

SPORTS

MANAGEMENT

sportsmanagement.co.uk

Issue 2 2019

Volume 23

@sportsmag

ON THE COVER

The Murray Factor

Can Scotland capitalise on Andy and Jamie's success? p16

Active Lives 2019

Physical activity levels are up, but team sports are struggling p58

JANE NICKERSON

As Swim England celebrates 150 years, its CEO looks forward p28

Ambition needed

Andy Reed says the sports sector needs to raise its game p27





Myzone is a leading wearable and technology solution designed and built for the fitness industry. Myzone amplifies the group exercise experience and provides valuable data for clubs with built-in challenges, personal goals, gamification, and an online social community.

Did you know Myzone
increases member club
visits by **33%**

Source: Mid-Town Athletic
Club, N.America

Gamify your club.

Your customers will love you for it!



@myzonemoves | #myzonemoves | #myzonecommunity

myzone.org
info@myzone.org



Getting more ambitious

It's time to step up and challenge ourselves to take a more strategic look at how sport can raise its game if we are to make a meaningful impact on society and on the lives of all citizens

The he sports sector has the opportunity to identify a new and vital role for itself and to develop a world-changing, meaningful plan, says industry thought leader, Andy Reed.

Writing on page 27, Reed says other areas of public life are being ambitious in their thinking in terms of impact, scope and vision and urges the sports sector to follow suit and imagine more audaciously.

He relates an exchange with Sport England's Nick Pontefract and cites the concept of a Universal Basic Income (UBI) as an example of how a sector – in that case, social policy – can think big and give stakeholders a fresh stimulus and focus for discussion and direction.

UBI is prompting conversations about how we organise ourselves to ensure social cohesion and wellbeing for all in an era of increasing wealth inequality.

Reed says that while other sectors are pro-actively envisioning disruptive change in their quest to be useful, the sports sector is mainly 'tinkering around the edges'.

This is a very valid point and must provoke an energetic response. We're fortunate to have many passionate and creative thinkers in our sector and with sport locked in mortal combat with inactivity, there's never been a more important time to take our mission to a higher level.

Recent numbers from *Active Lives* (page 58), show that while more people are active, with nearly 500k more doing at least 150 minutes of activity a week, compared to 12 months ago, traditional sports such as football are seeing numbers declining. Had we been using the original *Active Lives* parameters, which focused more on pure sports, we'd be looking at a worse set of numbers.



So what's the big idea? Should we make sport free at the point of use, like the NHS, pay people to take part or become completely consumer-facing?

Clearly, we're doing OK, but it's patchy and with a Comprehensive Spending Review coming up, there's never been a more important time to take action.

So what's the big idea? Should we encourage sports agencies to stop defending their turf and merge to create one sports superpower? Should our sports agencies step up and take action, instead of trying to effect change through funding and monitoring? Should we become completely consumer-facing? Perhaps make sport free at the point of use, like the NHS? Pay people to take part? Merge with the fitness industry? Or do we need a new word? Should we abandon the term sport altogether?

Last year in Gijón, Spain, I was overwhelmed with what I was seeing. Older people cycling the beach full of kids learning to surf for a school lesson, people out running and the town bristling with sports shops. It was extraordinary and showed what it looks like when it works. Perhaps challenging towns to drive participation and creating competition between them might also be a way forward.

LIZ TERRY, EDITOR, SPORTS MANAGEMENT

Choose how you read Sports Management magazine



PRINT
leisuresubs.net



DIGITAL
sportsmanagement.co.uk/digital



PDF



ONLINE
sportsmanagement.co.uk/contents

SPORTS MANAGEMENT



READER SERVICES

Subscriptions

+44 (0)1462 471930

Circulation manager

Michael Emmerson

+44 (0)1462 471932

EDITORIAL TEAM

Managing editor

Steph Eaves

+44 (0)1462 471934

Editor

Liz Terry

+44 (0)1462 431385

News editor

Tom Walker

+44 (0)1462 471934

Sport-kit.net

Lauren Heath-Jones

+44 (0)1462 471927

ADVERTISING TEAM

Advertising sales

Charlie Emmerson

+44 (0)1462 471932

DESIGN

Sharon Hale

+44 (0)1462 471924



Leisure Media

Portmill House, Hitchin,

Herts, SG5 1DJ, UK

+44 (0)1462 431385

leisuremedia.com

firstlast@leisuremedia.com



People profiles:
Dan Gooding tells
how the BBC's Super
Movers initiative is
getting kids moving

p8

News and analysis:
Catch up on the
latest sports
news from around
the world

p14



Trust innovation:
How Rossendale
Leisure Trust has
gone from struggling
to thriving

p54

Peak performance:
Check out the
strength and
conditioning secrets
of top sports teams

p66





Jane Nickerson:
Swim England's CEO
looks to the future
of swimming

p28

Stadium tech:
Can technology
help to engage
fans long after the
match is over?

p40



Racism & Brexit:
Football as we
know it in England
is under threat

p62

Light up:
Dazzle your
spectators
with innovative
stadium lighting

p72



08 PEOPLE

Roger Woodall, Ged MacDomhnaill, Dan Gooding

14 NEWS & ANALYSIS

24 SAPCA

How to secure financing for your facility project

27 ANDY REED

What's the big sport policy idea to shake up the industry?

28 JANE NICKERSON

The CEO of Swim England on the body's 150th year

36 TALKING POINT

Can physical activity be a catalyst for change in the criminal justice system?

40 STADIUM TECH

Finding new ways to entertain and engage sports fans

44 RESTORING HISTORY

The UK's rich network of historic swimming pools is being brought back to life

50 EVENT REPORT

Learnings from the Quest NBS and CIMSPA conference

54 TRUST INNOVATION

The CEO of Rossendale Leisure Trust revived leisure in the area

58 ACTIVE LIVES 2019

How active is England? We look at the latest findings

62 RACISM & BREXIT

Will English football be negatively impacted by Brexit?

66 PEAK PERFORMANCE

Case studies from top sports teams across the country

72 LIGHT UP

Stadium lighting can help to improve the fan experience

76 PRODUCT INNOVATION

The latest innovations in sport

78 DIRECTORY

HAVE YOUR SAY

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



Tackling the leisure industry's flexible working conundrum

In many shift-based industries, a large number of frontline roles are offered on a part-time or flexible basis. This sounds great for people with young children, carers or people with other commitments, but in reality many of these opportunities are limited to more junior, untrained roles, and the flexibility is often driven by employers' needs, not those of employees.

With leisure centres open for 80 hours or more a week, our sector has a real opportunity to embrace a positive culture that ensures part-time or flexible employees are not overlooked for promotions, creating a genuine two-way flexibility that works for both employers and employees.

Timewise, a social business and change agent for the flexible recruitment market, has been working with several NHS Trusts

to design and pilot flexible working in an industry where there are complicated requirements and numerous shift patterns.

Timewise's report, *Flexible Working in the NHS – The Case for Action*, suggests employees want flexibility in their next role. Employers keen to attract and retain talent, particularly in a tight labour market, are increasingly recognising the need to offer this as standard. This means, in addition to developing a supportive culture, senior leaders need to ensure flexible roles are designed and implemented for each position and profession, in order to find a work-life balance for shift workers.

Worryingly, there is a national shortage of teachers trained to deliver the Swim England learn to swim framework,



Our sector has an opportunity to embrace a positive culture

leading to 400,000 people missing out on swimming lessons, according to the Institute of Swimming's 2017 Workforce Census. Teaching swimming is both a skilled and flexible job, with many of our qualified teachers praising the work-life balance their career provides. In addition, feedback from our Continued Professional Development (CPD) programme tells us our courses make swimming teachers feel valued, and helps them to progress and commit to their aquatic career.

While operational and cultural constraints can make two-way flexibility difficult to implement, with careful planning and testing, a work-life balance can surely be achieved in more shift-type roles and service industries, such as ours. And with skills shortages becoming a significant challenge for many UK employers, cracking this issue will be key to unlocking access to the wider talent pool that operators need. *Rebecca Cox, Managing Director, Institute of Swimming*



© SHUTTERSTOCK/WANBERKAMEDIA

Cox says supporting flexible work arrangements could attract more swimming teachers



© JIM TIBBOTS/GETTY IMAGES

Schools need to be better educated about how to become more accessible, says Foale

Opening access to school sports facilities will have major benefits for the NHS ten-year plan

In January the NHS published its “ambitious but realistic” *Long Term Plan* which laid out its future for the next 10 years and where it addressed prevention, mental health and the role technology should play. A key factor was recognition that a lack of exercise is a leading cause of premature death.

A strategy is needed to take the pressure off the NHS and establish a genuine solution to encourage people to live healthier lives.

Research from ukactive shows physical inactivity over the last ten years caused “370,000 premature deaths and cost us £200bn.” However, the NHS plan neglected to mention the positive impact physical activity can have and there is huge potential to be realised from this sector.

Becoming physically active relies on both creating a healthy mindset and having a place to play. Schools don’t just have a role in creating that mindset for children, but also providing the facilities to conduct fitness activities. How people choose to spend their time is increasingly affected by convenience and with each school having its local catchment area, they are often the most geographically accessible place to play sport.



Schools are the slowest adopters of online booking services, making them less accessible

Schools own 35 per cent of the facilities in England, the largest proportion of any other operator type, and yet still 40 per cent of these are currently inaccessible to the public. Trusts, councils and commercial operators are all performing better than schools at providing places to play sports in the UK.

Many schools often don’t have the knowhow to advertise their facilities to the local community, or the resource or technology to manage bookings. Schools are the slowest adopters of online booking services, and yet the alternative is spending hours managing enquiries.

Data shows the booking conversion rates for schools stands at only 5.4 per cent, owing to the inability to make instant bookings. This is not only inefficient but creates a disincentive for people to organise a game or activity.

Sports charities are starting to play a role, which the Football Foundation demonstrated by rolling out its innovative booking portal for school football facilities across the UK. This in turn improves the opportunity for schools to raise money for their facilities, as being digitally accessible to the local community is now an important factor in funding decisions.

Perhaps schools need to be better educated about how to become more accessible? There are operational reasons that are often named as being a blocker to opening up facilities for public bookings, and one of the most common quoted is insurance, however this is often covered by their third party liability insurance, which is required by schools anyway.

Research from ukactive has shown there’s huge capacity for schools to play a major role in taking some of the strain off the NHS by improving people’s physical and mental health. Therefore, there needs to be better help for school facilities in growing participation rates by becoming bookable, increasing their exposure and improving accessibility through simple online booking technology. ●
Jamie Foale, CEO, MyLocalPitch



By day, over 400 sports teams compete in a range of elite and social sports tournaments, and by night the festival offers 12 arenas hosting over 40 live bands and DJs

ROGER WOODALL • FOUNDER, BOURNEMOUTH 7S FESTIVAL



Roger Woodall launched the Bournemouth 7s Festival in 2008

Can you tell us a bit about your background before starting the festival?

I was a PE and Sports Science student who graduated from Loughborough University in 2000. During this time I played rugby union for Leicester Tigers Academy.

In my final year at university, I saw an opportunity to throw weekly student parties in the local nightclub on Wednesday nights. These parties massively took off and I made the decision to quit playing rugby at the early age of just 23.

At my peak I was throwing 12 parties in nightclubs each week, up and down the UK. I did this for ten years.

How did the Bournemouth 7s Festival come about?

I could see that for the students coming to my parties, everything revolved around sport and team culture, and I really homed in on that. I saw a gap in the market for a British Festival that involved playing sport during the day and throwing a massive party in the evening.

I was well connected with a lot of the England rugby boys, and I knew how to promote and throw a party. I decided to create a unique sport and music event that would take team sports tours to a different level by combining them with a music festival. In 2008, age 31, I launched Bournemouth 7s Festival.

Can you explain the festival's core concept?

By day, over 400 rugby, netball, dodgeball, hockey and volleyball teams compete



The 65 acre festival site features 12 themed arenas hosting 40 live bands and DJs



The festival hosts teams in rugby, netball, hockey, dodgeball and volleyball



When we first started, in 2008, the festival grew quickly and the costs were triple what I was expecting

in a range of elite and social sports tournaments across the 65 acre festival site.

By night, the festival offers 12 beautifully themed arenas with a truly unique festival atmosphere inspired by the sporting audience and created by a host of 40 live bands and DJs.

It's a party for people who love sport, fun and music – I've basically created something that I personally would love to go to.

How do people get involved in the sport side of the festival?

Simply by entering a team into one of the sports available. There's rugby, netball, hockey, dodgeball and volleyball. Select your sport and the cup event you'd like to enter. Choose your team mates. Tell us your team name and number of players and you're in.

You pay a price per team member and you can come for the day or camp for the weekend, as if on a sports tour.

You can also upgrade to VIP or VVIP & Glamping, which has become really popular.

In what ways has the festival evolved since you started it?

It's gone from 4,000 people in 2008 to 30,000 people in 2019. In the beginning it was largely based around rugby, but we wanted to attract more women, so we later introduced netball. This was the best move we ever made as it took off massively with the female crowd.

The festival soon caught the attention of the general public, as word was flying around that it was one hell of a party and, even better, it was on a bank holiday weekend!

Every year we make the festival bigger and better, investing heavily in new festival arenas. We're always looking at taking it to a whole new level to keep our fans excited and wanting more year on year.

What challenges have you had to deal with?

In 2008, when we first started, with team entries coming through quicker than anticipated, the size of the festival was quickly growing and the costs of the festival were triple what I was expecting.

It was the start of the recession in 2008, banks were being extremely cautious with lending and they saw a new festival as a big risk. Sponsors weren't throwing money

about and I ran out of money six months before the first festival and had to make the difficult decision to remortgage my home.

I honestly thought it was going to cost £100k in year one, but it ended up costing £300k, which put us under huge pressure. It was a massive gamble and looking back today I'm so glad the risk paid off.

What are your future plans for the festival?

We will continue to be considered and strategic in our growth plan and protect what we have right now. We don't want to change how the festival feels and it's really important to us that the sport focus remains.

We're keen on forging even more links with world class brands who want to showcase themselves at a world-leading sports-focused festival.





I wouldn't have predicted that climbing would become so popular, or become an Olympic sport. Our Liverpool site was the seventh bouldering facility in the UK, now there are 90 and four within a one hour radius

GED MACDOMHNAILL • THE CLIMBING HANGAR: FOUNDER

What's your background?

I launched an event catering business when I was 21, but after three hard years in the kitchen the appeal waned. It was about this time that my best friend introduced me to climbing in Dorset. Despite being scared of heights and initially nervous, I absolutely loved it – sleeping in a cave above a cliff, watching the sunrise and cooking on a stove. I decided to fold my business and learn how to teach climbing, which eventually led me to launching The Climbing Hangar in 2010.

What is The Climbing Hangar concept?

It's a bouldering facility, which means less height than traditional climbing and no ropes. It is supported by high quality food and beverage and event spaces. We run a pay-as-you-go and a membership model and we give people the opportunity to progress their climbing through coaching and other exercise classes, including circuits and yoga.

It was designed and built by Crispin Waddy, who became my business partner and major shareholder. I put together the rest of the offering, drawing on my experience as a teacher to create the courses and my background in catering for the food and beverage element.

I persuaded Britain's number one competition climber, Shauna Coxsey, to come and work for us. Since then she has podiumed at the World Cup twice, been awarded an MBE and secured sponsorship from Red Bull and Adidas, which has been good for our profile when seeking private equity.



Ged MacDomhnaill launched The Climbing Hangar in 2010

Why did you choose Liverpool for the first site?

Glasgow would have been my first choice, as I lived there, but another large climbing centre had just opened there, so I looked for the next big city without a climbing wall, where I would be prepared to live, and that was Liverpool.

How has the company developed?

Our second site, in Parsons Green, was an acquisition of a failing facility in 2015. Only 40-50 people a day were visiting, despite it being next to a tube station. We reinspired the staff and created more of a climbing culture. Within 18 months we'd doubled the turnover and now we've more than tripled it.

We launched Plymouth in March 2018, taking a punt on the location. I had lived in



Plymouth was launched in 2018 and is now The Climbing Hangar's flagship site



The brand's target market is mainly 20-40 year-old professionals

Plymouth previously and knew it was under-served in terms of leisure, but has a strong base of outdoor enthusiasts in Devon and Cornwall.

This is our flagship centre and everything is design-led. We have a spacious Scandi-style café, selling locally sourced products. It is glassed off from the climbing centre, keeping the climbing chalk dust away and making everything so much cleaner. We recruited staff for their attitude rather than skill, and then trained them up to deliver our customer journey and nurture the right type of culture.

Our newest site is in Swansea, which launched in March. We chose this because our property director found an incredible deal and the demographics are right.

As climbing is an outdoor sport – are climbers happy to climb indoors?

Mostly yes. Our target market is mainly 20 to 40-year-old professionals, so it's usually

“

We've just completed our first round of private equity investment, and aim to have 10 centres by end of next year

not feasible for them to climb outdoors during the working week. They like to come to our facilities to keep in shape and when the weather is terrible. Then we don't see them for dust on the summer weekends!

How has the market changed since you launched your first site?

I wouldn't have predicted that climbing would become so popular, or become an Olympic sport. Our Liverpool site was the seventh bouldering facility in the UK,

now there are 90, including four within a one hour radius. Generally, though, good centres build the audience rather than take people away and there's now much more awareness of the sport and less concern about safety, as people don't see it as an extreme sport anymore.

What are your future plans?

With climbing confirmed for the next two Olympics, we're confident there's plenty of growth potential – Liverpool is our oldest site but has just had a record three months. Despite this, we're designing our businesses to be resilient.

We've just completed our first round of private equity investment, so plan to have 10 centres by the end of next year. The next site will be a second one in Liverpool and we're busy looking for more in the UK's top 20 cities. We should have six up and running by the end of this year and open one a quarter next year. ▶



Teachers using Super Movers say it's increased the amount of physical activity their students are doing in school and the ability of their class to stay on task

**DAN GOODING • EXECUTIVE
PRODUCER, BBC SUPER MOVERS**



Dan Gooding says Super Movers is designed to be fun and inclusive

What is Super Movers?

Super Movers is an initiative being delivered by the BBC and the Premier League that aims to help teachers inspire primary school children to get active throughout the school day and beyond. It launched in January 2018.

Stars from the worlds of television, football and music appear in a series of short, active learning videos that are free, easy to use and, most importantly, fun!

There are over 100 curriculum-linked Brain Booster videos, which feature routines for children to copy and move, along with in class. Subjects covered include English, maths, science, PSHE, foreign languages and lots more. A good example might be Chelsea FC's mascot, Bridget the Lioness, singing and dancing while teaching the two times table.

Children and grown-ups are encouraged to get active together at home too by using the suite of Just For Fun videos.

How do you encourage schools, kids and families to get involved?

Engagement has been achieved through a powerful mix of national promotion and awareness through TV broadcast and social media. This is combined with face-to-face outreach and engagement with teachers and schools via conferences, talks, talent searches and incentives like Super Movers Days and taking the Premier League Trophy into schools for a visit.



The videos are linked to curricula, so kids can learn and get active at the same time



Stars from the worlds of television, football and music get involved to help engage children

It's been important to engage teachers in the development, refinement and delivery of the videos. This means they're good! They're educationally robust and simple for teachers to use in the classroom as part of regular lessons – no special equipment or PE kits are needed.

Also key is that Super Movers is fun! We've been very clear when we talk about Super Movers to highlight the positive effects of physical activity beyond the health benefits. For example, the fact that activity increases children's ability to concentrate and enhances their mood and behaviour. It's a message that we feel resonates with teachers, parents and children alike.

Super Movers is also inclusive; all of the routines are accessible and easy to do. We've had great feedback from teachers and schools working with children with special educational needs.

What types of outcomes have you seen the initiative produce?

In simple terms, the majority of teachers using Super Movers say it's increased the amount of physical activity their students are doing in school and the ability of their class to stay on task.

We've also recently run a large-scale experiment with help from Loughborough University to test whether exercise can improve children's brain speed.



Exercise improved mood in all children, while brain speed improved by up to 19 per cent

We worked with over 1,000 primary school children in 17 schools nationwide. Pupils were split into two groups – both did a mental test and then while one group did more academic work, the other did Super Movers. Both then did another mental test.

The results showed that in 77 per cent of participating schools there was improvement in brain function following exercise. Exercise also improved the mood of all children in the study, notably boys. Brain speed improved by up to 19 per cent after exercise.

How does Super Movers overcome some of the main barriers to children being active?

Super Movers has always spoken with a positive tone of voice, and is fun and inclusive. Being physically active with Super Movers is not a chore and it doesn't just appeal to those who are already physically active.

We've found, and firmly believe, that if you speak to children in a language that they understand and use actions that

they feel are easy to adopt, then they'll appreciate, and enjoy what you're asking them to do. We never tell a child to get more active, we simply ask them to join in.

Equally, we are helping teachers to cement children's learning and giving them another way to teach a learning objective at the same time as getting their children active. It's an option for them rather than an imposition. It's something they can build into their everyday teaching with ease.

How do you keep the initiative fresh and appealing for kids?

During the campaign's lifetime we have consistently added fresh videos. We've focused on subject areas that teachers tell us they most need – more maths and more English. We've kept them fun like the times tables mash ups and added new mascots – especially utilising those from the freshly promoted clubs like Wolves, Fulham and Cardiff last season. ●



Check out Super Movers at
www.bbc.co.uk/supermovers

INTERNATIONAL NEWS

Cost of LA 2028 Olympic Games revised to US\$7bn

The price of hosting the Los Angeles 2028 Olympics has been revised to US\$6.88bn – a US\$1.36bn increase from the initial cost estimates.

According to the Los Angeles 2028 Olympic Organizing Committee (LAOOC), the increase in cost is mainly down to accounting measures designed to “better reflect inflation” over the long lead-up to the Games.

Independently evaluated by KPMG, the new budget covers the hosting process from start to finish, computed in real dollars to offer a clear picture of financial health over time.

“Our budget is privately funded, realistic and fiscally conservative,” said LA 2028 chair Casey Wasserman.

“We are redefining what it means to host a successful



The LA Games will maximise use of the city's existing facilities

Games and look forward to planning and hosting an amazing experience.”

The revised cost of US\$7bn – while above the original estimation – is still well below that of the most recent Olympic Games.

This is partly down to the LA 2028 Games Plan, which seeks to maximise use of the city's existing world-class facilities – as happened at the 1984 Los Angeles Olympic Games.

For comparison, the final cost for London 2012 was



We are redefining what it means to host a successful Games

Casey Wasserman

around £8.77bn, while the Rio 2016 Games came in at US\$13.1bn. Both were well below the estimated £20bn spent on the Beijing 2008 Games, widely believed to be the most costly in history. More: <http://lei.sr/p5u8fP>

Populous breaks ground on HK\$30bn multisport venue

Work has begun on the long-anticipated HK\$30bn (US\$3.2bn, €3.4bn, £2.9bn) Kai Tak Sports Park in Hong Kong.

Designed by global architecture practice Populous, the sprawling complex is expected to “set a new benchmark for sports, entertainment and recreation precincts worldwide”.

The park will comprise 28-hectares of state-of-the-art facilities and leisure areas, including a 50,000-capacity stadium (dubbed the ‘Pearl of the Orient’), indoor and outdoor sports centres, a 40-lane bowling hub, health and wellness zones and several restaurants. Additionally, the campus will



The park will create the stage for international sports events where local elite athletes can excel

Dr Adrian Cheng Chi-kong

provide eight hectares of green space for various activities, such as cycling, jogging and hiking.

According to the chair of Kai Tak Sports Park Limited, Dr Adrian Cheng Chi-kong, the new space will deliver “the infrastructure to support the Government’s long-term strategy for sports development in Hong Kong”.

In a speech, he said: “The park will create the stage for



The Sports Park will be the biggest venue in Hong Kong

international sports events, where local elite athletes can excel, and where the community can come together for sports activities and recreation”.

Another official commented: “This is the Government’s most important investment in

sports infrastructure in recent decades. When completed, it will become the biggest sports venue in Hong Kong.”

First proposed over a decade ago, the project is slated to be completed in 2023.

More: http://lei.sr/m7m8j_P



The new court is situated amidst the 120-year-old Serres d'Auteuil botanical gardens and camouflaged by greenhouses on four sides

Roland Garros gets new greenhouse-flanked court

French design practice Marc Mimram has completed a new tennis court for the Stade Roland Garros in Paris.

The 5,000-seat Court Simonne-Mathieu is flanked by four greenhouses to camouflage its bulk and ensure it blends in to the site, which is within the 120-year-old Serres d'Auteuil botanical gardens, adjacent to the main Roland Garros complex.

The facility is named after the eponymous female tennis champion.

The opening of the new court is part of a wider renovation project for Roland



The court was designed to create a dialogue between earth and sky
Marc Mimram, architect

Garros, which is anticipated to be completed in 2022.

According to the architects, Court Simonne-Mathieu was designed to create a "dialogue" between the earth and sky.

Financed by the French Tennis Federation, the project has been in the works for two years.

More: http://lei.sr/g4b85_P

Plans revealed for California's largest ice skating complex

American architecture studio LPA Design have created The Great Park Ice and FivePoint Arena – the largest ice skating facility in the state of California.

Located in Irvine, the 280,000 sq ft (26,000 sq m) complex comprises an Olympic ice rink, three ice hockey rinks, a multi-purpose arena, an amphitheatre, a gym, an artificial beach, and dining and retail areas.

Described by the American Society of Civil Engineers as an "important public resource to

promote ice sports and health and wellness in the Southern California region", Great Park Ice is also the official home of the US Figure Skating Association.

Funding for the US\$110m (£97.9m, £84.5m) scheme was provided by The Samueli Foundation and the Anaheim Ducks Foundation. Swinerton served as the main contractor, while 292 Design was in charge of planning and devising the skating rinks.

More: http://lei.sr/b7t5Z_P



The new venue will be a digital stadium for the future
Florentino Perez

Real Madrid selects FCC for Santiago Bernabeu project

Spanish construction company FCC has won a contest to help transform Real Madrid's 70-year-old Estadio Santiago Bernabéu into what the club's president, Florentino Pérez, has called a "digital stadium of the future".

FCC, which is owned by business magnate Carlos Slim, is expected to begin work on the facility immediately, with an anticipated completion date of August 2022.

According to Cinco Dias, the contract is worth €475m (US\$529.5m, £408.6m)

The expanded stadium, set to feature a modernised design by architecture firms L35, Ribas & Ribas, and GMP Architekten, will be able to accommodate up to 90,000 spectators.

Funding will be provided by JP Morgan, Bank of America Merrill Lynch, Banco Santander, and Société Générale.

More: http://lei.sr/c7E9a_P

Connacht Rugby secures full planning approval for stadium



There has been huge momentum behind this project
Willie Ruane

Connacht Rugby has been granted full planning permission for the €30m redevelopment of its Sportsground stadium in Galway, Ireland.

The project will include a full redevelopment of the stadium to bring it to "modern standards", as well as the creation of a multi-use indoor high-performance training centre. Connacht is one of the leading clubs in Pro14 and regularly competes in the European Rugby Challenge Cup.

Funded by €10m of private funding and a central



The stadium will be home to Connacht Rugby

government grant of €20m, the project is the result of an arrangement reached between the Irish Greyhound Board and the freehold owners of the Sportsground, the Galway Agricultural and Sports Society.

"There has been huge momentum behind the project," said Willie Ruane, CEO of Connacht Rugby.
More: http://lei.sr/Z9B6h_P



Work on the first phase of the project, called NEOM Bay, is set to begin this year

Work to begin on US\$500bn NEOM in Saudi Arabia

NEOM is one of the flagship projects of Saudi Arabia's *Vision 2030*
– a strategic plan to reduce the country's dependence on oil

Construction work is set to begin on a huge urban development in Saudi Arabia – described as one of the “world’s ambitious building projects”.

NEOM, which has a total area of 26,500sq km (10,200 sq mi), is described as a smart tourist city in the northeast of Saudi Arabia, consisting of sports facilities, visitor attractions, cultural venues and vast residential areas.

It is the flagship project of Saudi Arabia's *Vision 2030* – a strategic plan to reduce the country's dependence on oil and to diversify its economy through the development of public service sectors, such as sport, tourism, health, education and recreation.

The nation is also seeking to improve its international reputation in light of recent events.

“NEOM is all about the unusual and the unexpected,” said Nadhmi Al-Nasr, chief executive officer of the NEOM



**NEOM is futuristic,
risky and daring and it's
more than a dream**

Nadhmi Al-Nasr

project. “NEOM is futuristic, risky and daring and it's more than a dream: it's a plan to enhance how we work and live.”

Work on the first phase of the ambitious project – called NEOM Bay – is set to begin in mid-2019.

The US\$500bn (€448bn, £395bn) project will be funded by the government.

To celebrate the beginning of the works, the government of Saudi Arabia hosted an extreme sports event at the site of the first phase.

“The reason we chose extreme adventure sports at the first event in NEOM is because it's a beautiful environment,” said Jason Harborow, head of NEOM's Future of Sport sector.

“Sport is right at the centre of what we want to achieve at NEOM, and that means sport for all: male, female, children and athletes with disabilities. NEOM will be for everybody.”

The name NEOM is derived from two words. The first three letters form the ancient Greek prefix neo- meaning “new”. The fourth letter is from the abbreviation of Mostaqbal, an Arabic word meaning “future”.

More: http://lei.sr/7C5H6_P

PERFORMANCE RUNNING



SKILLRUN™

SKILLRUN™ shatters all expectations of what a treadmill can be. The first piece of running equipment that trains both sprinting power and cardio endurance thanks to its MULTIDRIVE TECHNOLOGY™ (patent pending), it will make you truly unbeatable. Discover more: technogym.com/skillrun



The Wellness Company

NEWS + ANALYSIS

© SHUTTERSTOCK/MICROGEN



“
High-performance
sport can place unique
demands upon people
Katherine Grainger

Mental health programme to support ‘every athlete’

Elite agency UK Sport has launched a mental health education programme aimed at supporting every athlete across the UK's high-performance system.

Operated in partnership with the English Institute of Sport (EIS), the initiative will be delivered to all 43 UK Sport-funded sports and aims to reach all 1,200 athletes on world-class programmes.

Promoting positive mental health will be at the core of the scheme, which looks to activate coaches and encourage them to develop self-care strategies in the run-up to Tokyo 2020.

The programme will be delivered through a series of workshops, in conjunction with applied psychologists from Changing Minds UK.

The workshops will share best practice developed by EIS

psychologists and performance lifestyle advisors. The workshops will include advice on how coaches and performance directors can promote and facilitate positive mental health on their programmes and provide advice and guidance on techniques and strategies to enable people to maximise their wellbeing.

The workshops will also reflect the individual

characteristics of the sport they are targeting.

“High-performance sport is a world that can place unique demands upon people,” said Dame Katherine Grainger, chair of UK Sport.

“It's essential we all do as much as we can to support athletes, coaches and support staff, helping to promote and facilitate positive mental health.”

More: http://lei.sr/W3Y4q_P

Work completed on Wimbledon's No 1 court roof



The new roof – ready for Wimbledon 2019

There will be more guaranteed play at this year's Wimbledon Tennis Championships – thanks to the completion of a three-year project to cover the famous No 1 Court at the All England Lawn Tennis Club (AELTC).

AELTC unveiled a fully-retractable roof on top of the court at the Wimbledon tennis complex last month.

The roof cost around £70m and will enable more matches to be played for longer if weather conditions turn for the



For the first time in 142 years, fans inside No 1 Court will be protected from the elements

All England Lawn Tennis Club

worse during the Wimbledon Grand Slam tournament.

The roof at No 1 Court forms part of a larger, £175m redevelopment of the venue, which included replacing the old stands with wider and more

comfortable seating. Capacity has also been increased from 11,500 to 12,400 spectators.

“For the first time in the 142 years since the holding of the first Championships at Wimbledon, those sitting on the second biggest show court will now be protected from the elements by a roof,” a spokesperson for AELTC said.

The No 1 Court's capacity is now only slightly less than the iconic Centre Court's 15,000.

More: http://lei.sr/T6U6G_P



Hollingsworth was speaking at the Elevate 2019 conference

Hollingsworth: change thinking to get all parts of society active

Sport England CEO Tim Hollingsworth has called for the sport and physical activity sector to rethink the way it addresses the challenge to get people from all backgrounds more physically active.

Speaking at the Elevate 2019 conference at the ExCel Centre in London, Hollingsworth highlighted the need to tackle the "stubborn inequalities" that result in parts of society – including people from south Asian, black or other ethnic origins – being less active.

Issuing a call to arms, Hollingsworth added that



We need to focus on those groups who struggle to be active

Tim Hollingsworth

the entire sports sector must re-evaluate some of its approaches, in order to reach the most inactive sections of society.

"We need to focus on how we can put those groups who struggle to be active, at the heart of our work," Hollingsworth said.

More: http://lei.sr/F8r5B_P

Leeds becomes first UK city to lower childhood obesity

Leeds has become the first UK city to successfully lower rates of childhood obesity, according to data from the National Child Measurement Programme (NCMP).

Figures from the NCMP show that, over four years, the percentage of children classed as obese has fallen from 11.5 per cent to 10.5 per cent – with the trajectory predicting further decreases going forward.

One of the biggest falls in obesity rates has come at

the reception stage (children aged four), which has fallen from 10.3 per cent in 2010 to the current 6.4 per cent.

The fall in obesity rates follows the introduction of a programme called Health, Exercise, Nutrition for the Really Young (HENRY), which is designed to increase levels of physical activity, help parents "set boundaries for their children" and curb the amount of sweets and junk food in children's diets.

More: http://lei.sr/7w9M2_P



The past decade has been such a successful period for Olympic and Paralympic sport

Sally Munday

Sally Munday appointed chief executive of UK Sport

Sally Munday, the current chief executive of England and GB Hockey, has been appointed CEO of UK Sport.

She joins the nation's high-performance sports agency after having overseen a golden era for the sport of hockey.

During her tenure, Team GB women secured their first ever Olympic title at the Rio 2016 Games, while the men's team finished fourth at London

2012, their best Olympic Games finish in a quarter of a century.

Munday, who was awarded an MBE for services to hockey in 2013, said: "The past decade has been such a successful period for Olympic and Paralympic sport in this country and I'm absolutely delighted to be given the opportunity to lead UK Sport and follow in the footsteps of Liz Nicholl."

More: http://lei.sr/n9v5u_P



Anson has also worked for ATP, Disney and Channel 4

Former Man Utd executive Andy Anson named BOA chief

The British Olympic Association (BOA) has appointed Andy Anson as its new CEO.

He joins the national Olympic committee from football operator Goals Soccer Centres, where he was CEO.

During his career, Anson has held a number of high-profile roles in sport, including chief executive of England's bid to host the 2018 FIFA World Cup and a stint on the board

of directors at Manchester United Football Club. He has served as an unpaid independent non-executive director of the BOA since 2011.

"With Tokyo 2020 on the horizon I believe the BOA and Team GB has an exciting future ahead," Anson said.

Earlier in his career, he was chief financial officer at Disney's consumer products division.

More: http://lei.sr/D4D6R_P



Three-time Grand Slam winner Andy said 'not enough has been done' to build on British success in recent years

THE MURRAY FACTOR

Scottish secretary meets with LTA chief to ensure "Murray legacy" is not lost

Scottish secretary David Mundell has met with Lawn Tennis Association (LTA) chief executive Scott Lloyd to discuss plans to develop the sport in Scotland and across the UK.

The meeting followed House of Commons exchanges earlier this year, when members of parliament stressed the need to capitalise on the success of the Dunblane-born tennis stars Andy and Jamie Murray.

In March, Toby Perkins, the Labour MP for Chesterfield – and a leading member of the all-party parliamentary group on tennis – tabled a question for the House of Commons about the lack of elite tennis in Scotland.

The Murrys and LTA have, historically, had a complicated relationship – especially when it comes to investing in grassroots tennis.

Both Andy and Jamie – as well as their mother and former coach Judy Murray – have been vocal in questioning a "lack of investment" and demanded "action and delivery" to improve the sport in Scotland.



Andy and Jamie Murray's success must be harnessed to develop tennis

David Mundell

In January, three-time Grand Slam winner Andy said "not enough has been done" to build on British success in recent years, adding: "I'm not sure Britain has really capitalised on the last seven or eight years of success we've had."

Speaking following his meeting at the LTA on Thursday 16 May, Mr Mundell

said: "I met Scott and heard at first hand the work the LTA is doing to develop the sport in Scotland, alongside Tennis Scotland, and across the whole of the UK."

"Andy and Jamie Murray are two of Scotland's greatest sports stars. They are also two of the most popular, and I'm in no doubt their success must be harnessed to develop tennis."

"I'm pleased to see progress towards this with the introduction of a Murray Trophy tournament in Glasgow in September in honour of the family's contribution to the sport."

Scott Lloyd added: "Scotland has a fantastic sporting heritage and forms a central part of the LTA's plans to open up tennis in Britain and make it a sport for all."

"Our work in Scotland includes a £7.5m capital investment in new indoor facilities."

Last year, the LTA announced that Stirling University would become one of two national academies (along with Loughborough University) for the sport. More: http://lei.sr/F3t8M_P



39 per cent of sports facilities in England sit behind school gates

Report: Keep school sports facilities open during summer

The fitness of children falls dramatically during the holidays – but the problem could be solved by keeping school sports facilities open during the summer months.

That is the message from research conducted by ukactive and ComRes, which found that children and young people suffer a loss in fitness levels of up to 80 per cent over the summer holidays.

Children from low-income families are worst hit by the loss of school activities outside term times – the report shows fitness levels of children from



Millions of children are being let down and left behind

Baroness Tanni Grey-Thompson

lower income groups falling 18 times faster than those of their more affluent peers.

"We are ignoring invaluable community assets sitting right on our doorstep – school facilities – which should be unlocked during the holidays," said ukactive chair Tanni Grey-Thompson.

More: http://lei.sr/Zp9t9_P

How is Japanese radio helping the over 55s get more active?

A new collaboration between Sport England, think tank Demos and care and housing provider Anchor Hanover looks to get the over 55s in the UK more physically active – using a model that has proven effective in Japan.

Called "10 Today", the scheme provides a series of easy, accessible and enjoyable 10-minute exercise broadcasts – for both radio and online – which can be followed almost anywhere and at any time.

Inspired by Radio Taiso, an evidence-based national daily exercise broadcast on Japanese radio, 10 Today has been produced and led by older people, for older people.

The 10 Today campaign in the UK will use Radio Taiso as a template and aims to utilise it to increase physical activity among older people across the country, helping to reduce social isolation and improve the physical and mental wellbeing of participants.

More: http://lei.sr/K8A2e_P



Slam Jam is a huge step forward for the future of basketball in England
Stewart Kellett

'Slam Jam' campaign to get 180,000 children playing basketball

A new grassroots basketball programme aims to introduce the sport to 180,000 primary school-aged children across England.

Called Slam Jam, the programme has been developed by Basketball England in partnership with educational experts and is a landmark programme for Basketball England.

Targeted specifically at 7 to 11-year olds, the programme

will be delivered in both school and community locations with fun-filled sessions lasting between 45 and 60 minutes.

"We believe the launch of Slam Jam is a huge step forward for the future of basketball in England," said Stewart Kellett, Basketball England CEO.

"Slam Jam will help us reach a significant number of children who are yet to play basketball."

More: http://lei.sr/p9G5s_P

'Place for Sport' fund launched to improve Welsh facilities



This fund will help clubs across Wales to create sporting environments
Brian Davies

Sport Wales has launched a funding initiative called 'A Place for Sport', which will see £1m invested in community sports facilities.

Delivered in partnership with Welsh Government, the fund will support projects seeking to improve, protect or create new sporting facilities.

Primarily targeted at community sports groups, the fund has been designed for smaller-scale projects – such as floodlights, new multi-sport surfaces, sports equipment and the expansion of existing facilities.



The new fund targets community facilities

According to Brian Davies, director of performance at Sport Wales, the fund demonstrates a "firm commitment" to helping modernise sports facilities.

"This fund will help clubs, organisations and facilities across Wales to create environments at the heart of our communities for participation," Davies said.

More: http://lei.sr/V5y6p_P

Work begins on £520m Commonwealth Games village

Construction work has begun on the Birmingham 2022 Commonwealth Games Village – the largest infrastructure project directly related to the Games.

The £520m development in Perry Barr will provide a home for around 6,500 athletes and officials during the Games and is due for completion in early 2022.

Post Games, the development will be converted into more than 1,400 homes, forming the first phase of a long-term regeneration plan for Perry Barr.

In legacy mode, the village will sit alongside improved open space, a redeveloped Alexander Stadium and related community, sport and leisure facilities as well as transport improvements.

The masterplan for the village was designed by a team led by local firms Glancy



The village will be home to around 6,500 athletes and officials

Nicholls Architects and Glenn Howells Architects.

"Perry Barr will provide a magnificent base for athletes in the summer of 2022 – and then go on to provide a genuine long-term Commonwealth Games legacy, by helping house the people of Birmingham in high-quality

homes," said Ian Ward, leader of Birmingham City Council.

"This is a once-in-a-generation opportunity to transform an area of Birmingham that has long needed investment."

Paul Blanchard, CEO of Commonwealth Games England, added: "When Team England competes in



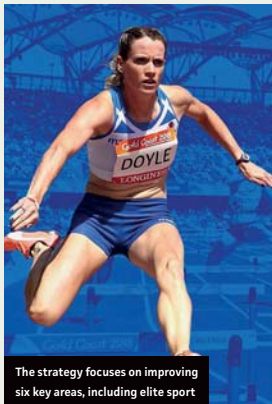
We know our athletes will have a great experience staying in the village

Paul Blanchard

Birmingham in three years' time, we know our athletes will have a great experience staying in the Athlete's Village and will be given the support and opportunity to perform at their best in front of a home crowd. It's very exciting to see the work begin."

More: http://lei.sr/A4y8b_P

Sportscotland's corporate strategy outlines vision for future



The strategy focuses on improving six key areas, including elite sport

Sportscotland has unveiled its new corporate strategy, setting out its approach to delivering an active Scotland where "everyone benefits from sport".

The national agency for sport has outlined a vision based on six key principles. These are for the organisation to become "inclusive, accountable, responsive, person-centred, collaborative and world-class".

Entitled Sport For Life, the strategy sets out the assets available to Scottish sport and the approach that will allow the entire population to benefit from sport – even people who don't take part in it.

"In an active Scotland we will all find ways to be physically active every day," the strategy document reads.



We have an important part to play alongside other agencies to deliver an active Scotland

Sportscotland

"As the national agency for sport, our role is to make sure sport plays its part in a thriving Scotland.

"We have an important part to play alongside other agencies to deliver an active Scotland where more people are more active more often.

"We want everyone to take part in sport at the level they choose.

"This could mean pulling on trainers for the first time or performing consistently on the world stage."

More: http://lei.sr/V9R4P_P

Select committee: use sports, not prison, to tackle knife crime

Sports should be harnessed to help tackle knife crime and gang violence, according to a report by the DCMS Select Committee.

In its *Changing Lives: the social impact of participation in culture and sport* report, published recently, the cross-party group of MPs said that sporting activities were being "overlooked" – and that custodial sentences do not necessarily rehabilitate young offenders.

Home Office figures show that the UK is currently in the midst of a knife crime "epidemic", with nearly 300 people falling victim to knife-related homicides in the past 12 months. One in four of the victims of knife-related murders are men aged between 18 and 24 – a disproportionate figure.

The report suggests that a new approach should be adopted to tackle knife crime – one



The report says that a new approach involving sport should be adopted to tackle knife crime



Sport divert young people away from crime, especially those who have limited access to positive role models
DCMS Select Committee

that involves communities and, ideally, the involvement of sports and cultural activities.

"Young people need to feel like they are understood and that they have a sense of security in their relationships with others," the report states.

"It's necessary that young people, who may otherwise be susceptible to gang membership, know there's an alternative community that's available and willing to offer them comprehensive support." More: http://lei.rw8C2J_P

BaseballSoftballUK looks for lasting legacy from MLB games

BaseballSoftballUK is hoping to use this year's Major League Baseball (MLB) London Series to give the sport a push and increase its popularity across the country.

The development agency for baseball and softball will help organise events and activities designed to create a lasting legacy from the two games in June, the first MLB regular season matches ever to be held in Europe.

Activities will run from late May through to September, using the games between the New York Yankees and Boston Red Sox – to be played at London Stadium on 29 and 30 June – as a centre-piece.



MLB coming to London is a substantial opportunity for our sports
John Boyd

Many of the legacy events around the Mitel & MLB Present London Series 2019 will take place at the Farnham Park Baseball and Softball Complex near Slough, built by BaseballSoftballUK and opened in 2013 as the UK's only purpose-built complex for the two sports.

Other events will take place at the Community Track next to London Stadium.

According to BaseballSoftball UK CEO John Boyd, the legacy



Many of the legacy events will take place at Farnham Park

events will be designed to focus on three key issues: to increase awareness of baseball and softball, encourage participation in the two sports – especially by children and young people – and enhance fan engagement.

"MLB coming to London is a substantial opportunity for our sports," Boyd said.

"We are thrilled that MLB has chosen this country to host the games and excited about the interest generated by the event." More: http://lei.rw8C2J_P

Delivering a successful project

Step 2: Securing financing

This year, *Sports Management* is featuring a series of quarterly articles in which experts from SAPCA outline the steps you need to take to ensure a successful facility project. In this second part of the series, we speak to funding specialist Karen Woolland



Woolland says timing can be crucial when applying for project funding

Securing funding is a critical aspect of any facility project. It can also be one of the most challenging. The good news is that grants and other means of funding may be available from a number of potential sources – depending on the type of project. The bad news is that obtaining them can be an arduous process.

GETTING STARTED

Karen Woolland, SAPCA member and director at funding specialist WCTD, says that the process of finding funding sources should begin as soon as the facility project's exact details have been confirmed by agreement



It's key to ensure your project meets the criteria for a fund and is eligible for it

with key stakeholders – and preferably when planning permission has been sought.

"An ideal time to start looking is when a fully compliant design – ie, based on Sport England guidelines or national governing body guidelines – has been

created," she says. "Otherwise funding from these sources would not be available.

"Many projects at this stage would benefit from producing a funding feasibility report which reviews the plans for funding compliance and highlights any issues that need to be looked at, prior to making any applications. It also provides information on which funders to approach and the likely amounts that could be applied for."

Woolland adds that the timing of a funding application can be crucial to its success.

"Some funders ask for expressions of interest at key times, some have closing dates, others are open all year," Woolland says. "A lot of funders now have a two-stage process that allows applicants to make a short application in order to provide basic information about their project, mainly focusing on outcomes – and then funders will advise on their initial thoughts.

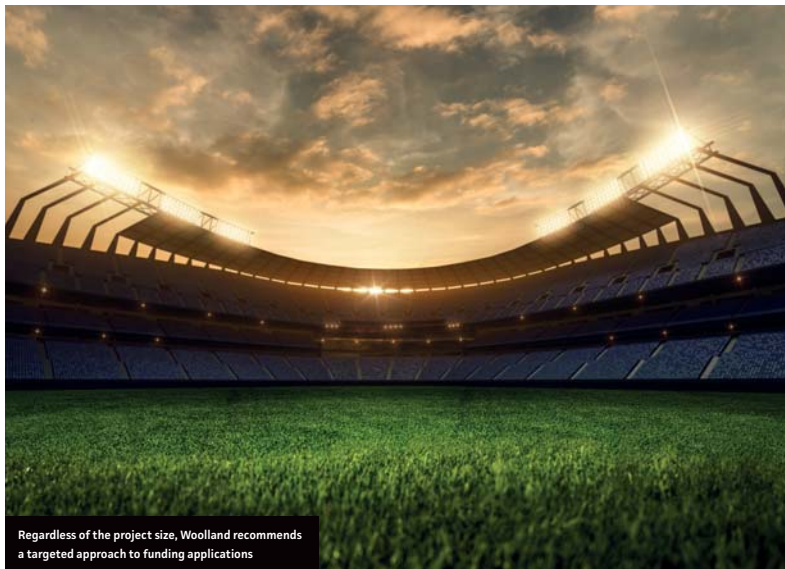
"This change in approach over the last few years has been welcomed, especially by volunteer-led projects, as less time and effort – and usually lower costs in professional fees regarding designs and surveyor estimates – is required."

GETTING IT RIGHT

For all projects, regardless of size and the amount of funding needed, Woolland advocates a targeted, focused approach to ensure the application



Many projects can benefit from producing a funding feasibility study before applying



Regardless of the project size, Woolland recommends a targeted approach to funding applications

fits the bill – not least because the competition for funding is intense.

"There are many well-known funding options that most projects approach," she says. "The key is to ensure that the project meets the criteria for the fund and is eligible for it," she says. "Lots of funders are oversubscribed, with funding pots being reduced, so it's a very competitive process."

"Each project needs to be approached in a different way. Many projects take a scattergun approach, firing off standard information in lots of applications."

"There's such a demand for the pots of money these days that it's vital, that your project meets the funding criteria. Otherwise it's a waste of everyone's efforts."

PRIVATE INVESTIGATIONS

As competition for Sport England and other public funding intensifies, it's important to remember that not all funding comes from public sources.

"A lot of projects now are reliant on taking on a loan to ensure the project goes ahead," Woolland says. "This is

where the business plan and cashflow forecast are really important."

GETTING A LOAN

"Some NGBs – such as The Lawn Tennis Association and Bowls England – offer interest free loans. Other NGBs, including The Rugby Football Foundation and England and Wales Cricket Board, offer a mix of grant and loan investment. There are also opportunities to seek private funding through local sponsors or commercial organisations in project areas or through local authorities or building societies and banks." ●



For more information on SAPCA, its Technical Programme or safety at sports facilities in general, contact us at: info@sapca.org.uk or 024 7641 6316
www.sapca.org.uk

TOP TIPS

Karen Woolland shares her top tips for securing funding

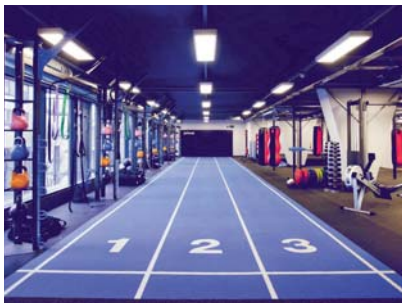
1. Don't rush an application. Always take time to compile the answers and information, work as a project group to review submissions together.
2. Ask the question. If you are not sure about making an application it's a good idea to give the funder a call, explain what you are trying to achieve and see if they feel it meets their funding objectives. It's an ideal way to know whether your submission would be considered or not.
3. Fundraising for sports projects is a tough task and has been made harder recently as budgets are cut and priorities change. It's important to work as a team and to not give up. Invariably facility projects take a lot longer to come to fruition than people think, but if it's the right project it will get support.

Gym Flooring Specialists



SPORT | FITNESS | PLAY | ACOUSTICS

- ▶ Point elastic & area elastic sports flooring
- ▶ Impact resistant rubber flooring for free weight areas
- ▶ Sled lanes, EPDM sprint tracks & dance studio flooring
- ▶ Solutions for playgrounds, MUGAs & outdoor play spaces
- ▶ Acoustic flooring systems for cinemas, bowling alleys & health clubs



Contact us now:

Office: +44 (0) 1706 260 220

Email: Sales@TVS-Group.co.uk

Web: www.TVS-Group.co.uk



TVS GROUP

SPORT | FITNESS | PLAY | ACOUSTICS

www.TVS-Group.co.uk



WHAT'S THE BIG SPORT POLICY IDEA?

The radical idea of Universal Basic Income continues to spark ongoing debate amongst social policy makers. Is there an equivalent idea that can shake up sports policy, asks Andy Reed?

In a recent Twitter exchange I was challenged by a simple question from Nick Pontefract, the COO at Sport England and formerly of DCMS. What is our big policy idea in sport?

He cited areas like social benefits, where the big policy idea is universal basic income (UBI). While not universally accepted by policy makers, the UBI has certainly created vast interest in recent years and is being trialled internationally to deal with massive societal challenges.

There are many immediate challenges that demand the attention of the government. We are all aware that Brexit has taken up much of the government's time for the last three years and will continue to do so for several more years to come. Austerity has also taken its toll during the last decade and so we seem to spend our time as a sector hanging on the status quo and making some marginal wins. Is it time to think completely differently about our approach? Time to be bolder?

TIME FOR CHANGE

The challenge for our industry is to find big ideas, as robust and radical as the UBI.

We all know that lack of physical activity is killing us and this will get worse over the next decade unless radical and lasting change is made.

THE RIGHT DIRECTION

Both ukactive and The Sport & Recreation Alliance have some good flagship policies – community wellness hubs and the Right To Be Active ultimatum, respectively. And recently sector leaders have been asking for the opening of our schools during the summer holidays. But in comparison to the scale of the problem these feel like short-term, small adjustments.

The government's next Comprehensive Spending Review (CSR) will still be very tough for non-statutory services and for those outside the protected spending departments like Heath, Education Defence and International Development. But already

UK Sport has put on record an ambitious plan to suggest it would need to double the £500m to around £1bn spent on the Olympic cycle to get Team GB heading the medals table by the mid-2020s and hosting a future Olympics. This won't be universally supported across the sector – and quite rightly so. It's not my priority despite being involved in establishing this programme in the build up to the 2012 Olympics. But it is clear and ambitious.

So often we put out the challenge for policy ideas at the Sports Think Tank and most responses are micro changes.

The recent climate change protests showed there are big moments when society and politics catch up with each other, resulting in seismic shifts in policy. Getting a nation active will require massive effort and we still have little evidence of system change working at a population level – but is that because we have been too timid in our ambition?

POTENTIAL IDEAS

The crisis in inactivity is literally killing us – so we need to be bold and ambitious. Can we work together to create a universal offering on physical activity? Perhaps a legal duty to reduce inactivity or a universal credit for every citizen to use in creating their own active lives? Maybe a fundamental rethink of planning and transportation legislation to put physical activity, rather than cars, at the heart of the planning system.

It's time for some greater collaboration to create our own version of the UBI. Let's think big and ask government to wake up to the size of the crisis that faces us. ●

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



The crisis of inactivity is killing us – what will our ambitious policy idea be to change this?

JANE NICKERSON

As Swim England marks its 150th year, CEO Jane Nickerson talks to Steph Eaves about where the organisation has come from and where it's going

How is Swim England's 150th year being marked?

We are enormously proud to be celebrating such a milestone anniversary. At our inception in 1869 we were the only governing body of swimming in the world, and we were instrumental in the formation of the world body FINA.

We'll be marking the anniversary with a year-long digital campaign, engagement activity with our members, celebrations at our national events, and a number of exciting new initiatives.

We're very proud that our organisation has played a role in the wider social history of England. In particular, the role of women within sport, including the recognition of female swimmers in 1901 and the introduction of swimming to the national curriculum in 1994.

To celebrate this, we'll be launching an online library to bring our history to a wider audience in our anniversary year and beyond. We already curate a physical collection at our head office, which holds thousands of items of swimming memorabilia, training manuals, books, photographs and records dating from the 19th Century.

Swim England is working to ensure all children learn to swim at school

Converting these items to a digital format is an exciting project that will develop in the years to come.

In addition, we've launched a Swim England Hall of Fame to honour the achievements of individuals who have made a significant impact on aquatics. Athletes, coaches and volunteers across England will all be considered for submission into the Hall of Fame after being suggested by the public. The initial induction will also recognise pioneers from our illustrious 150-year history.

I'm a big believer in ensuring history informs the future and that we need to build on the past, keep moving forward and recognise the great achievements of those who came before us. I am mindful that we are just the custodians of the sport today – if we all work to leave it in a better place when we move on, it will continue to evolve and thrive.

What's the current focus at Swim England?

Our focus remains firmly on our vision of 'A Nation Swimming' and our six objectives, which are to:

1. Provide strong leadership and be the recognised authority for swimming
2. Substantially increase the number of people able to swim
3. Significantly grow the number and diversity of people enjoying and benefiting from regular swimming
4. Create a world leading talent system for all our disciplines
5. Deliver a high quality, diverse and motivated workforce within swimming
6. Strengthen our organisational sustainability for future generations

In order to achieve these objectives, we set ourselves strong key performance indicators and areas of intense focus. These currently include working to ensure every child learns to swim at school, working on the provision of adequate, appropriate facilities to enable everyone to swim or enjoy the water in the way they want to enjoy it and ensuring there are sufficient numbers of qualified and well trained teachers and coaches plus sufficient well trained, respected and happy volunteers.



© SHUTTERSTOCK/IRING PHOTOGRAPHY

I'm mindful that we are just the
custodians of the sport today –
if we all work to leave it in a better
place when we move on, it will
continue to evolve and thrive



Jane Nickerson took up the role of
CEO of Swim England in April 2017

WHAT IS THE SWIM GROUP?

The Swim Group was set up in 2015 by Sport England. It consists of representatives from across the swimming sector.

Chaired by Swim England CEO Jane Nickerson, the Swim Group meets quarterly to discuss the big issues impacting on swimming, water safety and participation, and works to promote partnerships and best practice throughout the sector.

OBJECTIVES:

To increase participation in swimming and aquatic sports.

To bring together key leaders within the sector to challenge issues and improve our sport.

To create a unified sector voice to raise the profile of swimming and influence government and other agencies.

To share best practice and ensure the sector is working in partnership for the betterment of swimming.

To focus on agreed key areas and create sub-groups with specific tasks where required.

To increase the visibility of swimming and water safety through shared initiatives and interventions.

To ensure our sport is fit for the future by embracing new opportunities and technology.

To work collaboratively to increase the opportunities for participation in quality swimming programmes.

To establish communication channels with the home nations' national governing bodies for swimming to ensure greater cooperation.

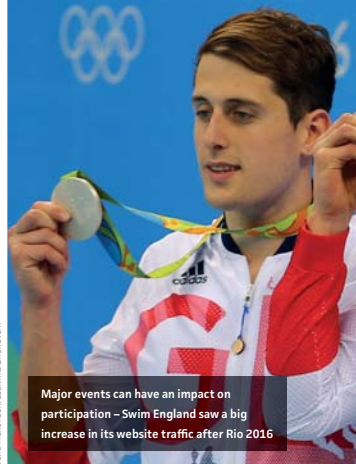
► What's the current level of participation? Has this increased or declined from previous years?

According to the Active Lives survey, more than 4.7m people aged 16 and over go swimming at least twice every month. The trend over the past ten years shows that while there is a reduction in those aged 16 and 44, there has been an increase in those aged 45 and over swimming regularly. This indicates swimming is a way for people to keep active as they get older.

Our own data shows that 81 per cent of people aged over 11 can swim. The activities they participate in include learn to swim programmes, club swimming, talent development, aquafit classes, family fun sessions, enjoying flumes and wave machines, as well as newer innovations, such as inflatable assault courses in swimming pools.

There are 1.2m children and 30,000 adults on our learn to swim programmes with these classes taking up more of the pool programmes at peak times than 10 years ago.

© SHUTTERSTOCK/LEONARD ZHUKOVSKY



Major events can have an impact on participation – Swim England saw a big increase in its website traffic after Rio 2016

How has the organisation evolved under your leadership? What are you most proud of so far?

I'm really proud of the collaborative culture across the organisation, which includes both our internal staff, volunteers and our partnership work. Everything we do across the whole organisation, which includes our regions and counties, is focused on our vision and objectives.

Through our leadership of the Swim Group, which was set up in 2015 by Sport England, we now have an industry-wide group that is also focused on the same objectives and vision.

We've totally changed our governance structure and moved from an unincorporated association to a company limited by guarantee with charitable status. We are very proud to be a charity and to use the proceeds from our trading companies to carry out our work.

We take inclusion very seriously and we're delighted to have achieved the Equality in Sport Advanced Level alongside British Swimming.

How are you working to improve the sport for people of all ages?

To ensure our clubs achieve the higher standards of governance, safeguarding and business planning we have an accreditation and toolkit programme – SwimMark. A total of 56 per cent of our clubs have achieved SwimMark and this covers around 70 per cent of our members.

In addition, we developed Club Networks to help clubs to work together to achieve higher levels of sustainability, better usage of facilities and more trained staff, and to create pathways for talented athletes.



We've totally changed our governance structure, moving from being an unincorporated association to a charity

Swimming relies heavily on volunteers and we are working to support greater levels of recruitment and to recognise and retain our volunteers more effectively.

How do you engage children and improve skill levels?

Our Learn to Swim programme is an all-inclusive programme that takes non-swimmers from their first splash to developing confidence and competence in the water.

The programme aims to ensure swimmers are provided with a progressive, diverse programme that reflects good practice in line with our recommendations. Through our work with lesson providers, we currently have 1.2 million children taking part in our Learn to Swim programmes.

We're committed to making sure every child leaves primary school able to swim and with a good knowledge of water safety. To support this aim, Swim England and the Swim Group have created a resource pack for all those involved in the delivery of curriculum swimming and water safety.

Many children learn to swim outside school. But for some, primary school will be the only opportunity they have to learn these vital lifesaving skills. That's why it's so important to ensure all our primary schools are supported to provide the best possible swimming and water safety provision for all their pupils.

Our School Swimming and Water Safety Charter gives schools access to extensive resources.

These can help and support them to develop a great school swimming experience for the pupils they teach, not just in the pool, but in the classroom too.

The whole essence of our programme is fun and all our learning outcomes are based on ensuring children enjoy games and fun in the water whilst learning to swim.

How are you encouraging children to stay in the sport once their lessons end?

We have a thriving club network but we are always seeking to improve on how young swimmers can transition into clubs. We are investing in 'talent lanes', where young swimmers can get a taste of club swimming towards the end of their learn to swim programme.

In addition to this we run great START programmes for our aquatic sports to help people to transition into artistic (synchronised) swimming, water polo, open water swimming and diving.

Our popular Learn to Swim Awards encourage children to try the different aquatic disciplines.

How are you attracting beginner adults or adults who have not swum for many years?

Around 19 per cent of the adults in this country are unable to swim, or cannot swim more than 25 m. We've created new opportunities for people to improve their skills and we have specialist programmes in place to teach adults to swim.

We also work in partnership with facility owners and operators to develop more innovative ways for adults to ▶

Open water swimming is a growing area of the sport, with Swim England exploring ways to encourage participation



Open water swimming has exploded in popularity and is inspiring many adults to get back in the water

► enjoy the water. We've worked with facility owners and operators to increase the visibility of the pool through campaigns and marketing.

Water is a particularly good medium for those with a variety of health issues and our Water Wellbeing programmes are rolled out in partnership with charities such as Versus Arthritis and MIND. Our aquatic referral scheme ensures that those who can benefit from this programme are signposted to the pool and to the relevant sessions by health professionals. We have some excellent case studies that show the benefits of this programme, including people who have much greater mobility and strength.

Masters Swimming is also a growing area of our sport and we are trialling a START Masters programme to encourage people into this pathway.

Open Water swimming has exploded in popularity and is inspiring many adults to get back into the water for a new challenge. We have started to offer a START Open Water programme, run additional events and are working with our clubs to expand this offer.

How accessible is swimming for various groups?

We're working hard to engage older audiences, as in many cases swimming is the only activity that can be done in a supportive, pain-free environment.



Nickerson says swimming is a very inclusive sport

We're about to launch a programme funded by the London Marathon Charitable Trust whereby a number of pools will be provided with a PoolPod which provides independent and dignified entry into the water for wheelchair users or people with limited mobility.

Our Dementia Friendly Swimming project provides enhanced accessibility for those living with dementia and their carers. The original programme was run in more than 100 pools across the country and the learning from these has been shared widely through our digital platforms; we know that many more pools have improved accessibility as a result. ►

STA TO THE RESCUE

With a NEW Level 2 Pool Lifeguard Qualification and a NEW INDUSTRY FIRST 3-Year Revalidation Process

The new Level 2 Pool Lifeguard qualification:

- Aligns Lifeguard and First Aid Revalidations
- Meets the Latest CIMSPA Professional Standards
- Offers a Flexible Approach to Ongoing Training
- Includes First Aid at Work Syllabus
- Covers Drowning Detection Systems

Join STA to train a new generation of pool lifeguards - IT'S EASY AS 1-2-3 to convert!

www.sta.co.uk

**NEW
INDUSTRY
FIRST 3-Year
Revalidation
Process**



• Swimming Teaching

• Lifesaving

• First Aid

• Health & Safety

• Pool Plant

www.sta.co.uk

Delivering professional qualifications that reflect the ongoing needs of employers, trainers and learners

STA is recognised by HSG 179 as a Pool Lifeguard Provider

Connect with us:

STAHealthLeisureLife

STA_HQ

sta_team

/in/sta-swimming-teachers-associ/



**AWARDS
2019
WINNER**



CIMSPA
Endorsed

Professional
Standards



The Rio 2016 Olympic Games had a very positive effect on swimming participation

Do you have any strategies around facilities?

We review water deprivation – areas that have less supply than the population density requires – annually to assess where we need more water space.

Our support to the industry includes technical advice on new pool builds, refurbishments and ongoing support regarding water treatment, pool plant queries, etc. Our aim is to influence at least 80 per cent of all new builds through our partnership with Sport England and Local Authorities/Councils across England.

How do major events affect participation?

Major events can have a real impact on participation. We saw a very noticeable increase in our website hits, particularly Poolfinder searches, on the back of the Rio Olympics. We will be aiming for the same around the 2022 Commonwealth Games in Birmingham. We are also using major events to invest in the grassroots of the sport.

The Commonwealth Games will also provide us with a unique opportunity to build a programme around the new diving facility in Sandwell. We are working to develop diving in an area that doesn't currently have a 10m platform. We believe that this programme, combined with what we expect to be a strong performance by the England Team in 2022, will inspire a new generation of divers in a place where previously this opportunity was unavailable.

What are the major challenges that affect participation? How are you overcoming these?

We undertook research into the key challenges. Firstly, it's lack of confidence in swimming ability. In order to combat this, we're utilising a significant amount of resources to ensure all 11 year old children leave school able to swim 25m, are competent in multiple strokes and can perform a safe self-rescue.

Swimming is a 'hidden sport', not as visible as football, cycling and running, for example. We're working to increase its visibility

Secondly, swimming is seen as lacking relevance to people's lives. We're working to overcome this barrier by showing people the benefits of swimming and how it can fit into their busy lives, and by working with partners to ensure programmes are in place that will attract different audiences.

Swimming is a 'hidden sport', not as visible as football, cycling and running, for example. We have worked with partners to increase the sport's visibility, and various media campaigns have supported this work. The #LoveSwimming campaign, supported by 12 industry partners, promotes swimming and the specific benefits of being active in water.

What are your plans for the future?

I plan to ensure we continue to focus on our objectives and to move nearer to a position where every child can swim, everyone has access to a pool in their locality and a programme they wish to participate in, where those with long-term conditions are given the opportunity to have a better quality of life because of the benefits of swimming and where we develop more and more talented and well-rounded athletes and more and more trained coaches and teachers.

My immediate focus is to find innovative ways to provide affordable water space in communities and to help some of our clubs to find a way to own their own facility, all the while maintaining pressure on Government to fulfil the recommendations in the *Curriculum Swimming and Water Safety Review Group Report 2017*. ●

**INDUSTRY RECOGNISED QUALIFICATION
DESIGNED FOR ANY LEVEL OF MANAGER
WORKING IN LEISURE**

IQLUK



NPMQ

National Pool Management Qualification

**4 DAY
course**
from only
£450+VAT

Who has NPMQ been designed for?

Any manager or assistant manager working in a swimming pool or open water environment, with responsibility for staff, health and safety and compliance. PLUS senior managers looking to guarantee first-class management of their sites with swimming pools and empower and upskill their management team.

Why is NPMQ such a sought-after qualification?

- ✚ Provides a thorough understanding of your legal responsibilities and the confidence to ensure full compliance at your site(s).
- ✚ Improve your ability to write, implement and review Operating Procedures, Emergency Action Plans and Risk Assessments.
- ✚ Formal endorsement for your management skill set and ability to run a safe, effective and compliant facility, by the industry leader in aquatics qualifications and training.
- ✚ A recognised and highly desirable management qualification on your CV.
- ✚ An increased likelihood of career progression into management roles.
- ✚ Your responsibility and accountability reinforced with a credible industry qualification.

WHAT NPMQ CANDIDATES SAY...

“Without a shadow of a doubt, the NPMQ course helped me get promoted from duty manager to general manager.”

**SIMON GREENSMITH, GENERAL MANAGER,
DOWNHAM HEALTH & LEISURE CENTRE**

“I highly recommend this course to any mid-senior level leisure manager. I gained so much industry guidance and knowledge in compliance and legislation.”

**JACK KITCHEN, CLUB MANAGER,
THE WATERSIDE CLUB, EDUCATED BODY
(RAW CORPORATE HEALTH LTD)**

“The NPMQ has definitely aided me in my career as a whole, and in my opinion every pool manager should complete the NPMQ qualification.”

**CRAIG MITCHELSON, FACILITIES MANAGER,
HARTLEPOOL BOROUGH COUNCIL**

“A great course which I took a lot from, well worth doing!”

KIRSTY MACINTOSH, GLASGOW

“I can't speak highly enough about this course and I think it's a brilliant qualification for any manager in the leisure industry.”

**CHRISTIAN MANALO, SPLASH ASSISTANT
MANAGER, BOURNE LEISURE**

For more information or to book on to a NPMQ course near you, visit rlss.org.uk/national-pool-management-qualification, email mail@iql.org.uk or call the RLSS UK Customer Services team on **0300 323 0096**.

IQLUK





© SHUTTERSTOCK/ASSIMILANO RICCARDOLO

CAN PHYSICAL ACTIVITY BE A CATALYST FOR CHANGE IN THE CRIMINAL JUSTICE SYSTEM?

The Criminal Justice System (CJS) in the community (Probation Service) and in the custodial estate (Prison Service) supports approximately 500,000 people that have committed some form of crime across England and Wales. Many of these people will reoffend upon release.

Physical activity has long been shown to improve mental health and build self-esteem, resilience and self-discipline – all traits that can only benefit people within the CJS. Programmes can also provide role models and mentors, as well

as promoting teamwork and helping participants to develop interpersonal skills.

In 2018, the government's independent review into the role of sport in the justice system, led by Rosie Meek, looked at how sport and physical activity can assist rehabilitation and reduce reoffending. It also identified best practice from across the custodial estate and made recommendations for enhancing provision.

So just how much value can physical activity bring to the CJS? We asked several experts for their thoughts.

JACK SHAKESPEARE

Director of children and families, ukactive

Physical activity has a huge role to play in helping ex-offenders to get back on their feet and build positive lives free of crime.

Physical activity has the power to transform offenders' outlook on life – it brings together disparate groups, develops communication skills and delivers improvements in physical and mental health.

Yet physical activity has the power to go much further than that. It has a vital role to play in addressing the very issues that lead to crime in the first place, particularly among younger people.

Physical activity offers new opportunities for disengaged young people – fostering social connections, delivering learning opportunities and exposing them to positive influences.



Shakespeare says physical activity can prevent crime

We have seen this impact directly in our work with City of Birmingham School – the largest Pupil Referral Unit in the



Lawrence Dallaglio's RugbyWorks provides positive role models for disengaged young people



Physical activity offers new opportunities for disengaged young people

country – led by head teacher Steve Howell. The school's recent collaboration with Lawrence Dallaglio's RugbyWorks charity saw rugby internationals deliver coaching to the pupils, with very positive results. The programme allows pupils to learn from positive role models, grow in

confidence and develop their teamwork and communication skills, which they can then take into the classroom.

Partnerships such as this demonstrate the transformative impact physical activity can have on troubled young people and disadvantaged communities. That is why ukactive is calling on government to unlock school facilities over the summer holidays, bringing in physical activity experts to deliver safe, healthy and fun activities in the communities that need it most.

ROSIE MEEK Professor of psychology, School of Law at Royal Holloway University of London



I was struck by the ways in which sport had an enduring positive impact on young men in prison

I have long promoted the transformative effects of sport and physical activity in efforts to reduce violence and support desistance from crime, and much of my work has concentrated on one of the most critical settings in this regard: prisons and young offender institutions. This research journey started for me over 10 years ago when I evaluated a series of pioneering football and rugby initiatives for young men in prison.

I was so struck by the positive impact of these schemes and the ways in which sport had an enduring positive impact on these men, that I've devoted much of my subsequent research to this subject.

I was privileged to be invited by the Ministry of Justice to carry out an independent review of sport and physical activity in youth and adult prisons.

My review set out to explore the current and potential uses of sport in our prisons: it drew on widespread consultations and analyses of physical education and sport provision in prisons throughout England and Wales; it presented various good practice examples from across the secure estate; and the report culminated in 12 recommendations, 11 of which the government accepted.

I urged those with responsibility for our prisons to develop more effective

partnerships in order to improve the delivery of physical activity and sports programmes for the individuals held in their care.

We know that sports-based programmes can improve physical and mental health, support educational achievements, and provide a direct route into employment and training. And these initiatives also often have a unique role to play in promoting engagement, building trust with professionals, instilling resilience, teamwork and communication skills, and ultimately offering hope and a positive alternative to offending for those who may not feel motivated by other types of prison programmes.



Prisoners at HM Prison Oakwood were given the chance to participate in a football programme with mentors

JUSTIN COLEMAN

Chief operations officer, Alliance of Sport

Sport and physical activity, in and of itself, is not a panacea for the criminal justice system (CJS) or the participants within its care. A game of football or table tennis will not reduce the re-offending rate on its own – not least because the system is so complex and each participant's background and needs are so vastly different.

However, sport has a set of intrinsic benefits that make it the ideal vehicle for rehabilitation when it is packaged together with support including mentoring, education and training that enables each participant to complete their journey towards a life free from crime.

Sport has a set of key components that make it such a useful tool for rehabilitating those caught up in the CJS:

Firstly, it is transferable and mobile for participants of all ages, both their physical and cognitive

ability and in fitting in with wider aspects of their lives.

It enables personal control, choice and achievement, so participants can set personal goals and progress at a pace they are comfortable with.

Sport positively develops its participants' physical and mental health and wellbeing and enables the development of emotional regulation, as well as that current buzzword – resilience.

Central to all, if delivered well, sport is a positive platform for prosocial, proactive relationships and purposeful social connection – which, in turn, can enable the process of positive lifelong behaviour change.

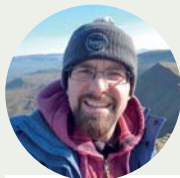
This is achievable when partners from across the sector come together in partnership, which is what the Sport for Development sector in the UK is all about.

When the sport and activity industry works with the third



Sport is not a panacea, but it has a set of intrinsic benefits that make it the ideal vehicle for rehabilitation

sector, public health, police (and Police & Crime Commissioners), schools, colleges, universities, criminal justice, community organisations, employment, housing and families, sustainable rehabilitation and desistance from crime can be achieved, helping repair broken lives and building a stronger society for all.



Justin Coleman is COO of the Alliance of Sport



Black Combe parkrun at HMP Haverigg in Cumbria was the first parkrun event in a prison. There are now 15 events across the country

CHRISSE WELLINGTON Global head of health and wellbeing, parkrun

As with all successful interventions, we need to start off by listening to those that we wish to impact. In this case, prisoners and prison staff are at the frontline in terms of taking part in and delivering any activities. Their views must be taken into consideration at all stages of the planning and implementation process. So, too, should those who oversee the running of the secure estate, such as HMPPS, third sector organisations that have experience in this field, such as the NASDC, as well as individuals who are at the cutting edge of research, such as Professor Rosie Meeks. Together, these individuals and organisations can provide the insight, guidance and support necessary to create initiatives that are suitable, targeted and, most importantly, impactful and sustainable.

The evidence around the value of sport and physical activity in reducing reoffending and promoting rehabilitation is wide ranging and compelling. The same is true about the impact of parkrun on the holistic health and wellbeing of individuals and communities.

Based on demand from prisoners and prison staff, and buoyed by



Based on demand from prisoners and prison staff, parkrun UK established 5km events on the secure estate

the credible evidence base, in 2017 parkrun UK took the bold and ground-breaking step of establishing 5km parkrun events on the secure estate. Black Combe parkrun at HMP Haverigg in Cumbria was activated in November that year, closely followed by HMP Magilligan in Northern Ireland. There are currently 15 parkruns on the secure estate, on both HMP and YOI sites, with many more in the pipeline. All are delivered by the prisoners themselves, with over 1,500 different people having run or walked at these events (as of mid-April 2019).

Establishing HMP or YOI parkruns sites provides regular physical activity and volunteering opportunities for those in secure settings (including staff); building hope and aspirations, recognising and celebrating people's strengths and progress, promoting skill development and fostering agency and empowerment. The interaction between staff and prisoners, on a more level playing field, helps foster positive relationships built on trust and respect.

Any intervention should be informed by regular monitoring and evaluation and we are working closely with HMPPS, Professor Rosie Meek and

Sheffield Hallam University to evaluate the implementation and impact of the initiative. This will help build insight into what works, and doesn't, and why – to ensure that this project, and similar initiatives, are successful and sustainable in the long term. ●

ELEVATE

Justin Coleman, Chrissie Wellington and Rosie Meek discussed this issue as part of the Thought Leaders Conference at Elevate 2019.

Elevate 2020 will take place from 17-18 June 2020.



The events also provide volunteering opportunities for prisoners

ENTERTAINMENT VALUE

Sport is thrilling to watch, but a match only lasts so long. How can teams keep fans' attention by constantly entertaining them in new and exciting ways? Alan Rownan looks at how stadium tech can help teams to engage with their fanbases

It's impossible to ignore the volume of high-profile stadium/venue redevelopments and new-builds taking place. It's impossible to ignore Tottenham Hotspur's grand opening of Tottenham Hotspur Stadium, and the promise of additional revenue the stadium will generate in regular Premier League games, not to mention NFL UK games, concerts and other revenue generators.

The highest attended season at White Hart Lane in recent years was 2015/16 with a total attendance of 678,887. Stadium sell-out ratio stood at an impressive 98.48 per cent, leaving little room for growth. This equated to ticket revenue (corporate



Alan Rownan is head of sports at Euromonitor International

excluded) of US\$43.2 million, which ranks the club sixth in the League and lower than London rivals Arsenal and Chelsea.

Initial estimates based on Tottenham Hotspur's first game at the new stadium shows just how big an impact this upgrade will have. If Spurs maintain a 95 per cent sell-out ratio, as achieved against Crystal Palace in their first game at the new stadium, attendance over the course of a full season will skyrocket to 1,120,219, an increase of 65 per cent from even the best seasons at White Hart Lane. Such an increase in attendance and ticket sales will elevate the club to new heights.

This increase in volume is hugely important in growing ticketing revenues, however the headlines have focused largely on how experience-orientated the new stadium is, shining a light on what Tottenham Hotspur is doing differently, and how this focus on experience will fuel quality fan engagement.

Attention seeking

Albeit somewhat hackneyed, the phrase 'no one size fits all' is wholly applicable in this case. In the 2017/2018 football season across 26 of the world's biggest football leagues, the average sell-out ratio was just 57 per cent. That's a lot of empty seats and lost revenue.

Not every league, or every team can guarantee the same quality of entertainment product as the Premier League and Tottenham Hotspur, but learnings can be gleaned, as other



Teams must embrace technology in order to keep their fans' attention



The New York Knicks must compete with all the other entertainment options available in New York City

top-flight teams enter into the process of re-thinking and redeveloping their stadia.

Research shows that the true battle, is ultimately to continue to win the time and attention of fans in an entertainment world that is more crowded than ever, and using technology as a vehicle from which to achieve this.

Commodities of fandom: time and money

On the global level, 58 per cent of respondents in Euromonitor's 2019 Global Consumer Trends survey aged 15-29 agreed, or strongly agreed that it is important to spend money on experiences. This was slightly less than those aged 30-44, of whom 62 per cent agreed or strongly agreed. The degree to which technology can and will impact these percentages over the coming years can't be overstated.

Speaking at an event earlier this year, senior vice president of business operations at The Madison Square Garden Company Kristin Bernert spoke at length about winning ▶

“ The battle is to win the time and attention of fans in an entertainment world that's more crowded than ever



The new Tottenham Hotspur Stadium is very experience-orientated



The opening of Tottenham Hotspur's new stadium is expected to result in huge increases in ticket sales

► the never-ending battle for attention in New York City. Every night of the week there are hit Broadway shows that deliver a guaranteed entertainment package, and in many ways, this is the benchmark that is set for New York Knicks games and requires a perfect balance of tradition and technology. Euromonitor has identified the core pillars capturing the long-term implications of achieving this digital balance.

Time, attention, intention

Consumers will be more intentional with online time and activities. This means a more challenging digital environment in which to drive fan engagement. Technology that can drive engagement, whether it's the digital tokenisation of sports, or simply engaging social media

“ Ultra-personalised offers using curated data can help build fan profiles that will drive engagement

content, sports properties need to be aware that time is of the essence. In Euromonitor's 2019 GCT survey 54 per cent of consumers stated that they shop in stores that create engaging experiences.

Fan personalisation

It should come as no surprise that personalisation is essential. A team may be a global powerhouse in the sports world, yet sports remains community-based. The curation of fan data can solidify and deepen fan loyalty. Reward schemes that recognise

fan commitment aren't new, however ultra-personalised offers using curated data can help build fan profiles that can be used to drive engagement. For instance, Euromonitor's *GCT survey* shows that 58 per cent of global respondents seek curated experiences tailored to their tastes.

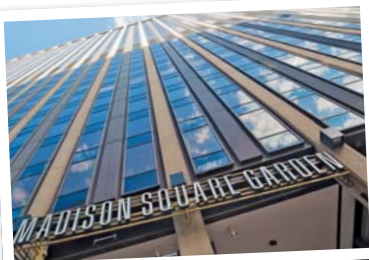
Teams must continue to add value to the lives of fans (irrespective of what happens on the field). This means offering engaging content, all the time. Serving engaging content at the right time through the right platform can help teams compete.

“

Seventy per cent of 15-29 year olds and 76 per cent of 30-44 years olds use technology to improve their day-to-day lives



© SHUTTERS TOCK/SPANTUL ETAL



The half time entertainment at a New York Knicks game at Madison Square Square Gardens augments the sporting experience for fans

Remaining open to opportunities

Lower ranked teams in smaller leagues are still reliant on selling tickets and sponsorships the old-fashioned way in order to remain competitive both on and off the field. That won't change overnight. Seventy per cent of 15-29 year olds and 76 per cent of 30-44 year olds use technology to improve their day-to-day lives. Therefore, the opportunity to enhance the value of sports as an entertainment product through the use of technology should reflect this broader demographic embrace of digital.

Staying agile

A complete overhaul with a focus on digital isn't an advisable remedy for clubs lower down the ranks. What works for Real Madrid (the number one club

in Euromonitor's *Club Attractiveness Index 2018*) isn't an option for a smaller team in an obscure league. However, an ability to remain agile, and seek out affordable methods of building and implementing a fan-first strategy that protects and grows a team's fanbase and overall entertainment value – not just sports – may be the key to long-term sustainability. ●

All data is taken from Euromonitor International's Passport Sports database, unless otherwise stated.

ABOUT THE AUTHOR

Alan Rowman is head of sports at Euromonitor International. He is tasked with providing data-driven, compelling insight and analysis on professional top-flight team sports across domestic leagues globally, covering everything from match-day metrics and social media performance to cross-industry commercial partnership opportunities.

Alan holds a Master's degree in Ethics from Dublin City University, where he focused his thesis on contending moral philosophies of fairness in professional sports.



RESTORING HISTORY

The UK has a rich network of historic swimming pools, but over the years many have closed down. Now, thanks to a renewed appreciation of these architectural beauties, and some out-of-the-box thinking from trusts and community groups, they're coming back to life. Kath Hudson reports

Thanks to the 1846 Baths and Wash House Act, the UK has one of the largest collections of historic swimming pools in the world.

Almost a century of municipal pool design led to hundreds of pools being created, representing ambitions in architecture and to improve public health.

Sadly, in so many cases, their beauty and grandeur has faded, and they have become relics and costly burdens for those who have to take responsibility for them. Over the years, as many local authorities failed to make them operationally viable, more than half of the UK's historic pools closed.

Fortunately, the tide now appears to have turned. Despite years of closures and budget cuts, an increasing number of historic pools are being brought back to life. "I like to think that we're on a roll," says Gill Wright, founder of Historic Pools of Britain, a charitable organisation that aims to share best practice among historic pools and raise their profile. "The rate of closures has slowed down and, despite the difficult economy, we are seeing a resurgence of historic pools."

Community support

This welcome turn of events is attributable to a few factors, according to Wright. Firstly, a growing interest in outdoor



We're seeing a resurgence in historic pools

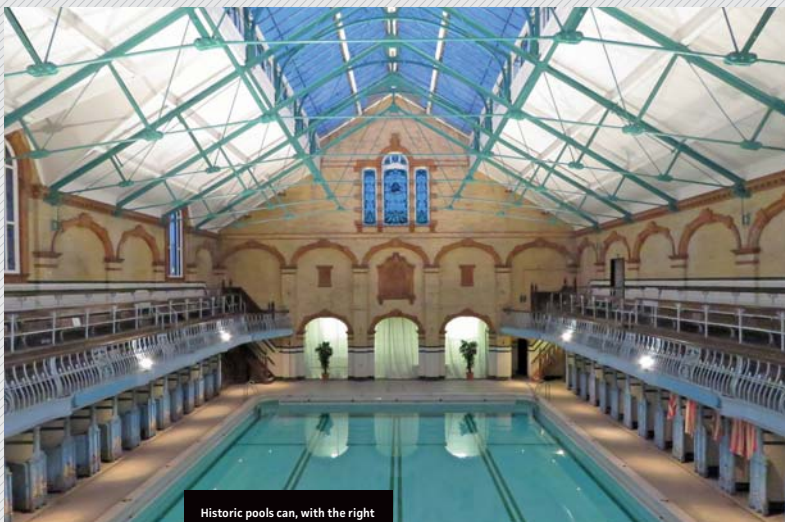
Gill Wright



Victoria Baths in Manchester is currently used as a heritage and events venue

swimming led to a resurgence in historic lidos, with many being restored, and this momentum has spilled over to indoor pools. Secondly, historic pools have been championed by leisure trusts and community groups who have taken on the management and thought creatively.

"A successful project needs a group of determined individuals behind it, as well as wider community support. It's a massive uphill struggle unless the local authority backs it," says Wright. "But in many cases we see how keeping a historic pool running engenders a sense of pride in a community. They can also become



Historic pools can, with the right marketing, become destination cultural attractions, says Wright

destinations in their own right and contribute greatly to regeneration."

Such a setting adds another dimension to the swimming experience, which many will appreciate, but also, as Wright points out, the baths often embody important social history: "Under local authority management, historic pools were generally not presented as interesting buildings in their own right, but they are beautiful and historic and, with the right marketing, can be destination cultural attractions."

A worthy restoration

Wright is part of a team that has been trying for years to resurrect Victoria Baths in Manchester. Created in an era of both gender and class segregation, these baths have an interesting story to tell and are currently open as a heritage and events venue. However, Wright is committed to seeing the baths themselves open again one day and funding is currently being sought based on a new, robust business plan to re-open the Turkish Baths as the next phase of the building restoration.



Elsewhere in Manchester Withington Baths and Leisure Centre, which was taken over by the community to prevent closure in 2015, is hopefully on track to be restored to its former Edwardian glory. It has recently been awarded £82,000 to scope out the extent of restoration needed for the roof and to design programmes and activities to educate

members and visitors about the baths' heritage. Full restoration will be dependent on a second lottery grant of £1.2m.

It is heartwarming that these quirky and charming buildings are now undergoing a renaissance and that there are now enough success stories to show how these historic buildings can be made sustainable. ▶



Work on the Jubilee Pool was made possible by a crowdfunder campaign, which raised £430,000

JUBILEE POOL

ART DECO LIDO SAVED BY THE COMMUNITY

Cornwall's Jubilee Pool, an iconic art deco lido overlooking St Michael's Mount, is an example of a pool on its way to closure that was nursed back to life by a community group and is now a destination for locals and tourists.

Built to celebrate King George V's silver jubilee in 1935, by the 2000s the local authority was struggling to keep it going, so when it suffered severe storm damage in 2014 it was at serious risk of closure. A

passionate community social enterprise, Friends of Jubilee Pool, took over its operation in 2016.

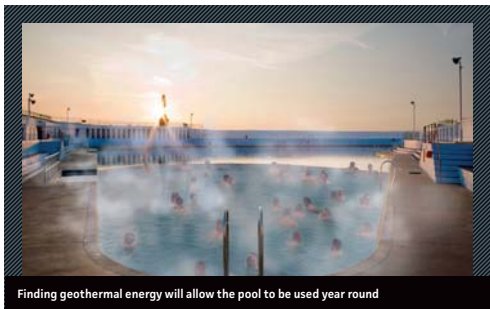
After a £3m fundraising campaign, the lido was refurbished, but with a short summer season the finances remained on a knife edge. Friends of Jubilee Pool thought outside of the box to come up with a strategy to safeguard its future.

"We're working with Geothermal Engineering Ltd to make it a year-round pool,"



We can now go from a four month operation to a 12 month one

Abbie Cranage



Finding geothermal energy will allow the pool to be used year round

says manager Abbie Cranage. "We've now finished drilling and have found geothermal energy, which will allow a section of the pool to be heated. This means we can go from a four month operation to a 12 month one and see a 25 per cent uplift in annual visits."

This work has been made possible by a crowdfunder campaign. The aim was to raise £350,000, but instead the group raised £430,000, showing the strength of feeling locally. This was matched by investors, and will enable the development of further revenue generating amenities.

SIR DOUG ELLIS WOODCOCK SPORTS CENTRE

UNIVERSITY USES MODERN GYM TO MAKE POOL SUSTAINABLE

Although refurbishment makes pools easier to sustain, they are still far from straightforward, and extra money has to be set aside for the inevitable maintenance and repair work that comes with old buildings. Subsidising the old buildings with new health and fitness facilities is a good model.

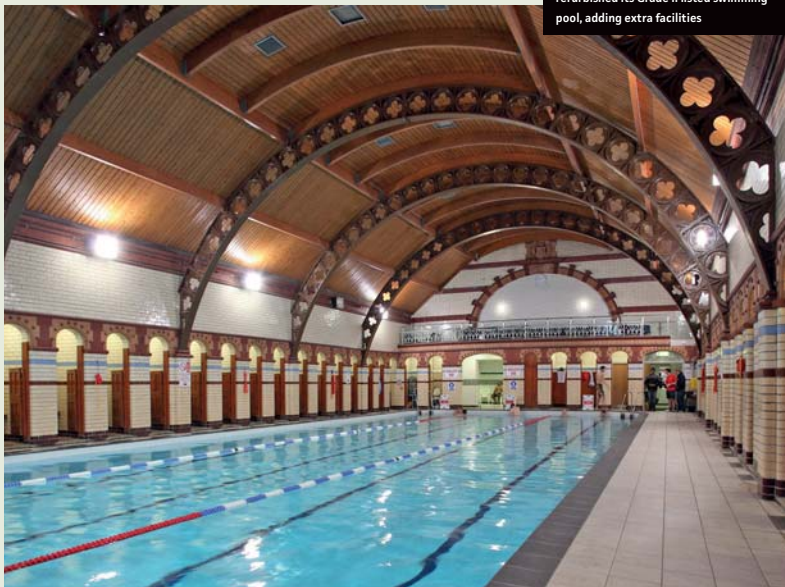
Wright says the Sir Doug Ellis Woodcock Sports Centre at Aston University in Birmingham is a great example of the new and the old working together. "This is the best of both worlds: a state of the art, profitable gym, complemented by a unique historic pool," she says.

After being acquired by the university from Birmingham City Council for £1 in 1980, the site was redeveloped as a multi-purpose sports centre. However, by 2000 it was falling into disrepair and because the building is Grade II listed, the university had to take the plunge to refurbish it.

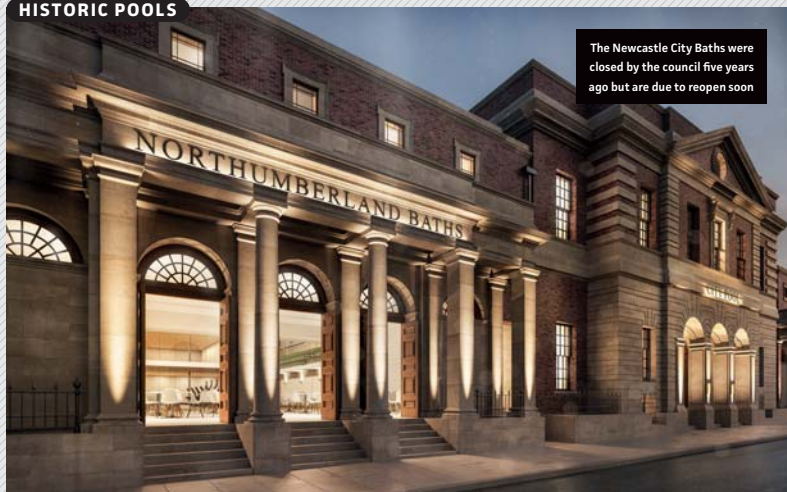
To cover the costs of the pool, additional income streams were added with a gym, two sports halls, sauna, steam and dance studios. Ultimately the management is hoping for further funding from the university to add a third sports hall, a larger free weights training area and a functional training suite.



Aston University in Birmingham refurbished its Grade II listed swimming pool, adding extra facilities



HISTORIC POOLS



NEWCASTLE CITY BATHS

BROUGHT BACK TO LIFE BY A LEISURE TRUST

Tim Mills of Fusion Lifestyle, which runs six unheated, year-round outdoor pools, agrees that the popularity of lidos has ignited a wider interest in historic pools. Since completing its first lido refurbishment in 2006, Fusion Lifestyle has been involved with a number of historic pool projects.

Currently, it is in the final stages of bringing the Grade II listed, neo-Georgian Newcastle City Baths back to life. The leisure trust took out a long term lease, after the baths were closed by the council five years ago, and embarked on a £6m investment, due to be completed in early summer.

The two pool halls are being restored, one as a swimming pool and the other as a health and fitness facility. A studio and bistro are being added, and the Turkish Baths are being completely restored. There are few left in the UK, so they are bound to have a wide appeal.

Mills admits there are many challenges with these projects. "We often ask ourselves why we do it! These projects are not simple or straightforward," he says. "But they are challenging, unique and interesting."

"We're very aware of how important these grand old buildings are to the local community and it's rewarding to bring something special back: they tend to have a very loyal following. Swimming in one of these great pieces of architecture is a unique and special experience and they have the

potential to be a city or regional attraction."

Always interested in projects involving a special building that has fallen into disrepair and is in danger of being, or is already, closed down, Fusion Lifestyle has two more renovations lined up, for a lido in Ipswich and some indoor baths in Bristol.



One of the original pool halls has been restored as a health and fitness facility



The Marshall Street Baths in Soho, London, attract a lot of interest from photographers and film makers, who use it as a beautiful backdrop to their work

MARSHALL STREET BATHS

PRESERVING BEAUTY

The 1930s-era Marshall Street Baths in Soho were mothballed by the City of Westminster in 1997 due to the amount of investment required, but were reopened in 2007 after a refurbishment by a development company, which involved further health and fitness amenities being added. Now they are operated by Everyone Active.

With original marble floors and an impressive barrel vaulted ceiling, the baths epitomise everything there is to love about historic pools. "We're very fortunate to have a historic pool at Marshall Street; it's a real gem in the heart of London," says general manager Louise Williams. "The pool, with its arched ceilings and natural light, attracts a lot of interest from photographers, fashion



**Our historic pool
is a real gem in the
heart of London**

Louise Williams

designers and film crews who all appreciate its beauty as an amazing backdrop to their work. We've even had James Nesbitt and Sport England filming here!"

Williams says day-to-day swimmers also find the pool a joy to swim in. However, beauty doesn't come easy and running the pool is often a labour of love. "The marble has to be cleaned by hand and some modern cleaning agents and techniques aren't suitable," says Williams.

"As a listed building, we have to plan ahead for maintenance issues and upkeep – we can't just buy the first thing we see. Much consideration goes into finding the approved materials – for example, it took us eight months to source and fit the poolside tiles. That said, it's worth every bit of extra care." ●

LEARNING FROM INSIGHT

The fourth joint Quest NBS and CIMSPA Conference and the 9th annual Quest NBS conference took place recently. A wide variety of presentations and workshops looked at key issues in sport, as Abigail Harris reports

More than 300 delegates flocked to this year's packed Quest NBS conference in Kenilworth. Opening the event, Sport England's property director, Charles Johnston, gave an update on the *Towards An Active Nation* strategy, reminding operators that it's no longer just about how many participate in physical activity, but the impact that has.

He said the 25 per cent of the population that's still inactive represents a real opportunity to impact agendas far wider than sport and fitness, and encouraged facility managers and sport development teams to look at urban design and how it can be replicated in communities to provide a naturally active environment.



Mark England said Team GB has the power to inspire the nation



Quest Director, Caroline Constantine (above) said 115 facilities have joined in the last year

Going for gold

Mark England OBE, chef de mission Team GB for the Rio 2016 Olympic Games, congratulated the audience on being the wheels behind Team GB's successes and gave a potted history of his career, saying he 'started out in your world' and that delegates should never underestimate the difference they're making.

England explained the difficulties of attempting to replicate Rio's successes at the next Olympic Games in Tokyo, but said Team GB would be shooting to win more medals at six consecutive games; a feat never achieved before. He said the power of Olympic sport and Team GB to inspire and unite the nation should not be overlooked, particularly in light of Brexit, and that he hoped GB would again be the best supported team, not just in the UK.

Quest director Caroline Constantine gave an annual update on Quest, which has seen 115 new facilities and teams join in the last year. Common failures still occur with fixed electrical testing, emergency light tests and lifts and hoists service records, and Constantine urged operators



More than 300 delegates attended the event, which was held at Chesford Grange in Kenilworth in February



to put more time into ensuring statutory requirements were met. However, she congratulated the industry on its continuing improvement in many modules within Quest generally and explained how standards overall are also improving, with many sites moving from Good to Very Good.

Highlighting programming and increased participation as the most popular modules, Constantine encouraged delegates to use Quest as a continuing improvement tool, by picking different modules for each assessment.

Going online

Delegates were introduced to the RD Dash, Right Directions' online platform, hosted by the DataHub, which will host all Quest assessments to give industry true insight into how the sector is performing at the click of a button.

Leisure-net's Mike Hill gave an update on Sport England's National Benchmarking Service (NBS), alongside Sheffield Hallam University's Professor Simon Shibli, which showed how the sector has been consistently delivering at a profit for four years.

We need to accept we are failing in our goal to increase physical activity and challenge ourselves to see this as an opportunity to grow

Breakout sessions then saw Right Directions' Gill Twell and Leisure-net's Dave Monkhouse explain how both Quest and NBS can be used to help operators deliver a great customer experience, while other sessions discussed exercise referral and workforce development.

Learning from failure

Former MP, Andy Reed, delivered the after-lunch session, based on a book called *The Black Box Approach* by Matthew Syed, which discusses how to approach failure and turn it into an experiment from which to learn.

Reed claimed that if our sector's aim is to get the nation active then we are failing, but that, because we ▶



► are afraid to admit failure, we're less likely to learn from mistakes. He said we need to change the mindset of people making the decisions, so we can accept we're failing and challenge ourselves when things go wrong, seeing these as opportunities to grow. But, he said, you need to take everyone along; this must be a culture change – failure isn't fatal, but failure to change might be. He also pointed out the importance of appetite for risk, saying if we're going to target harder-to-reach communities, we're going to fail at times, and recommended that delegates dive into areas of Quest where they aren't performing so well and embrace it.

Steve McFayden from the Alzheimer's Association gave a fascinating insight into the different conditions that fall under the umbrella of dementia, explaining that each person will have a unique set of circumstances. He said the little pockets of good practice he had witnessed needed to be expanded across the country and more must be done to understand the challenges that these individuals, who number around 1 million in the UK, face in trying living more active lives.

"Dementia is not a natural part of ageing," he said. "It's a disease of the brain and can affect people in their 30s and 40s, as well as the older generation. Ultimately,

This year marked the fourth time that Quest NBS and CIMSPA had jointly hosted the event



Andy Reed challenged delegates to think about failure in a different way



if we can get things right for people with dementia we will naturally be supporting others with long-term health conditions as well."

100 day challenge

Chris Perks, Sport England's executive director local delivery, talked about his 12 years as a PE teacher 20 years ago, and admitted he'd probably put thousands of kids off being active as he 'didn't get it' – having been good at school sport himself.

Having recently bumped into two ex colleagues, he was shocked to see the stark differences in the facilities they were representing within the same town; one a vibrant sports club, actively encouraging people to move more, and the other in a location where the facilities weren't great.

"There was stuff going on, but it wasn't a vibrant environment for being active," he said. "It's an area of



© SHUTTERSTOCK/ANIBERANCA

Sport has an important role to play in creating vibrant environments

deprivation and poverty, but not an area of low ambition – they know the value of being active, but having money to heat their home and feed their family are more ‘here and now’ issues than sport. But sport does have a role to play.”

Perks claimed one of the challenges is to understand local context, and advised delegates not to confuse leadership and behaviours with seniority. He said: “People like you are in there, demonstrating leadership, challenging what’s going on and making a difference. Many years ago it was easy to engage with communities because you could simply ask ‘Jeff’ the youth development worker. There was a network of council employees in and around towns, so intelligence was real. But cutbacks mean we’re no longer as connected as we need to be.”

Changing the system is about leadership, he said, and seeing people from all parts of the system working together and showing strong leadership is what will be enabling and facilitating. He encouraged delegates to get their local communities in a room with those delivering services and set a 100-day challenge to make positive changes.

Drowning detection technology

Afternoon breakout sessions included results from Right Directions’ accident management platform (STITCH) with insight into drowning detection technology, as well as advice

Changing the system is about leadership, and seeing people from all parts of the sector working together will be enabling and facilitating

on targeting under-represented groups and promoting effective inclusive delivery, leadership and good practice for disabled people and those with health conditions.

Who’s going to come?

To close the day, Inverclyde Leisure’s operations manager, Andrew Hetherington, paired up with Alliance Leisure’s managing director, Paul Cluett, to highlight how investment in their centres has moved away from traditional leisure to engage deeper into the local communities.

Cluett urged operators not to think about ‘what they want in their centres’ but ‘why they want it’ and ‘who’s going to come’, and showcased the redevelopments, which included soft play, climbing, food and beverage, party rooms and upgraded reception areas, noting the massive impact they have had on visitor numbers, as well as income and NPS scores. ●

TRUST INNOVATION

Facing funding cuts and ageing facilities, Rossendale Leisure Trust was struggling to generate a surplus. But an innovative overhaul has transformed the organisation, encouraging locals to get active. Steph Eaves talks to CEO Ken Masser to find out how it was done

Rossendale is a mill town in South Lancashire with a population of under 70,000 and some areas of severe deprivation.

Health inequalities are a significant issue, but so are resources, and with ageing leisure centres, and pressure on council budgets, the outlook was relatively bleak for community leisure.

The local leisure trust, originally established in 2004, had achieved a great deal in its first few years, but by 2014 it was struggling amid council funding reductions. Over the last five years, however, the trust has been completely transformed, demonstrating just what can be achieved by an innovative, agile leisure trust with the right strategy.

In 2014, Rossendale Leisure Trust's total turnover was just over £2m, which included a £700,000 grant from the local council. In 2019, with zero public funding, the trust's revenue is forecast to be £1.9m; generating an operating surplus after accounting for investment in facilities.

Here we tell the story of how this came about.

In September 2015, the trust developed a three-pronged transformational plan for the business;

RECONFIGURATION OF FACILITIES

In order to improve sustainability, while also staying true to the trust's core principles of health, fun and happiness for everyone, it was important to develop additional business segments that could help subsidise the higher cost, but also offer social value initiatives to support those people



Ken Masser is CEO of Rossendale Leisure Trust, in South Lancashire

most in need. Haslingden Sport Centre was adapted to include Grip & Go: a family adventure climbing facility, and some disused changing rooms were converted into District A Laser Tag. To finalise the change, the centre was renamed 'Adrenaline' and has become a regional adventure destination.

REORGANISATION OF TEAM STRUCTURE

A large scale reorganisation was carried out, which included a management restructure and the introduction of a revised structure across operational teams. This change was key to defining roles and creating a greater sense of accountability among the team.

This structure improved the efficiency of the business, linking line managers to operational staff, improving communication, accountability and understanding. A key part of the reorganisation was the development of an apprenticeship programme, which created a motivated, career-focused layer within the operational team.

TRANSFORMATION OF CULTURE

In recent years, a culture built on giving teams a sense of 'cause' has created a clearer sense of purpose and direction. The final piece of the jigsaw was the introduction of a new staff development programme that involves supporting the team to find happiness for themselves and to help customers to find it too. A person-centred and principle-centred approach to staff development and customer engagement has seen the leisure trust, and the community, go from strength to strength.



Rossendale Leisure Trust adapted Haslingden Sport Centre to include Grip & Go – something that has proven very popular with local families



Q&A with CEO Ken Masser

Tell us about the facility developments

There were a range of facility developments, including Grip & Go and Laser Tag. At Adrenaline, we also introduced roller skating and, more recently, archery tag to complement the other elements.

At our other centre – Marl Pits – an extension was built in 2013, adding a gym and studio to an existing swimming pool.

How important were these facility changes?

The facility changes, although relatively small investments, have played an important role in the trust's turnaround. Not only have they given the trust new revenue streams, and a broader appeal, but also energised the staff and given the teams a sense of excitement and purpose.

I think it's fair to say that we would have made progress without the facility changes, but not to the same extent. The developments have been a real catalyst for culture change within the organisation.

Are any more facility upgrades or developments planned?

We're consistently reviewing facility developments all the time and assessing options. In the last 12 months we've looked

at adding escape rooms, inflatable play zones and more climbing elements, like bouldering. We haven't got any plans set in stone, other than a pre-programmed refurbishment of our gym and studio space at Adrenaline.

Why was the team restructure so crucial?

Looking back, the reorganisation was even more important than we realised at the time. Before the restructure, we had a management and leadership structure that had grown organically over time, but that had become so complicated, with so many overlaps, that it was hard to

establish ownership of any particular part of the business. We didn't really know who was responsible for what and there was quite a lot of passing the buck when things didn't go quite right.

Our facilities were quite divided – there was very limited overlap and almost a sense of disregard for the teams at the 'other' site. As the trust was quite small, we were asking operational staff to manage some areas of the business, and asking managers to be very operational in some elements. It was all just very messy. All that combined to create an environment where it was hard for the teams to feel motivated ▶



The trust's Marl Pits centre was extended in 2013, adding a gym and fitness studio



Every member of our team is a unique person with their own talents

► and disconnected. We had no real sense of purpose or direction, and a lack of leadership throughout the business.

How did you turn this around?

Coming from an organisational development and restructuring background, I knew that it was important to get the right people in the right places and create a structure that led to accountability and a sense of ownership. I felt that if we could give the teams confidence to explore their own ideas, to be creative and put their own personal stamp on their area of the business we could be successful, but the way the team has responded to the new roles has exceeded our expectations.

One of the biggest changes we made was moving away from the typical 'duty manager' model within the facilities. We felt that duty managers were stuck

between administrative management tasks and overseeing the work of the teams on that shift. We moved all the administration elements out of the role, either to managers or to a new business administration team, and empowered new 'shift supervisors' to be on the floor, ensuring great customer service and motivating and inspiring the teams.

That focus on developing culture and a sense of purpose within the teams improved customer service. We don't have duty managers sat in an office having an occasional walk around the building, as is the case in many venues. Instead we have proactive shift supervisors working alongside colleagues and leading by example.

What's the Trust's 'one by one' approach?

Our 'one by one' approach is an attempt to create a simple mindset to help our whole team understand what's important and what behaviours are most valuable to our cause of promoting health, fun and happiness through charitable community leisure.

Some disused changing rooms have been converted to laser tag



The organisation now has a pro-active shift manager on the gym floor at all times

The idea is to focus on the 'one', or individual, whether employee or customer.

Every member of our team is a unique person with their own talents, and we value them in all our interactions. The same principle applies to the customers. In every interaction, we are a 'one' connecting with another 'one'. We focus on great interactions, one person at a time.

And how have you extended this approach?

Our new staff development programme is an opportunity for team members to work with a mentor from within or outside the business. The mentor supports the individual in identifying experiences and learning opportunities that will help them to grow in their specific areas of interest. For example, this might be a PT visiting other PT studios and exploring how they operate, or it might be attending a social media course to support them to become more effective online.

Everything is about tailoring the experience to individual needs.

So far, we've seen staff really stepping up to make a case for being selected to be part of the programme. That's been one of the biggest benefits so far – a greater sense of effort and focus from the team, as the programme is seen as a great opportunity for them.





The trust has a partnership with a local charitable group, and is now operating its swimming pool

Can you tell us about your partnerships?

In recent weeks we've formalised two partnerships, which will significantly enhance our reach. We've partnered with a private gym – Pioneer Community Health Club – which is situated in Bacup, one of the towns in Rossendale where we previously didn't have a presence.

We feel this partnership is quite innovative, because we haven't bought the gym, but we have merged it into our family of facilities and taken operational control. The Trust and the gym owner will share the profits from the business. Without significant investment we've been able to connect a whole new audience with the wider offer of the Leisure Trust, adding reciprocal membership access across all our facilities.

It's a great deal for the owner and it's an opportunity for the Trust to serve another section of the community.

Our other partnership is similar, but this one is with a local charitable group who had been running a swimming pool and civic centre in one of the more remote villages within the borough.



We've used pictures of local people in our marketing campaigns – it's real and that's important to us

What have you done to specifically appeal to the demographic that lives in the Rossendale area?

Most importantly, we've tried to connect our teams with the ambition to help local people live happier, healthier lives. We've done that through a lot of storytelling and educating the team about the real impact of inactivity on people's lives and what we can do to help.

In terms of practicalities, we've used pictures of local people in our marketing campaigns rather than stock images, which has been a brave choice in many respects. We really wanted to show real people in our campaigns and felt that people would connect better with familiar faces.

You don't always get that same polished look that you might get with professional models in highly edited stock images – but it's real and that's important to us. We also use lots of

testimonials and encourage customers to share their own experiences.

What are your plans for the trust? How will you keep evolving and improving?

We're really keen to make a big success of the partnerships with Pioneer and Community Leisure Association of Whitworth – that's a key focus for the next twelve months. Alongside that, we're working with the council towards opening a newly-built town centre spa, which will open in 2020. This will be an incredible new facility that will add something different to our portfolio.

Our top priority will be to continue focusing on developing our team, giving great customer service and making sure that we are doing everything we can to make the business as efficient and effective as possible. ●

HOW ACTIVE IS ENGLAND?

Sport England recently published the latest official statistics from the *Active Lives Survey*, providing a comprehensive snapshot of England's sport and physical activity habits, based on a sample of almost 180,000 respondents.

The survey results show that activity levels across the country are rising, with nearly half a million more people doing at least 150 minutes of activity a week, compared to 12 months ago. This means 62.6 per cent of the adult population is now active.

Traditional sports, however, remain unchanged in terms of participation, with cycling and football even seeing their numbers decline.

Sports Management takes a look at the key findings.



© SHUTTERSTOCK/JOULE

WHAT A DIFFERENCE A YEAR MAKES

28.2 million or **62.2%** of the adult population are now doing **150 minutes** of moderate intensity activity a week – this is **498,100 more** people than the previous year

185,000 fewer people are doing **less than 30 minutes** a week compared to the previous year

The gender gap between men and women has narrowed by **over 90,000**

An additional **286,000 women** are getting active for **150 minutes** or more a week

More older people were active – up to **59%** of **55-74 year olds** and **35%** of those age **75+**

133,200 more disabled people and people with long-term health conditions are active, the first increase since the **2012 Olympics** and **Paralympic Games**. Gym sessions were the **biggest growth factor** here



Overall cycling levels have dropped by 98,000

SLIPPING THROUGH THE CRACKS

Less likely than others to be active are:

People from lower socioeconomic groups (54%)

Black (57%) and South Asian (56%) communities

Those with a disability or long term health condition (42%). This increases sharply as the number of impairments an individual has increases. 51% of those with three or more impairments are inactive

It's great to see participation rising – especially among women, disabled and older people. But there is still more to do to tackle inequalities



MOST POPULAR ACTIVITIES

Walking for leisure and travel is the most popular way to be active, growing to 26.9 million people

Fitness activities, driven by gym sessions, come second only to walking. **Yoga and Pilates**, in particular, grew in popularity

Adventure activities, such as hill and mountain walking, climbing and orienteering, grew by 455,000 people

Swimming levels have stabilised after a period of decline, with peaks seen in outdoor and open water swimming during the summer heatwave of 2018

Weights sessions have grown in popularity for **women**



The fact that traditional sports participation isn't growing is worrying considering the positive social benefits it can bring

© SHUTTERSTOCK/FLAMINGO IMAGES

SPORT ISN'T FOR EVERYONE

Despite large numbers of people doing traditional sports, **numbers aren't growing**

Team sports were down by **240,000 people** compared to the previous year

Overall cycling levels have **dropped by 98,000**, with outdoor, road cycling and racing participation down. However **indoor bike sessions** saw a spike

Overall **football participation** has decreased, but women's football remains stable

14% of adults (6.2m) are volunteering to support sport and physical activity. Many undertake more than one role, with providing **transport and coaching** the most common volunteer activity. This is **364,400 fewer people** volunteering than the previous year

WHAT DO THE TOP PEOPLE SAY?

TIM HOLLINGSWORTH • CHIEF EXECUTIVE AT SPORT ENGLAND



It is encouraging and welcome news that almost half a million more people are active and that inactivity levels are improving across the country. Things are moving in the right direction, however, stubborn inequalities remain, which show that sport and physical activity still isn't appealing to everyone. It isn't right or fair that people on a low income, women and black and South Asian people are still less likely to be active. We're working hard to address that across all of our programmes.

We urge all sport and physical activity providers to think about the practical steps

they can take to make their sports more welcoming and inclusive to all. People are gravitating towards activities that can fit into their busy lives, that are enjoyable and where ability doesn't have to matter.

The fact that traditional sports participation isn't growing is worrying considering the positive social and community benefits they can bring. The nation's activity habits are changing. The sports sector must ask how our sports can give consumers the convenience they seek and offer activities that are enjoyable, affordable and accessible.



© SHUTTERS TOCC/WAVE BRANDE DNA

Fitness activities, particularly yoga and pilates, grew in popularity during the last year

WHY ARE SOME PEOPLE INACTIVE?

5.5 million people don't feel they have the ability to be active

People who are **not active** say that perceived ability has the biggest impact on how much they do

Active people say **enjoyment** is their biggest motivation

MIMS DAVIES • MINISTER FOR SPORT AND CIVIL SOCIETY



© SHUTTERSTOCK/CHRIS MCANDREW, UK PARLIAMENT

We should never underestimate the importance of being active. Sport and exercise improves mental and physical health, builds new friendships and teaches fundamental life skills.

Increasing our activity levels is a key priority. It's great to see participation rising, especially among women, disabled and older people. But there is still much more to do to tackle stubborn inequalities in participation. I want the sector to continue to innovate and make sure that everyone, no matter what background they are from, can get and stay active.

ABOUT THE ACTIVE LIVES SURVEY

The Active Lives survey was launched in 2015 and measures activity in its broadest sense. It includes activities such as walking, cycling for travel and dance, rather than just sport alone, to reflect the Government's strategy, *Sporting Future: A New Strategy for an Active Nation*.

179,747 people aged 16+ completed the survey between November 2017 and November 2018.

Active Lives is a national survey conducted by Ipsos MORI on behalf of Sport England. It also offers a vast amount of local data which can be used to develop local projects and policies.

To find out more about *Active Lives* and see the full results in full, go to www.sportengland.org/activeslives

RACISM AND BREXIT

WILL FOOTBALL EVER COME HOME AGAIN?

Recent incidents on the football pitch suggest racism is still rife in part of Britain. Combined with the restrictions Brexit might impose on international transfers, if it happens, it's a tense time for football.

Olivia Bridge looks at how this could impact future success

Public feeling over Brexit couldn't be more divided. However, in a sphere where politics and Brexit debates are usually kept at the door, English football is suddenly faced with an unprecedented list of challenges that will continue to grow, the longer the Football Association (FA) turns a blind eye.

Racism is currently dominating the conversation in English football, with critics calling the sudden resurgence a crisis. In the last six months alone, Manchester City's Raheem Sterling, Arsenal's Pierre Emerick Aubameyang, Chelsea's Callum-Hudson Odoi and Tottenham Hotspur's Danny Rose have all been subjected to racial slurs, monkey chants and/or having bananas thrown at them – and often on more than one occasion.

Liverpool's Mohammed Salah was abused by a West Ham fan in February and again more recently by Chelsea



Viv Anderson, England's first black footballer, endured racism

fans singing 'Salah is a bomber' in a video. At the time of writing, Derby County's Duane Holmes, Wigan's Nathan Byrne, Crystal Palace's Wilfried Zaha have been added to the ever-growing list of victims. Non-league player, Linford Harris of FC Wymeswold has also announced his departure from the league this April as a result of racism.

Modern day racism

Despite Kick It Out and numerous anti-racism organisations popping up all over the UK, incidents appear to be happening with such great frequency that many are beginning to distrust the FA's attempts to tackle it. In fact, Kick It Out reported there had been an 11 per cent increase in intolerable behaviour in 2017-18, with racism alone accounting for 53 per cent of the reported abuse – and this doesn't even cover unreported attacks or those in grassroots football.

Paltry fines, stadium bans and awareness training clearly isn't working. It's been forty years since England's first black footballer, Viv Anderson, was signed and had bananas



Olivia Bridge
is political
correspondent for
the Immigration
Advice Service



© SHUTTERSTOCK/CRISTIANO JARIN

If the UK leaves the EU, future talent in the vein of Cristiano Ronaldo would be lost to the game

thrown at him. But what's changed? England's current football icon, Danny Rose, has stated that he cannot wait until retirement due to similar levels of racist abuse.

Immigration fuels football

Such a rise in xenophobic prejudices makes no sense. Immigration fuels the British economy, diversifies our landscape and has evolved sport into the prestigious spectacle it is today. The Premier League in particular owes a debt to migration: having gone from strength to strength – and rich to richest – since its inception in 1992. Foreign expertise has transformed the sport, endowing it with the globally renowned, cosmopolitan status it enjoys today.

Elite sports stars from all over the globe have flocked to play in the FA's top divisions, especially EU players who have benefited from having frictionless mobility across the European Economic Area (EEA).

According to the Football Observatory, European nationals are now a far more frequent presence on the FA's pitches than homegrown British players.

European nationals are now far more frequent on the FA's pitches than homegrown British players. After Brexit, this may change

Similarly, the World Cup semi-finalists were a showcase of progressive pro-immigration attitudes. For example, 17 out of 23 players in France's squad and 46.7 per cent of the England squad were either immigrants themselves or the descendants of migrants. The Migration Museum actually found that only five players would have remained in the England squad if ancestral immigration history disqualified members.

Yet at a wholly unfortunate time and here to fan the flames of hostility further is Brexit – whenever it may be.

Brexit hurdles

Pencilled in for 2021 is the skills-based immigration plan for EU citizens, including professional sports players. This ▶

Mohammed Salah was targeted by Chelsea fans, who sang "Salah is a bomber" in a recent video

© SHUTTERSTOCK/ANDREW MARRAS



► means that, after Brexit, EU footballers will need to satisfy the FA's points system and the Home Office's Sports Visa UK requirements. This system includes measuring transfer fees, salary, international expertise, FIFA's rank and passing an English language test. They must also prove that their employment will make a significant contribution to the development of their football team and sport as a whole.

Evidently the replacement of Free Movement in which players could just waltz through border control and into any EEA football team is not only a costly affair but involves the most restrictive boundaries possible. Such red lines would have banned stars such as Cristiano Ronaldo, Dimitri Payet, N'Golo Kante and Riyad Mahrez from entry entirely, had they been subjected to the same requirements.

A further consequence of Brexit involves the end of signing under-18s and young talent from abroad. EEA member states benefit from an exemption to FIFA's Article 19 rule which bans transferring minors. Obviously, cancelling its membership to the EU involves the UK subscribing to this restriction. Namely, football icons such as Cesc Fàbregas, Andreas Christensen and Timothy Fosu-Mensah would not gain entry under these rules, since they were signed by Arsenal, Chelsea and Manchester United respectively when they were just 16 years old.

As the Football Observatory notes, "given the Brexit context, a possible limit on the scope of international recruitment may oblige the majority of Premier League teams to modify their transfer strategies", which could spell disaster. Clubs might need to poach players from

The very foundations of the League's success are bound to be shaken. It's possible the Premier League will fall behind its Continental competitors

other teams further down the pyramid, rather than looking overseas almost entirely for their new talent.

What's to come?

It's inevitable that Brexit will reshape the pitch, its players and the pyramid in terms of what we know today. The end of frictionless mobility brought by the UK's departure from the EU would massively dilute the top divisions' access to talent – and clobber its attractiveness in the process.

The FA estimates that as many as 65 per cent of current players would not have qualified under the planned system. Perhaps Newcastle United's failure to secure Brazilian Marlon Santos and this January's slow transfer window are a sign of what's to come.

Couple this with racism, however, and the very foundations of the League's success are bound to be shaken. It's possible the Premier League will fall behind its Continental competitors as a result.

What will happen when a restrictive visa system is imposed and racism left to thrive? What will happen when prejudiced attitudes are favoured over players' merits and skill? Time will tell, but it's really not looking good. ●



Cesc Fàbregas could not have been signed by Arsenal at 16 were Britain not part of the European Union

PEAK PERFORMANCE

Top sports teams use fitness equipment to create an effective regime of strength and conditioning work. We take a look at how these elite teams are maximising their chances of success with the right kit



SHEFFIELD UNITED FOOTBALL CLUB Supplier: Wattbike

For football managers and coaches, preparing their players for the demands of the pitch, structuring their team's year-round training correctly and making accurate comparisons between players, makes all the difference to their prospects and performance.

Sheffield United has had a fantastic season, being promoted into the Premier League as one of the top two teams. Lee McMahon, the team's head of sport science, explains that the Wattbike has been key to their success.

"Footballers experience a high level of exercise stress," says McMahon. "At times, the external stress can impact the continuity of the periodised training we assign. Off-feet



Footballers experience a high level of exercise stress and off-foot conditioning on the Wattbike reduces this

conditioning using the Wattbike gives us the opportunity to use continuous training, while reducing the external impact stress on joints and muscles from load bearing exercise."

Like other EFL and Premier League clubs, Sheffield United uses specific programmes for every player, based on their Wattbike fitness test results. This means measured,

repeatable training with performance data available at the coaches' disposal.

"We believe in collecting as much information about each player as possible. These parameters allow us to adopt an evidence-based approach when it comes to designing each player's conditioning."

It's not just about off-foot training either, says McMahon. "From my experience, players in long-term rehab really enjoy the Wattbike sessions."

"I think the key to using the Wattbike is educating people about its benefits. I think it's a revelation to each player that once we have undertaken the Wattbike tests, every session is tailored to their individual capabilities."

Renault F1 is the longest running contract in the Matrix portfolio



RENAULT F1 Supplier: Matrix Fitness

Matrix Fitness has recently announced the renewal of its long-term partnership with Renault F1 Team.

Matrix supports the team's Human Performance Centre – a purpose-built training and sports science facility – with fitness equipment, including the Matrix 7xi Series CV equipment and products from Matrix' Magnum and Ultra strength ranges.

Latest additions include the Matrix S-Drive and S-Force Performance Trainers, the Matrix CXP Indoor Cycles and Connected Solutions.

David Thompson, strength and conditioning expert at Renault's Human Performance Centre, comments: "We're very fortunate to have a lot of top-of-the-range equipment



We create as many specific training methodologies as possible, to equip drivers with uncompromising conditioning

from Matrix. We try to create as many specific training methodologies as possible for our drivers and race team, to equip them with uncompromising conditioning. Our goal is to make sure the drivers will arrive at the race being the fittest on the grid, so that's one element they won't need to worry about when they arrive on track.

"We focus on the driver's neck, upper body and forearms, as well as core and trunk strengthening and stabilisation. We use a combination of isometric and concentric loads for neck training, as well as rotational forces to cope with the high g-forces drivers will endure on track. We also use a range of Olympic lifts and general compound lifts to increase explosive power and eccentric loading to cope with high break pressures over a race distance.

"Motorsport is an industry at the forefront of design and technology and with high expectations. By having the most bio-mechanically sound and versatile equipment, we can enhance strength and conditioning programmes, focusing on specific goals."



British Rowing uses Concept 2 rowing machines, BikeErgs and SkiErgs to supplement training

BRITISH ROWING Supplier: Concept2

Concept2 has been working with British Rowing for many years, supporting grassroots participation – both on water and indoor rowing – alongside providing training and racing equipment to the GB Rowing Team.

The GB Rowing Team uses Concept2 products on a daily basis – from the oars on the water to the rowing machines in the gym. The GB Rowing Team also uses Concept2 BikeErgs and SkiErgs to supplement training or to mix things up during rehab.

As a high-volume training sport, both elite rowers and active club rowers spend many miles on the Concept2 Indoor Rower.

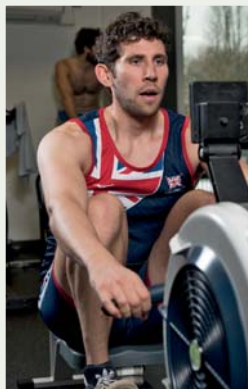
Double world champion rower and founder of RowElite, Mat Tarrant says: "The main reason we use Concept2 equipment is because of its



The key benefits to using a rowing machine are that it's low impact and can be adapted to suit the needs of the user

reliability. A large part of the squad would have learnt to row on land and water using Concept2 equipment, and it's never let us down."

Tarrant added: "The key benefits to using a rowing machine over other pieces of gym equipment are that it's low impact, it works the entire body and it can be adapted to suit the needs of the user, whether that's through feet height positioning, resistance or catering for an individual with disabilities."



World champion Mat Tarrant says a large part of the GB rowing squad would have learned to row on Concept 2

EMS-TRAINING
A GLOBAL MOVEMENT!

mihabodytec
made in germany

BE A FIRST MOVER

**EXPERIENCED TRAINER?
PREPARE FOR A FITNESS REVOLUTION!**

**SIGN-UP for a free
EMS demo session!**
www.be-a-first-mover.com

**BE A PART OF THE FASTEST GROWING AND MOST
EFFECTIVE TRAINING METHOD IN EUROPE:**

- Better results in less time
- More clients per hour
- More money per square foot
- Reach new clients
- Backed by science
- Differentiate your offering

MAKE THE FIRST MOVE TO SMARTER TRAINING!

EMS TRAINING

ELECTRO – MUSCLE – STIMULATION



MIHA BODYTEC EMS UK LTD.

14 Gower's Walk • London E1 8PY • UK



PHONE

+44 208 068 078 0



EMAIL

uk-info@miha-bodytec.com

www.be-a-first-mover.com



The Queenax rig at Watford Football Club is used for competitive group training by adult and youth teams



WATFORD FOOTBALL CLUB Supplier: Precor

Watford Football Club uses a Queenax rig in its fitness suite, to maximise strength and functional fitness exercise and accommodate large numbers of players who are training for both the Premier League team and youth teams.

When training at such an elite level, the Queenax delivers an efficient solution, with the variety of apps and optional extras giving coaches a range of training exercises to progress players' abilities. Customised, integrated squat racks deliver additional performance training capabilities.

Players use the suspended platform to enhance motor control, improve balance and

rhythm, develop body awareness and mental engagement, as well as strength.

The punch bag is used to train rotation, deceleration and reaction, while at the same time improving aerobic fitness and core stability.

The Queenax gives the club the ability to work numerous players at one time. With daily gym usage varying from between three and 12 players, its versatility ensures sessions can be completed efficiently and correctly.

Lee Trafford, under 23 strength and conditioning coach at Watford FC, says: "The Queenax is highly versatile. The players enjoy working out on it and the more players we can get training at the

“

Players enjoy lining up against each other and often race on the ladder structure to see who can do the quickest monkey cross

same time the better. As well as being fun to use, it also builds team dynamics.”

True to their competitive nature, players enjoy lining up against each other and often use the ladder structure across the top of the Queenax to see who can do a monkey cross from one side to the other the quickest. ●



GIVE YOUR MEMBERS THE VARIETY THEY SEEK

Queenax™ is the only functional training system that can transition from personal to circuit to group training in minutes. A wide variety of accessories keeps the training possibilities endless. Innovative system designs to fit almost any space large or small.

*Xcite, Livingston site with the largest Queenax in the World as of March 2017.



See it in action at precor.com/Queenax
01276 404900 • info@precor.com

Queenax
Functional Fitness by Precor

PRECOR
Fitness Made Personal

LIGHT UP

Lighting can play a big part in improving the fan experience during sports events. Signify's Andy Gowen explains innovative ways in which stadiums can dazzle spectators and keep them coming back for more



Broadcasters and sport governing bodies have defined standards for lighting that enable TV cameras to capture flicker-free, super slow-motion action replays and help players to deliver a peak performance – but is compliance all that stadium operators should be aiming for?

The latest standards are easily met with high quality LED lighting – excellent colour rendering and uniformity ensures maximum performance and helps broadcasters catch every bead of sweat and strained sinew in glorious 4K ultra-high definition. But upgrading to LED lighting can enable so much more than just a clearer view of the action for spectators and broadcasters.

Recognising this can be the difference between lighting that's simply compliant and that which creates a truly engaging fan experience.

Connected lighting

Incorporating smart, LED pitch lighting into a stadium-wide connected lighting system with remote management capabilities unlocks new ways to engage fans from the moment they arrive. A stadium-wide lighting system can power everything from pre-programmed light scene settings that change instantly with the touch of a button, to architectural lighting that

enhances the atmosphere and attracts visitors, helping to generate revenue.

Such unforgettable fan experiences start with lighting systems that go beyond just lighting, but which also offer connectivity and support Internet of Things (IoT) deployments. Combining lighting systems with the IoT contributes to data collection and exchange, and helps to better manage

stadiums and complementary systems, in order to create novel encounters for fans. It empowers stadium lighting to deliver end-to-end, integrated experiences from entry to exit and allows lighting to easily be upgraded to a lighting bowl system, which makes every event memorable by offering dynamic light shows, synchronised with music and video to create an immersive arena experience.



Lighting can transform a sports stadium into an immersive experience for fans

© SHUTTERSTOCK/CRISTIANO BARNI



Steerable spotlights, such as those used in rock concerts, can add atmosphere and excitement to sports



State-of-the-art stadium lighting improves safety and creates excitement

Whereas coordinating a light show (or even simply having different lighting profiles for different sports or leagues) would historically have increased complexity, connected lighting management software simplifies this and delivers the best fan experience. Furthermore, enhanced control and data collection facilitates smoother operations and improved safety – in effect, the lighting becomes the smart backbone of the stadium, bringing the power of the IoT to bear.

From safety to entertainment

State-of-the-art stadium lighting saves money, improves safety and creates excitement, even before guests enter the venue. Bright, energy-saving LED illumination can make fans feel secure



LED façade lighting can turn the stadium into a recognisable landmark

© SHUTTERSTOCK/ANDRO

in parking areas and guide them safely from the subway to the arena. LED façade lighting can also inspire them from afar, turning the venue into a landmark.

Many venues and clubs have already realised the value of impressive stadium lighting, with top clubs competing to produce the most spectacular shows. These sophisticated multimedia spectacles turn the stadium into a backdrop for a highly choreographed piece of entertainment.

By adding entertainment lighting to high quality pitch lighting, light can be used to isolate different parts of the pitch, so when the team comes out, the players are bathed in a corridor of light. Even pitch-side advertising screens and large displays featuring team colours and bespoke images can be incorporated and synced to music, while steerable spotlights, such as those

used at rock concerts, add to the excitement.

We regularly see videos of these light shows going viral and being shared by fans all over the world. At the venue, a 90-minute experience becomes an afternoon out, with fans happy to spend longer in the stadium being entertained and experiencing everything the venue has to offer. The spectacle, when shared online, encourages more fans to visit in the future.

Visitor engagement

It's difficult to overstate just how much of a role lighting can have in impacting the amount of time fans spend at stadiums, both pre-and post-event. It can even attract visitors toward retail stores. It's no wonder that lighting and light shows are quickly becoming the defining experience at many stadiums around the world.

THE STADIUMS LIGHTING THE WAY

OPTUS STADIUM Perth, Australia

A s a new, purpose-built sports venue, Optus Stadium wanted to ensure it installed the very latest lighting technology to create the best possible fan experience. The stadium chose to install IoT-ready connected LED lighting to support its mission to become the premier, multi-purpose venue in the Southern Hemisphere. The installation

represents the largest LED stadium lighting system of its type in Australia.

"The community has been absolutely blown away by what a fantastic facility has actually been created here in Perth," says Ronnie Hurst, project director at the Department of Sport and Recreation. "And the ability to light up the stadium with your team colours on a game day is magnificent."



ALLIANZ STADIUM Turin, Italy

Allianz Stadium is a category 4 UEFA stadium and the home of Serie A champions, Juventus Football Club. Italy's first barrier-free stadium, it seats 41,500 spectators in stands just 7.5 meters from the pitch.

Juventus Football Club was interested in improving the overall fan experience at the stadium, while ensuring compliance with strict broadcast regulations and compatibility with sport governing body guidelines.

The new arena lighting experience consists of two building blocks: bowl lighting and hospitality area lighting.

Bowl lighting is controlled by an Interact Sports touch panel, making it easy to control vibrant new entertainment shows and synchronise them with music, graphics and video. Allianz Stadium now makes use of this, not only during football matches, but also before and after,



Allianz Stadium can now offer light shows with synchronised music



to extend the game day experience and increase engagement with fans.

"We can now offer the ultimate Juventus experience, enhanced with light shows, graphics and videos that make each event different and more memorable than the one before," says Juventus' head of events, Alberto Pairetto.



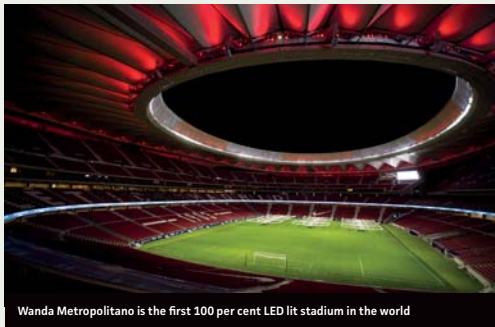
WANDA METROPOLITANO STADIUM

Madrid, Spain

Wanda Metropolitano is the first 100 per cent LED lighting stadium installation in the world. Connected LED lighting and software offer unique opportunities for synchronisation and integration of different stadium systems. Atlético de Madrid wanted to create an immersive stadium experience that starts from the moment people enter the parking lot and lasts until the moment they leave.

The stadium has one-touch control of the fully connected and integrated LED lighting for the entire stadium, including façade, pitch, hospitality and also exterior parking area lighting.

The spectacular roof structure above the pitch is equipped with Philips Colour Kinetics architectural lighting, creating dazzling light shows for visitors. The lighting on the façade



Wanda Metropolitano is the first 100 per cent LED lit stadium in the world

can be synchronised with the lighting in the parking area, helping to create a fully immersive experience. The façade lighting

ensures the structure can be seen from afar and has become a city landmark and tourist attraction.

PRODUCT INNOVATION

Lauren Heath-Jones takes a look at the latest technology and innovation making waves across the world of sport

Rewards4 offers 'unprecedented rewards' for fan engagement, says Tom Cowgill

Lancashire Cricket Club (LCC) in the UK has announced a new partnership with Rewards4, a sport-based rewards programme, to launch the Rewards4Cricket programme

– a new loyalty initiative to reward its fan base. The initiative is designed to reward loyal fans by enabling them to collect points on their everyday shopping, thanks to 4,500 brand and retail partners.

These points can then be redeemed against club purchases including memberships, match tickets, season tickets and merchandise from the official Lancashire CC store.

Tom Cowgill, director and co-founder of the company, says: "Our Rewards4Cricket membership is growing rapidly and partnering with Lancashire Cricket enables us to welcome and reward their members and supporters."

"Rewarding devoted fans by turning everyday spending into savings is proving to be a compelling concept for many, especially when it can be achieved at no cost to the club or county."



Director and co-founder of Rewards4Cricket, Tom Cowgill

Jonathon Nuttall, head of ticketing & digital systems at Lancashire Cricket, says: "Our members and supporters are at the heart of everything we do. We always strive to reward that commitment by providing the best possible experience."

SPORT-KIT KEYWORD

REWARDS4



Lancashire Cricket Club members will be able to gain rewards

Tim Brownstone announces Kymira x Bio Synergy partnership

Smart textile firm Kymira has launched the 'Ultimate Recovery Kit' in partnership with sports nutrition

company Bio Synergy, with both contributing products.

Launching under the Kymira Sports brand, the kit is designed to aid recovery from sports injuries and workouts and will feature Kymira's Infrared ankle socks, Core 3.0 power shorts alongside Bio-Synergy's whey protein, BCAA and 'Power Beet' capsules.

The launch is a result of a new partnership between the two brands, which comes shortly after Kymira announced a new strategy to develop more long-term business partnerships in both the



sports and wellness industries.

Tim Brownstone, founder & CEO of Kymira, says: "Kymira Sport customers are looking for those extra percentage gains and our garments offer a way for them to do this."

"This partnership is a further step forward for Kymira Sport, as it showcases our

The partnership has resulted in a recovery kit

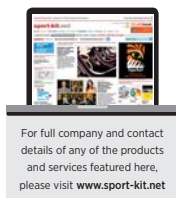
ongoing desire to offer the best wearable technology to help boost performance and aid recovery."

SPORT-KIT KEYWORD

KYMIRA



Tim Brownstone is founder and CEO of Kymira



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

DEM Sports cricket nets promote the sport at grassroots level, says **Anthony Byrne**

DEM Sports, a company specialising in cricket equipment, has partnered with Essex-based engineering firm, Grathnells Engineering, to create an updated version of

its Concertina Cricket Net and Multi-Sport Foldaway System.

Billed as 'unique fold-away, space saving systems', the nets are intended primarily for use in clubs, schools and universities with limited space and are designed to promote the sport at a grassroots level, particularly in schools, to get more children involved with the game.

Available in three sizes, the Concertina Cricket Net can be affixed to a wall or fence post and can be fully extended to 8, 10 or 12 m, and folded away to just 50 cm, while the Multi Sport net measures 10m x 6m and folds back to 82cm. Both nets feature



The crickets nets are designed for use in facilities with limited space

laser cut, powder coated metal posts, produced by Grathnells, encased in a protective foam.

In addition to creating the metal framework for the nets, Grathnells, a specialist in bespoke metal work, laser cutting and powder coating, worked with DEM Sports to refine the original designs to create the new product line.

Anthony Byrne, product manager at Grathnells, says: "Grathnells has a long history of supporting ideas that aim to help children succeed. We were delighted to work on refining this equipment to unlock inner city play spaces and combat obesity."

SPORT-KIT KEYWORD

GRATHNELLS



Byrne looks forward to the nets helping children succeed

Evac+Chair installation shows Everton's commitment to fan safety, says **Richard Cairns**

Goodison Park Stadium, UK, the current home to Everton FC, has undergone major redevelopment work in order to improve disabled access and to become compliant with standards laid out in the *Accessible Stadia Guide* (ASG).

The redevelopment has included new elevated viewing platforms to provide better sightlines for disabled fans, as well as the addition of four fully-accessible lifts, two accessible wheelchair lifts, new stairs and designated entrances and exits.

The club, which has plans to relocate to a new stadium at Bramley Moore Dock on the Liverpool waterfront, has also invested in four Evac+Chair 300H evacuation chairs, bringing the total number of evacuation

chairs up to 16 to make the stadium fully compliant.

Capable of beating a load of up to 182kg, the Evac+Chair 300H is designed for one-person operation and avoids the need for heavy lifting or manual handling.

Richard Cairns, facilities manager at Everton FC, says: "We chose to invest in our ground regardless of the new stadium because, as a club, we are committed to all our supporters and hold the need for equality, particularly in sports, in high-regard."

Colin Moore, UK sales manager at Evac+Chair, says: "It's more important than ever for all football clubs to comply with the ASG guidelines by providing the means for a safe exit in an emergency."



The Evac+Chair 300H is designed to replace manual handling

"More clubs are moving towards compliance and equality. Evac+Chair is helping equip them with world-class apparatus and the necessary knowledge to ensure their

facilities afford safe access for all, no matter how able they are," Moore added. ●

SPORT-KIT KEYWORD

EVAC+CHAIR

The Sports and Play Construction

Association, SAPCA, is the recognised trade organisation for the sports and play facility construction industry in the UK. SAPCA fosters excellence, professionalism and continuous improvement throughout

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

tennis courts and sports pitches to playgrounds and sports halls. SAPCA also represents manufacturers and suppliers of related products, and independent consultants that offer professional advice on the development of projects.

PRINCIPAL CONTRACTORS

CHARLES LAWRENCE
SURFACES

tel: +44(0) 1636 61 5866
www.charleslawrencesurfaces.co.uk

AB C D O Q

Charles Lawrence
Tennis Courts

Tel: 0800 294 8066
Fax: 01509 558691
email: allcourts@btinternet.com

A D I J K P

Chiltern
Sports Contractors

Honours Yard, Lodge Lane, Chalfont St Giles, Bucks, HP8 4AJ

T: 01494 766673 F: 01494 766674
E: sports@thechilterngroup.co.uk
www.chilternsportscontractors.co.uk

A D I J K O P Q S

CLS
SPORTS

Natural & Synthetic Sports Facility Specialists

Design • Construction • Maintenance

01642 488328 | info@cls-sports.co.uk
www.cls-sports.co.uk

A B C D E F O Q S

etc sports

Design, Build & Maintain the Finest Tennis Courts & Sports Surfaces

01621 85 86 86
www.etcports.co.uk

A B D

Fosse Contracts Ltd
28 Cannon Street
Leicester LE4 9HR

Tel: (0116) 246 0500 Fax: (0116) 246 1561
Email: info@fossecontracts.co.uk
www.fossecontracts.co.uk

A D I J K O P S

HUNTER

Hunter Construction (Aberdeen) Ltd,
Centaur House, Thuleslane
Business Park,
Inverurie
AB51 5GT

Tel: 01467 627290 Fax: 01467 625791
E-mail: info@hunter-construction.co.uk

B D

O'BRIEN
Pitch Perfect...

Pitch Perfect...
Pitch Perfect...
Pitch Perfect...

01636 219 234
info@obrienconstruction.co.uk
www.obrienconstruction.co.uk

A B C D E Q

LAND UNIT
CONSTRUCTION LIMITED

Established 1972

NATURAL SPORTS GROUND CONSTRUCTION
Tel: 01908 260217 Fax: 01908 261659
Email: sales@landunitconstruction.co.uk
www.landunitconstruction.co.uk

E

McARDLE
SPECIALISTS IN SPORTS
PITCH CONSTRUCTION

Design and construction of 3G football & rugby pitches, all-weather hockey surfaces, multi-use games areas, athletics tracks and more, for sporting clubs, local councils, universities, colleges & schools

T: 01491 827810
E: enquiry@mcardlesport.co.uk
www.mcardlesport.co.uk

B C D

S&C SLATTER
SPORTS CONSTRUCTION SPECIALISTS

Exceptional Sports Facilities

Tel: 01635 345210 www.sandcslatter.com

D F

PLATT
CONSTRUCTION

Unit 32, Chysel Close,
Newman Industrial Est,
Manor Lane, Haverhill, CB5 3PZ

T: 01244 533184
F: 01244 533184
E: sales@plattconstruction.co.uk

www.plattconstruction.co.uk

A D J K P Q

polytan

POLYTAN SPORTS SURFACES LIMITED

Phone: 0845 224 1416 Fax: 0845 224 1617
Email: info@polytan.com
www.polytan.de/en

B C D O

CONICA

HIGH PERFORMANCE FLOORING
FOR SPORTS & PLAY FACILITIES
AROUND THE WORLD.

Phone: 01636 642 460
Email: enquiry@conica.com
www.conica.com

O

Quality contractors
at affordable
prices

WHITE HORSE
CONTRACTORS

Tel 01865 736272
www.whitehorsecontractors.co.uk

B D E

ANCILLARY CONTRACTORS, MANUFACTURERS & SUPPLIERS



B&L Fencing Services Ltd
Tel: 01527 882101
Fax: 01527 882123

www.blfencing.co.uk
Fencing Specialists to the Sports Industry

J



Britannia
ADVANCED COATING SYSTEMS

T: 01606 834015
E: sales@britanniapaints.co.uk
www.britanniapaints.co.uk

M P



Collinson
SPORTS FACILITIES

Tel: 0800 9886370 www.collinson.co.uk

L



COVAIR
LEADING AIR DOME MANUFACTURERS

T: 01883 743988 F: 01883 744076
E: johnwright@covairdomes.co.uk
www.covairdomes.co.uk

L



EnviroStik
Suppliers of Adhesives for all applications in the sports surface industry

Tel: 01889 271751
www.envirostik.com

G

The leading manufacturer of netting, posts & sports ground equipment



Harrod UK

www.harrod.uk.com • Tel: 01502 583515

I



MARK HARROD
SPORTS EQUIPMENT

01785 594421 • WWW.MARKHARROD.COM


I



BRIDOME
your advantage


Bridome Ltd, The Courtyard, Wisley, Surrey GU23 6QL
Tel: +44 (0)1932 350365 Fax: +44 (0)1932 350375
e. info@bridome.com w. www.bridome.co.uk

L



Regupol Sports flooring • Sports surfaces

Tracks for champions



www.berleburger.com
Tel: 01422 200 143
Email: maguire@bswuk@aol.com

O



CopriSystems
covering technology

01380 830 697 www.coprisystems.com

L



Leading in Artificial Turf Systems

Phone: +31 (0) 384250050
E-mail: info@edelgrass.com
www.edelgrass.com

O



FieldTurf
A Tarkett Sports Company

Tel: +44 (0) 131 629 0437
www.fieldturf.com

O



HEXA SPORTS
Manufacturers of high quality sports equipment and tennis court products

T: 0121 783 0312
F: 0121 786 2472
E: sales@hexasports.co.uk
www.hexasports.co.uk

I



MRI
POLYTECH

Polyurethane Systems built to **ADAPT**

Tel: +44 (0)1625 575737 www.mri-polytech.com

O

KEY

- A** Tennis Courts
- B** Synthetic Pitches
- C** Athletics Tracks
- D** Multi Sports
- E** Natural Sportsturf
- F** Play Surfaces
- G** Adhesives
- H** Aggregate Producers
- I** Equipment Suppliers
- J** Fencing Systems
- K** Floodlighting
- L** Indoor Structures
- M** Paint Manufacturers
- N** Screening/Windbreaks
- O** Sports Surface Suppliers
- P** Surface painting /Line Marking
- Q** Civil Engineers & Groundworks
- R** Irrigation & Pumping
- S** Maintenance
- T** Professional services

The Specialists in Synthetic Grass and Artificial Sports Surfaces



AS
ASTROSPORT

+44 (0)800 9788 140 info@astroport.co.uk

O

MULTI-USE SPORTS FLOORING FOR ALL ROUND PERFORMANCE



Gerflor
TARAFLEX™ COMMUNITY

Call: +44 01926 622600
Email: contractuk@gerflor.com
Visit: www.gerflor.co.uk

O

luminance pro
lighting systems

floodlighting systems

T: 01276 855 666
www.luminancepro.co.uk

K

ANCILLARY CONTRACTORS, MANUFACTURERS & SUPPLIERS CONTINUED

PLANT FENCING
Sports Fencing Specialists

www.plantfencing.com

T: 01780 740 940 E: enquiries@plantfencing.com

L

Murfitts Industries Ltd
Station Road, Lakenheath, Suffolk IP27 9AD

Tel: 01842 860220
Fax: 01842 863300
Email: info@murfittsindustries.com

O

NEPTUNUS
structures

Temporary buildings

www.neptunus.co.uk

L

PROGAME

www.progame-shockpads.com

Contact: Martin Laidler – Sales Manager
Tel: 07831 178690
Email: mlaidler@trocenell.com

O

REPLAY.
PRESERVING PLAY

01636 640506

info@replaymaintenance.co.uk
www.replaymaintenance.co.uk

MAINTENANCE FOR SYNTHETIC SPORTS SURFACES

I P S

RUBB
BUILDING SYSTEMS

we will never stop innovating

www.rubb.co.uk

L

SIS

Market leaders in the manufacture, supply, installation & maintenance of synthetic and natural sports surfaces.

Tel: 01900 817837 Email: sales@sispitches.com
www.sispitches.com

B D E J K O P Q R S

SPORTS LABS
surface testing & consultancy

Tel: 0845 602 6354
Email: louise@sportslabs.co.uk
Web: www.sportslabs.co.uk

T

Celebrating 20 years providing durable, resilient & quality multi use sports floors

SPORTS SURFACES UK LTD

01244 321200
info@sportssurfacesuk.com
www.sportssurfacesuk.com

O

Synthetic multi-sport surfaces

Northern Office
11 Enterprise Way
Julian Business Park
Darby, DE21 4BB
0800 587 0290
info@sport-top.co.uk

sporttop www.sport-top.co.uk
INVEST IN BETTER PLAY SURFACING, FROM THE GROUND UP.

K S

STRI

Sports Turf Research Institute
DESIGN & ADVICE
FOR SPORTS SURFACES

t: +44 (0)1274 565131
e: info@stri.co.uk
www.stri.co.uk

T

TECHNICAL SURFACES

Synthetics sports pitch maintenance experts
tel:// 08702 400 700 fax:// 08702 400 701
email:// info@technicalsurfaces.co.uk
web:// www.technicalsurfaces.co.uk

S

TigerTurf™ UK LTD

t: +44 (0)1299 253966
e: ukinfo@tigerturf.com
www.tigerturf.com

O

THE SPORTS AND PLAY CONSTRUCTION ASSOCIATION CAN BE CONTACTED ON:

Tel: 024 7641 6316
Email: info@sapca.org.uk
www.sapca.org.uk

SAPCA MEMBER



VELDEMAN | Sports Buildings
STRUCTURE SOLUTIONS

+44 28 9264 8344 | sport@veldemangroup.com
www.veldemangroup.com

L

WHITE LINE SERVICES

Cleaning, lining and resurfacing of sports surfaces

T: 01342 851172
E: info@white-line-services.com
www.white-line-services.com

I P S

SPORTS MANAGEMENT DIRECTORY

To advertise, call now on +44 (0)1462 431385 email: theteam@leisuremedia.com

AV/Lighting/Sound

AV / SOUND

Lightmasters

Audio Visual Systems
Effects & Mood Lighting
PA Systems

info@lightmasters.co.uk
www.lightmasters.co.uk

lightmasters uk ltd.

WWW.LIGHTMASTERS.CO.UK

Sports flooring

Temporary buildings



www.neptunus.co.uk



Lockers & changing rooms



ridgeway
furniture manufacturing
ridgewayfm.com

tel 01525 384298 sales@ridgewayfm.com

O'BRIEN
Sports Limited

Pitch Perfect...

- Football pitches
- Hockey pitches
- Multi-use Games Areas
- Rugby pitches
- Athletics tracks

Get in touch

01926 319 724

info@obriencontractors.co.uk

www.obriensports.co.uk



Sports equipment suppliers & manufacturers



Ready for a new experience?

precor.com • 08448 480101 • info@precor.com



MARK HARROD
SPORTS EQUIPMENT

FOOTBALL



RUGBY



HOCKEY

We also supply team shelters and products for athletics, badminton, basketball, cricket, lacrosse, netball, tennis, pitch maintenance and much more.

CALL OUR
EXPERT
TEAM

01785 594421

OR VISIT WWW.MARKHARROD.COM

BE SEEN BY OVER 5,500 **ACTIVE BUYERS** IN EACH ISSUE

To advertise here, call us now on +44 (0)1462 431385

Email: theteam@leisuremedia.com

To advertise, call now on +44 (0)1462 431385 email: theteam@leisuremedia.com

Sports equipment suppliers & manufacturers (continued)

PRICES INCLUDE FREE DELIVERY to England, Wales and southern Scotland

THINK SPORTSEQUIP

Save Time. Save Money. buy your tennis court equipment online from sportsequip.co.uk

Think sports equipment, think sportsequip
Tel: 01858 545789 | info@sportsequip.co.uk | www.sportsequip.co.uk/tennis

Sports flooring

DORRELL
SPORTS FLOOR CARE

SANDING | SEALING | COURT MARKINGS
NATIONWIDE SPECIALISTS

Tel: 01684 567504
Email: info@peterdorrell.co.uk
www.peterdorrell.co.uk

TARAFLEX
SPORTS

High Performance Fitness Flooring
Recognised Brand Trusted Quality

www.gerflor.co.uk **Gerflor**
the flooring group

Sports lighting

the night sky in safe hands

Tel: 01623 511111
Email: sales@abacuslighting.com
www.abacuslighting.com

Abacus
LEADERS IN LIGHTING
Proud member of CIESM Lighting Group Ltd

tennis hockey football netball rugby cricket
basketball

luminance pro
lighting systems

LED & Sports Floodlighting
Indoor and Outdoor

Tel: 01276 855666
info@luminancepro.co.uk
www.luminancepro.co.uk

HiLux™

athletics skate parks mugs

Sports retail

SRS LEISURE
YOUR COMPLETE RETAIL SOLUTION

CELEBRATING 25 YEARS
PROUDLY SUPPLYING POOL WORLD

0121 550 2700
sales@srsleisure.com
www.srsleisure.com

Sports surfaces & maintenance

The Specialists in Synthetic Grass and Artificial Sports Surfaces

A/S
ASTROSPORT

+44 (0)800 9788 140 info@astrosport.co.uk

The new **3 R's**

REPLAY.
PRESERVING PLAY

MAINTENANCE FOR
SYNTHETIC SPORTS SURFACES

info@replaymaintenance.co.uk 01636
www.replaymaintenance.co.uk 640506

REPAIR
REVIVE
REJUVENATE

SMG Pioneer and Leader in Track & Turf Equipment

WixMatic M4000 Planomatic P328 StrukturMatic S322

SMG
SPECIALIST IN SPORTS SURFACES

WHITE LINE SERVICES

Cleaning, lining and resurfacing of sports surfaces

T: 01342 851172
E: info@white-line-services.com
www.white-line-services.com



PERFORMANCE

BRING YOUR STRONGEST AND
BEST TO EVERY MOMENT

"Working with the team at Eleiko has been a revelation. From initial design all the way through to after sales care, it's easy to say they are the best. Never would we consider putting anything else in the hands of our athletes and customers."

ZADE AL-SALIM

Owner of CRANK, Peckham's first boutique fitness studio



Eleiko_UK

FOLLOW THE FUTURE OF STRENGTH AT [ELEIKO.COM](https://www.eleiko.com)

ELEIKO

RAISE THE BAR

Community Leisure UK

The voice for community leisure trusts across the UK

The community leisure trust collective has launched a new brand that seeks to support and develop our public leisure and culture services. **Community Leisure UK** – formerly Sporta - is the association that specialises in charitable leisure trusts across the UK, enabling networking and knowledge sharing with peers and external stakeholders.

Collectively, member community leisure trusts manage a **combined budget of more than £1.6bn, employ over 67,000 people, and receive 233million visits per year.**

Charitable trusts are key community anchors who **reinvest every penny** into developing services focused on their local people across the life course. Trusts are working with more and more partners to develop supported routes to **mental and physical health improvement**, while reshaping services to meet local strategic objectives.

The ultimate aim of community leisure trusts is to **engage all people across the community**, whether that is having a health check, a coffee in a safe and warm space, going for a swim, taking a walk in the park, borrowing a library book or becoming a member of a gym.

Community Leisure UK are keen to help organisations who would like to know more about the public leisure landscape and / or the charitable trust model. Please do get in touch at:

www.communityleisureuk.org

@CommLeisureUK

cateatwater@communityleisureuk.org

Thank you for reading.

