

SPORTS

MANAGEMENT

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11 July 2016

Vol 20 Issue 12 No 124

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English Institute of Sport chief Nigel Walker

“We’re confident
we will better
the Beijing 2008
performance
in Rio” p26

Will the Football
League’s Rooney
Rule improve
coaching
diversity? p30

Bringing youth culture
to the Olympics: Inside
the five new sports for
Tokyo 2020 p36

Cover star:
Sailor Giles
Scott is aiming
to make a splash
in Rio p27

Wasps catch
the netball
buzz p40



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Jimmy Östholm,
founder of Vélosophy
on donating
bikes to Ghana

p8

News and analysis:
Rugby league,
Aberdeen FC,
ukActive and more

p12



Interview: English
Institute of Sport
chief Nigel Walker on
Rio 2016 expectations

p26



Talking point:
Will the Football
League's version
of the 'Rooney
rule' be enough?

p30





Brexit:
What would
leaving the EU
mean for sport?

p32

How will joining
the Olympic family
will impact the five
new sports chosen
for Tokyo 2020?

p36



Wasps: The rugby
club spreading its
wings to netball

p40



New opening:
Minnesota Vikings'
new US\$1.1bn home

p44

IN THIS ISSUE

06 PEOPLE

Jenny Fromer, Jimmy Östholm
and Peter Phillips

12 NEWS & ANALYSIS

20 NEWS FEATURE

Populous' Chinese football deal

28 INTERVIEW

Nigel Walker, director of the
English Institute of Sport

30 TALKING POINT

Will the EFL's new recruitment
rules help BAME coaches?

32 BREXIT

How will the UK leaving the
EU affect the sports sector?

36 OLYMPIC SPORTS

Spotlight on the five new
sports chosen for Tokyo 2020

40 WASPS

The Coventry-based rugby
club launches a netball team

44 NEW OPENING

U.S. Bank Stadium, Minnesota

50 COMMUNITY SPORT

Warwickshire CCC getting
Birmingham to play cricket

55 GAME CHANGERS

Innovation in sports services,
equipment and products

57 DIRECTORIES

Key contacts for buyers

62 RECRUITMENT

Find your next challenge

health sport activity



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NGBs need to collaborate – they can't own participants

The Sport England move towards targeting activity over sports participation marks the “biggest shift in government policy on activity in a decade” said Baroness Tanni Grey-Thompson in her opening address at the Flame Conference 2016. She emphasised that the physical activity sector needed to work in partnership to take advantage of this policy shift.

We know that being active has enormous health, social and economic benefits and I believe that NGB's also need to work in partnership with the wider sector to address the challenges

we face. It's now not just about playing sport, but about being “active” in an ever changing social landscape. No longer can NGB's “own” participants or customers. We all move across or are involved in different sports at any one time, and throughout our life will take part in many different sports and physical activities.

Sport England's huge shift in policy means both NGB's and the sector as a whole need to embrace this culture change. Working together across the sport and physical activity sector is essential as we will be more effective when we approach these new

challenges and opportunities as one.

Skateboard England is a very new NGB with no resources, yet with Olympic inclusion on the horizon we have huge potential for participation increases. We know that partnership working is essential for us to engage the community – we cannot deliver alone and are actively looking to create partnerships so that we can be part of the health and wellbeing solution, in addition to becoming a credible and legitimate sport producing medals for

**James Hope-Gill, chief executive
Skateboard England**

Governance change can be scary, but productive

I recently read a fascinating article “The Future is Bleak without Good Governance” where Lord Colin Moynihan talks about our sector falling behind the times and how governance is essential to the future of sport. At the same time both the government's and Sport England's strategies have highlighted the need for good governance for any organisation receiving public funding in the future.

CSP Network, the charitable umbrella body for County Sports Partnerships, has just come to the end of an 18 month governance review process and as a result have recently announced the change from a previous representative structure,

to a skills based and balanced board with the appointment of a number of highly competent internal and external board members.

In 12 months the whole board will have changed – that may sound scary but in reality we are now in a position to focus on what we need to do, and have taken the opportunity to bring in some proven external skills and flair to help make sure that the impact CSPs can have will grow.

We have had the support of Sport England and excellent guidance from Campbell Tickell, governance specialists who have run a 12 month governance support package of seminars and webinars for CSPs and

led our final CSP Network recruitment programme.

We have also been working for over 12 months on defining and understanding what the next generation of CSPs should look like and while we await the outcome of the DCMS CSP appraisal process it feels good that the fundamental building block of the Network's governance has been reviewed, changed and implemented.

This has been a positive process and feels very timely as we enter a new phase in sport and physical activity.

**Richard Saunders MBE,
chair CSP Network**



“We’ve developed an offer very much aimed at the corporate market – there’s word of mouth and people in the city see the sight of softball being played”



**Jenny Fromer, joint CEO,
BaseballSoftballUK**

Baseball and softball are sports which have never really seemed to gain much traction in the UK despite being hugely popular across the pond. While those in North America, brought up on the legends of Babe Ruth and Jackie Robinson, await the World Series with baited breath, their British cousins have, by and large, only ever viewed the game as a minority sport.

Jenny Fromer – joint chief executive of BaseballSoftballUK – is slowly hoping to change that perception, and has quietly gone about growing the sport with a few key strategies. While the number of participants is reasonably small – 24,000 – the governing body has more than doubled the base from the 10,000 who were recorded in 2013.

Slow-pitch softball, says Fromer, has experienced the most growth in terms of participation as it is

“really accessible to anyone”, with mixed genders teams – five men and five women – and a pace adequate for older and younger players.

However, the demographic which is mushrooming more than any other is London-dwelling professionals who are introduced to the game via team building days. Now, the capital’s Regent’s Park is a hotbed of softball, with 18 pitches in play during summer evenings.

“We’ve had real pick-up on that side of things,” says Fromer. “We’ve developed an offer very much aimed at the corporate market – there’s word of mouth and people in the city see the sight of softball being played.”

Hit The Pitch is one of the programmes aimed at professionals, as well as those in higher education, which presents the social aspect of softball where ability comes second to the enjoyment of players. While the scheme, and baseball and softball in general,



has gained the most traction though “ABC1 adults in London and the south-east”, Fromer reveals that there is something of a renaissance happening in the north of England where baseball had been traditionally popular.

“Hull was considered the home of baseball for a long time and has had real growth recently,” explains Fromer, who points to Manchester as another potential area of growth. The National League, which is the highest level of baseball in the country, has no northern teams, but Fromer has laid out plans to build a purpose built facility to grow participation and interest in the north.

LAYING THE FOUNDATIONS

In 2013 the first purpose-built baseball and softball complex in the UK was established at Farnham Park in Slough. Fromer highlights the fact that there had been no dedicated facilities for baseball up until that point, but creating a solid infrastructure is high on her list of priorities.

“For a long time the focus was on helping clubs and leagues establish leases of the land they use so they are able to make some developments such as adding permanent infrastructure,” she says. “We don’t have any facilities that are ours in terms of academy set-up and training and while players can use the Farnham Park complex for outdoor work there’s nowhere indoors to use.”

BaseballSoftballUK has approached other sporting bodies to investigate whether a shared facility would be the best way forward, but funding, like with most minority sports, is challenging.

Sport England is the NGB’s primary funder, investing around £3m over the 2013-2017 Whole Sport Plan cycle – a funding mechanism which will change from next year as physical activity takes precedence following the publication of the government sport strategy.

While Fromer sees opportunities to win funding through appealing to hard-to-reach demographics such as women – who make up a large proportion of participants – she admits she’s “worried” that BaseballSoftballUK can “only extend our resources to reach people so far”. She adds that the organisation is working hard to generate its own income.

While striking large sponsorship or media deals are almost impossible for a sport the size of baseball and softball in the UK, Fromer has earmarked ways to increase income, such as charging people to play and hiring out the clubhouse located next to Farnham Park.

Two factors that could greatly increase the awareness of baseball and softball in the UK – becoming an Olympic sport (see page 36) and London hosting a Major League Baseball (MLB) regular season match – appear to be very much on the cards and Fromer is excited about grasping the opportunity.

Fromer – who used to work for the MLB – said: “When MLB takes games to other countries it’s a requirement that domestic federations do something positive with that in terms of growth. That’s been a conversation we’ve been having and the approach we want to take is around engaging hard-to-reach target groups.

“One of the possible venues for an MLB game is the Olympic Stadium, which sits in an area of deprivation, so there’s some real opportunities for development in terms of those demographics.” ●

Women players are a key growth area for softball due to the nature of the game

Participants are attracted to the social aspects of the sport



“We have a no-compromise promise: for every bike sold, another one is donated”

Jimmy Östholm, founder and CEO, Vélosophy

Östholm came up with the concept after discovering the need for bikes in the developing world

What is Vélosophy?

It's a bicycle brand with a “one for one promise” – for every bike we sell, we donate another to a schoolgirl in Ghana, bringing her hope of a brighter future. We like to think that Vélosophy is part bicycle and part philosophy – and that's where the name comes from.

The bikes we sell are great looking urban commuters – 3-speed, aluminium bodied and with disc breaks. The bikes we donate are different in concept and have been fully developed for the roads and more challenging environments they are to be used on.

The bikes are “great looking urban commuters” with 3-speed and aluminium bodies

When and how did you first come up with the idea behind Vélosophy?

It was a basic idea, to create and design a new bike brand, but I wanted to do something totally different with it. Finding a greater purpose was essential and if I hadn't found this cause, I would have never started this business.

It all began when I stumbled over an article describing the needs for more bicycles in the developing world. Extending my knowledge of the huge role a bike can play, I slowly came up with the philosophy.

The bikes we provide will help girls get to school, lengthen their education and therefore play their part in helping decrease the number of teenage pregnancies. The education they will receive will improve their prospects of getting a job – a significant step on the road to break the cycle of poverty. It's things like that which motivate me to do what we do.

When did Vélosophy launch?

We had a small pre-launch last summer (2015) to test the product, but made it official March 2016, when the bicycles were manufactured and ready to deliver.

Who designs the bikes?

The design is our own. It's developed within the team. So the design is Swedish but manufacturing is based in France, outside Nantes.



Turn over: BaseballSoftballUK CEO Jenny Fromer talks about the sport's growth



How does the sending of bikes work and when will the first bikes arrive in Ghana?

The distribution is handled by UNICEF and its field office in Ghana. The first donation will mainly contain bikes manufactured locally, so we're supporting local labour and local business as well. We are currently in discussions with UNICEF over the timings and we hope we'll have some information to share in August on that.

What has been the most challenging aspect of bringing Vélosophy to market?

The most challenging aspect by far is what every new manufacturing company faces – the need to have the capacity to lock your means into stock. There's a reason there are so few startups in manufacturing, compared with tech and consultancy-based firms.

What are your future plans for Vélosophy?

To continue our work and to grow a successful business combining a strong social mission with an outstanding urban commuter.

The one thing we do differently to others is our no-compromise promise: for every bike sold, another one is donated. Our ambition is to grow this mission beyond just donating a bike. We want to support local labour and local business and aim to become a partner in local growth. I think that's what defines us and makes us unique. ●

The company now wants to support and partner with local labour and businesses as it embarks on its next stage of growth





“The secret to Spartan’s success is its camaraderie and the challenge element”

Peter Phillips, Queen’s grandson and MD of SEL UK

Bio: First child of Anne, Princess Royal and Queen Elizabeth II’s eldest grandchild. He is currently 13th in line to the throne. After graduating from university in 2000, Phillips worked for Jaguar, followed by a stint at Formula One racing team Williams F1. He was appointed managing director of SEL UK in 2012. This year, Phillips organised the street party on The Mall for 10,000 people to celebrate the Queen’s 90th birthday

The company: www.uk-sel.com

What is SEL?

SEL (Sports & Entertainment Ltd) is a market leader in sport and entertainment, management, marketing and commercialisation, with offices in Australia and the UK.

What is SEL’s involvement with Spartan Race?

We’ve been engaged by Spartan to manage its business elements in the UK. This includes creating business efficiencies, sponsorship and marketing development, as well as identifying new and exciting venues to challenge all levels of Spartan participants.

Tell us about Spartan Race

Spartan isn’t your average race – compared to normal road races, it’s the adventurous, adrenaline-junkie friend who thrives on excitement. There’s running, climbing, crawling, splashing through mud, tackling challenging obstacles and finishing with a fiery leap of victory.

The secret to Spartan’s success is its camaraderie and the challenge element. People of all shapes

and sizes, and from all walks of life, have completed Spartan Races. If you don’t want to run, then walk. Just keep putting one foot in front of the other and before you know it, you’ve done the first mile.

The Spartan community is well known for being helpful – they don’t like seeing people struggle. Watch how quickly a helping hand extends your way. Don’t be surprised if you feel someone pushing up on the soles of your feet to boost you up. That’s normal. They’re just helping you.

Why did SEL take on the Spartan Race brand?

The mass participation sector has grown massively in the last five years. People are looking for new and interesting ways to exercise. They’re looking for challenges and something that’s going to push them not only physically, but also mentally.

Spartan is already a hugely strong brand within that sector in the US and we felt, with a few tweaks, it could be just as successful in the UK. There isn’t much I’d change about the races themselves, but I believe locations are key – the races need to be easy to find and access – and that’s what we’re focusing on.

These aren’t major changes, but rather refinements that I hope will grow awareness of Spartan across the UK. I believe the brand is strong enough that it will eventually be the point of reference for the category – people will say “oh, is that like a Spartan Race?”

Will there be some sort of Royal connection moving forward?

Well, we had a race at Aston Down in May and will have one at Windsor Great Park in October for the season finale, but I think that’s about as far as it will go. ●



A black and white photograph of a woman with her hair in a ponytail, wearing a dark tank top and leggings. She is using a Matrix S-Drive Performance Trainer machine, which is a rowing machine with a sliding footplate and a resistance band. She is in a dynamic pose, leaning forward with her arms extended, as if in the middle of a rowing stroke. The background is a blurred gym setting.

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GOVERNING BODIES

UK Sport's Timson moves to LTA

Simon Timson, UK Sport's director of performance, will end his three year association with the quango and join the Lawn Tennis Association (LTA) in November.

Timson will become performance director for the governing body, taking over from Peter Keen who developed the LTA's latest performance strategy.

LTA chief executive Michael Downey said that "outstanding candidate" Timson had "a lot of work to do" to bring the principles of the strategy to life.

"Simon brings a wide skill set to

"Simon brings a wide skill set with nearly 50 Olympic sports in his current leadership role"



▲ Timson joined UK Sport in 2013 from the England and Wales Cricket Board

this critical role, successfully applied against two different sports, skeleton and cricket, prior to working with nearly 50 Olympic and Paralympic sports in his current leadership role at UK Sport," he added.

Timson joined UK Sport in 2013 from the England and Wales Cricket Board.

He was responsible for managing government investment of £44.5m (US\$592.5m, €536.5m) in World Class Programmes in the run-up to Rio 2016.

He said working at UK Sport was a "huge privilege", but ultimately the role at the LTA was "irresistible".

Read more: <http://lei.sr?a=b0o4m>

Premiership rugby's Wasps establishes franchise in Netball Superleague

A franchise developed by rugby club Wasps will be one of the new editions to an expanded Netball Superleague from 2017.

The number of teams in the league – sponsored by insurer Vitality – will now increase from eight to 10. Wasps, which will play matches at the Ricoh Arena, will be joined by two other new franchises, the Glasgow-based Scottish Sirens and Severn Stars who will play in Gloucester and Worcester.

Of the existing franchises, Celtic Dragons, Hertfordshire Mavericks, Loughborough Lightning, Manchester

Thunder, Surrey Storm, Team Bath and Team Northumbria will continue to compete in the league, although last season's bottom club Yorkshire Jets has not been offered a place.

England Netball has made the commitment to work with the netball community in Yorkshire to strengthen their offer in the event of further expansion to the league.

Joanna Adams, England Netball chief executive, said inviting "iconic sports brand Wasps" to take part in the league was "ground-breaking" (see page 40).

Read more: <http://lei.sr?a=c7F8A>



▲ 2016 league winners Surrey Storm



ANNA GOWTHORPE / PRESS ASSOCIATION IMAGES

▲ Australia won the last World Cup, hosted in England and Wales, in 2013

Rugby league infrastructure gets £10m

The government has pledged to plough £10m (US\$13.2m, €12m) into rugby league infrastructure in the north of England as part of a bid to host the 2021 World Cup.

Officially revealing the proposal for England to host the showpiece, the Rugby Football League (RFL) and culture secretary John Whittingdale also made public the government's commitment to provide £15m (US\$19.9m, €17.9m) extra finance to support the bid.

Making a bid for the tournament was unveiled as one of the government's sporting priorities during chancellor George Osborne's Autumn Statement last year. The investment forms part of

"The bid will bring economic benefits to host towns and cities in rugby league's heartland and promotes the sport"

the government's ambitions to create a Northern Powerhouse.

"The government's support for the RFL's bid will not only bring economic benefits to host towns and cities in rugby league's heartland, but promote the sport to a wider audience," said Whittingdale.

Read more: <http://lei.sr?a=H6w0U>

Anthony Joshua to front hard-hitting activity campaign

Champion heavyweight boxer Anthony Joshua has been announced as the latest high-profile athlete to front a forthcoming Lucozade Sports campaign to encourage the nation to become more active.



▲ Olympic champion Anthony Joshua

The Olympic gold medallist will be the face of the campaign alongside Spurs striker Harry Kane, who was also named as an ambassador.

Read more: <http://lei.sr?a=y0k0S>

NEWS IN BRIEF



▲ Leicestershire CEO Wasim Khan

Sport England makes six new board appointments

Swimming World Champion Karen Pickering, Sported CEO Chris Grant and Leicestershire County Cricket Club CEO Wasim Khan are among six new appointments to Sport England's board.

Everton Football Club executive Denise Barrett-Baxendale, Health Education England CEO Ian Cumming and Pentland Brands CEO Andy Long have also joined.

Read more: <http://lei.sr?a=e6n1v>

Women's Sport Week pencilled in for October

Equality body Women in Sport will launch a fundraising campaign to encourage more females into physical activity during the second Women's Sport Week.

Starting on 3 October, the week will showcase women's sport from grassroots to elite level. Events will be designed to generate debate between members of the sport sector, and to demonstrate how women and girls can "reach their full potential through sport".

Women in Sport will also use the week to publish its annual sponsorship audit to highlight the importance of commercial investment in women's sport.

Read more: <http://lei.sr?a=w9t6g>

NEWS IN BRIEF

DIGITAL MEDIA PRO / PRESS ASSOCIATION



▲ Fitness drops during summer

'Lazy summer holidays' harming kids' fitness

Lazy summer holidays are leading to a significant drop-off in schoolchildren's fitness levels and hampering efforts to reverse the UK's physical inactivity epidemic, new research suggests.

The study from the ukactive Research Institute found British schoolchildren are losing 80 per cent of fitness gained during term time due to sedentary school holidays. More than 400 children taking part in the *My Personal Best Challenge* developed by Premier Sport were found to have experienced significant drop-offs in their fitness levels post-summer break, as well as a marked increase in BMI.

As a result, the study's authors say the government's promise of a £500m cash-injection into school sport through the sugar levy should also be used to provide incentives for children and parents to be active over the summer.

"The research we are presenting shows for the first time that the inactivity problem in the UK stems from an inactive summer time," said ukactive research director Dr Steven Mann, who presented the findings last month at the annual American College of Sport Medicine conference.

Read more: <http://lei.sr?a=8m0l3>



▲ Aberdeen will move away from its Pittodrie home if planning proposals are successful

Aberdeen readies planning application

Scottish Premiership club Aberdeen FC has moved to secure planning permission to build its proposed new stadium and surrounding development.

The club has submitted its Proposal of Application Notice – which also includes a new community and sports campus, as well as a football academy – to Aberdeen City Council, Kingswell Community Council, Westhill and Elrick Community Council and Cults, Bieldside and Milltimber Community Council. A 12-week consultation process will now

commence, followed by a final planning application later this year.

In May Aberdeen revealed a new preferred site for the development, opting for the Kingsford part of the city over the heavily mooted Loirston.

Duncan Fraser, chief executive of Aberdeen FC, said the proposal included a "much-needed 21st century stadium" which is being designed by Holmes Miller.

"These facilities will support the ambitions of the club and our fans," he added. "Following initial discussions with the planning authority and other stakeholders, we are now beginning the formal planning process and look forward to sharing our proposals with all interested parties during the 12-week consultation process."

Read more: <http://lei.sr?a=j5i1W>

"These facilities will support the ambition of the club and our fans"

Astall and Springman reappointed to UK Sport board

Lis Astall and Sarah Springman have been reappointed to the board of UK Sport for their second terms.

Astall, a former president of British Showjumping, and Springman, a former Team GB triathlete,

played a crucial role in Team GB's success at London 2012.

Read more: <http://lei.sr?a=j2J7b>



Turn over: Rugby League primed for government cash injection in infrastructure

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FACILITIES

Sheffield's OLP gets £4.9m boost

Sheffield's Olympic Legacy Park (OLP) – the largest London 2012 legacy project – has won £4.9m (US\$6.5m, €5.9m) in infrastructure funding.

The investment has been provided by the Sheffield City Region Investment Funds (SCRIF), which comprises government funding and contributions from local authorities and private sector partners.

Money will be invested in creating the public realm, including all green spaces, drainage, utilities and

“The funding will support investment opportunities, growth and new jobs”



▲ The development will include community sports pitches and an arena

spaces for developing health and sport innovations outside. Work is due to begin in September and will be completed by March 2017.

Sheffield-based companies – ARES Landscape Architects, ARUP and Turner & Townsend – will deliver the project. “The funding from the SCRIF

will support the delivery of the park's infrastructure which, in turn, will support private sector investment opportunities in new offices generating economic growth and new jobs for the Sheffield City region,” said David Hobson, project director of the OLP.

Read more: <http://lei.sr?a=W5o1a>



▲ The ITF will increase investment

ITF publishes strategic plan to grow tennis

The International Tennis Federation (ITF) has published a new long-term action plan, laying out its proposals on how to grow the sport in a sustainable way across the globe.

The new strategy, entitled ITF 2024, was announced at the federation's annual conference in Zagreb, Croatia in June.

Read more: <http://lei.sr?a=D9N5I>

‘Collaboration key to continued sector progress’

Ever-closer collaboration between leading physical activity organisations, such as ukactive and Sport England, will be key to driving the sector further up the UK's political agenda.

That was the message from ukactive chair Baroness Tanni Grey-Thompson in her opening address at the Flame Conference 2016, which took place last month. Ushering in a new era of industry-wide joint-working, Grey-Thompson said stronger partnerships across the physical



▲ Baroness Tanni Grey-Thompson

activity spectrum would be key to converting the sector's growing momentum into tangible policy outcomes from Westminster.

The cross-bench peer praised the role of health club operators

in helping to increase participation with little or no funding and said this was beginning to be recognised in a changing landscape.

“The government is utterly dependent on our sector to deliver its goals,” she said.

“It cannot hide that the numbers of people participating since London 2012 have been propped up by the people in this room, with over seven million people regularly going to the gym and keep fit classes.”

Read more: <http://lei.sr?a=g9C3W>



Turn over: Summer holidays having adverse effect on children's fitness



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FUNDING

UK Sport pulls para-curling fund

Wheelchair curling has lost all its UK Sport funding for the 2018 Winter Olympics despite an overall funding increase for the Games.

Relegation from the World Wheelchair Curling Championships in 2015 and failure to re-qualify has demonstrated a lack of “credible medal potential” according to the elite sports quango, and further funding will be revoked.

In a statement, British Curling said it was “disappointed with the decision”, but it understood the rationale behind it.

“We are consequently very disappointed on behalf of our wheelchair curlers”



▲ Great Britain's wheelchair curling team won bronze at the Sochi 2014 Winter Olympics

However, curling benefited from an increase, from £5.4m (US\$7.2m, €6.5m) to £5.7m (US\$7.6m, €6.9m) over the cycle, while bobsleigh, figure skating, para alpine skiing and short track speed skating all received funding boosts.

Skeleton, ski and snowboard will continue to prepare for Pyeongchang

2018 with the same level of funding. Total investment for the Games now stands at £31m (US\$41.1m, €37.3m).

UK Sport performance director Simon Timson said the organisation continued to “aspire and strive towards another record-breaking Games in Pyeongchang”.

Read more: <http://lei.sr?a=D2z0B>

CSP Network appoints “skills-based board” following governance review

Eleven experienced and diverse individuals have been appointed to the board of the County Sport Partnerships (CSP) Network as a result of its 2015 governance review.

Among the appointments are: Sue Anstiss, chair of Get Berkshire Active; Nigel Harrison, chief executive of Yorkshire Sport Foundation; Adrian Leather, chief executive at Lancashire Sport Partnership; and Eamonn O'Rourke, board member at Greater Sport.

They will be joined by five independent members, including Housing Associations'



▲ The new members will aid the work done by the CSPs

Charitable Trust (HACT) CEO Matt Leach; Mytime Active, Health and Leisure Trust chief executive Marg Mayne; Sue Storey, director of sport & international

development at the Sports Grounds Safety Authority (SGSA); Oaks Consultancy managing partner Adam Walker; and BT senior strategy manager Craig Gosling.

In addition, two of the existing trustees – Janet Inman and Ben Jones – have been reappointed for a further year to “ensure a smooth transition”, while chair Richard Saunders will stay on until the end of his term in 2018.

The CSP Network's governance review resulted in a decision to appoint a “skills-based” board to “move the organisation forward”, with candidates chosen for their respective experience in enterprise, social impact, customer engagement and digital technology.

Read more: <http://lei.sr?a=O7F4R>





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Populous seals Chinese football infrastructure deal

The architect's agreement with Alisports could shape the Chinese approach to sports venue design

Alisports – the sports arm of China-based global trade platform Alibaba – has inked a strategic partnership with Populous as it attempts to build and operate “tens of thousands” of sports venues in China.

Populous has worked in China since 2000, designing sports developments such as the Nanjing Olympic Sports Centre and Zhuhai's International Tennis Centre in the south of the country.

That work will almost certainly increase as China – and Alisports chief executive Zhang Dazhong – seeks to create a landscape of world-class sporting facilities, encouraging greater participation in sport and “bolstering the global profile of China as a sporting nation”.

Writing in his blog for the architecture studio, Populous' China chief representative Tiric Chang said the partnership would leverage Alibaba's online clientele of 470m users and technology development with Populous' contacts and experience around sports strategy, marketing and events.

“The agreement to partner in this way, and to pursue projects together, has come at a time of change in the Chinese market,” he said. “While general architecture work may have slowed, the demand for specialised sports venue design, catering for professional-level organisations and events, continues to increase.”



▲ Alex Teixeira is one of the players to have joined a Chinese club in 2016

“Government officials declared football a compulsory part of the national curriculum, while millions are being spent on football infrastructure”

He added that the agreement acknowledges that large-scale sports venues are “largely non-existent or long idle” in some Chinese regions.

Chang also revealed, unsurprisingly, that much of the development will revolve around football, highlighting President Xi Jinping's love of the sport. Jinping has spoken of his desire to see China host, and win, the World Cup in the not too distant future, while clubs in the Chinese Superleague have invested heavily in recognisable foreign football talent to boost the glamour and quality of the domestic competition.

The ambition, said Chang, was a challenge considering the “limited success” China has had on the world football stage to date, although significant steps have been taken to accelerate progress. China has only been to a World Cup once in 2002.

“The Chinese Football Association has been reformed, young talent has been sent abroad to develop skills and international coaches and marquee players brought in to bolster teams in-country,” he said.

“Government officials made international news last year, declaring football a compulsory part of the national curriculum. At the same time, hundreds of millions of dollars are being spent on football infrastructure.”

Chang also highlighted the progress being made on 50,000 football academies – a project which is expected to be completed by 2025.

<http://lei.sr?a=A4e7F>



Turn over: Which Winter Olympic sport has lost all of its funding?

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Mosaic Stadium ready for test

An exhibition game of American Football will take place at the new Mosaic Stadium in Regina, Canada, as constructors seek to test the venue's performance and facilities ahead of its grand opening in 2017.

The University of Regina Rams – which will call the stadium home – will host the University of Saskatchewan Huskies in the fixture on 1 October 2016, the first serious test of the multi-purpose arena following its expected completion in August.

“This will give us our first chance at making sure we have the stadium we envisioned”



▲ The HKS Architects-designed stadium will officially open next year

The test game is a contractual requirement insisted on by PCL Construction Management Inc., the project's construction partner. Washrooms, public address systems, elevators and leisure amenities will be tested, as will access, transportation links, parking and security. Two

further matches will take place before the stadium opens for real.

“This test will give us our first chance at making sure that we all have the fantastic experience we envisioned when the Mosaic Stadium officially opens next year,” said Regina Mayor Michael Fougere.

Read more: <http://lei.sr?a=Q8D3Q>

HOK appoints former Populous principal Algen Williams as sports leader

HOK – the architects chosen to design FC Barcelona's new Palau Blaugrana Arena – have swooped in to hire former Populous associate principal Algen Williams.

Williams has joined the Kansas City-based studio as leader of sports, recreation and entertainment where he will oversee the Barcelona design as well as other projects including the Rogers Place hockey arena in Edmonton, Canada and the Atlanta Falcons' Mercedes-Benz Stadium.

During his time at Populous, Williams was also co-leader of the collegiate practice. He worked on projects such

as the renovation of the Jacksonville Jaguars' EverBank Field and the University of Tennessee's Neyland Stadium in Knoxville.

Nate Appleman, HOK's vice president and director of global sports, recreation and entertainment, highlighted Williams' “15 years of experience” and “passion for innovative sports facility design”.

“HOK is made up of collaborators and innovators who have a long history of challenging the status quo to create memorable experiences for fans and athletes,” added Williams.

Read more: <http://lei.sr?a=t3F1U>



▲ Williams has 15 years' experience



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INTERNATIONAL



▲ Quarterback Andrew Luck

NFL star working on 'children's utopia'

NFL quarterback Andrew Luck is playing a part in creating a US\$35m (€31.5m, £26m) hands-on indoor/outdoor sports exhibit for The Children's Museum of Indianapolis.

The Indianapolis Colts star, who majored in architectural design, has been working with the museum and Ratio Architects to create the Riley Children's Health Sports Legends Experience, which he called a "sports utopia" which every child would want when it opens in Q2 2018.

"For me, as a youngster, sports and fitness was all about having fun, being active, and learning how to be part of a team," said Luck. "I think there are so many skills to learn from playing sports – understanding teamwork, accountability, trust, and preparation and pushing yourself to get better. This will be a tremendous venue for sports minded folks of all ages. There is something for everyone."

The 30,000sq m (327,000sq ft) exhibition is being created to provide positive physical experiences in an effort to encourage families to integrate physical activity into daily life so it becomes routine.

Read more: <http://lei.sr?a=Y3Z9T>



▲ The new team will play at the brand new T-Mobile arena, which will hold 17,400

Las Vegas secures first major franchise

Las Vegas will get its first ever major league sports team, after the 30 clubs in the National Hockey League (NHL) voted in favour of handing the city a franchise.

The as yet unnamed team will become the league's 31st team and is set to play its first games during the 2017-18 season.

The team will play at the 17,400-capacity T-Mobile Arena, which opened on the city's famous strip earlier this year.

NHL will receive a US\$500m (€440m, £337m) expansion fee from Bill Foley, the billionaire businessman who spearheaded the Las Vegas expansion bid and will be the franchise's principal owner. The money will be distributed

"We'll leave no stone unturned in our pursuit of hockey here in Las Vegas, not just for the team, but for the community"

equally among the existing 30 teams.

"Our great sports town now has a major league franchise, the NHL," Foley said. "We'll leave no stone unturned in our dedication and our pursuit of hockey here in Las Vegas, not just for our team, but for the community."

Read more: <http://lei.sr?a=K2n50>

Rome 2024 bid suffers blow with election of anti-Games mayor

The election of an anti-Olympic mayor in Rome could scupper the Italian capital city's hopes of securing the 2024 summer Games.

Virginia Raggi is a member of the anti-establishment



▲ Rome's new mayor Virginia Raggi

FABIO FRUSTACI / PRESS ASSOCIATION

MoVimento Cinque Stelle (Five Star Movement) party and, in the run up to the election, repeatedly outlined her opposition to the Olympic and Paralympic bid.

Read more: <http://lei.sr?a=U4y6B>





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Nigel Walker

Walker represented Team GB as a hurdler at the Los Angeles Olympic games in 1984, before switching to rugby and earning 17 international caps for Wales. He served on the UK Sport board from 2006 to 2010 and prior to joining the EIS, he was head of change at BBC Wales

Nigel Walker

The national director of the English Institute of Sport is preparing his team for the Rio Olympics, where more than 100 members of staff will attempt to catapult Team GB to its best ever performance at an “away” Olympic Games

Tom Walker • managing editor • Sports Management

Team GB athletes will carry the nation's hopes in Brazil this summer when they take to the tracks, courts and waters of Rio de Janeiro. For two weeks in August, the public's undivided attention will be on the Rio Olympic Games – offering an opportunity for new heroes to emerge and for athletes to become household names by securing an elusive medal.

What the public might not see, however, is the army of support staff helping to clear the path to the podium. As well as individual coaches and trainers, athletes will have at their disposal a legion of physiotherapists, psychologists, sports scientists and technical staff. This unsung group is provided by the English Institute of Sport (EIS), an increasingly important part of UK Sport's performance system.

Walker estimates that more than 100 members of EIS staff will make the trip to Rio this summer to aid athletes

SUPPORTING ROLE

Set up in 2002, EIS is tasked with providing sports science and medicine for Team GB athletes and coaches to help them improve performances. Funded by UK Sport, it works with the British Olympic Association (BOA) and Paralympic Association (BPA), delivering its services from nine High Performance Centres across the country – as well as at a number of additional partner sites.

“We estimate that we will have more than 100 members of staff working on the ground at Rio,” says Nigel Walker, EIS' national director.

“Most of that number will be practitioners – physiotherapists, sport psychologists, strength and conditioning coaches – embedded within individual sports, but we also have a ‘head quarter’ team which

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Giles Scott
Finn class, sailing

“Giles has been particularly dominant over the past two or three years in the Finn class – the same class in which Ben Ainsley made his name in and competed at four Olympics. Giles is a world and European champion, so while I don’t want to jinx him and start hanging gold medals around his neck, I’d be surprised if he doesn’t do well at Rio.

He is a great example of the ‘full package’ we offer athletes. We’ve got a number of practitioners working with him daily at his base Weymouth. It includes a physiotherapist, a strength and conditioning coach, a psychologist, analysts and also an element of research and innovation when it comes to equipment.

We also have a special interest in Giles, as his brother Nick Scott is an EIS employee. Nick works as a performance lead across a number of sports – badminton, triathlon, ski & snowboard and short track.”



**Walker in his
playing days for
Wales. He scored
12 tries in his 17
appearances**

The workload is understandable, considering the aspirational goal set for Rio by UK Sport – to become the first nation to win both more Olympic and Paralympic medals at the next “away” Games after hosting. History shows that other host nations have suffered a dip in performance following their home Games, as the benefits of home advantage and their country’s focused effort on elite sport has ebbed away. Walker says he is confident this won’t be the case for Team GB.

“It’s looking very good,” Walker says. “I was at a briefing recently with Simon Timson, UK Sport’s director of performance. He went through where we are positioned and we’re very confident that at the very least, we will better the performance at Beijing in 2008, where we finished with 47 medals.”

CYCLICAL PROGRESS

The lighting of the Olympic flame at Rio means that UK Sport’s Olympic cycle of 2013–17 is nearing its end. While the cycle’s ultimate success hinges on Team GB’s performances this summer, Walker describes the four-year period as the “best

will travel to Rio. It is the largest team we’ve ever sent to a Games.”

The EIS has an impressive track record in providing results at major events. Of the GB athletes that won a medal at London 2012, 86 per cent had benefitted from EIS support in one way or another. It’s a figure Walker wants to build on at Rio.

“[The 86 per cent] is a nice statistic, but the glorious London 2012 Games have come and gone and our focus is very much on success at Rio 2016 and beyond,” he says.

“The GB athletes heading to Rio 2016 will be the most supported in history. In the four-year cycle to Rio, our practitioners have delivered nearly one million hours (950,000) of support to Olympic and Paralympic athletes, which represents more than 4,500 hours each week.”





EIS has provided athletes with nearly one million hours of support in this cycle, according to Walker

The way that UK Sport, the BOA, BPA and the NGBs work together with EIS is a real strength of British sport



one yet” as far as EIS is concerned. “If you rest on your laurels and stand still in high performance sport, you’ll be left behind,” Walker says.

“We didn’t do that following our success at London in 2012. Our high performance sport system is now stronger than it has ever been – better even than it was in the run up to London.

“The way that UK Sport, the BOA, BPA and the NGBs work together with EIS is a real strength of British sport. You will not find any other high performance system in the world, which would have greater collaboration.”

As proof of the results the system is achieving in its current cycle, Walker points at Team GB’s historic performances at the Sochi Winter Games in 2014. A total of 56 athletes competed in 11 sports, making it the biggest British contingent at a Winter Olympic Games for 26 years.

The quantity was backed up by quality too, as Jenny Jones became the first British athlete to win an Olympic medal on snow and Lizzy Yarnold became a “national treasure” after bringing home the gold from the women’s skeleton.

TOKYO BOUND

While the athletes are adding their final touches to preparations for Rio, planning for the next cycle – which includes the 2020 Tokyo Games – has already started.

“The senior management team and board will be working on finalising our strategy for Tokyo over the next three months,” Walker says.

“We want to keep improving, so we’ve asked for help and garnered views and ideas from both our own staff and from representatives of the bodies we work with. We want to get a 360-degree view on our high performance system and refine the role which the EIS plays in it.”

He adds that the discussions have already led to adjustments and new priorities being identified. “One area in which we will be investing more money in the next cycle is athlete wellbeing,” he says.

“The welfare of our athletes is paramount and we’ve already made improvements to our mental health referral scheme. We’re now working in partnership with a body which is able to provide clinical psychiatry for those people who are showing signs of mental illness.

“Baroness Tanni Grey-Thompson is currently undertaking the Sport Duty of Care Review, so I don’t want to go into too much detail on our plans – as I don’t want to pre-empt the findings before it is published – but we know more funds will be allocated to that area in the Tokyo cycle.” ●

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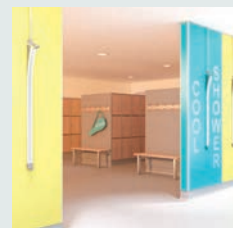
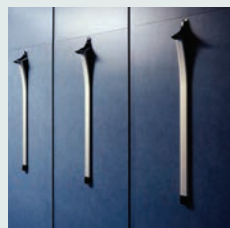
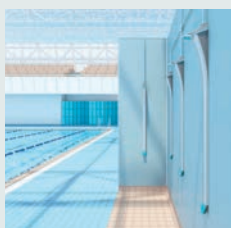
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What impact will the Football League's diversity requirements have on the coaching workforce?

From the 2016-17 season English Football League clubs will be required to interview at least one black, Asian or ethnic minority (BAME) candidate for vacant academy roles in order to diversify the dug out. But with only a handful of BAME coaches occupying top jobs, is the initiative enough?

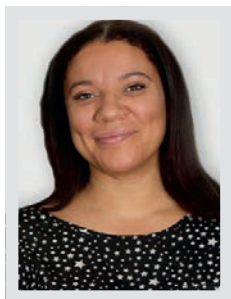
Simone Pound

PFA head of equality and diversity

"The English Football League announcement feels like a significant step in the right direction towards inclusivity in coaching and management roles. The PFA has been working towards this since 2003 when we held the very first steering group to address the under-representation of BAME coaches and managers in the English game. This was a pivotal moment and attendees included John Barnes, Viv Anderson and Luther Blissett – top-flight players who were not afforded the opportunities within management that their experience and talent warranted. Representatives from the League Managers Association, Football League and Premier League were also in attendance.

At the time PFA CEO Gordon Taylor said that if we had a mountain to climb – in terms of BAME representation at coaching and manager level – we had reached base camp. We are now making progress up that mountain.

The recruitment process needed to become more transparent and giving BAME coaches the opportunity for interviews is important. This is



We've been to the US to work with the founders and lawyers of the Rooney rule

something we have worked towards for over a decade. Even if someone is not suitable for that particular job it may open up an opportunity elsewhere.

At the PFA we have worked hard to create a mass of qualified BAME coaches. When we started out in 2003, Pro Licence candidates were cherry picked and candidates were selected by individuals, limiting the talent pool. After persistent lobbying by us, however, the FA created a specific criteria and selection panel which made the process much more transparent.

We've been over to the US a number of times to work with the founders and lawyers who implemented the 'Rooney Rule' and we looked at how this policy might transfer to the UK, making sure that this was done in a way that was fair to all of our membership. We don't want to specify set figures in terms of representation, but it's important to everyone that we see the number of BAME coaches and managers increase."

Football must provide career development opportunities open to all



Richard Bevan

League Managers Association chief executive

"The League Managers Association fully supports the principle that any individual, regardless of background, should be given equal opportunity to build a long and meaningful career in the game.

The LMA has identified key areas along the career pathway where effective intervention will have an impact – such as recruitment, education and role models. The game must encourage an open and transparent recruitment process in which the best candidate is appointed to a role with no discrimination against any ethnic or other minority group. Football must provide world class career development opportunities open to all and, inevitably, as more BAME managers achieve success, there will be a greater number of role models for young BAME coaches to learn from and aspire to emulate.

The LMA Institute of Leadership and High Performance runs programmes which assist in the development of managers and coaches, including the LMA Diploma in Football Management accredited by the University of Liverpool.

We are encouraged by the range of interventions implemented by the English Football League and The FA and applaud the clubs for adopting and supporting these reforms. We hope that the changes at academy level will prove a catalyst to a far greater number of BAME coaches managing our football clubs in the future."





PHOTO: LAUREN HURLEY/PA ARCHIVE/PRESS ASSOCIATION IMAGES

Jimmy Floyd Hasselbaink (left) – one of three BAME managers in the Football League

Lord Herman Ouseley Kick It Out chair

“This is a ground-breaking decision by the English Football League which will ultimately be beneficial in introducing best recruitment practices in all football clubs – namely, producing appointments to coaching and managerial positions on merit.

It will also open up opportunities for BAME qualified coaches to be considered fairly by removing barriers and creating a level playing field.

We welcome these reforms and would like to congratulate the English Football League chair Greg Clarke and the organisation's staff behind the scenes, who have worked tirelessly on this.



This isn't a panacea – but it is an important first step

It is not a panacea to deliver proportionate number of BAME coaches and managers overnight, as some people argue for. It does, however, provide a first, but important, step towards giving confidence to qualified BAME coaches that they will have the opportunity to apply for vacancies, will be considered fairly on merit to be interviewed and will not be affected by bias and prejudice when final appointment decisions are made.”



Only 3 per cent of coaches in sport come from a BAME background



Arun Kang

Sporting Equals chief executive

“We welcome this initiative by the Football League and hope it may expand further across all levels to have sustained long term impact.

More than 25 per cent of professional footballers come from a black or minority ethnic background but this doesn't translate in the same numbers when it comes to professional level coaches.

This challenge on diversifying coaches is not exclusive to football with only 3 per cent of coaches from BAME backgrounds in sport. Therefore more commitment, initiatives and thought needs to go into attracting a wider pool of talent and the Football League initiative will build a foundation for the league to work from.

Sports organisations need to explore the culture within the sector and to work outside of their comfort zone. One way to do this is to change mindsets within sport and promote the benefits of inclusion and integrate the principles of the business case to diversity. With only 3 per cent of board members of NGBs funded by Sport England and UK Sport coming from a BAME background, this may show a lack of empathy on how to engage or understand the challenges faced by BAME groups into coaching and professional roles in sport.”





Brexit strategies

What the UK would look like after leaving the European Union is still unclear, but the referendum result means that the sport sector will have to begin making plans

Leigh Thompson • policy manager • Sports and Recreation Alliance

On 24 June the UK delivered perhaps the most significant referendum result in a generation by voting to leave the European Union.

It is fair to say that, less than a month later, the aftershocks are still being felt. While much of the ensuing media frenzy has focussed on the broader economic and political fallout, the vote is significant for sport given the extent to which the UK's membership of the EU influences the sector at every level from elite down to the grassroots.

Perhaps, unsurprisingly, a great deal has already been written speculating on what Brexit might mean for the sector but it is important to remember that, in day-to-day terms, the vote has not changed anything.

This process of withdrawal will only begin once Article 50 of the Lisbon Treaty is triggered and, as



Leigh Thompson,
policy manager
at the Sport
and Recreation
Alliance

such, it appears unlikely there will be clarity on the key issues for some months to come. The intervening period therefore provides a useful opportunity to reflect calmly on the situation and to identify the key issues affecting the sports sector that will need to be addressed by officials once the process of detailed negotiation begins.

What might the terms of Brexit look like?

As a single market, a central plank of the EU is that people, goods, services and capital are free to move across borders. In particular, the principle of free movement of people was the most contested issue in the referendum debate; many of those in the leave campaign argued strongly that only with control of UK borders can immigration be controlled properly.

While it is not yet clear what model the UK would adopt once it leaves the EU, it is possible to consider some options. Some countries outside the EU – such



Turn over: Will new Football League requirements encourage more BAME coaches?



KANAME MUTO / PRESS ASSOCIATION IMAGES

as Switzerland and Norway – have agreed to some form of freedom of movement (alongside compliance with other EU rules) in return for access to the EU's single market. In effect, these countries get access to the benefits of the EU but at the cost of having little influence on the rules they must abide by due to their position on the periphery.

Looking at the UK, it is hard to see how this sort of 'halfway house' would be sufficient to satisfy those that want to take back control of law-making and, crucially, immigration policy. In this context we could well see the UK adopt a model based on full sovereignty and access to markets via free trade agreements with individual countries or blocs such as the EU. Such a model would deliver the primacy of UK law demanded by hard-line Brexiteers but would, equally, mean limitations on freedom of movement and, probably, more complex and costly trading arrangements.

Ultimately, the final form Brexit takes will depend to a large degree on the extent to which the UK government is prepared to trade off controls on freedom of movement for access to the single market.

Clearly, sport is not going to be foremost in officials' minds when these 'red line' negotiating positions are discussed. Nonetheless, it is possible to identify a number of key areas where the sector is likely to be affected depending upon the precise terms of what is agreed.

Employment

Any restriction on the freedom of movement would be a key issue for the sports sector. The impact

Those who voted remain demonstrate against the referendum result (far left), while leave supporters celebrate (above)

would be felt most keenly within major professional sports such as football and rugby where players from across the EU can currently move freely to play in the Premier League and Aviva Premiership respectively.

At present, in football at least, non-EU/EEA players wishing to play in England must satisfy more stringent work-permit rules. These rules were devised in part to support the development of domestic players who, it was felt, were being denied opportunities to progress by players from overseas.

Were the UK to leave the EU, it is possible EU/EEA nationals would face similar tests to non-EU/EEA nationals with potentially major impacts on some top clubs, although some sports lawyers believe that, ultimately, a compromise set of rules would probably be worked out.

While much of the focus is on the top tier of major sports competitions, it is also important to realise that additional immigration restrictions would affect employment in the sector more broadly. Any new rules would likely apply across the widest range of organisations and sports and apply not just to athletes but also to other EU nationals seeking employment in sport in the UK, for example in coaching or in other branches of the sports sector.

EU funding for sport

Currently, sports organisations in the UK can access EU funding streams that can be used to benefit grassroots sport – notably ERASMUS+ Sport – but also other aspects of the ERASMUS+ programme aimed at improving education and training and, more broadly, the EU Structural Funds.

In a post-Brexit world, UK sports bodies will no longer be guaranteed access to these funds as they are now. Taking ERASMUS+ Sport as an example, only full EU member states are automatically classed as 'programme countries' and therefore by definition able to participate in all ERASMUS+ funded projects.



In a post-Brexit world, UK sports bodies would no longer be guaranteed access to EU funds as they are now





Other, non-EU countries are able to access ERASMUS+ funds but they are subject to specific conditions which can restrict the extent of their involvement.

In the immediate term, UK organisations may reconsider bidding for ERASMUS+ funding – particularly funding for multi-year projects – until the precise timescales and terms of Brexit become clearer. Looking further ahead, once the UK leaves the EU, the sector will want some reassurance that funding might still be available through EU mechanisms via some bilateral agreement, albeit recognising this would still require some contribution from the UK and would probably mean more restricted access to funds compared to now. If EU funds are no longer available, for example because the UK government no longer wishes to contribute, then the sector will want to understand if an equivalent national funding arrangement for sports projects is likely to be made available.

Trade

Currently the UK enjoys the benefits of being a full member of the EU single market. While this means accepting the free movement of people, it also means the UK gets the trade benefits from the free movement of goods and services. In particular, goods (including sports goods) move within the EU single market free from tariffs and other trade barriers.

In the event of Brexit, the UK would need to agree a range of free trade agreements with a range of countries as well as the EU itself. Most commentators accept these deals could take years to negotiate which means, in the interim, the UK could find itself

Exiting the single market may create tariffs on the importing and exporting of sports goods

The movement of European sportspeople, such as West Ham's French footballer Dimitri Payet, could be restricted

not just facing tariffs on exports to the EU but also having to apply tariffs to goods imported from the EU.

In this context, sports goods producers and service providers in the UK will probably face tariffs and/or other restrictions on selling into the EU which could affect the health of the broader UK sports business sector.

Similarly, tariffs on EU imports will mean UK consumers having to absorb increases in the cost of imported sporting goods, clothing and equipment. At a time when sports participation has been the subject of intense debate, price increases of this kind would make it harder for those on low incomes to participate and create additional cost pressures for sports clubs and other grassroots providers. This price impact will be exacerbated if the pound continues to depreciate since it will increase the price of sports goods imported from the EU.

Conclusion

Overall it is still very early days in terms of understanding what happens now and the full implications of the vote to leave the EU. Nevertheless, the sector needs to use the coming few months to consider carefully the likely impact of Brexit on sport so as to be well-placed to engage with officials once the detail becomes clearer. At the Alliance we are already beginning to do this and we look forward to engaging with our members and stakeholders to help us in this important task. ●





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2020 Vision

Five new sports will be introduced to the Olympic Games at the Tokyo 2020 Games. The additions are part of the International Olympic Committee's Agenda 2020 strategy – which sets to “secure the future of the Olympic Games” by attracting a new, younger audience

Tom Walker • managing editor • Sports Management

When International Olympic Committee president Thomas Bach launched Agenda 2020 – a “strategic roadmap” for the future of the Olympic movement – in 2014, his message to the Olympic movement was ‘change or be changed’. “As the role and relevance of sport in society continues to grow, so do the expectations of the public,” he added.

While Agenda 2020's main focuses are on reforming the IOC, improving governance and seeking to root out corruption and doping, the plans also lay out a strategy to make sport more attractive to a younger generation. At the heart of Agenda 2020 is a strategy to modernise the Olympic Games and move from a sport-based to an event-based programme.

Surfing, baseball/softball, karate, climbing and skateboarding will all be present at the Tokyo 2020 Olympic Games

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In practice, this means that the IOC is opening the door to single events from new sports being added to the programme, in place of formats of more traditional sports which are considered outdated. The IOC is setting out to do this by having “regular reviews of the programme” and allowing more than 28 sports to be featured in future Games.

NEW ENTRIES

Five new sports – karate, climbing, baseball and softball, surfing and skateboarding – will be voted in to become Olympic sports at the 129th IOC Session, to be held in Rio in August. All five will make an appearance at the Tokyo 2020 Olympics. Three of the sports on the list could be classed as “adrenaline sports” and follow the IOC's strategy to become more youth-focused.



Turn over: How will Brexit effect the sports sector – a detailed analysis



IMAGES © IFSC / SASHA ONIL

"We have to find a way of being able to introduce new sports that are relevant to young people," says John Coates, IOC vice president – and adds that events such as the Youth Olympic Games can be useful in discovering (and trying out) new sports which could eventually be added onto the full Olympic programme.

"I was very impressed by the new sports presented at the Sports Lab during the Youth Olympic Games

Climbing federations will now be given "political influence and power", according to the IFSC CEO

in Nanjing in 2014 – and particularly the culture of those athletes taking part," he says. "We just have to be flexible to include new events and I think the recommendations contained in Olympic Agenda 2020 will help us do that."

One of the sports featured at Nanjing was sports climbing which has since been selected for Tokyo. A relatively new sport, it has experienced rapid growth globally, especially in urban settings, with the advent of climbing centres and climbing walls being added at large retail parks.

"For us, being invited to take part at the Youth Olympics was a turning point for our hopes of Olympic inclusion," says Marco Solaris, president of the International Federation of Sport Climbing (IFSC).

"It was the first time in history that the Olympic family had the opportunity to see what competitive climbing looked like as a sport. It was important because for many, climbing still meant going up Mount Everest – something you'd need a mountain for.

"With the help of the Chinese climbing federation we erected a fantastic wall and accompanied it with



Climbing

Marco Solaris

President
International
Federation of Sport
Climbing (IFSC)

How will climbing benefit from being an Olympic sport?

National federations which currently suffer from climbing not being an Olympic sport will now be given the political influence, power, and recognition they need to be able to talk to their national olympic committees. In some cases it could transform the sport of climbing in those countries.

We also expect it to create a boom in new national federations in countries which currently don't have one. We estimate that between 20 and 25 new countries will join the IFSC – as we currently limit membership to those countries which have a national federation.

As for IFSC as an organisation, it will mean that we will be "legitimate" in our approaches with the IOC – and will be able to work closer together with it in order to grow the sport around the world.



KOJI SASAHARA / PRESS ASSOCIATION IMAGES

IOC vice president John Coates (left, with Tokyo 2020 president Koji Sasahara) said that the new sports will be relevant to young people



an exhibition on climbing, to show what the sport is all about – and people were impressed.”

FOCUS ON THE YOUNG

Another of the five sports which is considered youth-focused is skateboarding. Plans for Tokyo will see two separate events – called Street and Park – being featured for both women and men. The total estimated number of participating skateboarding athletes will be 80, with an equal gender split. As with climbing, skateboarding can thank its success on having impressed IOC at Nanjing.

“Tokyo will mark an important milestone in skateboarding’s Olympic history, which started with



Karate
Terry Connell
President
British Karate
Federation

How will karate benefit from being an Olympic sport?

In the short term it will have an impact on the organisational side of things, as national federations will become members of the Olympic family and therefore need to meet the IOC’s governance requirements.

In the UK, it will have a massive impact because all the “dissident” groups outside the official Karate body (British Karate Federation, BKF) will probably feel pressure from their membership to align themselves to the BKF – in order to give their members an opportunity to become Olympians. And we very much welcome that.

Also, the likes of the British Olympic Association will take an interest in what we do and help drive forward a more professional and financially stronger BKF. It is likely that we will see professional people appointed to the BKF board to help steer it.

As for grassroots, I don’t think there will be an immediate impact in participation figures. That will come in as a drip feed over the coming years, as being an Olympic sport will further increase the profile of karate.



Surfing will take place in the ocean or a wave pool

a first Olympic experience at the Youth Olympic Games in Nanjing,” says Gary Ream, president of the International Skateboarding Federation (ISF).

“The decision to include us at Tokyo recognises the growth and popularity of skateboarding, and we appreciate that the IOC has made it possible for new sports to be added to the Games. The ISF and the skateboarding community are ready, equipped and well positioned to help make the first Olympic appearance of skateboarding an amazing one for skaters and fans alike.”

While the ISF is actively promoting skateboarding as a sport, there are some within the skate fraternity who are worried that skateboarding should never be for competition – and that being an Olympic sport might endanger the ethos of the activity as being “counterculture”.

Those fears are allayed by skateboarding legend Tony Hawk, who says the two – the recognition of skateboarding as a sport and its nonconformist ideals – can coexist. “This is not only a great opportunity for our sport and the skaters, but also for the Games,” he says.

The notions of skateboarding as a sport and a pastime with nonconformist ideals can co-exist, says legend Tony Hawk



"It is now more important than ever to preserve the unique culture of skateboarding which makes our sport so appealing and relevant. I firmly believe that skateboarding's interests can be best protected by skateboarders themselves. The ISF is doing an excellent job of including representatives from all corners of the skate community to make sure we are preserving our authenticity."

Surfing is another sport with a strong youth culture. While the exact format of the surfing competition is to be decided at Tokyo – it is unclear whether it will take place in a "wave pool" or out on the ocean – the sport is ready for the big stage. "This is a wonderful moment for our sport and for the global Surfing family," says Fernando Aguerre, president of the

International Surfing Association (ISA).

"Our relationship with the IOC and inclusion in the Olympic Games has been a strategic priority for the ISA for many years and we are thrilled that we are now realising our Olympic dream. Surfing has incredible youth appeal and a unique culture that would offer huge value to the Olympic movement."

For IOC, all five sports tick the box when it comes to its Agenda 2020 priorities. "The five sports offer a key focus on youth, which is at the heart of the Games vision for Tokyo 2020," says Bach.

"They represent a combination of well-established and emerging sports with significant popularity in Japan and beyond. They include team sports and individual sports; indoor sports and outdoor sports;



Baseball and softball

John Boyd

CEO

BaseballSoftballUK

How will soft/baseball benefit from being an Olympic sport?

We quite regularly have to answer the question "are you an Olympic sport" from people who first come in contact with baseball or softball. A simple 'yes' or 'no' can change people's perception.

Globally, it will have a positive effect on all the national federations as most countries take the view that if you're an Olympic sport, you get government funding towards your infrastructure and towards elite pathways in order to have a shot at getting to the Olympics. While it probably won't lead to countries which currently don't have a federation setting up national associations from scratch, it will probably lead to growth of investments in the more established countries.

For us in the UK, I think the effect of being an Olympic sport will depend on the interpretation of UK Sport's 'no compromise approach'. Whether there is recognition that having a Team GB of baseball at the Olympics is a good thing for the sport even if we are not into win it.



Wasps catch the netball buzz

Two years after moving to the Ricoh Arena Wasps is attempting to broaden its offer and create a successful sport brand in the West Midlands

Matthew Campelli • news editor • Sports Management

Almost two years have passed since Aviva Premiership rugby club Wasps decided, in order to ensure its very survival, to leave the outskirts of London for the uncharted waters of the West Midlands. Eyebrows were raised when the six-times champion left Adams Park in Wycombe for the 32,000-capacity Ricoh Arena in Coventry, but those at the top of the club can point to a number of factors which appear to vindicate their decision.

Owning the stadium – which was originally built for Coventry City Football Club – has enabled Wasps to capitalise on increased ticket sales revenue, food and beverage income, and money generated from concerts, conferences and other events which the Ricoh can accommodate. As a result, Wasps posted a record turnover of £15.2m in March 2016.

Indeed, when *Sports Management* visits the Ricoh for Wasps' press conference – in which the club details its plans to move into elite netball – the arena is entertaining two corporate conferences. The

Director of netball Tamsin Greenway (above) led Surrey Storm to last year's Superleague championship

adjoining hotel is teaming with guests in the lobby and there are posters of upcoming events plastered across its walls. As a business the Ricoh and Wasps appear to be thriving.

BUILDING A SPORTS BRAND

When England Netball last month revealed Wasps as one of the new franchises joining the Vitality Superleague in 2017, eyebrows raised even further. Launching into a minority sport didn't seem the obvious next step in Wasps' growth plans, but chief executive David Armstrong explains that the move is part of the club's plan to establish a strong sports brand.

"This idea is something that dates back to when we first acquired the Ricoh Arena," says Armstrong. "We always knew the facility had the capability for extension into a number of other sports, particularly indoor sports."

Armstrong points to the "strength of netball" – its growing participation numbers and commercial offer – which makes it an attractive fit. The large female demographic of netball, Armstrong adds, brings





MARK METCALFE / PRESS ASSOCIATION IMAGES



David Armstrong (left), Tamsin Greenway (centre) and Warwick University's Lisa Dodd-Mayne (right)

Loughborough Lightning, Manchester Thunder, Surrey Storm, Team Bath and Team Northumbria in the Superleague next year after committing to meet the national governing body's requirements of providing quality facilities for matches and developing a community engagement programme.

The former, says Armstrong, is "bread and butter," pointing to the 7,500-capacity Jaguar Hall located inside the Ricoh Arena.

"The other side is the community piece," he tells *Sports Management*. "We have an obligation to roll out community programmes and strengthen the sport from the grassroots level in the West Midlands. We have an existing community programme with the rugby team which has interacted with more than 50,000 kids in Coventry and Warwickshire – we're not beginning from a standing start."

FACILITATING SUCCESS

Ultimately, Armstrong expects the new team to be successful both on the court and commercially, and Wasps is building solid foundations to facilitate both.

On the performance side Tamsin Greenway – coach of the England under-21s and last year's Superleague champions Surrey Storm – is a high profile hire as the



JON BUCKLE / EMPICS SPORT

"diversity" to Wasps' fanbase, and taps into the thirst for the sport that is prevalent in the West Midlands area.

During Wasps' first season at the Ricoh, the club opened up availability of tickets for a match against Saracens for all netballers across the county. More than 600 turned up and – following further research on the number of registered clubs and players in the locality, as well as favourable talks with senior figures at England Netball – Wasps decided to take the plunge and bid for a franchise.

Wasps Netball – along with other new teams Scottish Sirens and Severn Stars – will join existing franchises Celtic Dragons, Hertfordshire Mavericks,

The adjustable 7,500-capacity indoor arena will be the home of the new netball team and has already hosted Davis Cup tennis





NIGEL FRENCH / PRESS ASSOCIATION IMAGES

team's first director of netball. The team will benefit from the strength and conditioning, physiotherapy and nutrition expertise provided to the Wasps rugby players, while the University of Warwick – which is getting ready for a £40m refurbishment of its sports facilities – will be its training base.

Armstrong adds: "A Wasps Netball proposition is also an interesting one for sponsors. They see the diversity agenda, they see the opportunity to get involved with women's sport as very conducive to what their brand messages are. We'll be able to commercialise successfully on the back of the facilities here by offering hospitality, food and beverages, as well as fan village experiences."

With the combination of the recognisable brand, the resources to spend on players, the marketing expertise and the "world-renowned" performance capabilities, is Wasps skewing the playing field and making itself favourites to dominate the championship before a ball has even been thrown?

"Calling ourselves favourites is probably premature," Armstrong admits. "The challenge of starting a team from scratch and recruiting players shouldn't be underestimated." However, the chief executive is keen to get across that he wants Wasps to play a "significant part" in raising netball's bar in terms of building winning structures and professionalism.

Wasps' Ricoh Arena has allowed the club to extend beyond its rugby offer and generate alternative income streams



Calling ourselves favourites is premature – starting a team from scratch shouldn't be underestimated

Netball fans will be able to have a sneak peak at the Ricoh's capabilities to host the sport when it stages England vs Jamaica in December. It joins a host of sports, such as rugby, football, tennis, snooker, darts and weightlifting, which have called the Ricoh home at some point, leading to suggestions that Wasps may look to emulate Real Madrid and FC Barcelona by establishing a number of sports teams under its brand.

"It's a bit premature to compare ourselves to Barcelona," says Armstrong with a wry smile. "We have spent time with both Barcelona and Real Madrid to understand their model and why they introduced basketball and handball. It's about trying to understand the audience in the West Midlands and not building something for the sake of size."

Armstrong, though, remains ambitious and believes Wasps are at the beginning of a journey in terms of what the club and brand can achieve following its landmark move.

"We've barely started – I don't think we've even begun the journey in a lot of ways. It feels like we're very young and we have an awful lot to do. None of us would be sitting back thinking we've done the job. It's a very early work in progress." ●



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THE VIKINGS ARE COMING

NFL team Minnesota Vikings has been given the keys to its new home, the U.S. Bank Stadium. The US\$1.1bn, multi-use venue places fans at the heart of everything and has already been chosen to host the 2018 Super Bowl

Tom Walker • managing editor • Sports Management

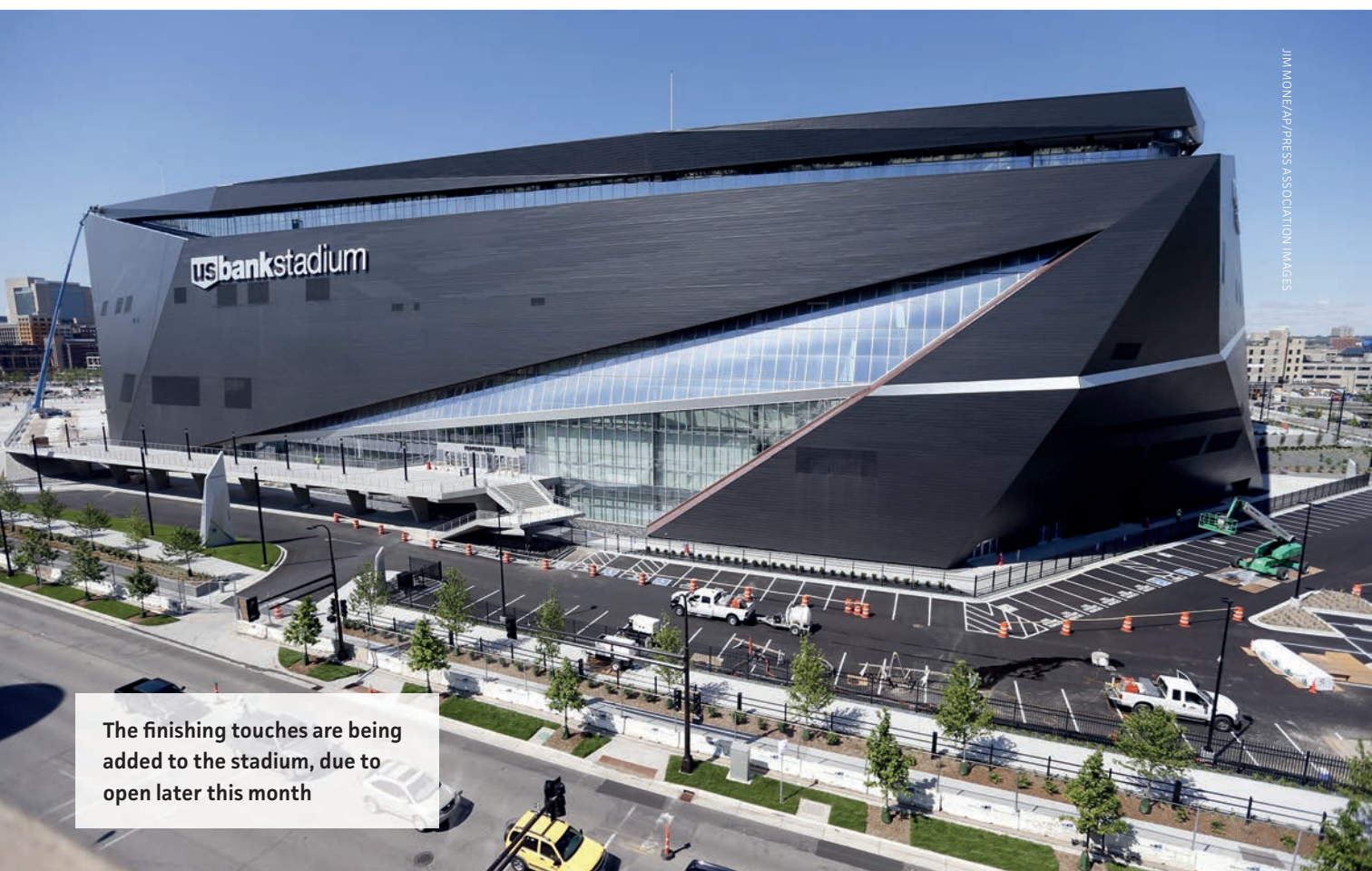
National Football League (NFL) franchise Minnesota Vikings will move into its new, US\$1.1bn home on 22 July. Designed by HKS Architects, the 70,000-capacity U.S. Bank Stadium has taken nearly three years to build and will be one of the most versatile stadiums in the US, capable of hosting American football and soccer as well as baseball, basketball, motocross and large-scale concerts and other non-sport events.

Touted as the latest in a new breed of fan-friendly stadiums, the innovative design concept is based on two concourses running through the venue, allowing

fans “360-degree” access to every corner. When exploring the stadium and its multitude of F&B and retail offerings from the concourses, fans will be able to enjoy the action on the field either from various viewing points or from one of more than 2,000 HD flat screen TVs.

SUPER BOWL READY

The stadium is owned by Minnesota Sports Facilities Authority (MSFA), a public body created by the State of Minnesota in 2012 to oversee the stadium project. Vikings are the main tenant and have provided US\$577m (£441m) of the funding which, at 53 per



JIM MONE/AP/PRESS ASSOCIATION IMAGES

The finishing touches are being added to the stadium, due to open later this month



Turn over: How rugby team Wasps are aiming for netball success

Secondary stadium

To compliment the new U.S. Bank Stadium, The Vikings have announced plans to build a new training complex and a 10,000-capacity stadium on a 194-acre piece of land in Minnesota's Eagan district. As well as providing the Vikings with a new training base, the plans include a mixed-use development housing the franchise's headquarters. Split up into seven zones, the project will also include two hotels, a large conference centre, retail space, offices and a residential development. In addition, public pedestrian and cycle trails are being planned for the plot.

NAM Y. HUIH / PRESS ASSOCIATION

cent of the stadium's total capital costs, is an NFL record for a public-private funding agreement.

The public contribution towards the project stands at \$498m (£381m), while additional funding – around US\$12m (£9.2m) – has come from stadium operator SMG. The US firm currently manages more than 200 facilities worldwide – including four other NFL stadiums – and has secured a deal with MSFA to manage the venue for the first 10 years.

According to MSFA chair Michele Kelm-Helgen, SMG was appointed partly thanks to its experience in hosting Super Bowls – an event U.S. Bank Stadium has secured for 2018. “SMG facilities have hosted nine Super Bowls over the years,” Kelm-Helgen says.

“The group's experience will be a fantastic asset as we prepare for Super Bowl LII in 2018 and other large-scale events that we are competing to host. SMG already runs venues for a number of public agencies like ours and has a proven track record of fiscal success, which will help take advantage of this new venue.”

Michele Kelm-Helgen, chair of stadium owner MSFA has been a driving force of the project



SEATING PLANS

Spread across 38 acres, the stadium's maximum capacity is 73,000 and it boasts 120 corporate suites and 7,500 premium club seats. In total, there will be 18 different styles of seating and VIP areas, including the exclusive “Touchdown Suites” located close to the end zone.

It will also be one of the most accessible stadiums in the NFL, with 690 wheelchair and companion seats to be located throughout all seating levels. An additional 140 wheelchair spaces will be made available within the corporate and VIP suites, loge spaces and club areas. The stadium will also comply with all federal ADA requirements.

FOOD HEAVEN

Food is an important part of life within the state of Minnesota, and this aspect is reflected at the new stadium. Working together with F&B specialist Aramark, which will operate the concessions at the stadium, the Vikings



U.S. Bank Stadium was designed with the fan experience as the number one priority



have teamed up with Minnesota-based celebrity chef Andrew Zimmern and a number of other local restaurateurs to develop a menu showcasing local tastes and highlighting the region's distinctive culture and cuisine.

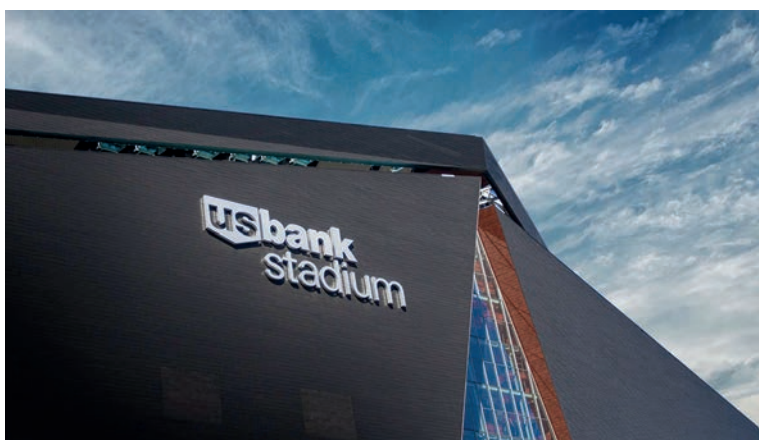
There will be a wide range of restaurants, with Zimmern personally taking control of two flagship eateries – called Rotisserie and Hoagies. “The Rotisserie will include a whole animal barbecue offering,” Zimmern explains. “Hoagies, meanwhile, will be an Italian restaurant with a local twist.”

According to Vikings owner and president Mark Wilf, “getting food right” is increasingly important for new, modern stadia aiming to become destinations such as the U.S. Bank Stadium, where people spend time before and after the events. “The dining experience is a crucial component of our commitment to providing a memorable game day,” Wilf says. “Our culinary partners, along with Aramark’s menu and the ways in which we will serve our fans, will significantly enhance the hospitality experience.”

FAN EXPERIENCES

According to Wilf, the aim has been to place the fan at the heart of every aspect of the new venue. “U.S. Bank Stadium was designed with the fan experience as the number one priority,” he says. “To give you just one example, we’ve made sure the seats will be closer to the field than at any other NFL stadium.”

Wilf adds that fan engagement will begin even before supporters enter the stadium. A giant replica viking boat – the ‘Legacy Ship’ – has been built



The stadium has taken three years to build and is one of the most advanced in the world

outside the venue, featuring a 2,000sq ft (186sq m) curved LED screen acting as the vessel’s sail.

As well as the giant screen, the structure will include linear displays featuring historic Viking moments and thousands of ‘Legacy Bricks’ – personalised engraved bricks purchased by fans.

Designed by experience branding firm RipBang Studios, the ship is modelled on a similar replica ship located outside the team’s current training facility in the city’s Winter park – which has become a firm favourite among visiting fans.

“We wanted to recreate the feature in a significantly enhanced way at U.S. Bank Stadium in order to give Vikings fans a new game day ritual and a perfect welcome to their game experience,” Wilf says.

The first sporting event at the stadium will see Italian giants AC Milan play English club Chelsea on 3 August as part of the International Champions Cup. ●



Turn over: U.S. Bank stadium is getting ready for Super Bowl



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**Master Plan
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Six ways sports facilities need to change to keep young people active

Sport England has recently published the results of its research to help understand what young people want from sports facilities today to keep them active as they move into adult life.

The main point that we took from it is that even though young people are going through some big life changes such as leaving education and leaving home, sport is still high on their agendas.

Nearly 60 per cent of 14- to 25-year-olds take part in sport and exercise at least once a week, so the challenge for sports facilities is to keep that motivation going so that they continue doing so for life. These 10 suggested are broad ideas to tap into how these young people see the world, but the report has also defined them as six distinct sporting personality types: sports enthusiasts; confident intellectuals; ambitious self-starters; cautious introverts; thoughtful improvers; and everyday youths.

So think about how each of these ideas can be adapted to meet the needs of each of these types.

Change #1 Time to get digital

You might think having WiFi is not an important element of the keep fit experience but today's young people want to be connected wherever they are.

Change #2 Personalisation is key

Making sure that you offer a varied programme that meets the needs of all the different types of personality is going to be one of the most important things to get right to keep them all engaged.

Change #3 Social connections must be strong

A good sports and leisure centre has to be the kind of place where young people feel comfortable and happy hanging out with their friends; as well as being somewhere that they think they can make new friends with like-minded people. So think of new ways to bring people together outside of the sporting activity.

Change #4 Inspiration needs to be the name of the game

Everyone likes to know they are doing well and achieving something so you need to offer the programmes and facilities that inspire people to get started but that also motivate them to keep going.

Change #5 Creativity in what's on offer

Keep mixing it up – don't have one programme of activities that never changes. Young people live a life of online snippets and tend to have shorter attention spans so you need to keep them coming back by being creative with your activities.



Nearly 60 per cent of 14- to 25-year-olds take part in sport at least once a week. The challenge is to keep that motivation going for life



Inspiring young people to participate in sport is one of the key ingredients

Change #6 Bright, clean and modern is a must

The facilities have to be up to par or the simple fact is that they just won't keep coming back.

Finding a trusted partner

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Turn over: Minnesota Vikings





Giving bat to the community

Warwickshire County Cricket club is handing out 1,000 cricket bats to local youngsters to stimulate interest in the sport, but its community programme goes a lot further than just equipment

Matthew Campelli • news editor • Sports Management

If you're visiting Birmingham – or a resident of the second city – it may not be an uncommon sight to see crowds of children playing cricket in the street or the local park with bright yellow bats this summer.

Around 500 have already been handed out to local youngsters by Warwickshire County Cricket Club (CCC) as part of a drive to increase participation in the sport in the local area, as well as boosting awareness of the County Championship club and its Twenty20 offshoot, the Birmingham Bears.

Right on our doorstep there are areas of high social deprivation – we're taking programmes to those communities

The cricket club has been targeting children from deprived backgrounds to get them physically active

COMMUNITY BENEFITS

Warwickshire CCC chief executive Neil Snowball tells *Sports Management* that the idea to create and provide the cricket bats came from Birmingham City Council, as the local authority is framing sport as a key pillar of the city's health and wellbeing.

Partnering with the council and its commercial partner Selco Builders Warehouse, the cricket club manufactured and delivered the bats – which come complete with Birmingham Bear's logo – to local schools, youth clubs and through community initiatives.

Another 500 bats are expected to be distributed in the coming weeks, but the equipment giveaway is only one part of the club's initiative designed to reach out to young people in the city, particularly in deprived areas such as Ladywood and Sparkhill.

"Back in 2015 we introduced a scheme in which we allowed under-16s to attend Twenty20 matches at



Turn over: NFL's Minnesota Vikings moving into a new home



Edgbaston for free if they were accompanied by an adult. Under 16s is our target market, and in the first year we saw a 50 per cent increase in the number of young people coming to our ground, with another 50 per cent increase this year,” said Snowball.

However, to create sustained engagement, Warwickshire CCC has developed an extensive community programme, targeting specific areas in the city with the goal of getting people more

“We need to understand the communities and understand what’s going to work for these young people

active. Snowball said that while youngsters were coming to Edgbaston to use the facilities and take coaching sessions, it was imperative that the club “went out to see them in their communities, parks and streets”. As a result, coaches have gone into the various communities within the city to hand out the bats and offer coaching sessions.

“Right on our doorstep there are areas of high social deprivation,” Snowball says. “One of the things we’ve found about the communities is that getting

Warwickshire CCC chief executive Neil Snowball said the initiative was part of a bigger participation drive

kids from where they live in Edgbaston to our nets or outdoor facilities is a struggle. That’s why we took the programmes to them – we’re very much targeting some of those areas.”

SPECIAL GROUPS

The chief executive reveals that the club has specifically targeted relationships within the large South Asian and Caribbean communities in Birmingham which make up a large proportion of the city’s population.

Indeed, Warwickshire CCC – alongside the Warwickshire Cricket Board – has fully-funded the education of 30 newly-qualified coaches to work within the South Asian community, offering not only cricket coaching, but guidance and pastoral care.

“We have a street cricket project which specifically targets the South Asian community,” explains Snowball. “It is similar to the traditional form of cricket which is played in Pakistan – played on hard courts all year round in inner city communities where there is a lack of green space.

“We need to understand the communities and what’s going to work for these young people. Within Warwickshire CCC and the Warwickshire Cricket Board





More than 500 free bats have already been distributed, with another 500 to be handed out over the coming weeks

the black community in the Caribbean-influenced Handsworth area is underway.

Warwickshire CCC's relationship with the council is crucial in communicating the schemes to the wider public, says Snowball, who once again highlights the local authority's ambition to use sport to counter inactivity and social issues.

Both the cricket club and council have put some "hard cash" into the programmes, with more coming down the track. Coaches are also being deployed to participate in a family cricket programme which aims to get parents involved as well, while work with schoolchildren – particularly the under-9s demographic – is also ramping up.

"We have a very good relationship with the council, right up to senior level with council leader John Clancy and CEO Mark Rogers," Snowball adds. "They couldn't be more supportive – they have invested in changing shelters for parks in which many people from the South Asian community play cricket.

"It's the health and wellbeing department which is particularly driving participation and we work collaboratively with all the councillors. We want to cover all of the bases together, and to make sure people are aware of it." ●

we have quite a diverse bunch of coaches. We want the additional 30 coaches to work with kids and for the kids to connect with them."

SPECIAL GROUPS

More than 300 children are already involved in the street cricket programme and Snowball reveals that the scheme will expand into neighbouring Coventry. A project in the deprived Sparkhill region of Birmingham was named Project of the Year by cricket charity Chance to Shine, while an initiative to engage



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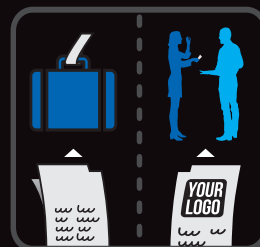
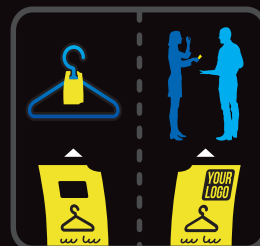
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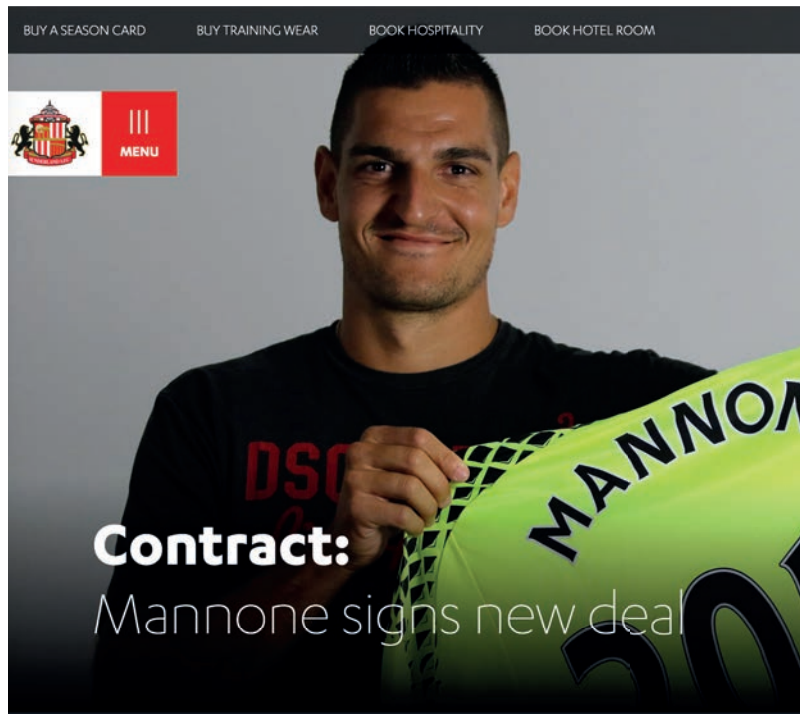


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Game changers

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



Sunderland's website now has high definition images and full HD videos

Sunderland website goes mobile first

Sunderland AFC has become the first English Premier League club to make its website "mobile first".

Created in partnership with digital agency Aqueduct, the website now serves high definition images for all devices with retina display resolution and full HD videos.

The new platform also supports the rapid commercial development of Sunderland AFC providing clear signposting to vital revenue areas from retail, ticketing and conferencing to booking a wedding at the Stadium Of Light or a room at the Hilton Garden Inn Sunderland.

The project is in response to the changes in which fans use the club's website, with an increasing number of fans logging on to check out the latest developments at the club using mobile devices.

Stuart Vose, Sunderland AFC's head of digital, said: "We're tremendously proud of the new site. Performance across mobile devices was key to our thinking throughout the process, and the innovative way we have integrated marketing and commercial messaging means we have a truly valuable channel for everyone involved."

www.safc.com



Families can apply for travel funding

Crowdfunding help for Rio athletes' families

US-based crowdfunding startup Dreamfuel is helping families of Olympic athletes to cover travel costs and relieving the financial burden of attending the Rio Olympic Games this summer.

It has launched the #DreamfuelParents campaign, encouraging families of Olympians to apply directly for funding support to get to Rio.

Dreamfuel CEO and co-founder Emily White said: "Every Olympics, my heart breaks for the families whose child qualifies for the biggest sporting event on earth, yet has to stay home and watch their daughter or son compete on TV.

"The funds aren't always there for families to get to the Olympics to cheer and support their athletes in person. Dreamfuel wants to provide support along the way as much as their coaches and teammates do.

"Helping families travel to Rio with the peace of mind of watching their child compete on the world stage, without coming back to a stack of debt, is a win for all involved."

#DreamfuelParents is open to Olympians' families in all sports, worldwide.

www.dreamfuel.me

Microsoft gets Real

Spanish football club Real Sociedad has secured a partnership with Microsoft, which will see the US-based computer giant become the club's technological partner.

As part of the deal, Microsoft will help Real carry out an "innovative digital transformation process" aimed at improving the club's connection with its fanbase.

According to Jokin Aperribay, Real Sociedad's president, the partnership means supporters will be able to enjoy "unique experiences" and interact in a much more personalised way with the club while sharing their passion with fellow fans.

"We are initiating what we could call a change in culture at Real Sociedad," Aperribay said. "We want to build a Real Sociedad that focuses on people, on understanding their motivations, identifying their concerns, meeting their needs, as people are the cornerstone of this new era."

As part of the deal, Microsoft will leverage the power of big data using its cloud computing platform



Real Sociedad president Jokin Aperribay (left) with the Microsoft team at the launch of the technological partnership

Microsoft Azure, offering supporters an array of personalised content.

Among the content available to fans will be statistics on the

players, historical data on the club and detailed information on matches and competitions.

www.realsociedad.com

Anti-microbial suits for US rowers

US Olympic rowers competing at the Rio Olympics will wear specially-made suits with anti-microbial features designed to protect them against water pollution in Rio de Janeiro.

Designed by Philadelphia-based sports clothing specialist Boathouse, the one-piece suits have been fitted with a layer which will assist the rowers' movements while keeping them safe from anything in the water that could harm them.

With the Zika Virus being a concern for athletes in Rio, Boathouse has also produced a long sleeved training option which will help prevent rowers from coming in contact with mosquitos during practice. The unisuit will also provide wicking quality and venting that will prevent the material from absorbing moisture.

Boathouse teamed up with scientists from Philadelphia University. **www.boathouse.com**



The one-piece suits will keep rowers safe from water pollution using anti-microbial technology



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Job purpose

The Park Manager directs and oversees all functions of the trampoline park including: developing and implementing policy, maintaining a safe and functional environment whilst monitoring daily operations.

Ultimately, the goals of the position are visitor safety and security, team building and leadership, operational efficiency, business development and effective marketing and responsibility for the profitability and exceeding the financial budgets.

Possession of an entrepreneurial spirit is key in this new operation and champion the development of the ethos and culture of the park.

Apply Now: <http://lei.sr?a=D4M5A>

Assistant General Manager (Operations)

Location: Oxford, United Kingdom

Salary: £24,298 - £28,982 p.a.

Closing date: 15 Jul 2016



We are looking for a suitably experienced and qualified professional to join the Sports Department team providing support and management assistance to the General Manager (Facilities and Staff) in leading the day-to-day operation of the Sports Complex.

The role includes specific responsibilities for University sporting provision and staff operation in terms of performance and customer service, the majority which will be carried out whilst on-shift as the duty sports manager.

You will have considerable experience in a leisure or sports environment, hold a NPLQ swimming lifeguard award, First Aid and Fitness Instructor qualifications.

Closing date - midday on Friday 15 July 2016.

Apply now: <http://lei.sr?a=I6q2R>

SPORT & LEISURE ASSISTANT MANAGER

Full-time, all year round

The Hawthorns seeks an enthusiastic and dedicated Sport & Leisure Assistant Manager to provide operational management of the School's Sports Centre and Sports Coaching during the school's term time.

The successful candidate will hold relevant qualifications in sport, business or recreational management and will have proven experience in the management of a wet and dry facility. Candidates must have excellent management, communication and organisational skills and be prepared for wider involvement in School life.

Hours of work are 40 per week, for 52 weeks per year, worked on a shift pattern Monday to Friday, with occasional weekend work. The salary range will be Hawthorns Grade NT13-NT15 (£22,421 to £25,250pa) dependent on experience and qualifications.



*Thriving, creative, friendly
IAPS Co-ed, Day School in
Bletchingley, Surrey with 550
Pupils, 2-13 yrs, situated on
a beautiful 35 acre estate*



Full details and an application pack are available on our website or from the HR Manager, Emma Mitchell
hr@hawthorns.com

Tel: 01883 743048 Ext 2022

CLOSING DATE: THURSDAY 21 JULY 2016

INTERVIEWS TO BE HELD: 28 & 29 JULY 2016

The Hawthorns School is committed to safeguarding and promoting the welfare of children and applicants must be willing to undergo child protection screening appropriate to the post, including checks with past employers and an enhanced DBS check.

www.hawthorns.com

Head of Facilities

40 hours per week

£41,200 p.a. (plus benefits)

It will be hectic, there will be issues, and the expectations for high standards will be there from day one from all sides – if this still appeals to you and you are looking to prove your skills as a leader we want to hear from you.

Oldham Community Leisure is a Trust that is going places. Having won the external tender process to manage Oldham's Leisure Facilities for 15 years, we enjoy a fantastic relationship with the Council.

If you have what it takes and want to join a great team, a relocation package is available for the right candidate; we are looking for an energetic and experienced leisure manager to head up and lead a team of 4 Facility Managers as well as the Trust's own in-house Maintenance Team. The successful post-holder will lead on Health and Safety management across all sites, as well as maintaining the existing ISO:14001 Environmental Management, Qwest and Leisure-safe accreditations currently in place.

You will be a key member of a small Executive Management Team, responsible directly to the Chief Executive, and as part of the role, you will also lead on Facility Management issues for OCL's subsidiary company, Wellbeing Leisure. You will develop and motivate your own teams by setting and monitoring appropriate standards with a genuine commitment to continuous improvement.



If you are up for the challenge and would like to apply on line please visit www.oclactive.co.uk/vacancies. CV's marked Head of Facilities sent to hr@ocl.co.uk will be accepted in the first instance; however a completed application would be preferable.

The closing date for receipt of applications is 9am on Monday, 8th August 2016, with interviews planned for Monday 15th and Tuesday 16th of August 2016.

If you would like to discuss the role or application process further, please telephone Louise Walton, Head of Human Resources, on 0161 621 3208 or email louise.walton@ocl.co.uk. OCL are an equal opportunities employer and welcome applications from all.

OCL are an equal opportunities employer and welcome applications from all.



0161 207 7000 | www.oclactive.co.uk



Registered Office:
Oldham Community Leisure Ltd.
Chadderton Wellbeing Centre, Burnley Street, Chadderton, OL9 0JW



Becky Adlington Training - Tutor

Location: Manchester, United Kingdom

Salary: £25,000 – £27,700

Reporting to: Head of Events and Training

Direct Reports: Swimming Teachers
(ASA Level 1 & 2 certification)

Hours: 40



Rebecca Adlington needs you!

How would you like to work with Britain's most successful swimmer at the forefront of Becky Adlington Training, the new training academy for swim teachers.

We are looking for an experienced tutor dedicated to producing excellent swimming teachers who will inspire young children to 'swim the Becky way'. You will be responsible for planning, organising and the overall delivery of a limited number of courses leading to ASA levels 1 and 2 for swimming teachers - with the added emphasis of incorporating Becky's professional standards and values alongside the formal qualifications.

You will also have an important role in developing skills and mentoring our existing teachers in both the Becky Adlington Swim Stars and Total Swimming Academies.

If you are an ASA qualified and licensed ASA tutor (or working towards an ASA tutor qualification),

have experience of planning and delivering high quality training courses, and want to help breed the next generation of swimming teachers, then we (and Becky) want to hear from you.

Summary of Role

The Tutor is primarily responsible for training and producing excellent swimming teachers who will inspire young children to swim the "Becky" way. This is achieved through a delivery of up to 12 courses leading to ASA Level 1 and 2 Certification for teaching swimming. The job holder will also be required to quality control existing and qualified teachers at the Becky Adlington SwimStars and Total Swimming Academies through upskilling, mentoring, observation and analysis, feedback, and production of personal development plans for teachers.

Apply now: <http://lei.sr?a=C6s1n>



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