

SPORTS MANAGEMENT

VOLUME 16 Q2 2012

London 2012's
Pre-Games
Training Camps

TOP TEAM

ST GEORGE'S PARK

ON THE COVER

Jessica Ennis is
World and European
heptathlon gold
medalist



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Play Construction
Association
PARTNER

SPORHOUSE

An Olympic dream
becomes a reality

HOTSEAT

Nigel Walker's
'team behind the
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EDITOR'S LETTER



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Going global and commercial

The future growth and prosperity of the sports market will be inextricably linked to the development of TV rights and associated sponsorship in a way that will change the essence of many sports, as well as the way facilities are designed and grassroots sport is organised. This was the message from the International Herald Tribune Sports Business Summit, held recently in Istanbul, Turkey.

We're moving from a time when sports are televised only if they're telegenic, to one where they're adapting themselves to be 'televisable' in a way that's altering their fundamental nature.

Delegates heard how the America's Cup sailing – originally thought to be an untelevisable sport – has adapted in two ways, firstly by rigging boats with cameras and the crew's with heart rate monitors and microphones to enable close-up camera work and secondly by the creation and marketing of a 'stadium sailing' concept – close-fought races which take place in bays with headlands. Both concepts enable spectators to enjoy the action and drama close-to.

Cricket was given as another example – the game now comes in three formats – a five-day test, a 50-over game and Twenty20 cricket. With these options up its sleeve, the International Cricket Council (ICC) is looking for new markets to win over. Examples were given of everything from Masai Warrior Cricket (apparently spear-throwing skills are transferrable) through to breaking the Afghan market, which is seen as ripe for development. Film director Sam Mendes has even made

Major League Baseball is getting involved with school sport in China. It aims to grow interest in baseball from the grassroots up, with its eye on the prize of high game-day attendances and sponsorship riches

a film about it called 'Out of the Ashes: Afghanistan and Cricket'. The ICC wants to develop more markets like Pakistan, where half the population – 550m people – are cellphone users and there are opportunities to develop lucrative sponsorship income around this technology.

Finding ways to break into new global markets was a big theme of the conference and in an excellent case study of Major League Baseball (MLB), Jim Small, VP of Asia for MLB explained how the sport targets growth by understanding what drives attendances at games. He contrasted the US – where research showed 54 per cent of 'moms' are baseball fans, make decisions about attendance and see it as entertainment, meaning actual participation in the sport isn't the main driver of attendance – with China, which MLB has targeted for growth, but where actual participation in the sport is the main factor which drives people to attend games.

As a result, MLB is getting involved with sport in schools in China with the aim of growing interest in baseball from the grassroots up, with its eye on the prize of high game-day attendances, TV rights and sponsorship riches in a market that's so huge, "if you're one in a million, there are 1,400 of you".

Small said it takes generations to create a truly global 'sports property', but you know you've made it when the passion is passed down the generations from grandparents to parents and then to children. "It's a long-term play," he concluded.

This focus on growth, change, TV rights, sponsorship, globalisation and the commercialisation of sport is coming fast and will fundamentally change the way sport and sports facility provision operates in ways we are only just beginning to understand.

Liz Terry, editor lizterry@leisuremedia.com twitter: [elizterry](https://twitter.com/elizterry)



the leisure media company publishes





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Government cuts leave charities fearing closure

Many charities working primarily to improve the lives of children and young people living in England will be concerned by new research published by the National Children's Bureau (NCB). *Beyond the Cuts* forecasts that children and young people's charities, which number 34,000, will lose £405m in statutory funding over the five years to 2015/16. And this is a cautious estimate.

Funding cuts of close to half a billion pounds is not good news for our country's children and young people. Neither is it good news for a sector reeling from the burden of an economic downturn, decreasing sources of public funding and increasing demands.

According to our research, children and young people's charities are more vulnerable to these cuts, as they receive more of their income from statutory sources and are four times less likely to receive corporate support.

The organisations we consulted are, of course, taking action to manage the impact of the cuts. This includes reducing



Children and young people's charities will lose £450m in statutory funding by 2016

the number of staff they employ and cutting back on the range of services they offer, as well as developing consortia and mergers. However, a small but significant minority thought it was "likely" or "very likely" they would be forced to close in the next 12 months.

Shutting up shop is a short-term answer to a long-term problem. While children's charities must be at the

forefront of creating solutions, there is still a role for national government to put its weight behind the development of new partnerships and new ways of working.

We must ensure that children and young people are not deprived of crucial services during this age of austerity.
Dr Hilary Emery
CEO, National Children's Bureau

We need to make sport more attractive to girls

It's well known that school children are less active than they should be and this problem is particularly severe for girls.

While many schools are doing great things, PE and school sport is actually putting the majority of girls off being active – even though three quarters of girls are keen to do more exercise.



Girls are put off sport through PE lessons

At the Women in Sport and Fitness Foundation, our new report *Changing the Game for Girls* shows that:

- Half of all girls (51 per cent) are put off physical activity by their experiences of school sport and PE.
- 45 per cent of girls say "sport is too competitive", and more than half think boys enjoy competitive sport more than girls.
- Over half of all boys and girls agree that "there are more opportunities for boys to succeed in sport than girls".
- Half the girls surveyed (48 per cent) say that getting sweaty is "not feminine".

We need schools and the government to urgently address this issue, and create policies to help keep girls fit and healthy.

The priority needs to be getting all children active not just focusing on the sporty ones. That's why we have launched a new toolkit for schools to help them provide the best physical education they can for girls.

We simply cannot afford to keep ignoring the evidence that school sport plays a key role in shaping attitudes to health and fitness.

Some schools throughout the country are leading the way in delivering exciting and inclusive PE lessons, but there is still a great deal to be done. And, with sport front of mind in 2012, now is the ideal time to do it.

Sue Tibballs
CEO, Women in Sport and Fitness



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INDUSTRY EXPERTS SHARE THEIR VIEWS ON THE CURRENT ISSUES AFFECTING SPORT

THE DANGER OF SCRAPPING THE DCMS

JOHN GOODBODY

Reports that the Department of Culture, Media and Sport (DCMS) faces being scrapped after the Olympic Games has sent a shiver through the sporting establishment. After being set up in 1992 and originally called the Department of National Heritage, it was quickly nicknamed 'The Ministry of Fun' and 'the Ministry of Free Tickets.' However, over the last 20 years, the government department has gained in stature by giving sport a much greater prominence and also playing a key role in deciding that London should bid for the Games and then wholeheartedly supporting the candidature.

The reason for scrapping the Department is, of course, to reduce costs. It has been suggested that its three main components – culture, media and sport – should be hived off to other parts of Whitehall, which is where they were

before 1992. With negotiations currently underway for a merger of UK Sport and Sport England, it looks as if we will be back to where we were in the 1980s, when there was a Sports Council, responsible for both England and UK dimensions, and it, in turn, being responsible to a Sports Minister, who, at that stage, was with the Department of the Environment.

Andy Reed, who chairs the Sport and Recreation Alliance, is among those concerned about any dismantling of the DCMS, with sport then moving to join a much bigger department, such as Education, where it was, briefly, before 1992.

He says that in the DCMS, sport enjoys a higher profile than moving to the department "where it was a secondary concern or a tool to achieve a single, specific aim." He believes that "given its proven effectiveness in contributing to a wide range of public policy objectives – like crime

reduction, higher educational attainment and improved social cohesion – shoe-horning sport into a department where primacy lies elsewhere would do it, and the nation, a great disservice."

As sport permeates so many areas of society perhaps it could sit in the Cabinet Office, which has a wide-ranging role?

Reed would reluctantly accept this but says he would prefer for the DCMS to remain as an entity, with sport continuing to be a permanent fixture there. Surely this is right, because returning to where we were in the 1980s is retrogressive. The change since then has worked and been seen to work and should be allowed to continue to work in the future.

John Goodbody has covered 11 successive Olympic Games for the Sunday Times.

[@JohnGoodbody](#)



CAPITALISING ON OUR GOLDEN DECADE OF SPORT

SIMON JOHNSON

The clock is ticking down to the start of Britain's Golden Decade of Sport, with the 2012 Olympic and Paralympic Games first on the calendar of major events. And it's to my personal sorrow that as COO of England's bid to host the 2018 FIFA World Cup that we weren't able to add that prized tournament to the list of blue riband sporting events taking place on these shores.

As the new CEO of Business In Sport and Leisure (BISL), I recognise that our members have a large impact on whether the objectives of hosting these major events are met.

The first area is economic benefit and inward investment. Every time a bid is made to host an event, an Economic Impact Assessment is made by an independent body. These invariably forecast a huge fillip to the country's GDP and justifies the government in supporting the

event with guarantees, tax breaks and underwrites of cost.

Forty per cent of that economic benefit is assumed to come from visitor spend. And where will this money be spent? The answer is in bars, pubs, clubs, casinos, restaurants, hotels and visitor attractions. A thriving leisure industry is therefore the key to us deriving the economic benefit from hosting these events.

But if the fiscal and regulatory regime continues to over-regulate this sector, to burden it with unfair taxes and disproportionate costs, not only will the industry not grow, but businesses will close. So, if visitors can't find opportunities to spend their money when they visit the UK to watch the 2013 Rugby World Cup, it means we risk squandering the economic reason for bidding for this event in the first place.

The second area linked to event hosting is sports development legacy.

The government wants to encourage more people

to be more active and these events are expected to provide the motivation to take up sport. However, playing fields and leisure centres are disappearing or falling into disrepair due to public sector cuts. The government needs the private sector to step in to offer high-quality facilities and our members are keen to do so, but we need help to make procurement quicker and cheaper, to make planning more responsive to leisure needs and a system which rewards energy reduction and offers easier ways to raise capital.

To prevent the Golden Decade of Sport falling flat, the government needs to allow the sports and leisure industry to grow.

*Simon Johnson
CEO, Business in Sport and Leisure
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The FIA is looking to work with NGBs to get more people more active within member facilities

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A NEED FOR INCREASED NGB/FIA COLLABORATION

DAVID STALKER

As part of our Memorandum of Understanding with Sport England, the Fitness Industry Association (FIA) has pledged to work with more national governing bodies of sport (NGBs) to get more people, more active, more often.

Eleven of the top 20 sports (in relation to participation levels, as detailed in Sport England's Active People Surveys) can take place within a health club or leisure centre.

Operators of those facilities currently see more than one million people, every day of the week. They have the capacity to see a million more. Eighty-nine per cent of the country's population lives within two miles of these facilities, which have seen a year-on-year increase in usage for the past 20 years.

So as the trade body for health and fitness, the FIA is committed to working

with NGBs and NGBs must, in turn, work with the FIA to achieve our overall objectives to increase participation levels.

The FIA have more than 3,000 facility operating members, who proactively contribute to the overall health and well-being of the nation. We want to get the most out of every activity and get more consumers doing physical activity, whether that is participating in a sport such as swimming at a leisure centre, or running on a treadmill within a health club environment or at a bootcamp session outside – there are many opportunities to find a sport of their choice.

The FIA has numerous partnership programmes, such as Asda Active and Shift into Sports, and we want to provide NGBs with the opportunity to be involved in these.

We want to discover how we can help to promote established NGB programmes

through our operator members and exponentially grow participation rates.

We will also strive to support NGBs to develop their understanding of the health agenda and support their evidence base for sport and physical activity through The FIA Research Institute at the University of Greenwich.

In the essence of partnership working, and the opportunity to learn first-hand about the FIA and find out some of the ways that we could work together, the FIA is offering all Sport England-recognised NGBs an FIA member rate to attend our fourth annual Flame Conference and Ball of Fire, held at the Magna Centre in Sheffield on the 27th June.

David Stalker
CEO, Fitness Industry Association
@DavidStalker



Green light for Derby Arena development

Derby City Council (DCC) has approved planning permission for the development of a new multi-million pound sports and entertainment arena near the city's existing Pride Park Stadium.

The 14,500sq m (156,077sq ft) venue has been designed by Faulkner Browns Architects and will house a 250m cycling track and a 1.5km (0.9-mile) outdoor closed cycle trail. It is hoped work will now be able to commence in June, with a sports infield accommodating 12 badminton courts and hospitality facilities included in the plans.



LRK Associates designed the new SportHouse

£8.1m SportHouse facility opens in London

Five-time Olympic gold medallist Sir Steve Redgrave helped mark the official opening of a major new £8.1m sports complex in east London's Mayesbrook Park.

Built by Morgan Sindall, the LRK Associates-designed SportHouse boasts a 5,000sq m (53,820sq ft) sports hall – one of the UK's largest – fitted with Gerflor's Taraflex flooring.

Other facilities include a 300-station fitness area equipped by Cybex, two full-size basketball courts, medical testing rooms, changing areas and a restaurant.

Deal secured for S&P-designed Swindon scheme

Swindon Borough Council (SBC) and Moirai Capital Investments have moved forward with proposals for the Wiltshire town's new £65m regional leisure hub.

Leases have been agreed for the project, which will see Oasis Leisure Centre transferred to a private operator on 1 June before it undergoes an extensive refurbishment. An indoor ski slope, arena and waterpark will also form part of the planned new hub, with leisure specialists S&P Architects working on the design of the development.

2012 digital legacy plans revealed

Details have been revealed of a new joint venture between the Fitness Industry Association (FIA) and Sport England, which aims to secure a digital legacy for the London 2012 Olympic Games.

The partnership will encourage consumers to become more physically active and as a result grow membership numbers at sports and health clubs. The strategy will be based around a new themed website – to be launched in the run up to the 2012 Games – offering consumers that have been inspired by the Olympics an easy way of accessing sport in their area.

Describing the scheme, David Stalker, CEO of the FIA, said: "We live in a digital age in which consumers are used to buying online, and in which we expect instantaneous outcomes at the click of a button.



A website will offer consumers an easy way of accessing sport

"It's no real surprise that over the last three years there has been a 400 per cent increase in online searching for places to find, book and play sport and physical activity. But with no platform to fulfil this consumer desire, we are currently missing out on a prime opportunity to get more people active."

DCMS to be closed down after Olympics?

The coalition government is considering shutting down the Department for Culture, Media and Sport (DCMS), according to Labour party deputy leader Harriet Harman.

Writing in London's *Evening Standard* (ES), Harman said "there are well-sourced rumours" that the government sees the DCMS as surplus to requirements after the London 2012 Games.

Harman's claims came on the same day that an influential conservative think tank suggested that scrapping the department would produce 'huge savings' for the government.

The Institute of Economic Affairs (IEA) claims that closing the DCMS could save £1.6bn if all departmental spending ceased.



Jeremy Hunt – the culture secretary at the DCMS

The free market group also suggested that the savings on expenditure would give the government scope to cut taxes elsewhere.

Details: <http://ei.sr?a=T2D20> (IEA) or see John Goodbody's thought leaders piece on page 8

Planning safeguards for UK playing fields

The government has included safeguards to protect sports playing fields from development in its National Planning Policy Framework (NPPF) published in March this year.

Planning minister Greg Clark announced the launch of the new 50-page document,

which is designed to simplify the planning process and support economic growth.

The new NPPF will only allow the development of existing open space, sports and recreational buildings and land if it involves the creation of equivalent or improved facilities.

SportsDock opens in east London

SportsDock, a new £21m complex to be used by Team USA as its training base during the 2012 Games, has opened at the University of East London's (UEL) Docklands Campus.

Canterbury-based architectural firm Clague are behind the design of the new facility, which was built by Denne Construction. The project was managed by Ball Hall.

A Precor-equipped fitness centre offering cv equipment and free weights is among the facilities, along with two indoor arenas catering for a range of sports such as basketball.

Elsewhere, the complex incorporates two outdoor 3G, five-a-side football pitches and dance studios, as well as a sports café, changing facilities and a sports injury clinic.

Meanwhile, Team USA has kitted out a strength and conditioning suite at SportsDock.



SportsDock's two indoor arenas offer flexible sport provision

The equipment will then be left for community use following the 2012 Games.

UEL vice-chancellor Professor Patrick McGhee said: "The opening of SportsDock will herald the dawn of an exciting new era for sport in East London."

Details: <http://lei.sr?a=k3K3T>

Government calls for greater disability participation

Culture secretary Jeremy Hunt has used the government's first Disability Sport Summit to urge the sector to do more to boost participation levels among disabled people.

Hunt urged governing bodies to use the 2012 Games to integrate disability sport provision into their respective Whole Sport Plans and attract more participants.

Sport England is to invest £8m from its Places People Play scheme to help remove some of the barriers preventing disabled people from taking part in sports.

Details: <http://lei.sr?a=j9r4y>



London's Olympic Games are moving ever closer

Research uncovers school sports 'warfare'

A new study carried out by the Chance to Shine campaign has uncovered the extent of the "psychological warfare" experienced by children as young as eight while playing sport at school.

Chance to Shine – together with Marylebone Cricket Club (MCC) – polled 1,250 kids aged eight-to-16-years-old, plus 1,010 parents of children from the same age group.

MCC head of cricket John Stephenson said: "The results from the survey highlight an alarming trend in school sport, which needs to be proactively addressed."

More than two thirds of the children (68 per cent) had witnessed verbal abuse during school matches, while 66 per cent of parents had seen "different forms of mental intimidation".



The MCC has urged pro-active steps to address "psychological warfare"

Meanwhile, 51 per cent of children surveyed admitted they had been a victim of taunts or threats, while 55 per cent had seen physical violence – a quarter of which had seen their team mate deliberately fouled.

Details: <http://lei.sr?a=p7x7X>

Stoke college plans a £4m sports complex

Stoke on Trent College has revealed plans to invest £4m in the development of a sports complex at its Cauldron Campus, which forms part of the city's University Quarter.

The venue, which will incorporate an indoor sports hall, a fitness suite and aerobics facilities, is set to replace the institution's existing building and is scheduled to open by August 2013.

Work is expected to begin this October and the project is designed to enable the college to offer a wider range of activities to students and members of the public alike.

Details: <http://lei.sr?a=G2LoY>

Championship clubs to adopt financial rules

The Football League will extend its Financial Fair Play rules to all three divisions from next season, following the backing of the 24 npower Championship clubs.

Clubs in League One and League Two are already subject to the regulations, which were introduced after a review by the competition to curb unchecked spending.

The regulations contain a number of sanctions for clubs that exceed "defined limits" with regard to losses and shareholder equity investment.

Details: <http://lei.sr?a=H7koF>

BISL/Oliver Wyman to produce new report

Business in Sport and Leisure (BISL) has partnered with Oliver Wyman, the international consulting firm, to produce its first report mapping the size of the UK's leisure industry.

The inaugural *BISL Oliver Wyman Leisure Industry Report* is designed to outline the role

that sport and leisure can play in supporting the UK economy's "rehabilitation".

The research will also support BISL's political and media campaign to secure a "fairer deal" for commercial operators in the sector. Details: <http://lei.sr?a=Uga2D>

Sports clubs receive hosepipe ban guidance

Sport England has made new guidance available to help sports clubs cope with the effects of a hosepipe ban now in effect in a number of areas across the country.

The agency has worked with national governing bodies to produce the advice, with water a crucial part of maintaining the quality and safe performance of surfaces.

The new guide includes how to maintain pitches and courts in a time of drought, as well as how to work with water companies to negotiate possible exemptions.

Details: <http://lei.sr?a=Q55H>



The track will be able to host international races

Major new BMX facility for London's Burgess Park

Southwark Council has approved plans for the development of a "national standard" BMX track in south London's Burgess Park, which is undergoing an £8m revamp.

Proposals include a 400m (1,312ft) track with a starting hill, banked hairpin turns and a variety of jumps. It has been designed for use by people of all ages and abilities.

Due for completion in January 2013, the new venue will be capable of hosting international races and will be one of the first in London to accommodate both summer and winter national events.

Details: <http://lei.sr?a=x3N8N>

Final approval for Saracens' stadium vision

Saracens rugby union team has secured final approval for the multi-million pound redevelopment of London's Cophthall Stadium from communities secretary Eric Pickles.

The Aviva Premiership team's vision for Cophthall Stadium was approved by Barnet Council in February, with the development expected to cost £18m.

Both the national governing bodies for athletics and rugby union support the plans, which include new permanent facilities and the installation of temporary seating.

Read more: <http://lei.sr?a=d7D1J>

Tennis and judo hit by funding cut

Sport England has reduced the amount of funding to the Lawn Tennis Association (LTA) and British Judo Association (BJA) as a result of "disappointing participation figures".

The LTA has renegotiated its participation aims with the funding agency after agreeing a cut of £530,000 due to its failure to achieve its initial growth targets between 2009 and 2013.

Meanwhile, the BJA has also revised its growth target after agreeing a £533,000 cut.

The decisions follow "lengthy negotiations" between the bodies and Sport England.

Sport England's *Active People Survey* has shown a decline in the average number of people playing tennis at least once a week from 487,500 (2007-08) to 375,800.

Participation in judo over the last two years has been described as "flat" – both in terms of



Tennis has suffered a £530,000 cut after missing its participation targets

the number of people taking part at least once a week and at least once a month.

Sport England chief executive Jennie Price said: "Sport England has been clear that failure to achieve the agreed growth in a sport would lead to a governing body's overall funding levels being reviewed."

Details: <http://lei.sr?a=T6g7N>

Firms appointed to sport's Legal Panel Framework

A number of law firms have been appointed to the new Legal Panel Framework, which is to provide services to national governing bodies for sport and recreation organisations.

Sport England, Sport Wales, UK Sport and the Sport and Recreation Alliance have set up

the framework, which is formed of 10 firms selected through a procurement process.

It comes after it was found that sector organisations face challenges in terms of finance and resources when accessing legal services.

Details: <http://lei.sr?a=Z9r5G>

Windsor Park scheme moves forward

The multi-million pound redevelopment of Belfast's Windsor Park stadium has taken a step forward after the Irish Football Association (IFA) confirmed that initial funding is now in place.

A Letter of Offer has been received by the national governing body from the Department of Culture, Arts and Leisure (DCAL), which will release the first tranche of a £25.2m funding package towards the scheme.

IFA is working with DCAL, Sport Northern Ireland and Linfield Football Club on the plans, which will transform the existing venue into an 18,000-capacity national stadium for football.

The next stage of the project, following the appointment of a planning consultant, will see



The Letter of Offer paves the way for work to begin at the Belfast venue

an integrated consultant team selected to draw up designs for the new-look Windsor Park.

A planning application is expected to be submitted in December, with the phased construction process to begin in August 2013.

Details: <http://lei.sr?a=w4h1p>

New facilities for Belfast university

Queen's University in Belfast, Northern Ireland, has opened new outdoor facilities at Upper Malone playing fields, following a £20m investment in its sports provision.

The project is designed to establish the institution as one of the leading sports universities in Ireland, with the facilities available to students and the local community.

At the centre of the project was the construction of the Arena Pitch, one of the only pitches in the UK and Ireland to accommodate football, rugby and Gaelic Games on a single site.

The opening of the facilities marks the completion of a £13m second phase of work, which has also included 14 additional pitches and a spectator stand adjoining a new stand.

More than 20 changing rooms and additional changing facilities to the south of the



The new Arena Pitch can host football, rugby and gaelic games matches

site have been provided, along with a strength and conditioning suite.

Work on the outdoor facilities comes after the first £7m phase was completed in 2006, which included the expansion of the university's Physical Education Centre at Botanic.

Details: <http://lei.sr?a=e5mow>

One-fifth of football clubs in 'ill-health'

New research released by corporate recovery specialists Begbies Traynor has found that nearly one-fifth of all English Football League clubs are currently showing signs of "financial ill-health".

The research comes amid ongoing financial problems affecting Portsmouth and Port Vale football clubs, as well as the Scottish Premier League side, Glasgow Rangers.

According to the Red Flag Alert survey, three clubs in the npower Championship; six in npower League One; and four in npower League Two are facing financial trouble.

Begbies Traynor partner Gerald Krasner said: "Football as an industry suffers from an enormous financial gap between the Premier League and the Football League.



Portsmouth's financial difficulties have been well-documented

"One effect of this disparity is that Football League clubs are often tempted to overspend on players to try to gain promotion [to the Premier League] and the promised riches and prestige that come with it."

Details: <http://lei.sr?a=iok4v>

Scottish schools sports facilities audit launched

An audit of sports facilities within Scotland's school estate, together with public access to such facilities, has been commissioned by national sports agency sportscotland.

It is the first stage in a process by the agency to establish up-to-date data that details the

availability and usage of sports facilities, as well as potential barriers around future use.

Improved public access to school sports facilities is one of sportscotland's main priorities outlined in its four-year plan, which runs until the end of 2015.



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Middlesbrough to get new sports village?

Middlesbrough Council has launched a consultation in order to gather comments on proposals for a new sports village to replace some of the town's older facilities.

The council set out its vision of a regional sports centre in preparation for major budget cuts, with preliminary plans identifying the Prissick site for the scheme.

Middlesbrough Cycle Circuit and Prissick Skate Plaza are already currently based at the site, with the new complex set to add a 400m athletics track, five-a-side pitches and a health club. *Read more: <http://lei.sr?a=I2row>*



S&P Architects worked on the new venue's design

Work starts on new £31m Redcar leisure complex

Olympic swimmer Chris Cook has helped mark the official start of construction work on a new £31m leisure, business support and community facility in Redcar.

Willmott Dixon has been appointed to build the complex, which has been designed by leisure specialists S&P Architects in collaboration with Plus Three Architecture.

A fitness suite and a junior gym will be among the facilities at the venue, along with a 25m, six-lane swimming pool, a training pool, a learning pool and a sports hall. *Details: <http://lei.sr?a=Ro8J>*

Half of Brits unhappy with work life balance

Nearly half of adults aged 16 and over are currently unhappy with their work life balance, according to the latest findings from the Office for National Statistics' *Measuring National Wellbeing* programme.

Those that use leisure time to engage in physical activities appear to be happier than those who prefer sedentary pursuits – such as watching TV or playing video games.

The latest figures show that in 2010-11, 54.1 per cent of adults in England had participated in some type of physical activity. *Details: <http://lei.sr?a=p9hys>*

Sports drinks tax plans questioned

Consumer groups, sports nutrition manufacturers and distributors have joined forces in a new alliance to call on chancellor George Osborne to abandon his plans for the introduction of VAT on sports nutrition products.

The alliance has written to Osborne after he announced in the Budget that some sports nutrition products will be subject to 20 per cent VAT with effect from 1 October.

The UK Specialist Sports Nutrition Alliance (UKSSNA) claims the tax would penalise consumers and deal a blow to the sports nutrition industry.

In a letter to the chancellor, the UKSSNA described the decision as "bizarre" and warned that the introduction of VAT could push consumers to the grey and unregulated market.

Chris Whitehouse, campaign director for UKSSNA, said: "Introducing VAT on these



IMAGE: SHUTTERSTOCK.COM

UKSSNA said the plans were a "disaster" to the sports nutrition sector

sports nutrition products will hit thousands of consumers in the pocket and undermine the growth of an entire industry but will generate little additional revenue for the Treasury.

"We strongly believe that it is unreasonable to tax consumers for products designed to ensure good health and nutrition."

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

Green light for Brighton stadium expansion plans

Brighton and Hove Albion Football Club's plans to expand the 22,000-seat Amex Stadium in East Sussex have been given the green light by the local authority.

The KSS Group-designed venue's capacity will be increased to 30,750 over two phases of

work. The first stage will see 5,000 seats added in time for the 2012-13 season and a further 500 by the end of December.

A second phase of work will result in the addition of the remaining seats next year. *Details: <http://lei.sr?a=X4G7W>*

Sport Wales unveils community strategy

Sport Wales has launched its new sector-wide *Community Sports Strategy*, which aims to challenge the Welsh sector to accelerating efforts to increase participation.

The organisation said it will be "far more targeted" with its resources going forward, while it plans to invest in partners looking to deliver more opportunities for children.

Organisations seeking to introduce informal or social versions of traditional sports and clubs that are already thriving but still looking to grow are also among those set to benefit.

The launch of the strategy was attended by Welsh sports minister Huw Lewis, who has announced that a further £9m of Lottery funding will be invested over the next three years.



IMAGE: SHUTTERSTOCK.COM

Sport Wales wants the sector to accelerate efforts to grow participation

Sport Wales chair Professor Laura McAllister said: "The new *Community Sports Strategy* sets out clear priorities to enable a dramatic shift in the range and number of people involved in local sport."

Details: <http://lei.sr?a=J9k3Y>

New obesity campaign launches

Healthcare professionals have come together under the Academy of Royal Medical Colleges (AoRMC) to launch a new campaign to combat increasing levels of child and adult obesity.

The UK medical profession – including surgeons, psychiatrists, paediatricians and GPs – is aiming to tackle what it described as the “single greatest public health threat”.

A three-month evidence-gathering inquiry has marked the launch of the campaign to gather research and experience of actions that help reduce obesity.

Among the five main areas being investigated by AoRMC will be the actions that can be taken by individuals, which comprise exercise in addition to diet and “positive parenting”.

Fiscal incentives – including minimum pricing, personal incentives and taxation – is



The campaign aims to be a driving force in the fight against UK obesity

also one of the areas that will be investigated as part of the campaign's inquiry.

AoRMC chair Professor Sir Neil Douglas said: “This won't be just another report that sits on the shelf and gathers dust; it will form the bedrock of our ongoing activity.”

Details: <http://lei.sr?a=X5f2M>

'Positive role' of green spaces outlined

New guidance highlighting the “positive role” of well-designed green spaces and parklands in the recovery of patients from illness and injury has been published by the Forestry Commission.

Greenspace Design for Health and Wellbeing provides advice on how the design of green spaces around hospitals and wellness facilities can help supplement clinical care.

It is hoped the new Practice Guide will be of interest to practitioners, planners and policy makers within the NHS and others sectors involved in patient care.

Forestry Commission chair Pam Warhurst said: “We've all long known that we feel better after spending time outdoors and in green



Well-designed parkland can boost the recovery of patients

spaces such as parks and woodland. “Now a raft of research findings in recent years have confirmed that this experience is not just a vague impression, it represents a range of mental and physical health benefits.”

Details: <http://lei.sr?a=h4u4d>

Irish government launches new €30m facilities fund

A new €30m (£25m) fund has been launched by the Irish government to provide support towards “important” sports capital projects. The Sports Capital Programme has been announced by Michael Ring, minister of state for tourism and sport and is the first round of sports capital funding made available by the government for four years.

Sports clubs will be able to apply for up to €25,000 (£21,000) for new and improved facilities, as well as to purchase equipment. Details: <http://lei.sr?a=a0H9S>



A pool and gym form part of the council's vision

Councillors back £15m Didcot leisure scheme

Members of South Oxfordshire District Council's cabinet have backed plans for a new £15m leisure centre in Didcot.

The cabinet has agreed in principle to the proposals, as well as to invest £60,000 from the provisional capital programme towards feasibility and procurement work.

According to a report put before the committee, the minimum requirement of the planned new centre is that it includes a competition and training pool, as well as a sports hall, squash courts and a gym.

Details: <http://lei.sr?a=W1W2K>

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Richard Lewis named Wimbledon chief

Sport England chair Richard Lewis has been appointed as chief executive of the All England Lawn Tennis Club in Wimbledon.

Although he will remain as chair of Sport England, Lewis will step down from his other role of Rugby Football League (RFL) chair.

Lewis was formerly director of tennis at the Lawn Tennis Association before joining the RFL in 2002. He is also a trustee of the London Marathon and Wembley National Stadium trusts.

He leaves the RFL having overseen the latest round of record breaking TV contracts and with more people watching, viewing and participating in rugby league than ever before.



Kimberley re-appointed EHB chair

Philip Kimberley has been reappointed as non-executive chair of the England Hockey Board (EHB) for a further three years.

EHB president Simon Mason said: "As executive chair from 2003 to 2008, Philip was responsible for the rebuilding of the governing body's affairs after its financial problems in 2002. He then became non-executive chair in early 2009 when Sally Munday was appointed chief executive and the two of them have worked closely to continue the development of the sport."

Kimberley is also on the Great Britain Hockey Board and a non-executive director of both UK Sport and sportscoachUK.

Antony Kildare heads Aquaterra leisure

Aquaterra Leisure has appointed Antony Kildare as its chief executive officer.

A former executive director of East Midlands Development Agency, Kildare's previous roles include a directorship at Ernst & Young and a secondment to the Department for Trade and Industry, where he worked on the Cox Review.

Simon Kaplinsky, chair of Aquaterra's board, said: "We're delighted to have Antony on board. He brings with him a superb range of skills and experience gained in industry, investment, public sector and not for profit business and is the ideal person to lead our specialist sports and leisure staff."



Aquaterra Leisure manages six public leisure facilities in Islington, plus seven football and cricket pitches, and seven leisure centres in Bath and Somerset.

Hannibal appointed red-tape champion

Peter Hannibal, gambling and leisure industry consultant and former director of Electronic Gaming at Gala Coral, has accepted an invitation from the Department for Culture, Media and Sport to champion the government's war on the rules and red tape that are holding back growth in the gambling and leisure industries.

Hannibal, who has a Master's Degree in Business Administration from Nottingham Trent University, will be responsible for helping operators

and stakeholders to identify those rules that are stifling their chances of success and to flag them up through the easy-to-access dedicated website www.redtapechallenge.cabinetoffice.gov.uk/home/index.

He says: "My role is to provide insight on the issues faced by those at the coal face and to act as an intermediary between the industry and government. I would urge everyone who has a view on red tape to visit the website and/or contact me and be part of the process."

Cosslett chairs England Rugby 2015

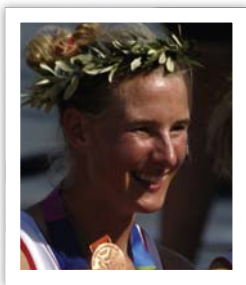
Andrew Cosslett, the former chief executive officer of InterContinental Hotels Group, is the new chair of the Rugby World Cup 2015 organising committee – England Rugby 2015.

He held the post of interim chair of the committee and takes up his new role this month.

Cosslett will lead the board with chief executive officer Paul Vaughan. Board members also include ex-Football Association chief executive officer Ian Watmore.

Vaughan said: "The international business and marketing skills that [Cosslett] brings to the board will continue to be invaluable in his new role as chair."





Sarah Winckless

Karen Maxwell speaks to the chair of the British Olympic Association's Athletes' Commission

Can you give an account of your sporting background?

I was always a person with lots of energy and played netball, basketball and did athletics at school. I won the Schools National Netball Tournament U16 with my team from Tiffin Girls' School, and threw the discus at age group internationals.

It wasn't until I went to Cambridge to study that I started to row – and gained Blues in athletics, netball, basketball and rowing. On graduation I joined the GB rowing squad and set my sights on competing for my country in rowing.

Can you explain your role as chair of the BOA Athletes' Commission?

My role is to ensure that the athlete is at the heart of everything the BOA does.

I chair a group of 12 elected current or recently retired Olympians, plus our elected International Olympic Committee (IOC) Athletes' Commission athletes and make sure that we look at BOA projects when they are being planned. This way the group can offer its thoughts and opinions of the projects and the BOA management team can either be confident in their direction of travel, or may choose to alter parts of a project.

The group has great experience, and it's my job to ensure that things come to the commission at the right stage, and that everyone has a chance to be heard in the discussion that follows.

Does this complement other roles you hold in sport?

I work in leadership and coaching and believe this role absolutely complements my day job. I work through with members what they want to get out of volunteering for the commission and then set up opportunities for them to achieve these goals.

What are the current issues for the Commission and athletes in the lead up to the 2012 Games?

We've been involved in most of the projects that the BOA has planned for the Games, so at this stage, any input is merely to help in the fine tuning.

Members who are not competing in the Games have been asked to volunteer for the BOA to help with the Olympic Ambition Programme and other roles.

Current work also includes members sitting on a Winter Sport Olympic Qualification Panel for Sochi and members working on an Olympic experience project. They're also having input into a sustainability project. Some members will also sit on a disciplinary panel, should this be required during the Games.

How do you liaise with the BOA?

I sit as a voting member on the BOA board, and my report from the commission is a standing item. If the commission needs another opinion on a certain topic, I'll introduce this onto the board agenda



Sarah won a bronze medal in rowing at the Athens 2004 Olympic Games

for discussion. Also both I and a second commission member attend the National Olympic Committee meetings, where the 33 member sports meet and discuss BOA projects and policy.

How do you share best practice?

I speak at and share my experiences with the European Olympic Committee Athletes' Commission. I was also a volunteer at the International Olympic Academies session for Olympic medalists where I met other athletes who are active in their countries and we had a week of sharing ideas, challenges and best practice.

We also have links with the IOC Athletes' Commission, as elected member Adam Pengilly sits on our commission. Jonathan Edwards is invited to our meetings and has invited me to sit on the LOCOG Athletes' Commission and the chair of the British Athletes' Commission (BAC), Karen Pickering, invites me to BAC board meetings.

I believe that the more we can communicate and work together, the louder the athletes' voice will become.

My role is to ensure that the athlete is at the heart of everything that the BOA does

TIM HOLLINGSWORTH

THE NEWLY-APPOINTED CEO OF THE BRITISH PARALYMPIC ASSOCIATION TALKS TO KAREN MAXWELL ABOUT HOW LONDON 2012 IS PRESENTING AN UNPARALLELED OPPORTUNITY FOR THE PARALYMPIC MOVEMENT TO INSPIRE CHANGE



Tim Hollingsworth has big ambitions for the BPA

The Paralympic Movement is coming back to its roots in September this year and Tim Hollingsworth's excitement is palpable. "This year heralds the homecoming of the Paralympic Games," he enthuses. "Britain is the birthplace of the Paralympic Movement and the London 2012 Games are offering a truly unique platform on which to launch a turbo-charge of activity."

Powerful words for a man who's been at the helm of the British Paralympic Association (BPA) for just 12 months, but coming from a corporate communications background he's already identified a myriad of opportunities that lay ahead for this powerful brand.

"This year's Games offers an incredible opportunity to promote the movement and catapult Paralympic sport to a much wider audience," he says.

COMING INTO THE FOLD

Hollingsworth believes his journey into sport administration has quite literally been defined by London 2012. Armed with a background in corporate communications at media companies such as Granada TV, he joined UK Sport as director of policy and communications three months before London won the bid to host the Games in Singapore in 2005, and says he recognised the move into sport as "an incredible opportunity to be a part of the Games".

He spent seven years at the elite sport funding organisation – becoming COO in 2010. The BPA CEO position became available when Phil Lane left after 10 years in the role, during which time ParalympicsGB finished second in the medal table at both the Athens 2004 and Beijing 2008 Games. Hollingsworth took the opportunity and vows to capitalise on these achievements.

TEAM LEADER

Coming on board just a year before the start of the London 2012 Games, he admits to embarking on a steep learning curve but says his knowledge of both the sporting landscape and the Paralympic Movement got him quickly on track.

His focus so far has been on three key areas of the charitable organisation: repositioning the brand; preparing the team for success at this year's Paralympic Games; and ensuring the future of Paralympic sport post 2012.

"When I joined the organisation, there was some confusion around the roles of the BPA and ParalympicsGB," he explains. "The BPA has a wider remit, whereas ParalympicsGB is the team of the Games. In my mind it was crucial to identify the power of these two brands, so in January of this year we formally reverted back to being the BPA – as the organisation that is responsible for the Paralympic Movement in this country."

With a core staff of just 24 at the BPA, come Games-time Hollingsworth says the number of people within the Paralympic team will rise to almost 600, once the full complement of athletes and officials have been selected, and he admits that there's lots to do in terms of making sure that this team is best prepared.

"We're fortunate to have some very talented and very willing people on board," he says. "Tim Reddish [BPA chair]



David Weir (right) won two gold medals at Beijing 2008 in the T54 800m and 1,500m



Tom Aggar won a gold medal in the Single Scull rowing event at the Beijing 2008 Paralympic Games



From Left: Secretary of State Jeremy Hunt talks to Tim and a Paralympian



GB's sitting volleyball programme was re-instated for London 2012

and I have been refining the way the BPA is structured and governed and have been putting processes in place so we can develop the skill sets of BPA staff and make the most out of this year's unique opportunity."

Regarding Games-time preparation, Hollingsworth says the BPA has left no stone unturned and he has, in fact, 'fallen on his sword' to ensure the team's success.

"I took the decision not to be the Chef De Mission at the Games [a role often taken by the CEO]. I believe that this role calls for a different skill set. With me coming into this environment only recently I've been fortunate to identify and secure the services of Craig Hunter, who led the team at the 2010 Commonwealth Games in Delhi, for that role.

"He's been a life-long sports administrator in swimming. He has the right values, the right attitude and the right approach to life and his experience is fantastic in terms of what a Games-time

environment is like and how it will impact on our athletes.

"Between us we've considered everything around the pre-Games and Games-time environment as far as maximising performance and getting our athletes on the starting line in the best possible shape. Our job is to protect them and challenge them where needed."

SPREADING THE WORD

As host nation, the BPA has a role to deliver to the expectations of visiting international Paralympic teams, as well as its own. The Paralympic Movement started as a competition for World War II amputees at Stoke Mandeville Hospital, which coincided with the 1948 London Olympics. The Paralympic Games officially joined the Olympic roadshow in Rome 1960 and the movement keeps growing.

According to Hollingsworth, the BPA needs to fully capitalise on London 2012's fantastic opportunity to grow the brand,

and that making this a reality has been monopolising the majority of his time since joining the organisation.

"We need to secure and maximise the future of parasport after London. I don't like to refer to this as 'legacy' because that word suggests some sort of aftermath, a high-water mark, that once reached is maintained thereafter. That's not the case with Paralympic sport. It's a very young movement and our strategy, going forward, is about maximising the 'momentum' and not saying 'that's that and what can we do off the back of it'; It's much more than that, it's a fantastic door opening to many opportunities."

To this end Hollingsworth has been formulating a strategy that demonstrates leadership for the 2012-2017 period, towards Rio 2016 and beyond.

"To put it simply, it's about ensuring that we have a mission which is clearly defined around the athletes and our role in delivering and supporting them, ➔



GB were second on the medal table in 2008



Seven-a-side football debuted at the Paralympic World Cup in 2010 (Paralympics GB are in red)

► because they create the inspiration – the stardust – and that allows us to engage in other things.

"It's about inspiring change, primarily around sport – the accessibility and the availability of sport for all, and to challenge the broader section of our society about behaving differently towards disability," he says.

MAKING A VISION A REALITY

When asked how he plans to go about making these ambitious changes, Hollingsworth says that first and foremost the BPA's role is to ensure plenty of British medal success at this year's Games because "people will have their eyes opened to the concept of disability being challenged".

"Our primary purpose is to demonstrate that our athletes are high achieving and world-class in what they do. The inspirational impact of that is less tangible, but we're working with those organisations that are responsible for increasing participation levels to, first of all, help people with a physical impairment to realise that they can get involved in sport.

"This then leads onto social change. It's about recognising that there are few better ways to cut through to wider society views around disability than the Paralympics. We need to make sure that this spotlight is effective in changing

perceptions. We want people not to start with sympathy but to say 'Wow that's a fantastic sporting achievement'.

"Once people have established a connection with disability through the sport, it can open the door to challenge perceptions, which should result in a world where disabled children are being integrated into PE activities rather than discluded, which is often the case today," Hollingsworth says.

EFFECTIVE PARTNERSHIPS

Parasport, a web-based tool for finding sports opportunities and a resource that informs on the classification that relates to the degree of impairment for each sport, has become an important link to the Paralympic brand. It also helps people use the right language linked to sport for physically impaired people, rather than the overused, and negative connotations linked to 'disability' sport.

The BPA has been seen to be 'controlling' by members of the media for producing a 'guide to language' for use during the Games. However, Hollingsworth says that it's conscious about language around sport and thinks the organisation had an obligation to try and influence that. "It's not compulsory, it's a guide," he says. "As a nation we're conscious about language surrounding race or gender, so it's absolutely legitimate to do the same thing around disability."

JOINED-UP THINKING

Public funding is becoming available through sports' national governing bodies (NGBs) to enable a wider delivery of parasport and Hollingsworth says the BPA's aim is to find ways to broker and facilitate with home countries sport and disability federations as well as NGBs to help with open days and Paralympic Potential days, to offer multi-sport sessions and further promote the parasport website.

Meanwhile, another part of the BPA's strategy is to broker relationships with centres of excellence.

"We're looking to further develop partnerships with universities or leisure facilities for BPA accreditation, which further promotes the brand and highlights the facility as a centre of excellence for disability sport," Hollingsworth explains.

"Obviously the criteria for this partnership would be access to world-class, fully-inclusive sport facilities and accommodation where appropriate, however, research is also a key area for us. For example, Loughborough University and the University of Bath already have well-defined research programmes around disability sport. It's one thing to conduct research for disability sport within the sports science department; it's quite another if the engineering and psychology departments have got an interest in disability programmes too," he says.

"Using London 2012 as our launchpad is about providing value, maybe by adding a resource or a partnership that can benefit the brand, and ultimately the end user/participant. Thanks to the Games, the world's attention is turning towards us now, we're looking at how these partnerships can develop into the future and how our role can evolve to make sure we get the most out of this 'once in a lifetime' opportunity." ●

There are few better ways to cut through to wider society views around disability than the Paralympics. We need to make sure that this spotlight is effective in changing perceptions

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The Sport Industry Awards are considered to be the Oscars of the Sports Industry



Sky Sports presenters
Georgie Thompson,
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Natalie Pinkham and
Charlotte Jackson

THE SPORT INDUSTRY AWARDS

With 'the greatest show on earth' set to descend upon London in a matter of months, this year's Sport Industry Awards served as a reminder of why the UK is so well qualified to host the 2012 Olympic and Paralympic Games.

The event showcased some of the most compelling and effective work that has taken place in sport over the last 12 months and gave due recognition to the many who have worked effortlessly in their respective fields.

Politicians, sponsors, broadcasters, celebrities and of course sports stars joined forces at London's Battersea Evolution to enjoy an evening which is seen by many as the 'must attend sporting event of the year'. The 'Oscars of the Sports Industry' saw an array of awards handed out to organisations as varied as Sky Sports, O2, Manchester City FC and Betfair.

OLYMPIC PROPORTIONS

With the Olympics and Paralympic Games looming on the horizon it was only to be expected that at least some of the evening's winners would be part of the Olympic movement. The event commenced with the Olympic Development Authority (ODA) receiving the Sport Business Achievement of the Year Award for its successful, and punctual, overhaul of the Olympic Park site. As Sports Minister Hugh Robertson – jointly presenting the award with the Rt Hon Tessa Jowell MP – said: "This achievement is in no doubt our country's first victory of the London 2012 Games."

Sir John Arnitt, the ODA chair, picked up the gong from the two politicians who used their speeches to pour praise on those present, and the sports industry more widely, for the work they do in bringing pleasure and enjoyment to so many people.

CELEBRATING SPORT

Such work is perhaps best demonstrated by those who were competing for the 'Sport Governing Body of the Year' Award, which saw British Triathlon come out on top of an impressive short-list, which featured the England and Wales Cricket Board, British Cycling, UK Athletics, England Netball and the Rugby Football League.

British Triathlon's president, Dr Sarah Springman CBE, highlighted the catalytic effort that the Games has played stating: "We've been fired up by the 2012 Olympics and our four-year plan reflects this, with challenging targets that we have exceeded every year in delivering

outstanding performance on the world class stages that we create and raising the profile and inspiring people to take part in this fast-growing, dynamic sport."

The numbers certainly back up this statement with some 850 events taking place in the UK in the past 12 months, including 18 Tata Kids of Steel community triathlons, that engage 12,000 children.

Success has also been secured on the elite front, with Britain currently boasting 13 world champions in different triathlon disciplines. This provides a solid platform for potential success at the London Olympics, with the Brownlee brothers, in particular, being seen as genuine medal hopes for the Games.

The evening also saw Premiership Rugby given the 'Community Programme' Award for its Hitz project, which takes rugby and its unique value code into inner city estates across ten of London's boroughs. Hitz serves as the flagship social inclusion project within Premiership Rugby's wider community programme.

Operating through Premiership Rugby's partner clubs and with core funding coming from the Mayor's Office, Hitz has been run in conjunction with the Metropolitan Police and has been at the forefront of efforts to tackle youth offending and anti-social behaviour in the capital.

This award is likely to provide a fillip to Premiership Rugby as it looks to expand Hitz across the country beyond the 1,000 participants currently registered in London. The present ambition is to roll out the programme across 14 partner clubs nationwide and the importance of this award in helping fulfil that vision was



Olympic legend Michael Johnson



IPC president Sir Philip Craven MBE



British Triathlon members, including (BTF) CEO Zara Hyde Peters (with trophy centre) and Sarah Springman BTF president (behind), celebrate winning the 'Sport Governing Body of the Year' award

made clear by Helen Clayton, Premiership Rugby's Hitz project manager, who said: "The most pleasing aspect of this recognition is that it will help the Hitz project move on to the next level."

LIFETIME SPORTING ACHIEVEMENT

The final award of the evening was the 'Lifetime Achievement' Award, which was presented to Sir Philip Craven MBE, the president of the International Paralympic Committee. Sir Philip was given a standing ovation by the 1,750 guests and received his award from National Basketball Association legend, John Amaechi and former teammate, Tip Tibbott.

Sir Philip was clearly deemed a worthy winner by the industry audience for as Nick Keller, chair of the Sports Industry Group who organises the awards, later commented: "It is no exaggeration to say that, without him, the Paralympics we know today and the Games we look forward to this summer would be absolutely unrecognisable."



Tessa Jowell, John Armit and Hugh Robertson

This is the sixth Paralympic Games which Sir Philip has overseen and it is set to be the biggest yet, with close to four billion people expected to watch 4,200 athletes from 160 countries.

The award proved a fitting end to the evening – given the forthcoming Games, that are sure to set the benchmark for other nations to follow.

Nick King is director of Sports Think Tank

SPORT INDUSTRY AWARDS 2012 – WINNERS

Best Sponsorship of a Sport Team or Individual

Sponsored by Nolan Partners
Winner: British Airways – Team GB: 'They Will Fly'

Sport Participation Event of the Year

Winner: Manchester's Great Day of Sport

Best Use of Digital Communications in Sport

Sponsored by Late Night London
Winner: NIVEA FOR MEN – The Great Football Experiment

The Community Programme Award

Winner: Premiership Rugby – HITZ Project

Best Sponsorship of a Sport Event or Competition

Sponsored by Icon
Winner: NatWest – The NatWest Cricket Club

Sport Website of the Year

Winner: Manchester City Football Club – www.mcfcc.co.uk

Best International Sport Marketing Campaign

Sponsored by Battersea Evolution
Winner: Castrol EDGE – Castrol EDGE Presents 'Ronaldo Tested to the Limit'

Best TV Sport Commercial

Sponsored by Eurosport
Winner: O2 – O2 'Get up for England'

Best Use of PR in a Sport Campaign

Sponsored by Action Images
Winner: Betfair – Trash Your Tevez Shirt

Sport Brand of the Year

Sponsored by Pinsent Masons
Winner: Sky Sports

Best Integrated Sport Marketing Campaign

Winner: O2 – O2 'Get Up for England'

Sport Governing Body of the Year

Sponsored by The Daily Telegraph
Winner: British Triathlon

Sport Agency of the Year

Sponsored by Colouration
Winner: M&C Saatchi Sport & Entertainment

Lifetime Achievement Award

Sponsored by Monitor Quest
Winner: Sir Philip Craven MBE

The Kantar Media Sport Business Achievement of the Year Award

Winner: The Olympic Delivery Authority



The 300-station gym is available to both elite and community users in the run up to the London 2012 Games and beyond



SPORHOUSE

One of three newly-built Games-Time Training Venues, SportHouse is home to the UK's largest multi-use sports hall for use by elite international athletes and the local community – both before and well after the London Games. Lauren Applegarth reports

In September 2010, a planning application was submitted by Ebbsfleet Community Sports Centre to the London Borough of Barking and Dagenham for the construction of a brand new £8.1m sports facility in Mayesbrook Park, Dagenham.

Fast forward to March 2012 and the completed site – now known as SportHouse – was officially opened for business by a host of famous dignitaries, such as Gleds ambassador Sir Steve Redgrave CBE, International Olympic Committee member Sam Ramsamy and Margaret Hodge MP.

As one of just three newly-built Games-Time Training Venues,

SportHouse will host international athletes from Olympic handball and athletics, as well as competitors from Paralympic judo and wheelchair rugby, all of whom will be competing in this summer's Olympic and Paralympic Games.

Following the Games, the multi-sport facility will provide a lasting sports legacy for the East London area, by delivering world-class training facilities and sporting opportunities to the local community.

So where did the vision for SportHouse, come from and how will the site sustain its success and appeal when the curtains come down on what will undoubtedly be an extraordinary summer of sport for London and the UK?

Turning vision into reality

The concept for SportHouse was conceived by CEO Mike Stimson. Having previously worked in international banking and property investment, Stimson took his first step towards delivering his vision by setting up Ebbsfleet Community Sports Centre (ECSG) – the company behind SportHouse – in 2010.

"I believe that more people, in particular children, should have the opportunity to play sport and use the best facilities available," Stimson says. "In my opinion, the sports market has been overlooked during the last 15 to 20 years and the

main benefactor of this has been the health club market. SportHouse is my solution to delivering a premium, affordable, alternative sports training facility."

Built at a total cost of £8.1m, SportHouse was part-funded by the Olympic Delivery Authority (ODA) to the sum of £3.9m and this enabled Stimson to secure the remaining funding from Tiodos Bank.

Both elite and community use

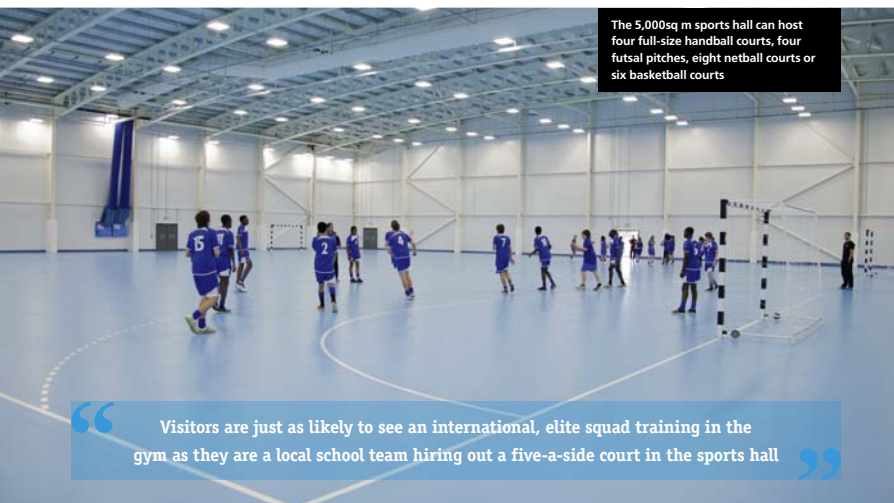
"Crucially, SportHouse has not been developed exclusively for elite athletes," he says. "We believe that by creating a world-class sports facility we can have a significantly positive effect on the local community and provide an environment that allows professional athletes and members of the public to train alongside each other to maximise their potential."

SportHouse is home to the UK's largest – and Europe's second largest – multi-use sports hall. It also has two state-of-the-art gyms containing 300-stations, a 250-cover restaurant and bar and two full-size basketball courts.

In addition, the centre has direct access onto the existing Mayesbrook Athletics Arena which is situated next door. Also a Games-Time Training Venue, the eight-lane track was completely refurbished following a £2m investment from the ODA, at which time new



SportHouse CEO Mike Stimson (fourth from right) with IOC members, councillors, MPs and Sir Steve Redgrave



The 5,000sq m sports hall can host four full-size handball courts, four futsal pitches, eight netball courts or six basketball courts

“Visitors are just as likely to see an international, elite squad training in the gym as they are a local school team hiring out a five-a-side court in the sports hall”

long- and triple-jump pits, changing rooms, kitchen facilities, a warm-up area and a sports medical room were added.

Architecture and design

Designed by architect David La Riche from LRK Associates, SportHouse sits within 4.2 acres of the 45 hectare Mayesbrook Park. Existing buildings were demolished to make way for the new facility which includes new changing rooms and two external multi-purpose courts.

The project's lead contractor, Morgan Sindall, was responsible for the construction and delivery of the project. "This was one of the last Olympic projects to get funding from the ODA, so we had an extremely tight time-frame and budget to work with", says Morgan Sindall's managing director at the London Office, Peter Jacobs. "However, it's been a real privilege to work on SportHouse – the facilities are going to have a life-enhancing impact on the local community and seeing the site come to life has really brought the proximity of the Olympics home to the people who live in this area."

Elite and community support

The two gyms at SportHouse cover a combined 1,000sq m of floor space and house 300 pieces of cardiovascular and strength training equipment, including

SPORHOUSE – FACTS AND FIGURES

- 5,000sq m multi-use sports hall
- 1,000sq m gym across two floors
- 250-cover restaurant and bar
- 6,000 member capacity



a fully-inclusive range of Cybex fitness equipment, accredited by the Inclusive Fitness Initiative (IFI) programme.

"We've worked closely with Mike Stimson and his team, since their visit to IHRSA in 2011, when they tested out fitness equipment from all manufacturers before choosing Cybex," says Rob Thurston, commercial director for Cybex UK.

"The relationship between Cybex and SportHouse will continue to strengthen as we recognise the shared values between both parties; the high-performance design of Cybex equipment will help to support SportHouse's vision to deliver a sports facility that caters for the sports and training regimes of a wide section of users of all abilities."

The sports hall

But although SportHouse has an excellent range of facilities, it's the 5,000sq m, multi-use sports hall that enabled the site to qualify for the title of Games-Time Training Venue. Designed for maximum versatility and flexibility, the clear-span space can be configured as four full-size handball courts or futsal pitches, six netball courts or 54 badminton courts at any one time.

The flooring used in the sports hall – which was laid in just five weeks – was designed, manufactured and installed by Gerflor, a specialist in resilient flooring solutions. "The sports hall features 5,000sq m of Gerflor's Taraflex™ Combi-sport flooring," says Darren Wood, Taraflex sport manager for Gerflor. "This floor system will help deliver community through to elite athlete performance, while offering users both safety and comfort."

Contributing to the individuality and distinctiveness of the venue, the flooring has been produced in London Blue, a colour mixed exclusively for the London 2012 Handball Arena and SportHouse.

Temporary flooring has also been provided in accordance with the requirements of the London 2012 Organising Committee for the Olympic Paralympic Games (LOCOG), to support the training needs of the wheelchair rugby athletes.



Left: The gym is split across two floors and equipped by Cybex. Above: SportHouse overlooks Mayesbrook Athletics Arena, which benefited from a £2m refurbishment

From autumn 2012, SportHouse will also include a spectator arena, within the sports hall which will be capable of accommodating between 2000 and 2,500 spectators. The arena will be used for national and international sports events, club competitions and local school and college activities, as well as for concerts and live music events.

Ensuring sustainability and commercial success

While SportHouse will undeniably contribute to a lasting sporting legacy, the long-term success and longevity of the venue will ultimately come down to its ability to attract regular members.

"The success of SportHouse is based on the level at which the local community engages with the club and its facilities," says Nicola Addison, director of sport and leisure consultancy HBA, which was appointed as part of the leisure consultancy team for ECSC and has acted as the advisory body on aspects central to the project's delivery. "We set ourselves an ambitious target, but we achieved a 95 per cent conversion rate from membership enquiries, so we signed up more than 1,000 founder members after just seven weeks of pre-sale activity," she says.

The commercial strategy behind SportHouse is value for money, with the most expensive gym membership priced at £39 a month. Unlike many gym memberships, the minimum sign-up duration is just six months; discounted memberships are also available for off-peak use, as well as

WHO WILL BE USING SPORTHOUSE?

- Olympic and Paralympic athletes during London 2012 Games-time
- More than 1,000 new members signed up before the public opening of SportHouse in March 2012
- More than 95 per cent of memberships converted from walk-ins

corporate and joint memberships.

"With memberships starting from £1 a day, the SportHouse commercial model delivers a world-class training venue for a cost directly in line with that of local authority sports facilities," says Addison.

SportHouse also offers a 'pay as you play' option; users can pay for one-off visits to the gym as and when required.

The HouseKey – SportHouse's annual access card – provides guests with unlimited access which includes the use of the ClubHouse restaurant and bar, the ability to pay for single-use gym sessions and bookings for the sports hall. To complement the affordable monthly gym memberships, HouseKeys are priced at a maximum of just £40 a year.

In line with the facility's Olympic legacy strategy, SportHouse is already looking beyond this summer's major international competitions. The facilities have become a focus of attention from a number of national governing bodies including the English Handball Association, The FA and England Netball, which have all expressed interest in being involved in

the longer-term use of the site.

Alongside this, the venue is already being used as a training camp by the Brazilian and Norwegian women's Olympic handball teams during London 2012 Games time and it will play host to a senior international futsal match between England and Denmark later this month.

"What makes SportHouse unique is its ease of accessibility, which is reflected in its portfolio of users, says Stimson. "Visitors are just as likely to see an international elite squad training in the gym as they are a local school team hiring out a five-a-side court in the sports hall."

What's next for ECSC?

For Stimson and his team, SportHouse is just the start of bigger and better things to come. The hard work and dedication will carry on as the venue continues to prove the unique commercial model underpinning the success of the site.

"With the first SportHouse up and running," he says, "ECSC is already exploring similar opportunities both internationally and across the UK. We've already been approached by a number of key individuals who recognise the value that a site such as SportHouse can deliver to a community. However, for the time being, our current focus remains on ensuring our management team at SportHouse continues to deliver a first class, fully-inclusive, commercially successful sports facility in the heart of East London." ●

Lauren Applegarth is a freelance writer



Gerflor's Fast Track Sports Hall Flooring

Refurbishment Solutions that don't cost the earth!

In the days of austerity, indoor sports floors that have 'seen better days' don't always have to be uplifted and replaced. You can save money, down time and environmental impact by leaving the old floor in place and over laying it.

Gerflor, a leading manufacturer of Taraflex™ Sports Floors, have recently launched a number of product solutions that can be installed directly over the old sports surface. This can save a small fortune in costs and can be quickly installed minimising facility down time.

A RECENT SUCCESS: GILLINGHAM LEISURE CENTRE

During the recent facility refurbishment it was decided that the sports floor was in need of replacement. Gerflor delivered a specification and a solution that made a huge difference to the local community. The new floor was installed on top of an existing Granwood floor in only 3 days!

John Havill, Chairman of Three Rivers Partnership comments: "To think how bad the floor looked before and how it looks now is quite remarkable. Gerflor assisted in the project management of the scheme hugely and the sports hall floor refurbishment came in on time and on budget".

John Havill also added "Our customers love it, in particular the badminton club, some even hinting this is the best sports hall they have ever played in".

Taraflex™ sports floors have been manufactured since 1947 and offer a number of user and operator benefits including optimum user safety, comfort, performance and ease of maintenance. Taraflex™ is an 'Approved' surface by many National and International governing bodies of sport.

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See How the New Taraflex™ Eco-Fit system compares to a traditional refurbishment

ITEM (based on 594SqM)	TRADITIONAL SPORTS FLOOR	NEW TARAFLEX™ ECO-FIT METHOD	TARAFLEX PAYMENT PLAN*
UPLIFT OLD FLOOR	£ 3,975	£0	Total Cost of Project £24,982
DISPOSAL OF WASTE	£ 2,380	£0	Deposit £5,000
PREPARATION OF SUB FLOOR	£ 3,524	£0	Monthly Payments £347
INSTALL NEW SPORTS FLOOR	£ 28,153	£ 22,692	Term – 60 Months
LINE MARKING (8 Game Lines)	£ 2,290	£ 2,290	
PROJECT TOTAL	£ 40,322	£ 24,982	
PROJECT TIME	10 days	4 days	

POTENTIAL SAVINGS OF UP TO 40%!



ST GEORGE'S PARK



The Football Association has been trying for 35 years to create a national football centre. With the launch imminent, Kath Hudson talks to some of the people that have made this dream a reality



Back in 1996, when the European Championships were held in London, we were all singing about football coming home. It almost did, but then it went away again, further than before.

We're all desperate for England to win an international championship: according to the Football Association (FA) more than half the population – 28 million of us – watch England's major international matches. But if you look at the facts it's not surprising this isn't happening.

England has a fraction of the coaches that Germany, Italy, Spain and France have: 10 per cent of UEFA B coaches, 16 per cent of UEFA A

coaches and 12 per cent of UEFA Pro coaches. Only four managers in the Premier League are English and every other country that has won the FIFA World Cup, or UEFA European Championships, has a dedicated national training centre.

England has a long footballing history, with seven million participants, and we believe we should be champions, however, there has been a yawning gap in the infrastructure. There has been no hub for communicating and enforcing the FA coaching philosophy and messages and a nomadic, ineffective approach to coach education.

This, however, is all set to change. The finishing touches are now being put to the national football centre in South


Derbyshire. Symbolically named St George's Park, it is set to open its doors in late summer.

All of those involved are bristling with pride and excitement. This is set to revolutionise the game – it may take a couple of generations, but the coaches that this centre will turn out will go forth and create thousands of composed, creative, technically brilliant, decision-making young players.

The educational side will be backed up by a world-class centre for sports medicine and research and some of the best sporting facilities in the world, with every type of football pitch recreated.

Back of the net!





The centre will house an indoor sports hall, tennis courts, sand pits, sand rehabilitation lanes, a hydrotherapy suite, strength and conditioning gyms and a biomechanics area

DAVID SHEEPSHANKS: CHAIR

When appointed in 2008, my main role was to create a financially sustainable business brand to bring this long-standing project to fruition. I've been the chief crusader, but backed up by a first-class team.



Following consultation with the marketplace to build a financially sustainable business plan, there was common agreement that the clubs wanted to keep control of the players' education within their training academies, but there was a definite need for a centre that could educate everyone else involved with the game.

The FA already has a successful training business, FA Learning, which ran 73

courses last year, mainly Level One to Level Five coach education courses, but a plethora of others as well. St George's Park will build on that effective platform, by developing an educational hub for English football with courses in refereeing, leadership training, football and sports administration and sports marketing – among others.

Our national game will benefit enormously from this focus on coach education and leadership training – taking management and coaching to a new level. If we want to match the best in the world – which we're plainly not today – we need to start with better coaches.

Better coaches mean better players, in the long run. This is a long-term project, concerned with team development, rather than player development. Gargantuan amounts have been invested in wages, stadia and club academies, but disproportionately little in education and teaching our teachers. So this project is about raising quality and quantity.

Our consultation and research, which involved looking at other national centres

If we want to match the best in the world, we need to start with better coaches

and other sports, especially golf, showed there was a need for investing in education for the game, particularly coaching.

We want homegrown coaches from St George's Park to be as sought after as graduates from Oxford, Cambridge and Harvard. We want to see St George's managers leading domestic and international teams, so we can stop our reliance on recruiting from overseas for the top positions. We also want to raise the profile of coaching as a profession, making sure coaches are properly remunerated and have career pathways.

This will create a training infrastructure for English teams. There's no silver bullet for the ills of English football, but I believe in building on strengths, investing in teachers and creating a CPD ethos.

ALAN FERGUSON: HEAD GROUNDSMAN

This will be one of the best facilities in the world for maintenance and choice of pitches. With the range of surfaces we have at St George's Park, we will be able to replicate any playing surface that the England team will ever have to play on.


There are four Desso GrassMaster pitches (100 per cent natural grass with synthetic grass fibres), including a replica Wembley pitch; four fibresand pitches, with a lesser reinforced system; five natural surfaces, which have no



reinforcement, and two state-of-the-art synthetic pitches. All of them give differences in pace, hardness and bounce of the ball.

This is a great asset to the country because, apart from the top six or seven Premier League clubs, most clubs just have one pitch, so players don't get the experience of trying different surfaces.

We are 40 minutes from 14 major soccer venues and have a superb hotel and medical support, so we are expecting to be constantly busy. We will be involved with any new standards which the FA passes regarding pitches, as well as testing equipment.



The centre will house 11 full-size, external, floodlit, undersoil-heated pitches for coaching all age groups

RUTH PAULIN: BUSINESS DIRECTOR, PERFORM SPORTS SCIENCE AND MEDICINE FACILITY

Perform is a new brand for sports medicine and performance from Spire Healthcare, and was already being introduced to some of our hospitals, when we had the opportunity to become the FA's healthcare partner at St George's Park and hence create a flagship site, with the biggest and best facilities in the UK.



As business director, my responsibilities are leading the operational set up and recruiting a highly skilled multi-disciplinary team, including a clinical director, a centre manager and specialist physiotherapists,

as well as a number of experts in the fields of nutrition, podiatry, sports therapy and sports psychology.

The 25,000sq ft centre is fantastic in terms of size and facilities. It includes a world-class hydrotherapy facility; a rehabilitation gym with isokinetic equipment; a strength and conditioning gym; seven physiotherapy rooms and a human performance laboratory with an altitude chamber. Services provided will include blood tests and profiling, video gait analysis and much more – everything to help athletes achieve their maximum potential.

The centre will be able to take lessons from elite sport and make the technologies and expertise accessible to the public,

Perform offers cutting edge technology combined with elite medical expertise

who will be able to make appointments, or be referred to our experts.

It is the UK's most advanced sports medicine centre, with cutting edge technology combined with elite medical expertise.

We are aiming for accreditation as a FIFA F-Marc Medical Centre of Excellence to become one of only 24 such centres in the world.

ALAN J SMITH OBE, DL: LEAD ARCHITECT AND DESIGNER, REDBOXDESIGN

The architectural philosophy for this project was the same as I always use: I look at the site and schedule, and then the core values and the DNA of the client.

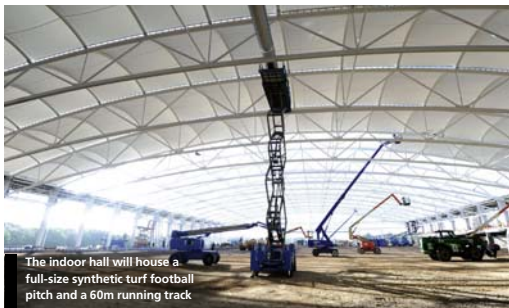


The core values were accessible, aspirational, rewarding, stimulating, symbolic and sustainable.

Then, we needed no more inspiration than the site itself, which is stunning: 330 acres within a national forest, surrounded by a necklace of trees. This is the land of the badger, the babbling brook and the bluebell wood and I wanted to make sure we didn't damage any of that sanctity so the buildings were located as far down the site as possible – one mile from the entrance. By situating the tallest building at the lowest point of the site and the lower buildings on higher ground, we have managed to create one constant roofline.

We were sustainable in our building: none of the trees were removed and we restored ancient grassland to encourage wildlife, such as skylarks and meadow pipits. The buildings sit carefully and calmly along the contours of the landscape. They are split into two communities: the two Hilton hotels and training and education facilities on one side and the sports facilities on the other.

This kind of building has never been built anywhere. As research, myself and



The indoor hall will house a full-size synthetic turf football pitch and a 60m running track

David Sheepshanks visited every European facility, as well as the Institute of Sport in Canberra. It wasn't a case of copying what has been done before – we are 50 years behind other countries – we needed to define what was good practice and exceed that.

In my opinion, one of the most important ways to be sustainable is sourcing materials and services locally, to kick-start jobs in the community, whether that be delivering building materials or napkins, it's all about sustaining communities. Natural materials have been used throughout, such as timber and stone and recyclable materials, to allow them to be changed, or recycled, in the future.

This project isn't for my generation, it's for the five- and six-year-olds out there

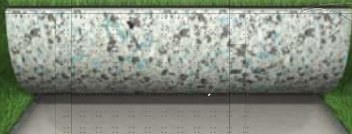
We are 50 years behind – we needed to define what was good practice and exceed that

playing football today. The building is a machine for the FA to fire up, to deliver fitness coaches, medics and administrators for future generations.

Rarely as an architect do you get a national project, so it was like pulling on the number nine shirt for England. The message of this facility will be carried throughout the world, so I'm immensely flattered to be chosen.

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PRE-GAMES TRAINING CAMPS

We look at the world-class sporting facilities at three pre-games training camps and find out how the operators plan to use this opportunity to engage and inspire the local communities.

More than 200 Pre-Games Training Camps for the London 2012 Olympic and Paralympic Games have now been agreed across Britain, for use by 93 competing countries through National Olympic and Paralympic Committees (NOC and NPC) and international teams. Providing athletes

with a base from which to prepare, train and acclimatise ahead of the Games, these camps were recognised during the bid as an essential part of an athlete's preparation for the Games.

To this end, London offered a financial award of up to £25,000 (US\$40,000, €30,000) to every NOC and NPC who sends a team to prepare in approved training camps in the UK, to encourage teams from across the world to use local facilities for their Games' preparations.

LOUGHBOROUGH UNIVERSITY

OLYMPIC TEAMS

- British Olympic Association (BOA)
- Japanese Olympic Committee (JOC)

Having made a unique contribution to sport in the UK for more than 60 years, Loughborough University offers state-of-the-art facilities, built in partnership with many sports national governing bodies (NGBs). Its 437-acre campus is also home to some of the country's leading coaches, sports scientists and support staff.

The university's sports scholarship programme enables 250 of the finest young athletes to excel in both their academic and sporting arenas.

Its students have won the British Universities and Colleges Sport Championship for 30 years and 56 past and present students represented TeamGB in the Beijing 2008 Olympic and Paralympic Games.

So far 17 swimmers, canoeists and athletes who either study, are based at or

are university alumni have been selected for this year's Games.

As testament to its international renown for its teaching and research into sports science and engineering, a £15m Sports Technology Institute was opened in 2007 to develop cutting-edge technology for the UK's sport and leisure sector.

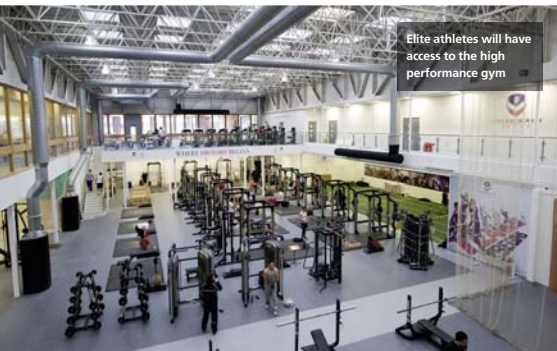
FACILITIES

The facilities have been designed to create a specific training environment, which gives the best possible support to athletes seeking to achieve excellence and success. It offers an environment to match technical specifications, equipment, floor surfaces, lighting and climatic conditions that will be found at London 2012 sporting venues.

The National High Performance Centre (next to the Paula Radcliffe Stadium) has eight 120m-sprint lanes, two long-jump lanes with a sand pit, a high-jump bed, two pole-vault beds, separate areas for javelin and discus and a strength and conditioning suite.

Badminton, netball, gymnastics, hockey and taekwondo have dedicated high performance centres on campus and rugby league used the university as a base for last year's Four Nations' Championship.

There are two tennis centres, including a Lawn Tennis Association regional academy, and a beach volleyball court has been erected in recent weeks.



Facilities match technical specifications found at London 2012 venues



This collaboration has led to Loughborough University signing an agreement with Waseda University as part of a global US\$14m (£8.7m, €10.6m) programme

The eight-lane, 50m swimming pool has a hydraulic base to adjust the depth and a movable wall to change the length. It offers a comprehensive analysis and training centre with underwater filming and playback facilities.

VISITING TEAMS

All members of TeamGB are expected to pass through the university for the official 'kitting out' process before the Games. This will provide an opportunity to bring together the hundreds of athletes and officials into one unit and mentally prepare the whole team for this major competition.

In the weeks preceding the Games, the BOA will also base its support services at Loughborough.

The JOC will use the university as a training environment to allow the Japanese Olympic team to acclimatise and make final preparations in readiness for the Games. Imperial College, London is a key partner in the Japanese agreement – providing an additional London-based venue.

In preparation for the JOC's arrival, 60 university staff from the Sports

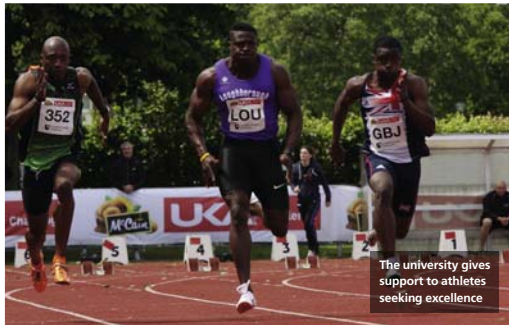
Development Centre as well as the catering and accommodation arm have received initial training to help them understand the cultural differences and learn basic Japanese in order to help the athletes settle in.

In the lead up to the international partnership, groups of practicing academics, PE teachers and officials from the Japanese Ministry of Education have visited Loughborough to learn about physical education in the UK and help kick start a collaborative project in design and technology. Members of the Japanese Sports Association have also visited the

university to learn about the promotion of youth sport and physical activity.

School pupils from across the East Midlands region have also attended university Musubi days, where they take part in Japanese-themed activities including Taiko drumming and judo, as well as language, nutrition and culture.

This collaboration has led to Loughborough University signing an agreement with Waseda University as part of a global US\$14m (£8.7m, €10.6m) programme designed to increase collaborative research in sport sciences and physical activity.



The university gives support to athletes seeking excellence

UNIVERSITY OF BATH

OLYMPIC TEAMS

- British Paralympic Association
- China (swimming)
- Malaysia
- Lithuania (modern pentathlon)
- Denmark (Paralympic swimming)
- (others to be confirmed)

The University of Bath's £30m Sports Training Village was completed in 2004. Offering a diverse selection of fully-inclusive sports facilities, the village includes a 50m swimming pool, tennis and squash courts, athletics tracks, synthetic turf pitches and a judo dojo.

A number of sports have their national high performance bases at Bath. These include modern pentathlon, bob skeleton, badminton, beach volleyball and netball. The university also houses one of British Swimming's five intensive training centres. Sports science back-up areas, which include ice-baths and saunas and video analysis capabilities are also on site.

Olympic athletes that train at the university include Amy Williams – 2010 Olympic Games bob skeleton gold medalist and Dai Greene – 2011 World 400m hurdles champion.

FACILITIES

Many of the university's sports facilities have been designed so they can be adapted for use by a variety of different sports. The main hall, complete with a sprung wooden floor, can accommodate up to three basketball courts or be adapted for Paralympic use to host boccia, wheelchair basketball, goalball, sitting volleyball and wheelchair rugby.

The university's indoor acrylic tennis courts can also be adapted for alternative sporting use. These complement eight acrylic and two clay outdoor courts within the sports complex.



The village includes an Olympic-standard, 50m swimming pool

An indoor modern pentathlon training area, which is home to the GB team, features 16m x 10m electronic shooting lanes and eight aluminium fencing pistes, while the indoor throws and jumps hall and six-lane 140m running straight can also be used for archery training.

The fully-equipped fitness suite has more than 120 cardiovascular stations, seven lifting platforms, free and fixed weights and stretching/warm-up zones.

Outside, there are two upgraded sand-dressed, floodlit hockey pitches, which can accommodate football sessions and complement eight natural turf sports pitches. A 400m, floodlit athletics track includes full throws and jumps facilities.

Sports science and medicine facilities are a key component of the village and include a human performance centre and sports injury clinic. Disciplines include: physiology testing; strength and conditioning; prehab and rehab; Hypoxic training; physiotherapy; recovery sports massage therapy, hydrotherapy and ice bath therapy; video performance analysis; nutrition and hydration; sports psychology and eye-tracking – to enhance perception and decision-making.

VISITING TEAMS

China's top 25 swimmers will train alongside British Olympians at the university in readiness for Games-time competition.

The university already has strong links with the country, in terms of academic research and collaboration, and is looking to extend the partnership into the areas of sports performance and sport science. More than 1,000 Chinese students currently study at the university.

Malaysia has also been using the site as a regular training base since early 2010, in the lead up to large European-based tournaments, as well as in preparation for the Olympic Games.

Training facilities can be adapted for use by the ParalympicsGB camp, which will feature 10 sports and more than 200 team members in the run up to the Paralympic Games.

Community Links:

The university will be running a comprehensive programme that links the international visits to the local community to inspire the one million visitors/users of the facility throughout this training period. The torch relay route will also run through the facility.



The visiting nations will inspire students and the community during their visit

SURREY SPORTS PARK – UNIVERSITY OF SURREY



OLYMPIC TEAMS

- Antigua and Barbuda (swimming)
- China (swimming)
- Estonia (swimming)
- Great Britain (basketball)
- Malta (swimming)
- Mauritius (swimming)
- Mongolia (marathon)
- Nigeria (badminton, basketball, table tennis, taekwondo, boxing, weight lifting and wrestling)
- Philippines (swimming)
- Singapore (swimming, badminton)
- USA (triathlon)

PARALYMPIC TEAMS

- Argentina (boccia, football, judo, power lifting, swimming, table tennis)
- Mauritius (swimming)
- Nigeria (power lifting, table tennis, tennis)
- Spain (swimming)
- Sweden (table tennis, swimming)

FACILITIES

The state-of-the-art sports facilities include a 50m, UV-treated swimming pool with a constant 2m depth that can accommodate 30m water polo as well as 50m and 25m swimming distances.

One of the only world-champion badminton facilities in the country, the park's three, blue sports arenas aid shuttlecock visibility and offers seating for 1,000 spectators, while high-profile basketball and netball games can also be played at the facility. Eight squash courts,



including six premium glass-backed courts and two show courts with seating for 180 spectators, are available, as well as two multi-purpose exercise studios and a 100-station health and fitness suite.

Outside facilities include two floodlit synthetic turf pitches, with a sand-dressed pitch (AGP 3), a cushioned shock-pad, sand-dressed pitch (AGP 2) and a 3G, rubber-crumb surface pitch (AGP 1), eight floodlit tennis courts and eight football and rugby pitches.

All the sport and recreational facilities have been designed to accommodate disabled athletes as the provision of outstanding training and recreational facilities for disabled athletes has been a priority of the programme.

The centre has been made widely available to the residents of Surrey, while international teams are in residence. Close collaboration with Surrey County Council and Guildford Borough Council

has been crucial to the success of the project and there has also been a very close working relationship with other sporting facilities in the area. These include Guildford Spectrum, Charterhouse School and Merrist Wood.

This month, the park will also be opening a new Olympic-standard strength and conditioning area, which will offer additional weights and cardio equipment to complement the park's existing health and fitness centre.

COMMUNITY PROGRAMMES: CELEBRATE SURREY

Celebrate Surrey is a programme of public events which recognises the contribution that both the University of Surrey and Surrey Sports Park make to the intellectual, economic and cultural life of the local, national and global community. The aim of the programme is to encourage a culture of two-way conversations between university staff and students, and people outside the university as well as raising awareness of the opportunities that exist. It also aims to encourage a greater understanding among the local community of the ways in which the university can benefit the area.

The programme of events includes a year-long calendar of dance, music, exhibitions, plays and musicals; the Olympic-style Surrey Youth Games; an Olympic Festival and Torch Relay celebrations and a mini, family-friendly science festival. ●

WINNING WAYS

How Sport Unlimited delivered legacy impacts for young people



MAXINE GREGORY LED THE EVALUATION OF SPORT UNLIMITED,

CARRIED OUT BY THE SPORT INDUSTRY RESEARCH CENTRE (SIRC)

AT SHEFFIELD HALLAM UNIVERSITY. SHE REPORTS ON THE

PROGRAMME'S SUCCESSES AND HOW THEY WERE ACHIEVED

In 2012, all eyes will be on the Olympic and Paralympic Games and the legacy promise to get the nation doing more sport.

For children and young people the previous Labour government set the 'five-hour offer' target – to give those aged five- to 16-years old access to five hours per week of high-quality sport.

One of the key work strands established in order to deliver the five-hour offer was Sport Unlimited*. Its aim was to bridge the gap between school and community sport and increase opportunities for young people to take part in a wide range of different and engaging activities to find 'their' ideal sport.

The programme ran from 2008 to 2011, delivering a £36m programme of Sport England-funded projects, which aimed to engage, retain and sustain semi-sporty young people in more sports participation. It was an important element of the PE and Sport Strategy for Young People and one part of the London 2012 Olympic legacy objectives.

Sport Unlimited delivery – the stats

Sport Unlimited was set an ambitious target to retain 900,000 young people



The programme engaged 1.2 million people

in sporting activity by the end of March 2011. Over the three-year period the programme engaged nearly 1.2 million young people and retained almost 82 per cent of these in activity – thereby exceeding the retain target by more than 60,000 young people. Participants were deemed to have been retained if

they attended 60 per cent or more of an eight- to 10-week block of sessions – and in total 960,938 young people achieved this measure.

The overall success was equal for male and female participants and for different year groups. This is particularly noteworthy, as Sport Unlimited narrowed the trend of the gender gap in sports participation, demonstrating substantial success in engaging with females. In fact, female retention rates were higher than those for males.

The programme also had a target of sustaining 300,000 young people in activity once their Sport Unlimited sessions came to an end, either by joining a club or participating in informal environments (such as skateparks, BMX tracks, swimming pools and fitness activities). The Sport Industry Research Centre (SIRC) at Sheffield Hallam University undertook a bespoke sustainability study, which combined several different monitoring systems including: exit postcards (4,427 completed), before and after surveys (1,867 completed) and participant tracking with 1,122 individuals. The key findings were as follows:

THE KEY FEATURES OF SPORT UNLIMITED

- Sport Unlimited was an innovative youth sports programme, which cascaded funding to local communities via the County Sports Partnerships Network
- Local providers organised eight- to 10-week blocks of weekly high-quality taster sessions designed to inspire youngsters to sign up for longer-term participation
- The Sport Unlimited programme was targeted at youngsters who may have had some interest in sport, but were not particularly engaged with community or club sport (termed semi-sporty)
- A key element of the programme was finding out which sports young people actually wanted to do
- Sport Unlimited adopted a broad definition of 'sport' that included activities outside of Sport England's support structure that were relevant and compelling to children and young people and encouraged their engagement

findings were as follows:

● **Increased importance of sport:**

The data from the before and after surveys highlighted that after taking part in the Sport Unlimited programme, 29 per cent of the respondents felt that sport was of greater importance than before they had taken part in the activity sessions.

● **Inspiration:**

In total, 41.7 per cent of participants stated that as a result of the Sport Unlimited sessions they felt inspired and were more likely to attend a club than if they had not taken part in the programme.

● **Sustained participation:**

More than 50 per cent of the 1,122 people that took part in our tracking survey were taking part in more activity than prior to their involvement in Sport Unlimited.

SIRC also conducted a survey of more than 250 programme deliverers (representing more than 40,000 participants), which combined both actual and estimated data. The data showed that 22 per cent of participants were joining clubs after their initial sessions.

Considering just the actual data (for 12,536 participants) the percentage joining a club was higher at 29 per cent. Add to this the young people who continued participating by other less formal means and the sustain target of 33 per cent is likely to have been met.

How success was achieved

Five critical success factors were identified before and during the programme. These were:

● **Joined up delivery**

Partnership working, shared goals and cohesively linking young people's plans into other aspects of the five-hour offer

● **Student voice**

Finding out what young people want, where and how, and using this intelligence to improve the provision

● **Activities Framework**

Providing a wide menu of opportunities, which extend beyond conventional activities

● **Signposting**

Promoting opportunities to young people and signposting and supporting participants into 'exit routes' from the programme into other opportunities

● **Sustainability**

Ensuring that all funded projects had clear plans for how participation would be sustained



Children and young people were consulted about what activities they wanted to do

Successful variations in activity choice included:

- Urban activities (i.e. parkour dance and cheerleading)
- Fitness-based activities (i.e. concept2 rowing)
- NGB/deliverers' modified versions of sports (i.e. freestyle tennis)
- Outdoor adventure activities (i.e. climbing)
- More than 100 alternative physical activities were delivered alongside traditional sports

Joined-up delivery

There was wide representation of non-sport partners cohesively planning and incorporating various sporting projects and activities into their delivery, such as the Rurban project – delivered by Herts Sports Partnership, Child UK and Pro-Action.

Rurban gave youth clubs in the area a new lease of life by utilising qualified sports coaches to deliver multi-sports activity sessions. An array of new opportunities and activities were offered environments where previously an informal game of football was the only sport on offer.

Partnership working with NGBs was extremely innovative with several governing bodies offering hybrid and adapted versions of sports to meet

the needs of semi-sporty young people for example fit rugby – in partnership with the Rugby Football Union (RFU) in Tees Valley.

This project provided intensive fitness-based sessions, which incorporated drills and skills presented via fun games.

Student Voice

Community Sports Partnerships (CSPs) committed to ensuring that young people in their regions were consulted with and listened to. This consultation not only helped to engage young people in activity but also helped to retain young people, as they were taking part in activities that they really wanted to do. Sport Unlimited has demonstrated that gathering evidence of demand and what young people want is essential to enable a strategic approach to planning and programming.

The top 10 sports overall are shown below however our consultations highlighted significant variations between genders, local areas and among different age groups, reinforcing the need for local data in order to shape local delivery.

SIRC supported four CSPs to conduct a detailed consultation during year one of Sport Unlimited. Within these CSPs the percentage of people retained increased from 73 per cent in year one to 81 per cent →

Top 10	Sports that MALES would like to do more of:	Sports that FEMALES would like to do more of:
1	Football	Ice skating
2	Boxing	Dance
3	BMX	Swimming
4	Basketball	Trampolining
5	Archery	Horse Riding
6	Tennis	Gymnastics
7	Swimming	Badminton
8	Table Tennis	Skiing
9	Cycling	Climbing
10	Mountain Biking	Tennis



More than 100 alternative activities were delivered alongside traditional sports

A familiar face or venue helped to break down barriers, so many programmes started in a school venue and then transferred to a community environment

- cent in year three which is an increase of eight percentage points, compared with the national picture where there was a one percentage point increase. These improvements in performance highlight the potential impact of finding out what young people want and shaping delivery accordingly.

Activities Framework

The programme also helped to facilitate the creation of brand new sports and activities. More than 100 alternative physical activities were delivered alongside traditional sports.

These included adaptations of traditional sports, which were designed to appeal to semi-sporty young people and to those who are deterred from participating on a regular basis due to the nature of traditional sports delivery.

Signposting/exit routes

CSPs and deliverers worked hard to develop strong links with established clubs and organisations, and to support the development of new exit routes.

The use of external coaches (from community or club settings) in school environments was an effective tool in signposting young people and supporting their transition from Sport

Unlimited programmes into community environments.

A familiar face or venue helped to break down barriers so many programmes started in a school venue and then transferred to a community environment part way through, promoting retention and longer term sustainability.

Sustainability

Components which helped to ensure that projects had sustainable legacy impacts included: partnership working; capacity building through the purchase and transferral of equipment to clubs/exit routes; incentives to join clubs; opportunities to train as junior leaders and volunteers; and careful planning of the transition from the school/project to the club setting – making it as natural and welcoming as possible and having strategic objectives for long term development.

In a nutshell...

There is no doubt that Sport Unlimited was a successful programme, playing its part contributing to legacy objectives by exceeding the ambitious targets for the retention of young people and laying the foundations for sustained increases in participation.



Innovative activities for disabled young people

The government funding was a catalyst, which enabled a range of providers to supply relevant subsidised opportunities; Sport England and CSPs successfully managed the distribution of funding to deliverers; a range of partnerships were established to deliver activities to specific groups of young people; and a wide range of different and innovative activities were promoted.

The success factors identified form part of the fundamental recipe of what will work to engage young people and enhance their enjoyment of activity. ● See the Sport England website for the full evaluation report: <http://lei.sr?a=w5y8J>

ABOUT THE AUTHOR

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INSPIRING A NEW GENERATION OF VOLUNTEERS



England Hockey's team of 'Hockey Makers' lies at the core of making the Hockey Nation initiative a success

As London gears up to stage the biggest sporting show on earth, the importance of volunteers in British sport is under the spotlight. We look at some of the current programmes and opportunities in place to engage a new influx of volunteers

According to SkillsActive, the sector skills council for the active leisure sector, there are around 5.8 million volunteers operating across the UK and sport is the largest single sector, accounting for around 28 per cent of all volunteering carried out. In Sport England's latest Active People Survey (APS) 2010/2011, it was revealed that three million adults (3,078,900) contribute at least one hour a week to volunteering in sport.

Over the four years leading up to the London Olympic and Paralympic Games, UK Sport is on track to have delivered

more than 80 major international sporting events, giving a terrific platform to up-skill our sporting volunteer workforce. Indeed, UK Sport is now looking far beyond London 2012, to the 2014 Commonwealth Games, 2014 Ryder Cup, 2015 Rugby Union World Cup and the 2017 World Athletics Championships.

A large number of programmes are targeting both young people and adults, as a way back into work or to undertake a new qualification. SkillsActive leads the development of the volunteer workforce and actively seeks ways to promote volunteering across the sector.

The London 2012 effect

Managed by SkillsActive, Personal Best was the London Olympic and Paralympic legacy programme designed to offer unemployed and disadvantaged people the opportunity to gain a Level 1 qualification in Preparation for Event Volunteering. Launched in 2007, it harnessed the unique motivating force of the London 2012 Olympic and Paralympic Games to engage socially-excluded people and lift their aspirations and create new life choices. The promise was that every Personal Best graduate would be given the opportunity to apply to become a London 2012 Games Maker.

The programme was gradually rolled out across the English regions and Scotland with a 10-week programme after the initial pilot in London in 2009. The results speak for themselves with 4,462 people achieving a Level 1 Award in Preparation for Event Volunteering at the end of 2010. 976 of those graduates found employment or have gone into further

training and overall they have delivered more than 101,000 volunteering hours.

SkillsActive managed the volunteer development programme for WorldSkills London 2011 on the back of the success of Personal Best. More than 300 individuals across the six London host boroughs enrolled on the programme and delivered around 5,600 hours of volunteering. WorldSkills competitions, held every two years, sets world-class standards in 45 skill categories and gave London the unique opportunity to showcase and celebrate vocational skills across the UK.

Glasgow was chosen as the pilot city for Personal Best Scotland with the overarching aim of reducing unemployment in the city through sport with the catalyst of the London 2012 Olympic/Paralympic Games and 2014 Commonwealth Games. The pilot programme allowed 150 people to undertake wide-ranging employability activities, a national vocational qualification and a volunteering opportunity, to assist their progression into employment or further training.

The Personal Best pilot in Glasgow was effective in engaging the traditionally hard to reach long-term unemployed male client group, with 75 per cent of the participants falling into the long-term unemployed category.

The results exceeded all expectations with an overall 47 per cent of graduates entering employment (the target was 40 per cent) and an impressive 85 per cent now engaged in further volunteering (the target was 80 per cent). The biggest barrier to the Personal Best roll out in Scotland now is how to fund the programme.



Volleyball England is expanding its team of Higher Education volunteers



According to Sport England's APS 2010/2011, three million people give at least one hour a week to volunteering in sport

London 2012 has recruited 70,000 Games Makers to volunteer during the Games and every Personal Best graduate who applied was guaranteed an interview to fulfil the unique commitment of the programme.

Thousands more people will be asked to help out in a wide range of activities across the UK including welcoming visitors at airports and tourist sites; working with visiting teams in their training camps; providing back-up for police services; running school sports and serving tea at street parties.

Volunteers will be the lifeblood of London 2012 and the interest in applications to be Games Makers was overwhelming with 250,000 applying – 40 per cent of whom had never volunteered before. Perhaps volunteering could be London's greatest legacy as people of all ages, cultures and backgrounds, come together and thrive on the buzz of the once-in-a-lifetime experience.

Volunteering could be London's greatest legacy as people of all ages, cultures and backgrounds come together and thrive on the buzz of the once-in-a-lifetime experience

Volunteering in sport

Looking at the national governing bodies of Sport (NGBs) and other sporting organisations, volunteering programmes are very much at the heart of developing club structures and nurturing sporting talent across the UK.

The England Hockey Board (EHB) is gearing up for an incredible 12 months with the London 2012 Olympic Games just around the corner. A nationwide campaign, the Hockey Nation programme, has been launched with the aim of capturing the imagination of the British public. With events and activities, including The Big Dribble and Five Week Frenzy between now and the Games, the

EHB is also looking to recruit its biggest and best volunteer workforce, or Hockey Makers, as they will be known.

"London 2012 presents hockey with the biggest shop window you could ever wish for," EHB chief executive Sally Munday explains: "We're rolling out the most ambitious public engagement programme of any sport to drive awareness and interest in hockey and, ultimately, to get more people picking up a stick. To achieve our goals we are going to need our biggest and best ever team of volunteers."

"Our team of Hockey Makers lies at the core of making the Hockey Nation programme a success. Gone are the days when volunteering simply meant acting



Sport volunteers can be rewarded with subsidised training in mentoring, management and coaching. Right: Sharing skills at Worldskills International 2011



→ as a steward at an event. The sheer variety of opportunities on offer will open up volunteering to a new generation. Our vision is to inspire a whole new group of people, of all ages and backgrounds, to get involved in any small way, to be part of the Olympic sport and enjoy a truly rewarding experience."

Volleyball England is also extending its network of volunteers in 2012 through an expanding team of Higher Education volunteers, which is inspiring young people to take up the sport.

The Higher Education Volleyball Officer (HEVO) programme is gaining momentum with 54 HEVOs now in posts at universities across the country. The programme supports students by training them to coach volleyball, encourage other students to take up the sport and set up recreational sessions and tournaments.

Eve Porter, a HEVO at Sunderland University has virtually single-handedly introduced the sport to her university, creating a new club, which has grown to become one of the most successful sports clubs at the facility. As a sports student, she has devoted most of her spare time to creating a solid foundation for the club with a clear pathway for beginners through to elite players. She is now looking to reach out to community clubs and encourage students to volunteer their time to developing the game across the region.

Mayor's Sports Legacy Fund

The Mayor's Sports Legacy Fund recognises that volunteers are the bedrock of community sport and aims to motivate club volunteers by providing subsidised training in volunteer mentoring, management and coaching qualifications. The programme is part of the London Mayor's multi-million pound investment into the city's sporting infrastructure and

Looking at sports organisations, volunteering programmes are very much at the heart of developing club structures and nurturing sporting talent across the UK

is managed by the National Skills Academy for Sport and Active Leisure.

It offers a 75 per cent subsidy towards courses in coaching and officiating, community sport, volunteering, leisure and disability sport to support local communities through sport, for new volunteers and to up-skill those already involved.

Katie Couchman, project manager of the Mayor's Sports Legacy Fund, highlights the London Borough of Redbridge Swimming Club as a shining example of the impact that the fund is having on London communities, by helping to qualify new teachers. Chief coach Paul Robbins says: "Becoming fully qualified is prohibitively expensive for many people and unfortunately we can only offer a small amount towards training costs. Overall 90 per cent of our club staff embraced the funding support and we now have an abundance of qualified teachers delivering classes for an extra 50 swimmers already. It has been priceless for the club and has sustained our future."

Dame Kelly Holmes Legacy Trust

The Dame Kelly Holmes Legacy Trust (DKHLT) is a delivery partner in the £1bn Youth and Community Strategy, unveiled by Culture Secretary Jeremy Hunt.

The funding aims to deliver on the 2012 Games promise to inspire a generation to get involved in sport. It allows the expansion of DKHLT's Get on Track programme, which supports young people at the very margins of society.

Get on Track, delivered over eight to 12 weeks, aims to provide disadvantaged young people with the chance to enhance their confidence and employability skills, by working with the charity's team of international sports stars over a series of training and mentoring days.

Volunteering is a central theme to the programme, giving young people the opportunity to carry out school or community-based projects, which often places them in new situations.

In summary, the efforts of NGBs, charities and organisations, combined with the huge opportunity presented by London 2012, have brought volunteering in sport to the forefront of the leisure industry. There is no doubt that increasing numbers of people from all walks of life are being engaged and inspired to volunteer. The real challenge now is how to keep them involved. ●

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VOLLEYBALL



As volleyball takes centre stage at three venues across London during the Olympic and Paralympic Games this summer, we talk to the key players at Volleyball England about its flagship grassroots campaign, Go Spike, and find out how people of any age, ability and background can dig and spike their way into the sport

Volleyball has come a long way from the old YMCA gymnasium of Holyoke, Massachusetts, US, where William G Morgan invented the sport back in 1895. Today, it's one of the big three international sports with almost a billion people playing worldwide – 35 million of which are beach volleyball players. The Federation of International Volleyball (FIVB), with its 220 affiliated national federations, is one of the largest international sporting federations in the world.

Volleyball England is the branded image for the English Volleyball Association (EVA) and is the recognised national governing body (NGB) for the sport in all its forms, including volleyball, beach volleyball and sitting volleyball in England.

The NGB is responsible for the development, promotion and delivery of the sport and is currently working towards a 500,000 new player target as outlined in its current strategic plan.

In England, volleyball has gained a large following, which is set to increase as we approach Games time. Lisa Wainwright, CEO at Volleyball England explains: "Volleyball is certainly climbing in popularity, our membership figures detailing the number of people coaching and regularly participating in competitions has increased year on year. We've witnessed a 14 per cent increase in



Last summer, Volleyball England ran Go Spike volleyball sessions at music, entertainment and charity events across the country

weekly participation figures in the last 12 months. At club level, the number of volleyball clubs has increased by 6 per cent in the last five years with almost 500 located across the country."

Bringing volleyball to the masses

The surge of interest in the sport can be partly attributed to an increase in the number of opportunities to play in tournaments, places to play and the provision of equipment. However, while the sport is climbing at club level, recent results from Sport England's Active People Survey 5, Quarter 2 shows a significant decrease in the number of people participating weekly, from Quarter 1. Wainwright comments: "We're confident that weekly participation levels will pick up ahead of the Games. Volleyball in England has by no means reached its full potential. With the versatility of the game's format the sport is incredibly accessible; with a ball and a piece of ribbon as a net you can play anywhere with as little as two players."

In line with Volleyball England's current strategic plan, 2011 saw the launch of Go Spike, the campaign that offers players of any ability and fitness level the chance to gain skills, tactics, improve fitness and experience the social buzz of the sport. Targeted at the 16-years-plus market, Go Spike sessions run across the country and allow for budding players to turn up and try their hand at the sport – commitment and cost free for first timers.

Taking advantage of the sport's outdoor appeal, during the summer of 2011 Go Spike sessions ran at a range of music, entertainment and charity events – exposing thousands of people across the country to the sport. In addition, regular Go Spike sessions were set up across the club network, in parks and other public spaces – encouraging local passers-by to come and try the game.

Amy Seaman, Go Spike campaign manager at Volleyball England says: "Since its launch in June 2011, the Go Spike campaign has been hugely successful



Above: TeamGB volleyball players Shauna Mullin and Zara Dampney.
Below: Malorey Eagles captain Richard Dobell at the Men's National Cup Final



with the dedicated grassroots website, gospike.net, receiving more than 9,000 visitors. More than 5,000 people have turned up to Go Spike sessions and our volleyball 'Game In A Bag', has been so popular that we have been able to retail it on the Volleyball England website.

Life's a beach

Sitting within the Go Spike campaign, Volleyball England launched its 'Beach Volleyball Capital Investment Initiative' to increase participants and spectators in beach sports, with funding for beach courts across England. The NGB aims to build 10 permanent multi-court beach centres by 2013. Partner funded, these local, permanent beach development projects are part of a legacy programme for the sport which aims to:

- Expose more people to beach sports as both spectators and participants
- Provide opportunities for more people to follow up their initial experience and play beach volleyball regularly.

- Significantly improve the experience for those already playing regularly by enhancing services and reducing travel time to volleyball venues.

Speaking about the second round of the initiative, Craig Handford, head of technical development and excel for Volleyball England, said: "We've already developed four permanent multi-court centres as a result of the funding; each providing fantastic examples of how the initiative can transform a site and breathe new life into under-used facilities, increase participation in sport and physical activity and create a legacy from the Games."

As part of the initiative, the organisation produced a 'Development of Beach Volleyball Courts' – a document which details conversion and modification methods of under-used public areas into sand courts. This gives leisure sites official guidance on how to safely convert public areas into sand courts and facilities in sustainable and cost effective ways.

New talent

While Go Spike is targeted at the 16-plus market, specific campaigns aimed at attracting younger players to the sport such as 'Let's Play Volleyball' continue to bring new players to the court. The Let's Play Volleyball National Youth Volleyball Programme is a holistic development model designed to encourage young people (aged five to 16 years) to experience and enjoy the sport as a player, competitor, leader, coach or referee.

On the court, Let's Play Volleyball is a game-based session whereby a small-sided approach is used to take young players sequentially through the essential skills required to become a competent volleyball player, developing game understanding and sport specific techniques in parallel.

Volleyball England also works with schools nationwide to encourage children and young people to get involved in the sport. The School-Club strategy focuses on activity and takes place outside ►



Let's Play Volleyball festivals encourage young people to develop and participate in regional and national competitions

- of the school curriculum. This helps to guide young people from sport in School Sport Partnerships (SSPs) to clubs.

Wainwright says: "It's our aim to ensure that the links between schools and clubs are sustainable and of a high quality. If we want children to choose to play volleyball we must ensure that they receive the most enjoyable and beneficial experience initially. By increasing the standard of teacher training in our sport through short courses in programmes, such as Volley Sport and Mini Volley, or by arranging for community sports coaches to deliver sessions, we ensure that children enjoy playing the sport in school and are then more likely to want to find and join their local Volleyball England-recommended club."

Pathways to success

Once part of a Volleyball England accredited club, young people have the opportunity to progress and compete at local and national level via an array of tournaments organised by the NGB.

Regional Let's Play Volleyball festivals, national volleyball leagues and national junior championships all encourage young people to develop and participate in competitions at regional and national level.

Seventeen-year-old Jordan Darylmpole from London is a great example of how volleyball clubs can help to produce the

stars of the future. The South London student began playing volleyball at after school sessions with his local coach; he then went on to compete for his borough in Wandsworth before being scouted to play for England and is now a regular for the England Youth Team. Jordan is now one of the Lloyds TSB Local Sporting Heroes and a hopeful for 2016.

Retaining players

As well as attracting new players to the sport, retaining people through the autumn and winter months is also a key objective for Volleyball England.

However, results of the recent Sports Satisfaction Survey in which volleyball ranked as the 'third least satisfied sport', showed that the delivery of volleyball is restricted by the standard dimensions of sports halls. A key objective of Volleyball England's facilities strategy was to combat the issue of "small, dirty, badly-lit sports halls", which provided a barrier to new players experiencing the sport.

Wainwright explains: "The development of our technical guidance notes highlights how small changes to the current standard Sport England dimensions for indoor court spaces can increase provision and revenue generation for

England Volleyball has produced a document that gives official guidance on how to safely convert public areas into sand courts in sustainable and cost-effective ways

volleyball and other indoor sports. The notes provide recommendations for the design of volleyball provision including court dimensions and markings, flooring, lighting and equipment – giving leisure operators guidelines for creating safe, user friendly and enjoyable provision."

In addition, the NGB has invested in innovative equipment which can provide facilities with access to courts. Wainwright explains: "To provide an inexpensive, versatile and sustainable solution to the provision of volleyball at leisure sites, we have dedicated funding to providing 400 sites with cross sport slider net systems. This enables the sites to offer volleyball along with other sports, such as badminton, in their sports halls while complying with our guidelines. These two methods are helping to boost the number of sites offering volleyball – giving players accessibility to the sport all year round." ●

HOW TO GET INVOLVED

For advice on developing Go Spike Volleyball sessions or beach courts visit: www.volleyballengland.org
To find your nearest Go Spike session visit: www.gospike.net

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NIGEL WALKER

Karen Maxwell talks to the national director of the English Institute of Sport (EIS) about the performance impact that EIS practitioners are offering elite athletes in the run-up to London 2012



Can you tell me about your career background?

A former Olympic high-hurdler and rugby union player, I was a development officer for the Sports Council for Wales and assistant team manager with the Welsh Rugby Union, before becoming the head of sport at BBC Wales in 2001. I then became head of change and internal communications in 2006 before being given the added responsibility of programme director for BBC Wales' drama village in 2009 while retaining board responsibility for sport.

I joined the UK Sport board in 2006 and was appointed chair of the Major Events Panel in the summer of 2009. I left the BBC to take the role of national director of the English Institute of Sport (EIS) in September 2010.

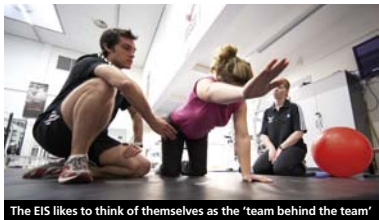
Why did you join the EIS?

With the London Games on the horizon it appeared to me to be a fantastic opportunity.

At the EIS we like to think of ourselves as the 'team behind the team'. We have more than 250 practitioners that deliver 4,000 hours of sport science and sport medicine each week to more than 40 Olympic and Paralympic sports – along with a select number of non-Olympic sports, including Premier League football, Premiership rugby union, rugby league and cricket. We also work with 16 of the 17 Paralympic sports represented by ParalympicsGB.

What is the EIS modeled on?

Publicly funded by UK Sport and the national governing bodies (NGBs) that use our services, the EIS is only 10 years old so it's a relatively young organisation. World champion netball player and coach Wilma Shakespeare was the first national director. She came over from Australia to establish the EIS, so you could say it was modeled on the Australian Institute of Sport – although we've adapted, changed and manipulated it to our benefit.



The EIS likes to think of themselves as the 'team behind the team'

Our vision is to be the world's leading sports medicine/science organisation within elite sport so we observe what's going on at sports institutes in Switzerland, in Germany and in Australia to name a few. We all have a regular, mutually beneficial dialogue and of course they are keen to learn from us, as Britain is regarded as a nation that's able to punch above its weight in sport performance.

How does the EIS strive to extend the elite performance of UK athletes?

Some way down the line we'll reach the stage where a human being will not be able to run any faster. We may be able to scrape a couple of 100ths here or there but we're pretty much at our physical limit and that's why research and innovation in all its forms is so important.

Sport in the UK has been incredibly well funded, particularly over the past six or seven years, and the structures that we've been able to put into place have helped us to achieve amazing results in world sport. We finished fourth in the medal table at Beijing 2008 – although we're not the fourth largest nation in the world by any imagination. Our target is to continue this momentum and achieve fourth again at London this summer.

What does your day-to-day role entail?

I'm an MBA graduate, so organisation and managing change is at the heart of everything I do.

I've been a team member during my sporting days so I feel I know what it takes to put a good team together and unite as one for a single goal.

The EIS is split into three directorates: the north, central and the south. My job is to ensure that we offer a consistent and flexible service delivery across all these areas by putting the performance impact of the athlete and the impact of that sport First and foremost, it's all about getting the greatest bang for the government's buck with EIS multi-disciplinary teams – including physiotherapists, psychologists, nutritionists and performance lifestyle practitioners – working together so that the performance impact is greater.

Our 'one EIS one vision' gives practitioners regular contact with senior people on a regular basis. This allows us to talk about the organisation's objectives and listen to any comments that they may have. I make regular visits to the EIS sites and I've made it absolutely clear that I'm there for them to talk to me because I want to understand the issues that they face from a sport or personal perspective.

I'm definitely not an autocrat, I'm a democrat through and through, but the important thing is that people feel that they can discuss issues with me and I'll raise them further down the line in a sensitive matter so we can work out a solution.



Talented EIS practitioners are placed in an environment that offers maximum impact in helping athletes achieve their best

What is the EIS working on at the moment?

We're already looking at our service offer up to and including the next Olympic cycle (2013 to 2017) and have formally submitted our business plan to the funding body – UK Sport.

Everything we do fits into three categories: innovation, collaboration, and excellence. If a service doesn't satisfy one or more of this criteria and it doesn't provide a performance impact we have to ask ourselves: "why are we doing it?"

The EIS recently joined UK Sport on a series of roadshows around the country, where we were able to talk to many NGBs about their strategy to get the best out of their elite athletes, to ensure that our services continue to fit with their demands.

Getting everyone on the same page and moving in the same direction takes quite a bit of 'behind the scenes' negotiation. However, UK Sport is always keen to offer assistance to close the gap on a sport's weaker areas and help produce better results in the long-term and we're here to help them do that.

In a recent survey, we asked NGBs to rate us out of a score of 10 in our range of different services. The data revealed that we're doing an even better job than we were in 2010. However, sports medicine is one area that needs improvement. It's a very expensive service so we're continually making sure that we are offering value for money and providing the service that NGBs want and need.

To this end we are currently working on extending doctors' hours to ensure that they become a true part of the EIS multi-discipline team.

Within the EIS, we believe that putting talented people in the right places allows for maximum impact in helping athletes achieve their best. For example, we provide CPD and on-job training to make sure that [for example] Level 1 practitioners with potential move on to Level 2 and Level

3 in the shortest time possible – giving them the opportunity to progress rather than standing still.

What role will EIS practitioners take at the Olympic and Paralympic Games in London this summer?

Many of our practitioners have been approached by the London Olympic and Paralympic Games Organising Committee (LOCOG) and the British Olympic Association (BOA) to volunteer their services at the Games. We told them that if they are approached they should let their line manager know, put in an application and we will endeavour to provide the necessary

backfill to ensure their obligations to the sport they work with are covered.

As a consequence, tens of EIS people will be working in a volunteer capacity at the Games and we will continue to pay their wages because we see their service as being part of our role and a great opportunity for them to gain experience.

What about an athlete's life after sport, does the EIS offer advice or support?

Many full-time athletes who have focused on their sport since

the age of 15 or 16 and then have [for example] a 17-year career in elite sport, can find adapting to 'normal' life quite difficult.

Our performance lifestyle advisors offer a 360-degree service to ensure that an athlete is as well rounded as they possibly can be so they can get the most from their everyday sporting lives and lead a normal life afterwards.

Our team of advisers includes an ex-Olympian as well as people with life experience that can empathise with finding a new career, applying for a mortgage or dealing with an injury or a relationship break-up – it's all about balancing a lifestyle both in and out of elite sport. We also help athletes find temporary employment opportunities to develop their skill set and prepare for life outside of sport. ●

If a service doesn't fit with our criteria and it doesn't provide a performance impact we have to ask ourselves: "why are we doing it?"



New Online Advice Service for Sports Surface Maintenance

There is an assumption that those responsible for looking after synthetic sports surfaces know everything they need to know about maintaining them. Yet, for many operators and groundsmen the reality is that they've had to learn as they gone along, perhaps supported by some training and the help of a friendly maintenance company or industry body.

So, naturally many find themselves in situations where they'd like to be able to talk to a maintenance expert and get instant, impartial advice about a specific problem or issue. Even the most experienced people sometimes have queries regarding aspects of maintenance, which they could do with some help on.

Replay will be continually adding new information and will be launching additional Green Room services over the next few months

Enter **The Green Room!** This free, online tool, which is available to anyone involved in maintaining artificial sports surfaces, consists of three elements:

- **Information** – in-depth articles and advice freely available to read online or download.
- **Ask the Expert** – direct access to a maintenance expert via email or over the phone
- **Calculator** – an online form that allows you to enter information relevant to your facility and then calculate the likely on-going revenue and maintenance costs.

Taking Care of Britain's Sports Surfaces!

Set up by maintenance specialist Replay Maintenance, The Green Room is the brainchild of Garry Martin, Replay's operations director. He explains further: "We've always prided ourselves on helping anyone who needs advice on an issue related to maintaining synthetic sports

surfaces. They don't have to be a Replay customer and there's no obligation to be one. We're happy to help whoever and whenever we can with unbiased and relevant information. We obviously have an enormous amount of experience at Replay and we'd like to share this with grounds professionals, facility managers, bursars and end users."

Be Our Guest

The Green Room is exactly as it sounds – an area for special guests! Accessed via the Replay website, there are currently more than



The Green Room provides free access to maintenance and repair experts

a dozen helpful articles online, with the company intending to continually add to this. Visitors can also pose a question to a Replay expert and there is a very helpful online calculator that allows owners and operators to calculate the likely revenue and maintenance costs of a facility.

Replay Maintenance provides synthetic sports surface maintenance solutions across the UK – from the one-off rejuvenation of artificial turf pitches and the cleaning of athletics tracks, to emergency repairs and on-going regular maintenance and service agreements.

To visit **The Green Room**, go to **www.replaymaintenance.co.uk** or scan the QR code.

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National Cricket Performance Centre



PC: GEMMA JANTRETT/STOCK.COM

Crispin Andrews visits the National Cricket Performance Centre at Loughborough University and finds out how coaches are developing England's world-class stars of the future

No sooner had the England and Wales Cricket Board (ECB) developed a crop of fast bowlers who were able to play international cricket without getting injured, the team presented the national governing body (NGB) with another problem to solve: How to bat in test matches on the subcontinent. But while England captain Andrew Strauss and company turn to 'reactive' camps in India and 'naughty boy' nets in Sri Lanka, the ECB are currently taking a more progressive stance in developing England's up-and-coming players of the future.

Today, the ECB's England Development Programme (EDP) is focused on ensuring the national team's future success and, at the National Cricket Performance Centre at Loughborough University, some of the

country's top coaches and support staff are using state-of-the-art facilities and technology to make sure that this happens.

"We want to give every potential world-class cricketer every opportunity to develop the skills to perform at the highest level possible," says ECB science and medicine manager Dr Simon Timson.

INDIVIDUAL ATTENTION

The best of these players, when ready, move into the EDP, represent England Lions and, if they make the grade, eventually move into the full test, one day or Twenty/20 side.

Since 2003, when the centre opened, Matt Prior, Stuart Broad, Ravi Bopara and Alastair Cook have progressed through the whole pathway. But since 2010, when the ECB revamped the programme, the

EDP is now solely about individual long-term player development: Results and teams no longer take priority.

Timson says that the side took only one full-time spinner on January's Under-19 tour to Bangladesh on turning wickets. "The tour is part of a plan, we picked the best 15 cricketers we thought could help England win in six years time, not a team to win a test series in Bangladesh."

INTERNATIONAL PRACTICE

Today, the music of U2 and Queen is blaring out from speakers in the practice area, but the ECB hasn't hired out its performance centre for an 80s disco. The players on the EDP are preparing for their tour of Australia and coaches play music to distract them – therefore aiding their concentration.



England players during a performance training session at Loughborough

PC: © WWW.GETTYIMAGES.CO.UK

➤ This practice area is huge. Six bays of nets, each with a 70m bowler's run up, and a preparation area at the back. Each practice surface is supplied by synthetic grass manufacturer Supergrass. The grass pile in each bay is produced differently to offer fast, turning and seaming surfaces – replicating surfaces that England cricketers will face around the world. There's additional cushioning on the bowler's approach to the wicket and follow through areas, but wear and tear is part of the job.

Dr Nick Pierce and his team of medical advisers offer rehab assistance to players, using the on-site fitness suite and the players are offered a hydro-bath with cold and hot settings in their changing room to aid post-activity recovery if needed.

ON-SITE TRAINING

Kent County Cricket Club's (KCCC) Adam Ball is one of a group of players who are about to start an eight-minute run, before going into bat. During their indoor net, EDP head coach Tim Boon makes Ball and the other batters perform two or three bursts of star jumps. "No one enjoys this sort of work, but we see how it will benefit us in the long run," Ball says.

Boon isn't looking to prepare the Kent all-rounder to hold up an end for KCCC's Geraint Jones or Darren Stevens in a

county championship game, nor does he believe that putting his captain under pressure physically will help Ball smash a quick 50 runs in the Under-19 World Cup this August. Instead, Boon is looking forward to a time when Ball, batting seven for England, is 90 not out in the midday heat at Melbourne, Australia or Colombo, Sri Lanka. Should he make 150, England's chances of winning a game obviously increase.

ECB staff collaborate with top groundsmen, sports scientists, nutritionists, physiotherapists and fitness coaches to give England players the best support

"England's head coach, Andy Flower, and his team tell us what they want from a player and we work with the best 16-, 17- and 18-year-olds over a four to six-year period to help them achieve their objective," says Dr Guy Jackson, operations manager at the performance centre.

On top of expert coaching from the likes of Boon and elite player

development manager John Abrahams, as well as Kevin Shine and Graham Thorpe, the ECB's lead bowling and batting coaches, the players use the same state-of-the-art technology as that used by the first team, to improve their game.

COACHING TECHNOLOGY

Pro-Batter is a programmable bowling machine, developed for baseball, which can mimic the style of any bowler. A 3D screen, attached to the machine, might show video footage of South Africa's fast bowler, Dale Steyn, charging in. When Steyn delivers the ball on the screen, the bowling machine spits out an 88mph away swinger.

As England prepare for summer matches against South Africa and the West Indies, it will no doubt also imitate Morne Morkel's steeping bounce, Vernon Philander's unrelenting accuracy and Fidel Edwards' erratic thunderbolts.

The ECB also offer the Merlyn by BOLA spin-bowling machine at Loughborough, which delivers programmable, spinning balls of every variety – replicating the deliveries of the leading spinners. Merlyn can even vary the pace from one ball to the next.

Commenting on the Merlyn, Nottinghamshire's England Lions batsman, James Taylor, says: "You'd love to have 'him'



Nathan Buck of England, in action during an ECB training session



Paul Jarvis goes through a bowling action with England's Natalie Scivers

in your team because 'he' turns it miles, never bowls a bad ball and keeps going all day without a break."

A further system TrackMan uses Hawk-eye-style missile tracking technology to measure how many revolutions each spinner puts on the ball. It's a small laser camera mounted on a tripod behind the bowler that detects the ball rotating in flight and sends the results to a laptop.

Apparently, England and Northamptonshire slow bowler Graeme Swann manages around 2,000 revolutions per minute – more than 30 per second – and leg-spinner, Adil Rashid, nearer 2,500. "We want to benchmark English spin bowlers," said David Parsons, the ECB performance director and former spin bowling coach. "We can then see who spins the ball the most and how much a bowler spins it from one year to the next."

You only need to look at the physical difference between Swann and his off-spinning predecessors John Emburey, Ray Illingworth and Fred Titmus to see that today's cricket demands more than just skill. Monty Panesar is athletic these days, and even Samit Patel puts in the hard yards.

ECB Loughborough staff start their players' fitness early. Before cars, TV, computers and the internet, cricketers had an outdoor childhood to build robust bodies that could withstand the rigours of their sport. Unlike Trueman, Close, Botham and the rest, today's youngsters have to get fit in the gym. Each player has a specific fitness programme. But with injuries always a worry, players need monitoring.

FITNESS MONITORING

According to Timson, every player from the development programme to the England team gets a yearly profile. This includes a full physio to check movement range and muscle capacity, a fitness test that measures body composition, speed, flexibility, power, strength and endurance. What happened to Fabrice Muamba



England's Amy Jones in action during an England Women's Cricket Squad training session

though, [The Bolton Wanderers footballer who suffered a heart attack in March this year] shows that there's more to a sports star's health than match fitness.

Young England cricketers also get cardiac screening once a year and an eye-sight and visual acuity screen. The senior side, out in the sun for long periods, get dermatology testing to offset the risk of skin cancer, a full health screening with a doctor, blood testing and a whole body MRI scan to check for signs of injury.

EDP players also get a yearly psychological screen. "We look after players' personal welfare and help them cope with the pressure of playing cricket at top level," Timson says.

EXPERT SUPPORT

England players only have one set of coaches to answer to and one team to worry about. Developing players, whatever level they're at, will most likely have several influences on their development and pulls on their time.

County coaches and support staff are invited to get involved with performance centre programmes from time to time.

To make sure youngsters get consistent messages and the right support, Timson has a yearly meeting with each

development programme player, their county coach, school head of year and the player's parents. "Clear communication is important to make sure the player gets what they need from everyone," he says.

At Loughborough University, specialist facilities and expertise are at hand. ECB staff collaborate with top groundsmen, sports scientists, nutritionists, physiotherapists and fitness coaches to give every England player the best possible support. The centre's lead physiotherapist, Mark Young, is currently working with equipment manufacturers to develop the perfect helmet. ECB coach, Ray Baker, who played for Surrey in the 70s, leads a football-style scouting team that works with Loughborough and Bangor University researchers to uncover attributes that turn a talented youngster into a world-class performer.

There are three other NGBs on site, all with specialist facilities. Particularly useful for cricketers is UK athletics' specialist running track, with in-built sensors to measure acceleration. "We even taught England and Northampton cricketer Monty Panesar how to run in straight lines!" Jackson says. ●

Crispin Andrews is a freelance journalist

GAME, SET AND MATCH AEGON CHAMPIONSHIPS

We talk to tournament director, Chris Kermode and Arena Structures project director Ron Smith to find out how The Queen's Club is transformed into an international sports venue for this annual, week-long event in the run-up to Wimbledon



Chris Kermode
AEGON Championships'
tournament director

What are the Lawn Tennis Association's (LTA) main aims in staging the AEGON Championships at The Queen's Club?

For one week every year in the run-up to Wimbledon, The Queen's Club in London needs to be transformed from a members-only club into an international sporting venue, which welcomes more than 60,000 spectators, and attracts many of the world's best players. Some of the most celebrated champions in tennis history appear on the club's Roll of Honour – including John McEnroe, Pete Sampras and Boris Becker.

The LTA's goal is to grow and sustain British tennis and we deliver world-class events in order to help achieve

this. The AEGON Championships enjoys a high profile and is an important part of our commercial programme. The success of these events allows the LTA to invest more money into the sport in this country. The tournament has featured virtually every significant player in the sport and the LTA is committed to seeking and maintaining the growth of the event's world-class appeal.

What were the key tournament developments in recent years?

The AEGON Championships is a sell-out event, but every year we attempt to improve the experience for our spectators and hospitality guests.

In recent years, the tournament has expanded to utilise every square inch of the Queen's Club and ensure that it fulfils its potential.

Sponsored for many years by Stella Artois, the event was renamed the AEGON Championships in 2009 as part of a new partnership between the LTA and AEGON – the global life assurance and pensions firm. During that time the tournament re-branded accordingly, which meant changing the event's livery from red to blue.

Such has been the success of the tournament since AEGON's introduction, the event was shortlisted for Best Sponsorship of an Event or Competition at the Sport Industry Awards.

The tournament has a broadcast partnership with the BBC, which ensures at least 20-hours of terrestrial television coverage in the UK and further significant coverage on BBC Radio 5 Live and the BBC Sport website. The tournament is also covered live by Eurosport, and receives huge interest from national and international print media – generating front-page news ➔



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The livery at The Queen's Club in Wimbledon was changed from red to blue when AEGON took over from Stella Artois as the event sponsors



- following the title wins of Andy Murray in 2009 and 2011.

What are the key logistical challenges surrounding event overlay?

The most significant aspect is that we are turning a working tennis club into a residential area into an international tennis tournament, which welcomes 64,000 people through the gates as well as some of the world's best tennis players – in a single week.

The surrounding residential properties make the six-week build period for the tournament a huge challenge. The narrow, winding streets make life difficult for the articulated lorries, which deliver our stands, seats and other materials,

but we liaise closely with the council on traffic management schemes to help with this. Working hours must be adhered to and keeping the club operational for its members for as long as possible is another important consideration.

Then there is the weather to consider. Traditionally, the AEGON Championships enjoys good weather, but inevitably this is not always the case. Last year, the final day was rained off, so it was

rescheduled for the following day. This was a logistical challenge in terms of the staff and contractors who needed to work an additional day and the ticket holders who needed to be looked after. In the end it turned out to be a fantastic additional day of tennis with another great, sell-out atmosphere.

There's a good relationship between the tournament team and the overlay specialists, which is important – given what is involved in staging an event of this size and stature. The LTA's operations and hospitality teams deal with the overlay partners on a daily basis in the months leading up to the tournament. During the construction period this relationship is crucial to ensure that there are no insurmountable logistical hiccups.

From an operational standpoint, in recent years the tournament has added a new front entrance to improve crowd flow, along with a public champagne bar. We have also worked closely with Creative Technology to enhance show production and on-site content, including colourful video features with match highlights and an upgrade to digital scoreboards and information screens.



The club has to be operational for members for as long as possible

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Ron Smith
Arena Structures'
project director

➤ **What does the partnership between the LTA, The Queens Club and the Arena Group involve?**

Arena Structures is one of many partners that help transform The Queen's Club for the week of the championships, by providing the tournament with temporary structures, seating, scaffolding and interiors.

We've supported the LTA and its sponsors AEGON to help evolve a world-class sporting venue, befitting the increasing status of this annual tournament. We work closely with the LTA in delivering an enhanced visitor experience, while also ensuring the commercial partners' brand aspirations are met.

What sets this tournament apart and how has the event's overlay evolved over the years?

Arena Structures' relationship with this event tracks back three decades; during which time both the overlay company and the event venue have evolved beyond recognition.

Three years ago, the event saw 9,000 blue seats added, in-line with the new sponsors (AEGON) branding; last year Arena introduced a new range of innovative developments.

The AEGON Championships enjoys a very special atmosphere, with a unique intimacy between the players and fans

and we have to maintain that central ethos as we develop the facilities. Last year we assisted the LTA in improving the retail and catering offerings for the public, while the custom interior design for the organisers and sponsors reflected their status and aspirations.

The Arena Group has recently restructured following a £16.5m investment by new partners Sports Investment Partners (SIP) and growth capital investor, MML Capital, in-line with the companies delivery of event overlay to major international sporting tournaments.

Double-decked hospitality structures, covering an area of approximately 100m x 40m, housed guests on its upper level with pink interiors and separate bespoke-design sponsors' suites, while public catering and retail areas were situated on the lower level. The structure was 5m wider than in 2010 and built to accommodate more guests and incorporate a new retail outlet.

Also new for last year's tournament was the introduction of a new 20m x 30m double-decked structure to house the Crown Club lounge, a new champagne bar and public dining area. Inside, our partners Spaceworks and Well Dressed Tables created bespoke interiors that provided individual areas for hospitality with furniture, glassware, cutlery and china across the venue.

What does the event's overlay management involve?

The Queen's Club is a logistically challenging and sensitive location to work within, requiring months of planning and organisation once on site. We co-ordinate with multiple stakeholders, including local neighbours and London Police, to escort 35 of our 57 arctic lorries the wrong way up a one way street. We supplied 8,800 spectator seats, 12,500sq m of temporary structures and 100 tonnes of substructure scaffolding last year.

Over the years, we have looked at the challenges The Queens Club presents as a venue and the event seating solutions have spread back into the company and benefited many other clients. For example, due to our R&D, we've invested in creating bespoke grandstand media boxes and corner seating elements that have allowed us to maximise capacity, while helping the organisers deliver a great audience experience through improving the atmosphere."

Last year we introduced a bespoke scaffolding frame and full branding at the rear frame of the main grandstand to deliver sharp lines and a permanent feel to the area.

We re-engineered the grandstands substructure to widen tunnel walkways and removed pillars from the centre court's entrance tunnel to improve crowd flow, while the glossy, white, solid boarding with branding images gave a brighter, sharper feel within the tunnels. We applied this same fresh style across the site to deliver a pristine finish that transformed the temporary overlay and enhanced the venue's image for this event.

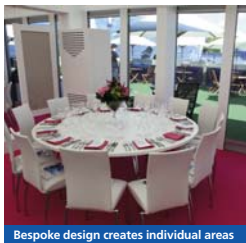
What does the future hold?

Delivering a complete temporary sporting venue, the 2011 event was given a new appearance by event organisers, by altering the site layout through intelligent engineering, maximising the use of space and sharpening the aesthetic finish.

The 2012 AEGON Championships is one of the first of this summer's iconic international sporting events, taking place on 11th to 17th June. Given the tenacity of the experienced and ambitious team behind the scenes to deliver a great event it is certain to continue setting standards for world class event management this year and far beyond.



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SPORTS EQUIPMENT & FACILITIES SUMMIT

8th & 9th OCTOBER 2012

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FOR SUPPLIERS...

The Sports Equipment and Facilities Summit will bring the clients to you and guarantee face to face meetings with decision makers who have specifically requested to meet with your company, saving you months of time, money and effort.

WHAT HAPPENS AT THE SUMMIT...

The summit commences with registration on the morning of the 8th and concludes after lunch on the 9th October 2012. Half hour meetings take place in privately screened meeting booths where both parties will be able to discuss future plans and developments and discover solutions for current and future sporting facility projects.

CORPORATE THRILL EXPERIENCE...

The first 30 attendees to sign up for the Sports Equipment & Facilities Summit will have the opportunity to participate in the post event Silverstone Corporate thrill experience – consisting of 3 activities, Ferrari Thrills, Pit Stop Challenge and a Tour of Silverstone. All will receive certificates on completion



TESTIMONIALS

"The right mixture of suppliers and industry requirements, well organised and would definitely attend future events"
Celtic FC

"Thank-you for a quality event with no pressure selling. A good way to network with other people in the Sports industry"

The Lady Eleanor Holles School

"Attending the summit has saved many office hours travelling the country and attending various meetings to talk to potential suppliers. A very slick run event and one that the Authority will attend in the future."

Lee Valley Regional Park Authority

"An excellent way to meet and talk through specific requirements that I have. Removed the "Human Jumble Sale" effect of such as LIW (Leisure Industry Week)."

Southampton SOLENT University

"Excellent opportunities to hand pick suppliers relevant to our business. Very beneficial to meet face to face. We will definitely be utilising the services of the suppliers we met"
Worcester Warriors RFC

For further information contact Dave Boore on 01992 374097 e: d.boore@forumevents.co.uk
Supplier enquiries contact Charlotte Russell on 01992 374080 e: c.russell@forumevents.co.uk

CRYSTAL CLEAR

It can be a minefield for operators looking to select the right element for disinfecting and reducing organic loading of swimming pool water at their facility. Karen Maxwell talks to experts in water treatment about some of the options available



Water treatment methods should account for health and safety, environmental influences and cost effectiveness

Jim Kenyon,
managing director, JAK Water

Over the last 30 years, there have been many changes in the way swimming pool water has been treated and disinfected.

In the 'old days' virtually all commercial swimming pools would have had a manually operated gas chlorine system for disinfection with pH controlled by the addition of soda ash/sodium bicarbonate and aluminium sulphate flocculants – often dosed by hand.

How things have changed. With the introduction of relatively inexpensive automatic control systems, sodium hypochlorite, calcium hypochlorite, ultra violet (UV), PAC flocculants and pH correction – using either CO₂, hydrochloric acid or sodium bisulphate – are all now at the forefront of modern pool treatment systems.

Chemical treatment today comes in several forms – from bulk, tank and mixer and UV to, more recently, automatic calcium hypochlorite feeder systems.

The need for chemical dosing to be simpler with health and safety in mind, has led to several feeder systems being developed which utilise calcium hypochlorite, and are widely accepted. The quality of calcium hypochlorite varies enormously and consideration should be given to the product's chlorine, moisture (hydrated or anhydrous) and insoluble content, to establish value, safety and purity.

JAK developed the FlowTab (calcium hypochlorite tablet dosing system) several years ago. FlowTab has evolved over the years but we still have units in industry working from those early days. An automatic preparation system suitable for both municipal and potable water, it provides a constant strength solution, requires little maintenance and is compatible with all automatic control.

Today, choosing products and treatment techniques can be confusing to the buyer and can become an expensive decision if made incorrectly. Deciding on the best treatment methods must take into account several factors – including environmental influences, health and safety and especially in today's climate, cost effectiveness. A challenging task for even the most experienced pool operator where impartial advice may need to be sought.

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Pool customers enjoy water that appears to be crystal clear, blue and sparkling

► **Barry Humphries,**
leisure sales manager, Siemens Water Technologies

The key to effective water treatment is integration. By effectively integrating systems, facilities will be able to increase energy and operational efficiency, which ultimately reduces operating costs.

Many operators of sports and leisure centres are unaware of the levels of savings that can be achieved through adopting an integrated solution, which will optimise energy, water and chemical usage, while maintaining optimal water quality conditions – a key performance indicator for customer satisfaction.

In the case of swimming pools, Siemens offers an innovative energy and water optimisation system (EWO), which has a modular design so operators can select the right elements for their facility. The DEPOLOX® Pool controller by Siemens sits at the heart of this system. It continuously monitors all of the critical



water quality parameters, automatically controlling the addition of disinfectant and pH correction to reflect the changes in the pool.

The controller can be offered with options to measure the combined chlorine, TDS and redox value on an ongoing basis. This means that if the pool water is within the user defined limits, the DEPOLOX® Pool controller can signal to the pool's flow meters and the variable speed drives to reduce their speed.

Should this quality deviate, the controller does the reverse and normal circulation levels resume. Crucially, this is where significant energy savings are to be made and water quality can be maintained – even as bathing loads fluctuate.

Through the installation of SED2™ variable speed drives, facilities can save up to 50 per cent on the energy consumption of circulation pumps.

Further savings can be made by using a UFOX sludge water recycling system. It can reduce water consumption by safely recovering 80 per cent of backwash water to the highest standards, so it can be reused for functions including pool filling or toilet flushing.

For ultimate efficiency, integration should span a facility's complete water system. These should also use low footprint technologies for the best use of space and ensure a safe environment for customers.

At Siemens we can offer a total water treatment solution, from rainwater harvesting through to cooling towers and sterile cleaning to meet these objectives.

www.siemens.co.uk



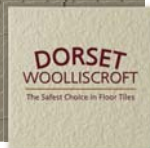
The DEPOLOX Pool Controller can signal to flow meters and speed drives



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As water features raise the fun factor, chlorine disinfectant can cause problems

➔ **Paul Hennessey,**
sales and marketing manager, atg UV

The use of ultraviolet (UV) disinfection for swimming pool applications is growing fast. From small swimming pools, spas and hydro pools to large municipal leisure facilities and full-scale water theme parks, this treatment is now becoming standard practise in many UK leisure facilities.

As water features, wave machines, flumes and splash pads raise the fun factor in swimming pools, the traditional method of disinfecting water by using chlorine is causing problems for operators and customers alike. Higher water temperatures and increased turbulence in leisure pools requires increased dosages of chlorine, leading to pool users complaining of burning eyes, red or itchy skin and an overpowering chlorine smell throughout the facility. In some cases the fabric of the building has also been attacked through corrosive condensation.

The main reason for these problems is the production of chloramines in the water caused by the reaction of free chlorine residuals with organic materials, such as bacteria brought into the environment by pool users. While ozone can be successful at reducing chloramine levels, both the installation and operation could be expensive and may require skilled personnel to operate the plant, again driving up operating costs.

UV treatment provides another option. UV wavelengths between 240 and 280 nanometres deactivate all micro-organisms, particularly *Pseudomonas* (SP) and *E. coli*. Manufacturers such as atg UV can incorporate UV systems into existing control strategies to protect against micro-organisms, including chlorine-resistant pathogens such as cryptosporidium.

A correctly-sized UV treatment system also reduces chloramines, the compound responsible for skin irritations, red eye and the often overpowering chlorine smell. The result is safe, glacier-clear sparkling water, fresh air and a more inviting bathing environment. Typically, following the installation of this treatment, operators report a significant drop in combined chlorine levels, chlorine smell and a large reduction in the need for taxing back washing and shock treatments.

Systems such as atg UV's ECF system offer pool operators a flexible and cost effective solution, treating up to 2000 m³/hr in a single high-output, small footprint system.
www.atguv.com



Keith Glass
sales engineer, Triogen

Chlorine is the most common method employed to treat pool water as it's a fairly effective disinfectant and eliminates a large number of bacteria, as well as some viruses. It's also a fairly strong oxidising agent that reacts with organic matter in the swimming pool water.

However, chlorine does have its limitations and has several disadvantages. These include the fact that potentially harmful micro-organisms such as cryptosporidium parvum and giardia lamblia remain unaffected, and the chloramine by-products can irritate the bathers' nose, eyes, respiratory system and skin.

Ozone has proved to be a viable option over the past 30 years. It's a gas that can be loosely described as a concentrated form of oxygen and is responsible for the 'fresh air' smell that's experienced after a thunderstorm.

Generated by passing a stream of air through an electric arc or by passing air over a specially-dosed UV lamp, ozone is not a stable compound and quite rapidly decomposes to oxygen. It has a half-life of only about 20 minutes at room temperature, which means it can't be manufactured and stored; it must be generated at the location where it is used.

Ozone gas, when used to treat water, is a strong oxidising agent while offering a strong biocidal effect: it kills or renders harmless micro-organisms unaffected by chlorine, which means that it's a powerful disinfectant when applied at the correct dose. When ozone is used in conjunction with chlorine, the undesirable chloramines are destroyed and their undesirable effects are largely eliminated.

Ozone gas is generated in an ozone generator. This gas is then mixed with water from the pool filter, and the water/ozone mixture is held in a tank for a predetermined time. This allows the ozone to react with the impurities in the water and also allows any excess ozone to separate from the water.

The excess gaseous ozone is converted back to oxygen and discharged to the atmosphere. The cleaned water is returned to the pool. The flocculating effect of the ozone collects small particles to form larger particles that can easily be removed by the filter and the pool water is clearer, bluer and more sparkling.

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FUNDING

CHANGING ROOM

REFURBISHMENT



Jon Pearson looks at the funding options available for facility refurbishment and the issues that need to be taken into account when specifying changing room provision



Although there may be funding problems currently being faced by local authorities, trusts and operators of public leisure facilities, building development and refurbishment certainly hasn't ground to a halt.

In fact, in some circumstances, the current situation is much better than anticipated a couple of years' ago. This is due to the fact that there are a number of funding options open to facilitate new and refurbishment schemes – some of which are a direct result of legacy promises linked to the nation's successful bid to host the Olympic and Paralympic Games.

FACILITY FUNDING

Government help is available, either directly or via National Lottery funding and there are various ways of obtaining this,

such as through Sport England's £130m Places People Play funding initiatives.

Then there's the continued demand for planning gain from companies, such as supermarkets, that are prepared to work with councils under the new planning guidelines to free up important central sites – in exchange for funding the development of new and more efficient leisure facilities on 'brown field' sites. Other opportunities exist through private sector partnerships with leisure providers that have access to matched funding, in return for long-term management contracts.

Self-financed refurbishment schemes are also available. For example, a busy facility with around 220,000 annual users could generate enough funds via profit shares rental agreements to pay for £100,000-worth of refurbished changing and washroom facilities. This

route can also be used to provide equipment, such as lockers, in new facility schemes, without capital requirement.

However, the funds are limited, so it's essential that the new or refurbished facility offers value for money. A good life expectancy of all fixtures and

fittings should be paramount. Ideally the latest materials and designs should be considered to bring a facility into the 21st century, while taking account of the latest regulations regarding safety and accessibility.

DESIGNING FOR FUTURE USE

In my opinion, it's essential to employ the services of an experienced architectural practice that understands the community needs – today and into the future – within a multi-leisure centre facility.

Of course, facility design is important, but the quality of the fixtures and fittings, how they operate and the materials used need to be proven.

Design and build contracts are a current trend in leisure facility procurement however, these have drawbacks. The initial client's brief and specification needs to be sufficiently detailed to ensure that the client/operator has a facility that is fit for purpose.

In this competitive age, there are many examples of original specifications being ignored or downgraded, to the detriment of the final product. To avoid additional cost or inferior finishes, the initial brief must be strong and detailed. This is important for clients using portals, which are open for tender to any company that has ability to pass through to the tender stage. There have been a number of examples where intended specifications have not been met because the tender specification was weak.



Lockers should conform to health, safety and building regulations



It's essential to employ the services of an experienced architectural practice that understands the community needs – today and into the future

High-use public changing and wash-room facilities need an early decision on the type of changing facility required.

Currently, village/unisex changing areas are preferable for cost and ease of supervision, however, there is also the need to take account the needs of those using the facility – particularly ethnic minority groups, who prefer added privacy and may be deterred from using the facility if this was not available.

It's easy to calculate the size and provision of both cubicles and lockers. Experienced architects in leisure provision have access to recommendations from Sport England and can also draw from their past experience.

Once the layout and size of the facility has been decided there are important issues to consider regarding conforming with building and health and safety regulations as well as understanding the type of customer behaviour expected in a busy leisure facility.

CUBICLES: (Reference to Part M, Section five of Building Regulations)

- WC compartment doors and doors to wheelchair accessible unisex toilets, changing rooms or shower rooms should have an emergency release mechanism so they can be opened outwards from the outside in case of an emergency.
- Turning space should be a minimum of 450mm in WC cubicles and 550mm in changing and showers, from the

edge of an open door to the pan, shower head or bench seat.

- The fronts of cubicles should have a 30-point light reflection variance between the door and frame or side panel
- Division panels in laminate cubicles between cubicles or spine walls should be in a material that prevents the drilling of spy holes.
- The hinge edge of the door needs to avoid finger traps and nipping on the inside and outside of the door.
- Provision to stop people standing on bench seats and looking into cubicles
- Provision for anti-camera skirts to prevent the use of mobile phone cameras underneath the cubicles.
- Cubicle-framing head rails and anti-peep rails strong enough to enable users to carry out chin ups.
- Consider cubicle systems, which have fewer floor fixings for ease of cleaning and supervision or incorporate attachments bonded without screws penetrating through the floor finishes.
- Provision of showers, pre-cleanse etc. within changing areas that cater for male and female, will now need to be enclosed and opaque.
- Relevant Disability Discrimination Act (DDA) provisions to be adhered to.

LIFE EXPECTANCY

The materials should be designed for a minimum of 15 years life expectancy and remain rigid throughout their working life with normal levels of maintenance.

The strength relies on the construction of the cubicle not on bolted fittings through the panel media. Spring hinges will out-perform lower-cost rise and fall types. The type of cubicle latch should be designed to cope with heavy use – including slamming doors with the latch in the closed position.

LOCKERS

There are many types of locks on the market, mechanical and electronic, with systems that prevent or reduce the likelihood of leisure facility users personalising their lockers.

Suitable mounting systems are required to ensure locks cannot be easily removed or knocked from the back of the door. A good range of differs and availability of master series are essential. There are low cost lock and keys, which have the same master series, so anyone obtaining a master key from one leisure centre can open lockers in another.

The same applies for the choice of key. It's easy to find methods of using a 'bump' key to open locks on the internet. However, there are locks with a large number of differs and master series, utilising 'drilled' keys, which are safe to use and can't be bumped.

These are just some of the considerations in preparing changing room specifications to ensure best practice and value – once the funding is in place. ●

Jon Pearson is director of Prospec

Beijing's Happy Magic Watercube



Famous for its bubble-wrap exterior, Beijing's Water Cube – the swimming and diving venue for the 2008 Olympic and Paralympic Games – has been transformed into a family-friendly, indoor waterpark, complete with slides, a lazy river and a wave pool. We ask Anthony Van Dam, vice president of conceptual designer Forrec how the new design respects and enhances this landmark building.

What is the Happy Magic Watercube?

It's the fully-themed indoor waterpark contained within Beijing's existing iconic Olympic venue – the National Aquatics Centre – also known as the Watercube. It now offers an ambience that changes from bright and tropical during the day to moody and mysterious at night.

Who was the client, what was the design brief and how was this met?

Our clients, the Tianyou Tourism Group and its partner, the Beijing National Aquatic Center Company, asked us to create a themed waterpark experience in the uncompleted leisure hall within the Watercube, which would both respect and enhance the architectural icon. Building on the venue's worldwide renown

and its cultural importance within China, our aim was to create a waterpark that would be sympathetic to and expand on the structure's unique qualities.

When did Forrec embark on the project and when did it open to the public?

To capitalise on the national and international interest in the structure, the plan was to re-open the venue as the Happy Magic Watercube two years after the Olympic Games, so the design and build schedule was extremely tight.

Forrec's team of creative designers, architects and interior designers began work on the project in April 2009, and construction began in October of that year. The project opened on 8 August 2010 – exactly two years after the close of the 2008 Olympics.

How has the park been received by the Chinese public?

People have taken to the waterpark in a big way. It was reported that opening day tickets were so coveted that they were being sold above their face value. The operator is controlling the attendance by capping it at around 4,000 guests a day.

The clients are so pleased with the result that they are working to extend the brand throughout China. The international waterpark industry awarded the project its Industry Innovation Award in

2010 and media interest in the 'fantasy aquarium' has made the Watercube our most publicised project to date.

What services did Forrec provide?

Forrec's scope of work included: master-planning, concept design, schematic and interior design, architectural services, theming and limited site direction.

What attractions are on offer within the waterpark?

The park includes a wave pool, overlooked by a giant video screen, a collection of water cannons and water sprays, a dozen speciality slides and several spa pools.

Proslide has provided a Tornado funnel slide, Bullet Bowl and PIPEline, as well as the company's first RideHOUSE family waterplay structure. From Whitewater West comes China's first Aqua Loop and an Aqua Tube body slide. A 450sq m children's play area has been furnished by Empey Watertoys.

The waterpark equipment is incorporated into the volume and character of the entire space. Slide towers, for example climb high into the floating bubbles, aquatic plants and jellyfish – giving visitors a new and unexpected view of the underwater environment. The play structure allows children to explore the colourful world of a tropical reef.

How did you address the challenges of designing a water feature within an existing structure?

Forrec has built a reputation for creating projects that reflect the unique characteristics of each site. The leisure



Since the waterpark's opening, interest has been so high that the operator has capped daily attendance at 4,000



hall within the Watercube interior offered a generous space, which occupied more than 10,000sq m of floor area, with a height of about 30m, and had been designated as a recreational facility post Games. During the Olympic Games, the space was used for exhibitions and conferences, so few permanent elements had been installed.

Through clever foresight the building's developers had provided some infrastructure to support future water attractions. However, in order to maximise the use of the volume, some alterations needed to be made. Forrec worked closely with suppliers to ensure that the new equipment could be woven into the fabric of the existing features in a way that satisfied both the client's needs and the high aesthetic goals within the project.

Traditional indoor waterparks maximise space by extending water slides and raft rides outside the main hall, however, the Watercube's thick and complex structural shell made this impossible as any alteration of the building structure's geometric simplicity was unthinkable. The

design challenge was to confine all of the features within the building envelope, without making them look cramped or crowded. The solution was to carefully consider all three dimensions of the space and to combine the attractions and thematic elements into one enormous, inter-woven composition.

However, the Watercube's vast interior also offered some huge advantages. The unusual cellular structure that formed the building's exterior – and the way that daylight filtered through it – strongly suggested an underwater environment in a tropical locale. So Forrec proposed an 'underwater' world, using large, colourful, abstracted aquatic elements that would float within the space, to create a dramatic atmosphere; unusual and sophisticated enough to complement the architecture, but playful enough to offer an entertaining environment.

How did the general public respond to the Watercube's conversion from Games-time to legacy mode?

When the Olympic Games were over,

The Watercube's unusual cellular structure suggested an underwater environment that allowed colourful, abstract, floating elements

popular interest in the Watercube (officially, the National Aquatics Center) did not diminish. Along with the Bird's Nest (National Stadium), it immediately became Beijing's hottest tourist attraction.

Has Forrec worked on other post-Olympic sports venue adaptations?

At the close of the 1988 Winter Olympics in Calgary, Canada, Forrec developed a 'Big Idea' for the revitalisation of the site and the development of new attractions. The goal was to build on its Olympic heritage and make it a premier international venue for winter sports training and competition. Forrec's distinctive 'boardwalk plan' unified the site and now offers interactive attractions that allow the visitor to experience the Winter Olympic venue as a competition athlete. ●

QUALITY SCHEME FOR TRACKS AND PITCHES

In a move to raise the quality of sports facilities in the UK, the Sports and Play Construction Association (SAPCA) has launched a scheme that will see all synthetic sports pitches and athletics tracks, built by its approved contractors, registered on a quality assurance scheme.

All synthetic sports pitches and athletics tracks over 3,000sq m will be registered onto the Pitch and Track Registration Scheme by members of SAPCA's Pitch and Track Divisions.

On a selection of these projects, SAPCA will undertake random site inspections to ensure that projects are being constructed to the standards required by the Association's Codes of Practice. Post-project feedback will also be requested from clients to establish satisfaction levels with contractors' performance and, in the unlikely event of any issues regarding technical quality, SAPCA can act as a mediator if required.

Chris Trickey, chief executive of SAPCA, says: "New, refurbished or resurfaced synthetic turf pitches and athletics tracks represent a significant investment by facility owners and we want to help to protect that investment.



South Bristol Leisure Centre

PHOTO: MARK LUTHER

The Pitch and Track Registration Scheme will help to ensure that any scheme delivered by a specialist SAPCA-registered contractor is built to a high standard.

"The scheme will ensure that standards of sports and play facilities continue to be raised and we would urge any facility designer, buyer or operator to use only SAPCA members for the design, construction or maintenance of their projects."

SAPCA is the recognised trade association for the sports and play construction industry in the UK. Its role is to foster excellence, professionalism and continuous improvement throughout the industry, in order to provide high-quality facilities for sport, physical activity, recreation and play.

■ More details about the new scheme are available at www.sapca.org.uk

SAPCA continues to grow

With more than 240 organisations now members, SAPCA is continuing to demonstrate that fostering excellence, professionalism and continuous improvement reaps benefits – not only for sports and play construction companies but, more importantly, for the specifier, buyer and user of sports and play facilities

THE LATEST NEW SAPCA MEMBERS ARE:

Horticon – hard and soft landscaping and associated works, throughout the North West, North Midlands and Yorkshire.

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ACT Global Sports BV – international manufacturers of artificial turf

Ecosse Sports – specialists in sports surfacing installation

Genan A/S – manufacturers of high-quality rubber granulate

Gewiss UK – lighting manufacturer

Global Maintenance – specialists in sports surface maintenance

R&J Hill Engineering – manufacturers of sports equipment

Reflex Sports Ltd – design, testing and supplier of timber/

hardwood and PU sports flooring



For details of all SAPCA members, scan the QR code or visit www.sapca.org.uk

SAPCA releases fact sheet on 3G synthetic turf

With synthetic turf pitches possibly making a comeback in the Football League, SAPCA has produced a useful leaflet entitled: '3G – The Facts' to offer more information to interested parties.

The leaflet explains what 3G synthetic turf is and separates the truth from the myths. Details include:

- How the playing performance of synthetic turf has changed since the 1980s
- The relevant pros and cons of synthetic turf versus natural grass for sport use
- Insight into injuries linked to playing on synthetic grass pitches
- The maintenance requirements for synthetic turf pitches.

■ For a free copy of the 3G – The Facts leaflet contact SAPCA on: +44 (0)24 7641 6316 or email: info@sapca.org.uk

Specific requirements for the playing performance of a sports surface may need to adhere to governing body standards

It takes five minutes and 10 steps to find out how to ensure your sports construction project is a success

TAKE FIVE!

1. Use appropriate professional advice

Depending on the scale of the sports facility project proposed, there are a large number of specialist advisers who might be involved during the different stages of development.

When selecting professional consultants it is essential to check that they have relevant experience, and often a team approach is required to ensure that specific aspects – such

as the performance of the playing surface, or the precise design and standard of sports lighting – are catered for properly.

SAPCA's Professional Services Group includes a variety of independent specialists involved in sports facility projects, details of which can be found at www.sapca.org.uk.

2. Investigate the site

A full understanding of the nature of the proposed site is vital as this provides the basis on which the facility will be designed.

It is generally better to employ an independent consultant to undertake the site investigation. In this way the client can better control the quality and consistency of the information and giving the results to the contractors invited to tender ensures that everyone has the same report.

Funding bodies will usually include the cost of the site investigation within the eligible project costs for financial support.

Go for a team approach in the selection of professional consultants to undertake the site investigation

3. Get the product right

Apart from any other aspect of the project, the choice of sports surface itself is complicated, with such a wide variety of products on offer these days.

It's important to establish which sports are to be played and to what level, the likely usage pattern and how the facility will be managed and maintained. The maintenance and replacement costs should be identified, as well as the longevity of a surface, which together will help to determine the necessary annual sinking fund provision.

4. Make sure you have a comprehensive specification

There are two main options – either producing a full specification against which contractors can be invited to tender, or a 'design and build' approach, where contractors are required to provide and price their own design solutions.

The project specification may need to include specific requirements for the playing performance of a sports surface, such as compliance with the particular standards of a sports governing body.



It's wise to inspect similar projects that contractors have completed and ask previous clients about their experiences



➤ 5. Use an appropriate form of contract

The appropriate choice of contract will be dictated by the scale and complexity of the project, from a simple letter of agreement through to the various standard forms of contract available, such as are produced by the ICE, the JCT and the RIBA.

Specifications included within the contract should clearly define the scope of works and also include all drawings. Contract clauses should be fair to both parties and the timescales required should be reasonable. The pricing summary should be unambiguous.

6. Select the right contractor

It is sensible to use a select list of contractors, such as SAPCA members, who have been vetted to ensure that they have the necessary experience, financial status and quality of workmanship.

It's important to inspect other similar projects that contractors have completed and to speak to their previous clients about their experiences. Contractors should be interviewed and questioned to ensure they can work well as a team. Independent consultants will also be able to provide very useful guidance from their own experiences.

7. Agree a realistic programme

A programme should be prepared for the overall delivery of the project, not just for the construction phase. The initial stages of feasibility, funding and planning may mean that there's a very long lead-in time required, especially with large projects with indoor facilities. The Contract Programme is one of the essential contract documents and should

IT'S IMPORTANT TO ESTABLISH WHICH SPORTS ARE TO BE PLAYED AND TO WHAT LEVEL, THE LIKELY USAGE PATTERN, AND HOW THE FACILITY WILL BE MANAGED AND MAINTAINED

be updated throughout the project. Stage payments will typically be linked to the Contract Programme, with payments due when agreed project milestones are reached.

8. Use appropriate supervision

Whatever the level of professional supervision employed, it's always important for the client to have someone to act as its single point of contact throughout the management of the project, to ensure a consistency of approach and clear channels of communication.

Read the CDM Regulations, as they stipulate the requirements for supervising health and safety on site.

9. Comply with the Conditions of Contract

Conditions of Contract are there for the protection of all parties.

Within the contract the client is committed to make payments at agreed stages, within a certain time period, and so it's the responsibility of the client to ensure that the necessary funding is in place.

During the entire length of the contract, all instructions to the contractor should be put in writing to avoid potential misunderstandings even if they seem relatively trivial. Communication is undoubtedly better than confrontation.

10. Maintain the facility

There's no such thing as a maintenance-free sports facility. Having invested in a new sports facility it's also important to invest in the appropriate maintenance equipment and provide the right training for the grounds staff.

Ten Steps to a Successful Project is one of the subjects being covered at the Sports Facility Shows being held in Cheltenham on 15 May and in Salford on 12 June. Attendance is free. Details regarding these events or how to project manage sports construction projects can be found at: www.sapca.org.uk ●

SUMMARY CHECKLIST

To ensure sports construction projects run smoothly:

- Use appropriate professional advice
- Investigate the site
- Get the product right
- Have a comprehensive specification
- Use an appropriate form of contract
- Select the right contractor
- Agree a realistic programme
- Use appropriate supervision
- Comply with the Conditions of Contract
- Maintain the facility to the required standard

Five years ago, new European Standards were introduced that replaced all existing national standards for the performance of sports surfaces. Since then, the work to develop these standards has continued and new versions will soon be published. SAPCA provides an update and examines the implications for the marketplace in the UK



European Standards for Sports Surfaces

What are the European Standards?

As part of the EU's desire to facilitate the free trade of products throughout Europe, each country's existing national standards for sports surfaces have been through a process of harmonisation, leading to the introduction of new European Standards. In the UK, these standards replaced the existing British Standard BS 7044 for multi-use sports surfaces.

How are the standards developed?

The Committee European de Normalisation (CEN) is the European equivalent of the British Standards Institution (BSI). Within CEN there are numerous technical committees, each looking after the harmonisation of standards for different products: CEN TC/217 is responsible for sports surfaces.

Under this technical committee there are various working groups, each responsible for standards for different types of surface or looking at different aspects, such as test methods and environmental issues.

Each country has its own shadow technical committee, which co-ordinates its input into the work. In the UK it is BSI Technical Committee PRI/57. This committee is made up of experts from various stakeholder organisations from across the UK sports facility marketplace; many of the committee members are from the industry, but there are also sports councils, sports governing bodies and other sports-related bodies represented

To limit the huge amount of work involved, if there is already a relevant ISO standard then CEN will simply adopt it as a European Standard, rather than duplicate it.

Why do we need standards and test methods for sports surfaces?

A sports surface is a complicated piece of engineering that must have the right playing characteristics for the sport. It must be safe to

use and should withstand rough treatment and remain stable for a realistic period of time.

It was not long after the introduction of the first synthetic sports surfaces in the late 1960s and early 1970s that sports bodies began to recognise the need to be able to measure and specify the playing characteristics they required from the new types of surfaces.

What properties are measured?

The European Standards set down agreed limits for the performance of sports surfaces – not the method of construction – using agreed test methods. The tests can generally be split into four groups:

- **Ball/surface interaction:** properties such as ball bounce, ball roll and pace.
- **Person/surface interaction:** dynamic properties such as shock absorbency, surface deformation, energy restitution and the frictional properties of the surface as experienced by the athlete or player.
- **Constructional aspects:** properties influenced by factors during construction, such as seam strength, tensile properties (of in-situ mixed and laid polymeric materials), permeability, gradients, regularity, dimensions and line markings.
- **Durability:** how resistant a surface is to ageing through weathering, wear and tear and predictions of how the sport performance of the surface may change over its life, as a result of these influences.



The standard for synthetic turf is split into several sections, with different requirements for hockey

What is an ISO?

ISO stands for International Standards Organisation; an ISO standard has worldwide status, whereas CEN just relates to Europe.

How do European Standards relate to standards set by NGBs?

The European Standards are aimed at recreational standards of play, for sports facilities

➔ open to public use, whereas sports governing bodies, such as IAAF (athletics), FIFA (soccer), IRB (rugby), ITF (tennis) and FIH (hockey), define the requirements for higher-level participation in their own sports. In most cases the standards should be complementary.

Which standards have been published?

Three standards were published in 2007 and 2008: indoor surfaces for multi-sports use; synthetic surfaces for outdoor sports areas; and synthetic turf and needle-punch surfaces for outdoor use. The existing British Standard for multi-use sports surfaces (BS 7044) was then withdrawn.

The standard for indoor sports surfaces (BS EN 14904) relates to surfaces for multi-sports use and not single-sport facilities such as indoor tennis courts. This covers indoor surface systems, i.e. it includes both the supporting and upper layers whether prefabricated, produced in-situ or a combination of the two.

The standard for synthetic surfaces for outdoor sports areas (BS EN 14877) focuses on polymeric (rubberised) surfaces, for three specific uses: athletics, tennis and multi-sports.

The standard for synthetic turf (BS EN 15330) relates just to surfaces for outdoor use, and is split into several sections, with different requirements for hockey, football, rugby, tennis and multi-sports use. The standard is aimed at grassroots sport; each of the international sports governing bodies separately specifies its own requirements for high-level competitive play, as necessary.

The European Standards are generally more comprehensive than the British Standard they

Each of the international sports governing bodies specifies its own surface requirements for high-level competitive play



IT'S VITAL TO THE UK MARKETPLACE THAT CHANGES TO THE EUROPEAN STANDARDS AND ADOPTED REGULATIONS SHOULD NOT EXCLUDE THE PRODUCTS THAT ARE CURRENTLY USED AND ACCEPTED WITHIN THE UK

replaced, and are more representative of the types of sports surfaces now commonly used, compared to the range of products available when BS 7044 was first introduced.

What changes will be made?

Work to update the standards for synthetic surfaces and synthetic turf is nearing completion and the revised standards should be published later this year or early in 2013.

As well as including various corrections and editorial amendments, the new versions will put greater emphasis on the need for site testing, to help ensure the quality of installation – not just the quality of the products themselves. There is also a proposal to create a new standard for synthetic turf when used indoors.

Work to update the standard for indoor surfaces will take longer to complete, and is not likely to be published before mid-2013. The scope of this standard is being expanded so that it will embrace a wider range of surfaces in the future, and therefore more products will be required to comply.

There is also an important discussion taking place within CEN about which chemicals and substances can be used in the manufacture of indoor flooring; while not specifically aimed at sports surfaces there are potentially significant implications for manufacturers and suppliers of indoor sports floors in the UK.

What are the Construction Products Regulations and do they apply?

The Construction Products Regulations (which replaced the existing Construction Products Directive in March 2011), aim to "ensure the free movement of all construction products within the EU by harmonising national laws with respect to the essential requirements applicable to these products in terms of health and safety".

The simplest way to comply with the regulations is through CE Marking. This is a declaration by the manufacturer that a product meets certain safety requirements, usually a set of essential characteristics that each product must satisfy and which are identified in the relevant harmonised standard.

Outdoor sport surfacing has, until now, been excluded from the regulations, but this 'opt out' is currently being reviewed. The regulations will, however, apply to indoor sport surfaces from July 2013 onwards. These key issues will be discussed when the BSI Technical Committee meets later this month.

It's vital to the UK marketplace that the changes to the European Standards and the regulations that will be adopted should not exclude the products that are currently used and accepted within the UK. To achieve this, the input of the UK within the process has been very important and the sports facility industry continues to be actively represented by a number of members of SAPCA. ●



Outdoor surfacing had been excluded from the regulations, but this is currently being reviewed

SAPCA DIRECTORY



The Sports and Play Construction Association, SAPCA, is the recognised trade organisation for the sports and play facility construction industry in the UK. SAPCA fosters excellence, professionalism and continuous improvement throughout

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 tennis courts and sports pitches to playgrounds and sports halls. SAPCA also represents manufacturers and suppliers of related products, and independent consultants that offer professional advice on the development of projects.

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Edel Grass joins rugby preferred producers

The International Rugby Board's (IRB) 'One Turf' programme has seen the appointment of Edel Grass as one of the Preferred Turf Producers. The Netherlands-based company, with more than 30 years experience in the artificial turf industry, joins the IRB Preferred Turf Producer Programme, having met the governing body's player welfare, technical and performance criteria.

sport-kit.net KEYWORDS

edel grass



Replay in contract with Edinburgh Leisure

Edinburgh Leisure – which manages all Edinburgh City Council's leisure facilities – has signed a five-year agreement with Replay Maintenance to undertake surface maintenance of its synthetic sports pitches, spread across six sites. Replay's Revive process uses a specially developed, single-operator machine to remove contaminants from in-filled and water-based synthetic turf carpet as well as polymeric surfaces.

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Rubb takes centre court at Budehaven

Rubb Buildings was the main sub-contractor responsible for the design, manufacture and installation of a new sports hub at Budehaven Community School in Cornwall, a specialist sports college. The project – Rubb's third in the area – began as a one court tennis hall, grew into a two court hall and was then changed a second time to accommodate two netball courts as well. Rubb provided the steel framed superstructure for the 39.5m x 35m building, which is clad with a PVDF-coated polyester fabric membrane.



sport-kit.net KEYWORDS

rubb buildings

Buoyant future for Anti Wave's new lane

C&H Products, European manufacturer and distributor of the Anti Wave brand of leisure and professional swimming products, has unveiled its new modified Maxi Racing Lane. Working in conjunction with swimmers and coaches to develop the product, the company has improved the Maxi Racing Lane by increasing its buoyancy in the water. As a result it offers a more effective racing lane by providing a much greater barrier against waves created by swimmers.



To create the new lane, tooling was modified and floats added at every Maxi Disc along the lane's length.

sport-kit.net KEYWORDS

anti wave



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Olympic team kit revealed by adidas

Adidas, the official sportswear provider of Team GB and ParalympicsGB, has unveiled the team kit that will be worn by the British athletes at the London 2012 Olympic and Paralympic Games. The clothing was created by British designer Stella McCartney, who was appointed by adidas as creative director for the project. The design is said to focus on the British flag. It breaks down its iconic design and reconstructs it – creating a modern and contemporary twist.

Nike and Tact Enviro are making sport count

As part of Nike's 'Make It Count' campaign ahead of the Olympic Games this year, Tact Enviro built a temporary basketball court on the roof of the London Aquarium adjacent to the London Eye. Fitted above the aquarium's shark tank, the Premium TactTiles MUGA court measured 17m x 15m, half the size of a standard court. Its installation took approximately an hour and the court will continue to be used and expanded for various 'Make It Count' events across the UK throughout the coming year.



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dorset woolliscroft

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The comprehensive range of Dorset Woolliscroft slip resistant flooring products provides fully vitrified tiles – designed for a variety of sporting applications. These range from solutions needed for the most hazardous of settings – including wet areas such as swimming pool surrounds, showers and changing rooms – through to everyday use in areas with high footfall, including reception areas and cafeterias. Independently tested by CERAM, all of the tiles offer slip resistance ratings from R10 up to R12C.



Thornton outside Oldham

Supported by OnSide North West, a charity that's currently developing 21st century youth facilities, Thornton Sports has constructed a five-a-side football pitch for Oldham Youth Zone. The company built the pitch and worked with main contractors, Eric Wright Construction. Thornton also installed a 4m-high fence including 1.2m rebound panel and rooftop to fully enclose the area of play.

sport-kit.net KEYWORDS

thornton sports



Technical revitalisation

Artificial pitch maintenance specialists, Technical Surfaces, has recently carried out its specialist deep-cleaning Revite® on the 3G sports pitch in Stoke City FC's Academy Dome. Alongside everyday tasks – such as drag brushing, light decompaction and grooming – the Revite® process is designed to penetrate deeper into the carpet pile and rubber infill, providing a more intensive clean than can be achieved through regular sweeping.

sport-kit.net KEYWORDS

technical surfaces

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DIARY DATES

15 MAY 2012

SAPCA's Sport Facility Show

Cheltenham Racecourse, UK

This free event replaces the Sport and Play Construction Association's (SAPCA) long-running Sports Facility Construction events. It comprises a series of informative and educational seminars regarding the design and funding of sports facilities www.sapca.org.uk

15-17 MAY 2012

Stadium Business Summit

Juventus Stadium, Turin, Italy

Stadia owners, operators, designers and suppliers will congregate for debate, knowledge-sharing and networking in a venue that heralds a new breed of stadia design. The theme for this year's event will celebrate the fact that stadia are at the point of convergence between the broadcast event and the live experience. www.stadiumbusinesssummit.com

20-25 MAY 2012

SportAccord Convention

Quebec, Canada

This six-day gathering of more than 1,500 leading representatives from international sport offers the sports family a powerful opportunity to come together in an exclusive and authoritative networking environment, to build relationships, share knowledge and develop ideas that will benefit the community. www.sportaccord.com

25-27 MAY 2012

2012 Grassroots Football Show

NEC, Birmingham, UK

The 20,000sq ft event include 3 vs 3 playing areas and cross bar challenges, workshops and best practice in coaching techniques, a football products exhibition and a kids zone. Guest appearances include Newcastle's Chris Hughton and ex-England manager Graham Taylor. www.grassrootsfootball.co.uk

12 JUNE 2012

SAPCA's Sport Facility Show

Salford City Stadium, Manchester, UK

This free event replaces SAPCA's long-running Sports Facility Construction events. It comprises a series of informative and educational seminars together with an exhibition featuring specialist in the design, construction and maintenance of sports facilities. www.sapca.org.uk

13-15 JUNE 2012

Stadia & Arena

Bordeaux Congress Centre, France

This top European venue management event, now in its 14th year, enjoys the support of IAVM Europe (International Association of Venue Managers) and ESS-MA (The European Safety and Stadium Management Association, incorporating head groundsmen). www.sam.uk.com

15 JUNE 2012

CLOA Members Meeting

Bisham Abbey, Marlow, UK

This meeting will focus on harnessing the benefits of the Olympic/Paralympic legacy, maintaining the momentum of the broader cultural olympiad and capitalising on the economic impact for tourism. www.cloa.org.uk

19-20 JUNE 2012

Play Fair

Stoneleigh Park, Warwickshire, UK

This is the UK's trade event for those involved in the selection, purchase, upkeep and replacement of children's play equipment. It's free to visit, with free parking and a series of free seminars – designed to keep visitors updated on the latest thinking and demands affecting our play spaces today. www.playfairuk.com

4-6 SEPTEMBER 2012

IOG SALTEx

Windsor Racecourse, Berkshire, UK

This annual, outdoor event embraces turf and sports surfaces, turf maintenance equipment, children's outdoor play and safety surfacing, landscaping, outdoor leisure and facilities management. www.iosaltex.co.uk

5 SEPTEMBER 2012

European Sports Development

Network Symposium 2012

Sheffield Hallam University, UK

Held in collaboration with the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) and the County Sports Partnership Network (CSPN), the theme for this event is 'Beyond 2012 – what's next for sport and physical activity? It builds partnerships between universities and industry professionals. www.cimspa.co.uk

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