

SPORTS

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Joanna Adams

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HAVE YOUR SAY

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Individual NGB board members must be scrutinised

Governance and the role of the board of sport organisations is an extremely prominent issue, particularly following the fall-out at FIFA. While media attention is focused on the largest, and richest, federations, many smaller sporting organisations and national governing bodies continue to face scrutiny.

The UK has led the way in promoting the governance agenda. The last five years has seen the launch of various codes of governance, while the *Sporting Future* strategy document published by the government in December 2015 stated there will be a mandatory code of governance for sports organisations in receipt of public funding.

This comes at a particularly pertinent time. At the end of May the findings from the review of the decision by the European Judo Union to strip the British Judo Association of the right to host the 2015 European Judo Championships were published. The review revealed that a sponsorship deal negotiated by the chair of the BJA had not been agreed to by the EJU and there were conflicts of interest surrounding the details of the deal.

This episode demonstrates that governance is fundamentally about individual board member behaviour. Processes can be put in place to ensure transparency in

regard to board size, structure, and recruitment. However, the process around how boards make decisions is complicated and self-serving behaviour is not easy to eradicate.

Therefore, while the new code is a welcome addition to the sport governance landscape, it must not be seen as a panacea for all types of governance failing; it is simply another example of further promoting the importance of governance and the role of the board of sport organisations.

Dr Geoff Walters
Senior lecturer in Management
Director, Birkbeck Sport Business Centre

Volunteers crucial to community sports clubs' health

It is said that 'people make the difference'. When this statement is considered in the context of the sport sector it takes on a new level of significance. It makes us realise how dependent we are on an army of people that give up their time for no direct financial gain – our sports volunteers.

So what would happen if we didn't have sports volunteers? Some sporting activity would still be accessible via private and local authority providers. However, it is probable that community sport would cease to exist, having huge implications for society as a whole, as the core identity of a number of our communities is intrinsically linked to their sports clubs.

Schools may introduce individuals to sporting activity, but it is community clubs that provide the opportunity to participate, receive coaching and compete in sport on a regular basis. It is highly likely that the people running the club and delivering the coaching are volunteers. The phenomenon that is Parkrun is also dependent on volunteers to organise each run.

With local authority investment into sport and leisure under constant attack, the transfer of assets to the community is seen as one option to continued sporting provision. Whether to undertake 'asset transfer' is probably one of the biggest

decisions that community sports clubs have had to make and the decision is being made by our sporting volunteers and what they decide could change the sporting landscape forever.

Even the biggest sporting events are dependent on volunteers, the recent World Half Marathon Championships in Cardiff had 1,200 volunteers active on the day making sure runners had a great experience.

So it's vital that we as a sport sector ensure that our sports volunteers are valued, developed and supported as I can't see a future without them.

Carwyn Young,
Sport Wales volunteering lead



“Many of the players who saw it in action for the first time couldn’t believe it was possible”

Barnaby Kent, inventor and CEO, My Action Replay

Having video evidence of a personal, momentous sporting moment has for decades been the privilege of a few – mainly athletes taking part in major competitions. A UK entrepreneur, however, has come up with a way to offer the same opportunity to lesser mortals – such as five-a-side football veterans and military-medium trundlers at cricket grounds across the land.

My Action Replay lets people capture sporting moments – whether their own moment of excellence, or an event they are involved in – at quite literally the push of a button. “It’s an idea I first had 20 years ago, playing sport as a youngster,” says Barnaby Kent, who has now quit his day job as a software designer to concentrate developing the new service.

“I played a lot of sport in my youth, and always wanted to see what I looked like in action – or rather, where my flaws were. The technology at the time, however, made it really cumbersome. You needed camcorders, VHS tapes – and the rest.”

After putting the idea on the back-burner for



Barnaby Kent first came up with the idea 20 years ago

two decades, Kent decided to rekindle it in 2013, as smartphones had radically hastened the advances made in camera technology. “All of a sudden, technology reached a point where my concept of being able to record yourself on the field of play became a viable one,” he says.

SCORING GOALS

Having developed and successfully tested a prototype, Kent plucked up his courage and sent a message to Keith Rodgers, CEO of five-a-side football centre operator Goals Soccer Centres. Renown for his love of innovation, Rodgers took the bait and asked Kent to present the product at a centre in Bristol.

The impact was immediate. “Many of the players who saw it in action for the first time couldn’t believe it was possible,” Kent recounts. “They were amazed that they’d be able to watch the highlights of their



The system is currently in operation at more than 30 sites





own game as soon as they got back into the bar area. They'd gather around the screens and there'd be a lot of mickey taking – so it really created a buzz."

The system is simple to use. An IP (internet protocol) camera above the pitch continually records the action below. Once a champagne moment has taken place, all a player or official has to do is press the large "record" button placed on the side of the pitch. The last 10-15 seconds of action are then automatically saved and a clip with an internet link is created. Players can then watch the action back at the clubhouse – or download the link from the social media feed or the My Action Replay website or app.

The business model is equally simple. My Action Replay will charge a fee for installing the service, while the centre's return on investment is secured through offering the players something extra, extending their stay at the bar, and free exposure as the clips get shared on social media.

BIG AMBITIONS

Following the successful trial at its Bristol centre, Goals has since rolled out My Action Replay to six further sites – including its single US centre in Los Angeles, California. To date, Goals is My Action

Barnaby with My Action Replay co-founder and wife, Emily Kent



We've just secured a deal to install the system at the indoor cricket World Cup in Birmingham in October

Replay's largest client, but growth has been rapid and there are now 30 sites which offer the service.

"We've got a few sports using the system now," says Kent. "Basketball, indoor cricket and ice hockey have all taken it on board and we've just secured a deal to install the system at the indoor cricket World Cup in Birmingham in October."

"We've also installed one at the top of a climbing wall at a climbing centre, so you get to press the button once you reach the summit."

Kent is constantly finding new uses for his system, including those within professional sport.

Somerset County Cricket Club has taken My Action Replay and uses it to keep its social media followers up to date during matches. "They are able to send out highlights of an ongoing game within seconds," says Kent. "It has really helped with their fan engagement."

Now that the service is at a stage it can be rolled out to sites in large volumes, Kent has set himself an ambitious target. "We want to be a fast-growing, highly-scaled business," he says. "The ultimate aim is to have a My Action Replay in every sports venue – from grassroots right up to the top level." ●



“We want to make basketball the largest team participation sport in the country after football”

Nick Humby British Basketball Federation chair

“One of the things that strikes me about basketball is the perception of the sport,” says British Basketball Federation (BBF) chair Nick Humby. “It’s not seen as being up there with the major sports, but in reality the participation numbers tell you that it is.”

Humby – along with his colleagues at the newly-formed BBF – wants to make basketball the second-largest team participation sport in the country behind football, usurping cricket and rugby. Far from a throwaway remark on Humby’s part, the ambition is enshrined in the BBF’s strategy for growing the sport.



**Nick Humby
joined the newly-
formed BBF in
January 2016**

SETTING THE TARGETS

So how does the former Football Association executive suggest this can be achieved? According to Humby, basketball isn’t that far off, and if you solely take participation figures into account he’s right.

He points to the latest Sport England *Active People Survey* figures which show that basketball is the fourth largest team sport in terms of people taking part with 163,800 participants – just shy of rugby union (191,900) and cricket (179,900). Football is the largest by a distance with 1.8m regular players.

While Humby concedes that basketball sits on the fringes of mainstream English society – in contrast to football, rugby and cricket which are “embedded in the culture of the country and school curriculum” – he is confident that the 2016-2028 plan he’s

overseen will lay strong foundations for basketball’s future successes.

Transforming Basketball in Britain Together lays out six outcomes – which are underpinned by ten strategic priorities (see page 18). As well as growing opportunities to play the game and opening the door to participation, the BBF is also aiming to increase the awareness and profile of basketball, develop talent pathways and create quality leagues and clubs, which should, in theory, lead to successful GB teams and a have further knock-on effect on participation.

The BBF has been established to account for the changing landscape of British basketball. It will become the official governing body for the sport, supporting Basketball England, Basketball

Scotland and Basketball Wales, although those organisations will still exist. As a result, the English, Scottish and Welsh national teams will merge and compete as Team GB permanently from October 2016.

COURT ORDERS

Humby says the change has been the catalyst for the strategy, and explains the need to “create a clear vision of what we’re trying to do together, what needs to be done and to create accountability”.

One of those visions is the development of a comprehensive facilities plan which will have the dual effect of providing hubs to foster grassroots basketball and create purpose-built arenas for British Basketball League and Women’s British Basketball League teams to thrive. Leicester Riders, Newcastle



Turn over: Barnaby Kent, chief executive of My Action Replay



Eagles and Sheffield Sharks are at varying points of their journey to develop owner-occupier arenas – with the former opening a new £6m facility earlier this year – but Humby is concerned that the projects are occurring in isolation, with no joined up plan.

The chair highlights that while there are more than 4,500 three-court sport halls in England that accommodate basketball, there was a need to create “central hubs in the community” which he believes will be “critical to the long-term growth of the sport”.

“During the consultation process I talked a lot about this with England Basketball CEO Stuart Kellett,” he says. “We need a clearer strategy to support how we roll these facilities out, to make them work more efficiently and potentially create some sort of central funding pot.”

The central funding pot, Humby explains, is at an aspiration stage, but if it were to come to fruition he suggests that it would be similar to the FA Parklife hubs initiative in which quality grassroots football facilities are being built in urban areas around the country.

“We need to create the same operation in basketball, but it won’t be the same scale of investment,” he adds. “We have to work with local authorities, Sport England and other funders. That is quite an important strategic element of this – facilities make sport more sustainable.”

Very few clubs have their own facilities, but Leicester Riders now own a newly-built £6m arena

Basketball connects with what the government calls hard-to-reach demographics

FUNDING ISSUES

Sport England funding may not be that easy to come by, however. Its new strategy shows that core money for national governing bodies is to decrease, although the organisation could bid for other funding if they have projects aimed at tackling one or more of the outcomes of the government’s *Sporting Future* blueprint – including physical and mental health, social cohesion and economic development.

Humby is confident that the BBF can “make the case that basketball is in the position to deliver those outcomes more effectively than other smaller sports”.

He emphasises the fact that basketball connects with what the government calls hard-to-reach demographics, with 50 per cent of weekly participants from black, Asian and ethnic minority (BAME) backgrounds. Humby adds that basketball has the ability to “attract kids in from a very young age until their early 20s to get into a sporting habit”.

Humby says: “What we need first of all is a vision for basketball, and that’s what the strategy is about. But, as we say in the document, we think that if we get this right the outcomes that will flow from this will absolutely marry with the Sport England and government strategies.” ●

“The main objective is to show that wellness is the right of each individual”

Belgin Aksoy, founder, Global Wellness Day



Belgin Aksoy celebrates Global Wellness Day with Virgin founder Sir Richard Branson

With the slogan ‘One day can change your whole life’, the Global Wellness Day is celebrated on the second Saturday of June every year. Founded by Turkish entrepreneur Belgin Aksoy, the event is now in its fourth year and is based on the idea of establishing an international day to living healthier lives.

“Living well is the simple necessity for every human being on the planet,” Aksoy says. “To overcome the global problems such as depression and lead a healthier and happier life, we needed an inspiring beginning. That beginning is Global Wellness Day, a day that is now celebrated in more than 100 countries.”

WELCOMING WELLNESS

A member of the industrialist Aksoy family, Belgin started her career in the hotel business in the 1990s. She sits on the board of the Aksoy Group – whose interests range from hospitality to e-business – and was instrumental in setting up the Richmond Nua Wellness-Spa at Lake Sapanca in northern Turkey, described as Turkey’s first destination spa. She is also the creative director of hotel management company Richmond International in Turkey.

When she speaks about Global Wellness Day, however, it is clear that it the initiative has become her passion. “The main objective of Global Wellness Day is to show that wellness is the right of each individual,” she says. “To make us aware of the value of our lives.”

Aksoy adds that the purpose of the day is to highlight that wellness isn’t a luxury item only on

offer to those who can afford it. “Today, the general challenge that we are facing in all world countries is to make the societies aware of the ‘wellness’ concept. Many people think that wellness is a luxury that can’t be reached without the financial power.”

SPORTING CHANCES

Events during Global Wellness Day will see a number of hospitality groups organise a wide range of activities designed to improve lives – including sport. One of these is luxury hotel operator Mandarin Oriental, whose hotels around the world are offering a variety of complimentary wellness activities for guests. These include a guided jog around the Imperial Palace in Tokyo, a Pilates class in the Spa Garden in Marrakech and a complimentary “sky-high fitness” training circuit with harbour views in Hong Kong.

Elsewhere, another luxury operator, Anantara, is putting on kick-boxing (Muay Thai) classes at sunset, while the Rosewood CordeValle hotel in California, US, will host a 5km run through the property and surrounding area – as well as guided three-mile hikes in the morning and evening. One of the most impressive Global Wellness Day activities will take place in France, where a 42km relay marathon involving 420 people – each running 100m – will create a large human chain.

“Hotels and Spas that choose to celebrate the day are developing new services to present their guests,” Aksoy says. “Providing these complementary activities during the day helps them to enrich their services and improve satisfaction as they give importance to the well-being of their guests.” ●



health sport activity



“Working together for a brighter future”



FACILITIES

Spurs agrees Wembley deal

Tottenham Hotspur FC has secured an option to play its home league and cup games at Wembley Stadium while work on its new ground is being completed.

The agreement forms part of the deal the Premier League club has reached with the Football Association (FA) to play next season's UEFA Champions League matches at the 90,000-capacity stadium after qualifying for the competition through a third-place finish.

Populous are designing Tottenham's new ground – which is expected to

“Having Tottenham at Wembley is an opportunity to further the stadium as a world-class venue”



PHOTO: SHUTTERSTOCK.COM

▲ The club required to move to another venue in order to meet UEFA requirements

be ready for the 2018/19 season, assuming local infrastructure, such as transport, is developed in time.

Money generated as a result of Tottenham's use of Wembley Stadium will be ploughed into “improving coaching and grassroots facilities and growing participation”, according to FA chief

executive Martin Glenn, who added that the move would also be good for London.

“Having Tottenham at Wembley for big European nights next season is a welcome opportunity for us to further the stadium's position as a world-class venue,” he added.

Read more: <http://lei.sr?a=m2y1d>

British Judo Association criticised after losing European Championships

The British Judo Association (BJA) has been heavily criticised for making “serious errors of judgement” which resulted in the loss of the European Judo Championships.

The governing body secured the right to host the championships – which were scheduled for April 2015 in Glasgow – following a successful bidding process in 2013.

However, a few months before the event was supposed to begin the sport's continental governing body, the European Judo Union (EJU), stripped the BJA of the championships following a dispute over a sponsorship

deal, allegedly brokered by then BJA chair Kerrith Brown.

UK Sport has confirmed that all public money invested in the event has been “fully recovered”, adding: “The report clearly shows that the BJA leadership made some serious errors of judgement in the handling of this event and we are disappointed that these contributed to the removal of the championships”.

Ronnie Saez, the new chair of the BJA, added: “The board recognises the need for the BJA to move forward.”

Read more: <http://lei.sr?a=z2R6c>



▲ BJA made “errors of judgement”





▲ Stoke Gifford Parish Council wanted runners to pay £1 each to take part every week

Local Parkrun shuts down after dispute

Parkrun has closed down its operations in Bristol's Little Stoke park following a dispute with the local parish council over money.

In April, Stoke Gifford Parish Council voted to introduce a charge for Little Stoke Parkrun after complaining that runners were damaging paths and car parks without contributing to the cost of maintenance.

Following conversations the running organisation has decided that keeping the Little Stoke run going was unviable after the council insisted that members were charged to compete.

Revealing Parkrun's decision, chief operating officer Tom Williams said: "Stoke Gifford Parish Council's initial

"The council's initial request for us to charge £1 per week went completely against our most fundamental principles"

request for us to charge £1 per week went completely against our most fundamental principles and, as a free event, their subsequently revised requirement for Parkrun to contribute financially to the maintenance of the park is also something we're unable to do."

Read more: <http://lei.sr?a=w9i4Y>

Sport Wales aims for 300k volunteers with new strategy

Sport Wales has devised a three-point plan with a focus on education and awareness to boost the number of sports volunteers to 300,000 by the year 2019.

The number of volunteers in Welsh



▲ Carwyn Young, Sport Wales volunteering lead

sport has grown from 110,000 in 2008 to 235,000 in 2015, which has contributed more than £300m (US\$433.9m, €388.8m) to the Welsh economy.

Read more: <http://lei.sr?a=g2V5R>

NEWS IN BRIEF



▲ The fund promotes respect

Sport bodies may benefit from £6m character fund

Physical activity organisations are among the bodies eligible to bid for a share of a £6m (US\$8.7m, €7.8m) government pot earmarked for projects which develop children's character.

Dubbed character grants, the fund is aimed at institutions and organisations which promote traits such as resilience and respect in children.

Read more: <http://lei.sr?a=S9080>

Special needs-friendly sports centre for Crewe

The £15m Crewe Lifestyle Centre, designed to be accessible for people with special needs and dementia, has been officially opened by the president of the International Paralympic Committee, Sir Philip Craven.

As well as sport and fitness facilities, the 7,800sq m (83,959sq ft) Lifestyle Centre is home to Cheshire East Council services including a new town library, Family Services centre, a cafe and office space. There are also day-care facilities for adults with learning disabilities, including autism, sensory impairment, complex needs and a dementia garden.

Read more: <http://lei.sr?a=d6M2B>

NEWS IN BRIEF



▲ Ex-England coach Lancaster

Stuart Lancaster joins British Cycling panel

Former England rugby coach Stuart Lancaster is one of the high-profile names to join an expert panel put together to review the culture of British Cycling.

Lancaster is joined by John Mehrzad – a barrister and independent chair of the Football Association's (FA) Anti-Discrimination Panel – and Olympic bronze medal-winning hockey player Annie Panter.

The panel, which is being overseen by British Rowing chair Annamarie Phelps.

Phelps said the panel had the "skills and experience" to "conduct a thorough and robust review".

Last month British Cycling and UK Sport revealed their intention to launch the review into the "climate and culture" of the organisation amid high-profile allegations of sexism levelled at former technical director Shane Sutton.

Although the review is separate from the investigation into Sutton's alleged conduct, it will seek out if British Cycling harbours any form of bullying and "fundamental behavioural issues".

The review will start immediately, concluding after the Rio Olympics this summer.

Read more: <http://lei.sr?a=17B7d>



▲ Despite the dip, 84 per cent of people in the UK live two miles or less from a pool

Pool numbers dip despite new openings

The number of swimming pools in the UK continued to decrease over 2015/16 – although the number of new facilities opening doubled compared to the previous 12 months.

According to the 2016 *State of the UK Swimming Industry Report*, the number of swimming sites declined by 1 per cent in the year to March 2016, from 3,265 to 3,229.

While the number of new public and private swimming pools being established grew by 40 – compared to 22 in 2014/15 – 76 facilities closed down over the same period.

The Leisure Database Company report highlights Pure Gym's acquisition of LA fitness in 2015 – and the subsequent removal of all its swimming pools – as a contributing factor to the decline.

Despite this, 84 per cent of the UK population lives within two miles of a public or privately-owned swimming pool, although fees to use facilities have increased by 3 per cent over the past year.

David Minton, director of the Leisure Database Company, said despite the decrease in swimming pools "the future is bright as long as we ensure that the facilities are there to meet the demand".

"In evolutionary terms, swimming trackers and wearables have some catching up to do on the latest technology for cycling and running," he added.

Read more: <http://lei.sr?a=j5o8B>

"The future is bright as long as we ensure that the facilities are there to meet demand"

Leicester aims to double the number of youngsters learning to swim

Leicester City Council will invest in increasing the number of swimming teachers swimming as part of an initiative to

double the number of children participating over the next five years.

The council aims to help 8,000 young

people swim each week, up from the 4,000 currently taking part.

Read more: <http://lei.sr?a=15a8L>



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RUGBY

RFU puts forward Twickenham plans

Twickenham – the home of English rugby – is embarking on a redevelopment plan which will see the transformation of its east stand.

The work will double the available space on the east stand, creating an additional 10,750sq m (115,712sq ft) to facilitate improvements to existing hospitality areas.

KSS Architects have been selected to modernise the exterior of the stand as part of the project, although the existing bowl infrastructure and seating will not be altered.

“Every penny generated as a result of the improvement works will go back into rugby”



▲ KSS have been chosen by the RFU as the architects to work on the project

The Rugby Football Union (RFU) is funding the project, although the body declined to comment on the financial specifics of the work. According to an RFU spokesperson, every penny generated as a result of the improvement works will be ploughed back into rugby, from the grassroots to elite level.

A public consultation for local residents, businesses and other stakeholders was held on 31 May, followed by a second session on 4 June. The RFU expects the work to be completed by autumn 2018 (see page 38 for more on Twickenham).

Read more: <http://lei.sr?a=D7j1b>



▲ The attraction will open in 2016

Rugby Hall of Fame to be established

Rugby, the birthplace of the sport, will become the permanent home for its Hall of Fame, which will celebrate legends and historic moments.

Billed as a “fully-interactive and immersive museum”, the Hall of Fame will be located within Rugby’s art gallery, museum and library.

Read more: <http://lei.sr?a=Y2S5J>

Wasps Rugby eyes training facility in Coventry

Premiership Rugby club Wasps is gearing up to increase its presence in the West Midlands after applying for planning permission for a new training facility.

Wasps purchased Coventry’s Ricoh Arena in November 2014 and has played home games at the 33,000-capacity stadium ever since. However, the team continues to train in West London.

The club will move its operations north next season when it will use the facilities of Coventry’s Broadstreet RFC, but



▲ Wasps moved to Coventry in late-2014

Wasps chief executive David Armstrong has confirmed more permanent proposals are being lodged, which include the building of a new complex on land adjoining the city’s Alan Higgs Centre.

Three pitches, an indoor kicking barn, a cardio and weight gymnasium, a video analysis suite, a hydrotherapy recovery area and physiotherapy rooms are at the heart of the plans for the facility, which is being designed by Sheffield-based Ward McHugh Associates.

“This is the first stage in a long process and we will continue to pursue options at other sites until we know whether our planning application has been successful,” said Armstrong.

Read more: <http://lei.sr?a=k0X2n>



Turn over: Who has made the panel of British Cycling’s culture and behaviour review?

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ATHLETICS

‘Data key for sports sector’

The sports sector will need to standardise the way it uses data in order to provide a seamless experience for those wanting to participate in physical activity, according to the chief executive of the Sport and Recreation Alliance.

Talking to *Sports Management* following the Alliance’s annual summit – which this year focused on evidencing impact and using data – Emma Boggis said that different organisation in the industry would need to pool the data they collect so that apps could be

“We want to be in a place where booking a badminton court is as easy as booking a table”



▲ Boggis said the Alliance would continue to support its members use data effectively

created to help people easily engage with the physical activity sector.

She said that creating comparison site-like offers, in which consumers could find out about all types of sporting provision, would be more powerful than a platform created in isolation for just one sport or activity.

“We want to be in a place where booking a badminton court is as easy as booking a table in a restaurant,” she said. “If you wanted to book a court now, you probably wouldn’t know how to. That’s not a criticism of badminton, but a reflection of facilities generally.”

Read more: <http://lei.sr?a=s1q0f>

Basketball aiming to become the second-largest team game in Britain

Basketball’s governing body has set the ambitious target of growing the sport into the second-largest team game in Britain in terms of participation.

The goal forms part of the British Basketball Federation’s (BBF) wide-ranging strategy to safeguard and build the sport under the stewardship of chair Nick Humby (see page 8).

Transforming Basketball in Britain Together 2016-2028 sets out six outcomes, as well as 10 strategic aims, which the organisation believes will put the sport on sound footing over the next decade and beyond.



MITCH GUNN/SHUTTERSTOCK.COM

▲ The BBF plans to create hubs for professional teams

Included in the overarching outcomes is developing opportunities to play the game at grassroots level. According to the BBF, basketball is currently the fourth most-played team

sport among both men and women – behind football, rugby union and cricket for men and football, netball and hockey for women.

The aim is to increase

participation numbers to make basketball the “fastest-growing team sport” in Britain for both men and women. To do this, the BBF will establish a number of programmes such as a “clear facilities strategy”, the development of grassroots coaches and officials and initiatives targeted towards underrepresented groups.

Of the former, the BBF plans to create hubs that “sit at the heart of communities” and act as “homes for the British Basketball League (BBL) and Women’s British Basketball League (WBBL) clubs”.

Read more: <http://lei.sr?a=v4T1k>



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FACILITIES

Top flight grounds lagging behind for disabled fans

At least eight Premier League clubs won't make agreed improvements until the start of next season

At least eight Premier League clubs are not expected to complete agreed improvements to their stadiums for disabled spectators by the start of next season.

Talking at a Culture, Media and Sport Committee hearing into accessibility at sports venues, Level Playing Field chair and Sports Grounds Safety Authority (SGSA) board member Joyce Cook said there had been “lots of excuses” made by Premier League clubs in relation to the required improvements.

In 2015 the Premier League made the pledge that all 20 clubs would be compliant with the Accessible Stadia Guide – the SGSA handbook for making grounds disabled-friendly – by August 2017.



▲ Level Playing Field chair Joyce Cook



▲ Derby County's iPro Stadium was singled out for praise for its facilities

However, Cook said that at least eight would not have completed the work and that a number will only have formulated plans by the deadline – a situation she called “worrying” and “obscene”, considering the amount of revenue Premier League clubs generate and spend on wages and player transfers.

She said a number of non-compliant clubs had explained that their grounds would be used for events during summer 2016, leaving summer 2017 as the first appropriate date for the relevant work to begin.

Cook told the committee – chaired by Conservative MP Jesse Norman – that she “wasn't buying” the explanation and highlighted that Manchester United had constructed two quadrants for disabled people at Old Trafford in the middle of a Premier League season.

Derby County FC and non-league club Wrexham were commended for the improvements they had made for

“I personally find it obscene. When you look at the money that's available there is no justification [that improvements are not being made]”

disabled people in their respective stadiums, but Cook said the “situation was dire” across all sports for disabled spectators.

Grounds with capacities of at least 600 should have one per cent of space dedicated to disabled spectators, but Cook said only 5 per cent of First Class county cricket grounds were meeting this requirement, while only one Premiership Rugby stadium could claim that figure, despite support from governing bodies to improve.

<http://lei.sr?a=6A3M2>

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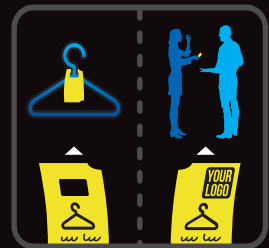
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FACILITIES

Concerns over World Cup venue

Organisers of the 2018 World Cup in Russia have been asked to “tighten up” the construction of the St Petersburg venue after FIFA expressed its “concern” at progress being made.

Colin Smith, director of competitions for the world football governing body, visited the site and stressed the “necessity for tighter project coordination”. FIFA has requested that the city’s authorities produce feedback over the next two weeks on “key areas of concern”.

“Given that the city is playing a key role in the Confederations Cup, FIFA will be monitoring”



▲ The stadium is expected to play a key role in next year’s Confederations Cup

“Given that St Petersburg is playing a key role in the FIFA Confederations Cup Russia 2017, FIFA will be closely monitoring,” said a FIFA statement.

The 69,000-capacity stadium – which is costing US\$1bn (£682.4m, €894.9m) to construct – is expected to play an important role in the

World Cup, and has also been chosen as one of the four venues for the Confederations Cup (the precursor to the World Cup) next summer.

However, the project has been hit with several delays, cost increases and allegations of mismanagement.

Read more: <http://lei.sr?a=b7z0s>

NFL chooses unbuilt Atlanta and LA stadiums for future Super Bowls

Two yet-to-be-built stadiums have been selected to host the National Football League (NFL) Super Bowl in 2019 and 2021.

In a move which appears to encourage the development of new infrastructure, NFL owners plumped for Atlanta Falcons’ HOK-designed Mercedes-Benz Stadium – which is due to open its doors in 2017 – for the 2019 edition of the flagship match.

The 2021 Super Bowl will be contested at the future home of the LA Rams, the ambitious US\$1.9bn (£1.3bn, €1.7bn) Inglewood-based arena which is being built to accommodate the franchise’s move from St Louis. The stadium is due to open in 2019.

The decision to bring the Super Bowl to Los Angeles so quickly after the Rams move was ratified by the NFL board and chimed with comments made by the organisation’s commissioner, Roger Goodell, who said the development would be “transformational, not just for the Rams, not just for the Los Angeles community, but for the NFL”.

In addition, the 2020 Super Bowl will be played in Miami Dolphins’ Sun Life Stadium after owner Stephen Ross ploughed US\$400m (£276.4m, €358.4m) into renovations.

Read more: <http://lei.sr?a=E4e0I>



▲ NFL commissioner Roger Goodell

PRESS ASSOCIATION IMAGES



Turn over: How many Premier League clubs are struggling with disabled fan requirements?

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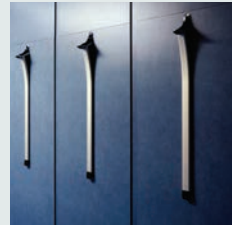
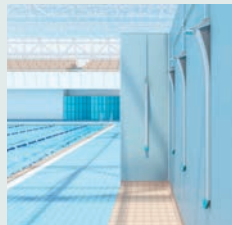
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INTERNATIONAL



▲ Rio Olympics 2016 mascots

No justification to shelve Rio 2016 over Zika virus

The World Health Organization (WHO) has dismissed calls for the Rio Olympics to be moved or cancelled as a result of the growing Zika crisis.

Last month, 150 public health experts penned a letter to the organisation warning that the risk of infection from the virus – which has links to birth defects and brain abnormalities in babies – was too great for the event to be held safely.

Despite the letter's claims that allowing the Games to proceed would "pose an unnecessary risk to 500,000 foreign tourists", the WHO said hosting the event in the Brazilian city as scheduled would "not significantly alter the spread of the Zika virus".

"Brazil is one of almost 60 countries and territories which to date report continuing transmission of Zika by mosquitoes," said the letter. "People continue to travel between these countries and territories for a variety of reasons. The best way to reduce risk of the disease is to follow public health travel advice."

"There is no public health justification for postponing or cancelling the Games."

Read more: <http://lei.sr?a=t7D1C>



▲ Arlington's Globe Life Park has been home to the Texas Rangers since 1994

Texas Rangers in US\$1bn stadium plan

Texas Rangers – the Major League Baseball (MLB) franchise – has moved a step closer to building a new US\$1bn (£680.1m, €894.2m) stadium after the council agreed a financing package for the development.

Arlington City Council unanimously approved a master agreement in which the funds for the stadium would be split between the team and public finance. A public vote will now be held in November to ask residents if they want to increase funding for the construction of the ballpark.

The new stadium would replace the city-owned Globe Life Park in Arlington, and is expected to include a retractable roof for climate control and shelter

"We are committed to building a world-class facility which will provide the best possible experience for our fans"

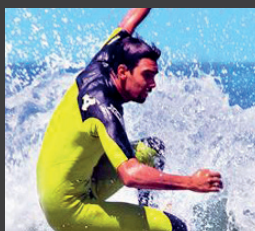
for fans over the hot summer months. Rangers co-chair Ray Davis said: "The Rangers are excited about the possibility of calling Arlington home for many years to come, and we are committed to building a world-class facility which will provide the best possible experience for our fans."

Read more: <http://lei.sr?a=W5W2G>

Five new sports close to making the Tokyo 2020 Games programme

The inclusion of five new sports in the Olympic Games programme moved closer following recommendations made by the International Olympic Committee (IOC).

Karate, skateboarding, sports climbing, surfing



▲ Surfing may feature during the Tokyo Games

and baseball – sports with a "key focus on youth" – will make their first appearance at Tokyo 2020 if the move is approved during an IOC meeting in Rio in August.

Read more: <http://lei.sr?a=B4D4N>

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FORUM EVENTS
SYNCHRONISING BUSINESS**

Joanna Adams

Matthew Campelli talks to the England Netball CEO about trying to win the World Cup on home soil in 2019 and why forward-thinking NGBs should not fear the Sport England strategy



It's all hands to the pump at England Netball HQ the day *Sports Management* descends on leafy Hertfordshire to chat with chief executive Joanna Adams. Both Adams and chair Colin Povey are in the CEO's office preparing for a board meeting to discuss the potential impact of the recently-published Sport England strategy – a strategy which put a significant question mark next to the funding of national governing bodies (NGBs).

While it is inevitable that certain NGBs will lose out as a result of the quango cutting its core funding pot from 38 per cent to 29 per cent of its total expenditure, Adams is upbeat, and explains that “forward-thinking NGBs like England Netball” have a chance to prove their worth if they have to competitively bid for funds.

STRATEGIC THINKING

“We began a journey about six years ago where we started to put the consumer at the heart of everything we did, turned a traditional governing body on its head and turned it into a sports business,”

Joanna Adams was appointed CEO in 2015 after spending six years with the national governing body



We started a journey where we put the customer at the heart of everything we did

she says. “We operated just like any other business would – we did masses of insight, masses of research and found out what customers and potential customers might want from netball.”

The importance of insight and treating the public as consumers are two of the key messages in the Sport England strategy – as well as the government's Sporting Future strategy – and Adams feels that England Netball is “ahead of the game” when compared to some of its NGB counterparts.

To capture the female public's views on netball, the organisation spoke to women outside coffee shops and school gates, and asked youngsters to create scrapbooks to illustrate the things they liked and disliked about sport. The body then formulated a plan around the responses it received.

“[Sports minister] Tracey Crouch's opening paragraph in the government strategy was about putting the customer at the heart of everything you do. We have been doing that for years – we have got all the research and understand what they want. All we need to do is keep refining our product,” she says.

CUSTOMER MATTERS

The approach has led to the launch of a number of variations of playing netball and initiatives which appeal to a wider demographic of women and girls. As well as the traditional club structure, the organisation has launched participation initiatives such as Back to Netball and Walking Netball.

The former – which is a 10-week programme to bring former players back into the game – has been England Netball's most successful scheme says Adams, adding that it has enticed more than 50,000 women in the last five years, with around 30 per cent





transitioning to become full-time members of clubs.

The next iteration of Back to Netball will involve the more experienced women becoming coaches, mentored by England Netball staff. "It's not pyramid selling, but a bit like the Avon lady," Adams jokes. "The women have been through it, they understand it, and we want to empower them to go and deliver because it's a self-sustaining model not reliant on huge amounts of funding."

Walking Netball is being trialled throughout the year as a way of bringing older women and ex-players coming back from injury back into the game. The slower form of the game allows players to take two steps instead of one and gives them four seconds to throw the ball instead of three, but ultimately the draw for the women is the social aspects says Adams.

The more relaxed discipline has also appealed to other parts of the community. A trial was held for Muslim women who wanted to get physically active in a female-only environment. The game also works for women with eating disorders who want to participate but lack the energy to play at full throttle.

FUNDING THE FUTURE

As women, ethnic minorities, the physically unfit and the elderly form a core part of the hard-to-reach groups Sport England and the government

**Surrey Storm
were crowned
champions of
the 2016 Netball
Superleague**



**We have
proof that
when our
England
team does
well we see
a spike in
participation**

are trying to encourage into physical activity, Adams is confident that England Netball can bid for funds outside the core pot as a result.

To achieve this, England Netball has appointed a research company to build a framework, so it can measure its results against the strategy's desired outcomes. That way, it has something solid with which to bid for funding. The body is also one of only two NGBs which receive Sport England funding for the elite side of the game – a position that makes the chief executive "a little more nervous".

"The Sport England strategy doesn't touch on elite funding at all, but we think we have a good case," says Adams. "We have proof that when our England team does well we see a spike in participation. We have an opportunity to medal at the upcoming Commonwealth Games and we have a home World Cup (in Liverpool) in 2019."

COMMERCIAL DECISIONS

To safeguard England Netball's financial future, Adams has tried to develop a commercial beast which she hopes will be able to generate the lion's share of its income through sponsorship and commercial opportunities. "We are 30 per cent self-funded and 70 per cent grant funded," she explains.



Having fully professional players is a massive step forward for the sport, but absolutely necessary 9

SPORTS
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Cover star: Helen Housby is one of England's most important and recognisable players

Joanna Adams on...

Helping Superleague franchises commercialise: "Realistic quick wins are ticket sales. Three years ago we couldn't give a ticket away, now we sell out. We're

working with clubs to help them put in ticket strategies."

Facilities: "We're not asset owners and that does restrict us. Having 10 x 3,000-capacity netball hubs around the country is our dream."



NIGEL FRENCH / PRESS ASSOCIATION IMAGES

"We'd like the numbers the other way around. Can achieve it? It's a stretch but we have to aim high."

England Netball's partnership with Sky Sports has certainly helped generate interest to the extent that Adams concedes that the loss of a TV deal would be "catastrophic" for the game. While netball's Superleague started off as "content filler" for the pay-TV broadcaster, the competition was moved to a permanent Monday night slot and the pair have become "strategic partners".

The agreement is coming to an end this year and Adams is confident that her organisation will walk away with a better deal. Part of any new deal will incorporate the rights to the new Quad Series tournament, which will see England compete with Australia, South Africa and New Zealand every year as England Netball attempts to ramp up the elite performance side of its operations.

EYES ON THE WORLD CUP

As well as launching the annual tournament, England Netball is facilitating 20 Superleague players to become full-time professionals from this month, with the majority being paid centrally via the governing body. The ambitious initiative,

A total of 20 England players will be offered professional contracts

says Adams, is to catch up with the top two teams in the world – Australia and New Zealand – and have a shot at reaching the World Cup final on home soil in four years time.

"Girls from Australia and New Zealand are fully professional – they don't have to juggle a job and then go for training," Adams laments. "Our girls do, and they have to drive all around the country for training afterwards. It's not a level playing field."

"We felt that this is a massive step forward for the sport, but absolutely necessary. They can have as good a chance as the top two nations in the world."

In addition, the Superleague is on the cusp of changing its league structure, with a tender process coming to its conclusion for places in the competition, with potential franchises assessed on their performance pathways and their academy reach.

Former Olympian Sarah Symington has also come aboard as performance director to shape the elite programme alongside head coach Tracey Neville in a bid to make the England team one of the best in the world before the championship in 2019.

"Whatever happens it will be a fantastic World Cup," says Adams, before adding: "If we're not in the final I would be gutted. Yes, I'd be absolutely gutted." ●

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How would Brexit impact sport?

We've all heard about the potential effect leaving the European Union would have on the economy, migration and business, but what of sport? Will the sector be affected by the 23 June referendum?



Matthew Elliott, Vote Leave chief executive

back from achieving our full potential. Having an open border to almost 500 million people from within the EU restricts the Football Association's ability to introduce rules to support young British players.

As the European Court ruled in December 1995, the EU Treaties forbid "rules laid down by sporting associations under which, in matches in competitions which they organise, football clubs may field only a limited number of professional players who are nationals of other member states".

And by imposing restrictions on non-EU countries in an attempt to control immigration, British sport effectively loses out on talent from outside the EU. Currently players from within the EU can work in Britain, but those from outside must be proven internationals to satisfy

Home Office criteria for a work permit. This blatant discrimination would end if we left the EU and took back control.

No one is seriously suggesting that if we left the EU people from Britain would not be able to play sport in other countries or people from other countries would no longer be able to play sport here. British people live, work and train in countries all over the world today, like Australia and the United States, and many countries around the world have visa free access to the EU's Schengen area without accepting the supremacy of EU law or unlimited EU migration.

But what would change is our ability to run our own affairs and to do so in a more open, more democratic and wider world. Let's say yes to Europe, yes to the rest of the world, but no to the European Union. ●

Four years ago our country put on the most fantastic Olympics the world has ever seen. The London Games were a reminder of just how much Britain has brought to the world when it comes to sport.

We gave the world cricket, rugby, football, golf, tennis and even bungee jumping to name just a few. It wasn't the European Union that gave the world those things, it was us – Great Britain.

While we are a global nation, there are many ways in which the EU holds our country

Julien Allwood, athlete and Remain campaigner

Since representing England for the very first time at 16, sport has provided me with countless opportunities to compete in Europe.

Like any relationship, European countries have their disagreements, but one common ground which can unite people together is sport. It's a common language which everybody speaks, provides equal exposure and most importantly creates a positive environment.

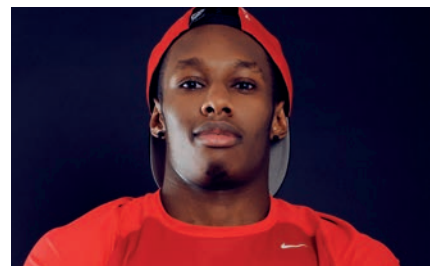
In my case it's moulded me into the individual I have become and created unforgettable experiences.

But despite all of this, leaving the EU could put a halt to 'sport fever' in the UK. Every child dreams of emulating the success of stars such as David Beckham

and Jessica Ennis-Hill. But with EU funding contributing £1.5m to grassroots sport in Britain, Brexit could stop these dreams becoming a reality for thousands of aspiring sport stars in Britain.

The work I do with the Dame Kelly Holmes Trust allows me to see the passion in the next generation of young people who want to follow their dreams. Walking away from Europe is too big a risk.

Let's not forget the cost of equipment also. Membership in the EU enables us to purchase equipment at an affordable price, and for many parents this is still only feasible by the skin of their teeth. I know personally for my family; some sports were still out of their price range. Brexit could spark increases of up to 11 per cent in



clothing, as they become subject to tariffs. Taking a leap into the dark by leaving the EU is not a risk worth taking for sport, our economy, or the future of our country.

Hop, skip, jump are words that have defined my life from a very young age. They're the fundamentals to life as a triple jumper. Similarly, there are three words that sum up this debate for me and reinforce why we should remain committed to Europe: Togetherness, Stability and Solidarity. ●



How should Sport England-funded teachers be trained?

In its new strategy Sport England said it will invest in training two teachers at every secondary school to “help them better meet the needs of all children, irrespective of their level of sporting ability”. However, there was little detail on how they’ll be trained. Will the focus be on traditional sport, fun-based activity or a holistic approach to wellness, including diet and behaviour change. We asked our experts for their views

Dean Horridge
Chief Executive
Fit For Sport



We must work together to bridge the gap between schools and the community

Sport England’s proposal to invest in teacher training is a great opportunity to start engaging all children in activity - not just the ‘sporty’ children.

For years, sport has disengaged more children than it has engaged. Fun activity sessions create a positive experience of physical activity for children from a young age, yet through emphasis on technique and performance, children have become disengaged and inevitably less active and less likely to participate in sport.

The new strategy offers a great opportunity to provide teachers with the fundamentals to engage all children and achieve the Chief Medical Officer’s guidelines of 60 minutes of activity a day. With support and training from children’s activity professionals, teachers can become confident to deliver inclusive activities and help children to embed healthy habits for life.

Active children also do better at school. Using key times throughout the school day to be active – including before and after school as well as lunch and break time – children’s concentration and behaviour levels improve. However, until there is an Ofsted requirement to measure children’s fitness levels, the academic and health benefits of creating an active school remain bottom of the agenda.

To support Sport England’s vision we must work together to bridge the gap between schools and the community and make facilities available for children – and their families – to be active beyond the school gate. We must also provide teachers with healthy lifestyle advice to help develop healthy habits.

Councils will back a diverse approach which would cover a mixture of traditional sport



Ian Stephens
Chair of the Culture, Tourism
and Sport Board
Local Government Association

In response to the Sport England strategy consultation, the LGA called for work with young people to be linked to the government’s child obesity strategy. We’re looking forward to closer cross government working between the Department for Culture Media and Sport, Sport England and the Department for Education to ensure that sport and physical activity provision in curriculum and extra curriculum time complement one another and do not duplicate or work in opposite directions.

For example, teachers that lead on sport and physical activity should have an awareness of what sport and physical activity opportunities exist in extra curriculum time and how best to support young people within their schools to access this provision or support.

Offering training to at least two teachers in every secondary school in England to help them better meet the needs of all children, irrespective of their level of sporting ability, is well-timed.

Councils will back a diverse approach which would cover a mixture of traditional sport, fun-based physical activity and a holistic approach to wellbeing. The amount of time spent on each would be determined by individual schools.



The teacher training is part of Sport England's new £250m funding package

Julian Leybourne
Chief Executive
Icon Training

Sport England's new strategy requires sustainable, holistic and integrated actions between all key stakeholders to make 'active lives' a core message and vision for everything they do.

The Sport England-funded school teachers must be able to understand this bigger picture, together with the rationale of why active lives are so important in underpinning the five key outcomes: physical wellbeing, mental wellbeing, individual development, social and community development and economic development.

It's pointless for teachers and Ofsted to measure the range of physical activity outcomes, unless teachers understand the context of the importance of physical literacy and the consequences of failing to act as a nation to reduce physical inactivity.

Teachers will also need to understand the inequities of opportunity and to understand how to break down barriers and objections from groups which may



The Sport England-funded teachers must be able to understand the core message of active lives

feel threatened by the emergence of a national curriculum which includes minimum levels of physical activity for all school children.

A blended approach between formal team and individual sports, physical exercises, all fuelled by 'fun', against an understanding of behaviours and individual needs of children will be essential to avoid an institutionalised approach of compulsory sport which will simply not work and stifle natural enthusiasm for many.

Teachers will require a strong knowledge base of nutrition and balanced diets and the consequences of excess fats, sugars and the future dangers of alcohol and smoking.

Finally the critical success factor for any teacher in addition to the above will be a passion for physical activity with high energy leadership.

We have and always will champion the solid teaching of traditional sports



Ross Walker
Managing Director, Teachsport

As an external independent deliverer of sports education, we see high quality, professional and passionate teaching of sport on a daily basis at the secondary schools we work in.

From our experience an issue that is always mentioned is the lack of core skills in each new cohort of year sevens, forcing the teachers to start from scratch.

We should always champion the solid teaching of traditional sport, which encourages commitment and competitiveness – in turn inspiring a long-term love of sport, leading to young people living active, healthier lives. To support this, we have a massive network of clubs and organisations, outside school, which give opportunities for the continuation of sport and recreation with all its related benefits.

I would like to see teachers teach sport – with skill, commitment and infectious passion – and become role models for our children. Sport can be used to educate children about the importance of wellness, diet and behaviour while guiding them to good lifestyle choices.

There are also added benefits. Our traditional sports are still used as a platform for many of life's activities. I've seen many a big business deal agreed by a handshake during tea at a Lord's Test.

As a nation we have consistently punched above our weight in many sports, so I am delighted that the Sport England funding will in part support the training of our fantastic teachers.

Funding streams

The Football Foundation has ploughed £1.3bn into grassroots sport since 2000. Tom Walker talks to the foundation's Rory Carroll about the delivery systems the organisation has created in order to maximise the impact of its investment

On the morning of 27 May 2015 more than a dozen plain-clothed officers made a series of raids at the palatial Baur au Lac hotel in Zurich, Switzerland. The target of the raids were current and former FIFA officials and associates, who had allegedly misappropriated investments earmarked for developing football around the world. The investigations sent shockwaves across the world and it was clear that there had been a failure of both structure and process in the way grants meant for grassroots football had been handled by FIFA.

By contrast in England, funding from the Premier League, The Football Association (FA) and the government is channelled by the Football Foundation, an independent vehicle through which every penny invested in grassroots can be accounted for. Launched

in 2000, the foundation distributes around £30m annually and its structures guarantee impartiality in awarding of the funding – free from internal or external interference, along with a charitable model of efficiency that maximises return on investment.

As well as transparency in how funds are moved, the foundation has also become a leader in the way it has embraced technology. It has developed a suite of bespoke software solutions and created a system which enables the foundation to monitor the way funded projects are delivering on the targets set for them.

Sunderland footballer Duncan Watmore talks to youngsters as he opens a new 3G pitch in Bishop Auckland

CONTINUOUS IMPROVEMENTS

According to Foundation spokesperson Rory Carroll, the organisation has chosen an approach where the process of refining its delivery systems is never complete. "We strive for a culture where continuous



Turn over: How should Sport England pursue its teacher training strategy?

Last season we achieved a seven per cent increase in football participation at facilities that we improved

improvement runs through every level,” he says.

“Technological and procedural innovation is identified through evidence-gathering or through other process reviews and we’re keen to factor in and implement the refinements.”

As a result, the Foundation’s delivery systems of investment are now so sophisticated that global corporates have harnessed them to deliver their own CSR programmes, and organisations from around the world – including from China, the United States, Germany and Australia – have visited to learn from its blueprint of best practice.

PERFORMANCE MANAGEMENT SYSTEM

The Football Foundation’s internal Performance Management System tracks all applications that have been submitted to the Foundation for funding through the assessment, approval, construction and completion phases. It provides accurate information on how the organisation is performing.

“This helps the Foundation executive to manage its workload capacity, as the system very quickly identifies projects that are delayed,” Carroll says. “Remedial action can be taken to get them back on track early. It means time is not wasted having to fix problems that become ‘chronic.’”

UPSHOT

The Foundation has a ‘through-life’ approach, which means that interest does not end once it has awarded a grant to an organisation. The official opening of a Football Foundation-funded sports facility is seen as the beginning rather than the end. It is where the community can begin to feel the benefit and impact of funders’ investment.

“Upshot is an online solution we developed, which enables us to monitor and evidence the delivery of the agreed outcomes from projects throughout their useful life,” says Carroll. “It is not the building itself that matters most, it is how effective it is in delivering expected outcomes throughout its useful life.”



By monitoring ongoing performance and providing support when required, the Foundation can make sure that every project it invests in delivers what is expected – and in most cases exceed this.

Upshot, like all foundation systems and processes, is being continually developed. Initially designed to automate the Foundation’s annual survey of funded-facility performance, it also holds the capability to evidence and analyse the ‘real-time’, day-to-day visibility on how football and sports development plans are being delivered.

Specifically, Upshot helps identify problems at funded-facilities as soon as they become apparent, enabling the Foundation’s expert staff to make interventions and get those sites back on track. This ensures facilities meet their impact targets where they otherwise may have under-performed.

By identifying extra capacity and potential, it also enables the sweating of assets by helping well-performing facilities to achieve even greater outcomes. Upshot has proved so successful that the Foundation has sold it commercially via licence to more than 500 other organisations, who use it to manage their projects and evidence their outcomes.

The Football Foundation monitors the outcomes generated following a grant award

PITCHFINDER

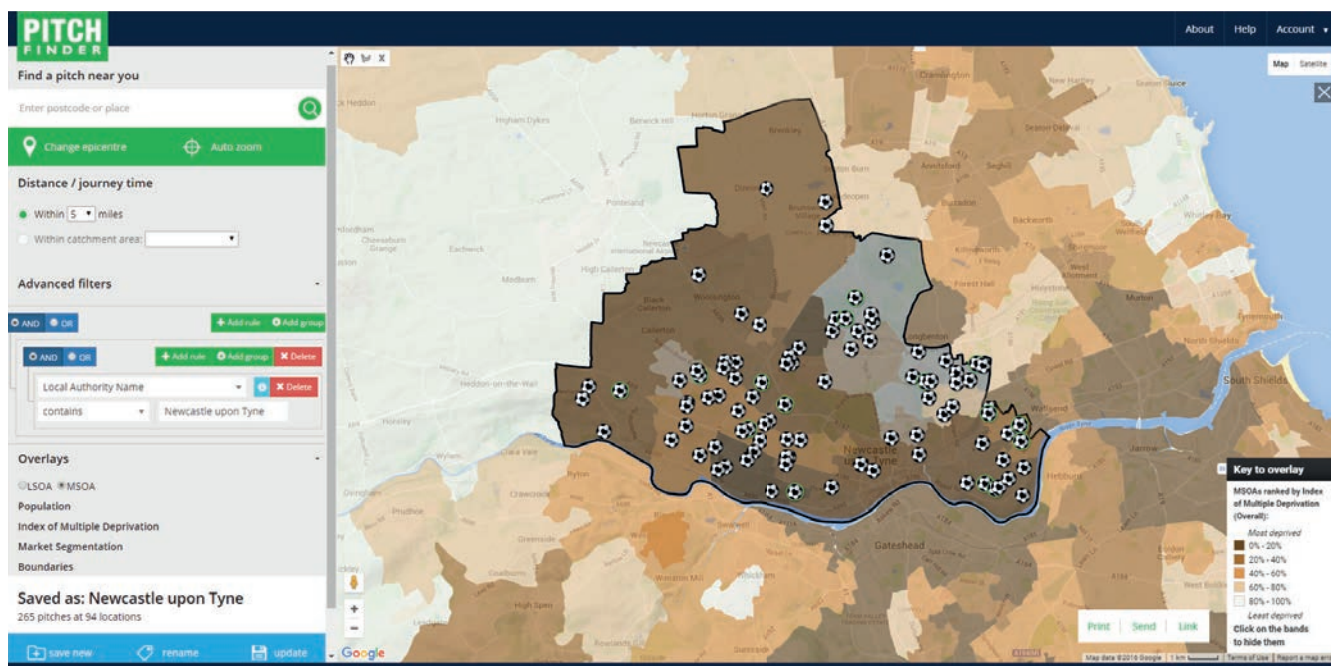
Built and managed by the Foundation, Pitchfinder is a database of more than 22,000 football sites. It provides details of what is available at each of those

The screenshot displays the 'New AGP' (New Award Grant Process) page in the GrantShot system. At the top, the Football Foundation logo and user information (nick.dunnett@footballfoundation.org.uk) are visible. The page shows the grant status as 'Completed' for 'Application Assessment' and 'Delivery and Payment'. The grant amount is £350,000.00, with £350,000.00 paid (100%). A current milestone is highlighted: 'Your project finishes' (Completed, 14/11/2014). Below this is a table of milestones.

MILESTONE	STATUS	EST. DATE	COMPLETED DATE
Your project starts	Completed	23/06/2014	14/07/2014
Your project finishes	Completed	14/11/2014	12/11/2014

Task icons key: outstanding completed in progress unavailable





sites – such as types of pitches and whether or not they have floodlights and/or changing rooms. It was revolutionary when it was launched in 2003. For the first time, the Foundation had a visual representation of where every single pitch is. Prior to that no one had any idea of where all the country's pitches actually were, never mind the condition they were in.

The Foundation also made the information available publicly, so Pitchfinder provides the general public with a user-friendly, web-based resource (available at www.pitchfinder.org.uk) to identify football facilities near them by simply entering a postcode or navigating an interactive online map.

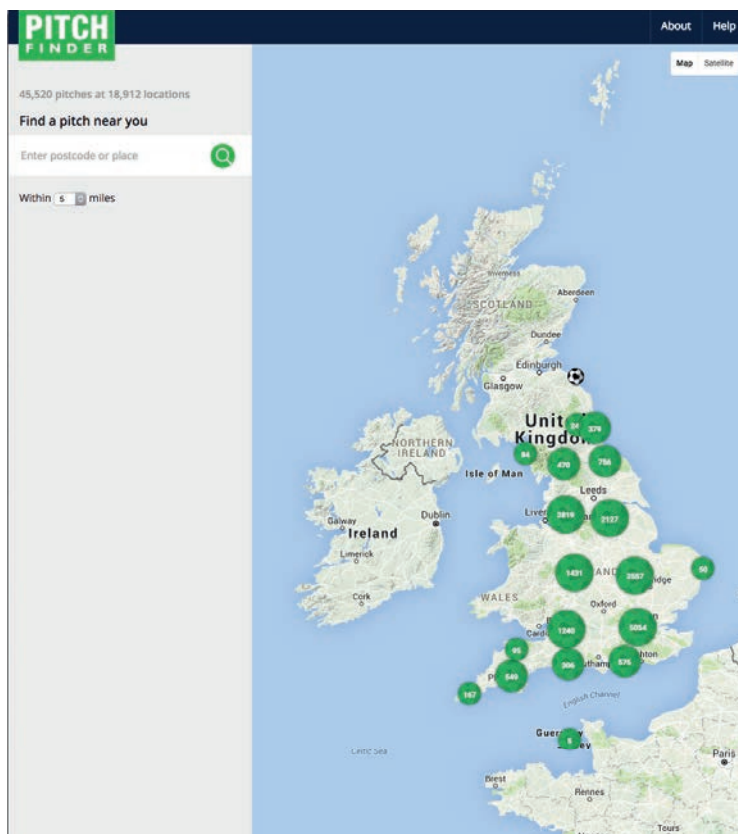
For Carroll, Pitchfinder is also a powerful planning tool, providing a critical insight capability for the strategic development of football facilities across the country. "It helps ensure that we can direct funding to where it is most needed and where it will have the greatest impact – while giving a visible 'project pipeline'," he adds.

Recently, Pitchfinder was developed further so it now synchs with The FA's Whole Game System and Sport England's Active Places system, in a move that is facilitating strong partnership working across key organisations for the benefit of grassroots sport. There are further uses for Pitchfinder being developed too.

GRANTSHOT

Grantshot is an online application system developed by the Foundation. It provides internet banking-style features, guiding applicants through every

Pitchfinder – a database of more than 22,000 football sites –allows the general public to locate facilities, and also find out the type of pitch they use, if they are supported by floodlights, and have changing rooms





stage of the funding process. It provides application information 24 hours a day, whenever it is needed, and a continuous, up-to-date view of all applications at the touch of a button.

Previously, it was not always obvious to applicants where they were in the application process, or how long they would need to wait for a decision. This resulted in a high level of telephone and email traffic to Foundation project managers. The 24-hour a day transparency provided by Grantshot, however, has resulted in an 80 per cent reduction of calls and e-mails, creating real efficiency savings.

A newer, streamlined application process that accompanied the introduction of Grantshot has also resulted in a faster and easier process with applicants only being prompted to provide information as and when required.

SETTING LOCAL AND NATIONAL TARGETS

The Foundation's board agrees strategic performance indicators (SPI) that the organisation must achieve. These are based on metrics such as increases in participation and the percentage of funding that should be directed into the top 20 per cent most deprived areas (where evidence demonstrates that both the need for better facility provision and the latent demand to play sport are the greatest).

This offers clarity on what success looks like and enables the Foundation's executive, and the board, to evaluate whether success has been achieved.

In turn, the Foundation sets 'local' targets for each project it funds. This is set out in the comprehensive Football Development Plans (FDP) and usage plans that are produced in partnership with the County FAs and the projects themselves. They outline local

Former Arsenal player Paul Merson shares a joke as he cuts the ribbon on another facility

The Foundation's Rory Carroll (left) with Man Utd legend Paul Scholes

outcomes that should be achieved, such as the number of new grassroots teams that should be created (including for whom they will cater, be it male, female, disability, youth or adult teams).

The effect of ensuring projects achieve their individual targets is a significant cumulative increase in participation when all the projects across the country are aggregated.

A SCIENCE RATHER THAN AN ART

The way the Football Foundation's delivery systems have been developed over time, it is safe to say that its approach to investing into the country's local sports infrastructure

is more of a science than an art. The approach, backed by technology, also boasts some impressive returns.

"Last season we achieved a seven per cent average increase in football participation at facilities that we improved with our Funding Partners' investment," says Foundation spokesperson Rory Carroll.

"We achieved an eight per cent multi-sport increase at those same sites and there were also 30 million hours of extra-curricular sport played and 24,000 qualifications achieved at them."

While the systems are able to report improvements at such pinpoint accuracy, Carroll adds that it is the intangible – yet powerful – results which offer the most satisfaction. "Ultimately, what really drives the Foundation staff to work hard to is the thrill of seeing local people of all ages and abilities – many of whom previously played no sport – enjoying new facilities," he says. "Where before they were playing on muddy quagmires and changing in rusted shipping containers, they now have proper facilities." ●



Connected stadium

Thanks to investment from owner the RFU, Twickenham is now one of the most technologically advanced stadiums in the world. Tom Walker reports



Prior to hosting the 2015 Rugby World Cup, The Rugby Football Union (RFU) set out to improve every aspect of the experience at Twickenham – the historic home of English rugby – for both players and fans. With a budget of around £76m, the RFU wanted to make significant modernisations to the stadium and place Twickenham at the forefront of stadia innovation.

The work included improvements to both fan and player areas and saw new changing rooms being built, modern health and fitness areas being introduced and player medical facilities being upgraded. The hallowed turf was relayed with a Desso GrassMaster hybrid grass pitch and in the stands, a large section of seats were replaced, additional public bars and toilets were added and improvements were made to the media facilities.

Perhaps the most impressive upgrading work, however, took place through a considerable investment in new technology around the venue. As part of the redevelopment, the RFU launched what it called the Connected Stadium project and worked with a number of tech partners to come up with innovative solutions which would both improve customer experience and fan engagement, as well as refine match day operations.



George Vaughan,
senior project
manager at RFU

The results have been impressive. Following a successful Rugby World Cup, Twickenham is now considered among the most “connected” stadiums in the world – and has the industry awards to prove it. Last month, Twickenham’s new contactless payment solution earned it the “product innovation” award at the Stadium Business Awards. It has also been given the Worldpay Customer Experience Award and the Retail Systems Award for best use of technology in the hospitality & leisure sector.

“We have a number of industry firsts at Twickenham,” says George Vaughan, senior project manager at the RFU. “People representing sports venues from all over the world are taking notes on what we’re doing here with our connectivity.”

TARGETED MESSAGES

Central to the connected stadium concept has been the creation of a new digital infrastructure, through which the RFU is now able to digitally engage with fans during match days. “Upgrades to our systems were a key component in achieving success in delivering the Connected Stadium project,” says RFU’s IT operations manager, Mike Morris.

“Through installation of 700 Samsung digital displays, Internet Protocol television (IPTV) and



People from venues from all over the world are taking notes on what we're doing here

digital signage, we now have the capability to deliver relevant, targeted messaging throughout the stadium from partner campaigns to stadium information."

These targeted messages include everything from details on upcoming games and events for marketing to helpful advice on where fans might be able to get their halftime drinks quicker by avoiding the queues.

"Our new point of sales (POS) system can now 'speak' to our IPTV in a way that is quite uncommon in this sector," adds Vaughan. "For example, we can facilitate queue management via the POS in real time, based upon sales volumes.

"We do this by measuring transactions across all tills and drilling into the data immediately. If the system detects that there are a lot of transactions coming in from level one bars – meaning that they

The new IPTV system can be used to direct fans to concessions with shorter queues

are busy – but not that many on the level above, then it will push a message to all the screens on level one to say 'if you are queuing for food or drink, take the stairs and go up to level two and get served quickly.'

MEASURING SUCCESS

As well as improving fan experience, the new POS system is able to deliver key operational benefits. "One of these is the introduction of contactless payments across every till," Vaughan says.

"It gives our fans the choice of how they want to pay – and also helps speed the transaction time at the bar and across the stores.

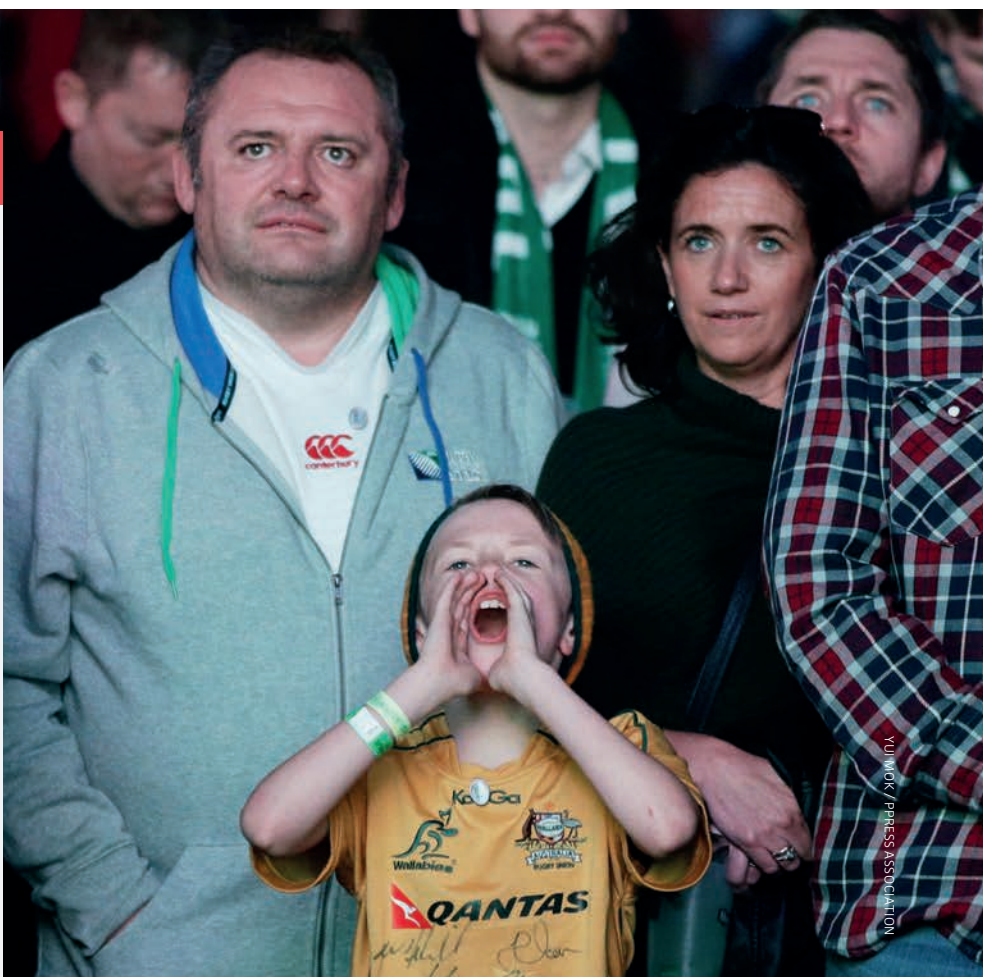
"Statistics show that a cash transaction – on average – takes around 17 seconds to complete. A contactless payment, meanwhile, takes four seconds. For a venue such as Twickenham, with a capacity of 82,000, those extra seconds quickly start to accumulate and turn into minutes."

"We also introduced tablets in our corporate hospitality areas and boxes in order to do away with time-consuming, physical, paper-based catalogues.



The partners

RFU worked with **Comsec** to ensure it achieved and then maintained the required level of compliance with PCI (Payment Card Industry Data Security Standard). The dynamic POS technology was supplied by **Kappture** and offers a number of operational benefits. Tills can be set up in seconds, training is delivered via video lessons straight from the POS and the system is integrated into the connected network. Stock and cash management systems were delivered by **Triple Jump**, providing RFU with a real time view on every transaction. RFU's acquiring partner **Worldpay** has helped install a fully contactless system which accepts card payments as well as **Apple Pay**, **Android Pay** and **Samsung Pay** across all 500+ sales points.



Our hosts and hostesses now carry tablets which allow them to place orders in real time and it has transformed the way we interact in those areas.

"Adding to that, we have the first fully connected smartphone POS for hawkers, allowing all of our 145 hawkers to take card payments – including contactless and smartphone payments. It's really speeded up transactions."

Vaughan adds that as well as providing fans with a better experience, the changes have been good for bottom lines too. "In the first four months since introducing the tablets in the corporate areas, we had a sales uplift of 45 per cent. That is a rather big increase and shows that people most definitely are comfortable with the technology."

VISUAL IMPACTS

As well as increasing fan engagement through the sales experience, there have also been improvements in the Twickenham's AV infrastructure. Two huge new HD screens – measuring 169sq m (1,800sq ft) each – have been installed and suspended from the

Fans can now enjoy a more connected visit

stadium roof. Capable of broadcasting HD live video and instant replays, the screens have been brought in to capture fans' attention during breaks in play and to compete with "third screens" – mobile phones and other devices brought in by fans. The removal of Twickenham's old screens also had the added benefit of making space for an extra 650 seats, increasing total stadium capacity to 82,000.

Being dubbed the most "connected stadium in the world" is a source of pride for Vaughan, who says that there are now parallels between what goes on behind the scenes and on the pitch.

"All of our systems communicate with each other now," he says, describing the new technology. "We've taken the famous team ethos of rugby – which we push out on the field – and extended it to our operations off it." ●



All of Twickenham's 145 hawkers are connected to the central system

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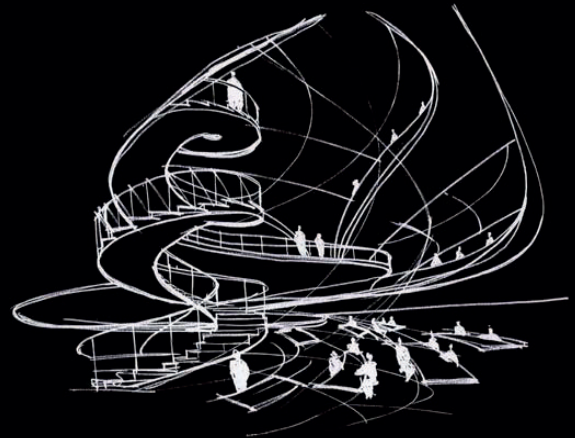
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Above: Dax Polé Commercial



Den Haag Zuidpark



Lyon Carré de Soie



Derby Arena



Omnisportcentrum Apeldoorn

Tracks in the sand

Cycling is now a big sport in Dubai. Kath Hudson speaks to trailblazer Wolfgang Hohmann about his instrumental role in taking two wheels to the desert

Fourteen years ago, when cycle shop owner Wolfgang Hohmann decided to up sticks and move from his native Germany to the desert to start a cycling business, many questioned his logic. Cycling was virtually unheard of in Dubai and with such a hot climate there was no guarantee people would get excited about taking part in such a strenuous outdoor sport.

However, fed up with cycling on icy roads in inclement winter weather, Hohmann pressed on with his mission to move to sunnier climes and introduce a sport he loved to a different country. Even though hardly anyone cycled there, he saw Dubai's climate and the flat landscape as perfect for cycling.

"There was a big risk involved and it could have gone either way," he says. "Most of the people I spoke to at the time said it's not a good idea because no one really cycles in Dubai. A few said if I'm a decent mechanic there might be some business for me, but not much. I, however, wanted to start a new business and a new life and saw an opportunity."

FORMULA FOR SUCCESS

Using the template of his existing German business, he started Wolfi's Bike Shop in 2002. A 3,500sq ft (325sq m) site, it began selling everything needed for cycling, as well as offering coffee and a place to talk cycling with people who knew the sport.



6 Hohnmann's efforts were boosted when the crown prince became a cycling fan and saw the opportunity to get people active

Initially business was slow and Hohmann had to work extra hard to get sceptical suppliers to work with him. "For the first five or six years it was a burden, but also an opportunity," says Hohmann. "It was a growing market, which was interesting."

In order to drum up business, Hohmann started holding weekly group rides. What started out as a handful of riders has now grown to three meetings a week, attracting up to 200 riders and the development of three racing teams.

Hohmann's efforts were further boosted when the crown prince, Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, became a cycling fan and saw the opportunity to get people active by investing in



The man and his bike – Wolfgang Hohmann in Dubai

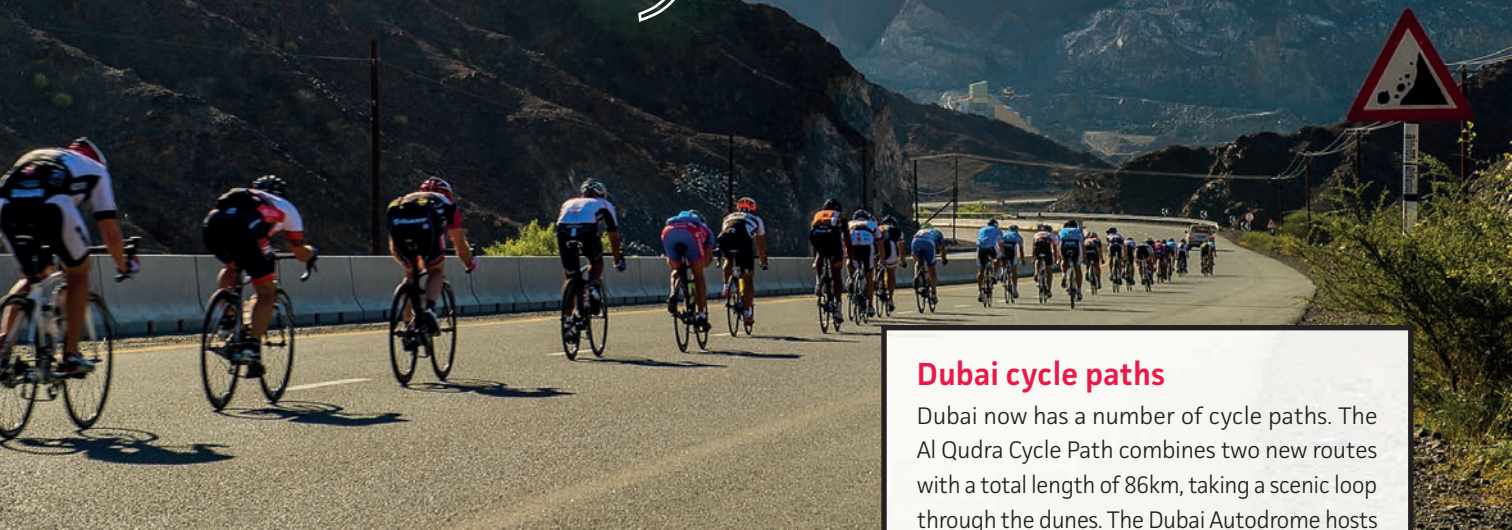


Hohmann says Dubai's climate and flat landscape are perfect for cycling



Having safe and scenic places to ride in has brought more people into the market

9



cycling tracks. As with other developed nations, Dubai is dealing with the typical diseases of affluence stemming from poor diet and insufficient exercise, such as heart disease and obesity. More than 66 per cent of men and 60 per cent of women in the UAE are overweight or obese, according to a 2013 study by the Global Burden of Disease.

SUSTAINABLE GROWTH

Hohmann's efforts to push the sport, combined with the crown prince giving his stamp of approval and initiating the provision of safe and scenic places to ride in, has brought more people into the market and created a small, but growing and sustainable cycling scene. As a result, Hohmann's street is now home to 11 other bike shops which have started up in his shadow.

Cycling still appeals mainly to the growing expat community – the split is around 80/20. But as there is increasing education about the need to exercise – and with the provision of child-friendly cycle tracks – it is hoped that the base of locals will continue to grow.

EXPANDING BUSINESS

What seemed like a crazy business decision has worked well. "It wasn't obvious, which was why nobody else had tried it, but that is probably why

From moderate beginnings, Hohmann's weekly rides now attract more than 200 cyclists

Dubai cycle paths

Dubai now has a number of cycle paths. The Al Qudra Cycle Path combines two new routes with a total length of 86km, taking a scenic loop through the dunes. The Dubai Autodrome hosts a weekly event at its undulating, floodlit 2.5km race track circuit.

The Nadd Al Sheba Cycle Path has been converted from a disused camel track into a bicycle park with 4km, 6km, and 8km loops. There is also a 850m children's proficiency course to teach them about road safety and plans for a 350m BMX track. Other child friendly facilities include a 1.5km track at Al Barsha Park and Jumeirah Open Beach Track which runs alongside the beach.

Cycling is also spreading outside of Dubai – paths have opened at Yas Marina and Mushrif Park in neighbouring Abu Dhabi.

it worked so well," says Hohmann. "Everywhere else in the world was covered, but in Dubai nobody was doing it, which is a good base for a new business."

When it comes to cycling, Hohmann doesn't think there is anywhere in the world which offers the opportunity which Dubai did in the early noughties, but he is actively involved with growing cycling in the Middle East. He recently launched a distribution company, WBS Sport Equipment Trading, to support other dealers around the region and has recently helped to set up a new cycling shop in Bahrain. ●



Turn over: Is this the future of publicly-owned leisure facilities?



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Future of leisure

The opening of Selby Summit last month could spell a new era for publicly-owned leisure centres. Tom Walker investigates

“**W**hat makes the Selby project unique is that it’s the first public sector leisure facility which has no traditional sport within it,” says Sarah Watts, CEO of Alliance Leisure. “It’s what Sport England’s new strategy calls for – a focus on activities, rather than simply sport.”

Watts is describing the new £5.2m Selby Summit Indoor Adventure in North Yorkshire – a next generation leisure centre developed by Alliance Leisure. Launched on 28 May, the facility is owned by Selby District Council and operated by Wigan-based leisure trust Inspiring Healthy Lifestyles (IHL).

The centre’s facilities are unusual for a public leisure centre: no swimming pools or sports courts, but

instead a six-lane 10 pin bowling facility, 20 climbing walls designed for a wide range of abilities, aerial trekking ropes, an indoor skate and BMX park and an adventure play zone. There is also a Summit Ski centre – consisting of two indoor simulators, with their own mini slopes. An outdoor skate park, designed following consultation with local skate park users, will also be built on site with work due to start in July and be completed during the summer.

FUTURE VISIONS

The centre’s concept was borne out of the desire of Alliance Leisure – in partnership with the council – to approach leisure in a different way. The aim was to create a place which would complement traditional mainstream local authority leisure provision, but

The innovative design of the centre is a first for a publicly-owned leisure facility



Turn over: How a German shop owner transformed Dubai’s cycling scene



The centre will target families and parents by offering a wide range of activities for all abilities and ages

provide innovative, exciting activities which would attract new people to physical activity.

James Foley, Alliance Leisure's development lead for the project says: "The vision was to create a concept that would redefine leisure provision in the public sector. We believe that we've shown that physical activity can be sustainable and challenge the norm."

He adds that the use of innovative leisure products – and focusing on family activities – is at the very heart of the project, as the intention is to target families and young people, matching the growing trend to encourage participation by parents.

"It's quite literally a box of tricks and a great example of what the future of public sector leisure could look like," adds Watts. "It's a great credit to Selby District Council (SDC) that they had the vision to make this a reality."

For Mark Crane, leader of SDC, the centre is a statement of intent. "This isn't just about the fantastic climbing walls, the great bowling facilities or the amazing ski simulator – the only one of this kind outside of London by the way," he says.

"This is about putting Selby and the whole district firmly on the map. This is about giving our residents more opportunities to get involved in sport and leisure activities and making our area a great place to enjoy life. It's these big ambitions that we're



It's about making leisure facilities more relevant and effective

Sarah Watts, Alliance Leisure

supporting. And it's these big ambitions on which we're delivering."

FUTURE GROWTH

As well as being a trailblazer for publicly owned leisure provision, Watts says the centre is a first for Alliance Leisure too. No small thing for a specialised development company which has delivered more than 100 leisure centre projects since its launch in 1999. "This is the first time we have been involved in building something from scratch," she explains.

"So far, each of our 100+ developments have been refurbishments or extensions. This is the first we've built out of the ground, so it has been really exciting."

According to Watts, Selby won't be the last such project, either. "I see new build projects as a growth area for us, as a company. One of the aspects we're excited about Selby is that it has roll-out capability. You could take it and locate it anywhere in the UK."



Selby Summit

Location: Selby, North Yorkshire

Total cost: £5.2m

Build cost: £4.3m

Fitting out of facilities: £900,000

Principal contractor: ISG

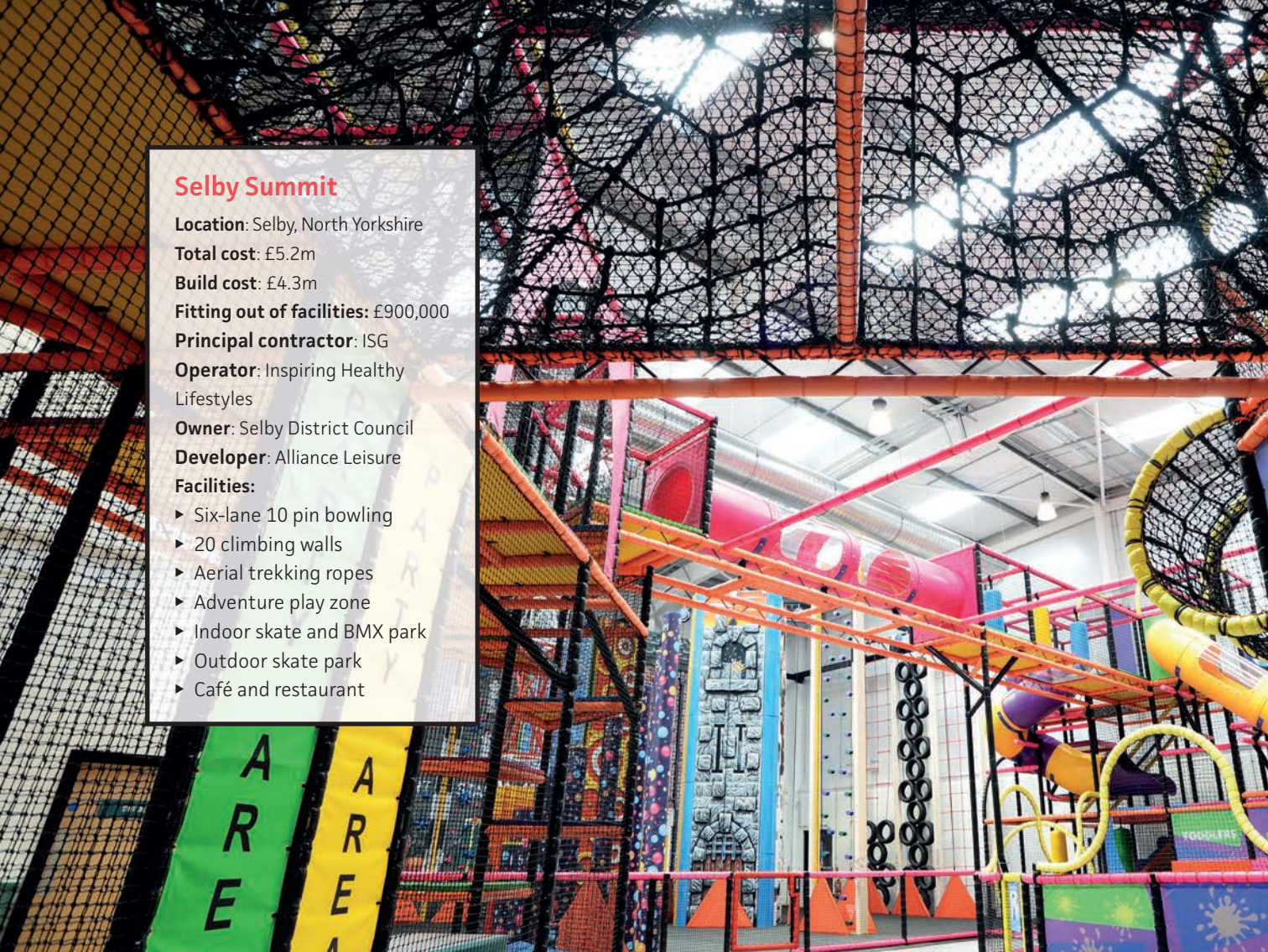
Operator: Inspiring Healthy
Lifestyles

Owner: Selby District Council

Developer: Alliance Leisure

Facilities:

- ▶ Six-lane 10 pin bowling
- ▶ 20 climbing walls
- ▶ Aerial trekking ropes
- ▶ Adventure play zone
- ▶ Indoor skate and BMX park
- ▶ Outdoor skate park
- ▶ Café and restaurant





Sarah Watts on:

Facilities mix: "The face of leisure is changing as local councils look for more sustainable facilities.

"A typical four-court sports hall will generate around £70,000 a year. We recently completed a project in Inverclyde, Scotland

where we took one such space and installed a mezzanine level, created an adventure climbing and play zone on the ground floor and a budget fitness offer on the 1st floor. That same space generated £70k in its first six weeks after opening."



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Game changers

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

DAVID KLEIN/SPORTIMAGE/PA IMAGES



Leicester City captain Wes Morgan played the full 90 minutes in each game

Keeping players fit

The amazing feats of Leicester City Football Club (LCFC) – defying odds of 5,000-1 to win the English Premier League for the first time in its history – owe much to technology.

LCFC went through its title winning 2015-16 season with the least number of injuries to players, if measured by the number of days lost to squad unavailability.

The successful management – and prevention – of injuries has been attributed to LCFC players wearing the **OptimEye S5** device, which collects data relating to acceleration, direction, position and, crucially, the impact of collisions.

The sensors can collect up to 900 data points per second and use a 10Hz GPS engine, which will pick up

the Glonass Satellite configuration – in addition to US Military Satellites – allowing more accuracy of complex athletic movements missed by lower specification units.

As well as allowing synchronised video footage with GPS-based animation of the game, the device generates individualised reports for each player, breaking down performance into velocity, heart rate, acceleration bands, recovery times and effort lengths.

The tech has been designed by **Catapult Sport**, a company born out of the Australian Institute of Sport (AIS) and the Cooperative Research Centres (CRC), bringing together sport and science.

www.catapultsports.com



A view from the RefCam during a game

Extra lenses for the ref

Referees and officials could become the next generation cameramen – thanks to a video system created by **Integrated Microwave Technologies** (IMT).

The company's **RefCam** HD-I (RefCam) integrated sports camera and transmitter were recently used during live broadcasts of the Canadian Hockey League's Memorial Cup.

RefCam includes an HD video transmitter and an integrated high definition camera and can capture unprecedented footage from the referee's point-of-view – bringing fans an entirely new way to experience sport.

John Payne IV, president of IMT, says: "The RefCam brings viewers closer to the action at live sporting events than ever before and allows fans to experience the event from an entirely new perspective.

"We were excited to have it being used extensively throughout the Memorial Cup broadcast, which offered a superb platform to showcase the capabilities of our technology."

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The Snapchat deal is part of Wimbledon's plans to harness the power of fan-generated content

Snapping at Wimbledon

Social media platform Snapchat has signed a three-year deal to share live moments from the Wimbledon tennis tournament – including user footage from the men and women's finals.

The deal means that the partnership between All England Lawn Tennis Club – which operates the tournament – and

Snapchat has been made official. Last year, the organiser experimented with Snapchat's Geofilter formats and shared content from the centre court.

Snapchat joins Periscope, YouTube and Twitter as media platforms with which Wimbledon has partnered with, as it looks to harness the power of fan-generated content and increase its social media presence.

The historic event, now in its 139th year, is considered a pioneer in the way it uses social media – and figures from last year's Wimbledon show that the championship is keenly followed online.

The official Wimbledon app was downloaded 1.6 million times and the tournament website had 71 million visitors during the two-week event.

www.wimbledon.com

Clothes for winners

A university study has claimed that a new fabric technology designed to lower core temperature can impact positively on an athlete's performance.

The technology, called **37.5**, has been created by Colorado, US-based active particle development company **Cocona**. Using thermoregulation, the fabric reduces the increase in core temperature during exercise, similar to wearing a cooling vest circulating cold water.

The results of a university study into the fabric, conducted by the University of Colorado, were presented at the

American College of Sports Medicine's annual meeting in Boston last month. They showed the added cooling effect enjoyed by athletes using 37.5 technology extended their performance at the lactate threshold and decreased the rate of core temperature build up.

Dr. Gregory Haggquist, founder of Cocona, said: "When we see data that shows you can improve an athlete's performance by 26 per cent at their lactate threshold, it's pretty remarkable.

"To get that kind of increase in efficiency just by changing your shirt fabric is unprecedented."

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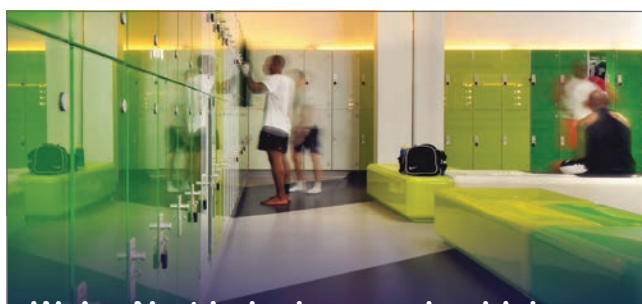
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for an exceptional candidate
& subject to qualifications.

Relocation package considered.

Hours: Permanent, 37 hours
per week minimum

(according to the operational
needs of the business)

Our Centre Manager roles cover
a multitude of departments
and services and require highly
knowledgeable and driven managers.

We offer a level of autonomy that
enables you to grow yourself, the
business and truly manage your
teams. We require your teams' culture
to ooze with natural customer service
that is professional and efficient. This
is a role that is highly rewarding as it
enables you to make a real difference.

Are you ready to do it differently?

Impulse Leisure has many benefits
to offer; such as a comprehensive
training programme, discounted
rates on health insurance, staff
membership, career development
and employee discount scheme.

Closing date for return of completed
applications: Friday 17th June 2016

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Full Time Duty Manager
required for a fast growing
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Are you passionate about putting
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We are a fast growing, adrenalin
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a great place to work, quarterly
bonuses and career progression.

So, if you enjoy working in a busy,
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You will ideally have 12-18 months
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months supervisory experience
and a proven customer service
track record. We are looking
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You will need to work evenings and
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