

Rio 2016 Olympics

Britain becomes a sporting superpower

See our special report and analysis on page 44



COVER STAR:

Adam Peaty, one of the stand-out performers of the Team GB Rio swim team p44

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Sport for life

Parts of our sporting life are functioning at the highest level, but there's more we can do across the board if we truly want to inspire – and enable – people to make sport and exercise part of their life for all of their life

This issue of *Sports Management* is packed full of inspiration – stories of how sport has touched people's lives and made a difference, from children with autism to Olympic athletes and the elderly.

After Team GB's incredible achievements at Rio 2016, we decided to create a souvenir edition of *Sports Management* to record Team GB's results and how the athletes are being supported. We've broken it down, sport by sport, to show the impact funding has had. You can find this special section starting on page 44.

It's easy to be squeamish about putting a monetary value on medals, but for too long the ambitions of our sportspeople were overlooked by governing bodies which built empires for their senior people at the expense of talent pathways and support for athletes. The system we have now is far more honest.

In the bad old days, athletes were left to fend for themselves with, at best, their families making huge sacrifices to fund their dreams and at worst, simply not being able to compete. The fact that it's now possible for so many to realise their potential is thrilling indeed.

But while Olympic medals matter, the bigger picture is the huge inspiration these wins give young people.

We heard in Rio, for example, how cyclist Laura Trott had been motivated to train and compete when – as a young girl – she met Bradley Wiggins and tried on his Olympic medal. Inspiration and access to facilities does actually, really, genuinely change lives and can set people on a better path and this is important.

But just as our Olympians can inspire the next generation to take part and sometimes even to meet



Older people are highly discriminated against in sport – it's one of the greatest weaknesses of our society

or exceed their hero's achievements, so we must remember the other end of life and on page 66 we report on the Sports Games for the Elderly, an event held under the auspices of the Olympic Committee of Andorra with funding from Olympic Solidarity.

The Games hosted 300 people aged 60 to 90 to take part in 12 activities and it was a glorious success.

Older people are highly discriminated against in sport and exercise – it's one of the greatest weaknesses of our society that we don't take more effective steps to help people continue to be active into old age, with all the amazing health benefits that brings.

These range from the physical, such as better balance and bone and muscle mass, to the psychological – confidence and self belief – to the social – the friendship and purpose which can be lacking from older lives.

So let's look at this as a lifelong continuum and if it can include sporting achievements along the way, all the better, but sport for life should be our mantra. ●

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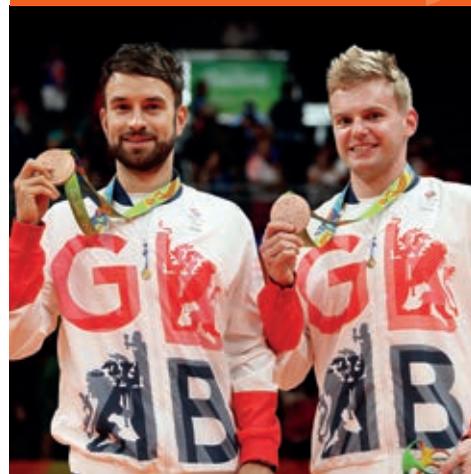


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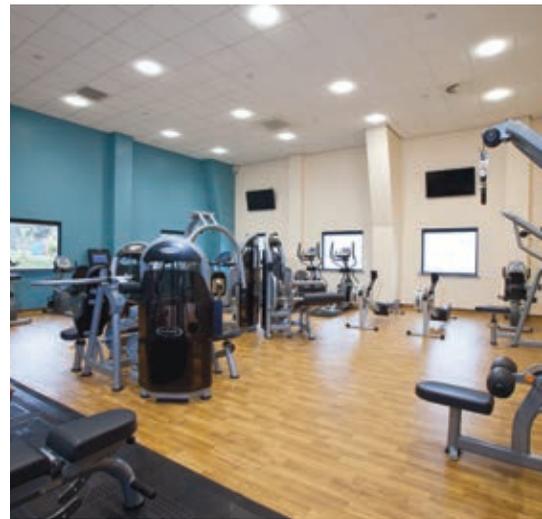
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OLEZIA BILKEI / SHUTTERSTOCK



'Millie's Law' is an opportunity for all sport and leisure providers to review and update their paediatric first aid training

'Millie's Law' to benefit sport and leisure child safety

I would like to draw attention to an important new law that will have an impact on all sports and leisure centres offering childcare services.

From 1 September 2016, all newly qualified early years staff (with a level 2 or 3 childcare qualification) must hold a full paediatric first aid certificate or an emergency paediatric first aid certificate.

This move to improve paediatric first aid in early years settings is designed to reassure parents that their children will be well cared for, particularly in an emergency. It follows a long campaign by Joanne

and Dan Thompson, parents of nine-month old Millie, who tragically died after choking on her lunch at nursery.

'Millie's Law' is an opportunity for all sports and leisure providers to review, and where necessary, update their paediatric first aid training to ensure that staff providing early years services in their facilities are trained in first aid. If there's one thing our experience in delivering paediatric first aid training has taught us, it's this: equipping frontline staff with vital lifesaving skills gives them the knowledge and confidence to respond to accidents and incidents by being

able to provide first aid and CPR and, ultimately to save lives.

This new law also gives leisure sites that already deliver RLSS UK qualifications the opportunity to provide paediatric first aid training for early years providers in their communities.

I'm a parent of a young child and when I visit my local leisure centre, I want to know that my daughter is being looked after by staff with the skills to respond to accidents and emergencies. Millie Thompson's legacy will ensure they will. ●

Martin Symcox, director of IQL UK



“We’re not saying we can change the world, but we can give young people another focus, away from a negative environment”

Kevin Pietersen, KP24 Foundation

What is the KP24 Foundation and why did you set it up?

It’s a charity set up to help underprivileged people across the world, through cricket. Last year we ran a project in Dubai, where young people from disadvantaged backgrounds in seven countries took part in a ten day residential cricket camp.

What is the UK 24/7 project about?

Seventy two underprivileged 16-20 year olds from around the UK came to Wellington College in Berkshire for ten days of elite coaching, access to the wonderful facilities and a T20 competition. This was run by highly qualified coaches and instructors. There were sessions on mental toughness, fitness, nutrition, how to coach and set up a kwik cricket tournament for younger children, fundraising and media training.

I was there for the last two days, giving the kids a bit of advice about their cricket and their life. I’d talk about having fun, preparing the best that they can to be successful, maybe a few technical tips.

What do you aim to achieve for the kids?

To help them develop as cricketers and as people. Many youngsters from underprivileged backgrounds face issues such as unemployment and crime.

By using cricket, I believe that myself and my Foundation can affect change and make a difference in some of the harshest areas of the UK.

Underprivileged young adults in the UK are given more support than those in other areas of the world, such as India or Sri Lanka. However, this certainly doesn’t mean that they have the opportunities we would like them to have.

I want to see kids happy and smiling. Kids who have had no opportunities, and certainly not opportunities like this. Long term, if they go on to represent their first class structures, or go on to play for their countries, that’s great. But for now, I just want to see them smile. And hopefully, to take the skills they learn back to their communities and use them there.

The kids were chosen by Chance to Shine from its street programme. Why did you choose to work with this charity?

They have similar goals and aim to bring cricket to young people in inner city areas, promote social cohesion and create opportunities in diverse communities affected by anti-social behaviour and youth crime. They’ve also got access to lots of kids in inner city areas. Coventry, Birmingham, Bristol, north, east and south London.

How can cricket help these young people?

By helping them develop skills that they can use when they return home. If we can give them the skills to say, coach other people, then that can distract them from getting into difficult situations, and away from



potential obstacles. We're not saying we can change the world. But what we do can give young people another focus, away from a negative environment.

If you're in a challenging situation in a cricket match, is that conceptually similar to being in a challenging situation in life?

People deal with pressure differently and that is transferable into other environments – work, personal life. If you learn to deal with pressure in sport, then, whenever you're faced with a challenging situation in the future, you can take a step back and not make a rash decision. The right decision, do what you need to do, whatever that may be, to the best of your ability.

So the youngsters become more resilient?

Resilience is hugely important because you will go through ups and downs in your life, not just in sport. And being able to cope with your ups and downs and still succeed is also an important life skill, particularly when you're in the downward spiral.

▲ **Learning to deal with challenging situations in sport is a skill that youngsters can transfer to other areas of their life,** says Pietersen

▼ **Pietersen wants to bring the opportunity to play cricket to children from inner cities who never get access to the game**

Being resilient, strong and tough enough to say: 'I'm going to get good again, because I'm going to go back to basics and I'm going to do what I need to do.'

How did you fund the project?

We raised money at a golf dinner and a gala earlier this year, thanks to the huge amount of generosity from people there. Some of the money we raised, we put aside to support Ocumel UK, a charity that supports people affected by ocular melanoma.

Why did you, personally, want to get involved with this sort of work?

You change throughout your tenure in the game. You go from being obsessed with what you do and how you do it, to, to when you get a bit more experienced, you start to think more about what you can do for others and how you can help others. Then you get to the stage where I am at the moment, where you go, 'right, now's the time for action, helping others and giving others opportunity'. This is what my KP24 Foundation is about. Former players, who have profile, are duty bound to do this sort of work.

Would you like to see more of this kind of work going on?

Cricket boards have a lot of funds, so it would be good to see them support initiatives like this. There's a role for governments, definitely. Sport is a real passion for a lot of people around the world. Governments should look after organisations that promote sport and want to give young people opportunities through sport. I think, it could happen. ●





“We’ve got to think outside the box and find ways to invest in our sporting infrastructure”

Tom Pursglove, MP for Corby and East Northamptonshire

Tom Pursglove, MP for Corby and East Northamptonshire, has been recognised as the Grassroots Parliamentarian of the Year by the Sport and Recreation Alliance. Pursglove – who at the age of 27 is currently the youngest Conservative MP sitting in the House of Commons – picked up the recognition for his work to promote grassroots sport and recreation in Parliament as well as in his local constituency.

Pursglove, a vice chair of the all-party parliamentary group (APPG) for sport, has been championing grassroots sport and recreation in Westminster by initiating debates on physical activity in an educational setting and by recognising the value of volunteers. He has also launched two private member’s bills, both which looked to hand communities more control over their parks and playing grounds when faced with the threat of spaces for sport being sold off against their wishes.

“I passionately believe that getting things right at grassroots level is good for all levels of sport,” Pursglove told *Sports Management* magazine. “Elite sport in this country is fuelled and supported by the grassroots.

“Grassroots sport is also crucial for the health and wellbeing benefits it can offer – as well as the personal development of young people. I think being part of something, a part of a team, is incredibly important and all of those life skills which flow from that.

▼ Pursglove, an ex-competitive swimmer, says he is passionate about getting things right at grassroots level

“I’m a passionate sportsman myself and – having swam competitively up to the age of 16 and as a keen cricketer to this day – I can say that playing sport offers such a brilliant learning experience, especially when it comes to getting to know different people and playing for each other.

“Those are really important things and I think for our youngsters in particular, to have some of those opportunities is incredibly important – it’s good for them, it’s good for their community and it’s also good for society in general.”

SIGN-POSTING

Pursglove adds that in order for young people to be physically active, it is crucial to ensure they are presented with enough possibilities to take part – and to communicate the options clearly to them.

“I think it’s all about providing opportunities locally,” he says. “It’s all about young people having good PE experiences and then making sure there is the right sign-posting in place to support those experiences. We need to ensure those who get a taste and enjoy a particular sport at school – or are particularly good at it – are given the support they need to join a local club.”

Pursglove also highlights the quality of facilities as a key point in order to secure a healthy future for local sport. “One of the things that we’ve got to do is to





PAOLO BOVA / SHUTTERSTOCK

think outside the box and try and find ways in which we can invest in our sporting infrastructure,” he says.

“If you have great facilities, it’s an enormous pull factor for people to want to come and get involved – whether young people or adults. So for me, it’s important that we constantly think of new and different ways of protecting our existing facilities and also making sure that there are the investment opportunities in new facilities.”

BREXIT – NO WORRIES

Pursglove’s passion for sport is matched by his passion for the UK to leave the European Union. He was a

▲ Youngsters who enjoy sport at school should also have a local club they can join

▼ Offering quality facilities is key to attracting more people into grassroots sports

founder member of the Grassroots Out campaign alongside veteran MP Peter Bone and campaigned actively during the run up to the referendum.

As Brexit became a reality, there were fears that the decision to leave the EU might end up having an adverse impact on the UK’s sports industry. Not so, according to Pursglove.

“I’ve never quite bought into the argument that sport will be adversely affected by our decision to leave,” he says. “For one, there’s a lot of red tape and bureaucracy which gets in the way of our businesses at the moment – particularly small businesses – many of which don’t do any business with the EU but are still bound up by the red tape.

“My view on this is that we can be really optimistic about the trade possibilities which will be opening up to us in the near future – including sport. We’re already seeing enormous interest in countries wanting to sign free trade agreements with us – Australia have already announced their desire to do so alongside New Zealand.

“As for elite sport and fears over free movement of people, the government is now in a position where it will enter negotiations over the details of how we will leave the EU. I have every confidence that the government will do everything in their powers to deal with any issues potentially affecting sport. It wouldn’t benefit our economy to not get that right so I don’t see any danger there at all.” ●



ALAN C. HEISON / SHUTTERSTOCK



“We’re looking for investors in our strategy – some will be from the membership – we hope one will be Sport England”

**Adrian Christy, chief executive
Badminton England**

▼ Badminton suffers from the lack of media it usually gets, but the Rio Games brought the sport more attention

Ahead of an Olympic and Paralympic Games, national governing bodies (NGB) prepare – and brace – themselves for the window of opportunity when members of the British public, inspired by an athlete or achievement, decide to take up sports which have largely been ignored by the media for much of the previous four years.

Following Team GB’s success in Rio, a number of sports will experience initial participation increases, which governing bodies will attempt to sustain to boost their respective talent pools, or to appear more attractive to public and commercial funders.

Badminton England chief executive Adrian Christy acknowledges the window is “small”, but after Marcus

Ellis and Chris Langridge’s stunning bronze medal success, the opportunity is not insignificant.

Christy tells *Sports Management* that since the unexpected triumph, the number of court bookings in London alone has increased by 245 per cent, and there are plans to retain the majority of those reeled in by the elite success exposure.

Later on this year the NGB will launch a “huge” digital project, which includes creating personalised messages to

appeal to potential badminton players based on their preferences and lifestyle.

Badminton England will also be “restructuring” to “get more impact on the front line”.

“We want more people on the ground,” says Christy, who has spent 10 years as the organisation’s CEO.

“They don’t necessarily have to be employed by us – it could be partnerships with local authorities or County Sports Partnerships (CSP). But critically, we need more people at front line facility level delivery rather than us being the deliverer of it. By being more creative and innovative we’re going to be in a much stronger position to influence participation growth.”

Rather than trying to be “all things to all people”, Christy says establishing a “core market” and creating the right conditions for the market to thrive was the most effective way to keep players in the game.

Focus on young players

This year Badminton England lost 10 per cent of its Sport England funding as it failed to attract an agreed number of participants over the age of 26. Despite this, Christy reveals that engaging younger demographics – primary-aged children – will continue to be one of the body’s main ambitions, and is unapologetic about its ultra-focused new approach.

“The key lesson over the last Sport England cycle is to do more with fewer and invest where we think we can have the greatest impact,” explains Christy.

“Over the last two cycles, governing bodies have tried to be everything to everybody, but we now recognise that other organisations can manage and support some objectives better than we can.



KIN CHEUNG / PRESS ASSOCIATION



“We are looking for investors in our strategy – some of those will be from the membership, some will be sponsors, one of those we hope will be Sport England. But it will be an investment in our strategy.”

Christy adds that Badminton England will be “working closely” with Sport England to understand its objectives. He says: “Where there is alignment then we will absolutely work very closely with them. Where there are objectives that don’t align we won’t be seeking investment for it because it takes us away from our core market and our strategy.”

While Sport England’s new funding method – which has moved away from the Whole Sport Plan towards outcome-based investment – may alter the value of grassroots grants Badminton England may receive, the governing body can be hopeful that money it gets from elite sport quango UK Sport in the run-up to the 2020 Tokyo Olympics will at least remain flat after an impressive Rio performance.

“The competition for money is extremely tough,” says Christy. “You had so many sports do so well and the well isn’t any deeper. Our presentation for Tokyo

▲ Chris Langridge and Marcus Ellis’ bronze medal success at Rio will no doubt reignite interest in badminton

is about building on what we’ve done and making sure that we’re giving more than just two or three players the opportunity to medal.”

Improving facilities

Part of the UK Sport and Sport England funding will likely go towards performance-enhancing technology for the National Badminton Centre in Milton Keynes.

Badminton England is currently in talks with landowners the Parks Trust about expanding and improving the facility, although at time of writing Christy details a “frustrating” stalemate between the parties and their ambitions for the land.

However, the CEO is keen to press ahead to transform what he describes as a “good sports hall” into a “world-class arena” that creates authentic conditions for athletes to train in. For example, Christy highlights the importance of acquiring the technology to create “artificial drift”, which replicates natural air movement experienced in a competitive environment. Christy also wants to move TV lighting higher up to mirror the conditions of competition venues.

“If you look at the National Cycling Centre in Manchester – those guys winning medals on a consistent basis are training in exactly the same environment they’re competing in and we don’t do that,” he explains. “We train in a good sports hall. We need to be training in an arena.” ●

The key lesson over the last Sport England cycle is to do more with fewer and invest where we think we can have the greatest impact



FUNDING

UK sports bodies receive millions in EU funding

EOSE report reveals the impact of Erasmus+ funding on national governing bodies, grassroots clubs and elite teams

Several UK sports organisations – including national governing bodies and Premier League football clubs – have received millions of pounds worth of grants from the European Union’s Erasmus+ programme.

A report put together by the European Observatoire of Sport and Employment (EOSE) has revealed the extent to which the British sport industry is supported by the EU.

In 2015, 55 organisations received €4.2m (£3.6m, US\$4.7m) in decentralised funding for vocational education and training programmes, as well as youth-orientated projects. During that period League Football education was awarded the largest single grant of €535,970 (£460,323, US\$597,487).

“The ability to lead projects and full access to the programme could be curtailed by Brexit depending on negotiations”



MUZZY / SHUTTERSTOCK

▲ Funding goes towards youth orientated and employment programmes

Other notable awardees included the Lawn Tennis Association (LTA), Scottish Rugby Union and Premier League football clubs Southampton and Stoke City for various employment and apprenticeship programmes.

British sport organisations also benefited from a centralised funding pot of €7.8m (£6.7m, US\$8.7m) in 2015 when partnering up with other European organisations. Of the 19 projects that received money from the fund, 10 had at least one UK partner.

The London-based Rugby League European Federation (RLEF) won a grant of €465,999 (£400,228, US\$519,487) as project coordinator for its training and education portal work.

The other British-based organisations to benefit as partners were the Youth Sport Trust, the Tottenham Hotspur Foundation and the Community Voluntary Services for Broxbourne and East Herts.

Whether British organisations can continue to bid from Erasmus+ funding after leaving the European Union remains to be seen, but non-EU countries such as Macedonia, Iceland, Norway, Liechtenstein and Turkey can all take part in Erasmus+ programmes.

“It seems the UK may still be able to benefit from Erasmus+ funding, but the ability to lead projects and full access to the programme could be curtailed by Brexit, depending on negotiations and the designation of the UK in these categories,” said Ben Gittus, director of standards for the EOSE.

He added: “The Erasmus+ funding is important to UK sport organisations, but of far greater importance is the chance for individuals and organisations to collaborate, share and learn with colleagues from Europe to develop ourselves, and improve the conditions sport takes place in.”

Read more: <http://lei.sr?a=S5Y4S>



▲ Making facilities accessible from the outset saves on adapting them later, said Hanway

Paralympians should have say in Tokyo 2020

Bill Hanway, the man behind the Rio 2016 masterplan, said Games architects should collaborate with Paralympians early to boost accessibility

The architect behind the Rio 2016 Olympic Park masterplan has encouraged the organisers of the 2020 Tokyo Games to collaborate with Paralympians as soon as possible to make sure its venues are accessible for all athletes, spectators and the members of the media.

In an interview with *Sport Management*, Bill Hanway, executive vice president at AECOM, said that “the most important lesson to be learnt” from the Rio Games is the need for architects and planners to collaborate at the earliest possible time in the design and planning process.

“The insight provided is invaluable and also much easier to incorporate into designs rather than waiting until later to adapt a facility,” he said. “It’s not simply a numbers game when it comes to accessibility. Meeting seating requirements and providing ramps are just two aspects of creating an inclusive facility.

“True accessibility also includes awareness of the operational requirements needed to make facilities more efficient for athletes and spectators, as well as the appropriate location and distribution of seats. Small details such

“Insight provided by athletes is invaluable and also much easier to incorporate into designs rather than waiting until later to adapt facilities”

as providing media stations and tribunes for the increased number of journalists who are in wheelchairs covering the Paralympic Games are also important.”

Hanway explained that the ability for venues to accommodate both the Olympics and Paralympics with minimal adaptation was a key priority of AECOM’s brief for Rio’s Barra Olympic

Park – which featured the venues for fencing, cycling, swimming and wheelchair basketball, rugby and tennis.

AECOM designed the park’s central pedestrian area, the Common Domain, to be fully accessible with 1:40 slopes across the entire site.

All the permanent facilities have ramped access to their main concourses. The local public transport system was also overhauled to make the facilities easier to reach and also to boost the overall accessibility for the residents of the city.

The 19-day break between the close of the Olympics and the opening of the Paralympics allowed for a small number of carefully planned modifications. The field of play was changed at some venues, new branding had been added and improved access for wheelchair users and athletes created.

Read more: <http://lei.sr?a=q5C6i>

FACILITIES



▲ Yorkshire will host the race if the bid is successful

Government's £15m for new cycling facilities

Around £15m (US\$19.6m, €17.5m) of government funding will go towards the development of cycling facilities in England if it wins the bid to host the 2019 World Road Cycling Championships.

Last month the Department of Culture, Media and Sport (DCMS) revealed that it was going to earmark £24m (US\$31.4m, €28m) for the event, and now culture secretary Karen Bradley has confirmed £9m (US\$11.8m, €10.5m) will be used for hosting the event, with the rest going towards grassroots facilities.

The facilities money be spent on traditional facilities and closed road circuits, according to a parliamentary statement made by Bradley.

As well as the £9m being spent on competition preparations, a further £2m (US\$2.6m, €2.3m) is expected to come via commercial channels, while UK Sport is "considering" a contribution of £3m (US\$3.9m, €3.5m).

"If the bid were to be successful, it would provide British cyclists with a home advantage at a key strategic cycling event one year prior to the 2020 Tokyo Olympic Games," said Bradley's statement.

"It is also expected the event would deliver significant economic benefits to the towns and cities where the Championships are staged."

Read more: <http://lei.sr?a=16m3z>



▲ Facilities in Dudley, Plymouth and Havant benefited from funding in 2016

Grassroots football venues get £30m

Almost £30m has been ploughed into grassroots football facilities over the last six months, courtesy of the Football Association (FA) and the Premier League.

According to the Football Foundation – which distributes the money on behalf of the organisations and Sport England – 128 facilities benefited from huge a £28.3m (US\$37.7m, €33.8m) investment between January and June 2016.

"The projects have a fantastic opportunity to reach out to people who might not think that sport is for them"

The grants helped raise a further £25.1m (US\$33.5m, €30m) from other sources as new 3G pitches were laid and changing room pavilions were refurbished.

Projects in Dudley, Plymouth and Havant received grants worth close to £1m.

Dudley's Metropolitan Borough Council was awarded £833,030 (US\$1.1m, €994,089) to convert an existing artificial grass pitch to a new

floodlit surface, while Havant Borough Council gained £831,807 (US\$1.1m, €992,629) to lay a new pitch, extend its changing pavilion and enlarge road access and its car park.

The largest single grant was the £900,000 (US\$1.2m, €1.1m) awarded to YMCA Plymouth and Plymouth Council, which used the money to refurbish its existing pitch and build a new changing pavilion.

Martin Glenn, chief executive of the FA, said that the governing body's "commitment to improve grassroots football continues at pace", and highlighted the new multi-pitch football hubs in Sheffield which have just been established.

"Thanks to this investment, more people across the country will have access to better facilities," said Charles Johnston, Sport England director of property. "The 128 projects have a fantastic opportunity to reach out to people who might not think that sport is for them and I would urge clubs to do all they can to help get more people active."

To read about the FA's new Parklife scheme, go to page 58.

Read more: <http://lei.sr?a=W4b6g>

IMMEDIATE ACTION REQUIRED
MILLIE'S LAW

PAEDIATRIC FIRST AID

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LEISURE INDUSTRY WEEK

'Sport does not engage children'

Organised sport should not be used to engage children in physical activity as it alienates them from taking part in regular exercise, according to the chief executive of Fit For Sport.

Addressing industry delegates at LIW in Birmingham, Dean Horridge said that the way we engage youngsters with physical activity in the UK was "terribly wrong", and that some children left primary school without learning to catch - but were then expected to play cricket in secondary school.

"We should be teaching children to run and catch, not talking about technique"



SYDA PRODUCTIONS / SHUTTERSTOCK

▲ Horridge said children should play tag together rather than organised sports

The government's obesity strategy - which lays out the requirement that children should participate in 30 minutes of physical activity in school - had increased the urgency to engage children more, said Horridge, but the focus really had to be on "fun activities" like tag.

"We should be teaching children to run and catch, not spending 25 minutes talking about technique," he said.

Fit For Sport will launch its Healthy Active School system in January 2017 - which measures the physical fitness of children - following a pilot.

Read more: <http://lei.sr?a=V8b9k>

Obesity strategy an opportunity for the sport and leisure sector, says PHE

Operators in the sport and leisure sector have an opportunity to develop their offer as a result of the government's childhood obesity strategy, according to Public Health England (PHE).

Talking at Leisure Industry Week, PHE deputy national leader for adult health and wellbeing Dr Mike Brannan said that the sector would be critical in helping to fulfil the guidelines for children's physical activity outside of school time, but could also be drafted in to help educational institutions.

The strategy - launched in late-August - made clear that schools were expected to get students involved in at least 30 minutes of moderate to vigorous physical activity per day, although the stipulation was "voluntary".

Brannan told delegates from the sport and leisure sector that their expertise could be utilised in a school environment where teachers and education professionals did not



▲ Dr Mike Brannan is the deputy national adult health leader at PHE

have their skills and expertise in cultivating physical activity programmes.

He added that early years centres would be in most need of support as the Chief Medical Office guidelines recommend three hours of physical activity per day for under-fives.

While the obesity strategy focuses on childhood conditions, Brannan revealed statistic which made for concerning reading for the adult population. According to PHE statistics, the UK takes part in less physical activity than comparable western nations such as the US, France and the Netherlands.

Moreover, only 34 per cent of men and 24 per cent of women are undertaking the appropriate level of muscle and bone strengthening activities.

Brannan said that to complement outcomes in the government's sport strategy and Sport England's Towards an Active Nation blueprint, sport and leisure operators should focus on the inactive by working with local stakeholders, such as councils, and developing insight based programmes which are targeted to relevant groups.

Read more: <http://lei.sr?a=E9j6j>



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DEVELOPMENT

Extreme Leisure lays out sports hubs ambition

After teaming up with Grimsby Town FC on its new stadium development, the sports brand eyes more projects

Sports brand Extreme Leisure is on the hunt for new partners to grow its burgeoning sports facility and property portfolio following its stadium development deal with Grimsby Town.

Last month, the firm revealed that it was working with the League Two football club to build a new 14,000 capacity stadium alongside a number of potential recreational facilities such as an ice rink, swimming pool and retail outlets.

Talking to *Sports Management* shortly after announcing the deal, Extreme chair and chief executive Alistair Gosling said he was looking for “partners beyond Grimsby”, and that he was building a team which could “manage a significant amount of projects”.

Gosling said that Extreme was currently working on “three or four” similar projects which would be unveiled over the coming weeks.

Originally a media platform, which launched television channels in 68 countries, Gosling revealed that the time was right to “move the brand on”.

“We want to create hubs where there’s a collection of sports facilities – whether that’s extreme sports or mainstream sports such as football, golf or tennis – that can be commercially successful, great for the community and create inbound investment and jobs,” he added.

ADAM DAVY / EMPICS SPORT



▲ Grimsby Town has been trying to develop plans for a new stadium for years

“We want to create hubs where there’s a collection of sports facilities that can be commercially successful and great for the community”

The CEO said the £55m (US\$73.4m, €65.3m) project with Grimsby Town was still in the masterplan stages, and several things were on the table in terms of the facilities that would be built, and in terms of ownership structure of the stadium.

Gosling said: “We’re trying to understand what the local community needs, talking to local people, looking at the other facilities in the region. It’s really a case of developing high-level feasibility studies and business planning, and working backwards from there.

“The town is where it is, and is what it is,” he added. “In that respect we know there’s

a deep-seated want and requirement for a new football stadium. We’re starting with that and building it out around that.”

Despite declining to give any detail on the type of design and innovation he would be looking for in the stadium, Gosling did make clear that the development would be “eco and green and as sustainable as possible”.

The development has been earmarked for just south of the town centre, but Gosling was certain that the hub would be in the “heart of the community” due to the building of a number of “affordable houses”.

“What we’re all about is creating destinations – it’s not about building stadiums in the middle of nowhere to use occasionally,” he said. “Look at what FC Barcelona is doing with its new hub project and some of the things happening in the US. That’s where we’re taking our vision.”

Read more: <http://lei.sr?a=W0i4U>

GRASSROOTS

RFU £50m pitch rollout begins in three locations

Aylesbury, Preston and Weston-super-Mare are the first towns to benefit from floodlit artificial pitches under the Rugby Football Union's (RFU) four-year development plan.

To create a "legacy" following the 2015 Rugby World Cup, the governing body is investing £50m (US\$66.5m, €59.2m) to create 100 artificial grass pitches across England. Of the 100, 60 will be built on rugby club sites to be used by host clubs, other local

"Wetter winters are having a serious impact on the rugby season"



STEPHEN POND / EMPICS SPORT

▲ Steve Grainger said the pitches would result in up to 2,000 more hours of play

clubs, schools and community groups, while a further 40 will be earmarked for community sites with a guaranteed number of hours dedicated to rugby use.

The project will see 16,000 new regular participants taking part in rugby.

RFU rugby development director Steve Grainger said the pitches would be less susceptible to bad weather.

"Over the last four years, RFU data shows that wetter winters are having a serious impact on the rugby season, resulting in a higher number of games and training sessions being cancelled," Grainger said, adding that 1,766 matches were lost over just two weekends in February 2014.

Read more: <http://lei.sr?a=D5O2x>

More sports clubs own facilities – but availability concerns remain

The number of sports clubs that own their own facilities has surged by 20 percentage points over the past three years – although several clubs still experience "very big problems" in terms of securing availability.

The Sport and Recreation Alliance's *What's the Score?* report, which is a snapshot of sports clubs in England and Wales, revealed that 41 per cent of the 812 surveyed sports clubs owned their own venues compared to 21 per cent in 2013.

Despite this, the number of sports clubs relying on public facilities also grew from 49 per cent in 2013 to 57 per cent in 2016. Around 25 per cent of sports clubs said the availability of facilities was a very serious problem, with basketball clubs (26 per cent) being the most affected.



▲ Basketball clubs owned the fewest venues and made the least revenue

Indeed, basketball had the lowest number of clubs (6 per cent) that owned facilities, and had the most number of clubs that hired facilities (96 per cent), up on the 91 per cent recorded in the 2013 survey.

Ninety-three per cent of swimming clubs hired public facilities in 2016, up from 91 per cent three years ago. Gymnastics and trampolining also had a large proportion of clubs (71 per cent) that hired facilities.

Golf and sailing clubs (77 per cent each) were most likely to own their own facilities, while 63 per cent of multi-sports clubs were venue owners compared with 36 per cent of single-sport clubs.

Approximately 17 per cent of basketball clubs claimed they were in a serious financial problems, and accumulated the lowest average annual revenue of £21,443 (US\$28,036, €24,967). Golf clubs had the highest average annual revenue of £703,754 (US\$920,143, €819,431) compared with the overall average of £149,262 (US\$195,156, €173,796).

Read more: <http://lei.sr?a=F3r3l>

FULL CIRCLE

Gladstone's new signature application, Gladstone360, is billed as a game-changer for leisure management software. Managing director Tom Withers explains why

What is Gladstone360 and why did you develop it?

Gladstone360 is our new signature software application, which is not only mobile-responsive but also fully customisable. The technology we've used is genuinely game-changing: it's an off-the-shelf application that allows operators to design their perfect leisure management solution and then deliver it on any device.

Software needs to evolve to meet the changing needs of both leisure operators and consumers. Modern operators want a software package that is tailored to the specific needs of their business and their customers – Gladstone360 is our response to that demand.

The solution is browser-based and touch-friendly, and works on tablets as well as PCs and Macs, meaning that for the first time your staff can be released from behind the front desk to engage more directly with customers.

The new interface is extremely user-friendly, greatly reducing training overheads for frontline staff, while screen design is tailored to meet specific business needs, putting critical information at the forefront and giving staff easy access to all the tools they need to interact with customers quickly and effectively.

Gladstone360 also continues our focus on customer self-service, integrating online portals, mobile apps and self-service kiosks to offer operators a comprehensive, multi-channel sales solution.

Will your existing customers, who currently use your Plus2 leisure management software, be able to upgrade to the new system?

Yes. Our Plus2 customers will be able to get Gladstone360 software for no extra charge as part of our 'Software for Life' promise. Crucially, they can add Gladstone360 to their current installation without needing to switch out Plus2.

The new software has been designed to work alongside the existing software, allowing customers to migrate users at their own pace.

What kind of functionality does the software include?

Gladstone360 is a suite of seamlessly linked modules, each of which focuses on a different business or consumer-facing function. It is focused on the needs of the receptionist, and combines a number of new modules with some of the great functionality already available to Gladstone customers. As the product grows, the existing software will be either fully incorporated into Gladstone360 or redeveloped as a new module.

At present, the solution incorporates eight core modules, covering everything from check in and point of sale processes

to business intelligence, plus a number of optional advanced and consumer modules that operators can add on according to their needs [see box on p77].

How is the software customised on-screen?

Operators can personalise their screens with their own logos and colours via a simple landing page, before then customising screen layouts for each of the different modules.

Gladstone360 screens are built from a library of 'widgets' – basically blocks of functionality contained within an area of the screen, which can be moved around the screen and adjusted in size and shape.

Using these widgets, operators can create their own user experience by building screens that directly reflect their business model.

For example, a CheckIn screen might be built using any or all of the following widgets: Attendance, Correspondence, Sales, Event Log, Picture, Bookings, Make Bookings, Recent Usage and Basket.

Can you tell us about any of the new modules you've developed?

One new module we're very excited about is an outcome management product called Health. A number of our customers are engaged by local authorities to deliver health intervention schemes, and therefore need to be able to measure and demonstrate the impact of these programmes on community health in order to secure funding.

This software enables them to do that, as well as helping programme managers to identify areas for improvement and allowing participants to review their own progress.

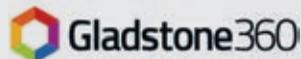


Gladstone MD Tom Withers



The solution works on tablets as well as PCs and Macs, meaning that for the first time staff can be released from behind the front desk to engage directly with customers

GLADSTONE360 MODULES



Core:

- **CheckIn:** one-stop shop for customer interaction, quick bookings and immediate transactions
- **POS:** configurable point-of-sale via desktop or tablet
- **Contacts:** management of customer and membership data
- **Access:** controlling and monitoring customer flow
- **Reports:** business intelligence incorporating default reports and self-built queries
- **Payments:** single centralised engine for all e-commerce and face-to-face payments
- **BPM:** automation of daily admin tasks from a library of processes
- **Security:** controlling and managing security of Gladstone360 users

Advanced:

- **Courses:** course management, with mobile competency tracker for teachers
- **Integrate:** API library for creating custom solutions that can interact with Gladstone360
- **Health:** Outcome management software to measure and improve interventions through service planning and performance capture

Consumer:

- **Mobile:** customisable Android and iOS app for news and mobile bookings
- **Join:** responsive online joining
- **Book:** responsive online bookings
- **Courses:** online course renewals
- **Account:** empowering customers to manage preferred communication channels
- **Kiosk:** customer self-service in reception

This new adjacent market is a big growth area for operators, and Health has been developed in response to that.

Gladstone360 has already been trialled by some of your customers. How have they found it?

Eight of our customers have worked with us to trial the product through its development with very positive results. Their feedback has highlighted two key benefits of the product: firstly, the software's ease of use, and secondly, the way it provides a clear call to action for staff to engage with customers.

What will Gladstone be focusing on in the next 12 months?

We're committed to delivering more great functionality to all areas of our software, with the ultimate aim of making it easier for leisure operators to run their businesses. We're continuing to develop products that provide true self-service for those operators who wish to make software a key part of their engagement strategy, and we're also focused on developing staff software that is both flexible and easy to use.

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ELITE SPORT



STEVE PASTON / PRESS ASSOCIATION IMAGES

▲ Andy Murray won this year's event before Wimbledon

Queen's Club to expand by 2,000 seats for 2017

Wimbledon's warm-up tournament, the Aegon Championships, will be attended by a higher number of spectators from 2017 when Queen's Club's Centre Court capacity will increase by 30 per cent.

More than 2,000 additional seats will be added to the current 6,651-capacity arena in time for next year's male-only tournament. In addition, the tournament's owner – the Lawn Tennis Association (LTA) – has signed a 10-year agreement to continue staging the event at the West London venue until at least 2026. The tournament was first staged there in 1890.

According to tournament director Stephen Farrow, all tickets for the event in 2016 sold out within 24 hours, while the venue "enjoyed a 20 per cent increase in hospitality sales".

"The demand for an increase in capacity is clear," Farrow added.

Andrew Stewart, chief executive of the Queen's Club, added: "While the increase in capacity will allow more people to enjoy the event, both we and the LTA will ensure that the intimate atmosphere for which the Queen's club is so well known will be retained."

This year Andy Murray won the event before going on to win Wimbledon.

Read more: <http://lei.sr?a=s1z5L>



JON BUCKLE / EMPICS SPORT

▲ Ouseley said education would be crucial in eradicating abusive behaviour

Discrimination in football increases

Seventy-three instances of discriminatory behaviour have occurred during grassroots football matches over the last 12 months, contributing to an overall increase in incidents within the sport.

Reports gathered by anti-discrimination body Kick It Out revealed that while the frequency of incidents dipped marginally by two per cent during grassroots games,

racial abuse (89 per cent), while four per cent were abused as a result of their faith and gender respectively. A further three per cent endured slurs about their sexual orientation.

The rise of social media has been a significant catalyst in the increase of abuse, accounting for the lion's share of incidents (194). This represented an 18 per cent increase in 2014/15.

Kick It Out chair Lord Herman Ouseley said that in an attempt to eradicate discriminatory behaviour the organisation was planning to "intensify" its education work in football, "with a particular emphasis on football at grassroots".

"Education is one of the essential elements in tackling ignorance, bigotry and intolerance," he added. "Bringing people of all backgrounds together to play and participate in football activities provides the ideal environment to stimulate learning with and from each other about each other."

In comparison, the Football Association's (FA) discriminatory statistics from 2015/16 showed a decrease of six cases to 902 incidents.

Read more: <http://lei.sr?a=J7P0R>

"Education is one of the essential elements in tackling ignorance"

402 incidents across professional and amateur football – as well as social media – represented a 2.5 per cent year-on-year increase.

However, the year-on-year picture only tells part of the story, with an astonishing increase of 422 per cent in incidents of this type compared with 2012/13, where 77 instances were recorded.

Episodes recorded during grassroots matches were heavily weighted towards



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EVENT BIDDING

Three nations bid for the 2023 RWC

France, Ireland and South Africa have submitted official bids to host the 2023 Rugby World Cup.

All three nations have handed over bid questionnaires to governing body World Rugby with details regarding venues and infrastructure, public and private sector guarantees and financial models.

Bid officials have also been asked to demonstrate political and financial stability, as well as a “vision that engages” international audiences and “contributes to the growth of rugby at all levels”.

“The strong level of interest underscores the hosting appeal of the Rugby World Cup”



PRESS ASSOCIATION

▲ New Zealand won the last edition of the World Cup, hosted last year in England

World Rugby’s Technical Review Group will now evaluate the details provided, with successful candidates moving on to the next stage of the bidding from 1 November 2016.

The overall winner of the bid will be announced in November 2017. Bill Beaumont, World Rugby chair, said

that the “strong level of interest” highlighted the “hosting appeal of the Rugby World Cup as a low-investment, low-risk, high-return economic, social and sporting driver”.

Japan will host the next edition of the tournament in 2019.

Read more: <http://lei.sr?a=x3f7x>

Rome mayor effectively ends the city’s bid to host the Olympic Games

Rome’s bid for the 2024 Olympic Games is effectively over after the recently-elected mayor of the city withdrew support for the proposal.

Virginia Raggi – who was elected as part of Italy’s anti-establishment Five Star Movement – said that she couldn’t back the bid after conducting an “in-depth analysis”, and citing the “debts” from the 1960 Olympic Games, which was also hosted in Rome.

Raggi’s motion is expected to be debated, and chair of the Italian Olympic Committee (CONI) Giovanni Malago said that the bid would go on until the body receives a “formal act” from the mayor to withdraw the bid.

Malago lamented that in rejecting the city’s bid, Raggi had “forgotten that the bid was made only after the International Olympic Committee (IOC) changed the rules of bids with a reduction in costs”.

CONI is thought to have spent around €10m (£8.6m, US\$11.2m) on the bid, and set aside an operating budget of €6bn (£5.1bn, US\$6.7bn) to host the Games if the bid was successful. The bid featured 70 per cent existing venues, most of which were built for Rome 1960.

The withdrawal will pave the way for the other candidate cities: Budapest, Los Angeles and Paris.

Read more: <http://lei.sr?a=Y0X4d>



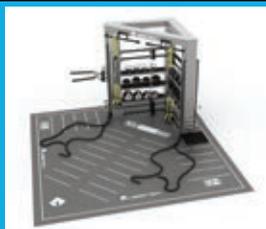
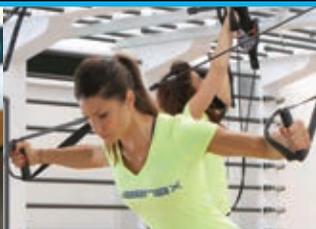
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▲ Rome’s new mayor, Virginia Raggi, is a member of the Five Star Movement



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INTERNATIONAL



▲ Ceferin is president of the Slovenian Football Association

Ceferin appointed as president of UEFA

Slovenian Aleksander Ceferin has been elected as the seventh president of UEFA – and has pledged to create the “best grassroots programme in history”.

The 48-year-old received 42 votes to the 13 votes secured by Dutch rival Michael van Praag – who was endorsed by the English Football Association (FA).

He has been the president of the Slovenian Football Association since 2011, and has served as second and third vice-chair of the UEFA Legal Committee since 2011. Ceferin is a lawyer by profession.

As part of his manifesto, Ceferin made a commitment to grassroots football and to protect the interests of smaller footballing nations. The new UEFA president says he also wants to develop the “best ever social responsibility and sustainability programmes”.

“It’s a great honour, but also a great responsibility,” said Ceferin, who replaces Michel Platini.

The Frenchman resigned after being banned from football-related activities for allegedly breaching ethics rules over a £1.3m (US\$1.7m, €1.5m) payment made to him by then FIFA president Sepp Blatter in 2011. Platini has maintained his innocence throughout.

Ceferin will take over the remainder of Platini’s tenure, staying in post until 2019.

Read more: <http://lei.sr?a=J1E6G>



▲ Cox Architecture studio will oversee the project with developer Lend Lease

Ambitious revamp for Rod Laver Arena

Australia’s top venue for tennis and concerts, the multipurpose Rod Laver Arena in Melbourne, will be refurbished and expanded so that it is set up to host bigger shows, concerts and sporting events.

Cox Architecture studio – who originally designed the arena – and contractor and developer Lend Lease, will oversee the project, which will include the addition of a new “eastern pod” main entrance.

be added to provide a wider variety of options for spectators.

“The improvements planned will be the most significant to take place in the history of Rod Laver Arena,” said Brian Morris, CEO of Melbourne & Olympic Parks, which runs the site. “The back-of-house upgrades will allow our promoters and hirers to bring bigger and better shows to the arena, while the overall event experience will be greatly enhanced for our patrons.”

“The improvements will be the most significant to take place in the history of the Rod Laver Arena”

The venue – famous for hosting the main fixtures at the Australian Open – has been open since 1988. It will be kept open as much as possible during the works that will take place over the next three years.

Rigging facilities and the arena’s loading bay will be revamped and automated retractable seating will be added to increase efficiency and flexibility of the venue. New restaurants and beverage points will

The refurbishment is part of the second stage of the AU\$700m (£432m, USD\$528m) redevelopment of the tennis facilities that make up the Melbourne Park sports complex.

John Wardle Architects and NADAAA are creating a new pedestrian bridge to link the park to the city, while Hassell have designed an eight-storey media building that can be used during the Australian Open.

Read more: <http://lei.sr?a=a0A6W>

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TIME FOR ACTION

Sporting Future prompted a wide ranging review of sports policy. Now it's time for implementation

While sports fans were watching the events in Rio, many working in sports policy – myself included – were working to make sense of the details needed to deliver the government's two reports, *Sporting Future* and *Towards An Active Nation*.

When my children ask what I did between Rio 2016 and Tokyo 2020, I'll have to say I was doing sports policy reviews!

SEVEN REPORTS AND COUNTING

A flurry of detail will emerge over the coming weeks, as we see the publication of new Governance code details, as well as the volunteering strategy and the workforce strategy from CIMSPA.

And there's more – my County Sports Partnerships review landed in the summer, while the Duty of Care Review, which is being led by Tanni Grey-Thompson, will be delivered soon. In addition, the School Games review and the School Swimming Reviews will soon be with various government ministers who will be

preparing to act on their recommendations.

The government is due to report to parliament on its progress in relation to actioning *Sporting Futures* in January 2017 – a year on from its publication.

This is likely to be at the point when most follow-on details have only just emerged and little will have changed at the coal face in sport and physical activity, however, I expect the sector to move towards acting rather than reviewing in 2017.

This year, a great deal of time and effort has gone into assessing and realigning strategies and priorities. The extent of the changes outlined in *Sporting Future* means many people will have been taken out of their comfort zones, but hopefully they're being forced to talk and create partnerships across and outside the sector.

BEYOND THE CORE MARKET

According to the Department of Culture, Media and Sport (DCMS) the sector makes a £39bn contribution to the economy and employs over 400,000 people. So while the government and Sport England are



Andy Reed

important players, there are hundreds of thousands of people who are untouched by these changes in priorities. This particularly strikes me as I meet people who work in sport, but are not connected to the core markets we associate with our sector.

Importantly, the success of all these reviews and strategies will be measured in terms of their success in reversing the trend towards inactivity and its impact on society. It won't be measured by who's doing what and who's doing it best and who's shouting about it the most.

UNITED IN A COMMON CAUSE

The tide of inactivity is so overwhelming none of us can tackle it alone. We need to work smarter in collaboration with our sector, as well as creating new partnerships outside our comfort zone, in areas such as transport, housing, health and community.

So as the details are finalised, the period of reflection and planning will end and the new strategies will breathe life into every community up and down the country, trying to get a nation active. ● *Andy Reed is a former MP for Loughborough and the founder of Sports Think Tank.*

► www.sportsthinktank.com



Changes to funding will encourage sports bodies to create new partnerships

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FIRST IMPRESSIONS

As those inspired by the Rio Olympics look to get active, we must ensure our facilities are welcoming and safe

Now that the dust has settled on another wonderful summer of sport – which saw Andy Murray secure another Wimbledon title and Team GB establish itself as a sporting superpower at the Rio Olympic and Paralympic Games – it's time to look forward to reaping the benefits of an increased interest in sport.

As happened with London 2012, it's expected the Games will result in a spike of interest from people wanting to try new sports. In order to turn these enquirers into active users of sports facilities, we need to make sure their first contact with clubs and venues is a pleasurable and safe one: as an industry, we mustn't miss any opportunities to help people get more active.

SAFE SPACES

Help is on hand at next month's Saltex trade exhibition for those seeking advice on how to provide safe and attractive spaces for sport. Held at the NEC in Birmingham on 2-3 November, this event is the premium gathering for the UK's

grounds care, sports, amenities, estates and green space management sectors.

From natural turf care and specialist machinery to synthetic surfaces and playgrounds, more than 260 exhibitors will showcase the latest in products, equipment and expertise at the free-to-visit event. With educational seminars and Ask the Expert sessions, it's a great place for people – both within the sports industry and outside it – to expand their knowledge and build networks.

SAPCA will have an increased presence at this year's Saltex as part of our continued cooperation with event's organiser, the Institute of Groundsmanship (IoG).

Being at Saltex is part of our strategy to provide advice and guidance for the design, construction and maintenance of sports and play facilities whenever we can.

It's expected that the Rio Games will result in a spike in people trying new sports



Chris Trickey

EXPERT TIPS

Several industry experts will be available at the SAPCA stand to discuss issues around sports and play. Many SAPCA member companies will also be exhibiting their products and services, and will be able to demonstrate their work in action.

SAPCA will also be putting on expert sessions to help facility operators and those looking to procure and use the services and products on show.

The event's Learning Live programme will include two specialist seminars led by SAPCA. Garry Martin, operations director at RePlay Maintenance, will speak about the effective maintenance of synthetic turf, to maximise surface performance and longevity. The session will also introduce SAPCA's new initiative to promote best practice and increase knowledge in the essential maintenance of surfaces.

Meanwhile, GeoTurf consulting director Jon Smith will present important new information and guidance on the selection of top soils for natural turf sports surfaces.

Please do come and visit us at stand number K196 in November. ●

Chris Trickey is CEO of The Sports and Play Construction Association (SAPCA).

► www.sapca.org.uk



WILLIAM PERUGINI / SHUTTERSTOCK

Safe and attractive facilities can assist in retaining new members

The Olympic bidding process >

Should the IOC change the Olympic bidding process to enable smaller countries to take part?

Last month, Rome became the latest city to pull out of an Olympic bid. As the Olympic Games get bigger, is it time to make bidding – and hosting – more affordable? And should the IOC consider nations as hosts?

Debbie Jevans

Former Director of Sport,
London 2012 Olympic Games



The Olympic Games is a complex and challenging, albeit exciting, event to stage. The 16 days of competition comprise, among other things, more than 30 competition venues, multiple training venues, logistics centres, car parks, uniform distribution centres and a village for 10,500 athletes.

It's a huge undertaking for any one city and the question has to be asked as to how many cities have the necessary facilities to deliver a Games without a massive building project underwritten by the government. Is the time now right for country bids that use their existing infrastructure across a number of cities to be considered, rather than asking that the Games be staged in one city?

Many countries have ample existing facilities that would allow them to stage a Games if they were able to bid in this way. Accepted there would be logistical challenges with venues a long way

apart and the concept of an Olympic Village wouldn't exist as it does now, but challenges could be overcome and the 'downsides' may be a small price to pay if financial costs were substantially reduced. The IOC in its 2020 agenda considers sustainability, and the possibility of allowing countries to bid while nominating a host city would likely help achieve this.

To use existing facilities also eases the legacy challenge faced by a city that is often left with a number of large capacity venues that are not sustainable post-Games. Sadly there are a number of examples of this and I hope that isn't the case for the Rio facilities. In London we planned the legacy as part of our delivery programme and we can be proud of the transformation of the Olympic Park.

The Olympic Games is a fantastic festival of sport and as it embraces new sports, as it is in Tokyo, there should be greater flexibility in how the Games are hosted to encourage more countries to throw their hat in the ring and bid to stage the Games in future.

Many countries have ample existing facilities that would allow them to stage a Games if they were able to bid

Hugh Robertson

Former sports minister



I feel that if the International Olympic Committee wishes to remain a global sports movement, it's important it awards the Games to parts of the world that have not hosted them yet.

I think that the Games should, however, continue to be awarded to a city, rather

than a country, because it is the convergence of 28 sports in one place that makes the event so unique.

The key judgement in all of this has to be the athletes – they should remain at the forefront. The Games are – and should be – entirely about sport and the world's best athletes must be given the best possible stage to showcase their talents."

It's important that it awards the Olympic Games to parts of the world that have not hosted them yet



Brazil, which has high levels of poverty, struggled to pay for the Olympics. Can we make the Games deliverable by poorer nations?

Baroness Tanni Grey-Thompson Paralympic legend, chair of ukactive

Rio actually was a much better Paralympic Games than we expected, considering the announcement just weeks before the Games that there'd be budget cuts. While you could tell that some aspects of the set-up weren't as good as they could have been, on the whole the field of play and everything else worked really well.

The one thing that felt weird was that usually there is a newly built athletics venue located at the centre of the Olympic Park. At Rio, that wasn't the case – the athletics stadium was an existing one and located at least a 30 minutes' trip away from the park.

From my point of view, I actually think it was a really good decision not to build a new venue. If the IOC wants to encourage



smaller cities and nations to bid for the Games, I think they will have to start looking at spreading the Games' geography slightly. Using existing venues – even if they are outside the host city – will help bring more nations into the reckoning for the event.

There's an argument that one of the iconic things about the Olympics is the village, and it would be a shame to lose that, but I don't know any athlete who

trains because they want to stay in the Olympic or Paralympic Village. They train primarily because they want to compete at the Olympic Games.

The IOC should also look at what sports are at the Games. If the Olympics continue to add to the number of sports, it could make things harder for hosts. For Tokyo, we have skateboarding coming in, which is a really cool, but skateboarding already has X Games and some skateboarders don't even want to be at the Olympics.

So a more compact Games, with the use of existing venues would be the answer to ensure more cities will be able to bid.

If the Olympics continue to add to the number of sports, it could make things harder for hosts





As a result of budget cuts, Rio created a different, smaller-scale template which Tokyo must now follow

The Agenda 2020 has also potentially opened the door for a multiple city approach for the Games, thanks to its emphasis on sustainability

Jackie Brock-Doyle
Executive director of communications, IAAF and former director of public affairs, LOCOG



I think the International Olympic Committee (IOC) is already addressing the need to adjust the bidding process with its Olympic Agenda 2020 document. It has understood that there's a need and desire for it to engage in more meaty and lengthy conversations with bid cities ahead of the bids being made official.

The bidding process for the 2012 Games, for example, was the first after changes were made to the process following the Salt Lake City Olympic scandal. As is often the case post-reform, the process went from loosely governed to heavily governed. It meant a very regimented approach, where no one from the IOC was allowed to visit the bid cities

and the presentations by the cities were made at major events or IOC meetings. IOC's Agenda 2020 looks to change that and allow the bid cities to have much more detailed, meaningful and open conversations with the IOC about their ambitions and to define "why" they want to host the Games – rather than just concentrate on the how. It will help because it's critical to have the support of the local population – more so now than at any other stage in history because of the huge scrutiny not just from informed people but from the biggest stakeholders, the people who live in the bidding city. I think Brazil proved that.

The Agenda 2020 has also potentially opened the door for a multiple city

approach for the Games, thanks to its emphasis on sustainability. There is now a readiness to use existing venues.

Interestingly, I think the Rio Games will enhance that, as the Rio organising committee did a phenomenal job with dealing with what was uncontrollable around them – the economic crisis and the political turmoil. What they did was turn around to the individual sports and reduced the service level agreements (SLA) – which include details of hospitality, transport, etc. They went back to the sports and said "we can't deliver everything we wanted to because of the situation we're in, so let's focus on the priorities".

As a result, the Rio Games model was smaller – by default rather than design – which might help in making the Games sustainable going forward. Rio has created a different, smaller-scale template which Tokyo now can (and should) follow. ●

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Sally Munday

GB's women's hockey team produced one of the defining moments of the Rio Olympics. Great Britain Hockey chief executive Sally Munday tells Matthew Campelli how the body plans to 'make the sport matter' to the nation consistently

While the 2016 Rio Olympic Games provided an abundance of proud and emotional episodes for those with an allegiance to Team GB, a handful of defining moments are likely to live long in the memory of the nation.

The heart-stopping drama of Mo Farah falling before triumphing in the 10,000 metres; the ruthless dominance of Laura Trott, Jason Kenny and the rest of the cycling squad; Adam Peaty smashing the breaststroke world record.

The women's hockey team's gold medal victory over the Netherlands falls into the same category, and perhaps does the most to illustrate the determination and human emotion that encapsulates elite sport.

After winning what was described as a David vs Goliath battle against the top-ranked side in the world, talented but unknown athletes such as Hollie Webb and Kate and Helen Richardson-Walsh became household names overnight, and interest in the sport has grown as a result.



STEVE PARSONS / PRESS ASSOCIATION

▲ Sally Munday has been working in hockey since 1998, and the chief executive of Great Britain Hockey since 2009

▼ GB's women's hockey team celebrating their Gold at Rio 2016



OWEN HUMPHREYS / PRESS ASSOCIATION



Making hockey matter

Sally Munday has been chief executive of Great Britain Hockey since 2009, and has seen several years of hard work – and controversial decision-making – result in the ultimate prize. While she is keen for the sport to bask in the glory, Munday wants to take advantage of this “moment in time” and make Britain a country “where hockey matters”.

The success, according to Munday, has “not happened by chance” and was down to a “brutal performance programme”.

“One of the things we did was centralise the senior programme so that all the players can train together all week, because National Lottery support allows them to train full time,” she tells *Sports Management*.

“That move has fundamentally enabled the players to progress to the level they have. But it wasn’t popular with some of our clubs; in fact it’s still not popular with some of them. Now they are reaping the rewards.”

Munday adds: “Will they benefit from the heightened interest in the sport? Of course they will. Are they going to benefit when the sport is on television more? Of course they are.”

Inevitably, since the Olympics the number of people playing hockey has surged, although Munday reveals that participation numbers have been growing since London 2012. While Sport England’s latest

Active People Survey shows that overall numbers have decreased in the past ten years, the chief executive points out that the number of young people playing the game has rocketed by around 65 per cent from 35,000 pre-London 2012 to 55,000 now.

Munday says that having hockey at the forefront of national consciousness has been welcome for a sport that struggles to get many column inches or television coverage outside of the Olympic Games – and stressed that the interest could be maintained.

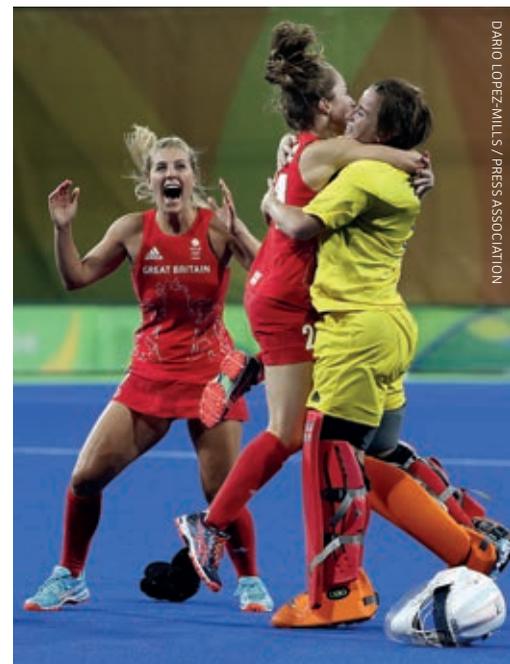
“We want people to know who our players are; we want people to talk about hockey at the school gates, in coffee shops, on the tube,” she explains. “In the two weeks after the Games we’ve had that – I’ve overheard people everywhere talking about hockey.”

To keep up the profile, Great Britain hockey has a number of strategies: to keep supporting the grassroots of the game and making it accessible to all, and to exploit a number of media opportunities to keep the sport in the public eye.

According to Munday, fashion magazine *Vogue* wants

▲ **The GB team’s success was down to ‘a brutal performance programme’**

▼ **The NGB wants to emphasise the social nature of the sport**



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The number of young people now playing hockey has rocketed by 65 per cent since the London 2012 Games

to do a shoot with the team, while some players are being courted for an appearance on ITV reality TV show *I'm A Celebrity... Get Me Out Of Here!*

"The players are in demand and for us it's all about putting hockey in the public consciousness and changing perceptions of our game," Munday explains.

Changing perceptions

Changing public perceptions is also a key part of attracting more participants to the grassroots game, and although Munday admits that the sport has suffered from a "St Trinian's-esque, private school" image, she says it "simply isn't like that any more" with community clubs full of participants from different walks of life.

To capitalise on the Rio success, Great Britain Hockey launched "hundreds" of HockeyFest events where clubs run open days for local people to try out the sport and enjoy a barbecue.

"To spread the fairy dust we brought Hollie Webb to an event at a small club in Thame, Buckinghamshire," says Munday. "It's a small club, but after HockeyFest it signed up 60 new members."

The players are in demand and for us it's all about putting hockey in the public consciousness and changing perceptions of our game

Getting people to an event following a period of elite success is one thing, but holding their interest is a whole different story. While HockeyFest is a free event to get people through the door, Munday stresses that people "don't have to be wealthy" to play hockey regularly, and a consumer-focused approach has cultivated positive results.

Munday says people from lower socio-economic backgrounds can just "rock up" at a club and play straight away, as they will be given a stick to use and won't be charged very much for the time. She illustrates the point by using an example of a group called the Free Fliers from a deprived area of



DARIO LOPEZ-MILLS / PRESS ASSOCIATION

London who have played the sport regularly despite challenging circumstances.

“It’s not about putting labels on things – our sport is open and welcoming,” Munday emphasises. “It’s easy to join and there’s also plenty of opportunities for kids and adults.”

Adult engagement

Getting adults to play the sport is much more challenging than engaging with children, Munday concedes. However, the governing body has launched a number of initiatives designed to cater for adults.

For example, a programme called Back To Hockey was established three years ago to capture women who are aged 25 and older, and has since been broadened out to cater for men. The programme highlights the social aspects of the game, and there are other schemes designed to accommodate competitive players, those who want to play 11-a-side, or those who want to play casually.

“Like any business it’s understanding the customer,” Munday says. “We conduct regular insight and player surveys where we try to get under the skin of players. You have to understand that not all consumers want the same things.”

6 We have a great school product with massive growth in primary schools, but getting adults back into the game is harder

▲ The players celebrate following their unlikely triumph over the Netherlands

She adds: “We know from the evidence we have that we have a great school product with massive growth in primary schools, but getting adults back into the game is harder. One of the things we forget is sport is pretty intimidating if you rock up at a club when you’ve never played before.”

Like a number of NGB chief executives, Munday bemoans the facilities landscape which she calls “one of the most challenging areas”, although she is quick to praise the input of Sport England, which has ploughed £2m into facilities – including artificial grass pitches – over this four-year cycle.

However, Munday says the money is “just a drop in the ocean of what is needed” to make sure the sport can “grow at the pace it has over the last few years”. While more investment is required, Great Britain Hockey has partnered with local authorities and schools, and developed disciplines of the game



STEVE PARSONS / PRESS ASSOCIATION

which can be played away from artificial grass to cope with demand and lack of facilities.

While Sport England invested £12m of government and National Lottery money into the sport between 2013-17 – on top of a UK Sport investment of £16.1m for the Rio cycle – the organisation has attempted to commercialise, and has so far brokered a deal with Investec to sponsor the women's game, and is now hunting a similar headline partner for the men's team.

Unique moment for women's sport

On top of that, England Hockey has teamed up with the England and Wales Cricket Board and Netball England to launch a Team Up campaign to build fan bases and develop commercial opportunities as three World Cups – the Women's Cricket World Cup (2017), the Women's Hockey World Cup (2018) and the Netball World Cup (2019) – will be contested in England over a three-year period.

Munday says it is a "unique moment in time for women's sport" and that all three governing bodies were working together to undertake a "massive school engagement programme with teacher training". The hosting of the World Cup is also part of Great Britain Hockey's "bigger business plan" of

▲ GB's women's hockey team return from Rio 2016 with their gold medals

hosting major events with the goal of giving the team the best chance of winning.

Overseeing the next stage of what Munday hopes will remain a successful period in British hockey is Dr Ed Barney, who has been appointed as the organisation's new performance director, taking over from Danny Kerry, who will continue as the full-time head coach of the women's squad.

Barney has been with Great Britain Hockey since 2013 as head of talent development, and said the body needed to be "clinical in converting recent success into a long-term, systemic and consistent medal-winning performance".

Munday is convinced the NGB has found the right person to do that, and reveals Barney beat an "exceptionally strong field of external candidates" to land the role. She explains: "He had unquestionable knowledge and intellect around performance sport and want it takes to win, and consistently win, and a thirst for success that will enable us to reach our ambition to be consistently top three in the world.

"Ed is popular internally, but has a steely inner belief and desire for us to be at the top of the podium consistently that I think will enable us to build on the success we've experienced this summer." ●



◀ Mo Farah's double gold at Rio (5,000m and 10,000m) made him the UK's first track athlete to win three Olympic golds

Funding for success

Team GB's record-breaking success at Rio was underpinned by nearly two decades of lottery funding from elite sports body, UK Sport. But how much did the historic success cost – and what was the average cost of each medal? Tom Walker reports

Witnessing Team GB's amazing successes at Rio this summer, it is easy to forget that it is only 20 years since the Atlanta 1996 Olympic Games, where the team's performance was described as one of the lowest points of British sport. A single gold medal meant that Great Britain finished a lowly 36th in the Atlanta medal table – below the likes of Kazakhstan, Ethiopia and Algeria. Quite a contrast to the 27 golds, which earned the team second place in the Rio medals table.

Team GB's transformation from Olympic also-rans to having the "best high performance system in the

world" in just two decades has been described as one of the great success stories of publicly-funded sport. Much of the credit for Team GB's journey from Olympic obscurity to the summit of sporting excellence has been placed on elite sports quango UK Sport.

The body was established in January 1997 – in the aftermath of the disastrous Atlanta Games – and tasked with taking charge and improving high performance sport. Shortly after its launch, the organisation was given authorisation to distribute lottery money and in the two decades since then, UK Sport has created a system which is now envied around the sporting world.

OLYMPIC RAGS TO RICHES

It is estimated that the UK government was spending around £5m per year on Olympic sports prior to the 1996 Atlanta games – which is equivalent to having a £20m four-year “cycle” of funding.

Following the launch of UK Sport, the amount of funds invested in high performance sport nearly tripled for the next Olympic Games. In total, £58.9m of Lottery funding was spent on elite sports between the setting up of UK Sport and the opening of the Sydney Olympic Games in 2000.

The increase in funding delivered immediate results in terms of sporting success. At Sydney, Team GB achieved 28 podium finishes and ranked 10th in the overall medal table – a position they achieved again at the 2004 Olympic Games in Athens. Encouraged by the outcomes – and with the prospect of London hosting the 2012 Olympic Games – UK Sport began to set its sights even higher.

In December 2004 the quango announced that it would be overhauling the way it allocated funding in order to concentrate on those sports which would ensure even more medals at major Games. It was around this time that the term “no compromise” was added to the UK Sport lexicon.

“The new strategy is more focused than in the past,” then chair Sue Campbell said in November 2004. “The impact of funding will be diluted if too many athletes are supported. It is a tough, no compromise approach that will strengthen the best, support the developing and provoke change in the underperforming.”

Total funding for Rio

Olympics £274,465,541 **Paralympics** £72,786,652

Summer sports

£274,465,541

Archery £2,952,237	Hockey £16,141,393
Athletics £26,824,206	Judo £7,366,200
Badminton £5,737,524	Modern Pentathlon £6,972,174
Boxing £13,764,437	Rowing £32,622,862
Canoeing £20,043,618	Sailing £25,504,055
Cycling £30,267,816	Shooting £3,950,888
Diving £7,467,860	Swimming £20,795,828
Equestrian £17,992,860	Taekwondo £8,053,837
Fencing £4,225,261	Triathlon £7,457,977
Gymnastics £14,615,428	Weightlifting £1,709,340

Summer parasports

£72,786,652

Boccia £3,663,781	Para-Sailing £3,616,610
Disability Shooting £3,407,444	Para-swimming £11,756,218
Disability Table Tennis £3,006,850	Para-Triathlon £3,100,803
Para-Archery £2,449,947	Powerlifting £891,444
Para-Athletics £10,837,658	VI Judo £2,019,874
Para-Canoe £3,048,816	Wheelchair Basketball
Para-cycling £6,833,000	£5,379,264
Para-Equestrian Dressage	Wheelchair Fencing £194,886
£3,782,800	Wheelchair Rugby £3,037,607
Para-Rowing £3,834,382	Wheelchair tennis £1,925,270



► Former chair of UK Sport Sue Campbell talks to GB hockey player Alex Danson

TEAM GB's record medal success in Rio

Team GB amassed 67 medals in total – two better than its London 2012 collection.

27 Gold

Liam Heath solo kayak
Nicola Adams Boxing
Mo Farah Athletics 5,000m
Nick Skelton Equestrian (eventing, showjumping)
Team GB hockey (women's)
Alistair Brownlee Triathlon
Hannah Mills & Saskia Clark Sailing (470)
Jade Jones Taekwondo
Giles Scott sailing
Jason Kenny cycling (keirin)
Laura Trott cycling (omnium)
Charlotte Dujardin equestrian (dressage)
Justin Rose golf
Max Whitlock gymnastics (floor)
Max Whitlock gymnastics (pommel horse)
Jason Kenny cycling (sprint)
Andy Murray tennis
Mo Farah athletics (10,000m)
Team GB rowing (men's eight)
Team GB cycling (team pursuit)
Helen Glover & Heather Stanning rowing (coxless pair)
Team GB rowing (coxless fours)
Team GB cycling (men's team pursuit)
Team GB cycling (men's team sprint)
Joe Clarke kayaking (K1)
Jack Laugher & Chris Mears diving (men's synco 3m)
Adam Peaty swimming (100m breastroke)

23 Silver

Joe Joyce Boxing
Lutalo Muhammad Taekwondo
Jonathan Brownlee Triathlon
Liam Heath & Jon Schofield Kayak (double)
Becky James cycling (sprint)
Jack Laugher diving
Mark Cavendish cycling (omnium)
Louis Smith gymnastics (pommel horse)
Nick Dempsey sailing (RS:X, windsurfing)
Callum Skinner cycling (sprint)
Team GB rowing (women's eight)
Jessica Ennis-Hill athletics (heptathlon)
Becky James cycling (keirin)
Team GB swimming (men's 4x100 medley relay)
Jazz Carlin swimming (800m freestyle)
Bryony Page gymnastics (trampoline)
Team GB equestrian (team dressage)
David Florence & Richard Hounslow canoeing (C2)
Katherine Grainger & Vicky Thornley rowing (women's double sculls)
Team GB rugby sevens (men)
Team GB swimming (men's 4x200m freestyle relay)
Siobhan-Marie O'Connor swimming (200m medley)
Jazz Carlin swimming (400m freestyle)

17 Bronze

Vicky Holland Triathlon
Bianca Walkden Taekwondo
Team GB Athletics (women's 4x400m)
Team GB Athletics (men's 4x100m relay)
Marcus Ellis & Chris Langridge Badminton
Amy Tinkler gymnastics (floor)
Nile Wilson gymnastics (horizontal bar)
Katy Marchant cycling (sprint)
Joshua Buatsi boxing
Sophie Hitchon hammer
Greg Rutherford athletics (long jump)
Sally Conway judo
Chris Froome cycling (road race)
Steven Scott shooting (double trap)
Max Whitlock gymnastics (all-round)
Tom Daley & Dan Goodfellow diving (synco 10m)
Ed Ling shooting (men's trap)



DAVID DAVIES / PRESS ASSOCIATION

INCREASED FUNDING

While it tightened the criteria for funding in order to further improve results, there were two other key turning points which helped UK Sport establish its role as the guardian of elite sport funding. In July 2005, London won the bid to host the 2012 Games, strengthening the case for making more funds available to provide a strong Team GB for the home games.

Then, in April 2006, a decision to simplify the funding streams ahead of the London Games gave UK Sport responsibility for all performance-related funding – from talent programmes to podium athletes. Until that point, all talent identification, nurturing and development programmes had been

▲ Olympics golden couple Laura Trott and Jason Kenny dominated their cycling events in Rio

the responsibility of the individual sports councils of the four home nations, with UK Sport solely concentrating on the funding of elite athletes.

This meant that the amount of Lottery Funding which UK Sport was responsible for radically increased. The quango had invested £71m during the Athens 2004 cycle, but taking over the development and talent level activities and programmes meant that for Beijing 2008, the amount of money being channelled by UK Sport exceeded £235m. For the London Games, the figure jumped to £264m.

Upping the game

UK Sport's Olympic funding cycles

Sydney 2000	£58.9m
Athens 2004	£71m
Beijing 2008	£235.1m
London 2012	£264.1m
Rio 2016	£274.5m

* Figures for the Sydney and Athens Olympiads relate to podium level funding only – UK Sport became responsible for all performance funding – from talent development to podium athletes – in April 2006.



DAVID DAVIES / PRESS ASSOCIATION

6 An outstanding display from Paralympics GB saw the team win 147 medals in a record 15 different sports at Rio 2016 to deliver the best performance since National Lottery funding began. 9

SETTING THE BAR HIGH

In many ways, the London 2012 Games was a watershed moment for British elite sport. The unprecedented success of Team GB athletes inspired the whole nation and resulted in the government pledging increases both to Olympic (5 per cent increase) and Paralympic (43 per cent) funding, resulting in an overall increase of 11 per cent on the London 2012 cycle. In total, a record investment of £274m was made to support Team GB's preparations for the Rio 2016 Olympics.

Following the changes, in December 2012, then UK Sport chair Baroness Sue Campbell said: "London 2012 was just the beginning, not the end, for Olympic and Paralympic sport in this country – and we plan to continue to make this funding work as hard as it can to help our best athletes achieve medal success at the highest level."

The record investment was accompanied by an ambitious target – for Great Britain to become the first nation to be more successful in the Olympics post hosting, in terms of number of medals won. The bar was set high for Rio 2016, but so was the level of support in order to clear it.

▲ GB cyclists romped home with 12 medals in Rio, exceeding their target of 8-10 medals

TARGET PRACTICE

As we now know, Team GB smashed its medal target for the Rio 2016 Olympics and achieved its goal of becoming the first nation to surpass its home Games medal haul. In the process, Great Britain sensationally finished second in the medal table, above global powerhouse China. Of the 366 British athletes at Rio, more than a third (130) came back with a medal.

But what was the cost of each medal at Rio? Which sports have the "cheapest" medals and which require more funding in order to deliver success?

Shooting might not be the biggest sport, but when it comes to cost effective podium finishes, it is top of the bill. At Rio, two bronze medals came at a cost of £3.95m over the four-year cycle – meaning that each "cost" the equivalent of £1.98m.

The success of gymnasts, such as double Olympic champion Max Whitlock, not only means that they have become household names, but that funding in the sport can be seen as money well spent. At Rio, the gymnastics team exceeded its medal target of three to five by securing seven podium finishes. As the sport received £14.6m of during the cycle, it meant that each medal came at a cost of just £2.09m.



EDWARD LING / XINHUA / SIPA USA / PRESS ASSOCIATION

Since its launch, UK Sport has poured a total of £1.138bn into setting up systems and supporting athletes

At the other end of the scale are hockey and sailing. The women's hockey team's victory at Rio might have been one of the highlights of the Games for fans, but success came at a cost. More than £16.1m was ploughed into the sport by UK Sport during the cycle, making the single gold the most expensive of all of Team GB's medals. The hockey team does, however, consist of 16 players – each of whom receives individual funding – so when calculating average costs, there's an argument to divide the cost among all 16.

Had the men's hockey team finished in the top three, as expected, then sailing would have finished as the sport with the most expensive medals at Rio. A total of £25.5m was invested in sailing over the Rio

▲ **GB's Edward Ling (above) and Steven Scott both won bronze in the shooting event**

▼ **Sailing delivered two golds and a silver, at a cost of £8.5m per medal**

Game cycle, but with three medals – at the lower end of UK Sport's expectation of securing between three and six medals – the two golds and silver ended up costing £8.5m each.

There were also four sports into which UK Sport invested during the Rio cycle which failed to secure a medal. Out of these, modern pentathlon (medal target of 1 to 2) and fencing (target of one medal) can be said to have underachieved, while archery and weightlifting had no medal targets for Rio – and delivered none.

SPORTING SUPERPOWER

Since its launch, UK Sport has poured a total of £1.138bn into setting up systems and supporting athletes – £904m of which has been invested in the Summer Olympics alone. It is almost impossible to argue that the organisation hasn't achieved what it was set up to do – to radically improve Team GB's performances on the world sports stage.

The details of the next cycle for Tokyo won't be disclosed until early 2017, and it remains to be seen whether the UK will greenlight an increase in funding.

While the "cost" of medals isn't among the criteria used by UK Sport to make its funding decisions, using



MARTIN RICKETT / PRESS ASSOCIATION

Average cost of medal for each sport

Total average for each UK Sport
funded medal: £4,288,524

Hockey	£16,141,393
Sailing	£8,501,351
Judo	£7,366,200
Rowing	£6,524,572
Equestrian	£5,997,620
Badminton	£5,737,524
Canoeing	£5,010,904
Boxing	£4,588,145
Athletics	£3,832,029
Swimming	£3,465,971
Taekwondo	£2,684,612
Cycling	£2,522,318
Triathlon	£2,485,992
Diving	£2,489,286
Gymnastics	£2,087,918
Shooting	£1,975,444

UK Sport spent £15,859,012 of
funding on Olympic sports which
didn't achieve medals at Rio

Modern pentathlon	£6,972,174
Fencing	£4,225,261
Archery	£2,952,237
Weightlifting	£1,709,340

Non-funded sports

Golf - 1 gold
Tennis - 1 gold
Rugby - 1 silver

it to compare sports does offer a way of assessing each sport's efficiency. With the average price of a medal at Rio standing at £4,288,524m, sports such as gymnastics, taekwondo and cycling could point out that their medals cost significantly less.

Liz Nicholl, UK Sport chief executive, says Team GB's success in Rio has ensured the team paved the way for future success at Tokyo. "We made sporting history with 67 medals across 19 sports," she said. "To win more medals than in London and to be ahead of China is an incredible place to be – it's spectacular in fact. Even the sporting superpowers have not increased their medal haul after hosting a Games. We are one of those sporting superpowers now." ●



▲ The three GB
medals in diving
represented good
value at £2.4m each

Archery

TOTAL SPENT: Rio 2016

£2,952,237 - 0 medals

Target medals: 0

Avg. Cost per medal: N/A

London total £4,408,000

Beijing total £2,834,000

Team GB sent two archers (Patrick Huston and Naomi Folkard) to Rio 2016. Neither medalled.

Sport England's elite funding:

Sport England announced its largest ever investment in archery for the 2013-17 cycle – with £2m given to Archery GB to continue to develop the sport. Of that total, £750,000 was set aside specifically for talent development.

▼ GB Gold medallist Nicola Adams in action against France's Sarah Ourahmoune. The average GB medal cost for boxing was £4.5m

Athletics

TOTAL SPENT: Rio 2016

£26,824,206 - 7 Medals

Target medals: 0

Avg. Cost per medal: £3,832,029

London total £25,148,000

Beijing total £26,513,000

● **Gold:**

1. Mo Farah - Athletics 5,000m
2. Mo Farah - Athletics 10,000m

● **Silver:**

1. Jessica Ennis-Hill - Athletics (Heptathlon)

● **Bronze:**

1. Team GB - Athletics (women's 4x400m)
2. Team GB - Athletics (men's 4x100m relay)
3. Sophie Hitchon - Hammer
4. Greg Rutherford - Athletics (Long jump)

Sport England's elite funding:

Athletics was handed a £22m legacy investment pot from Sport England to get more people to take up the sport – one of the largest single funding awards of the cycle.

Badminton

TOTAL SPENT: Rio 2016

£5,737,524 - 1 Medal

Target medals: 0-1

Avg. Cost per medal: £5,737,524

London total £7,434,900

Beijing total £8,759,000

● **Bronze:**

Marcus Ellis & Chris Langridge - Badminton

Sport England's elite funding:

Badminton received £18m during the cycle, with £3m earmarked for talent development. The funding will see Badminton England offer 1,750 prospects opportunities to take part in high-quality coaching at Performances Centres around the country. The very best of these young players can look forward to intensive support at the England Junior Academy, as they work to achieve their Olympic ambitions.



Boxing

TOTAL SPENT: Rio 2016

£13,764,437 - 3 medals

Target medals: 3-5

Avg. Cost per medal: £4,588,145

London total £9,551,400

Beijing total £5,005,000

● **Gold:**

Nicola Adams - Boxing

● **Silver:**

Joe Joyce - Boxing

● **Bronze:**

Joshua Buatsi - boxing

Sport England's elite funding:

Out of the total £5.8m funding pot, the Amateur Boxing Association of England was tasked with directing £1.2m to support talent pathways and produce the next generation of Olympians during the cycle.



◀ Team GB won two golds and one silver in the Equestrian event (around £6m a medal)

DAVID DAVIES / PRESS ASSOCIATION

Equestrian

TOTAL SPENT: Rio 2016

£17,992,860 - 3 medals
Target medals: 2-4
Avg. Cost per medal £5,997,620
 Beijing total £11,727,000
 London total £13,395,100

- **Gold:**
 1. Nick Skelton - Equestrian (eventing, showjumping)
 2. Charlotte Dujardin - equestrian (dressage)

- **Silver:**

Team GB - equestrian (team dressage)

Sport England's elite funding:
 From a total £6m funding pot, £1.1m has been earmarked for talented riders in each of the four equestrian disciplines. British Equestrian Federation's focus has been on enhancing coaching and coach succession, helping talented disabled and non-disabled riders get on elite programmes, and developing competitions.

Cycling

TOTAL SPENT: Rio 2016

£30,267,816 - 12 medals
Target medals: 8-10
Avg. Cost per medal: £2,522,318
 London total £26,032,000
 Beijing total £22,151,000

- **Gold:**
 1. Jason Kenny - cycling (keirin)
 2. Laura Trott - cycling (omnium)
 3. Jason Kenny - cycling (sprint)
 4. Team GB - cycling (team pursuit)
 5. Team GB - cycling (men's team pursuit)
 6. Team GB - cycling (men's team sprint)

- **Silver:**
 1. Becky James - cycling (sprint)
 2. Mark Cavendish - cycling (omnium)
 3. Callum Skinner - cycling (sprint)
 4. Becky James - cycling (keirin)

- **Bronze:**
 1. Katy Marchant - cycling (sprint)
 2. Chris Froome - cycling (road race)

Sport England's elite funding:
 Cycling is another sport which received a record level of Sport England funding during the cycle. From the total £32m, £6.4m will be directed to talent development and help identify and grow future Olympians.

Diving

TOTAL SPENT: Rio 2016

£7,467,860 - 3 medals
Target medals: 1-2
Avg. Cost per medal: £2,489,287
 London total £4,408,000
 Beijing total £2,834,000

- **Gold:**

Jack Laugher & Chris Mears - diving (men's synco 3m)

- **Silver:**

Jack Laugher - diving

- **Bronze:**

Tom Daley & Dan Goodfellow - diving (synco 10m)

Sport England's elite funding:
 Grassroots and talent funding is linked to the overall funding for swimming.



◀ Jason Kenny holds a total of six Olympic gold medals, equalling the record by Chris Hoy

Gymnastics

TOTAL SPENT: Rio 2016

£14,615,428 - 7 medals

Target medals: 3-5

Avg. Cost per medal: £2,087,918

Beijing total £9,036,000

London total £10,770,600

● **Gold:**

1. Max Whitlock - gymnastics (floor)
2. Max Whitlock - gymnastics (pommel horse)

● **Silver:**

1. Louis Smith - gymnastics (pommel horse)
2. Bryony Page - gymnastics (trampoline)

● **Bronze:**

1. Amy Tinkler - gymnastics (floor)
2. Nile Wilson - gymnastics (horizontal bar)
3. Max Whitlock - gymnastics (all-round)

Sport England's elite funding:

The total funding pot for the sport is £11.78m, which includes a £1m investment in talent development. This programme includes the appointment of 10 regional co-ordinators and increased competition opportunities for talented gymnasts just below the world class performance programme level.

Hockey

TOTAL SPENT: Rio 2016

£16,141,393 - 1 medal

Target medals: 1-2

Avg. Cost per medal: £16,141,393

Beijing total £9,882,000

London total £15,013,200

● **Gold:**

Team GB - (women's)

Sport England's elite funding:

£12m during the cycle, with £2.1m being ploughed into talent development

Fencing

TOTAL SPENT: Rio 2016

£4,225,261 - 0 medals

Target medals: 0-1

Avg. Cost per medal N/A

Beijing total £3,074,000

London total £2,529,000

Team GB sent three fencers to Rio, with Richard Kruse coming closest to a medal, losing his bronze medal match to the Russian Timur Safin and finishing fourth.

Sport England's elite funding:

British Fencing is one of the national governing bodies which had to undertake actions to ensure Sport England didn't cut off its funding in the current cycle. After "significant improvements" to its governance and a "more customer-focused approach" to attract new people into the sport, the NGB in 2014 secured £1.33m worth of funding - which included an increased investment in talent of £750,000 over three years.



ANDREW P. SCOTT / USA TODAY SPORTS / PRESS ASSOCIATION

Judo

TOTAL SPENT: Rio 2016

£7,366,200 - 1 medal

Target medals: 0-1

Avg. Cost per medal: £7,366,200

Beijing total £6,947,000

London total £7,498,000

● **Bronze:**

Sally Conway - judo

Sport England's elite funding:

Total investment during the funding will be £6.1m, of which £1.5m has been made available for British Judo Association's talent development programme.

◀ **Max Whitlock achieved double Olympic gold success in Rio in the gymnastic events**

Modern Pentathlon

TOTAL SPENT: Rio 2016

£6,972,174 - 0 medals

Target medals: 1-2

Avg. Cost per medal: N/A

Beijing total £5,920,000

London total £6,288,000

Team GB sent four athletes to Rio 2016 and none came back with anything other than top 10 finishes – the best being Kate French who finished sixth.

Sport England's elite funding:

Two thirds (£600,000) of the £900,000 funding given to Pentathlon GB has gone towards developing the talent pathway.

Rowing

TOTAL SPENT: Rio 2016

£32,622,862 - 5 medals

Target medals: 6-8

Avg. Cost per medal: £6,524,572

Beijing total £26,042,000

London total £27,287,600

● Gold:

1. Team GB - rowing (men's eight)
2. Helen Glover & Heather Stanning - rowing (coxless pair)
3. Team GB - rowing (coxless fours)

● Silver:

1. Team GB - rowing (women's eight)
2. Katherine Grainger & Vicky Thornley - rowing (women's double sculls)

Sport England's elite funding:

Sport England invests around £3m a year in British Rowing and funding has been earmarked for providing additional locations for talent support, offering more intensive support to rowers with the greatest potential to progress to world class level, and enhancing the domestic competition programme to align with world class selection.

▶ Helen Glover (left) and Heather Stanning (right) took gold for GB in the rowing (coxless pairs)

Sailing

TOTAL SPENT: Rio 2016

£25,504,055 - 3 medals

Target medals: 3-6

Avg. Cost per medal: £8,501,351

Beijing total £22,292,000

London total £22,942,700

● Gold:

1. Hannah Mills & Saskia Clark - Sailing (470)
2. Giles Scott - sailing

● Silver:

1. Nick Dempsey - sailing (RS:X, windsurfing)

Sport England's elite funding:

Royal Yachting Association will receive £9.3m during the current cycle, with £3.5m going to support the development of young talented sailors.

Shooting

TOTAL SPENT: Rio 2016

£3,950,888 - 2 medals

Target medals: 1-2

Avg. Cost per medal: £1,975,444

Beijing total £5,056,000

London total £2,461,866

● Bronze:

1. Steven Scott - shooting (double trap)
2. Ed Ling - shooting (men's trap)

Sport England's elite funding:

£1m over the current cycle – with £220,000 going into talent programmes.



Swimming

TOTAL SPENT: Rio 2016

£20,795,828 - 6 medals

Target medals: 3-5

Avg. Cost per medal: £3,465,971

Beijing total £20,659,000

London total £25,144,600

● **Gold:**

Adam Peaty - swimming (100m breastroke)

● **Silver:**

1. Team GB - swimming (men's 4x100 medley relay)

2. Jazz Carlin - swimming (800m freestyle)

3. Team GB - swimming (men's 4x200m freestyle relay)

4. Siobhan-Marie O'Connor - swimming (200m medley)

5. Jazz Carlin - swimming (400m freestyle)

Sport England's elite funding:

While the Amateur Swimming Association (ASA) had to meet conditions to secure Sport England funding for its grassroots and participation programmes during this cycle, its talent funding was unaffected. In total, the NGB received £6m over the four years to support talented athletes across the five aquatic disciplines (swimming, diving, disability swimming, synchronised swimming and water polo).

Taekwondo

TOTAL SPENT: Rio 2016

£8,053,837 - 3 medals

Target medals: 1-3

Avg. Cost per medal: £2,684,612

Beijing total £2,667,000

London total £4,833,600

● **Gold:**

Jade Jones - Taekwondo

● **Silver:**

Lutalo Muhammad - Taekwondo

● **Bronze:**

Bianca Walkden - Taekwondo

Sport England's elite funding:

In total, GB Taekwondo received £1.2m during 2013-17 – all of which went into talent programmes.

Triathlon

TOTAL SPENT: Rio 2016

£7,457,977 - 3 medals

Target medals: 2-3

Avg. Cost per medal: £2,485,992

Beijing total £5,113,000

London total £5,291,300

● **Gold:**

Alistair Brownlee - (men's)

● **Silver:**

Jonathan Brownlee - (men's)

● **Bronze:**

Vicky Holland - (women's)

Sport England's elite funding:

In total, Triathlon England was awarded £7.5m for the cycle. Of this, £2.2m will fund talent development; including a new paratriathlon talent support programme after the sport was included in the 2016 Paralympic Games.

Today, 1,300 elite athletes get their wages from lottery funding, and more than 600 have gone on to win Olympic and Paralympic medals since 1997

▲ The ASA received £6m over the four-year cycle to support talented athletes across five disciplines



Around 70 per cent of UK Sport's funding is invested through two channels. One is to national governing bodies of sport (NGBs) – enabling them to operate world class programmes – and the other is direct athlete funding in the shape of Athlete Performance Awards (APA). The APA, solely funded by National Lottery income, is paid directly to the athletes and contributes to their living and sporting costs.

▶ Andy Murray won gold in Rio – while the LTA received £3.7m to support GB talent

Weightlifting

TOTAL SPENT: Rio 2016

£1,709,340 - 0 medals

Target medals: 0

Avg. Cost per medal: N/A

Beijing total £1,686,000

London total £1,365,157

Team GB sent two weightlifters to Rio (Sonny Webster and Rebekah Tiler). Neither medalled.

Sport England's elite funding:

The sport was given £1.03m for the cycle. Traditionally, most of the funding has been for the development of competitive Olympic weightlifting and Paralympic powerlifting.

Since its launch, UK Sport has poured a total of £1.138bn into setting up systems and supporting athletes – £904m of which has been invested in Summer Olympics alone.

Non-funded sports which achieved medals

- Golf: Justin Rose - (men's)

Sport England's elite funding:

Sport England has invested £13m into the England Golf Partnership in the current cycle, with £3.3m being used to develop talent across the sport and fund an expansion of the County Academy Programme.

- Tennis: Andy Murray - (men's)

Sport England's elite funding:

Tennis has had its grassroots funding reviewed during the cycle and has had to meet conditions to keep its £17.4m funding going – but its talent funding has remained the same. In total, the Lawn Tennis Association has been given £3.75m to support talented players over the four-year period.

- Rugby:

Team GB - rugby sevens (men's)

Olympic sports with no Team GB at Rio

Beach Volleyball
Football
Handball
Volleyball
Water Polo

Non-funded sports present at Rio

Table Tennis

UK Sport cut all funding to table tennis following the London 2012 Games. Paul Drinkhall made it to Round 4 in singles while the men's team made it to the quarter finals.



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Working together for a brighter future





THE FA'S GRASSROOTS BLUEPRINT

Can consumer-centric artificial grass hubs breathe life into Sunday league football? Matthew Campelli finds out more about the FA's ambitious plans

In 1857 Sheffield FC was formed, thus becoming the world's first football club. The South Yorkshire city has form when it comes to firsts in football: Sheffield United's Bramall Lane is the oldest major stadium in the world, and now the Football Association (FA) is launching what could become its most ambitious grassroots football project in the locality.

The FA's Parklife project is being piloted in the city to test the governing body's hypothesis about the creation of high-

quality grassroots football hubs in urban areas and their effect on participation.

Two centres – which include a number of artificial grass pitches, changing rooms and social areas – have been established in the Graves and Thorncliffe regions of the city respectively. The hubs will be home to a number of FA-affiliated Sunday league clubs, and will also be used by recreational players and younger children.

If the pilot is successful, the FA will rollout the initiative around the country, with Liverpool and London next in line.

LOCAL PARTNERS

Robert Sullivan, the FA's strategy director, tells *Sports Management* that the programme is "central" to the organisation's strategy to improve grassroots football, and part of a wider £260m outlay the FA is making.

Parklife has been allocated £50m of this fund, plus £50m from the government and £50m from the Premier League. The FA is also asking local authorities to invest 40 per cent – an offer that Sheffield City Council was keen to take up.



Grassroots football will benefit from the FA's overall outlay of £260m

“We told Sheffield if they came aboard and made the initial capital investment, they would save the ongoing revenue subsidy that goes towards maintaining grass pitches every year,” says Sullivan.

“Building a number of new sites in Sheffield will also guarantee a certain income return, and therefore there will be money to subsidise the support for grass pitches around the city. You’ve then got a sustainable business that is supporting all grassroots sport and providing fantastic facilities for the players.”



▲ **Robert Sullivan,**
the FA's strategy director

Sheffield City Council director of culture and environment Paul Billington says that the FA investment was required due to the “extreme cuts in government funding” and the danger that football participation was decreasing because of the poor quality of local facilities.

Billington adds that he is keen to develop the relationship further and wants to add at least eight more similar facilities around the city.

Sullivan agrees that the “current economic climate” has not helped

local authorities maintain their football facilities, but highlights that other factors – such as a change in the habits of consumers, for instance – have had an effect on the number of people participating in grassroots football.

CONSUMER-CENTRIC CENTRES

While Sullivan acknowledges that Sport England has recorded participation declines in football over recent years, he suggests the figures are limited to Sunday league players and that there is a boom in the amount of people taking part in recreational football with operators such as Powerleague and Goals.

The FA will partner with private operators to run several of the hubs to provide consumer-centric service, and implement swipe cards and data capturing facilities to develop insight into what the modern grassroots footballer wants. Pulse has won the contract to operate both hubs in Sheffield.

“No longer is grassroots football mainly being played by blokes who drive up to

‘You’ve got a sustainable business that’s supporting all grassroots sport and providing fantastic facilities’

a park’s pitch in their kit, shuffle their trousers off in the back of the car, and then head to the boozier afterwards,” says Sullivan. “They’re on proper sites, and all of a sudden you can see grassroots football becoming more like the leisure industry.

“We’re still at the very early stages,” he says, “but you can see the potential of how it changes the interaction of grassroots football with the player and impacts their ability to get a better consumer experience.

“That’s what grassroots players want now, and they think ‘why am I slogging it out on a shit grass pitch when I could spend an hour in the gym in a nice leisure centre and have a Costa afterwards.’”

As well as being enjoyable surfaces to play on, the Parklife pitches are designed to be far less susceptible to weather than grass, and will be able to accommodate much more football – potentially transforming the way grassroots football is played in England. “Because there will be more slots it may require some cultural change, which means some matches won’t be kicking off at 10am on a Sunday,” says Sullivan. “That’s going to be interesting to see how that lands with people – they may like flexibility or they might want to remain in their traditional football slot.”

TAKING OWNERSHIP

Aside from developing a better customer experience to boost participation, the programme is about the FA showing that it is taking responsibility for the grassroots football landscape in England.



The FA's Parklife Project was endorsed by its former chair Greg Dyke

These days, grassroots football has to compete with the lure of a smart leisure centre



Whenever the England national team has a poor international tournament – such as this summer’s European Championships when Roy Hodgson’s team was dumped out by Iceland – questions are asked about why the country hasn’t been able to develop a crop of players to win a tournament for more than 50 years, and inevitably the issue of grassroots provision comes up.

“The opportunity to have ownership of our own sites and no longer be on the hook for local authority budget cuts every time there’s an economic downturn is a really big thing,” Sullivan explains.

LIVERPOOL AND LONDON

Sullivan says there are a number of other councils that want to change as well. Mayor of Liverpool Joe Anderson – “a big football man” – quickly expressed his interest, while a number of boroughs in London applied for Parklife sites.

“If there was ever a city crying out for this, it’s Liverpool,” says Sullivan. “It has the highest grassroots participation rates but the worst sports facilities.

“London is a very separate challenge because of the price of land, the size of

‘The opportunity to have ownership of our own sites and not have to worry about budget cuts is a really big thing’

the population and the huge demographic mix. But you’ve got to start somewhere, so we’ve got a partnership with Ealing and Hounslow on two sites, and we’ve gone through an expression of interest tender for other London boroughs and 13 have come back, so that’s a good level of interest.”

The two areas in Ealing and Hounslow being earmarked are Rectory Park and Gunnersbury, and Sullivan reveals that one of the sites will be managed by the local county FA, demonstrating the FA’s openness to allow different types of organisations to operate the hubs.

But aside from those immediate plans, Sullivan says everything is on the table,

from future locations to the possibility of getting commercial partnerships involved on certain projects.

“There’s an assessment criteria we’re looking at,” he stresses. “Manchester, for example, has a good provision of artificial grass pitches, so actually the Parklife model probably isn’t going to fit. But we’ll continue to do some more pitch and facilities provision through our Football Foundation investments.

“We’re not looking at a map and thinking ‘Newcastle is a football city, that’s where we’ll go next’, but where there’s a population of players, where there’s a need, and where there are local authorities willing to partner, we’ll be interested in that location.

“Later this year, we’ll do a national competition, open to local authorities above a certain size – that’s as much Bristol as Southampton, Norwich, Leeds or Newcastle,” Sullivan explains.

If Sheffield’s hubs prove to be effective in cultivating a thriving grassroots landscape, and show revenue-generating capabilities, then that competition may well receive a huge number of entries. ●

Stadium of the future

A new report from Deloitte argues that the sports industry is moving towards a model in which the stadium becomes a technological and commercial platform

Pete Giorgio • Sports Consulting Leader • Deloitte Consulting



Pete Giorgio leads the team at Deloitte which produced the report:

The Stadium as a Platform – a new model for integrating venue technology into sports business

The stadium experience is changing and it's no longer enough to simply consider the role of sightlines, seat widths and the price of beer. Sports teams need to encourage fans and event-goers to shape their own experience.

The idea of viewing the stadium as a platform requires an organisational and operational shift in mindset for both sports teams and stadium operators, those who embrace it will be offering fans the chance to experience the stadium of the future.

The stadium as a 'platform'

Bringing the latest advances in consumer technology into the stadium sounds incredibly appealing, however, stadium operators need to be conscious of the changes that are needed when it comes to both operating mindset and organisational behavior.

When considering how stadium technology will change the fan experience, we use a definition attributed to Bill Gates: "a commercial platform exists when the economic value of everybody that uses it exceeds the value of the company that creates it."

Transforming the stadium into a platform means 'opening up' the stadium to third parties, including developers, sponsors and advertisers. This results in significant changes for the stadium business model.

The economics of a platform are very different from those of selling a stadium experience for the price of a ticket – for example, an event which is surrounded by concessions and retail. In the new model, the stadium owner is not just the operator of the venue, but also the architect and manager of the platform.

When planning a new stadium, think about the technology required today and also for the lifetime of the stadium

While this shift carries risks for the facility owner/operator, there is also a significant opportunity to create new sources of value for fans and partners alike.

There are three primary components to designing and maintaining the stadium platform:

1. Development ecosystem

While we use 'platform' to refer to the entirety of the stadium business model, at its core is a technology ecosystem; the collection of hardware, software and tools that allow people to access and build on top of the stadium's core infrastructure and systems. Stadiums can foster the development of new experiences by creating tools like APIs, libraries and software development kits (SDKs) and providing support to developers.

2. Business and value drivers

The primary economic force that differentiates platforms from standalone products is network effects. This is because the benefit of using a platform increases with the number of other users on the platform. The strongest example is Facebook, where the value of the social network increases for



each user as more of the user's real-world friends join. Additionally, as the number of users on a platform grows, it becomes increasingly attractive for developers to build applications for the platform or for companies to advertise on the platform.

The more applications written for a platform, the more attractive it will be to users.

3. Rules and governance

Opening up a platform for third-party development can be risky, as it means allowing other entities to access core infrastructure and manipulate information in order to build new experiences for guests. This loosens the venue's control over how fans engage with it and means the experience can no longer be fully controlled through proprietary software and team-created applications.

Therefore, it's the stadium operator's responsibility as the 'architect' and owner of the platform to create the rules which dictate which data and systems can be used when, how and for what purpose. This requires not only guidelines and policies for

Each new stadium opening creates higher expectations from fans as the experience improves

developers, but also the creation of commercial guidelines to determine how transactions are managed in the stadium and how revenue is shared between the team/stadium and its partners.

In addition, the stadium operator must define and clearly communicate how misuse of the infrastructure will be addressed and then – importantly – consistently enforce these rules.

Implications for teams and operators

Teams building new venues are best positioned to think about creating this new set-up from the ground up.

From day one of planning the design and construction of a stadium, think about the technology infrastructure required to create the experiences you want fans to have. Consider this in relation to three timescales – what is possible today, what is likely to be possible by the time the stadium opens and what might be possible in the future and how it will work throughout the stadium's lifetime.

When it comes to retrofitting, existing stadiums can build platform design into their technology upgrade



Competition between stadiums means each opening sets a new target for subsequent stadiums to surpass if they are to meet fans' expectations

investment cycles so they can better address the needs of fans. Competition between new stadiums means that each opening sets a new target for subsequent stadiums to surpass. As a result, fans' preferences and expectations are constantly changing.

Staying up-to-date in a changing world

For an already operating stadium, it's still possible to use the platform concept to go further towards meeting fans' changing needs.

All technology upgrades within the stadium – such as installing beacons or introducing mobile ticketing – should be considered through the lens of how they will integrate with other parts of the stadium and how they can be opened up to outside development. Additionally, advances in cloud infrastructure and mobile technology have made it possible to improve stadium technology without substantial on-site investment. This means that older stadiums can use newly developed technology to offer new experiences

The interaction between fans' devices and stadium operational systems generates a treasure trove of valuable data

that meet fans' needs and expectations and compete with more recently opened venues.

As we've said, the value of a platform increases exponentially with the number of users and developers on it. Stadiums, teams and leagues have already seen success in encouraging fans to use their devices at the stadium, meaning there's a readily-available potential user base for a stadium platform. Developers, however, are more scarce. Concerted efforts must be made to attract and encourage them to build new applications. Creating development tools and seeding them widely to developers is the first step to tapping into the potential of others to create new, unique third-party experiences.

The interaction between fans' devices and stadium operational and commercial systems generates a treasure trove of data which can be used to make operations more efficient. Other data will give insight into fans' behaviors and preferences that could be of value to the team and its partners and sponsors. ●

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Ageing games

Enjoying the highest life expectancy in the world, Andorra took active participation for pensioners to another level this year, by staging the world's first Sports Games for the Elderly. Kath Hudson reports

While out running last week, I was overtaken by a 76-year-old man who – I discovered – only took up running in his 40s. He's since become a serial marathon runner.

An 80-year-old woman is a regular face on Cornwall's triathlon circuit, knocking out times people a fraction of her age would struggle to beat.

Yet frequently this demographic is not catered for by sports clubs and local authorities. More often than not, they consider people over 50 to be 'older customers' and there's little in the way of organised competitive sport aimed at septagenarians, or older.

▼ **Andorra has the highest life expectancy in the world at 83.5 years, and the elderly are unusually healthy and active**

ACTIVE AGEING

Andorra – a tiny principality which sits in the Pyrenees, between France and Spain – went against this trend when it staged its Sports Games for the Elderly this June. An initiative of the Olympic Committee of Andorra, funded by Olympic Solidarity, the event was organised in collaboration with the government, municipalities and the Senior Andorrans Federation.

For the first half of 2016 activities were organised to prepare potential participants for the main event on 15 June. Elderly people were invited to get ready for competitions and participate in organising the event, along with school children and experts.





According to a spokesperson for the Olympic Committee of Andorra, the idea was mooted by the board of the Olympic Committee, in keeping with Andorra's efforts to become an age-friendly society.

"The board asked Olympic Solidarity for funding and they gave us a grant spread over four years," he says. "We consulted elderly people on what activities they liked doing and then we prepared the Games with 12 different activities adapted to the elderly."

Those sports included billiards, gymnastics, golf, swimming, orienteering, archery and bocce in the morning, with quieter games like dominoes, cards and dancing in the afternoon and the day ended with a glittering awards gala, and a 'convivial evening' in keeping with the spirit of the Olympics.

Each of Andorra's seven municipalities fielded a team and 300 people spanning 60 to 90 years of age took part on the day. The same number participated in events running up to the main event in June.

"The feedback was fantastic," says the spokesperson. "Elderly people spend a lot of time at home, in front of the tv, but when you give them a push they are very happy to try something different. It was so satisfying to see how happy they were."

▲ **Sports were adapted to make them suitable for elderly people**

▼ **Elderly people could participate in the Games as competitors or volunteers**

"We didn't push too much, or put pressure on people to take part, we said, 'it's a nice day to be part of, with a big paella to eat, if you want to participate in an event you can. If you prefer to volunteer, don't worry.' We didn't push people to train hard and to win. It wasn't all focussed on the sport – the focus was to create a happy day. Luckily people liked the idea."

When dealing with elderly people, health and safety is a major concern, so events were held close to the hospital. Fortunately, there were no injuries.

FOREVER YOUNG

While a date for another Games for Andorra's elderly inhabitants is yet to be set, there is the appetite to make it happen. The Olympic Committee of Andorra would like to take its experience of this Games and





hold another event in a couple of years, as they believe that even more people would participate and they could build on their great success.

So, could this type of event be replicated in other countries? Andorra does have a few advantages. Firstly, it has a clement climate. The weather is very important for an outdoor event concerning the elderly. If the weather is unsettled, it makes sense to either plan indoor activities, or have a Plan B that allows the event to be moved indoors on the day.

Andorra has an unusually active and healthy elderly population, enjoying the world's highest life expectancy of 83.5 years, according to figures from

▲ **The Games events included bocce (top left), bowling (top right), frisbee (bottom left) and a 'convivial evening' (bottom right)**

the World Health Organization (WHO). Many people surpass this, living into their late 90s.

NEVER TOO OLD

The country also has a proactive approach to looking after its ageing population. Andorra la Vella set out its aim to become an age-friendly city in March 2013, prioritising the improvement of quality of life for the elderly and the promotion of active aging. An inter-governmental approach was formed, involving all relevant NGOs, the Ministry of Health and Welfare, as well as companies and individuals. An advisory committee under the presidency of the mayor was



“Elderly people spend a lot of time at home, in front of the tv, but when you give them a push, they are very happy to try something different”

LONGER LIVES

Researcher Dan Buettner, author of *Blue Zones: Lessons From the People Who've Lived the Longest* conducted a research into longevity, funded by *National Geographic* and the National Institute on Aging. He identifies these factors as being crucial for a long life: a regular, natural tendency to be active; a habit of eating less; a plant-based diet; active participation in a community and a life purpose.

According to NHS Choices, older adults are the most sedentary age group, spending an average of 10 or more hours a day sitting or lying down. This then

leads to higher rates of falls, obesity and heart disease.

There is strong evidence to show that active people have a lower risk of heart disease, stroke, type 2 diabetes, some cancers, depression and dementia. Exercise reduces aches and pains, improves mental health and maintains independence.

NHS Choices recommends 150 minutes of moderate activity a week, preferably in bouts of 10 minutes or more, such as fast walking, water aerobics, cycling, playing doubles tennis or pushing a lawn mower. While heavy gardening counts, daily chores do not.

also formed, including representatives of social and health services, a gerontologist and two elderly people. The Elderly Games was a natural progression of this society-wide respect for older people.

Added to this, Andorra has managed to cultivate a largely stress-free lifestyle, focussed around good natural food and a healthy, outdoor lifestyle. Older people still routinely walk in the mountains and tend their gardens, and even those in assisted living residences have access to a gym and mountain walks.

Each parish has a state-of-the-art public leisure centre, offering free activities for older people, as well as frequent free public transport.

According to WHO, Andorra has the third best public health system in the world. Residents enjoy a feeling of wellbeing and safety – having been untouched by war for more than 700 years, Andorra doesn't have an army and, for its population of 70,000, there is just one prison, with about 50 inmates.

Smoking and drinking red wine is still popular, but more to have a good time than to offset stress. ●

Game of drones

Drones are becoming increasingly popular within the sports sector. Tom Walker looks at how these unmanned flying machines are being deployed

“Drones are one of the most popular and fastest progressing technologies,” says Brandon Lee, director of sales and marketing at US-based Arch Aerial. “Today you can buy an affordable drone which captures 4K video, takes 16 megapixel photos and has object avoidance sensors.”

Arch Aerial is a leading drone supplier and as well as providing the hardware for a number of sports-related projects, provides mapping and other services across the agricultural, insurance and energy sectors.

According to Lee, the sector is still relatively young and sport – among other industry sectors – is only just waking up to the exciting possibilities offered by drones. He adds that as the safety of the devices improves, so will their popularity.

“Drones are becoming safer and more reliable, so soon just about anyone can operate them,” he says. “While they’re being used in adrenaline and action

sports currently, my opinion is that there is a lot of room for improved coverage in all sports.”

FUTURE FLIGHTS

As drone technology continues to develop, there are many more operations that these unmanned machines will be able to perform within the sports industry – and some are already being trialed. Drones are already being used as aids for stadium security and for spectator controls, for example.

At the European Football Championships earlier this year, the French police used drones to monitor fans outside stadiums and were able to observe and attend to “hot spots” where rival fans were congregating. Camera-carrying drones were also used as additional CCTVs at this year’s Rio Olympics, with many seen hovering above stadiums during events.

Drones are also becoming a sport in themselves. Technology which allows ever faster and agile drones has resulted in the emergence of drone racing as a professional sport. There are now a number of drone racing events that attract crowds of thousands and which have significant cash prizes for winners – most notably the US\$1m (£760,000) Dubai World Drone Prix which took place in March 2016.

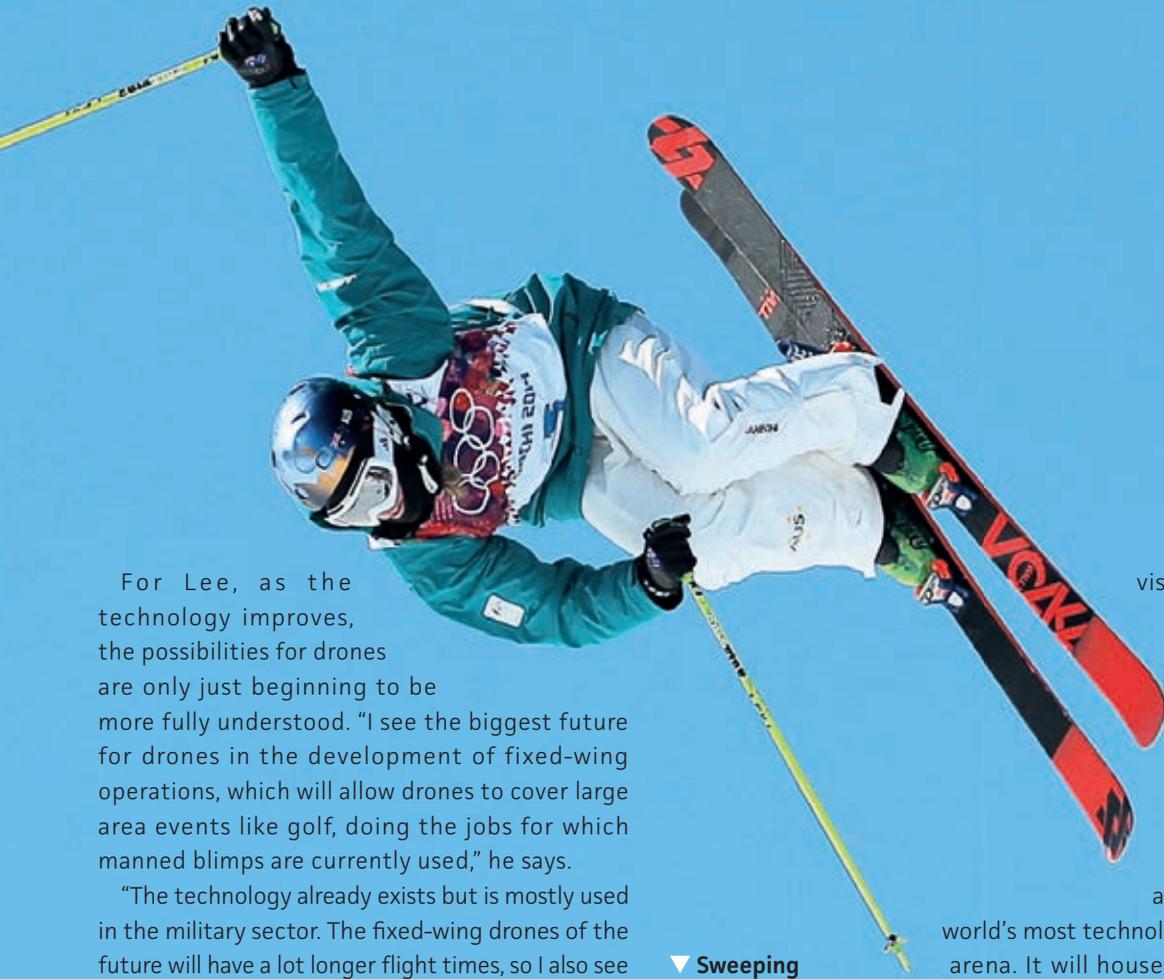
Broadcasters are also taking note and earlier this year UK-based Sky Sports decided to spend US\$1m to secure the TV rights to the US-based Drone Racing League (DRL). This competition will be shown on the broadcaster’s new Sky Sports Mix channel across 10 one-hour episodes starting from October 2016.

More significantly, Sky Sports has recently completed a distribution deal with the DRL to bring live drone racing events to the UK, with this rumoured to be taking place at a yet-to-be-named iconic London venue.



◀ **Brandon Lee (right) of US-based Arch Aerial with football manager Chris Coleman (left)**

◀ Drones were used extensively at the Sochi 2014 Winter Olympics to capture live sports action



For Lee, as the technology improves, the possibilities for drones are only just beginning to be more fully understood. “I see the biggest future for drones in the development of fixed-wing operations, which will allow drones to cover large area events like golf, doing the jobs for which manned blimps are currently used,” he says.

“The technology already exists but is mostly used in the military sector. The fixed-wing drones of the future will have a lot longer flight times, so I also see them ultimately being used to cover sports that take course over longer distances – such as cycling and motor sports. Drones will be the future in that space.”

Here we look at other sports applications for drones:

APPLICATION 1: CONSTRUCTION

Drones are currently being used at sporting venues long before the fans or athletes even arrive – as part of the initial design and construction process.

At the Golden 1 Center in Sacramento, California – the future home of NBA team Sacramento Kings – drones are being used to identify potential construction problems during the build process.

The system, called “Flying Superintendent”, uses images and videos taken with a camera drone and combines them with four-dimensional building information modelling (4D BIM) to identify and

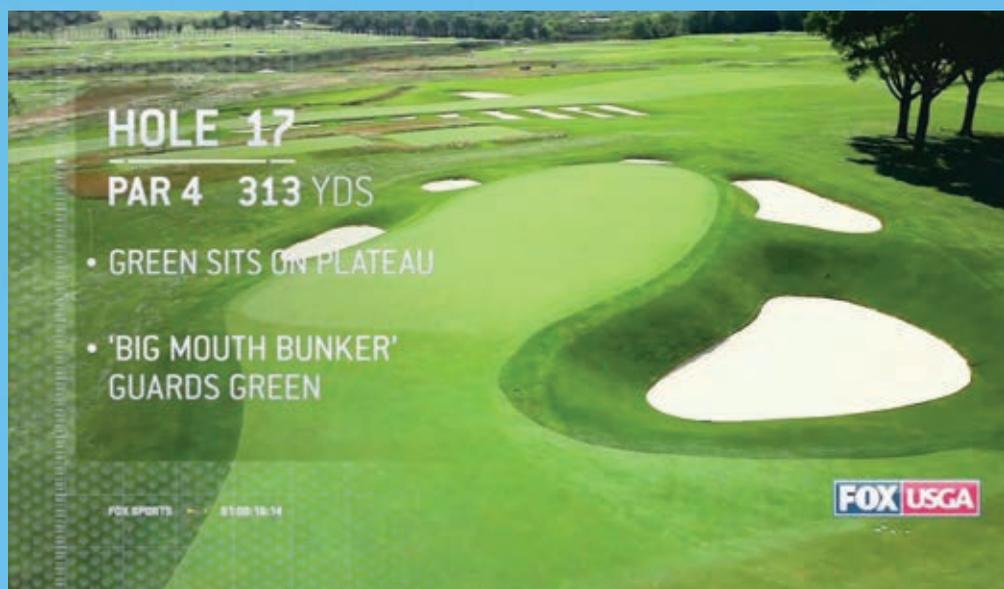
▼ Sweeping aerial shots of golf courses and ski runs are now popular techniques for sports broadcasting

visually communicate the presence of issues to the construction teams on the ground.

The AECOM-designed Golden 1 Center, which is due to open later this month (October 2016), has already been hailed as the

world’s most technologically advanced indoor arena. It will house the first ever 4K video board and an ultra-interactive app for fans to use during events, as well as a massive amount of connectivity within the building.

According to Sacramento Kings’ president Chris Granger, using innovative techniques in the construction phase sits perfectly with the club’s ethos of creating a “venue for the future”.



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Drones allow coaches and managers to analyse the efforts of their team from an aerial angle

AXEL HEIMKEN / PRESS ASSOCIATION

“Golden 1 Center will utilise next-generation technology to connect fans and enhance the way they experience basketball games,” said Granger. “It’s a natural fit for our partners to come together and use technology in revolutionary ways.

“This drone has helped us meet our goals, manage production schedules and costs and provided a resource that connected our partners like never before.”

The Flying Superintendent was designed by engineers at the University of Illinois in partnership with the arena’s building contractor, Turner Construction. According to Lincoln Wood, regional manager for virtual design at Turner Construction, the aerial images provided a comprehensive picture of progress and highlighted how a slowdown in one area may affect the entire project.

“The powerful thing about this technology is that it allows us to visualise and mitigate potential risks to our schedule before they happen,” he said.

APPLICATION 2: BROADCAST

Sports broadcasting is another area where drones are revolutionising operations. Sweeping aerial shots of golf courses, ski runs and sections of roads at cycling races are now a powerful method of conveying the environment and the challenges faced by athletes to the viewer. Drones are perfect for recording these ‘beauty shots’ as they are more mobile and effective than cumbersome blimps – and much cheaper than using helicopters and a camera crew.

▲ **Clubs can take the footage captured by drones and use it for crucial player feedback**

▼ **Premier League clubs such as Liverpool FC are using drones as a key training aid**

The buzz of camera drones is becoming a familiar sound at major events and they were used extensively at the Sochi Olympic Games to provide live video of snowboarding, freestyle skiing and ski jump competitions. Drones were also used to film parts of the opening ceremony at this year’s Rio Olympic Games, including the section celebrating the work of Brazilian aviator Alberto Santos-Dumont.

US-based broadcaster Fox Sports was an early adopter of drone technology and has used them to produce aerial footage at the US Open tennis championship and also the Women’s World Cup in 2015. According to Brad Cheney, Fox Sports’ director of technical operations, the company is constantly testing new hardware in order to improve its footage: “The evolution is happening at a rapid pace, with new



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technologies coming to market every three months or so," he said. "With that happening, we're evaluating tons of units for possible use and working closely with vendors in determining a range of different modifications of new systems applications.

"As we try to make this work in weekly sports productions, we're in continuous dialogue with governing bodies, venue management teams and local officials to make progress as technologies change."

APPLICATION 3: TRAINING

Perhaps the most innovative way to use drones is as an aid for elite performance training. A number of football clubs now use drones to record crucial training sessions and then analyse the footage.

Typically, a drone company is contracted to film training sessions and the footage is then edited by the club's video analysts to show the squad what worked well and what could have been done better as part of feedback to players. English Premier League teams Swansea FC, Arsenal and Liverpool FC are among many of the clubs to utilise drones in this way.

According to Arch Aerial's Lee, this is the area where drones are currently "doing some of their best work".

"As well as broadcasting, the other big market for drones in sport is recording training and analysing the footage," he says. "Drones allow both coaches and managers to analyse the efforts of their team from an aerial angle. These angles can replicate the popular camera angles which are seen on broadcasts or the top-down angles which allow everyone to get a much clearer perspective than a field-side view.



▲ Drones now have a much wider application across all types of sports

A.LESIK / SHUTTERSTOCK.COM



◀ The use of drones can be beneficial for all sports clubs – local or professional



I see the biggest future for drones in the development of fixed-wing operations

“Used this way, drones can benefit just about anyone – whether a local youth club or a professional club.”

One of the companies specialising in recording training sessions and helping clubs improve on-field tactics is M7Aerial. It has worked with teams at various levels – including the Welsh national team, Liverpool FC and The New Saints in the Welsh Premier League.

According to Mark Wynne, for many coaches the introduction to using drones is a revelation. “When we show the players and coaches the footage from the sessions for the first time, it’s often a ‘standing with your mouth open’ moment,” Wynne says. “They can immediately see the benefits, picking up things they’d missed when observing the training at eye level.

“Often the first question they ask is laced with worry – they want to know if rival clubs are using drones and whether they’ve been missing out.”

Wynne adds that teams at various levels look to achieve slightly different things when it comes to using drones in training. “For the Welsh national team, using drones has proven to be a powerful visual aid to reviewing and presenting tactics, as the coaching team does not have the luxury of spending long

▲ **Virgin Active health clubs use ‘Drone-ovic’ to help its members improve their tennis game**

periods of time with the players before their games,” he says. “When it comes to teaching specific tactics – say – where a certain player should move in certain scenarios – showing footage shot from above works well with players, as they can remember it far more easily than if it’s presented on a static flipboard.

“When it comes to the Premier League teams we work with, their focus is more on having continuity through the season. They want to be able to analyse things over a long period of time and see how players are developing and adopting new tactics.

“For clubs lower down the ladder, it’s more about trying to replicate what bigger clubs have done and wanting to introduce something new at their level – to get those small gains against their rivals.”

APPLICATION 4: TENNIS COACHING

It’s not just professional teams that use drones – health and racquet club operator Virgin Active is using them to help tennis-playing members improve their game.

Called “Drone-ovic”, they drop tennis balls from high up so players can practise swings in a way that wouldn’t be possible to with a ball machine. They also records performance so players can review them with their coach.

“The great thing about Drone-ovic is it recreates the serve and smash experience with greater accuracy,” says Gary Stewart, head of racquets at Virgin Active. “Dropping tennis balls from high, unexpected angles keeps members on their toes and improves technique and agility.” ●

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Inclusive audiences

Football stadia are leading the way in providing facilities for those with learning disabilities and mental health issues. Kath Hudson reports

“**N**ot all disabilities involve wheelchairs and we are raising awareness of hidden disabilities, which are often overlooked, but need addressing in a big way,” says Kate Shippey, mother of three children with autism, and co-founder of The Shippey Campaign, which aims to get sensory rooms installed in all football stadia, making matches accessible to those with sensory difficulties, like autism.

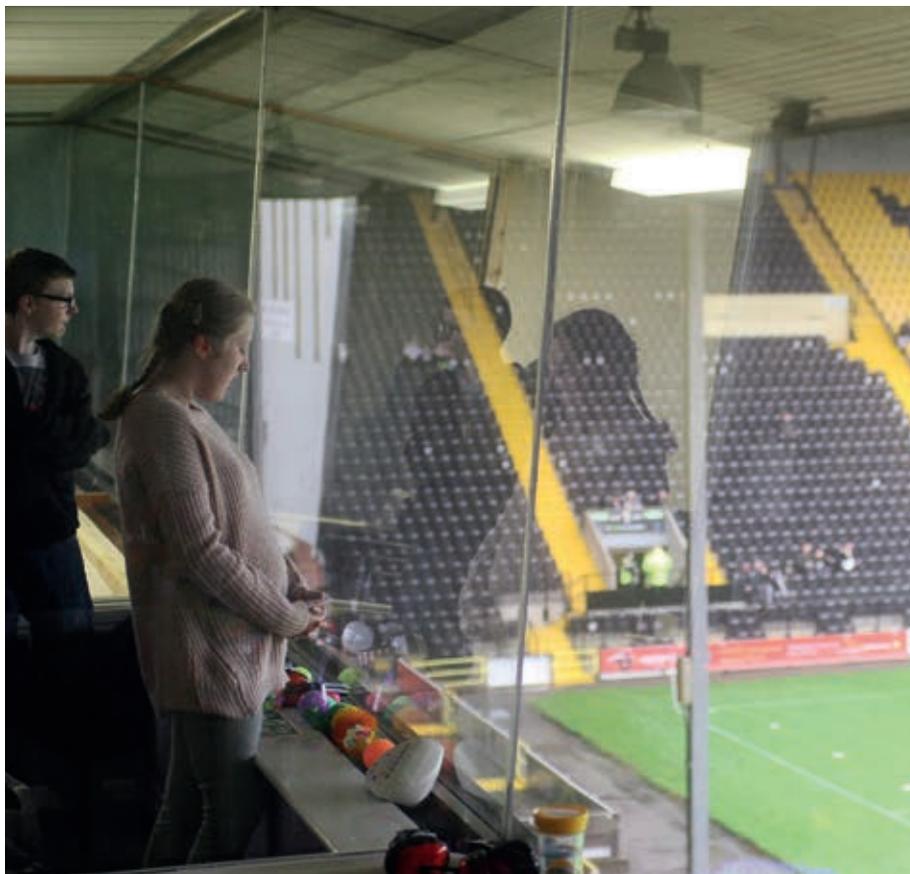
Currently, around 700,000 people in the UK are affected by autism, and a high proportion suffer from sensory difficulties. For them, the noise of a large crowd is agitating and hurts their heads, triggering the response that neurotypical people feel when hearing nails scraping down a blackboard. Those with Sensory Processing Disorder, Down’s Syndrome, Attention Deficit Hyperactivity Disorder, Depression and Agoraphobia can also be affected.

▲ **The new sensory room at Sunderland FC’s Stadium of Light provides a calm space for Nathan Shippey to enjoy football with his parents, Kate and Peter**

The Shippey Campaign began when Peter Shippey took his son, Nathan, to see Sunderland play. Despite being armed with ear defenders, headphones, his favourite music and a hat, and being desperate to see his favourite team play, the noise was too much for Nathan and they had to leave. After further unsuccessful attempts they asked Sunderland if they would consider creating a sensory room, something they believe to be a world first.

SUNDERLAND LEADS THE WAY

Following almost a year of research, drawing plans and meeting with the club and specialists, The Nathan Shippey Sensory Room was launched for the 2015/16 season, providing a safe, calm space for up to three fans and three carers to watch the match behind glass. The project has been a resounding success, running at full capacity, as well as earning the title



CREATING A SAFE SPACE

It's not just football stadia that need to be more aware of how to be more welcoming to those who suffer from autism and other sensory conditions, and both the Shippey Campaign and Autism East Midlands are happy to consult with operators on how to do this.

Tips from the experts

Autism East Midlands provides autism awareness training for a small charge, ranging from a basic two hour session, to a bespoke service for bigger companies.

Mair Dyer from Autism East Midlands suggests putting a visual walkthrough of the facility on the website. Also running sessions at a quieter time of day, or creating a quiet space without bright lighting.

For more details visit:

www.theshippeycampaign.com
www.autismeastmidlands.org.uk

of Best Marketing Initiative at the Stadium Events and Hospitality Awards in 2016.

"When we saw how popular the room was after a few games, we launched The Shippey Campaign," says Peter Shippey. "Our aim is to have facilities like this nationwide, in every stadium. As the room was full for every match, with a waiting list, we became a registered charity in May 2016 to help us on our mission."

The movement is fast gaining momentum. This summer, Notts County Football Club worked with Autism East Midlands to convert four executive boxes into three sensory rooms and a room for parents to have a pint, or some quiet time. With some

community help to paint the boxes and the donation of equipment from Rompa, Notts County has created three different rooms, as people with autism have a variety of different needs.

"They all have comfy armchairs, beanbags, lava type lamps and sensory mats, but one is visual, one is touchy feely and one is for people who might have a shorter attention span and need a room which has lots of variety," says Notts County FC's human resources manager, Beverley Markland. "They can hear some of the noise, but can also drown it out. They have their own space so they can participate in the match to the extent that they feel comfortable."

The occupancy for each room is eight; four people with complex learning difficulties and four carers. However, the club has found many families have wanted to book the

▲ **Notts County FC allow families to book their sensory rooms for exclusive use**

◀ **HR manager Beverley Markland says families with autistic children can now feel comfortable at Notts County FC**



rooms for exclusive use, to make the most of a rare opportunity to enjoy a family experience together.

As Mair Dyer, director of adult services for Autism East Midlands explains: "It can be difficult for families with an autistic child, or adult, to find activities they can enjoy together. This may particularly be the case where the autistic individual has sensory needs and may find noisy, busy and bright environments overwhelming. Equally an environment which requires people to be quiet or has a restriction on the ability to move about may be just as challenging.

"A lack of understanding of the impact of autism on an individual can mean families experience judgemental reactions, especially where the individual's behaviour is not seen as appropriate by others for the situation or activity being undertaken.

"Often the combination of the expectations of

Knowing you are among others who understand makes the whole experience more relaxing

others, plus finding something that meets the needs of everyone in the family is just too great. This can result in the family having to divide itself to accommodate differing activities, or just not being able to access particular activities at all."

POP-UP SENSORY ROOM

Other clubs are starting to follow suit. Chesterfield Town's September match against Northampton Town featured a pop-up sensory room, organised by the Chesterfield FC Community Trust and Accessible Derbyshire, with the space provided by TM Accounting Services and Rompa supplying the equipment. A number of youngsters affected by autism, together with their families, were invited to use the room as guests of the club.

"For many of the families it was their first experience of a match and it was smiles all around," says Accessible Derbyshire co-founder, Gillian Scotford. "The children were comforted by the ear defenders and fascinated by the bubble tubes, interactive lights and sensory toys.

"It was a very safe and comforting environment for both the carers and the children and knowing you're among others who understand makes the



whole experience more relaxing. We've already had emails asking about the next event."

Peter and Kate Shippey are now in talks with the Premier League and have hosted more than 20 representatives from clubs throughout the leagues at The Nathan Shippey Sensory Room. They have even been contacted by the new Perth Stadium in Australia, which is interested in their advice. Rangers FC is already in the process of creating a sensory room and Newcastle FC is currently undertaking a

▲ **Sensory rooms should be very visual and tactile**

▼ **Notts County FC now has three sensory rooms with space for 24 people**





It opens up football to those who would be overwhelmed by the experience

full accessibility review and a sensory room will be considered as part of this provision.

“We would love to see more spectator facilities offering a safe and calm environment for those with sensory difficulties,” says Shippey. “Currently the door to the most popular sports are shut to those with these difficulties and their families. Generally, when we read about sports facilities being adapted for disabilities, we read about wheelchair access, however, sensory difficulties can be as debilitating.”

Dyer warmly welcomes all these efforts from the clubs. “It opens up football to those who would be overwhelmed by the experience, lets them try



▲ **Northampton Town FC created a pop-up sensory room for a recent match day**

something new and enjoy a different family experience. Hopefully this is the start of a new generation of family experiences. Autism-friendly communities are important, as people with autism and their families are often excluded due to a lack of awareness.” ●



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TRAINING DAYS

DAFA, a partnership-based training programme in Quebec, Canada, received the World Leisure Organization's Innovation Award earlier this year. Tom Walker spoke to programme leader Sonia Vaillancourt about the DAFA model

What is DAFA?

DAFA stands for Diplôme d'Aptitude aux Fonctions d'Animateur, or 'group facilitation skills certificate'. Established in 2009, it delivers training courses, materials, support and oversight for activity leaders, instructors and managers of sports and other recreational activities in Quebec and Canada.

The programme validates the work of activity leaders, promotes their recruitment and retention, and encourages their mobility between networks through recognition across the country.

What makes it unique is that it is the result of an unprecedented cooperative effort by Quebec's recreation organisations, working together to manage the programme's development.

Thanks to its decentralised structure and the flexibility it provides to organisations, training can be adapted to the needs of any community.

As a result, it's now recognised by all national leisure organisations. More than 25,000 young people have already enrolled in DAFA training, along with nearly 400 municipalities and local organisations. Around 800 instructors also now offer DAFA training.

What were the motives for setting it up?

Seven national recreational organisations – through an initiative set up by Quebec's Council of Leisure (Conseil Québécois du Loisir or CQL) – shared their experiences about the challenges they faced in sports training and management. These included



Vaillancourt says a flexible and decentralised format is key

the lack of recognition for the programmes they run; society's rising expectations of quality and safety in the supervision of children; and the difficulties they encounter in recruiting and retaining staff.

In order to devise an appropriate solution, the organisations agreed to share their knowledge and know-how to develop a single training programme they would all recognize, as a way of delivering safe, high-quality sport and recreational experiences.

How can organisations get involved in DAFA?

Those wishing to offer DAFA training must meet the accreditation conditions to become certified local organisations (CLO). Once certified, CLOs can develop their training programmes in accordance with their needs and programme requirements.

Each CLO must provide the content of the training course, respect the allotted time, use the *Instructor's Guide and Activity Leader's Guide*, and conduct evaluations. The CLO is free to choose which educational activities they wish to use, the course schedule and the terms of the offer. CLOs may ask the national organisation or the DAFA team for assistance with the implementation of the training programme.

What makes DAFA innovative?

I think it's due to the fact that it has a flexible, decentralised format and its broad deployment across the province meets various community needs.

In its launch year, the number of certified activity leaders was 354. By the last count – carried out in February 2016 – there were 22,000. Over the same period, the number of accredited organisations that employ and train certified activity leaders went from 79 to 400, including 212 municipalities.

I believe our success is based on the solidarity among the partners and their commitment to resource sharing. There's been real enthusiasm from local organisations large and small, urban and rural.

► **Over 400 organisations now offer DAFA-trained certified activity leaders**

Research clearly shows that DAFA has been a very successful scheme since it was first implemented

”



How do you measure DAFA's success?

Participative evaluation is at the heart of the DAFA Programme, but after five years of assessments, the partners asked the University of Quebec to begin to evaluate the programme, by consulting with activity leaders, instructors and local organisations.

The evaluation examined the effectiveness and efficiency of the DAFA Programme. Where effectiveness was concerned, the entire DAFA Programme was evaluated, although priority was given to assessing the lessons which had been learned and their effects on activity leaders and their work, as well as the project's impact when it comes to reaching out to a range of different clients.



ABOUT THE WORLD LEISURE INTERNATIONAL INNOVATION PRIZE

Organised by the World Leisure Organization (WLO), the first World Leisure International Innovation Prize was handed out at the 2006 World Leisure Expo in Hangzhou, China.

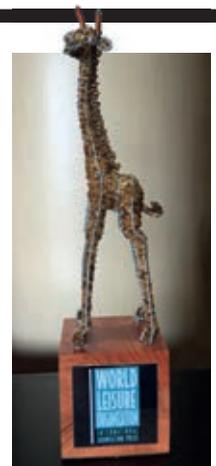
George Torkildsen, WLO chair, did much of the programme's initial planning – including the criteria and timeline. Sadly, Torkildsen died before the first prizes were awarded.

The prize recognises organisations that have implemented creative solutions that foster local, national, or international leisure opportunities for

the benefit and development of individuals and wider communities, including in the workplace.

The winners illustrate best practice in the management of sports, leisure and cultural facilities and services. Some projects show ingenuity in maximising small budgets in the public, private, and voluntary sectors, while others demonstrate innovation on a grand scale.

World Leisure has now made 29 awards over six prize rounds in 2006, 2008, 2010, 2011, 2012 and 2016, all determined by international committee.



We wanted to know whether the DAFA programme produced better activity leaders and also to learn about its impact.

In total, 997 activity leaders, instructors and accredited organisations completed the questionnaire and all parties involved were unanimous in their appreciation for the programme and said they would like to see it continue. A high proportion said they would recommend it.

When it came to market penetration, the university's research clearly demonstrated that DAFA is well known and recognised in the field, and that it has been a very successful scheme since it was first implemented⁹.

It is estimated that the number of people registered in the programme represents 40 per cent of the potential market. Bearing in mind the marginal nature of some rural day camps and the current absence of DAFA from some cities, this constitutes a significant success after just a few years of the programme's operation.

With regard to validating the profession, however, success has been much more modest, with no apparent improvements to working conditions for activity leaders or their professional orientations.

What challenges is DAFA facing?

There are several challenges ahead for the DAFA Programme, along with development opportunities.

It cannot be taken for granted that a high programme-adoption rate can be maintained,



▲ **The leaders and organisations surveyed were unanimous in their support for the programme**

particularly considering the high turnover rate in these types of organisations. Maintaining resources to support local organisations and programme partners is also an ongoing challenge.

That said, several avenues for development are on the horizon or already underway, such as updating the training content and the way that this training is appropriated in the field, translating the programme into English and developing online training.

Implementing procedures to promote reciprocal recognition and programme implementation outside the Quebec area is also being discussed.

In conclusion, we are deeply committed to the programme and are open to different types of collaborations and discussions on how to improve access to and the overall quality of leisure and activity experiences, for individuals and communities alike.

What did winning the World Leisure Innovation Prize mean to DAFA?

This international prize in recreation innovation recognises and rewards DAFA's innovative partnership work in the field of leisure in Quebec.

For DAFA's partners, winning is an encouragement to continue and it also demonstrates to donors the value of continuing their support for this programme. The results and impacts allow DAFA to make available these safe, high quality leisure experiences. ●

DAFA's aim is to improve the quality of community life by:

- Providing access to first-rate training
- Improving skills and performance
- Supporting local leisure and sports management
- Encouraging young people to be active citizens
- Triggering local and regional initiatives
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Game changers

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



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Player Pass allows clubs to keep track of tickets issued to family and friends

Family matters made easier to manage for professional players

A new online ticketing platform is making it easier for professional sports clubs to manage the complimentary tickets which players and staff provide to family and friends.

In an age where corruption and ticketing irregularities within sports are constantly in the headlines, the new Player Pass system allows players and staff to electronically request tickets via an online portal and send a confirmation email to their guest notifying them that their requested tickets are available.

The new platform – developed by US-based Unity FI Solutions – allows sports clubs to easily keep an accurate record of the number of tickets that are distributed and how many are used, providing a secure, easy-to-use system that can be integrated into any sports organisation's game-day operations.

“Player Pass is a cost-effective remedy to an antiquated process many teams still use to distribute complimentary tickets to loved ones,” said Matt Millward, director of ticket sales for the Charlotte Knights baseball team – one of the early adopters of the technology.

“This solution has been a great tool for our ticket operation and shows our commitment to integrating new technologies within our operation.”

Player Pass is a product from Unity FI's recently expanded suite of services under the GameChanger banner. This division is focused on the payment processing, ticketing, concessions and other needs for a wide range of athletic organisations, including professional teams, schools and sports leagues. Player Pass is a product from this division.



Robots will be the new stars at MCFC

Manchester City's new signing – a robot

English Premier League side Manchester City FC (MCFC) claims to be the first football club to sign a robotics partnership, after confirming a new global partnership deal with Chinese firm Ubtech Robotics.

The club said the deal will give supporters around the world the opportunity to enjoy exclusive content and “unique fan experiences”.

A leader in consumer robotics, Ubtech is the first company in China to design and manufacture humanoid robots.

The new partnership will introduce a series of co-branded Ubtech products across the club's digital channels.

According to Tom Glick, MCFC's group chief commercial officer, fans should also keep an eye out for robots at home games throughout the season.

“Partnering with Ubtech, a world leader in its field, is a natural fit for us,” Glick explained. “Together, we can reinvent the fan experience both at the Etihad Stadium and online by using pioneering technology and putting fans at the heart of the partnership.”

Ubtech Robotics founder, James Zhou, said: “The partnership will bring cutting edge robotics technology and sports marketing together.

“We look forward to bringing the excitement of intelligent robots and ‘beautiful football’ together for all.”

Video assistant referee makes debut in Holland

A video assistant referee has been introduced at the top level of competitive professional football for the first time in the sport's history.

Pol van Boekel, a professional referee, took charge of six TV screens during a Dutch cup game between Ajax and Willem II on 21 September at the Amsterdam Arena.

It took just 60 minutes for van Boekel to be cast into the spotlight, as he overturned the on-field referee Danny Makkellie's decision to give a yellow card to Willem's Anouar Kali. After reviewing

the footage of the incident, van Boekel – communicating his decision through a headset – instructed Makkellie to send Kali off for dangerous play.

It was the first time TV assistance was used in on-field decision-making at a top level game. "I had a clear view of the incident and there was no doubt," Van Boekel said. "I reviewed the offense and after a few seconds was able to relay the message to the on-field referee that it was a '100 per cent' red card."

FIFA gave its backing for the use of video referees in March this year and



Video assistant referees are being trialled at games across six countries

announced a trial period in which a number of games across six countries will feature the system.

While last month's Dutch game was the first competitive match to feature the system, it was first used in a friendly match between France and Italy on 1 September this year.

Samsung and USA Basketball team up for groundbreaking VR scheme



The VR footage shows fans how the game looks from a USA Basketball player's perspective

Samsung Electronics America and USA Basketball have a groundbreaking new series, *Chasing the Dream*, providing an immersive look at the game of basketball through virtual reality (VR).

Spotlighting members of the USA Basketball Men's National Team, the VR footage provided the players' perspective in the weeks leading up to the Rio 2016 Olympic Games and took the viewer on a journey of what it feels like to be a professional athlete.

The content has been made available exclusively within the Samsung VR app, which users can access through Samsung Gear VR powered by Oculus, via the app or online at Samsungvr.com.

"As a leader in the virtual reality space, Samsung aims to be at the centre of culture by pushing the boundaries of what's possible with our technology, exploring new frontiers such as virtual reality and 360," said Marc Mathieu, Samsung Electronics America's chief

marketing officer. "We're thrilled to work with the NBA and USA Basketball to give fans an immersive, behind the scenes look at what it takes to be an athlete competing for Team USA in the Olympic Games."

The series is the second part of Samsung's *Beyond the Frame* programme, which creates and curates groundbreaking content and features some of the most influential creators in the field of virtual reality.

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School Games Officer



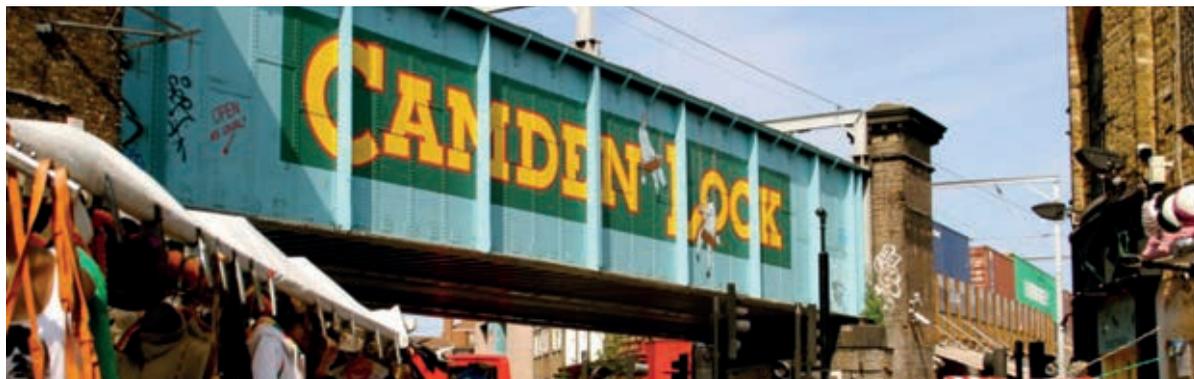
Location: Camden, London, United Kingdom

Salary: £28,062 - £32,549 *to be pro-rata'd

Hours: 21.6 hours per week, 21 months fixed term contract

Closing date: 16 October 2016

Reference: LBC02024



The role

Motivate and inspire young people in Camden to take part in more competitive school games!

Through external funding from the Youth Sport Trust, we're seeking an ambitious and motivated school games officer to lead the development of sport and physical activity and competition opportunities in Camden schools.

In line with National School Games, you'll deliver programmes to promote children to get more active including: driving participation in school games, developing competitive opportunities/events, workforce development and providing leadership for young people.

The role is people focussed and you will liaise with internal and external stakeholders; developing new opportunities and improving the service offer. Alongside this, you assume responsibility for line management of coaches, a cohort of volunteers and young leaders.

To succeed, you'll ensure on-going delivery and achievement of service outputs.

About you

You'll hold a relevant sports qualification and/or possess extensive relevant experience with the expertise and knowledge required to deliver a high quality competition and sports development programme.

You'll have a personable approach and the ability to engage and promote enjoyment amongst young people. Bringing an in depth understanding of health inequality and how sport and physical can address this, you'll have experience of and

successfully develop interventions, demonstrate knowledge of needs and barriers to participation and safeguarding issues.

You'll have excellent marketing and communication skills with the ability to develop and maintain strategic relationships and partnerships as well as conveying complex ideas and issues articulately to senior members.

To succeed, you'll be able to manage a complex workload simultaneously and display a good understanding of IT systems.

About Camden

Camden is located in modern award winning offices at King's Cross overlooking the open space of Granary Square. You can expect an exceptional range of benefits including discounted access to the onsite leisure facilities with swimming pool, recognition and reward for high performance with progression and pay increases, flexible and agile working hours and access to a leading pension scheme.

You can see full details of our excellent benefits at www.togetherwearecamden.com

Make it work for you. Make it your Camden.

Discover and Diversity

To "discover" more about Camden and our commitment towards diversity, equality and safeguarding, please visit our recruitment website: www.togetherwearecamden.com/discover

Apply now <http://lei.sr?a=k7T4R>

Sports Club Team Leader

Location: Middlesex, United Kingdom

Part time position (All year round)

Salary: £20,358 pro rata



**HARROW
SCHOOL**



Harrow School Enterprises Limited (HSEL) is the trading arm of Harrow School, charged with running suitable and profitable activities for the benefit of the School. HSEL is responsible for the operation of Harrow School Sports Club, including state-of-the-art performance and fitness suites, a 25-metre pool and a four-court sports hall, as well as for external sports facility hire, including cricket pitches, astro turfs and athletics tracks.

The Team Leader will be responsible for the on-shift operation of the Sports Club, under the direction of the Deputy Sports Facilities Manager. This role will encompass supervision of the facilities during both School and public use. The position would be ideal for someone looking to move into their first supervisory role in the leisure industry. Applicants should preferably have a current NPLQ and minimum of one year's experience of working in the leisure industry, although this is not essential.

Staff benefits include a free lunch, automatic enrolment in the School's pension scheme and use of the School's sports facilities. There is also

the opportunity for subsidised membership of the tennis, golf, angling and social clubs. (Subject to requirements being met.)

Application packs can be downloaded from the School by clicking 'apply now' and clicking on the vacancy.

Alternatively, please contact the HR Department on +44(0)20 8872 831. CVs alone will not be accepted.

The School is committed to safeguarding and promoting the welfare of children and all successful applicants must be willing to undergo child protection screening appropriate to the post, including checks with any past employer and the Disclosure Barring Service. Harrow School is an equal opportunities employer.

Apply now <http://lei.sr?a=U6m2S>

SWIMMING TEACHERS

Location: Nationwide

Salary: Competitive hourly rates



Everyone Active Swimming Lessons are a nationally recognised and award winning swim development scheme, designed to teach and develop a skill that lasts a lifetime.

We are recruiting for fully qualified swimming teachers to assist in the delivery of our 'Learn to Swim Programme' teaching children of all ages in our Swim School and to teach School Swimming to the local junior school children.

We would like to hear from you if you:

- Deliver high standards of swimming teaching and are self motivated
- Realise every individual's true swimming potential using the Learn to Swim Framework
- Are focussed and have the ability to demonstrate the highest levels of swimming teaching
- Hold a current ASA level 2 teaching qualification (Qualified for adults and children) and are up to date on current and modern teaching techniques
- Work well as a team and as an individual.

* Everyone Active is an equal opportunities employer and an Investors in People organisation, who are committed to safeguarding and promoting the welfare of children, young people and vulnerable adults. All applicants will be required to undertake checks and references prior to appointment.

Apply now: <http://lei.sr?a=b4v8p>

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