

SPORTS MANAGEMENT

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@sportsmag

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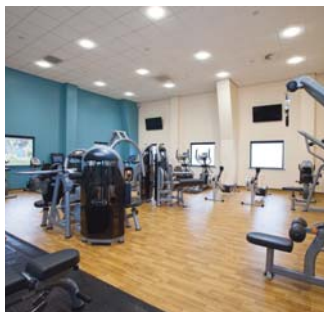




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Fighting for team sport

How can team sport help battle the effects of social change which are forging a society based on personal isolation and with a growing prevalence of mental health issues?

Are team sports dying? That's the very valid question posed by Andy Reed on page 29 of this issue. Reed believes that sports funders and policy makers view individual sports as being easier to deliver and that team sports are suffering as a result.

Changes in working patterns are adding pressure too. The 24 hour society, shift working, homeworking and the gig economy are all contributing to the challenge, as they make it more difficult for people to commit to regular scheduled training and play.

In addition, says Reed, a number of governing bodies of team sports have been caught up in controversy recently, from bullying to child abuse, undermining their efforts to grow their sports and potentially deterring people from getting involved.

More widely, we're seeing a rise in social isolation in young people, some of whom are pulling away from the culture and routine of team sport.

This is being driven in part by social media, which is also contributing to an increase in mental health issues in this age group, ranging from eating disorders to self harm. Anxiety and lack of resilience are also concerns.

The fading of team sports isn't causing this situation, rather, it's a symptom of it. Social change is undermining some team sports by making them harder to organise, so sports funding and policy bodies are responding by focusing more on individual sports and activity. In doing this, they are exacerbating the problem to the detriment of young people and sport.

“

Just as the diminishing of team sports is contributing to social isolation, so a resurgence would help to remedy the problem and this must be our goal

But just as the diminishing of team sports is contributing to the problem, so a resurgence would help to remedy it, and this must be our goal.

Team sports teach such valuable lessons and can be so powerful as a support structure throughout life that they should be part of every child's education. They must be championed in schools, and then after that in colleges and universities, to ensure continuity throughout the formative years.

The transition from the education system to the world of work then needs careful handling and sports clubs must ensure they schedule programmes that support this transition, to enable people to continue to play into adulthood. Programmes can be training-related, as well as competitive to deepen engagement.

We must fight this trend of social isolation and anxiety in the young by emphasising the sense of belonging that's on offer for those who take the opportunity to get involved in team sport.

LIZ TERRY, EDITOR, SPORTS MANAGEMENT

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Have you got a view on the state of the sports sector? A topic you want to discuss? An opinion on an article featured in *Sports Management*? Write to us at: sm@leisuremedia.com



Data sharing improves decision making for sports sector

I was thrilled to see Sport Wales join the DataHub initiative last month. 'Sector collaboration' is a phrase that's commonly thrown around but, until now, there have been very few real-life examples.

With national bodies such as Sport Wales, Badminton England and England Squash now using the DataHub to power their intelligence and subsequent investment decisions, we're beginning to see the benefits of collaboration resonating right through from grassroots providers to the national sporting agencies.

DataHub member organisations (facility operators and delivery partners) at last

have an insight into what's working best when it comes to achieving participation outcomes, as well as an insight into social value. They can see how best to position their own offering within an ever-competitive environment. The national bodies, meanwhile, can better coordinate partners and investment back into facilities.

If everyone got on board with sharing data, it would facilitate more targeted decision-making about which sport programmes deliver the greatest local outcomes and impacts. At a sector-wide level, it could fast become a way for operators to detect gaps in their offering and partner with

organisations that can fill this gap, enabling better returns from their facilities.

Support from influential agencies such as Sport Wales is key. They've recognised that the sector can plan investment more effectively if there's a 'single source of truth' in relation to key intelligence and, furthermore, that this information is ultimately best managed by the sector itself. It enables consistency and collaboration, and ultimately puts everyone on a continuous cycle of improvement, which is truly driven by the sports sector as a whole.

Alex Burrows

Director, 4 global (DataHub)



England Squash is one of the national governing bodies to join the DataHub community

“

I said I'd never go to the gym once I finished my football career, but that lasted about a month

ALAN SHEARER • FOOTBALL PUNDIT AND SPEEDFLEX INVESTOR

Picking up the phone and hearing Alan Shearer's soft Geordie lilt can be quite a surreal experience, particularly if you're a big football fan and regular viewer of *Match of the Day*.

Even before Shearer's punditry made his voice one of the most recognisable on television, his unmistakable tones were regularly heard throughout a stellar two-decade football career, during which he

scored a record 260 Premier League goals and captained England 34 times.

Today, though, rather than discussing the weekend's Premier League fixtures, he's talking to *Sports Management* about his life after football, specifically his investment in fitness equipment company Speedflex.

"I always said that I would never go to the gym once I finished playing football, because I'd spent every day of my life in a



Following a stellar career, Alan Shearer is now the face of Speedflex and a respected football pundit

gym for 20 years," Shearer chuckles. "I was determined to do hardly anything when I finished, but that lasted about a month and I realised I had to do something."

Speedflex

Shearer was introduced to Speedflex, a "low impact, high intensity" piece of equipment that allows the user to work out at a level appropriate for their fitness level and physiology.

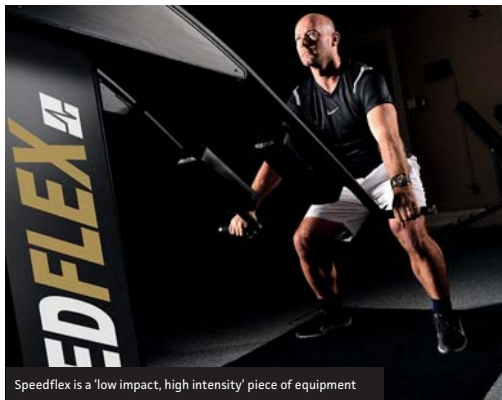
"A friend of mine in Newcastle asked me if I knew anyone who might be interested in going to America to have a look at this machine," Shearer explains. "So I recommended the physiotherapist that had been with me during all my years at Newcastle United.

"He went over, loved it, had a concept for it, brought it back, gave it to the owner Graham Wylie and that's how it really started.

"I tried the machine and loved it. It was quick – you can do your work within an hour. So I decided to invest in it myself."

Speedflex employs a combination of cardio and resistance training to create high-intensity circuit training sessions led by a personal trainer. Machines are designed to respond to force, meaning there are no weights.

The former Newcastle United striker acts as the "face" of the company, which



Speedflex is a 'low impact, high intensity' piece of equipment



Shearer scored 206 goals for Newcastle United FC

has centres dotted around the UK, in London, Leeds, Surrey, Aberdeenshire and Newcastle, as well as sites in Dubai and Dallas.

The company has plans to expand, he says, although the majority of the decisions are finalised by "brains of the business" Wylie.

Coaching ambitions

It could have been so different for Shearer. Despite starting his punditry career shortly after hanging up his boots in 2006, he realised his original post-retirement ambition when he was appointed as manager of his beloved Newcastle United during the latter part of the 2008-09 season.

Unfortunately for Shearer, he couldn't prevent the club from being relegated during his eight-game spell. He always thought he would go into coaching following retirement, but that short period was his first and only time in the role.

"I realised the longer you're out, the harder it is to get back in, and then I thought, 'no, I'm really happy with punditry'. So I knuckled down, stuck at it, took all the advice I could get, and I'm a lucky lad to have that," he says.

Shearer's success in the media means that he has been in the limelight for almost 30 years, while some of his contemporaries who played with and against him at club and international level have faded into obscurity – highlighting the issues elite athletes face when leaving the sport they have served for so long. Even well-paid Premier League footballers.

A difficult transition

"There are a lot of players that disappear or have problems," says Shearer. "You don't get a lot of advice from the clubs because they don't employ you anymore. It hurts a lot of players, but that's the harsh reality."



When you retire you don't get a lot of advice from the clubs... it hurts a lot of players, but that's the reality

The Premier League has turned to Shearer to offer transitioning players advice within a player care role.

"When you're finished you are literally finished, and it's difficult for some players to come to terms with," he explains.

"It's hard because all you've done since you've left school is go into training at 10am, go home, rest. Then train the next day and get ready for the next games. It's a really difficult transition when you finish."



I had a lovely letter from a young Muslim lady who said she could now pursue her passion for swimming at a competitive level

JANE NICKERSON • SWIM ENGLAND CHIEF EXECUTIVE

When you type 'ASA' into Google you get two results: the Advertising Standards Authority and the Amateur Swimming Association.

While that might not have been the sole driver behind the decision to rebrand the latter, the creation of a distinctive and unambiguous new name seems like a no-brainer for an organisation with big plans.

Swim England is the "does what it says on the tin" title for the sport's national governing body (NGB), says chief executive Jane Nickerson, although she stresses that ASA will be retained as the body's "constitutional brand".

"We have a history of nearly 150 years and we're not going to throw that away," she says. "The traditional ASA logo is part of the Royal Standard and we're the only national governing body allowed to use that."

Nickerson was appointed by Swim England as its permanent chief executive earlier in 2017, although she has been with the organisation for a number of years and held the interim CEO role for almost a year following the departure of Adam Parker.

Fresh start

Despite the continuation, it does feel like a time of change for Swim England. To coincide with its rebrand, the governing body published its latest four-year strategy, *Towards A Nation Swimming* – its first since



Having led Swim England in an interim role for almost 12 months, Jane Nickerson was appointed CEO

the grassroots sporting landscape was turned on its head by the government's Sporting Future strategy and the subsequent Sport England delivery blueprint.

The focus has shifted away from just the number of people participating in sport – although as an NGB, Swim England will be expected to keep its core market of regular swimmers engaged with the sport after receiving £10.6m in Sport England funding.

Additionally, sports are now expected to treat people as consumers rather than participants, and make participation as easy and enjoyable as possible.

Nickerson is pleased with the direction of travel. "Customer service is very close to my heart. My background prior to swimming was in hotels and catering, and customer service was absolutely drilled into me. We must treat people who participate in the sport as customers."

She explains that while the organisation's raison d'être is still to "make sure everybody learns to swim" and "give everybody the opportunity to swim", the new strategy changes the way it does that. Insight and research is at the heart of most of the decisions it makes now.

"We have an excellent insight and research team headed up by people with a commercial background who understand customer experience and working out the needs and wants of people," Nickerson says.

The insight has led to a number of initiatives around engaging with people from hard-to-reach demographics.

Broadening appeal

Almost 600 leisure centre staff have been trained to help people with dementia get in the water as part of Swim England's dementia-friendly project. Signage, colour scheme and changing room layouts have been altered in a number of facilities to make the experience of swimming less daunting to those with the condition.

Nickerson also talks with enthusiasm about a scheme in Bury, Greater Manchester, in which a leisure centre has



Competitive swimming is the main focus of Swim England, with £10.6m in Sport England funding

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Swimming lessons for Muslim women take place in Greater Manchester

© SHUTTERSTOCK/IZUL AN SOMAI

accommodated swimming lessons for practicing Muslim women, with blacked-out windows, women-only classes and exclusive use of changing rooms.

"We taught one of the women involved to become a swimming teacher, and she's now working with people from her community and teaching them to swim in a safe environment," she adds.

The NGB has also relaxed rules around full-body swimming outfits so women with strict religious beliefs or pre-existing medical conditions can compete.

"Following the rule relaxation, I had a lovely letter from a young

Muslim lady who said she could now pursue her passion for swimming at a competitive level while feeling totally comfortable about her swimwear."

After several years of participation decline, recent Active People Surveys – and the latest Active Lives Survey – have shown that the rate has steadied. Nickerson says that Swim England's own participation tracker has shown that "numbers are going up".

Swim England launched its Just Swim app that allows swimmers to measure progress against friends and family, making it more social.



Customer service is very close to my heart. We must treat people who participate in the sport as customers

Pool ownership

Nickerson also wants to see swimming clubs become owners of their own pools to "create their own environment" over the four-year strategy period.

She explains: "We had an initial meeting of seven clubs interested in partnering with a provider to enable them to own the pool. The provider will give advice and guidance on revenue generation and how to run the pool.

"We will narrow that down to two in the first instance, and how quickly we move on that will depend on the clubs. I think this is something we can pull together in the next two or three years."

“

It's about creating games and exercises that do the teaching for you, so kids learn without realising it

**JUDY MURRAY • COACH CONSULTANT,
DAVID LLOYD LEISURE**



Judy Murray is working with David Lloyd Clubs for three years, sharing her coaching knowledge

Tell us about your new role as a coach consultant for David Lloyd Clubs?

David Lloyd Clubs have about 650 indoor courts and 450 coaches across the country, so we have a captive audience of coaches. If we can help them to deliver lessons more effectively by sharing our ideas and philosophies with them, we'll create a greater number of better coaches, which creates a greater number of better players for Great Britain.

Why is it important to get kids into tennis at a young age?

It's important to get them active and into any physical activity that helps them to develop their motor and coordination skills. Tennis is quite a complex coordination sport, so if you don't develop those skills at a young age, it's quite a difficult sport to become good at.

We're big believers in the family experience, and we want to show parents how they can help the kids to develop

those skills by doing five or 10 minutes a day of fun things around the house. We find nowadays that the things that are trendy for kids to play often involve sitting down in front of a screen, so the only thing that's really active is their thumbs.

Will the classes involve the parents?

We're trying to encourage coaches to adopt parent and child sessions as part of their programme. The kids love playing with their parents, and if a child enjoys a sport – especially a sport like tennis where you need someone to play with – the first port of call is always going to be the





Murray travelled to David Lloyd Clubs around the country, teaching junior masterclasses

parents. The better we can help the parents understand what tennis is going to demand of their children, the more they're able to help them develop those skills.

What are your most important coaching tips?

It has to be fun. And you have to understand what tennis is going to demand of the player. It's about creating the games and the exercises that will do the teaching for you, so you're not making loads of verbal, technical instructions. Then kids and adults will learn without even realising it.

“

I think a lot of tennis coaching in this country has become very prescriptive, and almost too technical

The other part of my philosophy is to start with the simplest thing, and then add a little challenge to it. By adding progressions gradually, you will more quickly get to your target. We start by teaching them how to hold a racquet and go from there.

What's different about this style?

I think a lot of tennis coaching in this country has become very prescriptive, and almost too technical. For me, the fun of tennis is playing the game.

It's a bit like learning the piano – if you just learn how to hit the notes, it won't mean anything. The fun of it is learning how to put it all together to create a tune. So for me, it's not about standing with a bucket of balls and feeding the same ball again and again, because tennis will never demand that of you. It's actually about creating situations where you can learn how to play the game. ●

NEWS + ANALYSIS

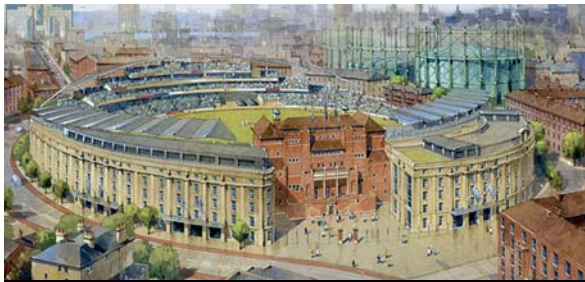
Oval plans to become largest UK cricket ground

London's Oval is set to become the largest cricket ground in the UK as a result of an ambitious redevelopment plan.

Surrey County Cricket Club is submitting plans that would see the ground's capacity increase to 40,000 – larger than the 30,000-seat Lord's Cricket Ground.

The club already has planning permission for a large development next to the Pavilion, named 1 Oval Square, which will carry some of the extra capacity and additional facilities.

Work could begin at the end of 2019 and be ready in time for the 2023 Ashes Series against Australia.



The popularity of T20 cricket has contributed to the decision to redevelop the Oval cricket ground

Adam Architecture is the design studio behind the large-scale proposal.

Richard Gould, Surrey CCC chief executive, said the plans

were driven by the popularity of T20 cricket and an increase in non-matchday business.

"Our business has taken off over the last five years and our

reserves have quadrupled in size along with significantly higher profits," he added.

Read more:

<http://lei.sr?a=P7f9y>



Stevenage chair Phil Wallace

Stevenage FC asks fans to invest as it sets up Tifosy scheme for new stand

Stevenage Football Club has offered fans the chance to invest as it bids to raise £500,000 (US\$653,410, €569,492) to build a new stand for its Lamex Stadium.

Supporters and interested parties will be able to make £500-plus donations in exchange for a five-year mini-bond.

Donors will be paid their money back at the end of the five-year period, making 4 per cent interest per annum every year until then. The crowdfunding platform has



I want to do this together with the fans, standing shoulder to shoulder with Stevenage

been set up by Tifosy, which was founded by former Chelsea and Italy footballer Gianluca Vialli.

The amount generated via crowdfunding will be added to a £450,000 (US\$588,069, €512,457) grant provided by the Football Foundation, which distributes money via

the Football Association, the Premier League and Sport England for facility projects.

Stevenage chair Phil Wallace is aiming for the work on the North Stand to be completed in time for the 2018/19 season. The new stand will be a modern, 1,600 all-seater facility.

"I want to do this together with the fans and the community, standing shoulder to shoulder for Stevenage," said Wallace.

Read more:

<http://lei.sr?a=F1c9b>



Tifosy co-founder Gianluca Vialli



Scott Lloyd spent eight years as chief executive of David Lloyd Leisure

Scott Lloyd takes job as CEO of Lawn Tennis Association

Scott Lloyd, founder of the Next Generation gym chain, former CEO of David Lloyd Leisure (DLL) and son of former professional tennis player and fitness entrepreneur David Lloyd, has been named chief executive of the Lawn Tennis Association (LTA).

Lloyd will replace the outgoing Michael Downey and will formally take up the position in January 2018.

Lloyd was chief executive of DLL from 2007 to 2015, which has a "strong focus on tennis" as well as other sport and fitness activities.

"He has a proven record of growing and developing tennis over the last 20 years and he



After a rigorous search, involving top quality candidates, Scott was the unanimous choice
David Gregson, LTA

clearly has a deep-rooted desire to make a significant impact on our sport in the future," LTA chair David Gregson said.

"After a rigorous search process, involving an outstanding selection of top-quality candidates from across tennis, sport and business, Scott was the unanimous choice of the LTA."

Read more: <http://lei.sr?a=v5C5m>

Women's World Cup prize fund gets major cash injection from ICC

The international governing body of cricket has boosted the prize money for this year's Women's World Cup by 10 times as it aims for complete gender parity within the next 15 years.

Teams taking part will be able to compete for US\$2m (£1.5m, €1.8m) in prize money, up from

the US\$200,000 (£154,544, €182,495) on offer for the 2013 edition of the tournament.

Dave Richardson, CEO of the ICC, said the move marked the "first step towards greater parity and recognition".

Read more: <http://lei.sr?a=v5C5m>



It's a real recognition of Sport England's work in recent years
Jennie Price, Sport England

Sport England CEO recognised in Queen's birthday honours

Jennie Price, the chief executive of Sport England, has been recognised in the Queen's birthday honours list.

Price, who has been with the grassroots sports quango for a decade, was awarded the Commander of

the Most Excellent Order of the British Empire (CBE) for services to grassroots sport.

Price said she was "surprised" and "extremely honoured" to be included.

Read more: <http://lei.sr?a=2L4v2>



Ilan Ritchie oversaw the hosting of the 2015 Rugby World Cup

RFU searches for new chief executive as Ilan Ritchie retires

The Rugby Football Union (RFU) has begun its search for a new chief executive after Ilan Ritchie announced that he will retire this summer.

Ritchie, 63, joined the RFU in 2012, and oversaw the governing body when England hosted the World Cup in 2015. RFU chair Andy Cosslett said Ritchie had been an "outstanding" chief executive.



Ritchie has been with the RFU for five years

Read more: <http://lei.sr?a=k9T6c>



UK Sport CEO Liz Nicholl, review chair Annamarie Phelps and British Cycling chair Jonathan Browning (l-r) revealed the report findings

Damning British Cycling report published

Several athletes reported a 'culture of fear' within the World Class Programme, relating to a 'single-minded pursuit of medals'

British Cycling's "single-minded pursuit" of winning medals contributed to a "culture of fear" experienced by many athletes in its World Class Programme, an independent report has revealed.

The report, which investigated the climate and culture within the national governing body between 2012 and 2016, laid bare a number of issues including a "lack of good governance" at board level and the "untouchable" status of those running the World Class Programme.

It also shone the spotlight on UK Sport's 'no compromise' approach to funding, claiming that much of the negative culture engulfing British Cycling stemmed from the pursuit of success ahead of "addressing behavioural issues" within the World Class Programme.

"The central pursuit of winning medals and derived National Lottery funding from UK Sport meant that the addressing of cultural and behavioural



The central pursuit of winning medals and funding meant that addressing behavioural issues was not prioritised

issues in the World Class Programme – which were known since late 2012 – was not prioritised," said the report.

Many of the athletes interviewed for the report referenced a fear of retribution or losing their careers if instructions delivered by World Class Programme hierarchy were not adhered to or were challenged.

According to the report – which was put together by a group headed up by British Rowing chair Annamarie Phelps – some interviewees became "emotional" and "distressed" when recounting their experiences. Damningly, the document revealed that structural recommendations

delivered by an internal 2012 report were "not acted upon with necessary haste or focus" by the British Cycling board.

The 2012 report also found that several athletes referred to a "culture of fear, intimidation and bullying".

Jonathan Browning, who joined British Cycling as chair in February 2017, said the under-fire organisation "accepts in full" the findings and recommendations of the report.

The most prominent recommendation was the need to change the leadership within the organisation. Part of that work has been done, with Browning replacing Bob Howden and Julie Harrington coming in as chief executive after Ian Drake stepped down last October.

A 39-point plan will be British Cycling's reference point for improvement, and its ability or inability to adhere to this plan will have ramifications for its UK Sport funding bid.

Read more: <http://lei.sr?a=5H0G8>

SPORTS HUB HELPED BY GERFLOR

The all-new community STAR Hub in Cardiff opened its doors in September 2016 and now proudly sits at the heart of the Tremorfa, Adamsdown, Splott and Roath communities

Sport in the UK contributes significantly to community life. It's a valued activity, bringing benefits to all the community, both as an enjoyable leisure pursuit, and as a contributor to enhancing quality of life.

STAR Hub, a new state of the art facility in Cardiff includes a swimming pool with access for all users, as well as a spacious health and fitness suite housing all-new Technogym equipment.

The new gym includes a functional fitness frame to allow for fun and challenging adaptations of traditional workouts. In short, STAR Hub is a haven for fitness that's inspiring people in the local community to get fitter and more active.

In constructing the new facility, the specification of the flooring was at the very top of the agenda, to ensure that only the very best products were used. The ultimate choice fell to the installer, CS Flooring Solutions, who specified 320m² of Taraflex® vinyl sports flooring from international flooring and interiors specialist Gerflor, to create a high performance finish. ●



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Taraflex® vinyl sports flooring from Gerflor, available in 17 colours has been specified at STAR Hub Community Centre, Cardiff

More events but fewer athletes for Tokyo 2020

Almost 300 fewer athletes will take part at the Tokyo 2020 Olympic Games from last year's Rio Games as a result of programme changes made by the International Olympic Committee (IOC).

The IOC officially signed off the programme for the Games with the introduction of five new sports and a net increase of 15 events. However, there'll be an overall reduction of 285 athletes from the 2016 Olympics.

As a consequence of the changes, Tokyo 2020 is expected to be the most "gender balanced" Olympic Games in history, with female athlete representation hitting the 48.8 per cent mark.



Surfing will be an event at the Tokyo 2020 Games

© ISABEL INFANTES/EMPHICS ENTERTAINMENT



The fascinating new events represent a step change in the programme

Thomas Bach, IOC

The IOC said it was a "significant step" towards achieving gender parity.

"The fascinating new events that we approved today represent a step change in the

Olympic programme," said IOC chief executive Thomas Bach.

The addition of five sports – surfing, skateboarding, sport climbing, baseball/softball and karate – is

expected to give the Games a more youthful look, while the number of mixed events will double to 18, adding more female competitors. More: <http://lei.sr?a=Q1c6j>

Phelps to exit British Rowing to adhere to sport governance code

© STEVEN PASTON/PA WIRE/PA IMAGES



Phelps has been on the board since 2002

British Rowing chair Annamarie Phelps will step down from her role next year to make the governing body compliant with the government's Code for Sports Governance.

Under rules laid out by the code, board members for governing bodies are allowed to stay for a maximum of nine years, or up to 12 if appointed chair.

Phelps joined British Rowing in 2002 and was elected as chair in 2013, meaning her tenure will have stretched to 16 years by the time she leaves next March.

Deputy chair Gary Harris will also step down after already serving 16 years. Christopher



I'm proud of what we've been able to achieve to drive the sport forwards

Annamarie Phelps, British Rowing

Anton and Bonner Davies will be leaving the organisation's Council in October 2017.

Phelps said: "Working with my fantastic colleagues on both the board and Council, I'm proud of what we've been able to achieve to drive the sport forward. I'm indebted to the staff and amazing volunteers."

The hunt to find Phelps' successor is underway. More: <http://lei.sr?a=j6r1M>



The stadium project was designed by Populous

Hotel to be integrated into proposed Southend stadium

A hotel, residential apartments and a training academy have been incorporated into Southend United FC's proposal to build a 22,000-capacity stadium development.

The Populous-designed structure will see the hotel and apartments integrated into the stadium, with a number of the latter built along the venue's roofscape.

Training academy facilities will be flanked

by community pitches. A full-sized covered pitch and "elite player accommodation" have also been earmarked for the development.

In addition, a jumbo screen built into the stadium's facade will overlook a large supporters' square.

A multi-screen cinema, restaurants and retail outlets will also be part of the development.

More: <http://lei.sr?a=52407>

London baseball festival reaches European fanbase

Major League Baseball (MLB) and BaseballSoftballUK hosted a Fourth of July festival in London's Hyde Park in an attempt to boost local interest in the sport.

Called MLB Battlegrounds, the festival featured a 'Home Run Derby' featuring former MLB stars from the Boston Red Sox and Los Angeles Dodgers franchises.

A Home Run Derby is a traditional feature of the MLB All-Star Weekend where participants try to hit the most home runs against the clock.

Charlie Hill, managing director of MLB Europe, said: "This represents an exciting statement of intent to grow Major League Baseball in Europe."

More: <http://lei.sr?a=7q2x>



I'm excited to form part of a team that is so passionate

Nik Diaper, BPA

EIS head of sport science joins British Paralympic Association

Nik Diaper, the former head of sport science and medicine for Paralympic sport at the English Institute of Sport (EIS), has joined the British Paralympic Association (BPA).

Diaper is taking the organisation's head of performance role and will report to director of sport and chef de mission Penny Briscoe. In the role, Diaper will lead the

BPA's preparations for athletes' performance support across the next winter and summer Paralympic Games, and act as deputy chef de mission for PyeongChang 2018.

He replaces Georgina Sharples – who joined the EIS to head up its Equestrian World Class Programme – on 10 July.

More: <http://lei.sr?a=D4a5h>

Second cohort graduates from UK Sport Elite Programme



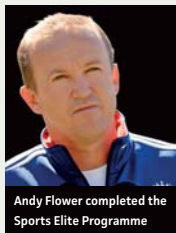
Coaches are the crucial backbone of our high-performance system

Chris Stott, UK Sport

Former England cricket coach Andy Flower is among the second group of coaches to graduate from the UK Sport's Elite Programme.

The scheme aims to take coaching in the UK "from world-class to world-leading".

Others completing the programme with Flower include Andy Banks (diving), Ben Bright and Jack Maitland (triathlon), Greg Baker (para table tennis), Hugh Styles (sailing), Stephen Jennings



Andy Flower completed the Sports Elite Programme

(Taekwondo) and Stuart Wilkinson (wheelchair tennis).

Sport Elite Programme coordinator, UK Sport's Chris Stott, said: "Coaches are the crucial backbone of our high-performance system. This group will provide world-class support and direction for their athletes."

More: <http://lei.sr?a=I3S7C>



Clockwise from top left: Anfield, St George's Hall, the Manchester Velodrome, and Old Trafford

Liverpool lays out Games blueprint

New facilities, such as a 50m swimming pool and Everton FC's proposed stadium, are lined up to host events if Commonwealth Games bid is successful

New facilities including the stadium being planned for Premier League football club Everton FC and a proposed 50m swimming pool are at the heart of Liverpool's bid to host the 2022 Commonwealth Games.

Liverpool unveiled its bid for the Games with a promise to invest £1bn (US\$1.3bn, €1.1bn) to transform the city, specifically the Bramley-Moore Dock waterfront area where the football stadium will be built.

The stadium – designed by Meis Architects and expected to be built by 2020 – will accommodate a temporary track to host all the athletics competitions.

The swimming pool will be built permanently and “provide a swimming and visitor attraction legacy” for the city.

Neighbouring north-west city Manchester is also contributing to the bid, although the Games would primarily take place in Liverpool if the campaign is successful.

Manchester's Old Trafford Cricket Ground and Manchester Velodrome



Our vision for the Games brings together new facilities and existing stadia

Joe Anderson, Mayor of Liverpool

are being lined up to host T20 cricket and sprint cycling respectively.

Already constructed facilities earmarked for use within Liverpool include the 11,000-capacity Arena and Convention Centre, Anfield stadium, St George's Hall, Goodison Park and Stanley Park.

A new £5.5bn (US\$7bn, €6.3bn) residential area being built next to

Everton's prospective stadium would house the Athletes' Village.

Aside from infrastructure already being built, the total cost of hosting the Games will be £672m (US\$860.6m, €768.4m), according to Liverpool City Council. The local authority will contribute a quarter (£137m, US\$175.4m, €156.7m) of the public sector fund, which is expected to be £547m (US\$700.3m, €625.5m).

“Our vision for the Games brings together ambitious new sporting facilities on the historic waterfront, with the existing world-class stadia revered by sports fans and athletes across the globe,” said Mayor of Liverpool Joe Anderson.

In April, the government threw its weight behind a Commonwealth Games bid for 2022 after original host Durban, South Africa, pulled out. A UK bid for the event looks certain after being referenced in the Conservative Party manifesto ahead of the recent General Election. Birmingham is also preparing to lodge a bid for the Games. More: <http://lei.sr?a=2B8P3>

UK Sport orders review of culture across sporting bodies

Liz Nicholl, chief executive of UK Sport, has conceded that the quango must be "more alert" to potential issues within the world-class performance systems it funds, and has kick-started a culture-related "root-and-branch review".

Following the publication of an independent review into the culture of British Cycling's World Class Programme – which detailed a "lack" of good governance and a perceived "culture of fear" (see page 16) – UK Sport has developed a six-point action plan to guard against similar environments being fostered in the future.

"Our focus at UK Sport, our priority, was to look at ways that we could ensure all



© STEVEN PASTON/WIREIMAGE.COM

Nicholl said athletes need a culture that gives them the confidence to air grievances



If we get this right, independent reviews should be the exception

Liz Nicholl, UK Sport

athletes in the future across all our world-class programmes could have confidence that any grievances will be dealt with fairly, effectively and appropriately," said Nicholl.

"Recognising that if we can get this right, then an independent review of this sort should be commissioned by exception. It should not be the norm."

More: <http://lei.sr?a=R6e0f>

Could eSports take centre stage at Tottenham's new stadium?



Tottenham's stadium will be built by 2018/19

The stadium being built for Tottenham Hotspur FC, which will be one of the largest in the UK, could be used to host eSports matches and events, according to the club's executive director.

Donna Cullen said that while the Premier League team would not currently consider launching an eSports franchise to compete, she did see an opportunity for the 61,000-capacity venue to host high-profile virtual reality sporting events.

She added that eSports events regularly attract crowds of "50-60,000 spectators" in South Korea and the US, and could prove to be another opportunity to monetise the structure if the craze reaches the UK.



Donna Cullen, Tottenham Hotspur

As well as Premier League football matches, the stadium – which is scheduled to be completed in time for the start of the 2018/19 season – will host at least two National Football League (NFL) matches per year, as well as concerts and other events.

More: <http://lei.sr?a=M6N4w>

INTERNATIONAL NEWS

HOK designs first arena for Abu Dhabi's Yas Island

HOK has been selected to design the first-ever multi-purpose arena on Abu Dhabi's Yas Island – an 18,000-capacity sport and entertainment venue.

The flexible Yas Arena can be transformed from an 18,000-capacity venue to an intimate 500-seat theatre depending on the nature of the event it is hosting.

Sporting events, concerts, conventions and community gatherings are expected to take place at the arena.

As well as standard seating, the arena holds premium spaces, hospitality boxes and a VIP lounge that can be transformed into a grand ballroom. HOK is working alongside Pascall+Watson



The venue can hold up to 18,000 people

on the project. The studio is also designing a retail park and dining destination adjacent to the arena.

"Our goal is to create an exceptional entertainment experience for fans and

spectators," said John Rhodes, a director of HOK's sporting arm.

"Our team knew the building needed to be smart, adaptable and technologically-advanced in order to efficiently



Our goal is to create an exceptional experience for fans

John Rhodes, HOK

transform for the wide variety of events the client wished to host. This transformability will make Yas Arena one of the most sophisticated arenas in the world."

More: <http://lei.sr?a=c257w>

US\$30m training facility for Will Ferrell's MLS franchise



LAFC co-owner Will Ferrell

Los Angeles FC, the Major League Soccer (MLS) franchise co-owned by Hollywood actor Will Ferrell, has unveiled plans to spend US\$30m (£23.5m, €26.8m) on a new training facility.

The facility will be built on the campus of California State University, and will be the third most expensive in MLS history, following the US\$60m (£46.9m, €53.6m) investments made by Atlanta United



We're developing world-class talent for decades to come

Tom Penn, Los Angeles FC

and Real Salt Lake in their respective training centres.

Designed by Gensler – the architecture firm behind the club's soon-to-be-built Banc of California Stadium – the complex will see the

university's stadium, locker rooms, sports medicine facilities and office space extensively renovated.

Hunt Construction Group has been appointed to build the two-story facility.

"We look forward to developing world-class players and talent for decades to come at Cal State LA," said Los Angeles FC president and co-owner Tom Penn.

More: <http://lei.sr?a=W8L2Z>



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South Africa last won the World Cup in 2007

South Africa bids for Rugby World Cup

Nation's national governing body for rugby plots course to host the major event after self-imposed ban lifted by the government

The governing body for South African rugby union has lodged an official bid to host the 2023 World Cup after a ban on hosting international sporting tournaments was lifted by the government.

Jurie Roux, chief executive of South African Rugby, submitted an 827-page bid document to World Rugby detailing a "low-cost, high return" event that would require "no infrastructure spend".

"South Africa has the hunger and capacity to host this tournament like no other country on Earth," said Roux.

"We believe we have submitted the strongest technical bid supported by world-class venues and outstanding training facilities in an ideal climate against the African backdrop."

He added that unlike other major sporting events, South Africa would "profit" from hosting the tournament, with an independent impact study revealing the economic impact of the event could be as high as R27.3bn (£1.6bn, US\$2.1bn, €1.9bn) for the country.



We believe we have submitted the strongest technical bid

Jurie Roux, South African Rugby

Despite having the ambition to host the 2023 edition of the tournament for some time, an official bid was thrown into doubt in 2016 when the nation's former sports minister Fikile Mbalula banned South African Rugby from staging international tournaments as a result of perceived limited opportunities for black sportspeople within rugby union.

During a speech at the launch of a report into racial equality in sport, Mbalula said that South African Rugby (SARU) had not met its transformation targets and would be banned from hosting and bidding for major international tournaments until new figures were published and scrutinised in 2016/17.

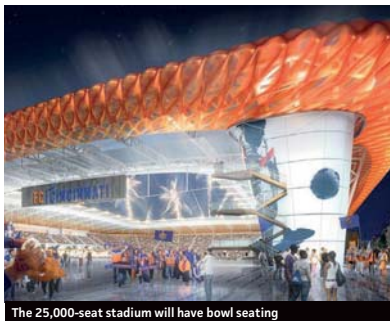
Other federations found in breach – Athletics South Africa (ASA), Cricket South Africa (CSA) and Netball South Africa (NSA) – received the same punishment.

However, that ban was lifted last month after representation targets were met. Mbalula's replacement, Thulas Nxesi, congratulated rugby – as well as cricket and netball – for being "willing to walk the extra mile".

"Their right to bid for and host major sporting events, which was revoked before, is hereby immediately reinstated," he said following the decision.

Ireland and France are also bidding to host the 2023 Rugby World Cup.

More: <http://lei.sr?a=R900k>



The 25,000-seat stadium will have bowl seating

Meis Architects designs stadium for MLS hopefuls FC Cincinnati

Meis Architects, the studio behind the soon-to-be-constructed AS Roma stadium, has unveiled renderings of a 25,000-capacity stadium being designed for Major League Soccer (MLS)-hopefuls FC Cincinnati.

The plans were unveiled by Dan Meis – founder of Meis Architects – and club owner Carl Lindner III in front of 600 FC Cincinnati season ticket holders.

Three sites have been earmarked for the stadium: Oakley, Newport and West End. However, no formal plans have been submitted yet.

FC Cincinnati is one of a number of franchises bidding to be included in the MLS.

Meis said the design included bowl seating and safe standing zones. Stadium capacity can be expanded to 30,000 if demand is strong enough. **More:** <http://lei.sr?a=G6z4L>

Royal Antwerp to improve stadium following promotion

Belgian football club Royal Antwerp will redevelop one of its stands and improve surrounding infrastructure to its stadium after winning promotion to its domestic top flight.

The stand will be rebuilt with space for 5,362 spectators, although the capacity of the club's Bosuilstadion will remain at 12,975. However, the stadium will have the

ability to increase its capacity to 20,000 if the team's popularity increases.

The facade of the stand will also be improved with large windows.

As part of the improvement work, modern amenities will be installed, including new changing rooms for players and referees.

More: <http://lei.sr?a=x0c5Y>



This represents a significant uplift on previous deals
Brett Gosper, World Rugby

NBC to take international rugby to growing US market

World Rugby's ambition to crack the US market may be accelerated by a rights deal struck between the governing body and US broadcaster NBC.

The seven-year partnership sees NBC snag the exclusive rights to international events, including the World Cup 2019 and Women's World Cup 2017. Rugby World Cup Sevens 2018, scheduled to be hosted in San

Francisco, California, is also part of the broadcast deal.

"This deal represents a significant uplift on previous deals in the US, reflecting the ever-increasing stature of rugby within what is arguably the most competitive commercial marketplace for sport," said World Rugby chief executive Brett Gosper.

More: <http://lei.sr?a=E502S>

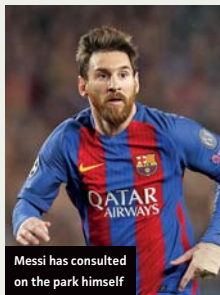
Lionel Messi theme park to open in China in 2019



I hope to provide visitors an experience they have never had before
Lionel Messi, footballer

Footballer Lionel Messi has inspired a new theme park in China, which will have over 20 multimedia attractions dedicated to the FC Barcelona star.

A consortium of developers, including China's Phoenix Group and Spanish conglomerate Mediapro, are backing the Messi Experience Park in Nanjing – described as "a unique global experience" that will allow visitors "to immerse themselves in all things Messi".



Messi has consulted on the park himself

The park will utilise virtual and augmented reality technologies and special football 'clinics' teaching some of Messi's skills.

"I hope to provide visitors an experience they have never had before and inspire them to pick up the sport," Messi said. **More:** <http://lei.sr?a=b500I>

SAPCA NEWS

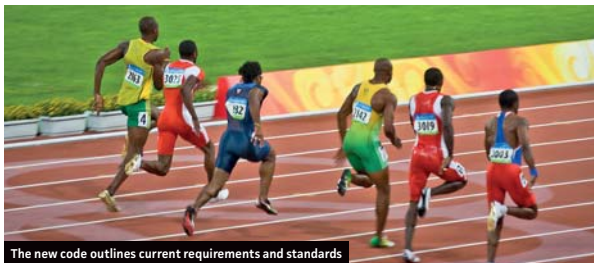
SAPCA to publish new athletics code of practice

SAPCA will launch a new, updated code of practice for the design and build of athletics tracks this year.

Produced in partnership with national governing body UK Athletics (UKA), the *SAPCA Code of Practice for the Construction and Refurbishment of Athletics Track and Field Facilities* will provide guidance to anyone looking to construct new – or refurbish existing – athletics tracks.

Primarily aimed at architects, engineers, local authorities and clubs, the code will outline the current requirements, specifications and UKA standards laid out for athletics facilities in the UK.

There is also advice on the maintenance of tracks,



The new code outlines current requirements and standards



The code of practice is designed to help create well-designed, sustainable community athletics tracks

Chris Trickey

to help operators prolong the life of the facilities once they're completed.

SAPCA chief executive Chris Trickey said: "The code of practice is designed to help create well-designed, sustainable community athletics tracks.

"The updated code offers guidance on everything from surfaces to accessibility, and also acts as a checklist to ensure UK Athletics requirements are being met, both during the construction process and when the facility opens."

SAPCA appoints Andy Reed as first independent chair



I want to widen the understanding of the role SAPCA can play in building an active nation

Andy Reed

SAPCA has appointed sports policy expert and former Labour MP Andy Reed as its new chair.

Reed takes over the role from outgoing chair Eric Page, who has held the position for the past six years.

First elected to parliament in 1997, Reed spent 13 years as an MP. During his political career, he was involved in some of the most high-profile sports projects in the history of British sport – including the rebuilding of Wembley Stadium and the bid to secure the London 2012 Olympic Games.

Reed, who will become SAPCA's first independent chair, said his primary objective will be to strengthen the role SAPCA plays in the government's plans to get people more physically active.

"Building on the fantastic work Eric has done over the past six years, I want to widen the understanding – among the government and policy makers – of the role SAPCA can play in building an active nation," Reed said.

"I want to ensure SAPCA remains part of the strategy and that the

government understands that the association and its members have a valuable contribution to make."

"I also want to drive the quality of the membership offer, so that people feel it's an organisation worth valuing."

Reed's appointment coincides with SAPCA's 20th anniversary. According to Chris Trickey, SAPCA chief executive, the timing – while coincidental – is very appropriate as the association is "refocusing and reinvigorating" its activities and operations.



On the surface

SAPCA CEO Chris Trickey looks at what goes into a resurfacing project and how to ensure you get the best value for money

Having worked in sports facility development for 30 years, I've spent a lot of time helping clubs with their projects. It's always very rewarding to see schemes come to fruition, though it's mostly from an arm's length involvement.

Earlier this year the netball club where my daughter plays embarked on a project to resurface its two macadam courts. Lending a hand to the club committee offered me a great opportunity to observe the project from start to finish – and this time from a client's point of view. It reminded me of some of the most important ingredients required to make a project successful.

In the overall scheme of things, the resurfacing of two existing macadam courts, with a budget of under £30,000, may not seem like a very big project. For a small club, however, it represents a major investment. It's important that the money is spent carefully to produce a facility that will last the next decade.

Whether large or small, every project needs to follow a number of key steps. Choosing the right surface is critical to ensure the desired playing characteristics for the needs of the club.

Then there's agreeing the right specification. There are always important choices to be made, and it's vital to ensure, through good communication with the contractor, that it's fully understood what will (and will not) be included. In resurfacing a block of macadam courts, there are options to consider, such as how to upgrade the edgings and haunchings, the choice of fencing and gates, as well as the type of



Clubs are always in competition for members, and people will always be attracted to the best facilities in the area

goalposts and post protectors. Each decision has a cost implication, but it's important to decide, with the budget available, what represents best value for money.

When selecting a contractor, there are no prizes for guessing that I would recommend a SAPCA member! Seeing the work taking place at my daughter's club – especially the great skill and experience needed in laying the macadam – underlined to me the very specialist nature of sports surface construction. Taking the time to inspect

similar work by any contractor under consideration is always time well spent.

When the project is finished and the players take to the court, their assessment of the work will be based not only on the performance of the surface, but also on the look and feel of the upgraded facility. Clubs are always in competition for members and other users, and people will always be attracted to the best facilities in their area.

Getting a project right doesn't have to be difficult, but it's important to take the necessary time and care, with appropriate technical guidance, and an attention to detail, to make the right choices. ●

Chris Trickey is the CEO of SAPCA, the trade association representing businesses committed to raising the quality standards of all sports, physical activity, recreation and play facilities in the UK.
www.sapca.org.uk



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Are team sports dying?

Promoting individual activity at the expense of team sports would be a mistake, says Andy Reed

We know there's a wide spectrum from inactivity to elite sport, with people choosing a level that suits them. We also know that too many have chosen levels of inactivity that are dangerous to their health, with inactivity now the fourth biggest killer in Britain.

This has prompted a shift in focus from encouraging sport to simply tackling inactivity. But while sport may not be a solution for everyone, I am a firm advocate of team sport because I believe it creates social capital, as well as physical and mental wellbeing.

Yet policy drift seems to indicate a belief that individual sports and activities are easier to deliver. To make things worse, there have been a series of controversies in team sports that have rocked the sector, such as: concussion in rugby, corruption in football and athletics, bullying in cycling and overall historic abuse scandals and doping.

Hopefully Tanni Grey Thompson's Duty of Care report will start to restore confidence in sports teams, and encourage parents to get their children involved in sport once again.

No time for teams

My own experience at local level rugby and those of friends in football, hockey and cricket are that the lower leagues of these sports are struggling. Is the base of team sport slowly dying underneath our noses?

There seems to be a need for variants that fit in with our busy, modern lifestyles. Some sports have been innovative in their offer. But we must constantly change and adapt to keep up with societal changes.



I would hate to see professional sports drawing huge crowds, but nobody playing in their local communities

I'm a typical 50-something-year-old sports consumer – a gym session mid-week, rugby training once a week, a home bike and a rugby game at the weekend. But many don't have the luxury to fit these things into their lives. Shift work and zero hours contracts mean most people don't lead a typical 9-5 existence in the UK.

Worth saving

In last month's general election manifestos, sport hardly received a

mention – with just one sentence from the Tories about backing a Commonwealth Games bid for the 2022 Games. We seem to have slipped a long way down the political agenda since 2012.

So, is team sport dead? I certainly hope it's not yet. I would hate to see a situation in the UK where we have professional team sports drawing huge crowds but nobody playing those same sports in their local communities. There's only so much that sports bodies can do to halt this decline in the face of new social trends, but I'm sure that with investment in the right facilities, along with greater flexibility and experimentation, we can hold onto team sport and in return enjoy increased social capital and community engagement. ●

Andy Reed is a former MP for Loughborough, the founder of Sports Think Tank and chair of SAPCA sportsthinktank.com



Team sports create social capital, says Reed

A DUTY OF CARE

The conditions experienced by athletes have been thrust into the spotlight of late, with a number of high-profile allegations of bullying and abuse. Baroness Tanni Grey-Thompson talks to Matthew Campelli about the timely publication of her *Duty of Care* report, which aims to eradicate negative cultures

Could there be a direct link between an increase in elite sporting success and a decrease in the welfare of athletes? Has Britain's insatiable appetite for Olympic medals had an adverse effect on the way athletes are treated? Few outside the industry would have considered this last summer when Team GB celebrated a highly successful Olympic and Paralympic campaign.

But following high-profile allegations of bullying, doping and discrimination within some of the world-class programmes overseen by UK Sport-funded national governing bodies, the query has become more pronounced, and must be answered if the situation is to improve.

There is a feeling among many in the UK sports sector that while UK Sport's 'no compromise' approach to winning medals has been impactful in terms of achievement, the emphasis on pure elite success has shifted national governing bodies' (NGB) attention away from important areas such as athlete welfare.

Indeed, in April the quango's chief executive Liz Nicholl had to bat away claims made by Culture, Media and Sport Select Committee member Julian Knight MP that it had "allowed the pursuit of medals to take priority over the mental health of athletes".

Time to compromise?

While her views are not quite as black and white as Knight's, Baroness Tanni

"The pursuit of medals has taken priority over the mental health of athletes"



Above: Tanni Grey-Thompson
Below: Liz Nicholl, UK Sport



Grey-Thompson tells *Sports Management* that the no compromise approach does have an impact on the experience athletes and coaches have in their day-to-day work, and "needs a rethink".

Grey-Thompson made her name as a fierce competitor in wheelchair racing, winning 11 Paralympic gold medals across four Games. She understands the importance of winning, but not at all costs.

"I think we need a debate about how many medals we want to win," she says. "My personal view is that it's great to win medals across a whole host of sports, but we need a debate about how many and what that looks like. We need to look at what the cost is."

Although athletes have to accept that elite sport is "not warm and cuddly", Grey-Thompson stresses that individuals training to compete in major events should not be treated in a manner in which they feel threatened or intimidated.



Jess Varnish (left) competing in 2012 before she opened up about bullying and sexism in British Cycling

"We've proven that we can win lots of medals. Now we need to prove we can do it with a duty of care to the athletes," she adds.

"There was a lot of pressure on the system to deliver medals in 2012. In some sports, that created a type of unhealthy behaviour, and instead of moving a little bit away from that it's actually becoming slightly more prevalent."

Over the past year or so, the crossbench peer has been compiling a number of recommendations related to a duty of care. In April, these were published in a report titled *Duty of Care in Sport* and delivered to sports minister Tracey Crouch.

During the course of those 12 months, a number of incidents shocked the sporting world, highlighting the importance of the work being carried out by Grey-Thompson and her advisers (details: page 32).



Sports minister Tracey Crouch received the report

High-profile allegations

Within a month of her duty of care work getting underway, British Cycling – one of this country's most successful sports bodies and the envy of the sporting world – launched an independent inquiry into internal cultures and behaviours. The move came in response to allegations by some female competitors, most notably Jess Varnish, of bullying and sexism.

Later in the year, the football world was rocked by hundreds of historical allegations of sexual abuse of young boys, triggered by a brave interview given by Andy Woodward who said he had experienced the abuse himself.

Most recently, British Canoeing has had to deal with allegations made by a female competitor that a coach had offered her a place in the team in exchange for sex, while a number of medical staff for GB Taekwondo raised concerns around concussion, weight loss and training schedules. ▶

“Whistleblowing is hard, because if you’ve got an issue with someone in the sport, it’s all quite close and quite difficult”



► Sports Ombudsman

According to Grey-Thompson, sport can’t police itself. While she believes that UK Sport and the NGBs should have oversight of behaviours and cultures, her first recommendation within the report was the creation of an independent Sports Ombudsman to hold governing bodies to account.

“UK Sport is part of the jigsaw of sport, so it needs to be more detached, overlooking lots of issues that can occur in funded sport. It doesn’t need to be an office of 40 people – it just needs to be a couple of workers, a few core staff really,” she says.

The provision of independent funding for the British Athletes Commission (BAC) – the body that handles grievances raised by professional sportspeople – is also a necessity, according to Grey-Thompson.

Andy Woodward played football for Crewe Alexandra in the 1980s, where he allegedly experienced abuse

The BAC is funded by UK Sport, a factor that she thinks makes it difficult for athletes to approach the commission. Athletes, coaches and people working in the system “feel there’s nowhere to go”, she says.

“The appeals process or whistleblowing is hard because, actually, if you’ve got an issue with someone in the sport it’s all quite close and quite difficult,” she explains.

But where would the required independent funding for both bodies come from at a time when budgets are stretched to the limit?

“There’s no more money in the system,” Grey-Thompson says. “However, a Sports Ombudsman doesn’t need a massive amount of additional funding. If we’re serious about duty of care, it should come out of the current budget. It’s a really important issue. It ►

GREY-THOMPSON’S DUTY OF CARE WORKING GROUP

The group gathered the experiences and views of people who are, or have been, involved in sport, and from members of the public



Baroness Sue Campbell
Former chair of UK Sport



Paul Farmer
Chief executive of Mind



Anna Tiivas
NSPCC



Jason Roberts
Former footballer



Brian Moore
Former rugby player



Baroness Tanni Grey-Thompson



Annamarie Phelps
British Rowing chair



John Amaechi
Former basketball player

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“Information should be out there about what’s available for young athletes if they have to leave their sport”

Young people often leave education to focus on sport, but this can be detrimental

► shouldn’t be something we can’t afford to do, it’s just about deciding on priorities when spending the money.”

Life after sport

Another key pillar of the *Duty of Care in Sport* report is athlete transition, and how to make the path from elite sport to normal life smoother than it currently is.

One of the most innovative recommendations included in the paper is a proposal to introduce an induction process, designed to help kids who are just entering the world of sport to manage their behaviour and expectations, as well as making sure that they are part of a transparent system and fair coaching methods.

Part of that is to point them in the direction of opportunities, should they have to leave the sport due to injury or not performing at a high enough level. Many will associate athlete transition with older retiring athletes, but Grey-Thompson warns against failing to engage with the young who leave world-class programmes.

“The system is really complicated and if you come into it at 12 it’s almost impossible to weave your way through it. Information should be out there about what’s available and what’s not if you have to leave the sport.

“We often encourage young athletes to leave education in order to pursue their sport, but I don’t think it has to be one or the other. These days you just need a laptop and an internet connection. They could do an apprenticeship or an Open University course – it doesn’t have to be full time, it doesn’t have to be all or nothing.”

Grey-Thompson continues: “How many athletes are trained to go and be gym instructors, or be leisure centre managers? That business side is not really presented to athletes in the system. There are lots of ways they can contribute that are really positive.” ●

PRIORITY RECOMMENDATIONS

The most pressing and important changes recognised by Tanni Grey-Thompson and her working group

- 1 The appointment of a Sports Ombudsman to hold governing bodies to account
- 2 Measuring duty of care through a benchmark survey
- 3 Governing bodies to name at least one board member responsible for duty of care
- 4 An induction process into sport for young athletes
- 5 An exit survey for elite athletes who are leaving sport
- 6 A Duty of Care Charter established by government
- 7 An independently-funded British Athletes Commission



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How can we tackle lifeguard and swimming teacher shortages?

An acute lack of swimming teachers means that half of 11-year-olds in the UK can't swim 25 metres, and a lifeguard shortage is forcing swimming pools to limit opening hours. Tom Walker asks the experts what can be done



Swimmers at Elephant & Castle's new Castle Centre pool were disappointed to find part of the pool out of bounds due to a shortage of lifeguards. Families in Tonbridge were told the town's outdoor pool would have to close in the evenings, for the same reason.

Up and down the country, pool operators are struggling to provide adequate lifeguard cover and are forced into closing lanes and reducing opening hours.

It's hard to determine the exact number of lifeguards needed, but in some areas the problem has become so bad that job adverts for lifeguards fail to attract a single applicant.

“

In some areas, it's become so bad that job adverts for lifeguards are failing to attract a single applicant

The lack of lifeguards is coupled with a desperate need for more swimming teachers. The 2015 Industry Swimming Teachers Recruitment Survey by the Swimming Teachers' Association (STA) found that 72 per cent of swim schools in the UK have a waiting list for lesson spaces. Worryingly, more than 81 per cent of the 229 swim schools surveyed said they could not find appropriately qualified swimming teaching staff to meet the demand.

Seventy-one per cent said the difficulty in finding appropriate staff was affecting their business growth plans.

The shortages have been noted and measures are being put in place to tackle the problem, including by Olympic gold medalist Rebecca Adlington. A passionate campaigner for the right of every child to learn to swim, Adlington set up her own swim school, where over 6,000 children learn to swim each week.

"It's well known in the aquatic industry and community that there's a shortage of quality swimming teachers in this country," Adlington says. "I see Becky Adlington Training as something more than simply getting people

through their qualifications.

A swimming teacher isn't there just to pass on technical expertise, they should be a role model for pupils, demonstrating a passion and commitment to teaching people to swim."

Action is also being taken by sector organisations. The Royal Life Saving Society (RLSS) has launched a national campaign to encourage young people to train to become pool lifeguards, while the STA has launched the industry's first aquatic tutor grant scheme to help combat the shortage of swim teachers across the country.

But is enough being done? We asked the experts.

MARTIN SYMCOX

Director, IQL UK and water safety management,
Royal Life Saving Society (RLSS)

We've launched a national social media campaign to encourage young people to become pool lifeguards in response to the shortage of lifeguards in some parts of the country.

Be a Lifeguard aims to encourage young people to take up lifeguarding and help operators promote their National Pool Lifeguard Qualification (NPLQ) courses.

RLSS UK's NPLQ is the most awarded lifeguard qualification in the UK and Ireland. Seventy per cent of all RLSS UK lifeguards are aged 16 to 25. The number of people being trained and eligible to work as lifeguards has been consistently high for a number of years, but these trained lifeguards



Lifeguards are paid a similar rate to positions that are arguably less demanding and require less training



are not always entering the workplace as a lifeguard.

Lifeguards must be strong swimmers and pass a 36-hour training programme to become qualified in rescue techniques, CPR and first aid. They need to react quickly and think on their feet, often in stressful situations. Yet they're paid a similar hourly rate to other entry level positions, which are arguably less demanding and certainly require less training.

Seventy per cent of all lifeguards are aged 16 to 25

At the same time, the role allows a flexible approach to work. It's a great way for students to fund their studies or start a career in the leisure industry, which is why we're targeting school leavers, students and university graduates with this year's campaign.

IAN PROSSER

Technical lifesaving manager, Swimming Teachers' Association (STA)

Traditionally, the leisure industry has a very high turnover of staff, including lifeguards and swimming teachers, because they're seen by many as temporary jobs and not a career.

We're working with different organisations, such as the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA), other awarding organisations and swimming pool operators to change this.

The starting point was to develop a single set of professional standards for every occupation within the leisure industry,

including swimming teaching and lifeguarding.

The aim is to develop a workforce that's fit for purpose, bridges the skills gap, is attractive to individuals who want to work in leisure and also supports employers to increase staff retention. These standards are supported by Sport England and a number of government departments, including the Department for Culture, Media and Sport, the Department for Education and the Department for Business Innovation and Skills.

We aim to help anyone who wants to start or already works



We're working to change the perception that life guarding and swimming teaching are temporary jobs

at a swimming pool or leisure centre to develop their skills and knowledge in many areas of the industry to find a role they enjoy.

A couple of years ago, we conducted research with our members, and one of the biggest areas of concern was the difficulty in gaining valuable teaching experience once they become qualified

swimming teachers and hold a current lifesaving qualification. Conversely, for employers it was recruiting qualified teachers with experience. In response to this, we developed the swimming teacher mentor course to support teachers to gain the additional qualifications and experience they need to work at a busy swimming pool.



JANE NICKERSON CEO, Swim England (formerly the ASA)

Swimming teachers and lifeguards are an integral part of the swimming workforce. It may seem obvious, but without swimming teachers no one would learn how to swim, and without lifeguards our pools and outdoor swimming areas would not be as safe.

Despite this, too often they're regarded as part-time or holiday jobs rather than careers – and rewarded as such. A Level 2 swimming teacher has the same qualification as any other Level 2 sports instructor and so the sector needs to come together

to ensure that all roles are rewarded in the same manner.

Last year, over 10,000 swimming teachers were certified. Courses remain popular – last year 900 courses ran across the country – but retention once qualified can be an issue.

We have made celebrating the workforce and raising the profile of all careers within swimming a priority in our 2017-21 strategy, *Towards a Nation Swimming*. By offering more blended learning opportunities and supporting people to develop through a defined career path, we can encourage

people to grow their skills and stay within the physical activity sector.

Programmes such as our Adult Social Swimming Project also aim to encourage diversity within the swimming workforce. Delivered in partnership with the Swimming Trust, the project supports people from a range of communities, who may not have thought of swimming teaching as a viable career, to gain their Level 1 and Level 2 qualifications. This in turn will hopefully encourage more people from diverse backgrounds to learn how to swim and be able to enjoy the sport.



By offering more blended learning opportunities, we can encourage people to stay within the sector

GERRY KENDRICK

Head of HR and operational services, GLL

Attracting lifeguards and swimming teachers is challenging. There are a number of reasons for this. Firstly, a decline in school swimming means there are less people with the necessary skills to take on these roles. Secondly, these are jobs that are often not considered long-term career options. Thirdly, with the closure of public swimming pools across the UK over recent decades, aquatics-related jobs have become less visible.

As an industry, we need to think creatively, not only about how we recruit, but also about how we design attractive career pathways and offer job security. For example, in 2016, we ran a successful summer recruitment campaign that offered sponsored training on NPLQ courses to those who weren't qualified.



We'll be looking to attract older lifeguards in their 50s, 60s and 70s. Flexible working can be ideal for someone who's semi-retired



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At GLL, there are numerous opportunities to develop leisure industry careers and we have many examples of individuals who joined the organisation as lifeguards or swimming teachers and progressed to middle and senior management roles. This is something we need to shout about more loudly.

Historically, we have focused on recruiting seasonal staff from the student population, as lifeguarding is an ideal summer job. This year, for the first time,

Swimming teaching and lifeguarding can pave the way to a successful management career in the leisure industry

we'll also be looking to attract and recruit older individuals. GLL already employs a number of lifeguards who are in their 50s, 60s and 70s. They're great role models, while the opportunity for flexible working can offer an ideal solution for someone who is semi-retired. ●

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SMASHING EXPECTATIONS

London will host the IAAF athletics and IPC para athletics world championships in August. Tom Walker spoke to Cherry Alexander, head of the organising committee, who promises an event to rival London 2012

“ seem to be working mostly 14-hour days now,” says a smiling Cherry Alexander, managing director of the organising committee for the London 2017 IAAF World Championships. Speaking exclusively to *Sports Management*, she explains that she’s in the final preparation stages for the athletics event, which will take place at the Queen Elizabeth Olympic Park from 4 to 13 August, 2017. Before this, there’s also the not-so-small matter of the IPC World Para Athletics Championships, held at the park from 14 to 23 July.

“I’m actually living on site, so I eat, sleep and drink at the park at the moment. My daily commute is a walk to the stadium and back, so it gives me the opportunity to try to visualise what I want it to look like when people arrive here for the two events.

“I have to force myself to catch up with the news every evening, because it really is a bit like living in your own world here. Everyone working on these events is in the same boat. Everyone is so focused on getting everything ready that we’re all living in our own bubble,” Alexander says.

Cherry Alexander oversees the organisation of the 2017 IAAF World Athletics Championships

“ There are kids who watched the athletics on the TV in 2012, who are now on the radar to compete in 2017



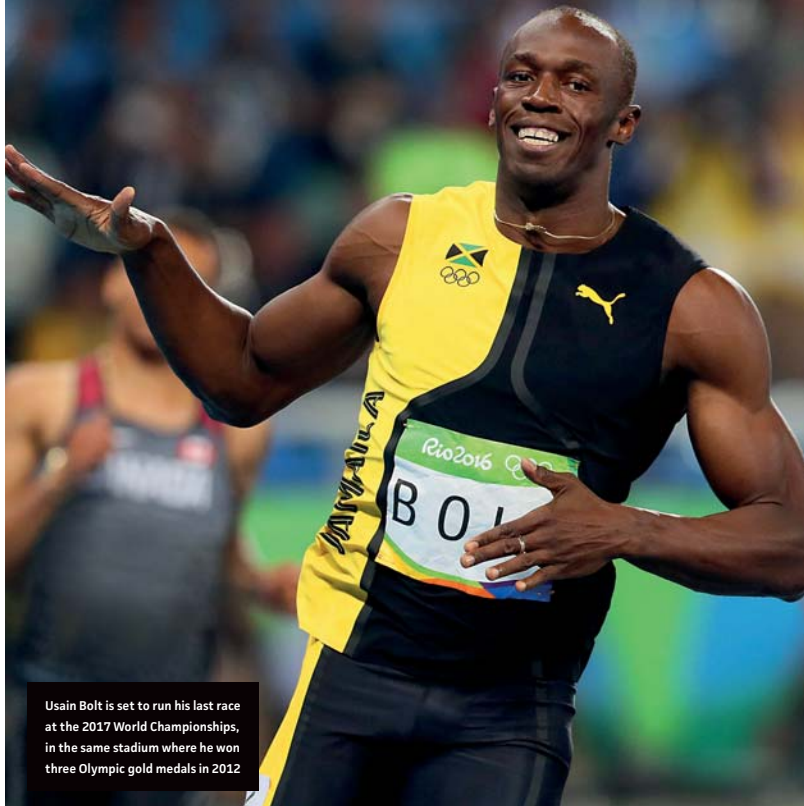
BUILDING ON EXPERIENCE

Alexander was appointed head of the local organisation committee (LOC) for London 2017 in February last year. Since then, she has been directing the LOC and delivering the two championships on behalf of national governing body UK Athletics (UKA), the Greater London Authority and UK Sport, with support from the Department of Culture, Media and Sport (DCMS).

An industry veteran with 35 years’ experience in athletics, Alexander has spent the past 25 years at UKA – most of them as head of international and televised events. In her role, she has been responsible for delivering all of UKA’s elite events, as well as being part of the body’s bidding teams – including the one that secured this year’s world championships for London.

She has played a key role in organising the athletics events for the London 2012 Olympics and Paralympics, and received an MBE for services to sport – as well as the Unsung Hero Award at the *Sunday Times* Sportswomen of the Year Awards.

At London 2017, however, there is nothing unsung about her role – she is the one leading the entire operation. “The one thing I’ve learned in this role is how important your team really is,” Alexander says, describing the experience. “Sure, a project ▶



© MARTIN RICKET/PA ARCHIVE/PA IMAGES

Usain Bolt is set to run his last race at the 2017 World Championships, in the same stadium where he won three Olympic gold medals in 2012

THE GAMBLE THAT PAID OFF

The local organising committee (LOC) for the London 2017 IAAF World Championships is unusual as it's the first time that an LOC has been wholly organised and run by a national governing body (NGB), in this case UK Athletics. Usually, LOCs are made up of stakeholders, including representatives of government and national institutions of sports and/or Olympic committees.

"It's really rare for an NGB to fulfil the role of LOC, especially from bid through to delivery, as we have done," Alexander says. "To do so in full will be first time in World Championship history – and we're very proud of that."

"It's easy to forget that doing this as an NGB was actually a large gamble when we won the bid back in 2011. However, as well as providing a

legacy for athletics as a sport, I think there will be a lasting legacy for us as a national governing body.

"The learnings have been invaluable. For example, the experience of organising an event like this has taught us a lot about managing risks and acting more like a business would."





Seb Coe gave a wry smile when a member of the IAAF said the London Olympic Park will be even better at the 2017 World Championships than it was in 2012

▶ like this needs leadership and direction, but you'd never be able to do any of this without having a great team to rely on."

CHANGING LANDSCAPES

Alexander's role at the London Olympics is a great reference point for the upcoming event. While she admits there may have been a temptation to create a "mini 2012" due to the London Games' enduring appeal, visitors to the Olympic Park this summer will have a completely different experience.

"It won't be like 2012 at all," Alexander says. "The whole space has changed; it's completely unrecognisable."

She says that the change is partly due to the park having developed a life "outside the Olympics". The athlete's village has been turned into apartments, the park now houses a large office

complex, the swimming pool is well used by local residents and the hockey pitches are always booked and in use.

"The space is full of life. It's a really vibrant place," Alexander says, adding that the presence of "normal life" has also presented challenges for the organisers.

"West Ham United has its offices at the Olympic Stadium, as has stadium operator LS185 and all the other companies attached to the stadium's everyday management. We've had to come up with completely different solutions to those used in 2012 – because five years ago every corner of the park and stadium was reserved for the Olympics."

While there have been challenges, the way the park will be laid out has received praise for the innovative use of available space. "We presented our plans to the IAAF Council in April, and one of the technical delegates – who's been involved from the outset – said the park will be even better than it was 2012," Alexander says. "I noticed Seb Coe give him a wry smile at that point!"

Alexander says the Council was particularly impressed with the athlete-centric approach adopted for the planning of the 2017 event. "Everything has been done with the athletes in mind," she says.

"We decided to build the warm-up track much closer to the stadium than it was in 2012. And we've moved the long throws to the North Park Lawn, where the International Broadcast Centre was located during the Olympics. As a result, the athlete flow is much better than it was in 2012."

LEARNINGS

Alexander says that while most of the physical spaces have changed, there are some elements where the history and spirit of the London Games can be clearly seen and felt. "One of the most obvious legacies we're tapping into is the volunteer force," she reveals.

"Most of the Gamesmakers from 2012 are still around, so we set up a meeting with them. We managed to gather 250 volunteer leaders, who then interviewed a new set of volunteers. I find that quite amazing and inspirational, having so many people wanting to commit their time. They have vast experience – so I would call them 'professional volunteers'."

"As former Gamesmakers, they all know how to react to people and create that welcome. It gives us an opportunity to reproduce the warm feeling and hospitality that London 2012 became so famous for."

GRASSROOTS

Alexander is also confident that the event will create a lasting legacy for athletics by creating interest at grassroots level – just as the London 2012 Olympics did.



Paralympic star Jonnie Peacock promotes the IPC World Para Athletics Championships



Hero the Hedgehog and Whizbee the Bee are the mascots of this year's World and Para Athletics Championships, respectively

"Looking back at 2012, it absolutely did create momentum," Alexander says.

"As well as increasing grassroots participation, it helped to put the health agenda and physical activity on the map."

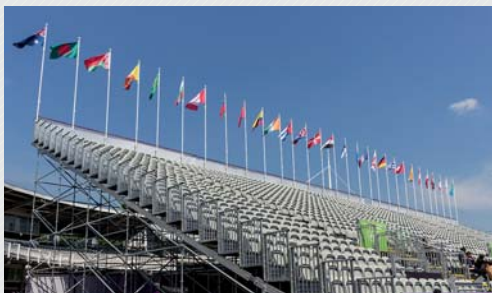
She adds that there are direct links from the legacy created by London 2012 and this year's World Championships. "There are kids who watched the athletics on the TV in 2012, who are now on the radar to compete in 2017. Take Dina Asher-Smith, who was a 16-year-old kit carrier at London 2012. Now she's likely to make it to the final of the 100m at London 2017."

"I'm convinced that there will be kids watching the action at London 2017, who will be then hoping that the UK does win the Commonwealth Games bid for 2022, which UK cities are currently mulling over. It's my job to help make that happen – to help create the next five-year cycle, just as we've had off the back of London 2012." ●



Dina Asher-Smith is competing

© DAVID DAVIES/PA ARCHIVE/PA IMAGES



BUILDING BEHIND THE SCENES

The IAAF and the local organising committee have invested in a network of temporary structures to cater for athletes, support staff and the crowds expected for the World Championships. The company providing them is UK-based sports specialist GL Events.

In total, the company will deliver 64 multi-purpose structures covering a total of 12,500sqm (135,000sq ft) of space – including 1,000 tiered, Olympic-standard spectator seats. The largest single structure will be the 25mx60m Media and Broadcast Centre, while the smallest will be

5mx5m pagodas housing retail and merchandising. Structures will be located within the Olympic Park and also across London – including some at the marathon finish.

"The challenge is the sheer scale of the project," says Scott Jameson, group MD at GL Events.

"We're installing 64 structures across one of the biggest cities in the world, from complex venues to smaller pagodas. We're also creating bespoke infrastructure for the marathon. Logistically, we will be craning in equipment, as life goes on in one of the world's busiest cities."

MORE THAN CHILD'S PLAY

Through partnerships across the UK, youth programme Let Me Play organises the details of serious fun for young people, using premier bookings and programme management software

Let Me Play is a sports, education and outreach organisation that focuses on positivity through unique programmes and a deep commitment to child protection, anti-discrimination and equality. Let Me Play's enthusiastic and professional team believes in the power of fun, designing all their programmes to engage as many young people as possible in wholesome activities that will help them to grow as individuals and have healthy and successful futures.

Established in 2004, Let Me Play began as a specialist residential sports camp. Through rapid growth and diversification, the organisation now provides coaching and teaching programmes for local authorities, charities, housing associations, colleges, academies, schools and individuals across the UK, delivers on government-funded projects and operates NEET Education Centres in London. Let Me Play's focus



Ben Campion, located in ACTIVE's London office, has been working in the sports and education industry for over 13 years.

includes four separate categories: education, residential summer camps, community projects, and school programmes.

Headquartered in Hammersmith, London, Let Me Play employs 40 full-time staff and up to 200 freelance contractors at peak times of year.

Simplifying for parents and staff

Let Me Play's administrative staff knew that programme management software was a necessity for their growing organisation, but the solution they were using no longer supported their needs. While its bookings function was sufficient, a change in the vendor's payment processing triggered Let Me Play to search for a solution that would deliver on all needs. Specifically, they wanted to ensure:

- A strong alignment with the Let Me Play brand
- A streamlined user experience

Then they found ACTIVEWorks® Camp & Class Manager. Let Me Play felt that ACTIVE Network understood sporting events and had built their system to be easy to set up and use. Transitioning to Camp & Class Manager was smoother than expected. With a few conference calls and access to chat with ACTIVE Network



Let Me Play designs fun programmes for young people, incorporating wholesome activities that will develop them as individuals



support staff to get help straightaway, all issues were ironed out quickly and they went live with their own branded registration page.

Parents and staff have been quick to adopt the new system, citing ease of use as a contributing factor. Camp & Class Manager has afforded the Let Me Play Team at least an extra 3 hours per week of productivity.

Reaching more young people with advanced reporting

Let Me Play is just getting started. In the weeks and months to come, they plan to dig deeply into the software's advanced functions, especially analytics for daily numbers, breakdown of demographics per activity, bookings vs. actual attendance and ad hoc bookings. They are confident that Camp & Class Manager will provide more and more value as they go along, taking the burden off back-end administration so they can focus on reaching more young people. ●

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But we're more than technology.

Camp & Class Manager not only takes care of bookings and marketing so directors can stay focused on their business, staff and participants, we're also a partner in their mission to impact lives. We succeed when you succeed.



In 2016, with more than 3,000 youth programme customers, the largest team of programme technology experts in the industry, and more than a million programme registrations powered by ACTIVE every year, our clients and their participants continue to inspire us. We're more determined than ever to get – and keep – this generation of young people active!

Learn more at
www.ACTIVEcamps.com/uk



IN THE SAME BOAT

With a new push towards indoor rowing, Phil Hornsey, British Rowing's director of membership and rowing community, tells Steph Eaves how the organisation plans to attract new audiences and modernise the sport

What are the main areas of focus at British Rowing at the moment?

Over the past two years British Rowing has been through a modernisation process. The sporting and commercial landscape has changed a lot recently and we want to be in the best position to take advantage of that.

The next four years is about taking a fresh approach to club support and broadening the appeal of rowing through new programmes and events. We have innovative plans to raise the profile of the sport to attract new participants, and practical ways to help clubs deal with the demand.

Where are participation levels currently at?

Overall participation is nearly 830,000 people per month, according to Sport England's new Active Lives survey, which includes both on-water and indoor rowing. British Rowing membership has hit its highest ever levels in the wake of the Rio Olympics, and the sport has grown by around six per cent since London 2012. But the real success has been women's rowing, which is up more than 50 per cent since the London Games.

There's an increasingly healthy gender balance at grassroots level – we're not far off a 50-50 male-female split, and on our current trajectory we'll hit parity in the next few years. It's a great reflection of where we are at an international level, with the men's and women's Olympic squads both coming back from Rio with 13 medals apiece – the first time we've achieved that.

Tell us about your new indoor rowing strategy?

On-water rowing continues to grow, but we know that indoor rowing has the potential to engage a far broader, larger audience. That's why we launched our new indoor rowing initiative, Go Row Indoor, at the end of last year.



© MARTIN RICKITT/PA/ARCHIVE PHOTOS

Women's rowing has seen recent success, with Victoria Thornley and Katherine Grainger winning silver at Rio 2016

Rowing machines are an incredibly useful piece of kit for anyone looking for a complete body workout. There are 9 million gym users in the UK, and there's a rowing machine in nearly every gym nationwide, so the scale of the opportunity is obvious. However, rowing machine usage is low, peaking at just over 20 per cent, and many fitness instructors have a limited understanding of correct indoor rowing techniques and the most effective training programmes.

To tackle this, we've appointed five master trainers who'll be working alongside gym operators and their instructors to help them promote indoor rowing to their members and get the most out of the equipment. And, thanks to Sport England, we're recruiting two new members of staff to help us effectively communicate all the benefits of indoor rowing to consumers and fitness professionals across the country.

British Rowing has part-funded packages of stable beginner boats, along with structured learn-to-row courses



There's an increasingly healthy gender balance at grassroots level – we're not far off a 50-50 male-female split

What outcomes are you hoping for?

Our aim is to significantly increase the number of indoor rowers in the next five years. The British Rowing Indoor Championships had its biggest entry to date in 2016, so we're already seeing growth at local and national level, and there are more and more opportunities to compete and be recognised within this area of the sport.

That said, a significant increase in indoor rowing undoubtedly has the potential to translate into more people on the water. A key part of the initiative is to make indoor rowers feel more connected to the wider sport, encouraging them to support our GB team, connect with on-water rowers, promote the sport and just be proud to call themselves 'a rower'.

What other development programmes are in place?

Explore Rowing has been our flagship participation programme since 2010, designed to make the sport more accessible and enjoyable for people new to rowing. Learning to row in the kind of skinny racing boats found in most clubs doesn't make for the best beginner experience, so from 2010 onwards British Rowing part-funded 51 packages of stable, easier-to-row boats, along with a structured learn-to-row course. We now have over 100 affiliated Explore Rowing

Mohamed Sbihi was shortlisted for Sportsman of the Year at the British Ethnic Diversity Sports Awards



© BRITISH ROWING/PAUL MILES

centres across the country, and the initiative has introduced more than 10,000 new rowers to the sport.

What programmes exist for para rowing?

We've seen considerable success with our disability rowing programme, known as adaptive rowing. Since 2012, we've increased the number of locations with adaptive rowers to 57 and increased our adaptive British Rowing members by 30 per cent, working alongside organisations such as Help for Heroes and the Invictus Games.

A great grassroots programme will always help the other end of the pathway, which is what we saw in Rio: medals in all four Paralympic rowing events, with three of them gold. We remain committed to supporting adaptive rowing and will be working hard with our community to further improve accessibility to rowing.

Adaptive rowers are placed into one of four internationally recognised classes, such as Trunk & Arms (shown)



© NADINE BAKER



British Rowing has designed 45-minute group exercise classes that combine rowing with circuit-based exercises

We want indoor rowing to be a standalone sport. There are more and more opportunities to compete and be recognised within this area of the sport

How are you getting more young people involved in the sport?

Most clubs report they're at capacity and have substantial waiting lists for junior members. This is something we must address. If we want to grow the sport, satisfying the demand we already have is a pretty obvious place to start.

Another great way for kids to access the sport is through indoor rowing. We're looking to encourage more schools and sports clubs to get involved through our Indoor Rowing for Young People (IR4YP) programme that allows participants to log their activity and provides staff with support and training. In 2016, we saw over 3,500 school kids from Years 7 to 13 take part in indoor rowing at the School Games.

How do you use technology to engage?

We've partnered with LiveRowing, a multifunctional app for both gym goers and on-water rowers training indoors. There are practical tips, workouts and challenges for complete beginners right through to rowing pros. It allows indoor rowers in the gym, at home or in the workplace to connect in real-time with others from across the world.

LiveRowing is an app that supports rowers with workouts, tips and challenges

What are the biggest challenges to growing participation numbers in rowing?

Our clubs, schools and universities do an absolutely brilliant job of growing the sport, but the majority of them rely on volunteers and most tell us they don't have nearly enough to grow their clubs to the extent they'd like.

You also need a pretty wide range of skills to run a club, especially clubs that have their own facilities. It's not unusual for a club captain, chairman or president to find themselves in charge of an organisation with a hundred or so members, and a turnover of tens of thousands of pounds.

On top of that, there are the essential commitments to water safety, child welfare and safeguarding. ▶





► They have to market their clubs through a growing number of channels and ensure they're financially viable and compliant, and that's all before they even start to think about being successful at rowing.

Our goal for the next four years is to provide meaningful support to clubs, to help them operate sustainably and successfully. We want to help bridge these skill gaps and centralise information and support.

How will you do this?

We're developing a suite of new products designed to provide rowing clubs with the tools and guidance they need.

This will include a new online membership management tool and a comprehensive knowledge base with advice on all aspects of running a rowing club.

Are there any future goals for the sport?

For me, growing a more diverse, inclusive sport is our biggest goal. It's the right thing to do, it'll change the

Explore Rowing
has introduced
more than 10,000
new rowers to the
sport since 2010

perception of the sport and it could unlock a whole new level of participation and talent in rowing. We want to make sure that everyone has the opportunity to get involved in rowing. If we get it right there are benefits all around. I think this will also be our biggest challenge, but we've got the right structures and people in place to make it a reality.

Are there any changes you'd like to see in rowing?

Rowing has a great tradition and fantastic heritage, but that doesn't mean we can sit back and enjoy the golden glow. Sport is changing, people are changing, so rowing needs to do the same. If we can be a bit bolder in our approach, at the very least we'll learn what works and what doesn't.

I'd also like our international athletes and support staff to get the recognition they deserve from the wider public, so increasing our fan base is a really important area that we're focusing on as we look to raise the profile of the sport and get more people active through rowing. ●

GO ROW INDOORS



Helen Rowbotham, director of innovation at British Rowing, says: "The opportunity for indoor rowing is vast. Our research has identified that 15.8 million people would consider using a rowing machine, and a good infrastructure for growing the sport is already in place, as 79 per cent of people with this intention already have access to a rowing machine. Despite this, only one in four gym-goers are currently rowing indoors."

To change behaviours, British Rowing will focus on five key areas:

- Increasing awareness by promoting the benefits of indoor rowing
- More training to educate fitness professionals and gym users
- New offers, including innovative classes and products
- Technology with engaging challenges, tracking and leagues
- Creating a community with tailored content and events

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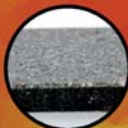
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BUILD IT & THEY WILL COME

Sports facilities are becoming a differentiator for universities battling to attract students. Tom Walker looks at some of the developments happening in higher education

Universities are enjoying a building spree. Up and down the UK, millions of pounds are being spent on facilities – including sports centres and health clubs.

This activity has stemmed from the government's decision to allow universities to charge tuition fees of up to £9,000 per year – a decision that came into effect in 2012. Since then, higher education has become a competitive market, with universities vying for students who are, in turn, looking for a return on their investment.

"For the first time ever, student recruitment is no longer under government control, creating a competitive market," says Sue Holmes, director of estates and facilities at Oxford Brookes University.

A report by the Association of University Directors of Estate (AUDE) shows the dramatic effect the tuition fee decision has had. Within two years of the tuition fee hike, annual capital expenditure by British universities had jumped to £2.5bn – an unprecedented record figure.

George Griffith, head of university consulting and associate director at property giant CBRE, says that the



© ROBERT ANTONI/PHOTOFEST/PHOTOFEST.COM

Oxford University's rugby team. Sports facilities are a draw for athletic students

competition for students has also been made tougher by a shift in population. "The demographic of our nation is changing, with the number of 18-year-olds in decline. This poses a challenge for universities as the need to attract the best students and staff is heightened.

"It means UK university estates, in the short term at least, will need to work even harder to ensure they have first-class, up-to-date facilities and services on offer."



University of Nottingham invested £40 million in its new David Ross sports centre, to encourage people of all abilities to get involved in sport



Prince Harry watches trials for the 2017 Invictus Games at the University of Bath

“ In Cambridge, an entirely new suburb – with impressive sports facilities – could be created if the University’s £1bn plans are realised

SPORTING FOCUS

Sports and fitness facilities are proving to be a major focus of investment and a powerful differentiator. One of the first major facilities to open as part of this new wave was the University of Cambridge Sports Centre, which opened in August 2013. Designed by Arup Associates, the £16m centre occupies a prominent position on campus.

Facilities include a multi-purpose sports hall with 16 court options; a space for martial arts, fitness classes and dance; a health club with fitness suite and conditioning rooms, as well as lecture space and a café.

At Birmingham University, a new £55m sports centre now houses the city’s only 50m swimming pool. In Exeter, the city’s university recently invested £10m on new facilities at its Penryn campus – of which £4m was spent on a new multi-use sports centre.

The University of Bath has attracted many of the region’s elite athletes with its new £30m Sports Training Village and a high performance gym.

University of Nottingham, meanwhile, recently opened its £40m David Ross sports centre, forming a key element of the university’s ‘Vision for Sport’ strategy.

“The centre is part of our ambition to create an outstanding, inspirational and accessible sports infrastructure for students, staff and the wider community,” says Dan Tilley, director of sport at the university. “The idea is to encourage people of all



Birmingham’s only 50m swimming pool was built by the city’s university

abilities to get involved in sport and activity, and allow them to rub shoulders with and train alongside some of the country’s leading athletes.”

There is little sign that the trend is slowing down. Universities in London are busy securing prime building plots, and the rush to secure land isn’t limited to the capital. In Wales, Aberystwyth University has announced an ambitious £100m building programme that includes a new seafront college. Meanwhile, in Cambridge, an entirely new suburb could be created two miles north-west of the city, if the university’s £1bn plans – which include impressive sports facilities – are realised. ▶

SPORTING UNIVERSITIES

Sports Management rounds up some of the sports centre developments currently in the pipeline for universities

1. UNIVERSITY OF ESSEX

Work is underway to build brand new sports facilities at the University of Essex campus in Colchester. At the centre of the plans is a new indoor sports centre, housing 12 badminton courts, three full-size basketball courts, three netball courts and five volleyball courts. Additional amenities will include sports therapy facilities, classrooms and a rehabilitation area.



The University of Essex has three focus sports: volleyball, basketball and rugby sevens



The University of Hull's sports centre currently receives around 2,000 visits per week

2. UNIVERSITY OF HULL

The University of Hull has been granted planning permission for a new sports centre, which will be open to both students and the community. The centre is part of a £16m investment in sporting facilities, which includes the creation of a Football Hub, funded in part with a £500,000 donation from the Premier League & The FA Facilities Fund.

The sports centre will house a 12-court sports facility, including international-standard netball courts and bleacher-style seating for 700 spectators. The aim is to make the university the regional hub for netball. The versatile space will be used for a multitude of sports, including basketball, badminton, futsal and volleyball. The development is part of a £200m investment in infrastructure and buildings already underway across the university.



Oxford University will have the UK's first 'light smart floor' which enables LED floor markings to be changed at the touch of a button



Oxford athletes train here for Varsity matches against arch-rival University of Cambridge



© SCOTSG AND BARNATT'S PICTURES

3. UNIVERSITY OF OXFORD

The University of Oxford is planning to redevelop its Iffley Road Sports Complex – home to the running track where Sir Roger Bannister broke the four-minute mile in 1954. The first phase of the multi-million-pound development will be the building of a £8.5m sports centre – which

will be named after Olympic rower and scholar Dr Acer Nethercott.

The Acer Nethercott Sports Hall will house the UK's first "light smart floor" – housing technology which will allow users to change LED floor markings at the touch of a button. The centre will be the first building to be completed in the redevelopment of the Iffley Road site.

Roger Bannister was the first person to break the four-minute mile at the University of Oxford in 1954

4. UNIVERSITY OF PORTSMOUTH

The University of Portsmouth has revealed an ambitious, multi-million-pound plan to transform and improve the city centre. At the heart of its 'The Estates Masterplan' is a new student accommodation zone and sports centre, featuring an eight-court sports hall, an eight-lane swimming pool and a health club with a 150-station gym floor and group exercise studios. The centre will be available to students, staff and the local community – and forms the core of a city-wide plan to get people more physically active.



Warwick aims to be the most active campus in the UK by 2020

5. WARWICK UNIVERSITY

Warwick University has confirmed plans to build a multi-million-pound sports hub on land off Leighfield Road on the main university campus. Designed by David Morley Architects, the facility – currently in planning – is set to offer a sports hall, flexible swimming pool, fitness suites, climbing and bouldering walls, squash courts, flexible studio spaces, a café and outdoor 3G sports pitches and netball courts. The hub is at the centre of the university's plans to become the "most physically active campus community in the UK by 2020".



The eight-lane swimming pool will be open to the public

SHAKING THINGS UP

Sport England is offering funding to organisations that mobilise inactive people. Kath Hudson talks to the governing bodies getting creative in their quest to attract a broader market

Helen Rowbotham

BRITISH ROWING director of innovation
Programme: Go Row Indoor

Go Row Indoor is our new programme, which will be funded by Sport England's mass market funding pot over the next four years. Our plan is to broaden the appeal of indoor rowing as a sport in its own right, so we will be working with health and fitness operators to make this happen. A lot of rowing is going on within health clubs already and we are keen to build on this.

Although we want to grow participation, a key part of the programme is to improve the quality of the experience. You can do an entire workout on a rowing machine, but not many people, including instructors, understand this. Therefore, we're making lots of resources available on our website, including technique videos and training programmes. We've also developed a REPs-accredited training course for fitness professionals.

Boutique rowing concepts

Rowing as a group exercise experience is a trend that's gathering pace in the US, with some boutique rowing studios opening in New York. To build on this momentum, we've developed group classes that are set to music: a 20-30 minute class for the gym floor and a 45 minute studio class.

At first, we planned to double the number of indoor rowers, based on Sport England figures. However, we've conducted independent research and shown we've already smashed those targets, as there were more indoor rowers than had been identified. Our research shows 1.3m people are already rowing in gyms, so we're revising our targets.

By focusing on indoor rowing, a connection with the wider sport will happen naturally. However, although we want to offer pathways onto the water, we don't



Group rowing classes are gaining popularity in the United States

You can do an entire workout on a rowing machine, but not many people understand this

– Helen Rowbotham



want this to be a main focus. For geographical reasons alone, some people will never graduate to rowing on water, whereas indoor rowing is very accessible.

Indoor rowing is a fantastic sport for getting people active. In our research, we found four out of five people who were interested had access to a rowing machine. It's a low-impact sport that allows people to go at their own pace, the technique is easy to master and it's a fantastic workout that uses 85 to 95 per cent of muscle groups.



Emily St John

TABLE TENNIS ENGLAND head of development
Programmes: Loop and Ping!

Table Tennis England has been awarded £2.05m over the next four years to run two mass market initiatives – Loop and Ping! – both of which aim to break down barriers to activity. We have a great sport for the mass market because it's so accessible.

This is a different approach for us, as our focus has traditionally been on clubs and leagues. A social element is at the heart of both initiatives, which are all about creating play in places where people already go. We want to break down the barriers that make being active difficult and help people fit activity into their busy lives.

Launched last summer, Loop is taking table tennis into everyday spaces as a social activity, for example, to offices, factories, church halls and community centres. To date, we've introduced table tennis to around 350 workplaces.

It is currently 50:50 funded, so it costs the company £200 for a high-quality table, bats and balls, digital tools and advice to get people playing and competitions going.

Ping! is about teaming up with local authorities and community partners to kickstart activity by placing tables, bats and balls – for free play – in different settings,



The Ping! initiative puts table tennis tables in public areas, such as this one in Plymouth

People are swiftly engaged by table tennis – you can play it spontaneously, in your normal clothes – Emily St John

such as in parks, on beach fronts and in town centres. In 2016 we made available 674 tables, 10,500 bats and 120,000 balls, which led to 1.8m visits to tables last summer.

Our insights show this initiative has engaged a significant number of inactive people: 19 per cent were inactive the month previous to playing and two-thirds hadn't planned to play, but just decided to have a go. We want everyone to talk about table tennis. It's a sport you can play on a whim, in normal clothes. Our insights show people are swiftly engaged and it appeals to a wide variety of participants. ▶



Fran Connolly

ENGLAND NETBALL

director of development

Programme: Back to Netball

England Netball received £1.5m from Sport England's inactivity pot, as part of a 10-year strategy to open up the game to a broader audience. Traditionally, our focus was on the seven-a-side game for competitive players, but now we're seeking ways to make the sport more recreational. Lots of women are familiar with the game from their school days, but unless we started to do something different, they were unlikely to return.

Back to Netball is aimed at women in their 20s, 30s and 40s. Launched in 2012, it has already brought 75,000 women back to the game and it's growing year on year. It offers a gentle reintroduction to netball, with the emphasis on a social experience.

Our research shows that the programme provides women with time out from the family and stress relief. However, many women revive their competitive spirit and then go on to form clubs together.

Designed to minimise the risk of injury and to be kinder on the joints, Walking Netball was launched last year. We've been inundated with enquiries. Aimed at over 50s, it's a seven-a-side game with similar rules to netball. Participants aren't allowed to run and must keep one foot on the floor at all times. With the emphasis on being social



PHOTO: © SHUTTERSTOCK/AMAPART

Many women who join Back to Netball go on to form clubs together

Netball is great for engaging inactive females, because they're familiar with it from their school days – Fran Connolly

and unthreatening, coaches are trained like party planners, to ensure everyone is included and has a good time.

With both of these programmes, the main aim is to appeal to women and girls outside of our usual catchment. Last year, we had 15,000 people through the Back to Netball programme and 6,000 through Walking Netball, in just six months. Our research shows that four out of 10 were previously inactive. Netball is a great sport for engaging inactive females because there is so much familiarity around it from their school days.

Going forward, we'll continue to roll out the programmes in partnership with other organisations who are successful in reaching our target audiences, such as Age UK. We're aiming to mobilise tens of thousands of women. ●

The Back to Netball campaign has attracted 75,000 women since 2012





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PRIME CONDITION

Keeping players fit has become increasingly important for football clubs, who now play up to 50 games a season. Tom Walker looks at the ways clubs are investing in sports conditioning



PHOTO © FRANK MACKAY

A focus on sports conditioning and recovery helped turn Leicester City's Jamie Vardy into an England striker

It might detract somewhat from the romanticism of it, but it is now a well-documented fact that Leicester City's fairytale Premier League title win in 2016 had a large amount of science behind it. Leicester's innovative approach to sports medicine and meticulous player conditioning resulted in the club suffering fewer injuries than ever before

during the season and this in turn meant that then-manager Claudio Ranieri was able to pick his best 11 players on all but three occasions during the 38-game campaign.

Leicester's fitness team have since revealed some of the secrets that helped the club pull off one of the biggest shocks in sporting history. These included the use of a cryotherapy ice chamber

to aid rehabilitation, offering players beetroot juice to "improve their sprint performance" and the introduction of innovative new fitness tech – such as NordBords, which increase speed by strengthening hamstrings.

Leicester's success shows how important sports conditioning has become in modern football. In Leicester's case, it even helped transform a non-league journeyman like Jamie Vardy into an England striker. But apart from beetroot juice, what else are clubs doing to ensure their biggest assets – the players – are maintained and prepared for action?

SUSPEND THE ACTION

Suspension training and other functional training methods have become popular with Premier League football clubs because they allow physical conditioning that prepares muscles and joints for real-life movements and the demands of a football match. As

Leicester City FC use NordBords to strengthen players' hamstrings, making them faster on the field





Top: Liverpool FC and Manchester City players use TRX equipment
Bottom: The Aerofloor in action

players use their own bodyweight to build strength, instead of static weights, they are able to more accurately mirror the physical requirements of a game.

Suspension also helps to develop a player's balance, coordination and joint stability, potentially reducing the risk of injury.

Premier League club Manchester City first trialled the TRX Suspension Trainer in January 2011 and the club soon integrated it into its existing sports conditioning programme. It continues to use TRX equipment in club fitness regimes, bolstered with tailored TRX training programmes, which are designed to sustain health, on-pitch performance and elite fitness levels.

At the club's Carrington Training Centre, players spend about three to five hours per week training off the pitch, performing a variety of different drills, including speed work and plyometric training, as well as classic, old-school circuit training. The equipment is also used for abs/core workouts and upper-body conditioning. Other clubs to have incorporated TRX into their conditioning work include Liverpool FC.

WALKING ON AIR

Using low-impact training is a useful way to ensure athletes returning from injury mitigate the risk of re-aggravating their injuries. One training aid designed to help players to exercise at full pace without putting a maximum load on their joints too



Zoltan Gera told me that Aerofloor made all the difference in recovering from his second ACL injury – PETER FRIAR, FERENCVÁROS

early is the innovative Aerofloor training surface, created by UK-based company SAQ.

Aerofloor utilises high-grade fabrics and what SAQ calls a "controlled energy return technology" to provide an energy giving and absorbing training surface. Made of a dual-layered material, filled with tens of thousands of fibres, the surface reduces the load on muscles and joints by providing controlled rebound qualities. It is currently used by a number of leading Premier League football clubs in their sports conditioning needs – including Manchester United – as well as a host of elite rugby and cricket clubs.

The product is also being used by leading European clubs, including Hungarian champions Ferencváros TC.

According to Peter Friar, Ferencváros' head physiotherapist, the surface is a perfect tool to ease injured players back into training – and has been especially useful for cutting the recovery times of older players.

Friar says Aerofloor was crucial in the rehabilitation of Ferencváros captain and Hungarian national team star Zoltan Gera who, at 37 years of age, suffered an anterior cruciate ligament (ACL) injury for the second time in his career in 2015. Gera returned from the potentially career-threatening injury in record time, thanks mainly to him being able to use Aerofloor to keep up his cardiovascular and match fitness, while avoiding putting heavy loads on his injured knee.

"When a seasoned professional football player like Zoltan Gera tells you the



Zoltan Gera (right) back in top form after his injury

“Working with champion sport teams has taught Technogym a huge amount and helped shape some Technogym equipment” – CONRAD BETTON, TECHNOGYM

► absolute difference between his first ACL injury rehabilitation and his second identical injury was the Aerofloor, as a physiotherapist and sports fitness professional, you sit up and take notice,” Friar says.

After being nurtured back to health using the Aerofloor, Gera returned to the Hungarian national team and became the oldest player to score in the European Championship last year (2016) at the age of 38.

CHELSEA

As well as the use of innovative, one-off training aids for particular exercise requirements, clubs still have a need for well-planned fitness suites and gyms in order to keep their players in prime condition. In order to ensure club gyms are fit for purpose and have the best technology available, there's now a trend for clubs to agree partnership deals with suppliers and equipment providers.

One of these clubs is Premier League champion Chelsea FC, which signed a

partnership deal with Italy-based supplier Technogym in July 2014. Since then, the two have worked closely together in order to ensure the Chelsea fitness and conditioning team is kept up-to-date and has access to the latest exercise technologies at its gym.

“The kitting out of the Chelsea gym is very much a joint effort, based on the club's requirements and our expertise,” says Conrad Betton, Technogym UK's key account manager. “We find out their exact needs to understand what they want and then suggest new products that we think would work for them.”

As an example of how the partnership works, Betton points to the recent installation of the SkillMill – a non-motorised treadmill that combines power, speed, stamina and agility training – at the club's Cobham Training Centre. “We identified that Chelsea's sports conditioning team could benefit from the SkillMill for its rehabilitation purposes,” Betton says.

“It can be used to work on both core and leg muscles, as the resistance lever of the SkillMill allows controlled and measurable movements. It also has a tracking function to assess personal workout parameters and results.” The SkillMill was installed in 2016 and is now in active use.

Betton adds that it isn't just the clubs and players that benefit from the partnerships either. “Partnerships with elite sport teams are beneficial to both sides of the partnership. The experience of working with champion sport teams has taught Technogym a huge amount about the requirements and needs of elite athletes,” he says. “It has helped shape some Technogym equipment as we know it.”





▲ Chelsea FC players train with the latest Technogym equipment

► Hibernian FC players do active recovery sessions on Origin bikes

HIBERNIAN

Another club benefitting from a partnership with a fitness supplier is Edinburgh-based club Hibernian, which earlier this year secured its return to the top flight of Scottish football. The club's head of sports science and fitness, Craig Flannigan, built up a relationship with equipment supplier Origin Fitness, which was formalised with a partnership deal in 2015. Since then, Origin has enhanced the fitness equipment provision at Hibernian's Ormiston training facility in East Lothian.

A recent project at Ormiston is the introduction of an indoor cycling space, used by the team on Sundays for an active recovery session after Saturday's game. Following Origin's advice, the club installed a

set of Spinner Black Belt NXT bikes along with Spinning Computers, which measure heart rate, calories burned and distance travelled.

"The addition of the cycling studio will assist in creating a performance culture within the club," says Flannigan. "Our weekly training programmes vary depending on the training phase (pre-season or in-season), the number of games in the week and the individual's training status. For instance, after the match on Saturday, the recovery process will commence immediately." ●



DEEP-END DESIGN

The design of a swimming pool can hugely affect the operator's ability to keep swimmers safe. Tom Walker investigates

There are a number of factors that can either improve or hinder swimming pool safety. Lighting, glare, reflection, blind spots, depth of water and the colour of paints are all aspects that should be taken into consideration during the design process.

Get them right and the result is an operationally efficient environment, which is attractive and safe for swimmers. Get them wrong and you might end up with a poorly designed swimming pool that can be very expensive to manage and keep safe.

"An operator recently opened a pool in the east of England that ordinarily would have required two lifeguards," says Martyn Symcox, director of water safety management at the Royal Life Saving Society (RLSS). "But when the pool opened, the company was forced to have a third lifeguard on duty in order to make it safe for users.

"The reason was the daylight entering the pool hall, which caused such glare that the lifeguards could only be positioned on one side of the pool – they simply couldn't view their zone from any other point. Moving just one metre caused the bottom of the pool to become a blind spot. A further blind spot was created by the steps leading to the pool, which did not conform to the basic rectangular shape.

"The pool design resulted in a significant increase in costs for the operator. As well as employing the third lifeguard, they had to apply a specialist film to the building's glazing to try to limit the glare."

REFLECTING ISSUES

Symcox says there are plenty more examples like this. "It's not uncommon for operators to find themselves in the position of having to invest in extra staff to manage the challenges caused



We encourage architects to meet with pool operators to discuss the design

Martyn Symcox, RLSS



Designers need to consider the operational and safety requirements of the project

by the design of the pool," he says. "It can be extremely expensive."

So, is there too little focus on safety from those who design the swimming pools?

Mike Hall, a partner at Faulkner Browns, one of the UK's leading leisure and swimming pool architects, says that safety should always be at the core of all design decisions. He agrees, however, that there are plenty of examples of style over functionality in the UK currently.

"I've seen many sports and leisure projects where insufficient design emphasis has been placed on the operational safety and management of spaces," Hall says. "In my view, the architect must be able to balance the sometimes conflicting agendas in order



Glare from large windows can make it hard for lifeguards to monitor the pool

to create safe, usable and attractive spaces that help promote swimming."

According to Hall, the most common design problems at UK pools relate to glare and reflection – and the problems are sometimes linked to inexperience. "Spectral reflection of light from the water is a significant issue," he says.

"We've designed plenty of pools, so we're acutely aware of the complexities, but I'm not sure that other architects – those with less experience of this building typology – are aware of them.

"I've seen a number of pool halls where the introduction of glass has been undertaken without a complete understanding of the consequences for safety or the management of the facility."

LINES OF COMMUNICATION

The view that safety concerns are sometimes overlooked or not properly understood at the design phase is one shared by George Lampshire, regional safety and quality manager for Everyone Active. One of the UK's largest leisure contractors, Everyone Active currently manages 140 leisure sites on behalf of 40 local authorities.

"An emphasis on safety appears to form a very small part of the design process of new leisure centres," Lampshire says.



“

What might look good isn't always the most practical option

George Lampshire, Everyone Active

George Lampshire

Regional health, safety and quality manager, Everyone Active

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- All sessions across our 140 sites are always supervised by qualified lifeguards
- All lifeguards undergo monthly competence training with a qualified RLSS assessor in order to ensure their skills are kept up-to-date
- We undertake lifeguard zone visibility tests for each lifeguard position and session
- We operate a strict admission policy, and rules for children swimming under the age of eight
- All swimming pool rules are clearly displayed in the pool hall, including signage indicating the pool depth as well as areas for non-swimmers

"Pools are now designed to be very open plan, with lots of light through huge glazed areas. This can be an issue, due to glare and light reflections, which can impair a lifeguard's visibility of the pool."

For RLSS's Symcox, some of the issues could be prevented with a simple solution

– designers and operators talking to each other. "We would encourage architects to meet with pool operators to discuss the design of a swimming pool with regards to both aesthetics and running costs," he says.

"Increased communication between pool designers, builders and operators at the ▶

► design stage of the project would go a long way to minimising some of the problems, if not eliminating them entirely. A few architects already do this well and as a result they're designing and building swimming pools without losing any creativity.

"However, in our experience, some don't seem to have a grasp of the day-to-day needs of pool operation, which can ultimately result in greater costs."

Everyone Active's Hampshire agrees. "There needs to be more engagement with operators during the design process," he says. "Because what might look good isn't always the most practical option."

According to Hall, FaulknerBrowns is one of the architects already actively engaging with operators – but more can be done.

"An essential part of our design process is to obtain feedback from our clients," he says. "This includes feedback on operational issues, which we use to help improve the operational safety of our facilities."

"But, we would certainly welcome greater cooperation between all parties involved in the delivery of pools to improve the overall standard of safety." ●



Poor design can lead to more lifeguards being required, costing operators more money

DESIGNER'S TIPS Mike Hall – FaulknerBrowns

Key challenges to consider when designing a safe pool:

- Allow for high levels of supervision of the entire pool with no parts hidden from view
- Moderate changes in pool tank floor level in an appropriate way, with no sudden changes in depth and with clear demarcation of edges within the pool
- Design pool surrounds and changing villages without changes in level
- Place shallow water at the point of entry to the pool closest to the changing village



Lifesaving technology

As well as design, another hot topic affecting pool safety is the use of technology. Underwater cameras, movement detectors and other electronic monitoring systems are now being introduced at many pools – and some have already proven their worth.

In 2015, a drowning detection system called Poseidon made national headlines when it helped save the life of a swimmer at the Blackshots Leisure Centre in Essex.

Everyone Active is one of the operators to have embraced assistive technology. "Some of our facilities now have underwater cameras to aid lifeguards in monitoring their allocated zones,"



In 2015, the Poseidon system alerted lifeguards to a motionless body at the bottom of the pool

says Hampshire. "In many cases, the technology offers us a 100 per cent view of the bottom of the pool, which could not otherwise be achieved due to the design of the pool hall."

The RLSS, which trains lifeguards, is enthusiastic about new technologies

– but warns that the tech has its limitations. "We support the use of technology where it can help improve safety standards," says Symcox. "But it's important to remember that the systems are intended to support lifeguards – not to replace them."



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THE LONG GAME

As part of a major strategic shake-up, Brentford Football Club Community Sports Trust has undertaken a new 'sport for development' assessment twice in just over a year. *Sports Management* spoke to CEO Lee Doyle to find out more

Brentford Football Club Community Sports Trust, the charitable arm of Brentford Football Club, is celebrating – and not only because it turns 30 this year. The 100-strong team of staff and volunteers at the West London organisation, which has been serving the communities of Ealing, Hounslow and Richmond since 1987, has good reason to feel proud. Not only have they recently reported annual social impact cost savings of £13.7m in 2015/2016 (an increase of 38 per cent in three years), they've also received an 'Excellent' rating in Quest's Sport for Development assessment, a new accreditation from Quest, the Sport England-backed quality scheme.

The growing sport for development (S4D) sector is made up of organisations that use sport to achieve



Lee Doyle, Brentford
FC Community
Sports Trust

“When Sport England challenged providers to demonstrate their social impact, we felt the time was right to produce a new strategy”

individual and social objectives, from improving physical and mental wellbeing and educational attainment to increasing community cohesion and civic engagement, particularly by young people.

Aimed at nascent and growing sport for development agencies in need of organisational support, as well as traditional sports organisations that don't have a track record of using sport for social objectives, Quest Sport for Development has been jointly developed with Substance, a leading social research and technology company.

Although Quest is well known for its work with sports development teams and facilities – there are more than 600 Quest-accredited leisure centres in the UK – this is its first award aimed at agencies that use sport to improve personal and social outcomes. Brentford FC Community Sports Trust was one of just three organisations to take part in a pilot of the new assessment early last year, along with the Tottenham Hotspur Foundation, a fellow FC trust; and the Positive Youth Foundation, a Coventry-based organisation.

With Millwall Community Trust becoming the fourth organisation to receive the accreditation, following



Staff and volunteers at
Brentford Football Club
Community Sports Trust



its official rollout last June, it's clear the new award has a lot to offer football club trusts in particular.

According to Brentford FC Community Sports Trust CEO Lee Doyle, the opportunity to take part in the pilot was particularly timely for Brentford. "Aside from 2017 being our anniversary year, several developments influencing our future work started to take shape in 2016, including plans for Brentford Community Stadium, a new 20,000-seat venue less than a mile from our current Griffin Park, as well as the multi-million-pound Gunnersbury Park Sports Hub development, in which the club and trust are strategic partners.

"Add to this the publication of Sport England's strategy, with its challenge to sport and leisure providers to demonstrate their social impact, and we felt the time was right to produce a new strategy of our own. To help us, we consulted social research and technology company Substance, whose team we respect for their breadth of industry knowledge, and they recommended doing Quest Sport for Development.

"The assessment gave us independent scrutiny of the process we were going through and expert advice on

**Brentford plays
Norwich at futsal
game. Brentford FC
Community Sports
Trust also offers
kids futsal sessions**

how to proceed, while also enabling us to benchmark our service against national norms along the way."

Theory of change

Quest Sport for Development requires organisations to complete eight modules: five core and three choice modules. Four of these have been adapted from the Quest assessment model for sport development teams, and cover: partnerships and collaboration; people and skills development; continuous improvement; and community outcomes. New modules – Delivering Sport for Development Projects, Generating Insight, Doorstep Sports and Engaging Young People – have been specially written with the sector in mind. ▶

**"The assessment gave us independent
scrutiny of the process and expert
advice on how to proceed"**

**“The Quest process acted
as a critical friend,
confirming some of our
thoughts around areas that
needed improvement”**



► The two-day assessment takes into account evidence supplied by management, as well as partner focus groups and extensive staff interviews. In addition to a rating of Excellent, Very Good, Good or Satisfactory, organisations receive an improvement plan, and accreditation lasts two years.

The Short Breaks programme provides sports and games sessions for kids with disabilities

Following the one-day pilot assessment, Brentford FC Community Trust received a ‘Very Good’ rating. “Our first assessment highlighted several strengths, including that the team was well-led; that we had strong links to key partners and were a ‘go-to’ organisation in our area; and that our planning and project management were sound,” says Doyle.

“But, the Quest process also acted as a critical friend, confirming some of our thoughts around areas for improvement, such as reorganising our

staff structure in readiness for the future, looking at cross-project working and the development of specialist roles for data analysis and marketing/communications. While we’re good at data capture and analysis, there’s always scope for improvement and it’s essential that we continue to develop this area in order to chart progress and report outcomes.”

Crucially, the Quest process also confirmed that a step change was needed in terms of the trust’s strategy. The organisation had been through a significant growth period since converting to a trust in 2005, and another since 2013, when its first social impact cost savings review – conducted by Substance – assisted in the planning application for the new stadium. While this ►

SPORT FOR DEVELOPMENT IN ACTION

We take a look at some of Brentford FC Community Sports Trust’s programmes:

- **Project 100**, one of several programmes delivered at the Griffin Park Learning Zone at Griffin Park football ground, provides targeted support to Key Stage 3 and 4 students with low school attendance and motivation.
- **Ealing Young Carers Project** runs programmes for about 200 young carers.
- **Youth Mentoring Programme** encourages young people to engage in positive activities and supports education, training and employment opportunities.
- **Motivate Hounslow** is a Sport England-funded project that gives 14 to 25-year-olds the chance to get more active. It’s had 3,000 participants since August 2014.



Kids taking part in Project 100 try out different activities designed to help build more positive attitudes towards learning

- **Premier League Primary Stars** offers focused PE, PSHE and extra-curricular provision for primary school children and supports the continuous development of teaching staff within physical education.
- **The Fearless Foundation** is a charity set up in memory of sports journalist Danny Fullbrook, providing classroom lessons with a professional journalist followed by football coaching.
- **Short Breaks** helps disabled children and their families to access adapted sports programmes, from football to curling, in partnership with Fusion Hounslow and Feltham Bees Disabled Sports Club.
- **The Extra-Time Club** offers weekly activities for over-55s at Griffin Park.



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► growth had created opportunities, it had also created challenges, says Doyle: "Since becoming a trust, we had introduced a broad range of programmes from schools-based initiatives to young carers projects to mentoring schemes for young offenders. Football activity had remained constant, but we now offered a range of other sports as well as promoting key skills acquisition."

A meet-the-players day gave 60 kids the chance to play with and be coached by the Brentford FC first-team squad

"This diversification showed creativity and entrepreneurial flair, but in terms of our resources, it presented risk as well as opportunity. Increased activity and organisational growth requires increased clarity and communication of purpose, and we knew we needed to carefully consider our direction in order to continue to be relevant and sustainable."

"We'd already spoken to Substance about developing a strategy based on the Theory of Change model, which works by identifying long-term goals and then mapping backwards to identify the steps needed to achieve them. Quest convinced us to accelerate that process and our new strategy now provides much more clarity for staff and partners going forward."

Quest for excellence

Following their first Quest assessment, Doyle and his team were so determined to raise their game that they chose to undertake another full assessment after just 15 months.

On the advice of Quest, they undertook staff and stakeholder surveys, and developed a new three-year

strategy based on the Theory of Change model, in consultation with key local authority partners, as well as Sport England, Brentford FC, the English Football League Trust and the Premier League Charitable Fund. They commissioned Substance to carry out a second social impact cost savings review for 2015/2016; introduced a more hierarchical structure; commissioned an independent review of external communications and developed a communications plan.

The hard work paid off; in May, the trust received confirmation of an 'Excellent' rating in Quest Sport for Development. But there is no danger of Doyle and his team resting on their laurels. Alongside plans to move to the new stadium by 2019/2020 and the opening of the new facilities at Gunnersbury Park, the trust is looking to extend its reach into new communities as well as continuing to build on partnerships across all sectors. "Our vision is to use the power of sport to help people achieve their goals, from sports participation to healthy lifestyles, education, employability and personal development." ●



See Brentford FC Community Sports Trust's 30th anniversary impact report and 2017-20 strategy:

<http://www.brentfordfccst.com/playing-the-long-game-strategy-2017-20.aspx>

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PRODUCT INNOVATION

Lauren Heath-Jones takes a look at the latest technology and innovation currently making waves in sports facilities

Dan Collinson on supplying a flexible, multi-sports hub for Hampshire school

Sports facility specialist Collinson has supplied St Neots Preparatory School in Hampshire, UK, with a new sports hall. It was designed using Collinson's Challenger, an adaptable building system made from a tensile steel frame covered in a heavy duty architectural membrane.

The Challenger was connected to Collinson's Evolution structure to create a large sports hub, featuring a swimming pool, showers and changing rooms, a reception area and storage space.



The new sports hub houses a swimming pool and badminton and tennis courts



For full company and contact details of any of the products and services featured here, please visit www.sport-kit.net



Dan Collinson, managing director of Collinson

The hall accommodates five badminton courts and was designed to meet Sport England specifications. It also incorporates a full-sized tennis court, five mini tennis courts and features netball, basketball and indoor cricket nets.

The courts are designed to provide flexibility and can be divided into a two/three court orientation, allowing for separate sports to take place in their own areas at the same time. The hall also has a viewing gallery, offering spectators a bird's eye view of the hall.

Dan Collinson, Collinson's managing director, says:

"St Neots is an excellent example of how versatile our building system is. The design has been configured to incorporate different structure types, optimising the benefits of each, which are then seamlessly linked to create a sports hub."

SPORT-KIT KEYWORD
COLLINSON

CopriSystems' Rafe Colenso on tennis club revamp that's boosting membership

Peterborough Town Tennis Club (PTTC) has invested nearly half a million pounds in its facilities. The investment includes two new covered courts

housed in a CopriSystems framed fabric structure.

Previously PTTC had two separate sites. However, it was a long-term objective to sell one site in order to improve the other.

CopriSystems utilised the fabric frame from the now closed site to create the new covered courts. The fabric frames are made from hot-dipped galvanised tensile steel. The dome frames are covered in PVC-coated polyester fabric that is self-extinguishing and resistant to UV damage. This material is stretched over the frame to create a seamless roof that is designed to last for more than 20 years.

Since its completion, the covered court has given PTTC a renewed popularity, with membership increasing by a reported 600 per cent, and further plans to extend the club.



The two courts are covered by a framed fabric structure



Rafe Colenso, director of CopriSystems

Rafe Colenso, director of CopriSystems, says:

"It was great to be able to reuse a sports dome that was just going to be demolished and effectively sent for scrap, but also to revitalise a structure. It's given a whole new lease of life to the club."

SPORT-KIT KEYWORD
COPRISYSTEMS

April Trasler of Neptunus on creating a sports hall for the Dutch Judo Association

International temporary structure specialist Neptunus has created a bespoke sports hall for the Dutch Judo Association at the National Sports Centre Papendal in the Netherlands. The facility, named Ruskahal after Holland's two-time Olympic Champion Willem 'Wim' Ruska, opened in March 2017 and took just 12 weeks to complete.

Using its Flexolution semi-permanent building system, Neptunus created a state-of-the-art judo hall featuring a dojo (a formal martial arts training space), a grandstand, medical facilities,

changing rooms, showers, toilets and office spaces.

Flexolution is a modular building system that has the appearance of a permanent structure but can be dismantled and reused, making it completely flexible

and sustainable. It's designed to meet the same stringent energy and environmental requirements as that of a permanent building, and can be operational for up to 20 years. "Our semi-permanent sports halls can be built quickly and



The judo sports hall structure could be dismantled and reused



April Trasler, managing director of Neptunus

efficiently," says Neptunus managing director April Trasler.

"They offer cost-effective space solutions for a wide variety of sports and they are demountable, so they can be taken down and reassembled at a new location if required."

SPORT-KIT KEYWORD
NEPTUNUS

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

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