

# SPORTS

## MANAGEMENT

### Tchoukball

From 600 to 10,000 players – rapid growth using the principle of sportsmanship

### Tour de Yorkshire

Le Tour's Grand Départ will generate £100m for the UK economy

### New opening

Singapore strengthens major event credentials with S\$1.3bn Sports Hub

### Steve Vaughan

Gloucester Rugby's CEO on generating sustainable profits



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# RULES OF ENGAGEMENT

Sports leaders today need a huge range of commercial skills under their belt to be successful in optimising opportunities. Simply providing great facilities is just the starting point – strong sales and marketing and effective customer engagement are what give an operation the edge

**S**ell it and they will come. That must be the mantra we adopt to ensure we attract people both to take part in sport and to enjoy it as a spectator.

Engaging people is crucial for any business aiming to create a sustainable, loyal customer base and it's no different for sport. We're competing for leisure time against a wide range of other services and products. The hospitality, visitor attraction and entertainment sectors are all coming up with innovative ways to sell their products and services and we need to do the same.

When we get it right, the benefits are substantial: Yorkshire decided to bid for the rights to host the Grand Départ for this year's Tour de France and the county's sports and tourism organisations came up with the brilliant 'Back le Bid' campaign.

The project engaged local people and received more than 130,000 pledges of support. The clear passion shown by people in Yorkshire was crucial in convincing the race organisers that Yorkshire really wanted the tour and as a result, the UK can now look forward to a £100m economic boost, with more than 3 million people expected to line the race route (read more p48).

Another example of how to engage and inspire an audience can be seen in the way Tchoukball has grown as a sport through its product development (turn to page 44).

Crucial to this new sport's success is a fair play charter that's enshrined in the rules. This is founded on respect for opponents and the banishment of bad sportsmanship. This gives people what they want: the opportunity to play sport in a friendly but competitive atmosphere, and as a result of this great product design and customer focus, Tchoukball UK has seen a rapid expansion in participation, going from fewer than 600 players in 2007 to the current 10,000 and growing fast.

Decisions about innovation, investment, product development and sales are made by the people at the top of organisations. It's important they're in tune with audiences and their needs and aware of the tools available to engage them.

There's a new breed of young sports leaders emerging, who are shaking up the market with their innovative concepts: five of 'Fergie's Fledglings' (see page 18), led by footballers Ryan Giggs and Gary Neville – are investing in Hotel Football, a unique concept which combines sport and hospitality in a

8,000sq m (86,111sq ft) building housing a 133-bedroom hotel, a Café Football, shop and rooftop 5-a-side pitch. The sixth – sporting legend David Beckham – is working to set up a Major League Soccer team in Florida and although the first attempt to secure planning permission has been rejected at

the time of going to press, his representatives say they will be continuing to pursue the dream and are looking for other sites.

Meanwhile, Gloucester Rugby's new CEO, Steve Vaughan, is transforming the fortunes of the club by implementing changes that engage the local population (page 30). No more season tickets, but memberships. No more paper tickets, but an access system that encourages secondary spend by offering individual deals based on data collection to create a feeling of ownership.

For sport to successfully thrive in the same space as the fierce competition from other leisure providers, we must ensure we keep selling our excellent products, keep engaging and captivating our audiences, reaching out to them and selling – and they will come.

**Tom Walker, managing editor**

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**There's a new breed of sports leaders emerging, who are shaking up the market with their innovative concepts**

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The guys who've got to this stage and are able to take part in these events have, in my mind, already won

HRH Prince Harry, founder and patron of Invictus Games

Prince Harry is bringing a new major sports event to the UK this year. Invictus Games will see more than 300 wounded, injured and sick servicemen and women compete across a number of paralympic-style sports in London later this year.

The first ever Invictus Games will take place from 10 to 14 September and will be fashioned after the US-based annual Warrior Games, which first took place in 2013. The vision for the Invictus Games is to harness the power of sport to inspire recovery, support rehabilitation and generate a wider understanding and respect of those who serve their country.

"I've witnessed first-hand how the power of sport can positively impact the lives of wounded, injured and sick servicemen and women in their journey of recovery," the Prince said.

"The Invictus Games will focus on what they can achieve post injury and celebrate their fighting spirit, through an inclusive sporting competition that recognises the sacrifice they have made. I'm extremely proud that we are bringing an event like this to the UK for the first time and believe it can have a long lasting impact on the well-being of those who've served their nations so bravely."

The Prince is confident that the games capture the imagination of the nation. "The way over the last five or six years the British public has taken to supporting the British forces – the Paralympic Games as well – it's not about supporting the conflict in Afghanistan, it's not about supporting war, it's not about supporting the Forces themselves, but come along



Prince Harry was inspired to create the Invictus Games following a visit to a similar competition in the US

show your support, look at the journey these guys have been through.

He added that the Games would be another important part of the legacy built following the London 2012 Games, with the main venues for the competition being the Queen Elizabeth Olympic Park and the Lee Valley Athletics Centre.

"Invictus Games will offer the opportunity for the public to come and sit in these iconic Olympic and Paralympic venues so the Invictus will bring attention to the legacy part. We want to try and get as many of these servicemen and women back into society - giving them jobs and making sure that all the core values that they've been taught in services to make them inspirational people."

The event will feature a wide range of disciplines – including athletics, archery, wheelchair basketball and swimming.

Details: [www.invictusgames.org](http://www.invictusgames.org)

# Sport is one of the most effective and practical ways of planting the seeds of peace

Tim Jahning and Lisa Tarver, co-founders of One World Futbol



It wasn't until he had reached the age of 40 that Tim Jahningen had a pivotal, life changing "Aha!" moment. "I was watching a news story about the plight of children in Darfur," he says. "These acutely traumatized innocents were playing football with a ball of trash. I suddenly sat bolt upright with the complete and unwavering understanding of the fact that these children deserved better than that. I not only wanted to make a ball that would enable them to play, but had a vision for a new type of ball that would play like a soccer ball, but would never go flat."

Up until his revelation, Jahningen had been involved in a number of different sectors and business ventures – including a career as a concert producer in the music industry. "I spent many years scrubbing, digging, washing, cooking and hammering – fulfilling other people's dreams and wishes," he says, and adds that it was his connections in the music world that ultimately made the indestructible ball a reality.

Jahningen had gotten to know the singer Sting personally after being a part of the production family for the artist's



bi-annual Rainforest Fund Concert. Soon after coming up with the indestructible ball idea, Jahningen – alongside wife and business partner Lisa Tarver – mentioned his vision to Sting over breakfast.

"He was telling us how he had just financed the construction of a football pitch in Gaza," Jahningen says. "I shared my idea for an indestructible soccer ball with him and he immediately offered to cover the R&D costs – providing that I pursue the idea right there and then."

Sting's involvement carries on in the ball's name. "When it came to time decide

Tarver and Jahning (left) have worked together on the One World Futbol project (above)

what this new ball should be called, Sting simply said, "One World", after his hit of the same name", says Jahningen. Sting and his wife, Trudie Styler, continue to advocate and support the project.

Jahningen's wife Lisa says the venture is a mission-driven company focused on the transformative power of play.

"We sell the One World Futbol through a buy one give one model", she says. "For every ball purchased, we give a second one to an organization using play and sport to teach health awareness, conflict resolution, gender equality and life skills."

"In addition, we partner with corporations, such as Chevrolet, our founding sponsor, which has pledged to donate 1.5m balls over three years."

So far, more than 850,000 One World Futbols have been shipped across Asia, Africa, Europe and the Americas, reaching an estimated 24 million children.

Details: [www.oneworldfutbol.com](http://www.oneworldfutbol.com)





## We're able to give people the positive side of the calorie equation

Helen Nuki, founder, StepJockey



Signs explaining how many calories are burned by taking the stairs instead of the lift will be added to public staircases as part of a government-backed scheme to improve the fitness of UK workers.

The scheme was developed by a Department of Health-funded web start up called StepJockey. Trials at three large office buildings, including the BBC in Manchester, found that signs advertising how many calories you could burn by

taking the stairs increased the number of people using them by up to 29 per cent.

"The aim of StepJockey is very simple: mark the built environment for calorie burn in the same way we mark foods for calorie-consumption," said Helen Nuki, founder of StepJockey. "We're starting with stairs because stair climbing is classed as a vigorous physical activity and burns more calories than jogging."

The idea for StepJockey was born when Nuki showed her eight-year-old daughter

a packet of biscuits with the calorie and fat content listed, and her daughter asked why labels only ever showed bad things. "In that moment, the idea to label the world for calorie burn was born," Nuki says. "In doing this we're able to give the positive side of the calorie equation."

The service uses an app and website. Users will be able to scan 'smart signs' on the allocated stairways and track the calories they burn over time.

The scheme is based on nudge theory – the idea that positive reinforcement and suggestions can make people change their behaviour. "Because we can't process all the information needed to make every single decision throughout the day, we rely on automatic behaviour to get us through. This behaviour is governed by many factors, a few of these being habit, ease, salience and what we see other people doing," said Nuki. "We knew that if we wanted to change behaviour we needed something that would be easy for people to do, would have salience (the posters interrupt habits at the point of behaviour), would be for everyone and would give an incentive for people to change."

Details: [www.stepjockey.com](http://www.stepjockey.com)



The StepJockey website allows people to calculate how many calories will be burned by climbing any set of stairs

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# THOUGHT LEADERS

## Even without Bolt, Glasgow will offer a thunderous spectacle

John Goodbody, journalist, *Sunday Times*



Usain Bolt has kept fans waiting on his decision to compete at Glasgow 2014

**T**he Commonwealth Games have a cherished place in the memories of many Britons. In 1954, there was the so-called 'Miracle Mile', when Roger Bannister, who earlier that year had become the first man to run a mile in under four minutes, defeated Australian John Landy, the world record-holder, in the first race when two men broke four minutes.

In Edinburgh in 1970, there was the victory of Scotland's Ian Stewart in the 5,000m over Kenyan Kip Keino. In 1982 and 1986, there were the consummate 1,500m victories of Steve Cram.

At the Manchester Commonwealth Games in 2002 – the last time a British city hosted the Games – capacity crowds saw such dazzling performances as Paula

Radcliffe taking the 5,000m title, Australian swimmer Ian Thorpe setting a world record in the 400m freestyle and Jonathan Edwards finishing first in the triple jump, while the superbly appointed Velodrome provided the launch-pad for the subsequent Olympic triumphs.

However, with the growth over the last four years in the number of world championships in individual sport as well as gala meetings, such as the Grand Prix, the Games seem to have lost some of their lustre. For many countries, the hosting of the Commonwealth Games brings the problems in hosting the Olympics – the need for facilities, including a main stadium – but with few of the financial advantages. The gargantuan television and sponsorship revenue of the Olympics dwarves the Commonwealth Games.

So far Glasgow seems to have coped admirably with many of the difficulties of hosting the event this summer and, unlike in 1986, when Scotland last staged the Games, there does not seem any chance of a boycott spoiling the spectacle. However, when the 11-day Games open on 23 July, one hopes that the event will



PHOTO: SHUTTERSTOCK/ALUA

resonate with the international public. This has depended largely on whether two men take part and, at the time of writing, one remains uncertain.

The uncertain one is Usain Bolt, the only man to have won three sprint titles in two successive Olympics and is perhaps, thanks to the reach of the modern media, the most famous athlete in history. Because of a foot injury, he has delayed his start to the competitive season, pulling out of the Rome Golden Gala on 5 June. The organisers are keen for him to take part in the Sainsbury's Grand Prix in Glasgow on July 11 and 12 and particularly in the Games themselves, even if only in one individual event, possibly the 200 metres.

The other athlete, who has now confirmed his appearance, is Mo Farah, also a double

Olympic and world champion. With heptathlete Jessica Ennis absent because she is expecting a baby, Farah is the most recognisable Briton at the Games. He will take part in at least one distance race, where the opposition of the Kenyans will make compulsive watching.

Yet even if Bolt fails to take part, one hopes that the public outside Scotland, where the Games have certainly been warmly embraced, will enthuse at many of the outstanding competitors participating in the 17 sports and 261 events.

The Games are known as 'the Friendly Games' because they lack the intensity of the Olympic Games. Apart from the Commonwealth Conference, they remain the only public manifestation of the Commonwealth itself, joined by historic ties over hundreds of years.



The Commonwealth Games are known as the "friendly games"

The sporting success of the likes of Jenny Jones at Sochi has boosted interest in winter sports (see more on pp. 58-61)



PHOTO: FLECK/PROFESSOR ANDY ALAM

## National governing bodies – adapt or die

Andy Reed, CEO, Sports and Recreation Alliance

**Y**ou could argue that sport and recreation have a higher profile in the UK than ever before. The global success of the English Premier League, the magnificent London 2012 Games and the excellent performance of Team GB at Sochi has meant that recently sport has never been far from the public's consciousness.

And although there has been an increase in participation, that inspiration hasn't yet translated into facilities up and down the country being overrun with eager participants ready and raring to try a new sport or recreation activity.

I may be being unfair – the Active People Survey has shown more people are getting active (although with a small dip recently) and our own Sports Club Survey last year showed



clubs were showing a 20 per cent increase in members – but somehow I wanted the inspiration of our elite athletes to have an even greater impact.

Sport and recreation organisations may think they are competing with one another for engaged participants. A rugby club may see their rival as the other team in the town. But that's not their rival. Their rival is the cinema.

Their rival is going for a coffee. Their rival is the TV. Sport and recreation is primarily a leisure time activity – and people have a wide array to choose from.

Despite sport having the huge advantage of improving all manner of things from health to educational attainments, ultimately people will choose to participate because they enjoy what they are doing.

But how do we know participants are enjoying what they are doing? Well, technology now allows us to gain far greater insight into the people who are interested in our activities – and our sector must begin to harness that.

It's now no longer prohibitively expensive to develop a joined-up digital infrastructure. Organisations can identify individual users in the digital space, as well as

their specific interests and retain that knowledge for the future. We can begin to build a clear picture of what kind of activities someone has engaged with in the past and use that to provide something that we know they'll be interested in.

We can also begin to get almost instantaneous feedback on our new schemes or projects. Social media allows very real two-way interactions for organisations to monitor and record. And there are a myriad of tools – low cost or free – which allow us to find out the reach the launch created, as well as people's opinions.

By using data to develop our activity not only can we make sure that our existing participants receive the best 'product' possible, but we can also attract more and more people to get active.

## The heart has been ripped out of community sport

Geoff Webb, CEO, Institute of Groundsmanship

**W**hile there has been a lot of debate over "natural vs artificial" turf recently, the real debate should be about the lack of investment in pitches.

After decades of cuts to local authorities budgets, football at grassroots – which is 80 per cent in the ownership of local authorities – is now at rock bottom. Surfaces of any type, be they artificial or natural, need someone to maintain them to an appropriate level. Where are



the trained staff? Where is the passion and expertise? If we install another 2,000 artificial pitches and another 2,000 grass pitches, unless you tackle

the resourcing of them we'll still have poor facilities and a poor perception of them.

The FA is trying to address both but since the advent of CCT there have been decades of under-investment, good groundsmen laid off, and the heart ripped out of local community sport. The recently established Parks Alliance is now lobbying for a minister for parks. Sport in parks is the biggest single financial contributor to a park's income, but how many parks are being invested in? This for football is

largely where the issue is: poor facilities, poor experience, no investment. The once thriving social and sporting lung of a community has become no more than a wasteland.

It's too simplistic to look at the topic of artificial vs natural. Both industries will suffer unless the expertise to manage and maintain both is given far greater focus. Neither are maintenance-free, both need care and attention. We can do more to get more hours out of natural turf – we have just forgotten how!

# TRANSFERABLE SKILLS

Facilities built for major events need to be nurtured in legacy mode to ensure they fulfill their post-games targets. Knowledge transfer from previous hosts is key to this, as FaulknerBrowns' Mike Hall discovers

In March of this year, I was fortunate enough to take part in the International Paralympic Committee (IPC) Observers Programme in Sochi. The programme, run in partnership with Manchester-based World Academy of Sport and the IPC Academy, provides a mechanism for knowledge transfer from host cities to future host and bidding cities. It includes a series of daily workshops and visits to both competition and non-competition venues.



It provided an excellent opportunity to go behind the scenes, to meet the operations teams and to see what had worked and, even more importantly, what hadn't worked. While the Sochi 'school report' will read 'could do more', it was evident that great strides had been taken in attitudes to accessibility, environmental issues and built environment.

In a similar vein, I took a tour around the recently opened Queen Elizabeth Olympic Park and visited the three Olympic venues which are now accessible to the public – the Aquatics Centre, Velodrome and the Copper Box. After the 2012 Olympic party, I was pleasantly surprised, albeit two years later, to see legacy in action and the park landscape looking great. The sporting facilities were, however, all experiencing teething problems to varying degrees.

The Aquatics Centre, for example, is experiencing severe glare problems from the extensive area of glazing which accommodated the temporary seating during the Olympic Games. This will need to be properly addressed for both future competitions and the comfortable and safe use of the main pool.

Generally, however, it's still very early days and the lessons of history tell us Olympic facilities can be notoriously



The Queen Elizabeth Olympic Park in London is now in legacy mode

PHOTO: SHUTTERSTOCK/IRON ELIUS

**Budgets are tight and funding still challenging, but knowledge in accessibility, sustainability and 'lessons learned' is perhaps one of the key legacies of the Games**

difficult to make work practically and efficiently in terms of long-term legacy of operation and sporting outputs.

While the sporting jewels of the Olympic Park facilities are now being put to work to fulfill the needs of the day job, and the major event baton passes to Glasgow this summer for the 2014 Commonwealth Games, knowledge transfer is one of the more immediate legacies we have in the short term.

I write from personal experience, having gained a wealth of knowledge from the benchmarking research and visits which FaulknerBrowns have undertaken over the past few years,

and which have been so beneficial in informing our design and delivery of the Dubai Aquatics Centre, Lee Valley White Water Centre, Coronation Community Recreation Centre and Indoor Cycle Track in Edmonton, Canada. There is also the Derby Multi-Sport Arena, which is due open in September 2014.

In the UK, as we are still emerging from the recession, we are faced with drastically reduced public investment in sporting facilities. Budgets are tight and funding very challenging, but knowledge in accessibility, sustainability and lessons learned is perhaps one of the key legacies of the Games. The same intelligence, resourcefulness and innovation must be carefully applied to the continued delivery of new sport and leisure facilities around the UK, if we are to genuinely claim a wider facilities legacy. ●

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Supporting events bring with them a number of hurdles, from crowd management, door supervision, evacuation strategies and generally maintaining the wellbeing of a crowd, while enabling them to enjoy the experience. These are all elements that need to be planned for.

Managing a venue that takes into account the safety of thousands of spectators is a responsibility that cannot be taken lightly and the most up to date regulations must be enforced. There have been occasions where venue safety has failed, and this can happen all too often, whether a member of the public slips on a wet floor, trips over unrestrained cables or cuts themselves on a broken object, the safety of the public must be addressed.

Communicating with staff within a venue is essential to being able to survey what is



taking place and if any incidents are taking place. Don Randall, Head of Security, Bank of England & founder of CSSC, will present an overview of 'The future of the Cross Sector Safety and Security Communications Initiative (CSSC) post Olympics' taking place in the Safe Cities education theatre on 18 June at IFSEC International. This forms a guide to the Scottish authorities for the Commonwealth Games and highlights the benefits of an integrated communications hub to keep cities safe and secure.

Building on experience from the 2012 Olympic Games, officials have followed its example by upgrading systems and processes to ensure that athletes, spectators and dignitaries all experience the same high quality. Mike Bouldin, Manager Public Safety, NICE Systems Mega Events will be discussing 'Upgrading for winter Olympics in Sochi, Russia' on 18th June in the Safe Cities theatre at IFSEC International highlighting the key features that were implemented before this high risk event.

## SYSTEM SOLUTIONS, EDUCATION, NETWORKING

The good news for any sport sector managers seeking best practice advice or information on the latest system solutions is that, in just a few months' time, they can find everything they need under one roof.



Protection and Management 2014 will feature new products and technologies, as well as a conference and forum programme



The IFSEC Academy is an education programme, focusing on the key issues faced by the security industry

Protection & Management 2014 runs at London's ExCeL Exhibition and Conference Centre from 17-19 June 2014. Collectively, Protection & Management 2014 will attract 45,000 visitors and more than 1,600 exhibitors. As the UK leads the world in fire prevention, safety standards, security systems and facilities management, this series of events is a celebration of global reputation and expertise in these fields.

Featuring six co-located exhibitions – among them IFSEC International, FIREX International, Safety and Health Expo, Facilities Show, Energy and Environment Expo and Service Management Expo – there are also dedicated Academies offering an unrivalled conference and forum programme. Protection &

Register now to attend the  
Protection & Management Series 2014:  
[www.ifsec.co.uk/leisure](http://www.ifsec.co.uk/leisure)

Management 2014 is a destination where visitors will be able to identify the latest systems that have the capability to be integrated and controlled from a central system. Visitors will also be able to learn about the latest regulations and legislation that could directly relate to them. Supported by – among others – the BSIA, ADS, ASIS and the Security Institute, IFSEC International focuses on all aspects of security, encompassing video surveillance, intruder detection, access control,

integrated solutions, the key-critical subject of IT and cyber security, perimeter protection and physical security.

At FIREX International, more than 170 providers will showcase the latest technology in fire detection and prevention. UBM works closely with key stakeholders in the fire safety arena, including the Fire Industry Association, the Association of Specialist Fire Protection, the Fire Protection Association and the Loss Prevention Certification Board.

In addition, the Facilities Show is the only Facilities Management exhibition in the UK that's supported by the British Institute of Facilities Management and, like its counterparts in the Protection & Management 2014, offers high level networking and education opportunities. ●

## OC and UN sign 'historic' peace through sport deal

International Olympic Committee (IOC) and United Nations (UN) have signed an agreement to "contribute to a better and more peaceful world through sport." The deal, described as historic by the two organisations, outlines a number of areas where the two partners will look to set up and use sporting initiatives to promote social integration and economic development.

These include access to sport for disadvantaged and marginalised communities; quality physical education in schools; empowering of girls and women through sport; and building peace and dialogue between communities.

**Read more:** <http://lei.sr?a=G3Z4g>



The new centre will seek to progress tennis in America

## New US\$60m home for American tennis

The United States Tennis Association (USTA) is seeking to further its development of the sport following plans to introduce a US\$60m (£44.1m, £35.7m) training complex in Orlando, Florida.

The 63-acre project will be based in the Lake Nona area, supplying USTA and its members with 100 courts. The centre will house the USTA's Community Tennis and Player Development divisions, which are primarily based in New York.

The development has been devised in order to bridge the gap between rising youngsters and high-end professionals.

**Read more:** <http://lei.sr?a=f8g9e>



"Fergie's Fledglings" have put their weight and money behind the Hotel Football project

## Manchester United legends to launch Hotel Football

Manchester United Football Club legends Paul Scholes, Phil Neville and Nicky Butt have joined former teammates Gary Neville and Ryan Giggs as investors in the Hotel Football development under construction near the club's stadium in Manchester, UK.

The five players, who together with David Beckham are often referred to as 'Fergie's Fledglings', are the main backers behind the estimated £23m (US\$38.7m, €28.3m) complex, which will also serve as the Old Trafford Supporters' Club (OTSC).

The project is the brainchild of GG Hospitality, the company set up by Ryan Giggs and Gary Neville, which in

December opened the 120-seat themed restaurant Café Football in Westfield Stratford, east London.

The 8,000sq m (86,111sq ft) building – designed by AEW Architects – will incorporate a 133-bedroom hotel with public space for OTSC members and spectators, a new Café Football and a club shop. There will also be a rooftop 5-a-side pitch and the players joined forces earlier this month to test out the setting in a kick-about with the project's construction workers. The 11-storey Hotel Football is due for completion in Autumn 2014.

**Read more:** <http://lei.sr?a=G5q3F>

## Everton stadium plans back on track: new site identified



Everton FC currently plays at Goodison Park

Everton Football Club officials believe they have identified a site for a new 50,000-seat stadium to replace its current home of Goodison Park.

The club revealed plans in 2010 to build a £120m 50,000-seat stadium in Kirkby as part of a £400m mixed-use development, but plans were rejected by the government. The new site sits within the boundaries of Liverpool and the club is now consulting with Liverpool City Council to get the go-ahead.

**Read more:** <http://lei.sr?a=u9f3a>

## Gibraltar's Europa Point stadium plans halted amid local opposition

The Gibraltar Football Association (GFA) has been ordered by the Development and Planning Commission (DPC) to cease unauthorised work being carried out on the proposed Europa Point stadium.

The order came last month (May 2014) when it was discovered works including drilling had been undertaken without the correct permissions, against a backdrop of strong local opposition.

The DPC also asked the GFA to conduct an Environmental Impact Assessment (EIA) and an Appropriate Assessment (AA) and report back to the Commission on both. Opinion has been divided on the project with some stating that Europa Point – one of the only open flat spaces still left in Gibraltar – will be ruined, as will the panoramic views of the Strait,



The future of the proposed Europa Point stadium now hangs in the balance

Morocco and Spain. There have also been claims that the development will lead to significant traffic problems on match days.

Architects Fenwick Iribarren, say that the stadium will be a multi-purpose venue that

could be used to host school sports days, will have an area for those 65-years and older, a medical centre for sports injuries and a specialist sports library.

**Read more:** <http://lei.sr?a=s4w3N>

## Sport an important tool for promoting the UK globally



London 2012 gave the UK a tourism boost

The UK's House of Lords Committee on Soft Power has highlighted the role sport plays in promoting Britain internationally. In its final report, entitled *Persuasion and Power in the Modern World*, the committee stated that sport has a universal appeal that crosses language and cultural barriers, making it the "most accessible and exportable of the UK's soft power assets".

London 2012 was deemed to have had a significant impact on how the international community perceives the UK.

**Read more:** <http://lei.sr?a=Q8Z5a>



What the new stand will look like

## New images released for Etihad expansion

New images have been released to show how Manchester City's Etihad Stadium will look once the 6,000-seat stadium expansion is completed. City gained planning permission in February to extend the stadium capacity, with engineering firm Laing O'Rourke overseeing the construction.

An integrated Laing O'Rourke Group team will carry out the expansion, with work starting at the beginning of April. Interesting aspects of the new pictures include versatile signage on the stadium facades and some interior shots.

**Read more:** <http://lei.sr?a=HBY5B>

## Craven Cottage development underway in London, UK



An artist's impression of the new stand

Fulham Football Club has been granted a river works licence to enable it to progress on development of its Riverside Stand.

Fulham received planning consent for the development of the existing Craven Cottage in July 2013, subject to the licence being obtained. The club is now in a position to start drawing up construction timetables for the development.

The redevelopment will increase the stadium's capacity from the current 25,700 to more than 30,000.

**Read more:** <http://lei.sr?a=K6E3S>



## Search begins for England's 'City of Football'

Sport England is set to select a City of Football and invest £1.6m in a pilot programme to get more young people playing the sport.

The initiative is looking to unite public, private and voluntary organisations and create a city-wide programme that will do "whatever it takes" to attract those aged 14-25 years old to take part in the sport.

Phil Smith, Sport England's director of sport, said: "While the number of people playing football regularly has declined, it is still one of England's most popular sports and the unmet demand to play is high if the offer is right."

**Read more:** <http://lei.sr?A=K9e4G>



The theme park would feature Real Madrid stars past and present

## Real Madrid president wants theme park

Plans for a Real Madrid theme park in Madrid are set to become a reality, after club president Florentino Perez had confidential meetings with an "American company" earlier this month.

The project will include a number of rides and attractions, as well as an area where Real Madrid fans will be able to meet the team's players. The club will build the attraction on a 90 hectare (222 acres) site in Valdebebas – an urban development in Madrid which will also have homes for 40,000 people.

**Read more:** <http://lei.sr?A=D8U6q>



There are many high-profile female sports icons, but women still lag behind men in the boardroom

## Report: small increase in number of female leaders

There has been a small increase in the percentage of women occupying roles on England's sports governing bodies (NGB), according to the latest Trophy Women? report published by the UK's Women's Sport and Fitness Foundation (WSFF).

In total, 27 per cent of all board members are now female, compared to 23 per cent the year before.

Last year, Sport England introduced new governance guidelines for NGBs, stating that boards should comprise at least 25 per cent women by 2017.

The report shows that 23 of the 45 NGBs surveyed for the report currently

meet the target. Despite the increase, Ruth Holdaway, CEO of WSFF, said there is a long way to go to ensure women are fairly represented in leadership positions.

"I find it shocking that in 2014, we still have so few women in leadership positions in sport," she said. "Reaching a 30 per cent diversity threshold for NGB Boards by 2017 is entirely possible. There is a wide and varied pool of talented women actively seeking these roles. NGBs have no excuse, and are missing out by being so male dominated at the highest levels. We want to see this change."

**Read more:** <http://lei.sr?A=a3C2G>

## IOC chief: Rio 2016 preparations 'worst ever'



The original masterplan for the Rio 2016 Games

Preparations for the Rio 2016 Olympic Games are the "worst ever seen", according to International Olympic Committee (IOC) vice president John Coates.

Coates, who has been involved with the Olympic movement for 40 years, said the IOC was taking the issue seriously and has taken action by placing experts in the Brazilian organising committee to make sure the Games can go ahead. He added that progress with two years to go was worse than it was for the Athens Games.

**Read more:** <http://lei.sr?A=H4q7C>



Disabled people are driven to take part in sport by things that matter – such as friendships

## Report: disabled sport should ‘connect emotionally’

Disabled people are more likely to respond to activities which connect to their everyday values, according to a new report by the English Federation of Disability Sport (EFDS).

The Motivate Me report – researched and produced by 2CV on behalf of EFDS – claims that the majority of current sport and physical activity initiatives aimed at disabled people fail to engage audiences effectively. This is attributed to sports providers tending to focus on the audience's disability when offering sporting opportunities – and missing out on the emotional connection required to attract people.

Barry Horne, EFDS CEO, said: “The study highlights that a majority of disabled people are more likely to respond to opportunities to get active when they tap into the things that matter to them most.

These include the way they connect to their everyday values including: building friendships, maintaining health, becoming more independent and progressing in life.”

Horne added that having an impairment isn't what drives disabled people to take part in sport – yet promotions for disabled sports often concentrate on which disabilities they cater for.

[Read more: http://lei.sr?a=z5a5z](http://lei.sr?a=z5a5z)

## Sport England hands out £8m boost



A total of 44 disability projects will benefit

A total of 44 disability sport projects will share an £8m funding boost from Sport England. The grants are part of Sport England's Inclusive Sports Fund and are aimed at creating more opportunities for disabled people to take part.

The grants come as the number of disabled people regularly playing sport is on the rise. In December 2013, Sport England's *Active People Survey* showed that 1.67 million disabled people play sport each week – a record figure.

[Read more: http:// lei.sr?a=6e3M4](http://lei.sr?a=6e3M4)



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## £28m redevelopment plans for Windsor Park given green light

Planning approval has been granted for a new leisure complex within the Windsor Park stadium in Northern Ireland. The development, led by Belfast City Council, will replace the existing Olympia Leisure Centre and be incorporated into the stadium's new West Stand.

The facility will provide leisure facilities including a pool, learner pool, café, health club, sports hall, spin studio and ancillary accommodation. Owing to the increasingly poor condition of the current Windsor Park stadium, various proposals for the replacement of Windsor Park have been mooted in recent years.

In September 2009, the Irish Football Association (IFA) announced that its preferred option was to remain at the ground following a full redevelopment.



Windsor Park's new leisure centre will add to the stadium's existing community facilities

In 2011, the Northern Ireland Executive allocated £138m for a major programme of stadium redevelopment throughout Northern Ireland, with £28m allocated to the redevelopment of Windsor Park.

Plans will see Windsor Park become an 18,000 all-seater stadium with a series of phased works originally intended to begin in the summer of 2013.

**Read more:** <http://lei.sr?a=T4e6B>

## Liverpool reveals £150m Anfield expansion plans

Liverpool FC has revealed plans for a new look Anfield stadium, set to boost capacity by 13,300 seats at a cost of £150m (US\$252m, €182m). Redevelopment of the Main Stand – designed by architectural firm KSS – will add an additional 8,500 seats, while the Anfield Road Stand will have an additional 4,800 seats installed, bringing total capacity up to 58,800.

The club is in consultation with local residents and fans with plans to submit a planning application to the City Council.

**Read more:** [http:// lei.sr?a=a4x6J](http://lei.sr?a=a4x6J)



The new stand has been designed by KSS

## Batchwood centre reopens following redevelopment

Batchwood Sports Centre in St Albans, Hertfordshire reopened on 26 May following a £6.6m redevelopment.

The centre, which was devastated in an arson attack in 2011, includes six indoor tennis courts – an increase on the four in the previous facility – and a new home for the St Albans Judo Club.

Owned by St Albans City and District Council, the centre –designed by AFLS+P architects –will be operated by leisure management company 1Life.

**Read more:** <http://lei.sr?a=q3n9e>



The centre will be a regional centre for Judo



Linda Plowright, CEO of Sports Leaders (left) with ukactive's John Tucker

## New initiative to train 50,000 'sport leaders'

A new community sport initiative will be used to train up 50,000 young people as sport leaders, as part of efforts to increase the number of young people who take part in physical activity.

The scheme will be run as a partnership between Asda Community Life, Sports Leaders UK, ukactive and Spirit of 2012 Trust.

It will deliver activities inspired by the athletic achievements and "public spiritedness" of the London 2012 Games. Young people will be offered courses and qualifications, with a particular focus on engaging youth from areas of deprivation.

**Read more:** [http:// lei.sr?a=C4U6S](http://lei.sr?a=C4U6S)



The funding is aimed at increasing the number of coaches – the lifeblood of grassroots sport

## £4m Active Clubs scheme launched for N-Ireland

Sport Northern Ireland has launched a new £4m funding programme aimed at increasing membership numbers at the country's sports clubs.

Sports clubs, organisations and governing bodies will be able to apply for grants from the National Lottery-funded Active Clubs initiative, which will run for the next four years (until 2018).

The scheme will provide support, development courses and capacity building for sports clubs and assist them with developing innovative initiatives aimed at increasing membership numbers – as well as help attract more coaches and volunteers to grassroots sport.

By creating a network of Active Clubs Coordinators, the programme will also aim to provide an economic boost by creating employment for up to 20 new posts.

Increasing participation numbers – especially among underrepresented groups – is one of the main aims of the programme, as well as delivering social change by promoting equality and tackling poverty and social exclusion.

Launching the Active Clubs programme, Sport Northern Ireland CEO, Antoinette McKeown, said: "Active Clubs will sustain and build participation through linking people to sporting clubs."

[Read more: http://lei.sr?a=j7s9k](http://lei.sr?a=j7s9k)

## Ben Ainslie launches inner-city sailing academy



Ben Ainslie and children at the academy launch

Olympic sailing champion Ben Ainslie has helped launch a sailing academy in Southampton, which aims to attract young inner-city children to take part in the sport.

The new ABP Southampton Sailing Academy was is being funded by Associated British Ports (ABP), which has invested £100m in building a new 500m container-handling port at Southampton Port. The academy is part of ABP's legacy plans for the port and will be based at the Southampton Water Activities Centre.

[Read more: http://lei.sr?a=A7j7g](http://lei.sr?a=A7j7g)



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## Mayor opens up free sport scheme in London

The latest round of the Mayor of London's FreeSport small grant scheme has opened, enabling organisations in the capital to apply for grants of up to £1,500.

The fund is aimed at youth groups and community organisations who want to run free sporting activities for Londoners which encourage participation in sport. The FreeSport programme is part of the Mayor's Sports Legacy Programme. The initiative currently reaches around 15,000 young Londoners a year, with more than two thirds of those receiving more than six hours of free sessions from qualified coaches.

**Read more:** <http://lei.sr?a=K2z4Q>



The centre will be based in Snowdon

## Surf Snowdonia gets final approval for Welsh site

Plans for a huge surf facility in north Wales have been given the go-ahead after gaining unanimous consent from Conwy County Borough councillors.

To be built in Conwy Valley on the site of a former aluminium factory, Surf Snowdonia will feature a 30,000sq m (322,000sq ft) Wavegarden lake, 14,000sq m (150,000sq ft) wakeboarding lake, waterslide, restaurant, retail and indoor play facilities.

The attraction will also include accommodation, with low impact, sleeping 'pods' to be located along the lake's waterfront. Larger lodges will also be built and will retain the naturalistic character of the woodlands surrounding the lake.

**Read more:** <http://lei.sr?a=7Y4S4>



The pool, designed by architects FaulknerBrowns, will cater for both major events and the public

## Aberdeen's new £22m Aquatics Centre opens

The new £22m Aquatics Centre at the Aberdeen Sports Village (ASV) in Scotland has opened to the public.

Facilities at the centre include an Olympic-standard 50m, 10-lane swimming pool and a separate, competition-standard 25m pool with diving facilities and seating for 500 spectators.

The centre has become one of only ten facilities in the UK with full diving facilities and platforms up to 10 metres.

The Aquatics Centre, designed by architects FaulknerBrowns, is a joint project between the University of Aberdeen, Aberdeen City Council and sportscotland.

David Beattie, chief executive at ASV, said: "This world class facility, in the heart of the city, is absolutely fantastic for Aberdeen. Attracting high profile events such as the Commonwealth Waterpolo Championships is another significant advantage that the centre brings, greatly benefitting the local economy."

"We're working with a number of other sporting bodies to secure similar high profile events in the coming months."

Davis Langdon project managed the scheme, which builds on the success of the £28m ASV that first opened in 2009.

**Read more:** [http:// lei.sr?a=R3k3y](http://lei.sr?a=R3k3y)

## Sport Wales tackles inequalities in sport with £3m grant



Sport Wales wants more girls playing sport

Sport Wales is to invest a total of £3m into making sport more accessible to groups that traditionally find taking part in activities challenging.

£1.5m will be made available through the Calls4Action scheme to make sport more attractive to young women and girls, while a further £1.5m will be dedicated to projects encouraging more people with disabilities and children from black and minority ethnic (BME) backgrounds to participate more regularly.

**Read more:** [http:// lei.sr?a=g7p9z](http://lei.sr?a=g7p9z)



# NEWS UPDATE

## ukactive CEO David Stalker explains rationale behind Coca Cola tie-up

Following the announcement of a new physical activity drive in collaboration with Coca Cola, ukactive CEO David Stalker has outlined what drove the health and wellbeing advocate to team up with the world's largest producer of fizzy drinks.

The Coca Cola Zero ParkLives initiative will start at the end of May – designed to offer free activities that promote physical activity – across 70 parks in Newcastle, Birmingham and Newham, London, with plans to expand it to more cities nationwide between now and 2020. Activities on offer will range from hula-hooping to table tennis and tai chi to zumba.

Coca Cola GB has pledged to invest £20m in physical activity programmes over the next six years, as it bids "to help get one million people active by 2020."



Stalker defended the tie up with Coca Cola

ukactive will lead the monitoring and evaluation of the project, with professor Greg Whyte serving as chair of the Coca Cola Zero ParkLives Evaluation  
[Read more: http://lei.sr?a=Y6z6F](http://lei.sr?a=Y6z6F)

## Tom Daley Diving Academy to launch in London

Olympic medallist Tom Daley has teamed up with leisure centre and pool operator GLL as part of plans to create a lasting diving legacy from the London 2012 Olympic Games. The Tom Daley Diving Academy will aim to attract both adults and children to take up the sport.

The Academy will begin operation at the GLL-managed London Aquatics Centre – where Daley trains – before being introduced at other GLL managed facilities across London and the UK.

[Read more: http:// lei.sr?a=S9p2n](http://lei.sr?a=S9p2n)



The Olympic medallist has backed the scheme

## Sport England invests £9.6m in sustainable sports



Taunton Vale Sports Club (£273,000) is among the clubs to receive funding

A total of 28 community sports projects will become more environmentally sustainable thanks to the latest round of Sport England's Improvement Fund.

Now in its second cycle, the Improvement Fund is aimed at medium-sized sport projects and facilities, awarding capital grants worth between £150,000 and £500,000.

The second round prioritised sports projects that will deliver savings by making facilities more efficient and sustainable.

[Read more: http:// lei.sr?a=t6D3S](http://lei.sr?a=t6D3S)

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## Nike plans wearable tech software expansion

After much speculation, Apple has confirmed at its Worldwide Developers Conference (WWDC) in San Francisco, California that it plans to soon launch a native health tracking platform.

The tracker – dubbed HealthKit – comes with a user-facing app simply called “Health,” and will feature a number of high-profile collaborations that Apple hopes will break new ground in the fledgling mobile health apps and fitness trackers sector. The tech giant is working with US-based Mayo Clinic to integrate medical information via the new platform, which will be part of its new iOS 8 operating system.

**Read more:** <http://lei.sr?a=N5h2E>



The device is attached to hockey sticks

## Hockey players to benefit from new tracking device

A new tracking device has been launched to help hockey players collect and analyse stick-related data when training or playing matches.

Developed by Quattrium, the FWD Powershot is a sensor that attaches to a hockey stick, allowing its user to measure differing aspects of their performance.

The FWD uses a high-performance miniaturised platform incorporated into the device to process algorithms used to detect and analyse complex movements, resulting in players being able to collect data related to the acceleration and speed of the stick, the angles and duration of movement, as well as the speed of the stick's rotation.

**Read more:** <http://lei.sr?a=4D5a3>



Real-time trackers could be used to help improve on-screen analysis for entertainment purposes

## Data trackers could change face of sports broadcasting

A number of devices are currently in development that could be used to provide real-time data and metrics specific to individual players taking part in sport, giving audiences and commentators more detailed information on performance levels during contests.

For example, US start-up company, Zepp, is beginning to see the benefits of \$15m-worth of investment and has now introduced a new device used to measure the movements of baseball, golf and tennis players' actions.

The company's one-inch-square sensor is attached to a bat, club or racket and

can track a number of metrics, while the piece of equipment is in use. At the moment, coaches and players are using the data in order to target areas for improvement with data being transferred to apps on Android or iOS devices. This then gives professionals the chance to observe, assess and manipulate data to help benefit training regimes.

However, as the technology grows more widely used, the entertainment industry could make use of player-specific data to present to viewers or supply to commentators to improve in-game analysis.

**Read more:** <http://lei.sr?a=G4s4G>



## Amsterdam ArenA looking to lead way in innovation



The stadium is home to Dutch club AFC Ajax

The Amsterdam ArenA, home to Dutch football club AFC Ajax, has signed a deal with the Municipality of Amsterdam to help secure the stadium's position as a leading sports venue for technology, innovation and sustainability.

The agreement will see the two parties progress the use of smart technological applications, allowing for the developed use of tablets and smart-phones in the stadium, as well as new methods of crowd management around the arena.

**Read more:** <http://lei.sr?a=G5v8A>

# TECH NEWS

## IBM aiming to push boundaries of predictive analytics in sport

Technology giant IBM is pushing ahead with the development of predictive analytics to help experts forecast the outcome of sports games, while also providing fans with more intriguing statistics during contests.

As part of this, IBM has conducted growing amounts of groundwork following trials at Wimbledon and in rugby's prestigious Six Nations tournament.

Previously IBM had developed a tracking system labelled SlamTracker, which was used to help predict who was most likely to prevail in clashes at the Wimbledon tennis tournament.

SlamTracker combined a total of 39m data points, gathered from seven years of Grand Slam tennis matches, in order to determine each player's pattern of play.



TryTracker has been designed to help determine key players in each game of rugby

These stats included how much players used forehand shots, percentages for first serves and each player's willingness to play on the volley.

As games were played, footage was taken from 3D cameras placed around

court to monitor how players were performing, with the research data being compared with footage to establish critical aspects of play that could help to determine the winner of the game.

**Read more:** <http://lei.sr?a=S9a8K>

## Paraplegic teen in exoskeleton to kick off World Cup

A paraplegic teenager will kick-off this year's FIFA World Cup at the Corinthians Arena in Sao Paulo, Brazil.

Showcasing new technology which could transform lives for millions of paralysed people. The teen is one of eight patients taking part in Walk Again, a research project hoping to wheelchair-bound people to remobilise using robotics.

Wearing an exoskeleton, the teenage patient will get up from the wheelchair, walk 25 metres onto the pitch and take the first kick. Wearing a robotic vest, she will control the exoskeleton using signals from the brain. The messages sent by the brain – such as the wish to walk – will be captured and generated by the robot.

**Read more:** <http://lei.sr?a=c9S8C>



The exoskeleton is controlled by a robotic vest



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# Access denied?

The poor level of disabled access and facilities at English football grounds made headlines following a recent BBC report. Tom Walker speaks to three experts to get their views

In April, the UK's disabilities minister, Mike Penning, called for Football clubs across Britain to urgently redress what he called a "woeful lack of facilities" for disabled fans at many stadiums. The comments came after a BBC report revealed that only three Premier League stadiums – Swansea, Cardiff and Southampton – meet the criteria outlined in the *Accessible Stadia Guide*, while West Bromwich Albion's Hawthorns stadium was listed as the best performing "old ground".

The guide, published in 2004, sets out minimum standards that all grounds have to meet in the provision, location,

and quality of facilities for disabled fans. Penning has now written to every professional club reminding them of their obligations under law to provide adequate space for disabled supporters.

The minister's comments pushed the issue of disabled access at sports venues in to the limelight and a heated debate ensued in the comments pages of national papers and on websites.

While for many the fact that clubs weren't meeting minimum standards was bad enough, campaigners for equality and disabled access voiced their views that the guidance outlined in the *Accessible Stadia Guide* itself doesn't go far enough.



**Mark Miles**

West Bromwich Albion's head of facility operations  
@WBACOfficial

"The club sets out to make matchdays as enjoyable as possible for all supporters.

The Hawthorns is the highest-ranked "old" stadium in the BBC league table – meaning that it has not been relocated and purpose-built. At present, we're at 89 per cent of the requirements of the *Accessible Stadia Guide*, which enables us to cater for season-ticket holders and also have boys on a game-by-game basis.

We also have flexible seating arrangements which enable us to accommodate more disabled supporters should the need arise. The club offers various options for ambulant disabled and provides headsets for visually-impaired supporters, which enables them to listen to live commentary. We employ two disability liaison officers who are on hand to assist both home and away fans. Helping supporters get to games is also of paramount importance and we make suitable arrangements for coaches transporting disabled fans to games to ease arrivals and departures.

We have an excellent relationship with the disabled branch of the official supporters' club and host an annual open day for its members, when they are invited to the stadium to watch training and treated to full hospitality before meeting the coaching staff and players.

This year's event was the 12th successive year we have staged the open day. As a club, we feel it is vitally important that we have open dialogue with the disabled branch. We meet regularly with its committee so that we can proactively address any issues.

**Euan MacDonald** Creator of *Euan's Guide* @EvansGuide

"There has been a lot of media coverage on the lack of disabled access

at sports venues recently. Adding to the high-profile BBC league table, a report in the *Guardian* in April highlighted that only 15 per cent of Premier League clubs have sufficient access to meet FA guidelines. These stories are a good thing - keeping the issue of disabled access in the media spotlight is one way to make sure sports clubs and venues take notice. Another way is to let disabled people know which venues have got it right and to encourage visits to them - while identifying those venues which could be better and to work with them to improve.

I'm a disabled football supporter myself. In 2003, I noticed a loss of power in my thumb when trying to change gear on my bike. It seemed innocuous at the time but two months later I was diagnosed with Motor Neurone Disease. I now use a wheelchair and ventilator but my condition has progressed slowly - so I'm one of the lucky ones!

Despite being in a wheelchair I still want to go out to bars, restaurants, hotels, cinemas, music festivals - and particularly to football grounds. There are thousands of people like



me who want to do the same. Not knowing, however, whether a venue or facility can cater for my needs can put me off visiting. Finding out whether a venue will be suitable can be time consuming and exhausting. To tackle this, we've built up and launched a

directory on disabled access that we're keen to share with others with accessibility needs. We've designed *Euan's Guide* to be a friendly, honest and empowering alternative to hours of web searching and phone calls and, most importantly, remove the fear of the unknown when visiting a venue for the first time.

We're also taking direct action. We recently worked with Hibernian FC to help promote the ground's disabled access by encouraging members of the local Disabled Supporters' Association to submit reviews on our disabled access website. This helped to promote Hibernian FC as a truly inclusive club, and shows that disabled access is definitely high on the agenda of some football clubs.

I know some disabled fans remain wary about going to away matches, as they don't know what they might encounter. By making quality information about venues easily available, football clubs can help change that."



PHOTO: STEPHEN POND/EMPICS SPORT

Swansea was one of only three Premier League clubs to meet the requirements for disability spaces set out in the *Accessible Stadia Guide*

## DISABLED FANS ARE OFTEN SEATED NEXT TO OPPOSITION FANS, ASKED NOT TO CHEER ANY GOALS AND TOLD TO REMOVE THEIR CLUB COLOURS

**Joyce Cook** CEO, Level Playing Fields & MD at Centre for Access to Football in Europe @joycecookcafe

“The recent BBC report focused on wheelchair users – and it is easy to understand why. Out of all disabled sports fans, wheelchair users are perhaps the most visible within the stadium but also the ones needing the most assistance at venues – they require specialist access points, proper viewing spaces, decent sightlines and in many cases personalised assistance.

There are, however, many other supporters that require attention at sports venues – the blind and partially sighted fans, people with limited mobility and people with hearing impairments.

In terms of football’s own standards, the *Accessible Stadia Guide* – drawn up by the Football Association (FA) and the government as part of a working group in 2003 – clearly outlines the minimum standards applicable to venues. What is troubling is that – despite the requirements in the document being significantly less



than those of Sport England and international Paralympic standards – the BBC report showed that clubs aren’t even close to meeting them.

The standards, for example, employ a rather strange sliding scale. For example, you can have a 40,000-seat stadium with a requirement of dedicating 0.34 per cent of capacity for wheelchair use. As a result, there is one 42,000-capacity Premier League stadium offering just eight dedicated wheelchair spaces. The same club has spent a fortune on improving corporate areas.

Another big issue is that disabled fans are very often grouped together – no matter who they support. For football fans, part of the fun is being with your own fans – in fact, any non-disabled fan sitting in the wrong end would be removed. Disabled fans, however, are often seated next to opposition fans and asked not to cheer any goals, to remove their club colours and to leave early “for their own safety”.

There are challenges relating to general attitudes too. As an organisation, we constantly have to deal with complaints from disabled people – such as those with cerebral palsy or autism – who’ve wrongly been accused by stewards of being drunk.

From a ticketing point of view there’s also room for improvement. Some clubs have drawn up indecipherable ticketing terms and conditions that are off-putting at best and discriminatory at worst.

It is no coincidence that following the London 2012 Olympics and Paralympics, there was a huge upsurge in complaints from disabled fans. After visiting the Olympic Park and the facilities within it, fans realised what they could have at their “home stadiums”, what is possible and what decent access actually looks like. For many, it was the moment they realised they’re getting a raw deal.

What we would like to see is disabled fans and disability issues being seen as an important part of any stadium and football club’s business plan.



# STEVE VAUGHAN

**The appointment of 37-year-old Steven Vaughan as chief executive of Gloucester Rugby raised plenty of eyebrows in 2012. Two years on, with the club on target to post its largest ever profits, the youngest CEO in professional rugby is beginning to make a name for himself**

**A**s a club, Gloucester Rugby is often regarded as the archetypal "sleeping giant". It has a large, passionate fanbase and a first class pedigree – it's one of only four clubs to have played each season of the Aviva Premiership since its foundation in 1988. Yet, it has for years been the perennial underachiever. A top four club when it comes to attendances, Gloucester has at times in the past decade struggled to finish in the top half of the Premiership.

All that is about to change though, if its youthful and ambitious CEO, Steve Vaughan gets his way. "My mission statement is clear – to ensure Gloucester becomes a top four club in both domestic and European rugby," he says. "And we've got a full strategic plan in place which outlines how we're going to improve our performances on the field."

"Our recruitment budget, for example, is bigger than ever before and we're bringing in some big hitters next year – including five internationals, such as former New Zealand prop John Afoa and Wales hooker Richard Hibbard."

It is, however, the club's performance off the pitch that Vaughan will ultimately be judged on. And it is there that he is already making a difference. Using a mixture of radical moves, subtle changes and the introduction of innovative



PHOTO: © MARTIN BENNETT, GLOUCESTER RUGBY

A former footballer, Vaughan joined Gloucester Rugby after working on the London 2012 Games

revenue-generating methods he has managed to bolster finances. As a result, the club is expected to announce record breaking profits for the year to 30 June 2014. In less than two years, the youngest CEO in professional rugby has gone from a relative unknown to a leader with a reputation for delivering.

## STARTING OUT

So who is Steve Vaughan? When a fledgling career as a footballer – he was on the books at Wallsall FC – was threatened by serious injury, he took the medical team's advice to "get some sun" on his injured ankle. The resulting holiday turned into a job as he decided to give up on his footballing dreams and joined Club 18-30 as a holiday rep. Two years later he had progressed up the ranks at Club 18-30 and was in charge of a number of resorts. He describes being a rep as the hardest job he's ever done.

"It was unbelievable," he recounts. "You're up at 8am and then up until until two or three in the morning. You're expected to be an entertainer but also a marriage counsellor. You've got to deal with fall outs, fights, angry locals and in some cases the police – it was incredible. But it was also a great grounding for leadership and life in general."

In 1998, Club 18-30 was taken over by holiday operator Thomas Cook and Vaughan was handpicked to lead the development of the brand. Within seven years of taking a holiday that was meant to heal his ankle, he had become managing director of the Club 18-30 operations and a valuable asset to the Thomas Cook group.

## OLYMPIC EXPERIENCE

After leading the Club 18-30 brand for two years, Vaughan found himself back working within sport. Thomas Cook won the bid to



Gloucester's financial success hasn't been mirrored by performances on the pitch – an aspect of the club Vaughan wants to change

## I'm sure our results speak for themselves and we're actually the envy of a lot of professional rugby clubs in the way our business model works

become the official short break provider for the London 2012 Olympic Games, and turned to Vaughan to lead the project. He was named managing director of Thomas Cook's London 2012 Partnership and was responsible for making sure 300,000 tickets procured from LOCOG were distributed via the company's network of high street travel shops and websites.

His role also involved being in active dialog with LOCOG, the British Olympic Association, the main Games sponsors and other members of the 'Olympic family'. It was this contact with major figures within the global sporting family that helped him on to the next stage of his career. By the time the Olympic project came to an end, he had come to the attention of a number of sports companies and clubs.

"As my Olympic responsibilities were winding down, I got approached by various businesses – some in rugby,

some in football – to come and lead their businesses," he says, and adds that one of those clubs was Gloucester.

"From the outset it was Gloucester that really appealed to me. It's a fantastic club – great supporters, great ground and great training facilities. But there was a challenge too as the club has – to be absolutely honest with you – been very bereft of success on the pitch.

"Furthermore, in rugby there are very, very few clubs that actually make a profit – but Gloucester was one of those making a tiny profit. So for me there were two real challenges – to be a top club on the field and to make the club a truly profitable, sustainable business going forward."

### YOUNG GUNS

Vaughan took over the helm in November 2012 and ever since has gone about delivering his promise of taking Gloucester

to the next level. Being younger than any of his peers ("by a country mile", Vaughan emphasises with a smile) has resulted, however, in some funny moments.

"We've had a giggle about it a few times," he says. "There have been many times when we've arranged meetings and when we get there, the other person has walked straight past me not realising who I am. I'm also forever getting stopped at the gates of away stadiums and asked to prove that I am indeed the CEO. I'm not convinced that would happen if I had white hair and wore a blazer."

Vaughan isn't the only relative youngster within the Gloucester top team either. The club chair and Vaughan's close colleague Ryan Walkinshaw, son of the previous owner, the late Tom Walkinshaw, is just 26 years old. While some might struggle to recognise them – at least for now – the pair's fresh approach and innovative, bold



The club recently introduced a cashless ticketing and access system at its Kingsholm Stadium

▶ operating style hasn't gone unnoticed among other clubs. "I'm sure our results speak for themselves and we're actually the envy of a lot of clubs in the way our business model works," Vaughan says. "We've changed a lot of things in the time that I've been here and we're getting clubs coming to us and asking us what it is that we're doing and what's our secret."

He has already demonstrated that he isn't afraid of making the tough decisions either. Following a disappointing season on the field, in May 2014, Vaughan axed popular director of rugby Nigel Davis.

## BUSINESS DECISIONS

One of the things other clubs have been keen to study is Vaughan's success in growing profits in a sustainable, organic way. His approach is simple and effective – making sure cost management is robust in all areas while efforts are made to increase and identify new revenue streams. These include securing a new main sponsor – heating solutions company Adey – while renewing agreements with a number of key companies and bringing in 11 further companies as sponsors and commercial partners. New revenue-creating

Vaughan has spent his entire career in leisure



## The reality is that we sell out games about two or three times a year. It would be a bit of an ego trip for us to suddenly say we're expanding from 16,000 to 25,000

products have also been launched – such as "Gloucester Rugby Lotto" and an inhouse betting service. Elsewhere, a consultancy was brought in to look at catering while a comprehensive social media audit was also conducted.

Perhaps the biggest change has been in the way ticketing is handled at Kingsholm stadium. "We've introduced a mobile app and cashless entry into the stadium," Vaughan says. "This has allowed us not only to increase secondary spend around the stadium but also learn about who our fans are and what their preferences are." He adds that the current season is a perfect example of how the plan has been put into practice.

"This year we've done particularly well financially despite having a disappointing season on the pitch. Not being competitive and finishing low down in the table dampened our core revenues (match day and season tickets) but we still managed to produce record profits. We did

this by actively bringing in new partners to the business – including the new main sponsor – and by making great inroads into engaging more with supporters.

The next step, says Vaughan, is the introduction of a loyalty card, a rebranding of season tickets as "memberships" and an increased effort on improving the club's social media presence. There are also plans to improve the 16,500-capacity Kingsholm stadium, although Vaughan is reluctant to reveal exact plans. There will, however, be minor upgrading of facilities ahead of the Rugby World Cup in 2015 – as Kingsholm is one of only two club grounds to have been selected to host games.

"We sell out two or three games a year so it'd be a bit of an ego trip for us to suddenly say we're expanding from 16,000 to 25,000 – we simply haven't been getting the results on the pitch that would justify it. Once we start having dozen sell outs a year, we can start considering it. Rather, we're going to add a bit of capacity around the stadium – a few hundred here and a few hundred there. We'll be doing some of that ahead of the World Cup but in a way that isn't going to kill us financially."

With Vaughan's determination to make Gloucester a success, those dozen sellouts might happen sooner rather than later. ●

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# SINGAPORE SPORTS HUB

The Singapore Sports Hub, with its motto 'where Singapore comes to play', includes the republic's new 55,000-capacity National Stadium and a host of other world class venues. Tom Walker takes a closer look at the S\$1.3bn project.



Opening in June 2014, the S\$1.87bn (US\$1.49bn, £878m, €1.07bn)

Singapore Sports Hub – a fully integrated sports,

entertainment and lifestyle complex – is set to become one of South East Asia's premium sports venues. Billed as the region's largest ever public-private partnership project, the aim is to create a world-class facility in which Singaporeans can watch, play and learn about sports in one location – while creating opportunities for local sports and tourism businesses.

As well as international competitions and other spectator events, the hub will offer community programming, "experience sport" initiatives and public facilities for everyday use. The impressive range of sporting facilities will be supported by clusters of hospitality, retail and other support services – including a retail mall, restaurants, a library and a sports museum.

## ALL ABOUT THE VISION

The idea of creating the sports hub was first mooted in June 2001, when the Committee on Sporting Singapore (CoSS) delivered the central government a report consisting of 40 recommendations on how to grow the country's sporting sector. The sports industry had been identified as one of the key growth markets and one in which Singapore could become a leader within the South East Asia region.

The impact of the CoSS proposals was immediate and it transformed the way the government perceived and invested in sport over the next decade. To implement the report's proposals, the government ring-fenced S\$500m (US\$490m, £400m, €237m) worth of funding, which it planned



The new landmark national stadium

to invest over a five-year period. Among the first projects to receive funding were the planning process of the flagship Sports Hub and the creation of a Singapore Sports School (SSS).

The SSS was the first project to be completed (in 2004) and at the time was the region's first higher education institution to offer students an integrated academic and sports programme.

Following the planning stage and a tender process, the government awarded the development contract of the Sports Hub to Singapore Sports Hub Consortium (SSHC), led by Dragages Singapore Pte. SSHC was given a 25-year contract with the Singapore Sports Council to design, build, finance and operate the Sports Hub.

Work on the stadium (and the hub) was initially scheduled to begin in 2008, but the global economic crisis and the resulting increases in construction costs delayed the project. Construction work finally began in 2010, with a planned opening in 2014.

## THE MAIN EVENT

Located on a 35-hectare site in Kallang, the hub is well connected to Singapore's

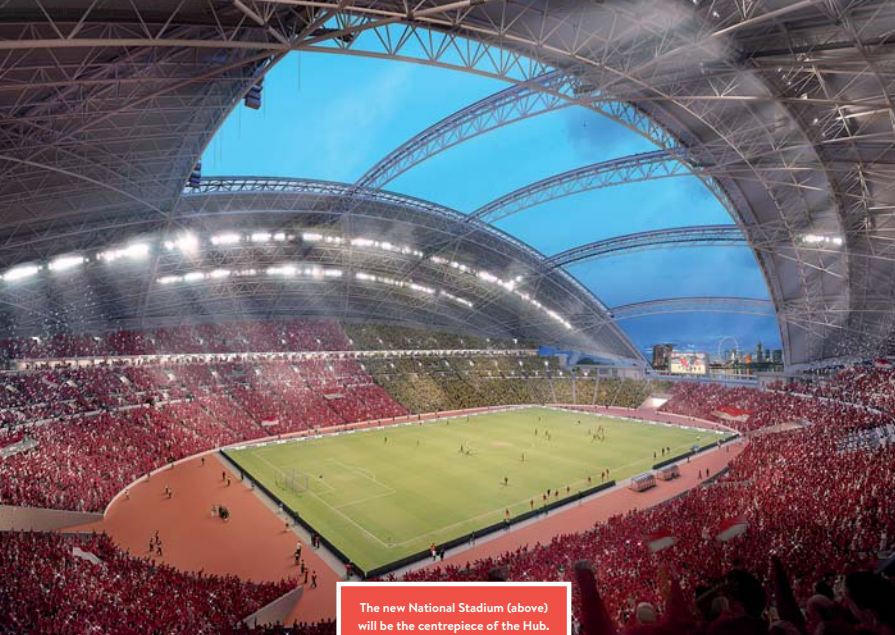
Mass Rapid Transit Network and as a result benefits from low-cost, hassle-free access to each venue. The centrepiece of the hub is the new 55,000-capacity National Stadium that offers spectacular views of the waterfront and city skyline. Master planned by AECOM, the venue was designed in partnership by global sports architects Arup Sports and local firm DP Architects. The site is situated at the old National Stadium, which was closed in 2007 and demolished in 2010.

The multi-use stadium can be configured to host a range of sports, and the venue will be marketed as the only major venue capable of hosting international football, rugby, cricket and athletics. For this, the lower spectator tiers are movable and can be adjusted by up to 12.5m back to provide extra playing surface. Sustainability is at the heart of the stadium's design. The stadium's retractable roof is made out of Ethylene tetrafluoroethylene (ETFE) and the energy efficient bowl cooling technology is among the first of its kind in the world. There has also been a focus on accessibility.

Clive Lewis, Arup's design leader for the project, says: "It's common for sports stadia to be on the outskirts of cities, accessible only by motorways. But as part of their long-term plans to encourage sports across Singapore, the government wanted the new national stadium to be a part of everyday life. To make this a reality, the stadium is set in a 35-hectare sports precinct next to the city centre.

"We designed the stadium as a dome spanning 310m – the largest free spanning dome in the world and the equivalent of four Airbus A380 airplanes parked wing to wing. Not only is it wide, the ultra-thin shell





The new National Stadium (above) will be the centrepiece of the Hub. The OCBC Aquatic Centre (below) will include two 50m pools

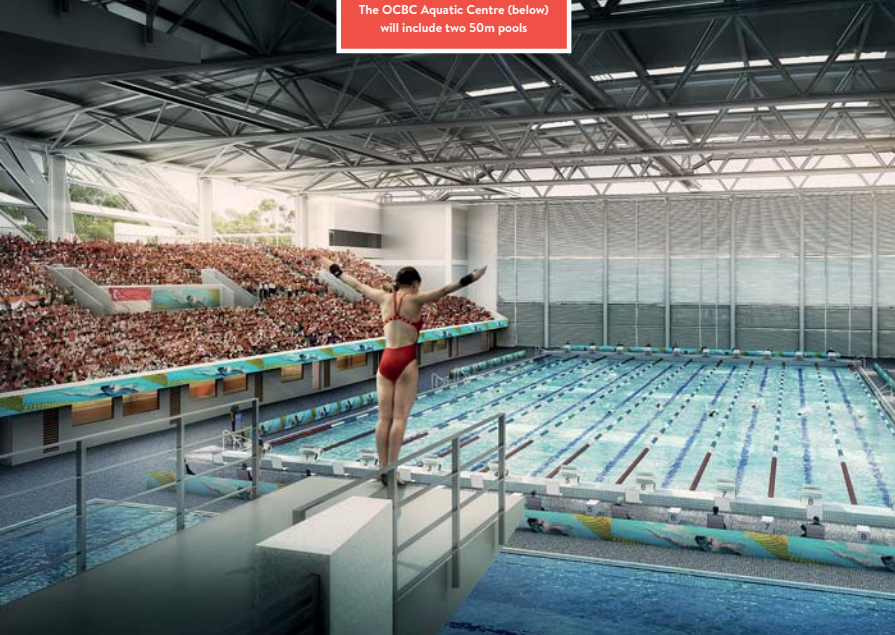




PHOTO: ©ARUP

The hub will be located on the Kallang Basin waterfront, adding a perfect environment for water sports to the complex

► roof is also energy efficient. The stadium is a model for tropical climate design. It features an innovative energy-efficient spectator cooling system that delivers cooled air to every seat in the stadium. These pockets of cooled air will reduce energy use significantly, compared to a more conventional cooling system."

### SUPPORTING ACTS

The two other major venues close to the stadium are the OCBC Arena and the Indoor Stadium. Both are existing venues which have undergone significant upgrades and redevelopments. First opened in 1989 at a cost of \$590m (US\$72m, £53m, £43m), the 12,000-capacity Singapore Indoor Stadium served as part of the government's first urban re-generation project in the late 1980s. The plan was to revitalise the urban landscape in Kallang as well as provide a world-class venue to meet the leisure needs of the people. Designed by Japanese architect Kenzo Tange, it has gone through a radical transformation to bring it up to modern requirements.

Redevelopment work on the Indoor Stadium – completed in 2013 – has made it more adaptable and it now has a new flexible configuration that scales from 4,000 to 12,000 spectators. This solution will allow the venue to host anything from national sports events to high-profile international events – such as the Singapore Open tennis tournament and touring games by visiting sports teams.

Within a short walk from the National Stadium is the OCBC Arena, dedicated to community sport and smaller-scale regional and national competitions. The arena consists of six halls over two levels that are designed to be scalable in size and will cater for an array of indoor sports events for both NGBs and the general public. Laid out as two multi-purpose modules flanking

## The hub will deliver on the Singapore government's mission statement of providing a space which will catch the public's imagination and improve activity levels

a central public atrium, the design allows for simultaneous use of the six sports halls. When in competition configuration, it will have a capacity of 3,000 spectators.

### WATERY PURSUITS

Within the hub there will be two new water sports centres – the indoor OCBC Aquatic Centre and the outdoor Water Sports Centre. The newly built aquatic centre, designed by Arup, will include two Olympic-size, 50m swimming pools and a diving centre. On non-event days, it will be open to the public and will also include a water leisure area with learn-to-swim pools and a surf pool. The aim is to host international championships as well as local and regional events.

The first international competition to be held at the centre will be the South East Asia (SEA) Swimming Championships, taking place from 14-26 June 2014.

The Water Sports Centre, offering canoeing, kayaking and dragon boating will be located on the edge of the sports hub, along the Kallang Basin. A 500m course will be mapped on the water, while another 1km course will be accessible from Marina Bay. The centre is set to become the new HQ for all of Singapore's elite boating teams and will also house the relevant NGBs.

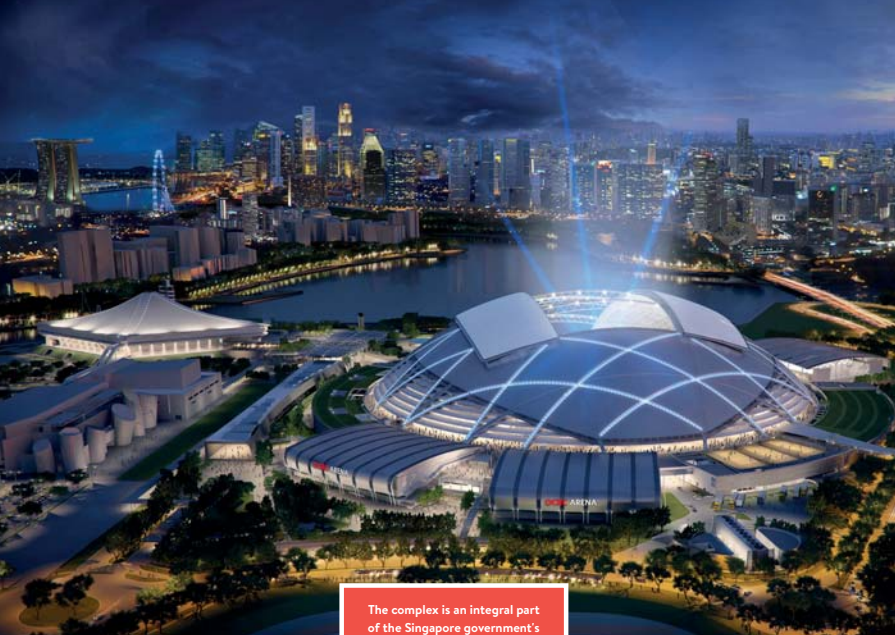
### SPORTING LIFESTYLE

What makes the complex unique is the number of sports-themed entertainment and leisure options that will support the events venues. The Sports Promenade features a 900m sports and recreational

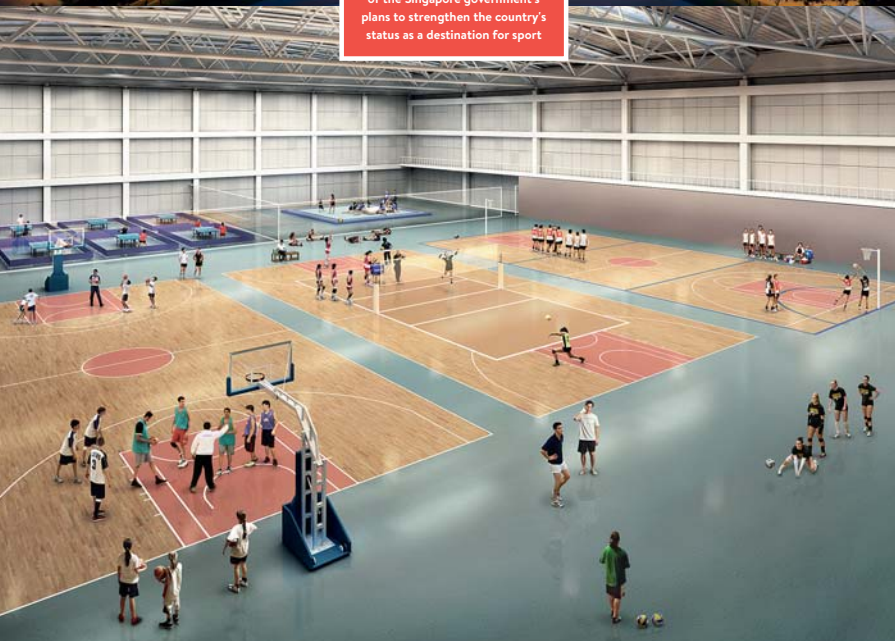
space around the National Stadium and will be Singapore's largest, fully sheltered civic space. Open to the public all day, the elevated platform will act as an urban park and connect the hub's venues, while providing stunning views of the city.

The promenade is surrounded by a number of community areas which will provide a myriad of sports and activities – a number of hard courts for racquet sports and basketball; a skate park; lawn ball areas; climbing walls; beach volleyball and cycling paths. Elsewhere, the visitor centre – which also houses a sports library and sports museum – is located outside the main transport station. It will act as a one-stop information centre where people arriving to the hub will be able to book sports sessions, event tickets and stadium tours. Across the promenade from the visitor centre is the main, 41,000sq m retail and food zone. Located partly on the waterfront, the area boasts a diverse selection of restaurants, cafés and shops.

Lawrence Wong, minister for culture, community and youth, is confident that the hub will deliver on the government's mission statement of providing a space which will catch the public's imagination and improve activity levels. "With the Sports Hub, Singaporeans will soon have an exciting destination that will provide a wide range of sports programmes and facilities, integrated with lifestyle and entertainment offerings," he said. "We look forward to welcoming people to the hub – it will be a place for all Singaporeans to enjoy and to live better through sports." ●



The complex is an integral part of the Singapore government's plans to strengthen the country's status as a destination for sport





The Emirates  
Arena opened  
to the public in  
October 2012



# GLASGOW CALLING

**The Glasgow 2014 Commonwealth Games will see 6,500 athletes compete for medals in 17 different sports. Tom Walker looks at the venues that are will provide the city with a lasting legacy of sport**

**G**lasgow will host the XX Commonwealth Games in July, an event which not only promises to create memorable sporting moments but also provide a lasting legacy for the whole of Scotland.

In total, 16 facilities will host 17 different sports and the opening and closing ceremonies. Many of the facilities are existing ones that have been refurbished for the Games.

The redevelopments – such as those of Tollcross International Swimming Centre

and Scotstoun Stadium – have been designed to provide world class venues and also benefit the public.

In addition, all three new venues built for the event have already been launched and have been in active use by the public, providing a “pre-Games legacy”.

Venues within Glasgow have been organised within three clusters, with an additional three satellite sites being located outside the city.

Over the following pages, we take a detailed look at each venue.

## EMIRATES ARENA

NEW VENUE

BADMINTON

**D**esigned by 3DReid, the £116m Emirates Arena is adjacent to the Sir Chris Hoy Velodrome and the two share a main entrance. Opened to the public in October 2012, the arena will provide a post-Games legacy for East Glasgow as a centre for sporting excellence and community sports – as well as acting as a catalyst to major investment and regeneration in the area. Managed by Glasgow Life, the new complex is built on a 10.3 hectare site, and boasts approximately 38,000 sq m of floorspace including the 10,000sq m Arena and a 2,500 sq m Sports Hall.

The Arena has a 200m running track, 60m hurdles track, throwing and jumping areas, and has also been designed to be used for a variety of other sports. For indoor athletics events it has the capacity to hold 5,000 spectators, while flexible seating platforms that push the seats as close as possible to the action can increase the capacity to nearly 7,000.

## SIR CHRIS HOY VELODROME

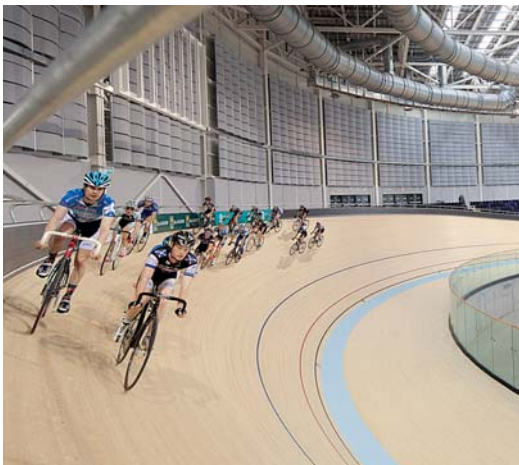
NEW VENUE

TRACK CYCLING

**N**amed in honour of the UK's most successful Olympian, the £113m velodrome is one of three facilities built exclusively for the Games.

Adjoining the Emirates Arena, the venue is owned by Glasgow City Council and houses a 8,500sq m track. As part of the "pre-game legacy" plans, the track opened in October 2012 and has been in active use since. It hosted its first major international event, the UCI Track Cycling World Cup, in November 2012.

The venue's 250-metre track has been designed by Ralph Schuermann, one of the world's foremost track designers. During the games, the velodrome will be able to house 4,500 spectators. In legacy mode its capacity will be 2,500. It is one of only five competition standard, indoor wooden tracks in the UK.



▲ The velodrome boasts a wooden track designed by German specialist Ralph Schuermann



▲ Ibrox will stage the Rugby Sevens

## IBROX STADIUM

EXISTING VENUE

RUGBY SEVENS

**T**he 50,000-capacity Ibrox Stadium, home of Rangers Football Club, will host the Rugby Sevens competition.

Built in 1899, the stadium will host a total of 45 games during the Games, with 16 teams going for gold.

As Rugby Sevens is set to make its Olympic Games debut in Rio de Janeiro in 2016, the Glasgow Games will take on a new focus as the best teams in the Commonwealth are aiming to get an early foothold in the sport for the next decade of competition.

## TOLLCROSS INTERNATIONAL SWIMMING CENTRE

REDEVELOPED VENUE

SWIMMING

**O**wned by Glasgow City Council, the pool first opened in 1997 and underwent a one-year, £14m refurbishment and extension for the Games between October 2011 and October 2012. The existing 50m, 10-lane pool has been joined by a new 50m, six-lane warm-up

and training pool and 2,000 permanent spectator seats. During the Games the capacity will be increased to 5,000 using temporary stands. Other improvements include a new pool-side event control room, new fitness and health suites, an extension of existing changing facilities, a refurbished café and a general upgrade of existing facilities.

The developments at Tollcross will provide a permanent training and recreational facility for the local community and elite athletes, as well as host international competitions – such as the IPC Swimming World Champs in 2015.



▲ Tollcross has undergone a £14m redevelopment to modernise all aspects of the venue



## GLASGOW GREEN NATIONAL HOCKEY CENTRE

NEW VENUE

HOCKEY, MARATHON, ROAD CYCLING

Built especially for the Games, the hockey centre was designed by architect Willie Graham and is located within the Glasgow Green public park adjacent to Glasgow Green Football Centre. The venue is owned by Glasgow City Council and in legacy mode will act as the new headquarters for Scottish Hockey and will be used by Glasgow schools for training and competition.

Facilities include two FIH (Federation International de Hockey) standard water-based floodlit synthetic hockey pitches, with changing accommodation and warm-up facilities. During the Games the centre will have a capacity of 5,000, which will be reduced to under 500 post-Games. It will also host the start and finish points of the marathon and the road cycling events.



▲ The centre will become the new HQ of Scottish hockey and will be used by schools for training

Architect Willie Graham said: "We were provided two briefs: one for the Commonwealth Games event mode and the other for legacy mode.

"I had to 'marry up' requirements from these two documents when designing the venue. The interesting thing about this

site is that it was the last piece of Glasgow Green that was not green, it was derelict land. It did not feel part of the park, and the best thing we could do was open up the edges of the new space, repeating visual connections of people in and around the venue."

## HAMPDEN STADIUM

TEMPORARY VENUE

ATHLETICS, CLOSING CEREMONY

Once the world's largest stadium, Hampden has undergone a massive transformation for Glasgow 2014. The playing surfaces have been raised by 1.9m to transform the stadium from a football venue into a temporary international-standard track and field facility. The first eight rows of seats have disappeared beneath an enormous steel structure which supports the running



▲ Heptathlete Jessica Ennis-Hill (left) and hurdler Eilidh Child at the Hampden Park track

track and field sports areas. The cost of the works has been estimated at around £14m – considerably less than the cost of building a large-capacity athletics stadium meeting IAAF standards.

A warm-up track and jump areas have been created next to the stadium at Lesser Hampden, with secure, direct access into the main stadium.

To create the extra playing surface, the first nine rows of seating have been removed – decreasing the capacity of the stadium from its normal 52,025 to 46,000 for the Games. Further improvements will be carried out at both Hampden and Lesser Hampden, leaving a sporting legacy after the Games.



▲ Hampden will have a capacity of 46,000

## THE HYDRO

NEW FACILITY

GYMNASTICS, NETBALL

Opened in late 2013, The SSE Hydro was designed by architect Sir Norman Foster. He was given a brief to ensure that the amphitheatre-style arena is perfect for the sports programme. With a capacity of 13,000, the venue operator – AEG Live – has set a target of attracting one million visitors each year in legacy mode. The Hydro will be capable of hosting major sports events as well as large-scale music concerts and entertainment.



▲ The Hydro opened to the public in 2013

## CATHKIN BRAES

NEW VENUE

MOUNTAIN BIKING

The mountain biking centre is located in a refurbished former church, St Martin's, in the Castlemilk district of Glasgow. Historic Scotland part-funded the £2.7m work carried out on the venue, which houses changing rooms, a cafe, a climbing wall and community facilities including a performance area. Designed by Elder and Connor Architects and located within the Cathkin Braes Country Park, the centre's 5.5km cycle track has been created by renowned track builder Phil Saxena in partnership with Glasgow 2014. The track has been designed in a figure of eight and the circuits have been graded to suit different skill and fitness levels.

Following the Games, the park will open to the public and it is expected that the Games will create a lot of interest in the discipline of mountain biking.



▲ Cathkin Braes is set to become the new home of mountain biking in Scotland



▲ The turf will be relaid after the Games

## CELTIC PARK

EXISTING VENUE

OPENING CEREMONY

The home of Celtic Football Club, the 60,355-capacity stadium first opened in 1892. It is located a stone's throw from both the Emirates Arena as well as the Athletes' Village and will kick off proceedings on 23 July when 4,500 athletes from the Commonwealth's 71 nations and territories will take part in the opening ceremony.



▲ The iconic SECC quarter will host a number of indoor sports events during the Games

## SCOTTISH EXHIBITION AND CONFERENCE CENTRE (SECC)

EXISTING VENUE

BOXING, JUDO, NETBALL, WRESTLING

Opened in 1985, the SECC is located on the banks of the River Clyde and is one of Scotland's most visited venues.

The SECC Precinct will form the largest venue precinct of the Glasgow 2014 Commonwealth Games. The area, which already boasts the large-scale SECC Exhibition Halls and the famous Clyde Auditorium (known as 'Armadillo' due to its overlapping, shell-like structure), will see the addition of The SSE Hydro. During the Games, SECC will be divided into three halls – one for netball, one for boxing and one for judo and wrestling.

## SCOTSTOWN STADIUM

REDEVELOPED VENUE

SQUASH, TABLE TENNIS

The multi-faceted Scotstoun Sports Campus will form one of the precincts of the Games, hosting both the squash and table tennis competitions. Owned by Glasgow City Council and recently refurbished, the 12,500-capacity venue is already a popular sporting and community resource which includes the National Badminton Academy, indoor tennis centre and other fitness facilities. During Games-time Scotstoun will make good use of its six new permanent squash courts for singles matches, with the capability of conversion to four doubles courts. It will also feature a glass-walled show court, ensuring spectators get a great view of the action.



▲ The venue has undergone a revamp and will have a capacity of 12,500 during the Games

The Table Tennis competition will be played across two show courts and eight match courts. Post-Games, Scotstoun's

upgraded facilities will host international championships as well as be used by elite and aspiring athletes for training.



▲ The pool was closed for nearly three years to allow comprehensive improvement works

## ROYAL COMMONWEALTH POOL – EDINBURGH

REDEVELOPED VENUE

DIVING

First opened in 1970, the pool was closed for a major £39m refurbishment (designed by S&P Architects) between August 2009 and March 2012. The work included the redevelopment of the 25m diving and teaching pool as well as improvements to the changing rooms, café, reception, and the fitness club.

This year's Games will mark the third time the pool will be a venue for the Commonwealth Games – it did so in 1970 and 1986. The original Royal Commonwealth Pool was designed by RMJM Architects in 1967 and was officially listed by Historic Scotland in March 1996 and is a category A listed building.

## BARRY BUDDON SHOOTING CENTRE – CARNOUSTIE

TEMPORARY VENUE

SHOOTING



▲ The venue boasts 21 shooting ranges

An infantry training area for the Ministry of Defence, Barry Buddon is spread across 2,600 acres (950 hectares) and boasts 21 ranges capable of supporting small arms, heavy machine gun and medium mortars.

For Glasgow 2014 upgrades will be made on the existing full bore range and three temporary Clay Target ranges will be installed. There will also be temporary enclosed ranges for Small Bore rifle and pistol. During the Games, the spectator capacity will be 3,500.



▲ The auditorium will be transformed into a weightlifting venue for the Games

## CLYDE AUDITORIUM

EXISTING VENUE

WEIGHTLIFTING

Known affectionately as “The Armadillo” among locals, the 1,100-seat venue was designed by Foster and Partners and completed in 1997. During the Games, Clyde Auditorium will have a total capacity of 3,000.

## KELVINGROVE LAWN BOWLS CENTRE

EXISTING VENUE

LAWN BOWLS

The 2,500-capacity Kelvingrove Lawn Bowls Centre has one of the almost dramatic settings of all the Games venues, situated next to the Kelvingrove Art Gallery and Glasgow University.

Owned by Glasgow City Council, Kelvingrove has a long tradition of bowls and over a period of two years – from 2010 to 2011 – the facility was upgraded to international standard with the reconstruction of five bowling greens. In total, there are now six greens that will be open and free to use by the public in legacy mode.



▲ The Kelvingrove Gallery will provide the bowls venue with a spectacular backdrop



▲ The park is a popular recreation area

## STRATHCLYDE COUNTRY PARK – MOTHERWELL

TEMPORARY VENUE

TRIATHLON

Owned by North Lanarkshire Council, the park is already a popular destination for recreation and a range of sporting events, including rowing, sailing and cycling. For the Glasgow 2014 triathlon competition, Strathclyde Loch will be used for swimming, with the cycling and running stages taking place along the surrounding network of roads and pathways. The course is being upgraded for the Games, leaving a legacy for future events.

## Legacy Plans

The foundations for the legacy were laid back in 2009, when the Scottish Government and a wide range of partners developed a nationwide plan, entitled *A Games Legacy for Scotland*. It outlines the collective ambitions for achieving a lasting legacy and covers a ten-year period to 2019 set around four themes: Flourishing, Active, Connected and Sustainable.

Embedded within each theme are the five underpinning principles; enabling diversity, ensuring equality, enhancing partnerships, encouraging community engagement and embedding sustainability. ●



# introducing

# TCHOUKBALL

Invented by a Swiss doctor wishing to create an injury-free sport, Tchoukball has enjoyed exponential rise in participation numbers.

Andrew St Ledger looks at how the sport is growing in the UK



The sport can be played indoors and outdoors and by players of all abilities

## Facilities requirements:

**INDOOR:** Sports hall (3-4 badminton courts are fine) with two 3-metre Ds at either end (with 1 metre behind the backline to stand the rebound net).

**OUTDOOR:** grass playing field or sand pitch, but the pitch marked out as 21 metres by 11 metres (approximately the size of a beach volleyball court).

**T**he sport of tchoukball was developed in the 1960s by Hermann Brandt, a Swiss doctor and biologist looking for a solution to sporting injuries.

Dr Brandt believed that all of sport's best characteristics – speed, skill, and competition – could be achieved without the need for physical contact between players. Of course, there are many great non-contact sports, but what Brandt wanted to create was a fiercely competitive and high-speed sport played in a gentlemanly manner. Therefore, alongside the fast and furious action, there sits a fair play charter that is enshrined in the rules of the game. It ensures respect for opponents and banishes bad sportsmanship and is practised by players throughout the world.

## GROWING PLAYER BASE

Today, tchoukball is played in more than 40 nations around the world. In the UK, the sport's governing body, Tchoukball UK, has overseen a rapid expansion in participation, from 600 regular players in 2007 to the current figure of more than 10,000.

That has, in part, been achieved thanks to National Lottery and private sector funding secured to develop the sport. A lottery-funded programme in 2009 helped to introduce tchoukball to some 40 schools in one year. Since then, financial backing from retail giant Matalan, through the Matalan Sporting Promise (MSP) programme, has seen hundreds of new young people take part in tchoukball. The programme, which is now entering its second phase, gave schools the choice of non-traditional sports to introduce to their children. Tchoukball is proving a popular addition to the school day.





While Tchoukball was designed to minimise injuries, it still requires athleticism - especially at the highest level

## HOW TO PLAY

The rules of tchoukball seem confusing at first but are in fact very simple to learn. Two teams of seven compete to score the most points in a 45 minute game. Players score by rebounding the ball off a one metre square rebound net. The ball must touch the floor, outside the 3 metre D in front of the rebound net, for a point to be scored. With no players allowed inside the D, the opponents have to catch the ball as it rebounds and before the floor contact

is made. Tchoukball is unique because both teams can score at either end of the pitch, meaning a team formation includes attackers and defenders at both ends of the playing area. There is no contact or interception allowed in tchoukball. This can be confusing, or even off-putting, for some but with each player only allowed the ball for three seconds and each team only allowed three passes before an attempt to score must be made, possession changes hands at least every nine seconds.

## FACILITIES NEEDS

Whilst tchoukball has some specialist equipment, regular sports halls - where around 90 per cent of the organised games are played - are perfect for a game. A typical hall (the size of three or four badminton courts) is ideal for a tchoukball match or training session - while a larger facility with eight to twelve badminton courts provides for a whole day's competition. The size of a court can be varied depending on the age of the players or the space available.

Few sports halls have the correct permanent line markings at present but this is not a barrier to hosting tchoukball. Basketball courts usually offer suitable back and side line dimensions and Tchoukball UK recommends laying down

## Equipment you'll need

2 rebound nets and a tchoukball. Starter packs cost as little as £239 + P&P. All available from Tchoukball UK's official equipment supplier Tchoukball Promotion ([www.tchouk.com](http://www.tchouk.com)). It is also recommend players wear protective foam knee pads - widely available.



### Rules in brief

- Score by rebounding the ball off the angled rebound net
- When the ball hits the floor a point is scored
- Defenders try to catch the ball between net and floor
- Both teams can score at either end of the pitch
- No contact or interception
- Players have a maximum of three seconds with the ball, and the team three passes, before attacking

temporary Ds using either removable tape or soft plastic cones. Tchoukball UK has years of experience of this and can provide advice on request.

Tchoukball's unique selling point is that it's a 'leveller' - new to everyone and designed in such a way that people of all abilities can compete. It's one sport where people of all ages, genders and sporting backgrounds can play together, at the same time. Proof of this is in the steady pace in which it is becoming an accepted part of the national school curriculum. This appears to coincide with the general move towards skill orientation and away ▶

## TCHOUKBALL

► from more aggressive games. Tchoukball is compatible with the demands of key stages 2, 3 and 4 and is a real alternative to traditional sports.

Beach tchoukball is also taking off, both internationally and in the UK. Several continental beach competitions now take place each year – most notably in Switzerland's capital Geneva and Rimini in Italy. In September, tchoukballers descend on Bournemouth for an annual 5-a-side festival. And this month, the first UK beach championships is taking place at Arena Sports Kettering, home of beach volleyball.

The venue, which will also host the indoor national finals the day before the beach event, offers excellent facilities in a central location for all of Tchoukball UK's regions. With a large sports hall, it means the national finals can be played on one large 'show court' with warm up space for athletes. With grandstand seating for up to 200 spectators, it promises to be one of the best domestic competition weekends the sport has ever hosted.

Tchoukball can also be played on grass pitches, making for fun family or school activities when the weather is good.

### COMPETITIVE EDGE

Tchoukball's competition structure has developed steadily over the last 10 years. From relatively modest beginnings, the sport's domestic competition structure has grown and now includes national championships, regional competitions, a university and colleges cup and a schools and further education competition.

On the international stage, competition has never been so fierce. Tchoukball is now played all over the world – with world championships and youth championships every four years. Taiwan still dominates international contests – not surprising as it's one of the country's most popular



The fast-paced nature of the game makes it a great spectator sport

sports. But new talents from Austria, Italy and Singapore are now challenging the traditionally-strong squads from Switzerland, Canada and the UK.

Tchoukball UK regularly sends men's, women's, and now U16, squads to international competitions.

### TCHOUKBALL UK AND THE FUTURE

Little of the sport's domestic development in the last decade could have been achieved without the drive of the sport's governing body – Tchoukball UK.

Now at the end of its first year as a Community Interest Company, Tchoukball UK has a business plan focused on increasing participation, giving schools the tools to develop themselves, encouraging the creation of local clubs and working closely with partners to steer tchoukball towards official sports council recognition. Each year its tutors deliver nearly 30 level one coaching courses which means

there are now more than 1,000 qualified tchoukball coaches.

Providing high quality competition experiences for participants has been an increasing priority. Now, a regular 'army' of volunteers and backroom staff, led by Tchoukball UK's head of competitions, ensure events run smoothly and that all athletes need to worry about is their own performances. Key partners, including Matalan, the Youth Sport Trust, Sport and Recreation Alliance and Sport Structures are all playing vital roles in pushing tchoukball forward to better things.

Offering tchoukball as part of a programme of activities available to the community is easy to do. Tchoukball UK can support the provision of taster sessions and the creation of new clubs. It can also facilitate the purchase of the necessary equipment, for as little as £239 for a starter pack, through its official equipment supplier Tchoukball Promotion.

This is a truly exciting time to be getting involved with tchoukball. It is increasingly being recognised as a sustainable alternative to traditional sports – capable of attracting both participants who love sport and those that are new to it.

With so much that has been achieved in recent years, it's hard to predict just what can be attained in the next decade. But one thing is clear – the sport of tchoukball is here to stay. ●



Andrew St Ledger,  
communications director,  
Tchoukball  
@TchoukballUK

### Going alternative in Pendle

Pendle Leisure Trust (PLT) in the UK has embraced tchoukball in a big way, making it a key part of its Saturday morning activities and holiday clubs. Following a request from the trust's CEO to find new and exciting sports for customers to try, the sports development team set about researching activities – and found tchoukball. Eighteen months on,

tchoukball is now a popular activity for the 15-25 young people that go to West Craven Sports Centre (one of the Trust's three facilities) every week. The development team also takes the sport out into the community.

PLT's Samantha Lamb said: "Our members love tchoukball because it's so different. It's also brought in more revenue to the centre."



# Have your pitch built by the Contractor of the Year

Constructing a sports pitch requires a specialist. Multiple award-winning O'Brien Contractors has both the expertise and the experience.

Increasing need for sports facilities is good news for O'Brien Contractors, the civil engineering company with a reputation for sports pitch construction. O'Brien is known for the quality of its work: having just won "Contractor of the Year" in the Building Awards 2014, it then received the 2014 RoSPA Gold Award for Occupational Health and Safety.

With pitch building recognised as a specialist area, O'Brien's proven expertise and experience offer real reassurance. It has satisfied customers covering virtually every sport, with Multiple Use Games Areas a particular speciality.

## COMPREHENSIVE

For a simple pitch renovation or a complete design and build construction project, O'Brien can provide the answer, from first contact through to project completion and aftercare. Work begins with a preliminary survey and the creation of a 3D model. The most cost-effective construction is planned, the formal specification rationalised and planning

permission confirmed. Tight control over the earthworks is assured through O'Brien's own in-house construction plant and specialist workforce.

Where infill is required, environmental factors help to guide the choice between natural and synthetic materials. O'Brien experts ensure exactly the correct drainage for the site's specific needs, to prevent flooding and water or frost damage.

Whether an engineered or dynamic foundation is specified, a prefabricated or in situ shock pad is typically laid below the final surface. One reason for O'Brien's unmatched reputation is that 'out of sight' elements receive the same attention as playing surfaces. As well as natural surfaces, the options include macadam, polymeric compositions and synthetic turf. All can be installed to meet the regulations of such bodies as the FA, UKAS and FIFA.

## INFRASTRUCTURE

As a 'total solution' main contractor with over 50 years of experience, O'Brien's expertise goes beyond marking out the pitch. Support infrastructure can be incorporated within the project, including vehicle access, parking, fencing, storage facilities and even ball rebound systems. O'Brien can deliver a complete sports pitch and everything to go with it.

Throughout any project, state-of-the-art equipment and techniques are employed, from the latest ground modelling technology to cost-effective plant. It is a way of working that has earned O'Brien a Diamond Standard for Customer Satisfaction,

an industry-leading safety record, numerous awards – including 'Contractor of the Year' in the Building Awards 2014 – and most importantly, many customer recommendations.

## SPECTACULAR

Among its many sports pitch projects, O'Brien created a full-sized hockey pitch for Shropshire's Oswestry School, with twin bar fencing and floodlights. Oswestry School bursar, Phil Dowd, said, "It was a delight to work with O'Brien Contractors and I would recommend you to anyone. The end result is spectacular."

A 'Grassroots' project for Kewford Eagles FC meant creating of 11 natural grass pitches, with clubhouse facilities. A club spokesman said: "The whole project looks fantastic. The quality of their work can't be faulted, their design and build team did an excellent job and we couldn't be happier with the end result."

These are just two of the many customers delighted through the years by the sports pitch expertise of O'Brien Contractors.



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# YORKSHIRE RIDING



The opening stages will take in the Yorkshire Moors

**When the Tour de France returns to English shores this July it is predicted to contribute around £100m towards the economy and boost memberships at UK cycling clubs. Tom Anstey looks into the world's biggest cycling event and the benefits it will bring the UK**

**W**hen Le Tour last hopped across the English Channel back in 2007, it generated an estimated £88m for the south-east economy over the course of two days – including around £35m worth of media coverage. This summer, the Tour de France returns to England, with Yorkshire hosting the Grande Départ before the cyclists travel south to London in this year's overseas leg.

This year's foreign section of the Tour has been an event four years in the making. The bidding process began in early 2010 – with a number of bids tabled from the likes of Berlin, Barcelona, Florence, Utrecht and Scotland – culminating with the December 2012 announcement that Yorkshire had secured the Grand Départ, worth an estimated £100m to the local economy.

"When we started bidding, we knew there was a long list of cities and countries hoping to host the Tour, but at the same time we knew Yorkshire had the cycling heritage, the cycling heroes and a proud and passionate public to create a compelling bid," says Andrew Denton, media director of VisitYorkshire.

"We launched Back le Bid, a public campaign to secure support for Yorkshire

to host the Grand Départ, and received more than 130,000 pledges of public support. That grassroots passion was vital to our bid, vital to convincing the race organisers – Amaury Sport Organisation (ASO) – that Yorkshire really wanted the Tour and it continues to be vital in our preparations for the event."

The event itself is more than just a cycling event to Yorkshire. Over the course of the three weeks of the Tour, more than 3 million people are expected to line the race route, while more than 188 countries around the world will be televising the spectacle across 121 channels with a combined audience of more than 3.5 billion people.

"It provides a wonderful advert for our great county and hopefully it will prompt people who maybe haven't visited before or not been in a while to book a break to visit us," says Denton.

## THE REGIONAL EFFECT

Not only does the Tour have an effect on the country commercially, at a local level cycling clubs are getting involved, from attending stages to assisting with the launch. While there is no direct windfall for clubs, Steve Airey, chair of Catford CC in London, near the finishing point of the UK leg, says that events such as the Tour

and the London 2012 Olympics does spike interest. The challenge for many clubs is maintaining interest post-event.

"Membership is an ongoing battle for most clubs," says Airey. "Our under-23s team has raised awareness and introduced new members, but also we've lost some older members. Previous Tours and the Olympics seemed to create larger interest for a few weeks, but the challenge is creating a legacy and getting people to commit to regular riding on a long-term basis. The Olympics in 2012 probably saw our biggest surge in attendance."

Local clubs also get involved with the Tour on a volunteer basis. "In 2007, our members helped by providing marshalls, chaperoning the teams in London at the launch, something local clubs in Yorkshire will be getting involved with during this Tour also," Airey adds.

During the tour stage, aspiring riders also get to meet with the professionals, with Catford's under-23 meeting with the Orica Green Edge team. Organised by fashion designer Jeff Banks – a sponsor of the cycling club – the meeting will give future pros the chance to gain knowledge and advice from active Tour participants.

While the effect may not be as pronounced at the finishing line in London, for Yorkshire it's a different story. ▶





More than 3 million people are expected to line the roads during Le Tour's progress across the UK. (above and right). The event will be broadcast in 188 countries to an audience of 3.5 billion people





## The legacy plan is to have 18 per cent of adults in Yorkshire riding a bike at least once a month by 2023

► The upcoming Tour has already had a huge impact on cycling clubs in the county, with memberships reportedly going through the roof and numbers swelling by as much as a quarter.

Over the past year, Ilkley cycling club has grown to become one of the UK's largest, with more than 1,100 members. Based near the Yorkshire leg of the Tour, Ilkley is planning a number of events in conjunction with the race, including a schools liaison project to inform and educate school students and staff about the Tour de France and cycling in general.

The project aims to raise awareness and enthusiasm ahead of the event. The club is also planning daily rides into the Yorkshire Dales and a town centre criterium (short course) race based around the time of the Tour throughout July.

The region's cycle shops are trying to cash in by hosting events, housing cycle clubs and giving shop fronts a Tour theme, while other businesses are also getting in on the act, one such example being the Risplith-based G and T's Ice Cream shop, which has painted the entire exterior of its



The course has been designed so 98 per cent of Yorkshire is less than an hour's drive from it

building with the polka dot jersey and the yellow jersey, both synonymous with the Tour. While the tale between the capital and the countryside may be different, on the whole there has been a boost over the past few years in cycling clubs affiliated with National British Cycling. Since 2011, numbers have steadily risen from around 1,570 to nearly 1,800 at present.

### BUILDING A LEGACY

For Yorkshire, the Tour is about creating a lasting legacy. Free access to a bike and training to use it, a regional cycle hire network and a new world-class race are the main legacy promises from race organisers for the region. Local authorities are teaming up with key partners of the

Tour to push cycling as a sport, a means of transportation and a way to stay fit and healthy for the nation.

According to the latest Department for Transport figures from 2011, 13 per cent of adults in Yorkshire and the Humber ride at least once a month. The legacy plan is to increase that to 16 per cent by 2018, and 18 per cent by 2023.

"We want cycling to become the norm in our county, not just a novelty," says Denton. "Hosting the greatest cycle race in the world will act as a springboard to success in that project."

Cycle Yorkshire's legacy plan represents the first of its kind as a regional initiative. It has helped bring millions of pounds into the region with Yorkshire authorities ►

### TOUR DE FRANCE: PREVIOUS OVERSEAS STARTS

#### 2012

##### Belgium

Distance covered: 411.9km (255.9m)  
Tour distance: 3,496.6km (2,172.6m)  
Percentage outside France: 11.8 per cent

#### 2010

##### Netherlands and Belgium

Distance covered: 646km (401.4m)  
Tour distance: 3,642km (2,263m)  
Percentage outside France: 17.7 per cent

#### 2007

##### England and Belgium

Distance covered: 615.9km (382.7m)  
Tour distance: 3,569.9km (2,218m)  
Percentage outside France: 17.2 per cent

#### 2004

##### Luxembourg

Distance covered: 615.6km (382.5m)  
Tour distance: 3,391.1km (2,107m)  
Percentage outside France: 18.1 per cent

#### 2002

##### Luxembourg

Distance covered: 380.5km (236.4m)  
Tour distance: 3,277.5 km (2,037 mi)  
Percentage outside France: 11.6 per cent

#### 1998

##### Ireland

Distance covered: 391.6m (243.3m)  
Tour distance: 3,877.1 km (2,409 mi)  
Percentage outside France: 10.1 per cent

#### 1996

##### Belgium, The Netherlands

Distance covered: 465.9km (289.4mi)  
Tour distance: 3,895.4 km (2,420 mi)  
Percentage outside France: 11.9 per cent

#### 1994

##### Stages 4 & 5 took place in the UK

Distance covered: 391.5km (243.2m)  
Tour distance: 3,978.7 km (2,472 mi)  
Percentage outside France: 9.8 per cent

#### 1992

##### Spain

Distance covered: 1,392km (864.9mi)  
Tour distance: 3,975.0 km (2,470 mi)  
Percentage outside France: 35 per cent

Future candidates: Andorra, Belgium, England, Germany, Ireland, Italy, Luxembourg, Monaco, Netherlands, Spain and Switzerland have all hosted stages or part of a stage while Austria, Qatar and Scotland have expressed an interest in hosting future starts of Le Tour.

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## MAJOR EVENTS

- hoping further support will come from both the government and private sector to realise an ambitious 10-year plan.

Tourism businesses are also reportedly seeing the effects of the Tour already, with visitors coming to ride the official race routes before the pro peloton.

An event the size of the Tour needs a sizeable amount of staff to run effectively. On that note, the organisers have taken a leaf out of 'the London Olympic and Paralympic Games' book and named nearly 12,000 volunteers as Tour Makers. The volunteers operate as a welcoming force for all three UK stages, with full online training format provided. On uniform collection days that took place in May and (coming up in June), motivational training was also provided.

Tour Maker roles include wayfinders at transport hubs, route marshals, flag marshals and crossing marshals along the route. Volunteers will be allocated roles by the TDFHub2014, which is delivering the Tour Maker programme.

While the UK leg is being run by the local authorities, Société du Tour de France – a subsidiary of ASO which employs around 70 people full-time – will oversee the entire Tour. The route of the race has been decided by ASO, which makes its decision based on sporting and technical information.

ASO also supports the world of amateur cycling by organising the annual Tour de l'Avenir (Tour of the Future) on an annual basis. One of its main growth strategies focuses on the globalisation of



It is estimated that the Tour will be worth £100m to the local economy in Yorkshire

cycling. By organising the Tours of Qatar, Oman and Beijing and helping with TV production and distribution for the Tour of California, as well as foreign prologues for the Tour de France, ASO is actively contributing to cycling's rise in popularity, not just as a sport, but also as a means of sustainable transport in cities worldwide.

Denton believes the Tour will change the mindset of Yorkshire and help it establish itself as an area that can compete on the world stage. He says: "At a very personal level I hope it will inspire

a new generation of young keen cyclists to follow in the footsteps of Yorkshire's trailblazers of British cycling – people like Brian Robinson, Barry Hoban, Vic Sutton, Beryl Burton and Malcolm Elliott, as well as the modern generation of the Downing brothers, Ben Swift, Josh Edmondson, Adam Blythe, Scott Thwaites, Ed Clancy and Lizzie Armitstead. So in 10 or 15 years time we have new champions of cycling from Yorkshire, inspired after coming to see the race at the roadside this July. That would be amazing." ●

## 10 FASCINATING FACTS ABOUT THE TOUR DE FRANCE

**1** Taking a leaf out of the 2012 London Olympic Games' method, almost 12,000 people have been named as Tour Makers, a first in the history of the Tour de France's Grand Départs. Volunteers will complete an online event training module before attending motivational training and uniform collection days in May and June.

**2** The course for the Grande Départ has been designed so that 98 per cent of Yorkshire is under an hour's drive from the route.

**3** It is expected that more than 3 million spectators will line the route when the Tour comes to the UK this summer.

**4** The promotional caravan that precedes the peloton will distribute 15 million items to fans at the roadside across the 3 weeks of the Tour.

**5** The Cultural Festival will highlight Yorkshire's arts and cultural offering in the 100 days leading up to the Grand Départ, starting in March 2014. It will feature a wide

variety of art forms, including specially commissioned art projects. Cambridgeshire is also holding the Velo Festival, the equivalent of the Yorkshire Cultural Festival 2014, to celebrate the cultural and sporting heritage of the county.

**6** The entire length of the tour is more than 3,500km – which is the equivalent of travelling from one end of Britain to the other 2.5 times.

**7** More than 188 countries around the world televise

the three-week spectacle across 121 channels with an annual combined audience of more than 3.5 billion people.

**8** 1,200 hotel rooms are reserved each night for the teams, staff, press and tour personnel

**9** Throughout the three week race, the peloton uses more than 800 tyres.

**10** The Tour de France attracts 12 million spectators along the entire route in a typical year's race.

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# WHEELCHAIR RACING

Disability sport has raised its profile in the UK in recent years, thanks partly to Paralympics GB's highly successful Beijing and London Paralympics. Tom Walker looks at wheelchair racing and the way the sport is looking to benefit from the interest – and to translate it into increased participation levels



**T**he London 2012 Paralympics provided a tremendous boost for disability sport in the UK. The combination of Paralympics GB's medal haul (a total of 120 – an improvement on the 102 won at the 2008 Beijing Games) and the unprecedented media coverage engaged the nation and sparked an interest in disability sport that has seen membership numbers at clubs and centres increase across the country.

This surge in interest comes at a crucial time. Sport England figures show that

only one in six disabled people regularly take part in sport – compared to one in three non-disabled people. Add to that the finding that physically inactive, disabled adults are 50 percent more likely to end up with a chronic disease – such as cancer, diabetes, stroke or heart disease – and it is easy to see why there should be an urgency to remove any barriers disabled people face when wanting to take part in sport.

To help with this, Sport England has steadily increased its funding of disability sport. Of the £150m of Lottery funding

from Sport England's Places People Play programme, a total of £10.2m has been ring-fenced to improve sports on offer for disabled people. In September 2013, a year after the London 2012 Paralympic Games, Sport England announced a further £8m of funding aimed at giving disabled people across the country more opportunities to get into sport. This includes investment of £7m through a second round of the Inclusive Sport fund and £1m in Get equipped, a new disability equipment fund.

The grassroots organisation is also working with supermarket chain Sainsbury's on the Active Kids for All Inclusive Community Training programme to improve the quality of sport provision for disabled people. With £1m of Lottery funding and delivered in partnership with the English Federation of Disability Sport (EFDS) and sports coach UK, by 2016 the programme will have trained 10,000 community activity leaders and coaches to deliver confident, sports-based grassroots sessions for disabled people.

## SETTING AN EXAMPLE

One of the disability sports to have benefitted from the increased interest post-2012 is wheelchair racing. The success of athletes such as Hannah Cockcroft,



The availability of knowledgeable coaches helps with attracting new racers



The heroics of wheelchair racers such as David Weir have made them household names



## We work with a number of partners on the delivery and planning – including affiliated clubs and running groups, national disability sports organisations

David Weir and Mickey Bushell have built on the achievements of Dame Tanni Grey-Thomson and created role models for disabled youngsters.

"The London 2012 Games certainly raised interest in disability athletics," says Liz Purbrick from England Athletics, the organisation ultimately responsible for growing all forms disability athletics. She adds that the Games and the resulting media coverage has not only increased participation at grassroots level but also had a positive effect on the number of people taking part in elite competitions.

"The ranking lists give a clear indication that the numbers of wheelchair users taking part in athletics are rising – and that the standards are also increasing. There are currently 177 classified wheelchair racers but there are more athletes who have come into the sport and want to compete who have yet to be classified."

Purbrick emphasises that the seemingly low number only counts those with an official classification of their level of disability and not the hundreds of athletes

who take part in unofficial events and competitions. The classifications – such as T51 or T52, signifying that athletes have activity limitations in both lower and upper limbs – are crucial to ensure fair racing at the highest level.

"While athletes need a formal categorisation to race in official events, people can of course train and participate in more recreational and informal ways without such a classification."

Competitions range from 100m through to 10,000m on the track and from 1 mile to the marathon (and beyond) on the road. Wheelchair racing is also an element of paratriathlon, alongside swimming and handcycling. There is a summer track season – April to September – but road races take place all year round.

### GROWING THE NUMBERS

Through its work to grow the grassroots of wheelchair racing, England Athletics works closely with a number of partners – including British Athletics, WheelPower, CP Sport and EFDS. Purbrick says that

the targets set for the sport are ambitious but achievable. "We're aiming to attract 40,000 new disabled participants to athletics by 2017, she said.

"This includes all impairment groups, all event groups and both recreational and formal club/competitive athletics. Our focus is on increasing opportunities and participation among wheelchair users and is not necessarily event specific to wheelchair racing, although this is obviously one of the possible opportunities we want to make available to as many people as possible.

"We work with a number of partners on the delivery/planning including affiliated clubs and running groups, national disability sports organisations (such as WheelPower and CP Sport), Sport England, EFDS, County Sports Partnerships, local authorities and Schools."

To attract young people to the sport, England Athletics and its partners deliver general development tools for clubs as well as operate a wide range of specialist programmes and promotions. ▶



PHOTO: © FLICKR/CAQUINE2011

- One of these is the Wheelchair Racing Start Up scheme. The initiative allows clubs that are affiliated to England Athletics to sign up as 'Start Up groups'. The aim is to help identify locations that boast equipment and coaching expertise in order to attract people to try wheelchair racing without the need to purchase their own equipment. It also enables organisations (such as WheelPower) to market the clubs directly to wheelchair users.

Other participation schemes include Push England, a strand of England Athletics' recreational running programme Run England. It has been designed to get more wheelchair users physically active by pushing in their day chairs – and encourage them to advance on to take up wheelchair racing. Meanwhile, an online registration system has been set up to help any disabled person who is interested in taking up athletics to be matched with an opportunity locally to them to get started

## FACILITIES STRATEGY

As wheelchair racers are able to use the same athletic venues as non-disabled athletes, there is no need for a nationwide strategy to produce wheelchair racing-specific facilities for the sport. Rather, efforts are being made to make existing athletics venues accessible to wheelchair users. This includes parking, changing

## The availability of wheelchairs is more important than having an ideal track – you can race on pretty much any surface

rooms and an easy access to the track. There are basic accessibility guidelines for facilities, which outline requirements for access to indoor rollers, racing chairs and chair storage – all which are invaluable to ensuring a comfortable and safe experience for wheelchair users.

"Due to the nature of wheelchair racing, there isn't really a need to accredit facilities and to recognise them in that way. Rather, we have produced basic accessibility guidelines. For example, different track surfaces affect the speed for wheelchair racing, so we list preferred surfaces. But in reality, wheelchair racing can take place on any surface – as well as on the roads."

"More important than having facilities with optimal tracks", adds Purbrick, "is the availability of racing chairs and knowledgeable coaches in order for people to have an easy, positive introduction to the sport. Provision of equipment for wheelchair racing – chairs, gloves, and

helmets – and the coaching provision at a club are factors which have a greater impact on enabling beginners to get started than facilities."

"Some clubs do not necessarily have coaches with knowledge and experience, in just the same way some athletics clubs might not have a pole vault or hammer coach. So most facilities used for athletics are accessible to wheelchair users but they may lack the necessary equipment and coaching expertise to provide training for wheelchair racing specifically as an event."

To combat this, England Athletics has strategies in place to support clubs and coaches. These include an online wheelchair racing coaching qualification and "Introduction to Wheelchair Racing" workshops held as part of the organisation's Local Coach Development Programme.

"We've produced the *Equipment and Funding Document* on Wheelchair Racing which offers people easy step-by-step guidance on how to get involved and where. We've also worked with Sport England on its 'Get Equipped' programme, which we hope will see further funding to provide wheelchair racing equipment. Similarly we are currently working with WheelPower on the WheelAppeal programme to further access funding for clubs to buy equipment to attract new participants to wheelchair racing." ●



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# A WINNING RUN

**T**eam GB returned from the Sochi 2014 Winter Olympics on a high, with Jenny Jones winning the first ever medal on snow, Lizzy Yarnold taking gold and the curling teams securing a silver and bronze. As well as Jones' bronze, the British freestyle skiing and snowboarding team managed a record-breaking six top 10 finishes.

After finishing a respectable 19th in the medal table, Team GB is hoping for even more in South Korea at the next Olympics in 2018. Meetings are now underway with UK Sport and officials from British winter Olympic disciplines about performance targets over the next four years. The resulting spending decisions will be announced in June.

Six sports shared a fund of £13.4m over the past four years, but that's likely to be boosted for the 2018 Games. "Following so

**Team GB's success at the Winter Olympics has proven Britain can do winter sports. Kath Hudson finds out how we can build on this and nurture tomorrow's talent**

many outstanding performances in Sochi, I anticipate that there will be an increase in our investment into winter sports," says Liz Nicholl, UK Sport's CEO. "The success has shown that the approach we've taken to athletes, supporting sports with medal prospects, is working. It gives us a huge

amount of confidence in the system. We're building on this success and will be going for more medals in 2018."

## SLOPESTYLE

For years Team GB didn't trouble the podium at the Winter Olympics much. Lack of mountains and snow were often blamed, but while our geography hasn't changed, our performance has.

Slopestyle debuted at Sochi this year; this is a sport which doesn't rely on mountains, as the basics can be learned and practised at indoor snow centres or on dry ski slopes. The snowboarding team – Jenny Jones, Aimee Fuller, Jamie Nicholls and Billy Morgan – all started out on their local slopes.

The growing number of indoor snow centres in the UK has helped to narrow the gulf between Britain and countries with mountains, by giving more people access



Jenny Jones on the rail at Snow Factor; Tim Fawkes (right)





# sochi.ru 2014



Team GB's men  
and women's  
curling teams  
at Sochi 2014

THE SUCCESS AT SOCHI HAS GIVEN US HUGE  
CONFIDENCE IN THE SYSTEM. WE'LL BE BUILDING  
ON THAT AND GOING FOR MORE MEDALS IN 2018

PHOTOS (TOP): WCFRICHARD GRAY. (BOTTOM): PHIL SEARLE



Lizzy Yarnold's gold  
medal winning run  
at the 2014 Sochi  
Olympics





## SOCHI 2014 PARALYMPICS

The paralympic team put in a stellar performance, and broke records. The team brought home the first ever gold from the event and Jade Etherington became the most successful British woman in Winter Paralympic history.

Etherington, a visually impaired skier, with her guide, Caroline Powell, were the downhill stars of the Games, winning three silvers and a bronze.

After narrowly missing a medal at the last Winter Olympics, Northern

Team GB's winter paralympians met Prime Minister David Cameron following their success in Sochi

Ireland's Kelly Gallagher and her guide Charlotte Evans took Britain's first ever gold at a Winter Games in the visually impaired super-G skiing.

The curling team also won a bronze, bringing the medal tally to six, compared to none in Vancouver 2010.

► to snowboarding. Many of the skills for slopestyle can also be practised in the UK. "British snowboarders tend to be very good on rails, as these can be perfected under cover. And indoor snow centres have the advantage of being available all year round," says Snowsport England's chief executive officer, Tim Fawkes.

Also, slopestyle is a sport where skills learned in other sports and disciplines can fast-track those who have talent.

"Billy Morgan comes from a gymnastics background so improved very quickly," says Fawkes. "Trampoline and tumbling are other good feeder sports for slopestyle, half pipe and aerial."

### FOSTERING TALENT

With this in mind, British Ski and Snowboard is in talks with commercial organisation Woodward about creating an indoor environment with foam pits, sprung floors, launch areas, trampolines, tumble zones and skateboard areas. This is part of a drive to engage young people – particularly those under 16 – and to foster skills which could be transferred to snow sports.

"We're in talks now about creating a couple of centres in the UK: one in

Scotland and one in England and we're also hoping to create one in Wales at a later date," says Paddy Mortimer, performance director of British Ski and Snowboard.

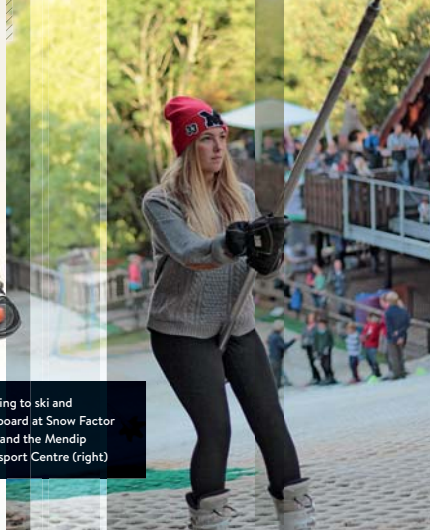
"Media and music will be part of the mix, as we want to inspire creativity and athleticism. We're looking to engage with the psychological make up [of the young people] more than the physical. We need to create people who can self regulate and think on their feet, so they're not led and over coached, because that means when circumstances change they can't adapt."

The snow medal target for South Korea hasn't yet been set, but Mortimer isn't anticipating any difficulties in getting more funding for snow sports from UK Sport.

"Previously, they gave us a small amount of money and said prove yourselves. We have done that, not just at the Games, but getting podium positions in the run up," he says. "UK Sport wants British sport to grow, so it's just a case of putting forward a plausible, evidence-based plan. What we've achieved is incredible. Funding, as well as sponsorship from the likes of Bawbags, Delancey, Reeves and SIGB, has allowed us to take the team to elite training environments, pay the best coaches and put in place injury management processes."

### ON THE ICE

Technological developments led to improved performances by the British



Learning to ski and snowboard at Snow Factor (left) and the Mendip Snowsport Centre (right)

## WITHIN 24 HOURS OF JONES'S MEDAL, THE PHONES AT SNOW FACTOR WERE RINGING NON STOP AS PEOPLE CALLED TO BOOK SLOPE TIME

bobsleigh team. The men's bobsleigh team came an impressive fifth in Sochi, missing the podium by just 0.11 seconds. GB Bobsleigh performance director Gary Anderson says bobsleigh is one to watch, stressing that they are only halfway through an eight-year programme and expect to challenge for medals in all three events – men's two and four man bob and women's two man bob – in South Korea.

Skeleton is Team GB's most successful winter sport in recent years: Britain is the only nation to have won a medal every time skeleton has been on the programme at the Winter Games, including two golds at the previous two Winter Olympics.

Keen to build on this momentum, UK Sport, the English Institute of Sport and British Skeleton have already launched a talent spotting initiative, targeting 17- to 25-year-olds who might show aptitude for skeleton. Golden girl Lizzy Yarnold, who was herself a product of a similar initiative five years ago, helped launch Power2Podium: Skeleton, in March. The aim is to discover athletes who have what it takes to compete at the 2022 Winter Games.

British Skeleton performance director

Nigel Laughton says developing the pipeline is crucial: "British Skeleton's continued success on the world stage has, in part, been down to the systematic approach we apply to developing young athletes for the future," he says.

### THE PIPELINE

Tim Fawkes is hoping the recent Olympic success might also persuade Sport England to give Snowsport England more funding to support the pathway further down. "This would enable us to progress our programme quicker, getting regional hubs up and running, offering more coaching support, identifying talent better, offering more structured programmes at local level and bringing talent on," he says. "The pipeline is looking good. Most of the British athletes are young and there's another wave of potential athletes coming through who didn't quite qualify for this Olympics."

It certainly looks like the Olympic success has inspired lots of people to head down to their local ski slopes. Jamie Smith, owner of Snow Factor International, which includes Snow Factor at Intu Braehead near

Glasgow – where the British Slopestyle and Freestyle team did some pre-Games training – says the Jones effect has boosted business. "Within 24 hours of her bronze medal, our phones at Snow Factor were constantly ringing as people called to book lessons and slope time," he says.

Smith argues that skiing is no longer an expensive, elitist sport and that centres such as his have brought snow sports within reach of a wider demographic, offering adult lessons for £29, including equipment, and slope passes from £14. Discounted sessions, freestyle sessions, racing and coaching sessions are all run on a weekly basis. Going forward, there's definitely cause for optimism regarding winter sports. Although the UK has an infrastructure disadvantage compared to a lot of the competition, targeted funding and investment in technology and good coaching seems to be paying off.

As Lizzy Yarnold says, "What we do is focus on the things we can do well and improve on, whether it's nutrition or training. To get the best athletes, we need to have the best coaches, know what we're good at and just focus on that." ●

# A NUDGE

## IN THE RIGHT DIRECTION

UKACTIVE'S 'TURNING THE TIDE ON OBESITY' CAMPAIGN IS THE LATEST TO RELY ON NUDGING – BUT WHAT IS NUDGING AND DOES IT WORK? TOM WALKER EXPLORES

"We know that, in retail, loyalty scheme customers can be convinced to change their behaviour for £33," says Sir Keith Mills, founder of two such schemes: Air Miles and the Nectar card. "Incentivising change is possible, but people need to feel there's a clear benefit from changing their habits."

Mills, the former deputy chair of LOCOG, made his comments at last November's ukactive summit, where instigating a change in people's behaviour was very much on the agenda. At the summit, ukactive announced a new collective ambition for the UK's active leisure sector: to reduce inactivity levels by 1 per cent each year for the next five years.

### GIVING A NUDGE

As there are no laws against inactivity, to achieve this ambitious target ukactive and its partners will have to rely on what Mills would call 'nudging' to change people's habits. Nudging is a concept used in behavioural science, political theory and

economics. The theory is based on the notion that positive reinforcement and indirect suggestions, which attempt to achieve non-forced compliance, can influence the motives, incentives and decision-making of individuals more effectively than direct instruction or enforcement.

A book published in 2008 by American economists Richard H Thaler and Cass R Sunstein brought nudging into the general public's consciousness. Simply entitled *Nudge*, the book draws on research in psychology and behavioural economics and defends the active engineering of the way people's decisions can/may be influenced. While nudging has, arguably, always existed in some form, Thaler and Sunstein's book was seen as groundbreaking in the depth of detail it offered on how nudging works and how it can be used.

There have been many examples of nudging successfully affecting people's behaviour across a wide range of topics. One of these was the UK government's effort to entice households to invest in loft insulation to conserve energy. Despite large government subsidies, the initial uptake in the scheme was extremely slow. Research to find out why people weren't interested – despite it saving them money in the long run – returned a simple but rather unexpected answer. The hassle of clearing out an attic before it could be



➔ The GymPact app is used to encourage users to go to the gym

insulated was putting people off. To tackle this, a 'nudge' was created: from September 2011, insulation firms began offering to clear loft spaces and dispose of any unwanted junk. Within weeks, the uptake increased threefold, even though there was an additional cost.

### TARGET PRACTICE

There's a rich history of nudge-based health campaigns too. In 1991, the US National Cancer Institute joined forces with the

Produce for Better Health Foundation to launch the 'National Five-a-Day for Better Health' campaign. In the past 20 years, the five-a-day programme – which encourages people to eat more fruit and veg – has spread from a California-based scheme to become the world's largest public-private nutrition education initiative.

During London 2012, spectators were nudged out of their cars by sending out free public travel passes with tickets – and persuaded to avoid hotspots by a heavily-marketed website that helped them plan their journeys. Once at the venues, spectators were made to forget and ignore the inconvenience of long, slow moving queues using thousands of smiling Gamesmakers whipping up a mood of "You're part of it" – a message strengthened by purple banners carrying the same words.

In Boston, US, two Harvard students – Yifan Zhang and Geoff Oberhofer – came



➔ The five-a-day campaign is one of the best known examples of nudging



Public health programmes that rely entirely on nudging have a varied success rate

## One of nudging's greatest powers is to prepare the ground for change by altering perceptions and attitudes

PHOTO: ©SHUTTERSTOCK/WARREN GOLDSWAIN

up with a fitness concept reliant entirely on behavioural economics. The duo were conducting research on how financial incentives can influence behavior, when they realised their work had applications outside the classroom. The research was turned into a real-world business plan and as a result the pair launched GymPact in January 2012. The service offers 'motivational fees' – customers agree to pay more if they miss their scheduled workouts at the gym.

Based on an iPhone app, users sign up to exercise a certain number of times each week and are charged for failing to meet their goals. At a minimum, GymPact users must commit to one 30-minute workout a week and agree to pay a US\$5 penalty for missing it. At the end of each week, GymPact charges those (via credit card) who fail to meet their goals; the money collected is distributed to users who kept their commitments. Unlike most other incentive-based fitness apps, GymPact uses the inbuilt GPS of the iPhone to track movements and to make sure users are

honest. Each time a GymPact member checks in at a gym, swimming pool or a sports facility, they will receive credits to avoid being charged extra.

### SOCIAL POKES

GymPact is a great example of how social media and modern mobile technology can be harnessed to assist with a nudging campaign. However, not all 'nudges' are universal successes.

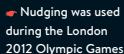
Another social media-driven initiative is the UK government's Change4Life campaign, launched in 2009. The public health programme is headed by the Department of Health and was the country's first national social marketing campaign to tackle the causes of obesity.

The scheme encouraged people to adopt six healthy behaviours (around diet, activity levels and alcohol consumption) and included an integrated marketing approach. As part of this, the brand had a strong presence across a range of social media platforms, while NHS staff distributed more than 6 million items of Change4Life

material to the public. In addition, Change4Life adverts were broadcast in a variety of marketing channels – including TV advertising using Aardman Animations.

As far as establishing the Change4Life brand went, the campaign was successful. For the first year, the Labour government set a target of ensuring 44 per cent of mothers with children under 11 would recognise the brand. This was exceeded, as nearly 90 per cent of mothers were able to identify the Change4Life logo a year after its launch. The overall success of the campaign in tackling obesity is still up for debate, however, as obesity levels among young people have continued to rise.

In a campaign progress report, public health minister Anne Milton said: "In the past, we've generally tried to change attitudes as a precursor or accompaniment to changing behaviours. While this feels intuitively right, it's troubling that, in health, people's behaviours so often conflict with their stated attitudes. By changing the choice architecture – for example, by changing default options or



Rather than guaranteeing behavioural change, nudging might work best as a means to changing perceptions ahead of forced compliance

changing perceptions of social norms – it may be possible to change what people do without changing their attitudes.”

In 2011, the government announced its Public Health Responsibility Deal (RD) – a public-private partnership that aims to “tap into the potential for businesses and other influential organisations” to improve public health by “helping us to create this environment”. Consisting of core commitments, supporting pledges and collective and organisation-specific pledges, the initiative is another example of nudging in action. It has, however, come under criticism from public health advocates and others, who have suggested that it will be ineffective or perhaps even harmful. Like many public health policies, there have also been demands to know whether it actually works.

## REMOVING THE SMOKE SCREEN

So while there are nudges that work, there are also cases where results achieved using the method are mixed. Might nudging's greatest strength – especially when used in large-scale public health drives – lie in preparing the ground for change, by altering perceptions and attitudes? Or perhaps, rather than guaranteeing behavioural change, nudging might work

best as a means of introducing legislation, softening the blow of forced compliance?

The experience from the no-smoking campaign seems to back this view. For years, a number of campaigning groups, charities and health professionals attempted to make more people quit smoking. The nudge was obvious: stop smoking and your life expectancy will rapidly rise. Despite the aggressive ways in which this message was broadcast – the ‘smoking kills’ warnings on tobacco packaging being one – in most countries it wasn’t until smoking was banned in public areas and heavy taxes were introduced that genuine progress was made.

While the bans have been fiercely and predictably opposed by the tobacco industry, they have been widely welcomed by the public: when the smoking ban was finally introduced in England in 2007, opinion polls showed strong and continuing support for it.

It could be argued that the near-universal support experienced in both the UK and US for the bans – countries that traditionally take a dim view on limiting the rights the individual – are mainly thanks to a successful campaign of nudging. These campaigns helped people acknowledge the health threats of smoking to themselves,

and identify the benefits associated with quitting, before measures were imposed.

Whether the approach adopted with smoking can – or should – be used in tackling obesity and inactivity by changing legislation remains to be seen. What is clear, however, is that something needs to be done: according to uKactive figures, if everyone in England were sufficiently active, nearly 37,000 needless deaths a year could be prevented.

"By 2020, the average Brit will be so sedentary that they will use only 25 per cent more energy than if they spent the whole day sleeping," says Fred Turok, chair of uKactive. "Over the last 50 years in the UK, physical activity levels have declined by 20 per cent. Even worse, they are projected to decline by a further 15 per cent by 2030."

While Turok stops short of calling for a change in legislation, he would like to see funding streams being altered to aid the nudging. "On average, no more than 5 per cent of public health intervention budgets are being targeted on reducing inactivity. This compares with approximately 40 per cent on smoking cessation programmes and another 20 per cent on weight management programmes. If we're to achieve our goal, this has to change." ●



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# SWIM AWAY

Swimming pools require regular maintenance and at times closures are inevitable to allow emergency repairs or larger redevelopment works designed to ensure a pool's longevity. Despite the obvious benefits a refurbishment offers, closures are seldom welcomed by the public. Therefore, minimising downtime and meticulously planning any disruptive works are top priorities for pool owners who want to keep the swimmers happy.

Nicole Lester, contracts manager at pool maintenance specialist JC Leisure says: "We make it a priority to take the time to identify what the customer wants to achieve in their business. Whether it is to reduce facility downtime, operating costs or energy efficiency. We then match their objectives with a tailored and relevant plant room package."

We look at four recent pool developments and how approached issues such as downtime and sustainability.

## PROJECT 1

### Planned maintenance minimises disruption

WATERGATE SCHOOL, LEWISHAM

Well-planned maintenance programmes can prevent small scale problems from escalating into disruptive, costly repair projects. Watergate School in the London Borough of Lewisham is a primary school for children with severe learning difficulties.

The school's swimming pool is vital for the school and its programme of daily hydrotherapy sessions, so any disruptions could have far-reaching effects.

Nick Frost, the school's head, said: "When it came to replacing our pool operator, we had to take into account that we cannot afford for our children to miss out on vital therapy or swimming sessions."

As part of preventing closures during maintenance periods, the school appointed



The pool is used for daily sessions so any closures would be disruptive

JC Leisure (JCL) to devise a maintenance schedule that would ensure that an engineer was on site regularly, attending to the small faults which could turn into big, expensive and inconvenient problems.

JCL director Jamie Bowers said: "The PPM programme for Watergate school is a schedule of visits once a month, where various assessments are undertaken around the pool plant and wet-side area."

## PROJECT 2

### Turnkey approach could lower costs

WOODHOUSE GROVE,  
BRADFORD

A new approach to the building of swimming pools by Competition Pool Solutions (CPS) could affect the way procurement processes are handled for designing and building new facilities. CPS enables organisations to procure swimming pools and sports facilities using a turnkey solution, with the aim of reducing the cost and project times.

One such project has just been completed at Woodhouse Grove School in Bradford. CPS was invited to construct a 25m, six-lane county-standard competition

pool after the initial tender estimates of £3.9m meant the school might not be able to afford the project. CPS researched the market and was able to provide a bespoke design and build solution (1,300sq m) for at a total cost of £1.99m.

Gary Wake, the lead architect at CPS, said: "A lot of sports facility schemes tend to be very complicated and drawn out and follow an approach that hasn't changed for years. What we wanted to do is to enable the client to only have to deal with one organisation throughout the process."

## PROJECT 3

### Temporary pool to keep membership happy

#### BRIDLINGTON LEISURE WORLD

When East Riding of Yorkshire Council (ERYC) announced £20m plans to demolish the ageing Bridlington Leisure World (BLW) – and to replace it with a new, modern facility – it was faced with the prospect of leaving the town of Bridlington without a working pool for more than a year. Keen to maintain its aquatic provision for the local community, the council decided to invest in a temporary pool. Following a tender process, Total Swimming was brought in to supply a temporary 25m pool within a mile from BLW at a cost of £566,000.

The pool will remain open for two years, providing the council with a consistent revenue stream – while delivering swimming and other water-based activities for the local community.

The pool supplied by Total Swimming has already proved a big hit with the community, partly due to it being an Olympic legacy pool. It was previously used at Stratford Park during the 2012 Olympic Games – a factor that has been actively



The income projections for the temporary pool have nearly doubled from initial estimates

used as a marketing tool when attracting swimmers to the site. The marketing has worked, as ERYC originally projected an income of £30,000 per year from the temporary pool. Since opening in January 2014, however, usage has been so high that the figure has been revised to £50,000.

Adam Mainprize, general manager, said: “When we decided to close BLW we knew that moving from three pools to just one would have an impact on our income. We wanted to protect our core business of swimming lessons and the swimming club usage and despite an initial decrease in re-enrolment we have found that our user numbers have now started to increase back to previous levels.”

The pool took 12 weeks to build and is housed in a stand alone building with raised decked flooring and changing facilities.

DUE TO THE WELL-PLANNED, ROUND THE CLOCK WORKS, DISRUPTION WAS MINIMISED AND THE POOL WAS REOPENED AFTER JUST THREE MONTHS

There are times when a temporary closure of a pool can not be avoided – such as when a facility has been flooded and inundated with sewage. The town of Tonbridge in Kent suffered heavily from the turbulent weather during last winter and the town's pool was badly hit.

The pool area and changing rooms were flooded in December 2013, leading to the 25m pool to flood with murky water and waste from the overwhelmed sewage system. The centre's owner Tonbridge and Malling Borough Council, was forced to close the pool to allow a clean-up project to take place. The £300,000 cost was covered in its entirety by insurance, but the sudden closure meant there was no “plan B” to provide regular swimmers an alternative facility. This led to speed

## PROJECT 4

### Speed is of the essence

#### TONBRIDGE POOL, KENT

and efficiency of the clean up operation – undertaken by the council – to becoming essential to keep customers happy.

Due to a well-planned, round the clock project, the facility was reopened ahead of the Easter break – a mere three months following the closure.



The pool was reopened in time for Easter Weekend – one of the busiest of the year





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# POPPING UP

We take a look at the innovative ways temporary structures are being utilised – from breathing new life to underused indoor areas to hosting international dignitaries at the Olympics

## POP-UP POOL FOR LEISURE CENTRE

Fareham Leisure Centre in Hampshire, UK is undergoing a £1.5m, six-month modernisation programme. The main and teaching pools at the centre – operated by Everyone Active on behalf of Fareham Borough Council (FBC) – are being completely refurbished resulting in the closure of them both.

As the centre has more than 1,800 youngsters enrolled on swimming lessons, Everyone Active was keen to avoid disrupting operations. It worked with Total Swimming to erect a pop-up pool in the centre's car park, which has allowed all water-based activities – including casual swimming, swimming lessons and aqua aerobics – to continue.

The temporary facility is situated just outside the main building with easy



The 18m swimming pool has ensured a continued revenue stream during the main pool's closure

access from the centre. The cost of the project (£160,000) was funded by FBC, with the Amateur Swimming Authority contributing £35k as part of its Pools 4 Schools initiative. The 18m long, 6m wide

temporary pool is heated and was erected in just one week. It's also fully covered with its own toilets and changing facilities and there is disabled access, as well as seating for up to 30 spectators.

## REJUVENATING UNDERUSED SPACES

Temporary venue specialist PopUpArena has helped breath new life into two community clubs by transforming their unused areas into thriving hubs of activity. Paddington Sports Club in west London commissioned the company to turn part of its existing indoor bowling facility into a semi-permanent tennis court.

The club's brief was to come up with a way to better utilise the space it had without the expense of removing or rebuilding the bowling area entirely.

PopUpArena's solution was an "overlay" court, using its AstroTile performance surface. Installed directly onto the existing surface in a single day, the new court has become an all year round tennis coaching facility, key to the growth of the club.

Marcus French, head coach, said: "We're really impressed by the quality of the new



The bowling area now hosts a tennis court

court. It has hugely improved the visibility of the club with junior tennis participation significantly increased, bringing new revenue into the club.

"The court has been the equivalent of a cost effective marketing campaign with a tangible asset of a court as well."

In Worcester, PopUpArena transformed a disused tennis court into a new multi-use training area. Worcester Park Athletic Club was looking for a way to keep existing members "on site" by providing a new training area, while the club makes plans for a more permanent facility in the future. The PopUpArena team installed its AstroTile performance surface directly onto the existing tennis court.

Mike Milne-Home, founder of PopUpArena, said: "Our mission is to work in partnership with clubs to deliver high quality, low cost facilities and inspirational experiences that have a positive impact."

"The difference the new facilities have made at Worcester Park and Paddington should encourage other clubs to think creatively about how they can transform their unused or unloved spaces."



The Tirol House at the Sochi Olympics

## FROM THE ALPS TO THE AIR

Losberger has been busy with providing temporary hospitality venues for two very different sporting events. Tasked with "bringing the Alps to the Russian Riviera", the company delivered a two-storey structure for the XXII Olympic Winter Games in Sochi. Located within the host city's "mountain cluster", the venue for all downhill competitions, the 1,000sq m TirolBerg complex was completed in December 2013, well ahead of the Games'

opening ceremony. The structure was based on two separate halls, positioned at a right angle with each other and connected on both floors.

Used by the Austrian Olympic delegation and the national broadcaster ORF, the structure had several reception and gala areas, a fully equipped TV studio including control and interview rooms with extra-large window spaces, a media area including a press conference room, a large kitchen,

a show stage, additional work rooms and a bar area. The signature Fire Lounge, which housed an open fireplace, was used to bring each day to an atmospheric end in the darkening Sochi night.

Elsewhere, Losberger delivered three structures for The Red Bull Air Race world championships in Rovinj, Croatia. Together with its Slovenian partner company VMC21, Losberger provided two Arcum structures and a two-storey Palas tent.

## GLASGOW CALLING FOR ARENA

Arena Group will be providing the Glasgow 2014 Commonwealth Games with a number of structures, as well as temporary overlay and seating products. The group's Arena Structures arm has designed and installed more than 230 structures, while its seating division (Arena Seating) will deliver every single temporary seat



Dave Withey

at the Games – 22,000 in total across 10 venues. The seating team will also be installing camera platforms, wheelchair access platforms, press positions and commentator platforms.

Dave Withey, sales and marketing director, Arena UK & Europe, said: "We've been collaborating closely with the Glasgow 2014 overlay team to design temporary solutions which make the most of each venue, providing the space and infrastructure they require, without permanent construction. We've a strong legacy of working within the city and know many of the venues extremely well, such as the SECC where we have a relationship spanning over 20 years. Installation times

vary for each venue, with the first project due for completion – the official merchandise shop in a Glasgow City Centre location – having commenced at the beginning of June".

Projects include all temporary structures and seating at Barry Buddon Shooting Centre – a 950-hectare site normally used by the MOD as a military training area. Arena has been tasked with transforming it from an army site into a working venue.

Elsewhere, Arena will provide the structures for athletes, officials and security at the Cathkin Braes mountain bike trails as well as the tents at the Kelvingrove Lawn Bowls Centre.



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## ► TEMPORARY STRUCTURES

### SPATIAL STRUCTURES WINS CONTRACT WITH WOLVES

Spatial Structures has been awarded the contract to cover a training pitch for Wolverhampton Wanderers Football Club (Wolves). The contract is part of a multi-million pound development by A&H Construction and Developments that will include changing rooms and support facilities at Wolves' Compton Park Training Ground. The Spatial Structures facility will cover an area of 6,600sq m and will enable training to continue whatever the weather or time of day. League One champion Wolves' youth academy has been classified as Category One – the highest Premier League classification possible.

The new facilities are seen as an important part of the club's youth development strategy. As well as being used by the Wolves' squad, it will also be made available to local schools on Compton Park and the Club's independent charity, Wolves Community Trust.

Jez Moxey, CEO of WWFC, said: "Quality facilities are an important factor when attracting young Academy players to the Club. By investing in this new



Spatial's Terry Young (left) with Steve Morgan, chair of Wolverhampton Wanderers

facility it will give us an added indoor, all-weather capability on the same site as the rest of our elite training facilities."

Spatial's managing director Terry Young added: "The new building will give the club a fantastic all weather training facility. Given the unpredictable nature of the British weather we are seeing a growing demand in sports clubs wanting to cover existing facilities, meaning that bad weather need never stop play or training".

**Given the unpredictable nature of the British  
weather we are seeing a growing demand from  
sports clubs wanting to cover their existing facilities**

### INDOOR CENTRE ADDED TO MID ULSTER COMPLEX

A new indoor sports centre has been added to the Mid Ulster Sports Arena (MUSA) in Cookstown, Northern Ireland – adding new aspects to the outdoor complex's already impressive range of sports.

Working together with main contractor Newtown Stewart Construction, Rubb Buildings designed, manufactured and constructed an indoor sports hall measuring 25m wide by 95m long with 5m sidewalls and an apex height of 9.2m.

The sports hall divides into two five-a-side football pitches and one multi sports area with netting.

The structure includes Rubb's traditional galvanized internal steel frame and the

walls feature 3m high steel cladding. A PVDF coated fabric tension membrane completes the blue upper walls and white roof. Two 3m x 3m roller shutter doors in the front and rear gables of the building provide access to the sports facility along with eight personnel access doors.

The new facility complements MUSA's existing five sand mattress grass pitches, an endurance area incorporating a multi use games, a strength and conditioning room and a sports pavilion with eight team changing rooms, a 1,400m trim trail, administration offices, committee room and catering facilities. MUSA is owned by Cookstown District Council. ●

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# SCIENCE

# SPEAKS

**From improving explosive power to building strength and boosting balance, studies show vibration technology is effective in a wide range of applications. Kath Hudson reports on some of the latest research**



A few years ago, vibration training manufacturers seemed to be working on new research constantly, eager to back up the effectiveness of what might have been viewed as a 'too good to be true' form of exercise. Previous studies have shown that whole body vibration (WBV) training can help with muscle development; improved cardiovascular/cardiorespiratory endurance and lymphatic circulation; re-education of motor skills; better flexibility; greater strength and stability; pain reduction and regeneration and recovery. Lately, however, the rate of research has seemed to have slowed down, possibly because vibration training has now become more widely accepted by the industry.

"Scepticism among health club operators in the early years has been replaced by positive opinion," says David Morrell, managing director of React Fitness, the UK distributor of VibroGym.

"Personal trainers in particular realise that vibration training forms an integral part of their clients' programmes, and in many cases will be the key component of an effective and enjoyable workout.

"This is particularly evident when training older clients or special population groups, as vibration training has the potential to prevent and reduce many debilitating ailments."

Powrx research: WBV can increase explosive power generation

## **Falls prevention is better than cure**

Historically there has been an emphasis on vibration training to build bone density, but Steve Powell, director UK training & education of Performance Health Systems – which produces Power Plate – says the key benefits of vibration training among special populations and the elderly are being overlooked: "While vibration training can help build bone density, the reality is that the most effective machine for this outcome is one that can deliver loading in many multiples of body weight, like our bioDensity device. To prescribe Power Plate for building bone density is missing the point: its primary benefits for special populations are to build proprioception, strength and balance for falls prevention."

The impact of falls is considerable. The Age UK June 2013 report Falls Prevention Exercise – Following the Evidence explains that falls and fractures in people aged 65 and over account for over 4 million hospital bed days each year in England alone, and the healthcare cost associated with fragility fractures is estimated at £2bn a year. There are around 70,000 hip fractures annually and these injuries are the leading cause of accident-related mortality in older people. After a fall, an older person has a 50 per cent probability of having their mobility seriously impaired, as well as a 10 per cent probability of dying within a year (Help the Aged, 2008, Towards Common Ground).

The Age UK report states that a tailored exercise programme can reduce falls by as much as 54 per cent, and draws attention to NICE guidelines on the assessment and prevention of falls in older people:



PHOTO: © SHUTTERSTOCK/PAOLO BONA

Volleyballers are among the athletes to benefit from vibration training methods

namely, that strength and balance training should be a key component of successful multifactorial intervention programmes.

A one-year study of Power Plate training in elderly people showed improvements in mobility and stability, which resulted in reduced fall frequency and improvement in the response to surface rotations. A total of 220 healthy individuals aged between 60 and 80 years took part in the study. The Power Plate group performed static and dynamic exercises on the Power Plate for 47 weeks, three times a week.

After six months, the percentage of people who didn't fall in the most difficult conditions had risen to 79 per cent from 64 per cent at the start of the programme. After 12 months, this percentage had risen to 87 per cent of people not falling.

"We already know that WBV training can improve muscle strength and flexibility," says Powell. "By combining this with improved proprioception and balance, Power Plate training can be a very useful tool in falls prevention training for the elderly population. There are more than 10.3 million people aged 65+ in the UK and the ageing population is growing. As a non-invasive, reflexive, neurological stimulus that can be completed in a

## Scepticism among club operators in the early years has been replaced with positive opinion

relatively brief timeframe, Power Plate offers an effective solution for this population, and an opportunity for the fitness industry to help improve these individuals' health and lifestyle."

### Reducing the impact of chronic illnesses

Studies have also shown that WBV training offers great benefits and improvements in many conditions such as MS, chronic stroke, Parkinson's, arthritis, fibromyalgia and diabetes.

Last year (2013), in a 12-week study of 50 non-insulin dependent type 2 diabetes sufferers – conducted at the University of Auckland in New Zealand – WBV was founded to be feasible, safe and effective in improving glycaemic profile, lipid-related cardiovascular risk factors and functional capacity. A 2012 study reported in the Health Science Journal showed

the effects of WBV on a type 2 diabetes sufferer with damage to the peripheral nervous system, commonly associated with diabetes. The 52-year-old woman complained of night sleep disturbance, foot pain, tingling and fear of falling, and had tried medication without any effect. After six weeks of WBV, her pain levels, muscle strength, balance and flexibility improved and her neuropathy score decreased significantly.

On an anecdotal level, the Target Performance centre in Amersham – which has been using VibroGym for seven years, specialising in rehab-based exercise prescription – has helped many sufferers of MS, stroke, Parkinson's and osteoporosis. Stroke victim Robert Bright was referred to the centre by an occupational therapist in 2012, three years after suffering a stroke. Two sessions a week helped him walk more confidently, improved muscle tone, reduced the swelling around his ankles and brought back sensation to areas he couldn't feel before starting WBV.

According to centre director James Golden, Bright's physiotherapist has been amazed by the progress, and Bright has been so encouraged that he invested in his ▶



VibroGym is used by the Target Performance centre, which offers rehab-based exercise prescription

► own vibration trainer so he could make the training part of his daily routine at home.

Chronic obstructive pulmonary disease is another illness that can be aided by WBV. A 2012 study, using Powrx Active Evolution 3.5, was conducted at the sports academy of the Sporthochschule in Cologne, Germany, assessing the results of WBV on a group of 10 COPD sufferers. The study sample participated in an eight-week programme of two sessions a week, with exercises targeting upper body muscles versus lower body muscles on a 1:2 ratio. For the first three weeks, the vibration was set at 30Hz, and was then increased to 45 Hz. Where the patients were able to tolerate the intensity, the amplitude of the plate was changed from low (1–2mm) to high (3–4mm).

As a result of this trial, patients saw a 15–20 per cent improvement in how far they could walk in six minutes. Additionally, a 10–12 per cent improvement in overall strength was recorded in all patients.

#### Benefits for athletes

In case this feature should suggest that WBV is only suitable for those suffering from chronic conditions, a German study

### WBV's success with people with diabetes is particularly significant, considering there are now 3.2million sufferers in the UK

shows that it can improve explosive power generation too.

The Sports Science faculty at the University of Leipzig conducted a study into whether WBV can make people jump higher. The scientists studied a group of 14- to 16-year-old male volleyball players to see whether the use of WBV as an integral part of the players' overall training plan would show a significant improvement in explosive power generation.

The six-week study used a Powrx Pro Evolution 3.1. Training, involved six intervals of 30 seconds at 30Hz, and also six intervals of 45 seconds at 30Hz, twice a week. The trial participants were divided into two groups. Group A integrated vibration training into their usual training plan, whereas group B also

integrated vibration training into their training regime but were not allowed to participate in any conventional explosive type of exercises. A third, control group, adhered to conventional exercise.

The study showed a height increase of 3.73cm (8.51 per cent) in explosive high jumping ability in groups A and B, but only a height increase of 2.38cm (6.09 per cent) in the control group that did not incorporate vibration training.

The study therefore concluded that significant improvements in explosive power can be achieved with the integration of vibration training, leading to an ability to jump higher.

#### Ongoing research

The ongoing research certainly seems to justify vibration training's place in gym programmes. The results achieved among those with chronic diseases are especially important given the sector's enthusiasm for working with the healthcare sector.

WBV's success with diabetes sufferers is particularly significant considering the current NHS data, which shows that there are now 3.2 million sufferers in the UK – a number that's increasing all the time. ●



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## The Glasgow 2014 Commonwealth Games: How are SAPCA members shaping the sporting stage?

**With the Glasgow 2014 Games starting soon, SAPCA members are hard at work behind the scenes creating ideal conditions for the sporting challenges that lie ahead**

An increasing number of facilities are recognising the value of choosing a SAPCA member as their preferred contractor, consultant or supplier. Notable examples abound, with Zaun Limited recently being awarded nearly £4m worth of contracts for Glasgow's Commonwealth Games, following its success as the largest supplier of temporary fencing systems to the London 2012 Olympics.

Zaun, which specialises in integrated high security perimeter fencing, is designing, manufacturing, installing and decommissioning a broad range of temporary high-security fencing systems across the Glasgow 2014 sites, including premium Tier One venues.

Glasgow Games procurers have ordered several thousand metres of two of Zaun's principal temporary high-security fencing systems, hundreds of vehicle and pedestrian gates to suit each system



Sir Chris Hoy Velodrome – one of the Glasgow 2014 venues that SAPCA members worked on

and bespoke above ground and system mounted CCTV columns incorporated into the fencing lines.

The SAPCA member's first involvement came in 2008, shortly after Glasgow was named as the host for the Games. Zaun will supply its MultiFence and RDS systems at heights of 3m and 2.4m, with sections fitted with PAS 68 Hostile Vehicle

Mitigation (HVM) enhancements. Chris Plimley, Zaun's high security systems sales manager, says: "MultiFence was chosen because of the very cramped footprint around most Games venues, the tight timescales for installation and post-Games removal and the fact that it can be upgraded to a temporary HVM system without the need for foundations."



The Games will leave a lasting legacy – cultural and sporting – across Scotland

### A Grassroots Legacy

Fields In Trust is taking a broader approach to the Commonwealth Games, contributing through a grassroots legacy scheme across Scotland. Kathryn Cook, communications and marketing manager of fields in Trust explains the approach.

"The facilities we provide aren't state of the art stadia," she says. "They're not for the opening ceremony or for elite athletes alone to enjoy. They are the local recreational ground, or sports pitch, a favourite park or playing field. Fields in Trust is working with local authorities across Scotland to safeguard outdoor recreational spaces so that people now, and in the future, will always have somewhere to get active. Without these grassroots spaces, the Commonwealth Games stars of tomorrow would have nowhere to discover and hone their talent."



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## Pitching in: other SAPCA members offering their critical services

SAPCA members getting involved in preparing the Glasgow 2014 Games also include: Gerflor, SIS Pitches, Herculan Sports Surfaces BV, Aggregate Industries UK (Spadeoak), ProAthletics, Neuff Athletic Equipment and Fields in Trust, to name but a few.

**GERFLOR** is putting in 2,000m of sub-floor and 2,500m of table tennis flooring, while **SIS PITCHES** is installing a new pitch at Celtic Park after the opening ceremony to combat the heavy footfall involved in creating such a spectacle.

**SIS PITCHES** will also be building a complete new pitch at Hampden Park following the closing of the Games in November.

**PROATHLETICS** has been involved in procuring sports equipment for the Games, acting as UK agents for the world famous 'Polanik' range and supplying top quality hammer and discus throwing implements.

**HERCULAN SPORTS SURFACES** has worked in conjunction with Spadeoak to create two artificial grass hockey pitches for the Commonwealth Games. Herculan has provided the high-quality shock pad binder for improved play and comfort – a real team effort from two valued SAPCA members. What's more, Herculan has supplied all the binder for the hockey pitches of the upcoming World Championship Hockey 2014 in The Hague.

**NEUFF ATHLETIC EQUIPMENT** are also supplying a range of styles and weights of shot, discus, javelins and hammers from several world manufacturers for both the able bodied athletes and for disabled discus throwers for use in the upcoming competition.



PHOTO: SHUTTERSTOCK/ PRESSMASTER

The seminar will be open to all sports suppliers looking to develop their export business

## SAPCA and UKTI to offer specialist export seminar

SAPCA recognises its role in helping members to grow, adapt and change. That's why the Association is planning a joint workshop with UK Trade & Investment (UKTI) to support those in the industry who would like to develop their export business and take their business international.

The seminar will be open to the wider sports facility industry, not just SAPCA

members, and will discuss SAPCA's plans to participate in the FSB trade fair in Cologne in October 2015, and the support available from UKTI to help thrive on the international stage.

The provisional date is Tuesday 30 September 2014. To stay up to date with this, email [info@sapca.org.uk](mailto:info@sapca.org.uk) and ask to be kept informed or visit: [www.sapca.org.uk/events-exhibitions](http://www.sapca.org.uk/events-exhibitions)

## Sports Facility Show will educate those stumped by sports facility development

**T**he Sports Facility Show, an indispensable aid for anyone involved in the funding, design, development and management of sports facilities, will be taking place across three locations in the UK this year, having started with Edgbaston Stadium, Birmingham, on 20 May. This will be followed by a second Show at Leeds United Football Club on 17 June and a third show at Ravenscraig Sports Facility in Motherwell on 28 October.

The show promises to educate and engage those involved into the development of sporting facilities, from sports clubs and schools to leisure operators and local authorities. Anyone involved in sports facility funding, design, development and management can attend. It improves knowledge and gives important links to suppliers and sports service providers on a national scale.

The daylong events will feature expert advice, free seminars and a dedicated exhibition for attendees to mix and learn more about core suppliers to the UK

sports and play industry, such as event sponsors Bonar Yarns.

The full programme of seminars and workshops includes:

- Promoting ethnic diversity across sport and physical activity
- The importance of community engagement in sport
- Funding sources for sports projects
- Current trends and developments in synthetic turf systems
- Sustainable buildings for sport
- Safety standards for sports equipment
- Lighting for outdoor sport
- Sports surface maintenance
- Guide to sports facility procurement
- How to make a successful application for funding
- How to use social media to drive footfall to your sports facility
- The design of multi-use games areas
  - How to choose the right surface

Those interested in attending are advised to book early by calling the booking line 024 7776 7226 or register at [sapca.org.uk](http://sapca.org.uk). ▶

# SUSTAINABLE SPORTS BUILDINGS:

## An inside look at the science behind sports architecture

Sports participation is becoming much more inclusive across the UK following the London 2012 Games. David Morley investigates two recent projects that are examples of the growing trend

With increased participation comes a need to improve the provision of facilities we provide and ensure they foster productive play environments, both now and in the future. David Morley, of David Morley Architects, says that there are a number of design details that create truly sustainable sports buildings.

"We've designed more than 50 buildings across the entire sporting spectrum," explains David, "Each of our sports facilities design go beyond solving the technical requirement to create places which inspire sport participation."

"Whether it's a cricket academy, a community sports centre, or a national sporting arena, we look at every element

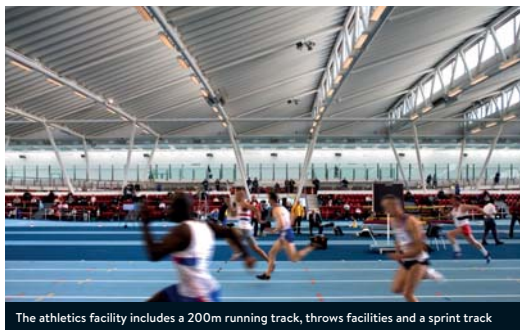
of its use, from sporting requirements, to community involvement, technical specifications and, of course, the aesthetic of the structure to make sure they fit together and create a seamless symbiosis. Here are two case studies of leading David Morley Architects' sport projects in the Lee Valley to help you understand the science behind sustainable sports buildings."

### Lee Valley Athletics Centre

The Lee Valley Regional Athletics Centre combines an organic structural form that is derived from the geometry of the sport, as well as instant visual impact. The master plan for the site, which is close to the northern gateway of the London 2012 Olympics site, was developed to achieve good visual and physical links between the indoor and outdoor facilities. The building form was designed to minimise the building footprint – freeing up as much open space as possible. In response to the surroundings, which is low facing the green belt and higher facing the main road.

The volume was derived from stacking the varying volumetric requirements for a 200m track, throws facilities, a sprint track and ancillary changing facilities to give the most efficient compact footprint. The proposal sets the 1st floor sprint track with changing rooms and support facilities below. A single sweeping roof covers all of the facilities with the high point providing for the pole vault and throws together with space below for an additional storey below the sprint track for the ancillary changing facilities. The roof then sweeps down to a low point facing the green belt where the height reduces to relate to the requirements of running and hurdles.

The structure comprises 12 asymmetric arches supported on clusters of sloping columns that are self-supporting (no bracing required) – the raking columns also minimise the span to make a lighter weight structure.



The athletics facility includes a 200m running track, throws facilities and a sprint track

The fully glazed end walls allow the public to look in from the outside and make a strong visual link between the inside and outside facilities. This level of 'open plan' sport is intended to foster inspiration from one athlete to the next. Internal views are further promoted by developing a 200m indoor athletics track with permanent banking at the corners cut into the ground - this eliminates the need for handrails and creates a natural bowl for viewing.

Accessibility is enhanced by a scissor arrangement of sloped access routes to replace the need for lifts – this is much better for wheelchair sports events and adds to the dynamic three-dimensional quality of the interior.

The building is designed to serve elite athletes as well as club and local

community; a dynamic building form that merges with the green belt; using the same components to maximise structural efficiency and low energy issues; making a functional and accessible plan into an uplifting and dynamic environment to encourage participation in sport.

For the environmental design – the first key point is using the orientation of the structure to define north lights which allows the facility to be evenly lit throughout daylight hours without turning on any artificial lights – this saves energy and makes a more enjoyable space. Other key measures include: natural ventilation extraction from the apex of the asymmetric arch so there are no extraction fans or ducts; provision for the future use of photo-voltaics; the use of high thermal



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► mass walls and roof to help keep the athletes cooler on hot days.

As with much of the rest of the Lee Valley ground contamination was a key issue and this was a major opportunity to regenerate a brown field site. In order to retain all material on site grass berms were developed around the outdoor track to provide for informal spectator facilities and to create a natural screen to reduce

headwinds on the track. For a building to be truly sustainable it must be economically and functionally successful as well as achieving the goals of low environmental impact and low energy use, so the buildings and the installed services should be capable of change over the long-term. The A-rated DEC (Display Energy Certificate) score for the Lee Valley Athletics Centre, first assessed in 2008, has impressively

improved year on year. The centre is designed with natural ventilation and daylighting and has no installed renewable technology. Despite increasing numbers of staff and visitors using the award-winning training facilities, including Olympic athletes in the run-up to London 2012, the annual energy use for the centre in 2011 was 86% less than the typical consumption for a sports building of this size.



The London 2012 Water Polo arena set a standard for sustainable temporary buildings with its recyclable building materials and energy efficiency



PHOTO: SHUTTERSTOCK, ROBERTO ZILU

### The Water Polo Arena, The Olympic Park

The valuable lessons learnt by designing Lee Valley Athletics Centre were fed into the design of the inspirational London 2012 Water Polo Arena. The building sat within a unique development of architecture, infrastructure and landscape with the purpose of providing a platform for the Olympic Games and a lasting legacy for the town-square of London. This demountable venue created an emerging form of architecture for future Olympic Games. It was made from a Kit of Parts that came from and was returned to the supply chain. It occupied a prominent site at the main gateway to the Olympic Park and, with a very limited budget, the design responded through innovations in planning, form and material, whilst also complementing key site views to and from the stadium.

The brief was for an innovative approach to develop a 5,000 seat capacity venue for a single sport, for a single event, which would challenge the design and construction industry to develop solutions that would balance technical excellence in architecture and engineering with value for money. The solutions were also required to set exemplary sustainability standards in exploiting reuse and recycling and minimising waste, whilst delivering a high quality of construction. The concept for materials use was driven by the desire to

make the building from a kit of parts where all of the components could be efficiently re-used, re-cycled and pre-cycled (i.e. taken from the existing supply chain).

The London 2012 Water Polo Arena included a competition pool, warm-up pool and ancillary accommodation for spectators, athletes, press and VIPs. The brief required a response to the challenges of the prominent site and high aspirations of the client, stakeholders and spectators whilst also delivering an excellent standard of performance requirements for the athletes and broadcasters, all within a budget of just £19 million.

The building design maximised the temporary use of the site whilst having a light touch on the environment in consideration of the site's past and future use, as part of the new urban quarter for the Lower Lea Valley. The site was used extensively for industry and engineering purposes for over 125 years. Issues with contaminated ground were addressed through the layout of the seating, stands and foundation design, by avoiding any deep excavations. Early decisions were made to design out almost all secondary steelwork for the roof and walls as part of the ethos to reduce materials and waste. The natural ventilation strategy for the main spectator stand avoided the need for

a significant amount of HVAC plant (AHUs and hired chillers). This was reduced by 50 per cent compared to a fully mechanical solution normally required in sports venues.

The London 2012 Water Polo Arena was the first bespoke London 2012 Water Polo Arena for an Olympic Games and currently the largest completely temporary aquatic venue and only dedicated London 2012 Water Polo Arena in the UK. The venue had a 37m competition pool plus a smaller training pool, and capacity for 5,000 spectators. It was one of the first venues seen by spectators as they entered the Olympic Park.

The building's short life duration meant that the specification of building materials focused on reuse and recyclability as opposed to operational energy use. Despite this the final embodied energy calculation was 541.2 kWh/m<sup>2</sup>, well under the target of 2000 kWh/m<sup>2</sup>.

The Water Polo Arena set a standard for sustainability in temporary buildings. It encapsulated the London 2012 commitment to sustainability while meeting a challenging brief requiring a cost effective, innovative and environmentally complex venue. The success of the building was further recognised in 2013 when winning The Construction News Awards Sustainable Project of the Year.

# 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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SAPCA regional exhibitions featuring the leading constructors of sports facilities and suppliers of related products and services, together with seminars on key aspects of sports facility design and construction.

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- **Tuesday 20 May:** Edgbaston Cricket Ground, Birmingham
- **Tuesday 17 June:** Elland Road, Leeds FC, Yorkshire
- **Tuesday 28 October:** Ravenscraig Sports Facility, Nr Motherwell, Scotland

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### Blakedown builds pitch at West Midlands centre

Blakedown Sport & Play was awarded a contract to build a full size, 3G football pitch at the new £18m Portway Lifestyle Centre in Oldbury, West Midlands. The pitch was built using Superblade 50mm from carpet manufacturer Edel Grass, and was laid onto an engineered sub-base, consisting of stone, tarmac and an in-situ shockpad. Heavy duty high twin-bar fencing was also installed, as well as a full floodlighting system.

**sport-kit.net** KEYWORD

BLAKEDOWN



### Scottish college selects Gerflor for refurbishment

Sports flooring specialist Gerflor has completed a challenging sports hall refurbishment at the Oatridge Campus of Scotland's Rural College in West Lothian. The floor had to be installed on the concrete base of a former tractor shed. Construction consultancy Thomas and Adamson selected Gerflor's Taraflex Sport M Evolution flooring, installed with Gerflor's Dry-Tex system, which uses the hall's high moisture content as an essential part of the bonding process.

**sport-kit.net** KEYWORD

GERFLOR

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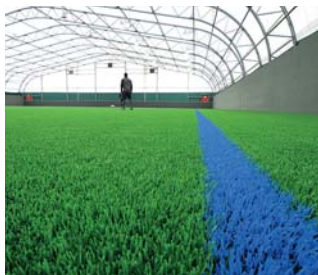
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### Surface installed at Notts Forest academy

TigerTurf UK created a tailor-made surface for Nottingham Forest FC's indoor academy using its Soccer Real 60XQ system. Working with Smith's Construction, the new surface was delivered and laid in less than a week during half term, when the academy was not in use. The football club's academy, which hosts about 100 8-19-year-olds from the club's representative teams, has since achieved Category 2 academy status under the English FA's Elite Player Performance Plan (EPPP).



**sport-kit.net** KEYWORD

TIGERTURF

### New trio of Johnsons mixtures announced

DLF has announced three new cultivars and mixtures in its Johnsons Sports Seed range. A new fine turf perennial ryegrass, Clementine, was said to have exceptional shoot density and tolerance of close mowing during STRI trials. It is now included in J Rye Green. New cultivar Beudin has been designed to improve turf quality and shoot density under fairway and close mown conditions, and is included in J Premier Green. A new bentgrass, Arrowtown, has been bred from fine and dense plants collected from greens at Arrowtown Golf Club in New Zealand and is included in J All Bent.



**sport-kit.net** KEYWORD

DLF

to find out more, log on to **www.sport-kit.net** and type the keyword into 'keyword search'



## SIS wins pitch contract for first European Olympics

The pitch at the Azerbaijan stadium hosting the first European Olympics in 2015 will be designed and built by SIS Pitches. The Cumbrian company will construct one training pitch as well as the stadium pitch at Baku Olympic Stadium in time for the games. Both pitches will be natural grass, although the stadium pitch will use 20mm turf from Germany. The contract was won by the firm's eastern European team, SIS EE, which is led by Ilyas Kobal. The games were designed and are to be regulated by the European Olympic Committees.

**sport-kit.net** KEYWORD SIS



Tufted NottsGrass NG12



Woven surface

**sport-kit.net** KEYWORD

NOTTS

## Durability of tufted artificial pitches tested

Tufted synthetic turf cricket surfaces are nearly twice as durable as woven ones, according to new research. Test specialist Labosport subjected two Notts Sports surfaces – NottsGrass NG12 and NottsGrass NG7 – to rigorous abrasion testing and then compared the results to a woven surface. The Notts Sport surfaces suffered a percentage mass loss of 7.914 and 8.144 percent of their original weight, while the woven surface lost 14.985 percent. The research was based on a British Standard test used by the ECB.



## World Cup stadiums are using Redexim machines

Redexim Charterhouse products have been at the forefront of preparatory work for the 12 pitches being used at the upcoming World Cup in Brazil. The company's Turf Stripper machines were used to 'fraise mow' the pitches, removing turf, weeds and thatch in one pass. Other equipment also 'verticut' and thinned out surfaces down to the roots. Redexim's Speedseed machines then provided overseeding, both over large areas and on fine turf.

**sport-kit.net** KEYWORD

CHARTERHOUSE



## Work starts at new Bolton playing fields

Duncan Ross has begun work on four new pitches at a £474,000 sports development in Bolton. The Lancashire-based specialist sports field contractor is fully draining the site at Hulton Lane prior to construction of the pitches, of which two are for adults, one is for youth football and one is for juniors. It is also anticipated that the pitches will be used by rounders players in the summer, while a multi-use games area has also been proposed.

**sport-kit.net** KEYWORD

DUNCANROSS

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17-19 JUN 2014

**IFSEC International****ExCeL, London, UK**

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

17 JUN 2014

**The Sports Facility Show****Elland Road Stadium, Leeds, UK**

Organised by SAPCA, the Leeds event is the second in a series of one-day events offering educational seminars alongside an exhibition featuring specialists in the design, construction and maintenance of sports facilities.

Tel: +44 24 7641 6316

[www.sapca.org.uk/events-exhibitions](http://www.sapca.org.uk/events-exhibitions)

26 JUN 2014

**Sports and Leisure Facilities Forum****Royal Berkshire Conference Centre, Madejski Stadium, Reading, Berkshire, UK**

The Sports and Leisure Facilities Forum is specifically designed for development and procurement managers from stadia, leisure facilities, arenas and local authorities all over the UK. At the event they will find inspirational ideas and gain up to date knowledge from leading solution and service providers. The event will combine an ideas forum and an exhibition and is designed to deliver content that is informative and opportunity-driven.

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

2-5 JUL 2014

**19th Annual Congress of the European College of Sport Science****Amsterdam, The Netherlands**

Dating back to the inauguration of the ECSS in 1995, the annual congresses rank among the leading sport scientific congresses worldwide and feature a range of lectures.

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[www.ecss-congress.eu/2014](http://www.ecss-congress.eu/2014)

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6-10 SEP 2014

**Soccerex Global Convention****Windmill Street, Manchester, Lancashire, UK**

The Soccerex Global Convention is the World's largest football business event, seeing the global leaders in the business of football come together to debate, network and do business. Lasting five days including a two day Football Festival, the 2014 edition will take place in Manchester – the home of the National Football Museum.

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

30 SEP - 2 OCT 2014

**Leisure Industry Week (LIW)****NEC, Birmingham, UK**

The annual meeting place for professionals from all areas of leisure - including sport and fitness.

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

28 OCT 2014

**Sports Facility Show****Ravenscraig Regional Sports Facility Motherwell, UK**

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7-9 NOV 2014

**SIBEC North America****Ocean Reef Club, Key Largo, United States**

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18-19 NOV 2014

**Soccerex African Forum 2014****Moses Mabhida Stadium, Durban, South Africa**

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[www.soccerex.com/events/africa](http://www.soccerex.com/events/africa)

19-22 NOV 2014

**SIBEC Europe****Pestana Casino Park Hotel, Funchal, Madeira, Portugal**

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[www.sibec.eu.com](http://www.sibec.eu.com)

25-26 NOV 2014

**BASES Conference****St George's Park Burton Upon Trent, Staffordshire, UK**

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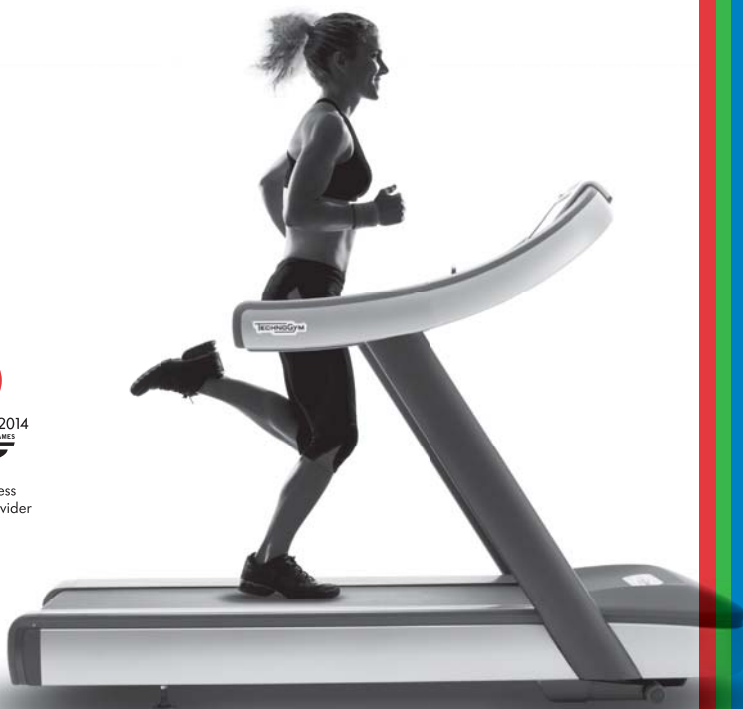
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