events have been in the UK, but they are about to dip their toe into Europe, organising a 30-day cycle across Italy for Virgin Strive, in aid of the Big Change charity.

“We are always seeking more becalmed scenic roads in beautiful places and would like to do more overseas, but we have to be sure we could sell the events,” says Mack. “We realise we can’t be complacent and we need to keep creating events which have a magnetic pull.” ●





# SPORT & IDENTITY

**Sport is as much about identity as it is winning and losing. Swansea University celebrated the relationship between cultural identity and sport at a recent conference. Terry Stevens reports**

In April, the School of Management at Swansea University organised and hosted a unique gathering of more than 300 people for its *Gwlad, Gwlad: Sport, More than a Game* conference. Coaches and players, globally recognised architects, administrators, community interests and – of course fans – came together to consider the relationship between sport and identity and its many different dimensions.

The conference was chaired by Professor Laura McAllister, former chair of Sport Wales, with support from Keith Wood, the former Irish Rugby captain and founder of W2 Consulting.

**More than 300 people gathered at Swansea University for the recent Gwlad, Gwlad conference**

## SWANSEA – CENTRE FOR EXCELLENCE

Swansea University has strong foundations on which to base the theme of this conference. Within the school, Professor Peter J Sloane is regarded as one of the founders of the economics of sport in Europe, while The European Institute of Identities is forging new international relationships to examine the business and cultural aspects of this theme.

In 2007, the (then) First Minister of Wales, Rhodri Morgan, wrote that “In all societies, sport started as a practice for hunting and then a practice for war, or later as a substitute for war. In Wales... a special kind of need for (sporting) heroes exists that could





reassure us of our existence as a country. Indeed, our national anthem makes the strange transition from its words of praise for the loss of blood of slain heroes on the battlefield into encouragement of heroic effort on the sports field.”

### A SUBJECT WITH WIDE APPEAL

Sport and identity is a topic of considerable and increasing importance in the context of global branding of destinations and the economic success of sports clubs and facilities. It also has a wide appeal.

Almost everyone on the planet has engaged in sport at one time or another. Whether it be competing in an Olympic final or kicking a ball around the park with childhood friends.

Similarly, we all have identities – some observable, such as male or female, black or white – others often more difficult to identify – be they Welsh or Italian, atheist or Hindu, monolingual or multilingual.

During the event, the implications and opportunities of developing local relationships and the challenges associated with sport development in a diverse, multi-cultural society were examined by Colin Reagan, health and community manager of the Gaelic Athletics Association, Hala Ousta, the diversity and inclusivity officer for the Scottish Football Association and Harry Connolly of Visit West Belfast.

They gave us insight into the marked difference between the New Zealand Maori who played rugby for

**Wales football coach Chris Coleman (left) gave a talk about how to engage with a nation. Seen here with Swansea’s Prof Marc Clement and Dr Terry Stevens (right)**

### Key conference takeaways

- 1 The key is to engage with the community and the fan at every level
- 2 Inspiring people to take an interest in their health and wellbeing is a really positive outcome of links with sports teams and clubs
- 3 Sports clubs are more than brands – they reflect a community’s aspirations and ambitions, hopes and fortunes. Irrespective of success on the field of play they are the vehicles for community collaboration
- 4 Success on the field is ONLY translated into positive emotions for community identity if there is a clear rallying point that captures the public’s imagination – the FAW Together, Stronger campaign did just that and Leicester City’s galvanizing of the interest of the world was as much about the narrative and story as it was about the winning
- 5 Narrative and answering the question ‘Why?’ is the key to successful relationships between sport and positive community identity.  
*Terry Stevens*





the All Blacks, the Irish jockey who won the Cheltenham Gold Cup, and the Coxless Crew who spent 257 days at sea to raise money for various charities.

Delegates listened intently to Willie Cameron, of Loch Ness Marketing, who explained the heritage of shinty and the Highland Games, while Enda Lynch, the commercial and marketing manager of Munster RFC, discussed how Munster as a provincial rugby club has developed as a new brand over the past 10 years.

Jordi Penas I Babot, director of the Museum at FC Barcelona, illustrated the depth to which Barca embraces its Catalan heritage and community.

Each case study demonstrated the interplay between sport, identities and location. It's this interweaving that makes sport and identity such an interesting subject for discussion.

## REINFORCING OUR IDENTITY

But why are identities important when it comes to sport? We reinforce our identities when, for instance, we purchase our favourite team's new kit when it's

**Purchasing team kit creates a year-round connection**



NICK POTTS / EMPICS SPORT

## Undoubtedly the highlight of the event for many was the session with Wales national football coach, Chris Coleman

released in the summer, or when we renew our season ticket. So the reinforcement becomes a year-round, ongoing process and part of our lives.

## DEEP CONNECTIONS

This deep connection between community and sports club is well illustrated with the involvement of the Swans Trust – a fan-based group that was instrumental in saving Swansea City FC from relegation from the Football League and financial oblivion, and that now owns 21.1 per cent of the shares of the Premier League club.

The Trust's chair Phil Sumbler and board member Alan Lewis told their story in discussion with broadcaster Mal Pope, producer of the award-winning film about the saving of Swansea City – *From a Jack to a King*, and city councillor Robert Francis Davies.

## PERSONAL CHALLENGES

So our personal association with these identities is important, but do we ever question them? University of Bedfordshire professor Garry Whannel believes so, and he noted how the film *Bend it Like Beckham* challenged us to think about our identities. He suggested it held up a mirror and said to us "who are you, and what part do you play in this?" The film itself works on so many different levels and genres. It encompasses the diversity and struggles within sport, and reflects place and community settings. Although fiction, the film is essentially a social documentary. It allows for our dreams to intermingle with the harsh reality of events and actions that quite often burst our bubble – a typical day's emotions many may feel.

The stadiums and arenas in which these emotions are played out are often referred to as 'cathedrals' of sport. These venues need to reflect the interests, ambitions and aspirations of the fans, the clubs and the hosts. Geraint John of Populous explored the design response to this increasingly important brief.

Undoubtedly the highlight of the event for many was the session with Wales national football coach, Chris Coleman, who received a warm welcome back to his home city prior to embarking on the Euro 2016 adventure with his Welsh team. Coleman gave





DAVID DAVIS / PRESS ASSOCIATION IMAGES

The All Blacks' haka is one of the most recognisable and powerful demonstrations of identity in sport

a masterclass on leadership and the importance of the hugely successful, highly emotional national engagement strategy – *Together, Stronger* – which was masterminded by the Football Association of Wales and their head of communications, Ian Gwyn Hughes.

## CONCLUSIONS

*Gwlad, Gwlad*, is a segment from the Welsh national anthem, *Hen Wlad Fy Nhadau*, in which singers professes faithfulness to their country. This allegiance, in public form, is fundamental to the notion of national representation – identity at its pinnacle, one could argue. Equally, on a local scale, we witness participants and fans showing support for village, town, city or regional teams. Thus, we can trace a multi-layered effect.

With that as a backdrop, some key questions emerged about the social, cultural, political and economic conditions in which each and every one of us find ourselves as sports activists and practitioners: how can we nurture and maintain sporting and community relationships that bind us closer together? Is it possible for us to replace traditional vertical structures which comprise directors, managers and fans, with horizontal set-

**Sport, especially team sport, amounts to nothing unless there is a full participation and commitment of the fans**

ups base around things like cooperative ownership of clubs and facilities and grassroots governance?

If this were to occur, would this affect the identities of our sports clubs and institutions? What attracts us to certain sports or teams? Is it peer loyalty, location or family? Are our loyalties substantial and deep-rooted, or are they thin, meaning we transfer our affiliations from time to time? Do a team's colours or facilities attract us? In this sense, how much importance do we put on marketing and branding?

*Gwlad, Gwlad* offered a platform for networking and discussions around all these topics. We all learned more about our favourite sport, discovered interesting facts, and heard forthright views on lesser-known sports.

So, *Gwlad, Gwlad* brought together sportsmen and women with managers, administrators, academics and fans. The gathering explored and discussed the relationship between sport, sports teams and the 'fields of dreams' stadiums that accommodate these teams with the identities, branding and positioning of their host cities, regions and nations.

It recognised that sport amounts to nothing unless there is the full participation and commitment of the fans – the bill payers, lest we forget. ●







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# Game changers

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



**Whipper has been credited as the world's first smart climbing tracker**

## Whipping up a storm in climbing tracking

A pioneering new tracking device is attempting to do for climbers what Fitbit does for runners.

Hailed as the world's first smart climbing tracker, Whipper has been designed specifically for rock climbers to keep track of their climbing. It also doubles up as a personal coach tasked with improving skills.

Whipper provides the stats climbers need to help advance their climbing technique and endurance. Users clip it on their harnesses and let the technology do the rest. Users can check out their vertical foot gain, incline, pace, effort level, altitude and more on the accompanying app.

Laura Kassovic, Whipper CEO, says: "I love to climb but I always

need a little push to get me to the gym early in the morning. The Whipper motivates me to become a stronger climber and helps me train for my three-day Yosemite expedition this summer".

The tech has been designed to cater for climbers of all skill levels. The smart coach feature on the app provides performance-based advice, training modes, and supplemental exercises.

Whipper also includes a range of social tools to aid in improvement and has been launched with the intention of creating a community around the app. Whipper users have the option to challenge friends, find a partner, track team progress and find events.

[www.thewhipper.com](http://www.thewhipper.com)



**The programme is aimed at 5-14 year-olds**

## Holiday with Juventus

Italian champion Juventus is looking to expand its brand through a new venture in hospitality and tourism. The club – which this year secured its record 32nd Serie A title – has teamed up with hotel, spa and resort operator Italian Hospitality Collection to offer resort-based training at the Chia Laguna resort in Sardinia. The Juventus Training Experience is aimed at young footballers aged between five and 14 years old and will be led by renowned Italian football player and Juventus legend Fabrizio Ravanelli.

Taking place throughout the 2016 summer season, the five-day courses are being marketed as a one-off opportunity for keen young footballers to have fun and hone their ball skills under the expert coaches of one of the world's most legendary football teams.

As well as ball skills and technique, young players will be taught the importance of working as a team and focus will also be placed on the importance of nutrition and a healthy diet in every sport activity.

[www.juventus.com/en/j-academy](http://www.juventus.com/en/j-academy)





## Injury prevention tech

The South African Rugby Union (SARU) has recruited Silicon Valley-based tech company Kitman Labs to help it reduce player injuries and optimise athlete performance.

The governing body for rugby in South Africa will use US company Kitman's cloud-based data collection and analytics tool Athlete Optimization System (AOS) – allowing it to turn data from the field into real-time actionable insight.

The system will provide coaches with tools to identify and understand the subtle degenerative signs that occur prior to injury and react to reduce these risks and keep their athletes performing at the highest level every day.

SARU will use AOS to analyse the performances of its World Cup-winning national team, the Springboks, as well as a host of other elite teams, including the men's sevens, women's sevens, under 20s, and elite player development squads.

"Kitman Labs will provide us with an



**Kitman's analytics system gives coaches the tools to understand signs of injury**

easy-to-use tool to collect and store all the workload data from across the organisation in one central depository," said Willie Maree, technical support manager with the SARU.

"We are able to collect data from each of our athletes before they

even come into camp, then put it to work immediately by looking at the injury information reporting and injury audits. In addition, we can share key learnings and data between departments and teams."

[www.kitmanlabs.com](http://www.kitmanlabs.com)

## Hawk-Eye tracker

Paul Hawkins, the inventor of the Hawk-Eye ball-tracking system, has thrown his knowledge behind a new device which he hopes will help umpires at grassroots level make better decisions.

His as-yet-unnamed new innovation is a sensor capable of detecting the slightest of touches of a ball on a cricket bat – telling the umpire when the batsman has 'edged' the ball.

The size of a small coin, the device can be fixed easily to a bat and linked to an app on the umpire's smartphone. Carrying the smartphones



STEVE PARSONS / PRESS ASSOCIATION IMAGES

on the field of play, umpires then record each ball using the phone's camera, giving them access to instant replays and, in the case of lbw (leg before wicket) appeals, showing where the ball had pitched and whether it would have hit the stumps.

With a recommended

retail price of around £25, the solution would give amateur officials the level of technological help currently only available at professional level.

Hawkins said the idea was born after playing cricket and witnessing an opposition batsman being

**Hawkins had the idea after witnessing an opposition batsman being given not out after being caught behind**

caught by the wicketkeeper – only to stand his ground and be given not out.

"Batsmen have always not walked, but what really got me was that after the inevitable bout of sledging from the fielders, the batsman said: 'I know I nicked it and you know I did, but so what, it wasn't given,'" Hawkins said.

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



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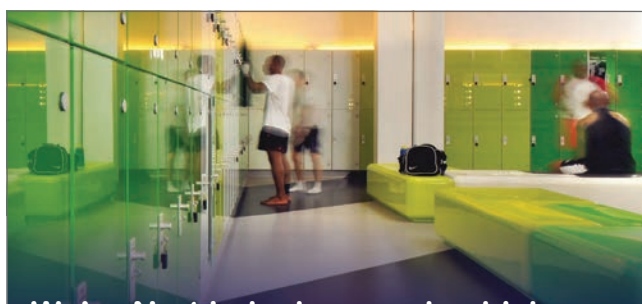
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**Salary:** £21,120-£25,620/annum pro rata

**Location:** Merton school sport partnership

Are you keen to make a difference to grass roots school sport?

At the Merton School Sport Partnership we take pride in our programmes and are looking for a reliable, motivated and organised sports coordinator to join our dynamic team. Your main focus will be to support your cluster of primary schools as they strive to improve sporting opportunities and PE within their schools. You will coordinate and deliver cluster festivals and sports competitions, mentor and deploy sports leaders as young officials and work on other sports development programmes and initiatives. The post holder will also lead on our School Games for Merton. You will need to be a great communicator, very well organised with strong writing skills and competent at using Excel. Experience of delivering sports events or similar would be very useful in this role. The post holder must also be willing to undertake further training opportunities and mentoring which form a crucial part of the role. An enhanced DBS check will be required for this post.



**Apply now:** <http://lei.sr?a=S7W3e>

## Swimming Instructors x 4



**Salary:** Grade 4 (£19,048 to £22,212) pa pro rata + enhancements for evening and weekend working where applicable

**Location:** Portway Lifestyle Centre and Haden Hill Leisure Centre

**Hours:** Various

Duties will include providing swimming instruction for our public swimming programmes including the delivery of appropriate lesson plans and the completion of supporting administrative tasks.

### Applicants must hold:

- Teaching Award – either/or
- Amateur Swimming Association Level 2 (Teacher) Units 1-4 or Swimming Teacher Association Certificate (Full).
- Rescue Award – either/or
- RLSS National Rescue Award for Swimming Teachers and Coaches or National Pool Lifeguard Award
- STA National Aquatic Rescue Skills for Poolside Helpers or National Aquatic Rescue Award for Lifeguards, or equivalent.

**CLOSING DATE: 15th May 2016**

**APPLY NOW - [HTTP://LEI.SR?A=1Z4Q9](http://lei.sr?a=1Z4Q9)**

## Coventry Sports Foundation is seeking to recruit two key managers to join their energetic team

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### CENTRE MANAGER

**37.5 hours pw - Salary: Competitive depending on experience**

The Alan Higgs Centre is located in the South East of Coventry and provides a wide range of both indoor and outdoor sporting and community facilities. Currently, there is feasibility work being undertaken to explore the potential for significantly expanding the facilities at the Centre.

The successful candidate will have a proven record of management within the Leisure Industry and ideally hold a relevant Sports/Leisure Management qualification. They will have good organisational, planning, administration, IT and communication skills and be able to work on their own initiative.

Reporting to the Foundation's Operations Manager, the Centre Manager will be responsible for all aspects of the day to day management of the Alan Higgs Centre and should therefore be able to demonstrate a good knowledge and understanding of Leisure Centre management.

Applicants should possess the necessary range of management skills, have a proven ability to manage people and be self-motivated, enthusiastic, reliable and committed to the social objectives of the Foundation.

### SWIMMING DEVELOPMENT MANAGER

**37.5 hours pw - Salary: £21,500pa**

Would you like to become part of an extremely successful Community Development Team?

The successful candidate will hold a Level Two swimming teacher qualification, and will ideally have previous experience in coordinating and managing a swim school. In addition to managing and coordinating the aquatics programmes for Coventry Sports Foundation and Coventry Sports Trust, the successful candidate will be required to teach some swimming lessons and increase usage across all swimming development activities.

The Swimming Development Manager will be confident, outgoing, self-motivated and possess strong administration skills, in order to liaise and work closely with professional partners and local people at various forums within the city. The ability to travel between the various swim sites will be a daily requirement.

The hours will vary over days, evenings and weekends to meet the needs of the swimming programme, therefore a flexible attitude to shift work is essential.



**To download an application pack for either post please visit [www.covsf.com/jobs](http://www.covsf.com/jobs)**

**Closing date for applications: Friday, 20th May 2016**

# Chief Executive

**Salary: £70,000**

**Company: Cyclopark**

**Location: Gravesend, Kent, United Kingdom**



Cyclopark is the largest cycle park in Europe, based in Kent. We are committed to encouraging people to get active and on wheels – whether that be road cycling, BMX, mountain biking or in our skatepark. We cater to all abilities: from our ambassadors who compete at the highest levels across para-cycling, BMX and road cycling; to disabled cyclists - we have the largest fleet of adapted bikes in the south east; to club cyclists; and to children starting out on balance bikes. We provide coaching, run events, offer spin classes, run after school groups, and have a cafe and children's playpark.

Established in 2012, we are now at an exciting juncture: we have the opportunity to take on a new stretch of land, Cyclopark East, and have significant potential for growth – in footfall, income and profile. We need a Chief Executive who will set a clear strategic direction, translate strategy into reality and deliver change. A creative thinker, you will have an entrepreneurial and commercial approach, able to spot opportunities and with a track record of leading strategic growth. We need an accomplished communicator: able to build effective multi-stakeholder relationships and partnerships, from the local community to national cycling bodies. You are likely to have experience in sport, leisure or a visitor attraction, and have a passion for cycling.

**If you would then like to have an informal conversation about the role you can contact our recruitment consultants at Peridot Partners, Emma Harvey on 07702 678653 or Liz Holderness on 07872 031079.**

**Closing date: 9am, Friday 27th May 2016**

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## OPERATIONAL SERVICES – SPORT AND LEISURE SERVICES

**Location:** West Park Leisure Centre, Nottingham

**Salary:** GRADE H - £33,857- £37,483

**Hours:** 37 Hours per week

**T**his is an exciting and challenging opportunity for an experienced leisure manager to operate West Park Leisure Centre, a large multi-use leisure facility within Erewash Borough Council.

The Council is looking for a self-motivated, forward thinking leisure professional who has a commercial approach to business management and who can take a leading role in the management and development of West Park Leisure Centre to drive usage and income.

To be considered for this role you will need to have:

- Experience of working at a multi-use leisure facility
- An Associated Leisure and Recreation Degree or professional institute qualification
- Be able to demonstrate a continuing professional development approach to learning
- Membership of a recognised professional body e.g. CIMSPA.
- Experience of Quality Assurance Systems and management systems i.e. Quest

The ideal candidate must be able to demonstrate a proven track record of delivering an excellent customer service and have the ability to motivate staff to achieve targets. You will also need the ability to use customer insight information and be able to develop relationships with a wide range of partners and have exceptional skills in performance and budget management.

You will be part of a dynamic management team who have the shared responsibility to drive changes in the service including facility management, sport development, health promotion, marketing, events and health and fitness.

Closing date for applications is Monday 23 May 2016 and interviews will be arranged during week commencing 30 May 2016.

We would particularly welcome applications from black and minority ethnic groups who are currently under represented within the organisation.

The Council is positive about disabled people and those who meet the essential shortlisting requirements will be guaranteed an interview.



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