

SPORTS

MANAGEMENT

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– Harvard Business Review



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Making a global impact

Two new studies have put the spotlight on the economic value of sport, giving us further ammunition when it comes to fighting our corner for decent levels of funding

The UK's sports sector has had a battering during the years of austerity, with cuts to local authority budgets hitting key services. However, as we head into 2020 and towards another public Spending Round, evidence is emerging that will strengthen our hand when it comes to lobbying the government for funding.

Firstly, a global study by RAND Europe has found that even low levels of physical activity would substantially grow both the UK and the world economies.

As a baseline, researchers found that if all adults aged 18-64 walked for 15 minutes a day, the world economy would grow by an additional US\$100bn a year to 2050.

If people who are currently physically inactive were to reach the World Health Organization's recommended levels of exercise, the world economy would grow by US\$220bn per annum in the years to 2050.

Furthermore, if sedentary people increased their activity levels by 20 per cent, global growth it's estimated would grow by US\$360bn a year.

The UK would see economic gains of around £8.5bn (US\$11bn) a year to 2050, while a relatively small increase in activity of 15 minutes a day could extend average life expectancy by two-and-a-half years, reduce annual sick leave by five days and add £8.5bn to the UK economy.

Thought to be the first time a multi-country macroeconomic model has been applied to the area of physical activity, the study points to a significant relationship between inactivity and productivity loss.

RAND said: "It's clear physical activity has a crucial role to play in improving health, so we urge government to do



Sport and active recreation contribute US\$230bn a year to the US\$828bn physical activity economy. This is expected to grow to US\$1.1tr by 2023

more to support people to lead a more active lifestyle.

A second study from the Global Wellness Institute (GWI) also shows the global impact of sport.

Move to be Well: The Global Economy of Physical Activity found the physical activity economy is now a US\$828bn (€752bn, £655bn) market, with its value expected to grow further to US\$1.1tn (€1tn, £870bn) by 2023.

GWI drilled down to find the sports and active recreation markets contribute US\$230bn a year to this total, with apparel and footwear adding US\$333bn and equipment and supplies US\$109bn.

Just one look at this issue of *Sports Management* is enough to demonstrate the incredible impact sport delivers in terms of social good and community outreach, but, unfortunately, when it comes to funding, this can often count for very little in the battle for resources.

These new global impact numbers, if carefully deployed, could lend extra weight to our lobbying by speaking the only language politicians really understand, meaning more people could gain the huge benefits sport can offer.

LIZ TERRY, EDITOR, SPORTS MANAGEMENT

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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



Leisure centres and sports clubs have the opportunity to help reduce waste and increase recycling, thanks to a Terracycle initiative

“Single-use” was officially named as word of the year 2018, having seen a four-fold increase in use since 2013. Finally, it seems, global awareness of the environmental impact of single-use plastic is growing.

Our world is struggling under the weight of the waste we produce – last year, beach cleaners in the UK made headlines when they found snack packaging dating from the 1980s.

So I was pleased to hear about an initiative by recycling business Terracycle, which aims to help businesses and organisations collect and recycle hard-to-recycle waste by offering free recycling programmes, funded by brands, manufacturers and retailers around the world.

This particular initiative has been organised by Terracycle in partnership with PepsiCo subsidiary FritoLay, the makers of Walkers Crisps.

Walkers has committed to switching to 100 per cent compostable or biodegradable packaging by 2025.

Last year, Right Directions launched a campaign called #noshoesNovember alongside The Aspire Leisure Centre in Stanmore. This encouraged health clubs and leisure centres to reduce their consumption of single-use plastic blue overshoes in favour of customers simply taking off their shoes.

The fundamental concept was to raise awareness, with an emphasis on reducing the waste we produce in the first place. Now we’re backing the Terracycle campaign.

There’s a strong argument that crisps should be outlawed from our cafés and

Leisure centres and sports clubs can become recycling centres for crisp packets



As well as supporting the environment, the scheme raises money for local good causes

vending machines, due to their known health impacts, but that’s a debate for another day. In the meantime, we’re encouraging sports centres and leisure centres to sign up for the initiative to become recycling centres.

There are currently 10,103 recycling stations across the UK where you can

trade-in any brand of crisp packet to be made into plastic pellets and then into things like outdoor furniture. More than 1.7m packets have been recycled so far – enough to create around 750 benches.

As well as supporting the environment, the scheme raises money for local good causes, and if you’re a charity, this could go directly to you.

So get on board to help, and when customers drop off their crisps packets, perhaps we could also take the opportunity to encourage them to eat healthier snacks.

More: sportsmanagement.co.uk/Terracycle

Caroline Constantine, director, Right Directions



Disability sport is literally a lifeline for many people, especially when they're newly injured

KYLIE GRIMES • GB WHEELCHAIR RUGBY PLAYER AND MOTIVATIONAL SPEAKER

I love being the only woman on the squad – I get a room to myself on tour!” says Kylie Grimes of her recent selection into the Great Britain Wheelchair Rugby squad for the 2019 European Championships.

“Joking aside, I’m honoured to represent my country. I’m thrilled to rejoin the team,” she says.

Grimes, 31, was part of the London 2012 Wheelchair Rugby team before turning to athletics in 2014. She enjoyed success, finishing fourth in the 2015 and 2017 World Championships and the Rio 2016 Olympics. However, her heart really lay in team sport and she decided to switch back to training

for wheelchair rugby. With the help of the team at specialist spinal cord injury active rehabilitation centre Neurokinex, Grimes regained her form and retook her place on the GB Wheelchair Rugby team. She is the only female player on the squad but that doesn't faze her: she knows she's been selected for her ability and has earned her place.

“Wheelchair Rugby is a mixed sport but it's heavily male-dominated with no stipulation for any females on the team: you really have to earn your place. As the bottom classification of ability, I have less-good function in my hands and arms. But I'm strong in defence, freeing the faster-paced boys to

play in attack, where they must handle the ball well and pass it quickly and hard.

“I was the second female to ever play for Team GB (Josie Pearson was the first in 2008), joining the squad in 2011. Returning to form to regain my place in 2019 has been hard but worth it.”

Tough training

Grimes continues: “Wheelchair Rugby is more aerobic than athletics and demands endurance so you can push on for long periods of time. I had to rethink my training programme at Neurokinex, switching to more reps of lower weights, bench presses and seated rows. For endurance and stamina, I push myself on the Sci-Fit hand bike.

“The final piece of the jigsaw is my core strength, which is essential to give stability through my spine. I need that to stop myself from falling all over the place, especially on impact in the game and when changing direction at speed.”

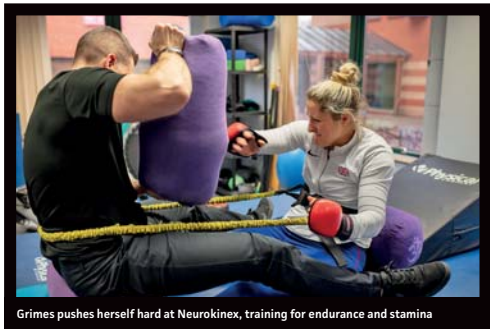
Team success

The GB Wheelchair Rugby team has had some major victories since Grimes rejoined the squad. In May they won the Four Nations tournament in the US, beating Australia, USA and Japan to the title. Ranked behind the other three countries, they entered as underdogs but came out on top.

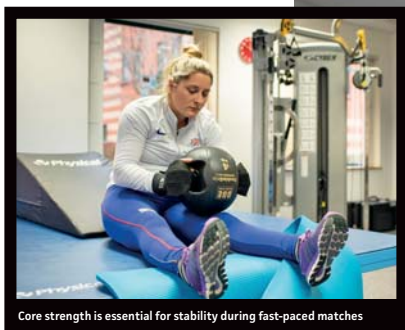
That success pulled them up to fourth in the world before they competed in the



Kylie Grimes is the only woman on the GB Wheelchair Rugby team



Grimes pushes herself hard at Neurokinex, training for endurance and stamina



Core strength is essential for stability during fast-paced matches

2019 European Championships in Denmark in August, where they successfully defended their title. Next is the World Wheelchair Rugby Challenge, which will be played alongside the Rugby World Cup in Tokyo in October with the top eight teams (Australia, USA, Japan, Canada, New Zealand, Brazil and France) battling it out. After this, the 2020 Tokyo Paralympic Games beckon.

Building opportunities

"London 2012 was a game changer for many disability sports and wheelchair rugby quickly saw three leagues develop, where before London there was only one," she says. "It's great to see opportunities for the competitive sport grow but the grassroots side of the game really needs help. This is where friends are found as well as fitness and where supportive communities are created.

"Sadly, few sports centres fully accommodate disability sports. Being 'accessible' isn't enough: sports centres must provide a range of disability sports for youngsters and adults.

"I often hear stories of people – including families with young disabled children – having to travel over an hour to find a suitable facility. Disability sport is literally a lifeline for many people: for some it's the only thing that gets them out of the house, especially when newly injured. If the leisure industry creates more opportunities within accessible sport, it will build and build." ▶



Grimes says sports centres need to go further than being accessible, they must provide disability activities and sports



Physical activity is not only effective in supporting and enabling your mental health recovery when you have a problem, it can also help you to stay well

HAYLEY JARVIS • HEAD OF PHYSICAL ACTIVITY, MIND



Jarvis: physical activity can reduce risk of depression by 30 per cent

Tell us about Get Set to Go

Since 2014, Mind has been delivering a programme called Get Set to Go, which is funded by Sport England and the National Lottery. Over the course of its first three years we supported over 3,500 people experiencing mental health problems to become physically active in their local communities through peer support.

We achieved this through offering peer-led and peer supported taster events, one-to-one support and group-based activities for people to try activities in a supportive environment.

We also provided training to sport and physical activity sector providers to give them the confidence to deliver sessions. In addition to this, we raised awareness through delivering campaigns highlighting the benefits of becoming physically active for people experiencing mental health problems.

We have recently scaled this programme to 18 new areas of the country and shared our learnings across the sport, physical activity, health and mental health sectors.

What other work do you do in this area?

Of our network of over 130 independent local Mind charities, many deliver physical activity as part of a wide range of services, from walking groups to yoga, tai chi to table tennis, and we support them to make this part of their core services.

We have also worked with a wide range of partners to encourage people

to get physically active, including England Athletics through the successful #RunAndTalk programme and their network of 400 Mental Health Champions.

More recently, we joined with the English Football League (EFL) for a two-year charity partnership called 'On Your Side'. Together we hope to harness the power of football to raise awareness of mental health, improve the approach to mental health in sport and raise funds to deliver life changing national and local support.



Staff at sports clubs and gyms are well placed to support mental health

What sorts of outcomes and results have you seen from these programmes?

Phase One of Get Set to Go was incredibly successful in supporting people to become and remain active. We worked with Loughborough University who independently evaluated the programme and found:

- Participants became more physically active on average, with at least one more day of vigorous activity per week. Moderate activity went up by almost two days a week after six months in the programme.
- Even during periods of low mood and low motivation, participants were generally able to maintain gentle to moderate activity (such as walking).
- There was a significant change in participants' perceptions of their social support. This was as a result of the increased social interaction and connection built through group activities.
- People who reported increased social support also reported better wellbeing and felt a better ability to cope and be resilient.
- Participants felt more 'autonomous' in their motivation to be physically active. 'Autonomous' motivation means wanting to be active because you enjoy it rather than because you feel pressured into it. This type of motivation is associated with feelings of wellbeing, social support, empowerment and coping skills. Participants who reported feeling this type of motivation also reported better overall health.



- Importantly, participants saw Get Set to Go as an important first step in their recovery process.

How can sports clubs and gyms support members to maintain good mental health?

Just as we all have physical health, we all have mental health too and we should think about them both as being equally important and integral. Sports clubs and gym staff are well placed to support everyone to maintain good mental health. They can do this by:

- Championing the mental health benefits and wider benefits of being active. Focus less on body image and more on how being active makes people feel.
- Build campaigns such as Time to Talk Day and World Mental Health Day into your communications calendar.
- Make it as easy to talk about mental health as it is to talk about physical health – get involved in our champions scheme through the Mental Health Charter for Sport and Recreation. Creating an open environment will support good mental health.
- Get to know your customers and participants and try to understand what motivated them to get active in the first



It's important that people find the exercise that works for them – whatever it is, it needs to be enjoyable

place. Also involve them in shaping new campaigns and programmes.

Just how important is physical activity in preventing depression?

Very! Physical activity is not only effective in supporting and enabling your mental health recovery when you have a mental health problem, it can actually help you to stay well, as it builds your resilience.

One study found that physical activity reduces your risk of depression by up to 30 per cent. It is also recognised as one of the Five Ways to Wellbeing as researched by the New Economics Foundation. Physical activity lifts your mood through the release of endorphins, it helps you to manage stress better by balancing cortisol levels and it helps you to sleep better, which is a core component in protecting your mental health.

What type of exercise has the best effects on depression?

The NICE (National Institute for Clinical Excellence) guidelines state that structured group-based physical activity, three times a week for 30-45 minutes at a moderate intensity, is a primary treatment for mild to moderate depression.

Our own research shows that there is no one-size-fits-all approach and what works for one person may not for another. It's important that people find 'their thing' and build it into their daily routine. Whatever it is, it needs to be enjoyable. While physical activity can be an effective tool for supporting mental health, this is rarely in isolation and many people need a combination of treatments including medication, talking therapy, ecotherapy or 'green exercise', creative therapy and mindfulness.

Further information and tailored support for the sport and physical activity sector can be found at:

www.mind.org.uk/sport
www.mind.org.uk/GSTGResults
mind.org.uk/getactive
www.mind.org.uk/coaches



If we're able to educate young people on the spirit of sport at an early age, then they're likely to refer back to these values when faced with difficult situations later

EMILIE MOFFAT • EDUCATION PARTNERSHIP OFFICER, UK ANTI-DOPING

When did the UKAD start offering education programmes for children?

During the run up to 2012, UKAD identified that athletes needed to receive clean sport education at an earlier stage in the pathway. It was from here that the body focused on developing education provision for young people. At the time, Team GB and the British Paralympic Association (BPA) had started the Get Set legacy programme and so, working in partnership, UKAD, Team GB and BPA developed Get Set for the Spirit of Sport for 10-14 year olds.

Due to the success and positive impact of the Get Set for the Spirit of Sport, UKAD then decided to develop another values-based education programme for



Moffat says that education about clean sport must begin early

7-10 year olds, to capture athletes at the very start of the pathway.

Why are these initiatives important?

Both of these programmes define and reinforce the spirit of sport and the values this includes. If we're able to educate young people on this at an early age then they're likely to refer back to these values during their sports journey and especially when faced with difficult situations.

The resources include parent and guardian activities, with the aim that we can encourage parents and/or guardians to also have an understanding of these values and therefore reinforce this message to their children.

Tell us more about the programme

It's a values-based education programme. The programme is a cross-curricular tool for teachers to use within their PE/PSHE lessons. There are six sessions all based around the Olympic and Paralympic values.

For each session, we include lesson objectives and an outline of activities, plus resources for games, non-participants, session prizes and activities to complete at home with parents and guardians. The resources are all digital downloads through the Get Set website. Schools simply have to log in to the site to access all resources. These can be downloaded and used either as six sessions consecutively or as individual sessions.

What's the Think Real programme?

Think Real is a partnership programme between Team GB, BPA, Sport England, ourselves and supported by the English Institute of Sport. The programme aims to



The Get Set for the Spirit of Sport programme is a cross-curricular tool for teachers



UKAD's programmes aim to educate kids on the values of sport and how to apply them on and off the field

inspire young people aged 11-16 to make healthy, informed decisions by educating young people on the links between their nutrition, recovery and physical activity and the impact on their all-round health.

The programme uses engaging films to encourage young people to take ownership of their learning and lifestyles. The resources included activity sheets, presentations and expert information. There are two sets of resources, one for a general audience in PSHE delivery and another for GCSE PE students.

All of the resources were developed through young person focus groups and teacher consultation.

What are the major aims for the programmes?

The programme's main aims are to educate young people on the values of sport to ensure that at the very start of anyone's journey they have an understanding of what these are and how to apply them



Education within this early stage of the pathway is vital to the future of clean sport education

on and off the field of play. UKAD aims to get more schools using these resources to ensure that this education is being widely spread across the very beginning of any sports pathway.

How can schools and parents get involved?

For schools to get involved is very easy. They just have to head to the Get Set website and create a log-in. Then it's simply a case of going to the resources page, clicking on the Spirit of Sport, Spirit of

Sport in Competition or Think Real links and downloading any resources they want.

For parents to get involved, the Spirit of Sport and Spirit of Sport in Competition resources both have parent and guardian activities included in the programme.

Any future plans for the programmes?

Within the education team we're always looking to develop new programmes and resources that will further support and educate athletes, parents and support personnel on clean sport. Education within this early stage of the pathway is vital to the future of clean sport education and therefore we're always working in close partnerships to improve education at this level. ●

For more information and resources, visit:
www.getset.co.uk

NEWS + ANALYSIS



The picture of diversity 'requires practical action', according to Sport England chair Nick Bitel



It's so important that diversity at board level is a priority

Nick Bitel

Lack of diversity in British sports leadership 'unacceptable'

First, the good news. Women now account for 40 per cent of board members across Sport England and UK Sport-funded sports bodies.

Then the less good news. People from BAME backgrounds account for just 5.2 per cent of those selected to the boardrooms of sport – while just 5 per cent of board members declared or consider themselves to have a disability.

The figures come from the *Diversity in Sport Governance* report – published recently by Sport England and UK Sport – which provides a comprehensive picture of the diversity of boards up to the end of 2018.

It shows that good progress has been made to improve gender equality, with almost three quarters of sports boards having achieved the required gender benchmark of 30

per cent, as set out in Sport England's landmark *A Code for Sports Governance* strategy.

However, slower progress has clearly been made in relation to BAME representation on boards.

The lack of diversity was described as "completely unacceptable" by Sport England chair Nick Bitel, who has pledged to make the issue a priority for both

the grassroots funding body and elite agency UK Sport.

"Organisations with diverse boards have a diversity of thought," Bitel said.

"That means they make better decisions, are more successful, and crucially are better able to understand and reach the audiences we want to engage in sport and physical activity."

More: http://lei.sr/R9M7h_P

'Bank of Mum and Dad' paying £7,000 a year to keep talent in sport



SportsAid alumni include 2017 European gymnastics champion Ellie Downie

Parents of talented athletes are forking out more than £7,000 a year to ensure their children have the opportunity to excel in their chosen sports.

The figure comes from a survey of 650 athletes who receive funding from national charity SportsAid.

The research showed that the average investment made by parents has risen from £5,022 to £7,089 per year over the last decade. Contributing to the financial cost of competing,

the survey – carried out by Nunki Solutions – found that SportsAid's athletes typically travel 373 miles a week to get to training and competitions – up more than 80 per cent from last year's figure of 207.

It also revealed that to keep up with the pace, athletes aged between 12 and 18 years typically train twice a day and combine their schedule with school or college work. SportsAid provides both financial and non-financial

support to talented young athletes. One of its headline programmes is the Backing The Best initiative – funded by Sport England – which has distributed £1m to young athletes since its launch in 2016.

According to SportsAid figures, its alumni were responsible for 69 per cent of Team GB's medals and 71 per cent of Paralympics GB's medals at the Rio 2016 Olympic and Paralympic Games.

More: http://lei.sr/P2W7w_P



Emmerge Surf Birmingham will include a 5.4-acre surf lagoon

Plans revealed for £25m Birmingham surf park

Ambitious plans have been unveiled for a 15-acre inland surf park in Coleshill, less than seven miles from Birmingham city centre.

Emmerge Surf has filed a planning application for the £25m outdoor sports project, which is set to include a 5.4-acre surf lagoon, an outdoor heated swimming pool, a perimeter track for one wheel self-balancing electric skateboards and a 1,600sq m hub building. I

Initial plans, subject to planning approval, show construction commencing this year and the park opening in spring 2021.



The Tokyo 2020 Olympic Games will hugely increase levels of interest
Steve Price

Steve Price, founder and CEO of Emmerge Surf, said: "It's an incredibly exciting time in the development of surfing.

"The mental and physical benefits of the sport are increasingly understood and the 2020 Tokyo Olympics will hugely increase levels of interest and participation."

More: http://lei.sr/C3T7y_P

Coventry City FC rekindles plans for new stadium

English Football League (EFL) club Coventry City FC has revealed that it is again looking at moving to a new home – and that it has an eye on 'a number of potential locations' for a new stadium.

The League One side has, on and off, been looking for a new home for more than six years. It moved to its current home, the 32,000-capacity Ricoh Arena, in 2005, but is only a tenant at the venue, which is now owned by Premiership Rugby club Wasps.

Coventry said it has now "re-engaged a land agent" to identify possible sites in and around the city.

In a statement, the club said: "To-date, several possible sites have been identified.

"The EFL has currently given us the ability to play outside of Coventry for up to three seasons if necessary, but the EFL will allow the club to return to Coventry at any point."

More: http://lei.sr/C4a6B_P



This campaign is about enjoying being active on the good days

Juliet Bouverie

Campaign aims to activate people with long-term health conditions

A major new national campaign is aiming to get people living with long-term health conditions more physically active.

"We Are Undefeatable" will target the estimated 15 million people in England suffering from ailments such as diabetes, cancer, arthritis and Parkinson's.

Led by a collaboration of 15 leading health and social care charities, the

campaign has received funding from Sport England and will look to mimic the success of the award-winning "This Girl Can" campaign.

"This campaign is about enjoying being active on the good days and getting through the bad," said Juliet Bouverie, CEO of Stroke Association – one of the organisations taking part in We Are Undefeatable.

More: http://lei.sr/R7e4Y_P



A record-breaking 112,000 tickets were purchased for the games

Netball World Cup provides participation boost

This year's Netball World Cup, held in Liverpool in July, is already providing a legacy by growing the sport's participation numbers in England.

A survey conducted by YouGov on behalf of England Netball shows that 160,000 adult women who followed the tournament have been inspired to start playing netball.

England Netball also revealed that, following the event,

the national governing body has experienced a "1,000 per cent increase" in visits to its online netball session finder.

There have also been 900 new school registrations for England Netball's Bee Netball programme and 71 per cent of clubs say they had more people showing an interest in playing than before the tournament.

More: http://lei.sr/J2E4c_P



The Get Set Go initiative will highlight the benefits of swimming

Tackling mental health issues through swimming

Swim England and Mind launch campaign to promote mental health benefits of swimming

A new campaign is promoting the benefits that swimming can offer to people struggling with mental health issues.

The Get Set to Go initiative – a partnership between national governing body Swim England and mental health charity Mind – will look to highlight the physical, social and mental benefits of swimming.

It will also focus on educating the swimming workforce and facility staff on mental health and use social media channels to share messages about how swimming can support positive mental health.

Swimming pools and leisure centres are being encouraged to work with Mind to gain further insights and expertise in the area of mental health, while a selection of fact sheets have been published to offer expert advice and support for people with a mental health problem who might be thinking about swimming.

Mind will also be providing a service to current and former athletes, as well as all members and volunteers involved with Swim England. The campaign follows a recent



Physical activity can play a vital role in the lives of people with mental health problems

Hayley Jarvis

YouGov report, commissioned by Swim England, which showed that almost half a million (492,000) British adults have reduced, or no longer take, medication for their mental health condition as a result of swimming.

"Everyone will be affected by poor mental health at some point in their lives," said Duane Newton, Swim England health and wellbeing manager.

"People respond to these challenges in many different ways. Swimming is one of those activities that allows people to take part in the way that suits them.

"This might be taking some time to relax on your own, or train hard with friends. Swimming offers so many options that really can help everyone.

"We have always worked closely with Mind and are looking forward to increasing awareness of swimming and its mental health benefits to a wider audience."

Hayley Jarvis, head of physical activity for Mind, added: "We know that physical activity can play a vital role in the lives of people with mental health problems.

"Unfortunately, we also know that many people who do want to be more active are being held back by their mental health, whether that's feelings of low self-confidence, exhaustion or fear of crowded spaces.

"That is why we're delighted to be partnering with Swim England to ensure more people with mental health problems feel welcomed and supported to get active.

More: http://lei.sr/A9B2x_P



The stadium has reduced its landfill waste to zero

Wembley secures highest ISO sustainability standard

Wembley Stadium has been awarded the highest standard of sustainability by the International Organization for Standardization (ISO).

England's national stadium – which is owned and operated by the Football Association (FA) – secured the international standard for event sustainability management systems (ISO 20121) for its work in regulating the stadium's social, economic and environmental impact across all its events.

Led by the FA's Sustainability Team, environmentally-friendly achievements at the stadium

have included reducing landfill waste to zero, piloting reusable cups and eliminating plastic straws at the venue and donating soil from the pitch to local parks as part of a re-generation initiative.

According to Sarah Smith, Wembley Stadium facilities manager, the certification is a "significant milestone" for Wembley Stadium and for the FA.

ISO 20121 was introduced to help event-related organisations become more socially and environmentally responsible.

More: http://lei.sr/D2A9s_P

Football clubs urged to ditch single-use plastics

Professional football clubs should introduce wide-ranging measures – such as introducing returnable beer cups – to eliminate single-use plastics from their stadiums.

That is the call from the British Association for Sustainable Sport (BASIS), which is urging clubs to re-evaluate their use of unnecessary single-use plastics.

It is estimated that, in the English Premier League alone, around six million single-use

plastic beer cups were used and discarded last year. BASIS has teamed up with environmental campaign group Friends of the Earth to advocate football clubs taking up measures that are already in place across a number of other sports and venues.

Successful re-useable cup schemes have been operating at Lord's and the Oval cricket grounds, as well as Twickenham Rugby stadium, for a number of years.

More: http://lei.sr/S2u3P_P



The venue is designed to create an engaging experience for fans
Brayden Goodwin

Populous designs largest esports venue in Southern Hemisphere

Sports stadium and events venue experts Populous have unveiled designs for the largest video gaming and esports complex in the Southern Hemisphere.

Covering 2,700sq m (29,100sq ft), spread across two floors and with a capacity for over 1,000 people, Fortress Melbourne in Australia will house a purpose-built arena with a retractable 200-seat grandstand, a professional

bootcamp room and training facilities, dedicated areas for LAN, RPG and tabletop gaming, two bars and a 200sq m (2,200sq ft) function room.

"The venue is designed to create an engaging experience for devoted esports fans and casual gamers alike, bringing everyone together in the one space," said Populous architect and project lead Brayden Goodwin.

More: http://lei.sr/h2r4y_P

Funding cut for 'not fit for purpose' free swimming initiative



The review made it very clear that change is needed
Graham Williams

A scheme to offer free swimming across Wales has had its budget slashed by £1.5m.

The cut in funding is one of a number of changes made to the Free Swimming Initiative, after an independent review of the scheme found it to be "no longer fit for purpose".

It has been replaced by a slimmed-down and "more focused" version, which looks to target those facing the most barriers to accessing a swimming pool.

Funded by the Welsh government and delivered by



Funding of the initiative has been cut by £1.5m

Sport Wales – in partnership with local authorities – the scheme relaunched in October and concentrate on getting young people and those aged 60+ living in areas of deprivation into the pool.

"The review made it very clear that change is needed", said Graham Williams, director of community engagement at Sport Wales.
More: http://lei.sr/h6s2C_P

New CMO guidelines: any exercise is good for you

The Chief Medical Officer (CMO) has said that “even a few minutes of exercise is good for you” – hoping that the simple message will encourage people to get more active.

The new CMO guidance – published recently – states that any amount of physical activity is beneficial, overturning previous recommendations that physical activity needed to last at least 10 minutes to bring benefits.

The new guidelines are an update to those released in 2011 and, for the first time, include tailored advice for pregnant women, new mums and disabled adults.

There is also a recommendation for all over-65s to take up dancing, bowls or activities like tai chi in order to help stave off injury and illness in old age.



With the topline advice of “some is good, more is better”, adults are advised to undertake strength-based exercise at least two days a week – which can help delay the natural decline in muscle mass and bone density that starts from around 50.

To encourage good development in babies and

children, the new guidelines recommend lots of “tummy time”. As much active play as possible in children under five is also encouraged, and older children are recommended to be active for an average of 60 minutes a day, across the week.

Professor Dame Sally Davies, Chief Medical Officer for



“
Exercise is cheap
and brings a long
list of benefits
Dame Sally Davies

England, said the guidelines look to highlight how physical activity is an under-appreciated asset in the “clinical arsenal”.

“Exercise is cheap and brings a long list of benefits,” she said.

The new, simpler guideline has been welcomed by the physical activity sector.
More: http://lei.sr/c4X8E_P

Premier League appoints David Pemsel as its new CEO



Pemsel is seen as a digital specialist

The English Premier League (EPL) has appointed David Pemsel, previously CEO of Guardian Media Group, as its new chief executive.

His appointment was approved unanimously at a special meeting of shareholders.

Pemsel is seen as a digital specialist and has been credited with expanding the Guardian's global readership and developing it into an international media brand.

“I’m thrilled to have been offered this incredible opportunity,” Pemsel said.

“The Premier League is the most-watched football league in the world and I’m very excited to be a key part of that.

“As a football fan, I understand just how important the game is

“
I’m thrilled to have been
offered this incredible
opportunity
David Pemsel

to supporters and our national identity and I am honoured to take the helm of such an influential and prestigious organisation.

“I’ve enjoyed my eight years at Guardian Media Group and want to thank everyone for their support and friendship, but now is the perfect time for me to take on the next challenge. I am really looking forward to meeting the team and working with them on the evolution, growth and development of the Premier League.”
More: http://lei.sr/T8W4Y_P

Football to be made available for 'all schoolgirls' by 2024

Banking giant Barclays has pledged to support the growth of women's football by helping to make the sport available to all schoolgirls in England by 2024.

The bank – which is currently the headline sponsor of the FA Women's Super League – has pledged to invest in The FA Girls' Football School Partnerships, a scheme that aims to use 100 hubs around the country to enable schools to put girls' football on the curriculum.

The pledge coincided with the publication of a survey carried out by YouGov, which showed that 75 per cent of female adults were denied access to football as children.

According to Tom Corbett, Barclays global head of sponsorship, the recent surge in interest in women's football – driven partly by the FIFA Women's World Cup held in



Barclays will support the FA Girls' Football School Partnerships, which uses 100 football hubs



It's an exciting time to be a part of football

Tom Corbett

France earlier this year – means that the time is right to ensure the sport has healthy grassroots.

"It's an exciting time to be a part of football," Corbett said.

"We expect the new season of the Barclays FA Women's Super League to generate

record-breaking attendance after a massively popular World Cup this summer. Yet it's clear this is the beginning and we're determined to give all girls the same access in schools as boys by 2024. More: http://lei.sr/G4p4n_P

Youth Sport Trust pilot: active play 'crucial' to young children

A regional active play scheme targeting two- to four-year-olds has been credited with providing a "wholly positive impact" on children's attitude to learning – and their ability to follow instructions.

The results achieved by the West Somerset Physical Literacy programme, created by the Youth Sport Trust (YST), has led to plans to roll the programme out across the rest of the UK.

The early years physical literacy and social mobility project was designed to ensure every child in West Somerset received the opportunity to achieve a good level of physical development linked to their language and literacy skills.



Movement in the early years is critical to a child's development

Chris Wright

Based on a programme of structured play, the pilot scheme was launched in October 2018 and aimed to increase self-esteem and wellbeing – as well as developing agility, balance and coordination.

Interim findings of the programme found that children as young as two were demonstrating improvements in speaking, along with managing relationships



Children as young as two can benefit from active play sessions

(55 per cent of the children taking part), understanding (64 per cent), and improvements in listening and attention (57 per cent). Activities included balancing bean bags while moving, acting out stories in books, chasing bubbles and

making children think how they can travel differently from one task to the next.

"Movement in the early years is critical to a child's development," said Chris Wright, head of health at YST. More: http://lei.sr/G9a4S_P

INTERNATIONAL NEWS

New Commissions to play key role in awarding of Olympics

The International Olympic Committee (IOC) has revealed the makeup of its two Future Host Commissions, which are set to play a pivotal role in the awarding of future Olympic Games.

The commissions are part of what the IOC described as a more "targeted, streamlined and flexible approach" in the selection process for host cities. There will also be increased flexibility in the timing of the final selections.

Both of the commissions are made up of a mixture of IOC members, athletes and representatives of the International Paralympic Committee. They are also gender-balanced: five female members and five male members for the Summer Games, and four



The commissions will make recommendations to the IOC board

female members and four male members for the Winter Games.

The two Future Host Commissions (Summer and Winter) will make recommendations to the IOC Executive Board, which in turn will make recommendations to

the IOC Session. Kristin Kloster Aasen from Norway will chair the Summer commission, while Octavian Morariu from Romania has been named chair of the Winter group.

"There'll be a two-speed progression for the



“
There will be a two-speed progression for the commissions

Thomas Bach

commissions," said IOC president Thomas Bach. "The Winter group will start immediately, while the Summer one has slightly more time to enter into a dialogue with the number of various interested cities." More: http://lei.sr/A7D2U_P

World Cup inspires 1.8 million new rugby players in Asia

A grassroots campaign aiming to create a lasting legacy for the 2019 Rugby World Cup has resulted in nearly 2 million players taking up the sport in Asia.

The Impact Beyond programme has attracted 1.8 million new rugby participants across Asia – including more than one million in Japan, the host of this year's World Cup.

First launched in 2016, the Impact Beyond project is a partnership between World Rugby, the Japan Rugby Football Union and Asia Rugby.

In Japan alone, more than 769,000 schoolchildren have been introduced to tag rugby in more than 6,000 elementary



“
The world cup has offered a once-in-a-lifetime opportunity to grow rugby in Asia

Bill Beaumont

schools. The programme has also included the training of 10,622 tag teachers, with the aim of creating a cohort that will continue to engage future generations long after Rugby World Cup 2019 has finished.

According to World Rugby chair Sir Bill Beaumont, the programme has surpassed all expectations by achieving its target of one million new rugby participants in Asia a year early.



More than 769,000 Japanese schoolchildren have had a taste of rugby

"The incredible achievement of reaching 1.8 million new rugby participants in Asia through the Impact Beyond legacy programme is a wonderful example of the outstanding efforts being put into action to convert this once-in-a-lifetime opportunity to

grow rugby in Asia and around the globe," Beaumont said.

"Perhaps the most important 'try' of the tournament has already been converted as more than one million Japanese youngsters have tried out rugby for the first time."

More: http://lei.sr/u2C5e_P

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The Youth Sports Strategy was launched by Ivanka Trump (centre), daughter of President Donald Trump

PRESIDENTIAL STRATEGY

Trump administration launches Youth Sports Strategy for the US

The US Department of Health and Human Services (HHS) has published the *National Youth Sports Strategy*, described as a “blueprint for increasing youth sports participation and bettering lives”.

It’s claimed to be the first federal roadmap that outlines steps to ensure all young people have the same opportunities and access to play sports – regardless of race, ethnicity, sex, ability or geography.

The strategy outlines plans to grow sports participation, increase awareness of the benefits and recruit and engage volunteers in youth sports programming.

HHS developed the National Youth Sports Strategy in response to President Donald Trump’s Executive Order 13824, which called for a national strategy to increase youth sports participation. According to the Physical Activity Guidelines for Americans, youth need at least 60 minutes a day of moderate-to-vigorous physical activity to stay healthy.

A high-profile launch of the strategy was attended by Ivanka Trump, daughter of President Trump, and HHS Secretary Alex Azar.



We are committed to reversing the trend of declining sports participation

Ivanka Trump

“We know that when youth are engaged in sports, their life outcomes are more positive and bright,” said Ivanka Trump, who holds the title of “special advisor” to her father.

“Young people taking part in sports have increased graduation rates, higher wages, greater self-confidence and are better at working with others,” she said. “Yet, over the past decade, youth participation in sports

has declined. The Trump administration is committed to reversing that trend and has implemented the first-ever national strategy. The work of the President’s Council is critical to increasing youth sports participation.”

The well-documented disparity and inequality across US society are reflected in the opportunities for young people to take part in sport. According to official HHS figures, children from low-income families, children with disabilities, and girls are less likely to participate.

The new *National Youth Sports Strategy* has been designed to tackle these inequalities, and among the commitments in the paper is a pledge to invest US\$6.7m in grants to 18 communities to promote youth sports participation. The two-year *Youth Engagement in Sports: Collaboration to Improve Adolescent Physical Activity and Nutrition* (YES) grants, will support local partnerships that offer youth sports and nutrition activities for racial and ethnic minorities, girls, and disadvantaged youth, particularly in areas where few youth programmes exist. **More: http://lei.sr/7Y9u7_P**



The stadium will feature stands designed to intensify the atmosphere

Noise-boosting stadium for MLS team Columbus Crew

Major League Soccer (MLS) team Columbus Crew SC has revealed HNTB designs for a new 20,000-seat stadium aimed at helping to amplify crowd noise and generate atmosphere.

The stadium will feature a steep seating bowl that will keep fans and the noise they generate close to the on-pitch action. A wrap-around roof will help to contain the crowd noise, reflecting it back through the crowd and on to the pitch.

A 360-degree concourse with views of the pitch will run around the inside of the stadium. The concourse will

link up different areas of the stadium, including the seating, bars, two patio areas and a beer garden, which is said to be a first for the MLS.

The concourse will also provide access to a 40,000sq ft (3,700sq m) external plaza that will be used on match-days, for events and as a public space.

Elsewhere, the stadium will feature suites with cantilevered ledge seats, an elevated concourse with views to downtown, an integrated tifo rigging system, capo stands and a videoboard.

More: http://lei.sr/Y9m7F_P

Serena Williams and Usain Bolt join startup Let's Do This

Tennis superstar Serena Williams and Olympic champion Usain Bolt have joined a team of high profile investors backing sports startup Let's Do This.

Launched in 2016, the online tool offers people the opportunity to book themselves into running, cycling, triathlon and obstacle races. The company was founded by friends Alex Rose and Sam Browne, who felt that discovering and entering events was often an arduous process.

The duo created Let's Do This to make it easier for people to "find their perfect race".

The company has now secured around US\$5m worth of funding – including investments through seed accelerator Y Combinator, which helped launch the likes of Airbnb and Dropbox.

Williams and Bolt will join existing backers, which include serial tech entrepreneur Pete Flint.

More: http://lei.sr/Q5f4r_P



Getting women and girls participating in sport is a key objective
Brendan Griffin

Sport Ireland invests €3m in women's sport

Sport Ireland is to invest more than €3m (£2.7m) as part of plans to create more sporting opportunities for women and girls in the country.

The funding will be made available for national governing bodies of sport through the re-launched Women in Sport Programme. It follows the publication of Sport Ireland's new *Policy on Women in Sport* earlier this year, a strategy document which

identifies four key target areas in which additional funding is required – coaching and officiating; increasing participation; leadership and governance; and increasing the visibility of women's sport.

"One of the key objectives of the *National Sports Policy* is to increase the number of women and girls participating in sport," said minister of sport Brendan Griffin.

More: http://lei.sr/W9e4d_P

Competition watchdogs approve AEG-SMG merger



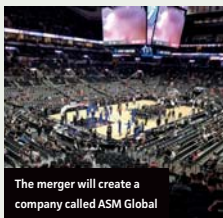
We plan to accelerate innovation by combining our expertise

Wes Westley

The UK's Competition and Markets Authority (CMA) and the US Department of Justice have given the green light for the merger of venue management giant AEG Facilities and sports arena operator SMG.

Competition regulators on both sides of the Atlantic were called to examine the "mega-merger" in February, when the deal was first announced.

The merger is now set to be completed by November 2019, creating a standalone global facility management and venue services company called ASM Global. The behemoth will



The merger will create a company called ASM Global

boast an international portfolio of more than 310 venues.

"This merger is a major step for our industry," said Wes Westley, CEO and president of SMG.

"We plan to accelerate innovation by combining our expertise to deliver increased value and offer enhanced capabilities to municipalities and venue owners worldwide. More: http://lei.sr/B5n4k_P

Delivering a successful project

Step 3: Design

Sports Management is running a series of articles, in partnership with SAPCA, to outline the steps you need to take to ensure a successful facility project. In this, the third article, we look at the design phase

So, your initial idea for a facility project has been finalised and you have the financial support in place to deliver it. You now need to come up with a detailed design – and there is much more to designing a sports facility than you might first think.

GET HELP

As you now have a clear picture of what you want from the facility, the beginning of the design phase is a good time to define any additional technical support you will need.

For many projects, bringing in a specialist consultant will be essential.



For many projects, bringing in a specialist consultant will be essential

This is because you will need a step-by-step plan to take the project from initial concept to the construction phase – a considerable undertaking. For this, you might want to reach out to a member of SAPCA's Professional Services Group, who



You will need to complete topological and geotechnical surveys

are all independent consultants. The SAPCA website has a useful search facility, which will assist you in finding a member with the technical knowledge you require.

COME UP WITH A PLAN

A crucial part of the design phase is the securing of planning approval. For this, there are a number of steps to consider.

First, there are a number of surveys to be completed so a detailed design and itemised budget can be devised. These include a topographical survey – which assesses the level and profile of the site – and geotechnical surveys, which assess the ground conditions. Other surveys may also be required for traffic, drainage and trees – or even specific wildlife issues, such as bats.

The surveys will also be essential in order to make the relevant planning application to the local authority. As the surveys will need to be completed by specialists, this is something SAPCA members will be able to help you with.

During the detailed design phase, it is a good idea to consider case studies of similar projects. This will give you an idea of best practice and also aid the project team to understand the steps it needs to take in delivering the project successfully.

There are plenty of case studies available from SAPCA and a wide range of studies can also be obtained from Sport England and national governing bodies (NGB) for sport. NGB websites can also



During the design phase, consider case studies of similar projects



**Playtesting is a vital element
in successful facility projects**

be useful for sourcing sports-specific facility development information.

Another thing to consider is playtesting, an often vital element in successful facility projects. This is because, for any type of surface, there are a wide range of products available that offer various characteristics in performance. For a facility to become a valuable asset, you need to ensure the chosen surface is suitable for the needs of the end users – and playtesting will help with this.

The final stage of the detailed design process is to submit your planning application to the local authority. This will include the submission of all the relevant surveys. If everything goes smoothly, you will successfully secure approval for the project.

PROCUREMENT

The design phase doesn't end there, however. The next stage will be to create a tendering document to allow the procurement stage to commence.



Playtesting will ensure the chosen surface is suitable for the needs of the end users

The procurement route will often depend on the size and type of the project, the potential value of the work and/or the method of tendering. In any case, you will need to create a specification which may include a "scope of works" (general description of the work) – or a bill of quantities, which outlines the cost of materials, parts and labour. These will form the basis of the tender document.

You will also need to produce scheme drawings, a tender pack and liaise with the procurement team to ensure compliance with OJUE (if you're in the public sector and have a big project) and any other

relevant contract regulations. To help with the tendering, you should also produce a 'best value' tender scoring matrix, which outlines costs and other value indicators – such as quality, environmental impact and the timescale of the project. Once you have selected the successful tenderer, you award them the contract and begin formulating delivery timescales with them.

When all that is done, you will be ready to move to the next stage – the construction phase. For that, look out for the next issue of *Sports Management* magazine. ●



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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



STRONG PARTNERSHIPS

The University of Edinburgh have partnered with Eleiko to launch the first Eleiko Training Gym within a UK University.

The new site features custom platforms and discs, bars, racks, benches and the new Öppen Deadlift bar, to name a few, creating a state-of-the-art performance facility.

"This is a hugely exciting and pioneering partnership that combines Eleiko's premium quality equipment with our sector leading sport offer – we also share a passion for providing an exceptional user experience"

Jim Aitken MBE, Director of Sport & Exercise, University of Edinburgh

To discuss partnering with Eleiko for your facility, call 020 3370 4204 or email uk@eleiko.com.

ELEIKO
RAISE THE BAR



THE CHANGING FACE OF THE OLYMPICS

It's time to let go of UK Sport's 'no compromise' mantra, and risk sacrificing a few medals to ensure improved athlete welfare and funding for a wider variety of sports, says Andy Reed

The countdown is underway for the 2020 Olympic Games in Tokyo. It looks as though it will be a well organised and exciting Games, but there are challenges ahead for us in the UK and for the greater Olympic movement.

In the build up to the London Olympics, the government invested in UK Sport to ensure our success in the medals table.

The prospect of Team GB underperforming wasn't an option and everything needed was put into the sports system to generate our impressive medal haul in 2012 and then again in Rio in 2016.

However, in the build up to 2012 we didn't really prioritise issues like mental health, athlete welfare and career transition to the extent we should have. Lifestyle management was focused around how to squeeze the maximum performance out of athletes.

There has been a much more serious debate over the last few years about getting the balance right between the pursuit of medals and issues like athlete welfare and the funding of a wider range of sports. But this debate needs to go further and faster.

We proved we could run an amazing system that generates medals, but can we now be world leading in athlete welfare at the same time? That's our challenge.

TIME TO COMPROMISE

As a consequence of our narrow focus on winning medals we saw headlines such as *'Brutal but effective'* (The Guardian, 15 August 2016) to describe the system we'd created. I don't think we'd accept these practices ahead of Tokyo 2020 and that's to be celebrated.

The 'no compromise' mentality became too inflexible and focused. Loosening this mantra should allow us to think more broadly about what we want



Traditional sports must fight to stay relevant as new disciplines are added to the Olympics



Our challenge is to be world-leading in athlete welfare

from our investment in elite sport.

Given that the government and the National Lottery fund UK Sport to deliver medals, where should the balance lie?

A recent independent analysis from Gracenote Sport suggested that based on current projections, the UK would come joint fifth with Australia in the medal table, behind the USA, China, Japan and Russia.

Would we really be disappointed with this if it meant we had healthy, happy athletes across a wider range of sports competing?

We need to make a clear decision on this before we get to Tokyo and Paris.

REMAINING RELEVANT

The challenge is, of course, for the Olympic movement as a whole to remain relevant as the profile of the audience changes. One

CEO of a national governing body told me that the main pressure wasn't to maintain its medal haul in the short term but for their sport to remain relevant enough to young people to even remain in future Olympics.

We have seen, with the introduction of skateboarding, climbing and 3x3 basketball, for example, that the authorities recognise the threat to its future comes from losing relevance. There may have been an outcry from traditional sports, but the Paris organising committee's proposal to include breakdancing in the 2024 Games is a sure sign of the times. If we want to do well at these events we need to start investing now. Compromise will be needed.

Tokyo 2020 and Paris 2024 will be the Games that decide the future of the Olympic movement. I urge our industry to get the balance right for our athletes and sports. Even if these changes mean Team GB slipping down the medals table a little. ●

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

LISA WAINWRIGHT

In her first major interview as CEO of the Sport and Recreation Alliance, Lisa Wainwright talks to *Sports Management* about her career journey and her plans for the representative body





Early in her career, Wainwright wrote the Club Action Planning Scheme for Netball England, to help ensure players can enjoy netball in a safe environment

© SHUTTERSTOCK/ANTHONYVANDAN

Lisa Wainwright was appointed CEO of the Sport and Recreation Alliance (SRA) earlier this year. It is the culmination of a nearly four-decade-long career in sport, which has taken her from athlete and PE teacher graduate to the very top of sports governance.

Born and bred in Yorkshire, Wainwright has been sports-mad for "as long as she can remember".

"As a child, I used to spend a lot of time with my older brother and his friends," she says. "Our house backed onto playing fields, so a large part of my early childhood was spent playing sports. The habit stuck and I went on to study to become a PE teacher at the University of Warwick."

Rather than becoming an educator, though, Wainwright soon found herself attracted to the development side of sport – an emerging field. "At the time (late 1980s) sports development was only just becoming a 'thing'," she recalls.

"That's partly why I studied what I did. Back then, if you wanted a job in sport, you became a PE teacher first.

In the late 1980s, sports development was only just becoming a 'thing'. I decided I definitely wanted to have a larger impact

"So after graduating, I did a sabbatical year as a sports officer. That's when I decided that I definitely wanted to have a larger impact – and to do more than simply teach sport in just one school."

After a stint as netball development officer for the eastern England region, Wainwright was appointed national youth officer and later returned to Netball after a few years at Sport England, taking up the role of membership services director. It was in those roles that she first began to make the larger impact she had dreamed of.

"I was tasked with putting in place standards to ensure that players – children in particular – would have ▶

Wainwright was involved in research that examined safeguarding policies in NGBs

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► a safe environment in which to enjoy netball," she says. "So I wrote something called The Club Action Planning Scheme (CAPS). It's still in use across the England Netball membership to this day."

CAPS was also the forerunner to Clubmark, the cross-sport accreditation scheme for community sports clubs overseen by Sport England, which seeks to ensure higher standards of welfare and coaching in clubs.

GOING NATIONAL

After making her mark at England Netball, Wainwright joined Sport England as senior development manager. The role offered her the opportunity to continue her work to create safer environments for sport.

"I was part of the team that completed the first piece of research that looked at safeguarding in NGBs, working with Dr Cecilia Brackenbridge," she says. "Our research made it clear that there were very few safeguarding policies and processes in place.

"The CEO at the time, Derek Casey, was very supportive of our work and listened to all of the concerns we raised. Thanks to him, funding was put in place, the

In 2019, Wainwright was awarded an honorary doctorate by the University of Bedfordshire

If you'd given me the option of any job in sports, I genuinely would have gone for this one. I've always been interested in the development side of things

Child Protection in Sport Unit was created and an entire set of safeguarding standards were set up. Looking back, it's phenomenal how much things have changed for the better."

Following the success of the safeguarding initiative, Wainwright was promoted to the role of head of sport.

"When I first joined, Sport England had two separate teams – the national governing team and the sports development team," she says.

"As head of sport, I was tasked with bringing those teams together.

"As well as doing that, I created something called the group of National Partners – which I'm very proud of.

"At that time we realised that sport existed, in the main, only for a certain group of people. We were missing a massive cohort – such as women, people with disabilities and those from BAME backgrounds. We didn't really have a framework to support them and there was no specific funding ringfenced for those groups, so I took the lead in





Wainwright was a supporter of SRA long before she stepped into the role of CEO, once attending an SRA dinner at Buckingham Palace

developing the National Partners programme, for Sporting Equals, Women In Sport and EFDS (Activity Alliance)."

A DREAM JOB

Wainwright left Sport England in 2008 after being headhunted to become CEO of Volleyball England. She spent more than eight years (from 2008 to 2016) at the NGB and was credited with transforming the organisation. Under her leadership, turnover increased from £800,000 to £2.1m and a strategic plan was devised to drive a new direction for the sport.

She then swapped sports and in 2016 took on the role of CEO of GB Basketball. During a challenging two years, Wainwright led the sport through significant political change and financial challenges. It was a tenure which, among other trials and tribulations, saw her work under seven different chairs.

Shortly after leaving GB Basketball in October 2018, Wainwright then bagged what she describes as "her dream job" – that of CEO at SRA.

"If you'd given me the option of any job in the sports industry, I genuinely would have gone for this one," she says. "While elite sport is great, I never aspired to spend my career in it. I've always been much more interested in the development side of things – and especially the development of people.

"So I'm tickled pink that I managed to get through the recruitment process and sit here today."

UNCHARTERED WATERS

Wainwright is taking the helm of SRA at a time when the UK sports and physical activity sector finds itself sailing into new waters. While the success of the nation's elite teams remain a priority for performance agency UK Sport, at grassroots level public funding for sport is steadily moving away from merely focusing on participation numbers. Instead, sport is seen as a vehicle to get people more physically active and is central to plans to create a preventative healthcare system based on behaviour change.

This shift in focus is best seen in the government's latest sports strategy and the way Sport England is focusing more money and resources on tackling inactivity. As the voice of the sector within government and policymakers, SRA looks to be in a position to influence this changing landscape.

Wainwright adds that while physical activity's emergence as a "miracle cure" for a range of long-term health concerns presents the sports sector with plenty of opportunities, it also underlines the huge challenge it has on its hands.

"17 million people aren't currently active enough," she says. "And that's tough to take."



► “We know that physical inactivity costs the country around £7.4bn a year. To change that and to really tackle inactivity, we need to look across government – especially when we try and access more funding.

“For me, the key to getting the nation more active is to ensure we work collaboratively at the top level, in order to make it happen at local level.

“Traditionally, everyone has been working in silos. The new strategy that sports minister Tracey Crouch brought forward in 2016 was the first time that the government really looked at the value of sport in delivering a number of benefits – from improving physical and mental wellbeing and building communities to supporting economic development.

“The conundrum is that at grassroots level we have better access to sport than ever before – yet we have 17 million people inactive. So in my view, we haven’t even scratched the

We have better access to sport than ever before – yet we have 17 million people inactive. We haven’t even scratched the surface

surface when it comes to providing better access to physical activity to those who would benefit the most. That’s where the change of funding direction at Sport England will assist. But it won’t happen overnight, it will take quite a long time.”

Wainwright says that while the current political climate presents plenty of challenges, there is also “strong support” for using sport in getting the nation more healthy.

“I had a one-on-one meeting with health secretary Matt Hancock just four days into my new role,” she says. “He understood the preventative side of things and was absolutely willing to help us move forward on that.

“Helpfully, he has also been involved in other departments – including the DCMS – so he ‘gets it’. What we need to do is be consistent ►



The key to getting the nation more active is to work collaboratively, says Wainwright



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I'll look at making SRA a bit 'edgier'. Those who know me might say I will push boundaries. But I always do it for the right reasons

Wainwright with the late Tessa Jowell, who was secretary of state for the DCMS



► with our message when talking to different government departments over the role sport can play in driving social and economic development.”

LOOKING AHEAD

So where and how does Wainwright plan to steer the SRA? Will there be major changes immediately?

“I’m very clear about what our role is and that is to absolutely be the sector’s independent voice to government,” she says. “We want to be able to challenge the government and to advise, influence and support it in its policymaking.”

“Also, the organisation is now in the second year into its current strategy – and we’ll soon move into year three. It would be unwise to come in as a new CEO and just suddenly rip everything up and change direction.”

“Having said that, we are slowly starting to look at what our future strategy will look like. The main focus of that will be to deliver to our 300-plus members, who work in all areas of sports and recreation.”

“Now that we’ve got the government’s *Sporting Future* strategy, which defines clearly what it aims are, I think it will be easier to work across – and with – the government.”

“As for changes, I’d possibly look at us becoming a bit ‘edgier’. Those who know me would probably say that I will sometimes push boundaries. But I always look to do it for the right reasons.”

“For me, in terms of the ability to change people’s lives through sport, there’s no better job than this.” ●

AN ENDURING ALLIANCE

Established in 1935 as the Central Council of Physical Recreation (CCPR) and rebranded in 2010, the SRA is a membership association for sport and recreation. Its members are national governing bodies of sport, county sports partnerships and the wider sector.

SRA’s mission is to support members with advice, support and guidance. It’s also the voice of the sector with government, policy makers and the media.

The alliance is halfway through its five-year strategy, *The Heart of an Active Nation*, which has four main objectives:

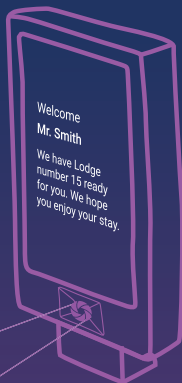
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3. Improving the availability and accessibility of sport for children and young people
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In the lead-up to the Tokyo Games, many have questioned whether the Olympics and Paralympics should be combined

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Should the Olympic and Paralympic Games be combined?

It's a question that's often discussed, but what are the pros and cons? Would a combined Games really benefit Paralympic athletes? Is it feasible to organise such a huge event? Tom Walker asks the experts for their views

The prospect of combining the Paralympic and Olympic Games – and holding them as a single event – is a topic which is regularly mooted by those in the media and people working in the sports sector.

Those in favour suggest that if the Games were merged and held simultaneously, Paralympians would receive equal coverage with Olympians.

The argument is that, by giving all events the recognition they deserve as sports – and all competitors the recognition they deserve as athletes – there would

be better recognition of the feats of Paralympic athletes, leading to better funding, resources and opportunities for often overlooked sports.

Some claim that, with a combined medal table, countries who want to finish high in the Olympic medals – but traditionally focus less on Paralympics – would have to invest considerably in their Paralympic athletes in order to maintain their top rankings.

Another point in favour is that fans watching a combined Games would be able to see how much sports have been adapted



The argument is that a combined Games could lead to better recognition of the feats of Paralympic athletes

for the Paralympics. By seeing how different the sports are, the Paralympic 'versions' would be seen as disciplines in their own right.

Those against question whether it could be done at all from a logistics point of view. A combined Games would mean more athletes, more events and more support staff. This would result in the need for bigger athletes' villages, more transport

infrastructure and more volunteers, making the event unmanageable.

There are also accessibility considerations when it comes to athletes with disabilities competing alongside able-bodied ones within the same venues.

There are those who say that instead of increasing the coverage and profile of the Paralympics, combining the Games would reduce the focus on the Paralympics, as the events would get lost in the noise.

So what are the pros and the cons of a merger? Would it be beneficial? We asked the experts for their views.



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MIK SCARLET

Broadcaster, journalist and advocate of access and inclusion for disabled people

I totally support the combining of the Olympic and Paralympic events. It would be the single biggest global act of inclusion ever. It would say to the world that disabled and non-disabled athletes, and thus people, are entirely equal.

The process would also answer other big questions faced by the Olympic movement at the moment, such as the issue of trans athletes. If the grading method of assessing athletes used by the Paralympic Games were adopted across the Olympic event it would create a truly inclusive Games.



Scarlet believes in creating a new, inclusive event

Men and women could compete equally together, as they would be assessed on ability and body size, not

“Combining the Olympic and Paralympic Games would be the single biggest global act of inclusion ever. It would say to the world that disabled and non-disabled athletes are entirely equal

just gender. It would make the Olympic movement fit for the 21st century and so much more exciting.

Many current Paralympians are concerned about the combining of the two events but that's if they remain as they currently are but just held together. I see

the combining more as picking the best of both and creating something new, inclusive, exciting and future-proof: a Games that shows we're all equal yet highlights the outstanding talent and hard work of all the athletes, both fairly and in a manner that excites even more of the global audience.

PROFESSOR NORA GROCE

Director, Disability Research Centre
at University College London

The long-standing debate around whether the Olympics and Paralympics should be run together or continue as separate events will only get more heated in the lead up to the Tokyo games.

People who call for combining the games raise important points. Paralympians are much less likely to get the same status, media exposure or sponsorship opportunities as their non-disabled peers. And while Olympic Games consistently get major global attention no matter where they are held, the Paralympics are still dependent on the host nation's willingness to devote equal attention and resources to both events.

In 2012, London's Paralympics used the opportunity to offer a global 'teachable moment' on



Combining the two events is not impossible if there is enough commitment and resources



Paralympians rarely get the same media exposure as Olympians

© SHUTTERSTOCK/ARICARDO

disability. My particular favourite was Channel 4's outstanding reframing of the two week hiatus between the Olympics and Paralympics in their 'Thanks for the Warm Up' campaign.

But in other host countries, the Paralympics have garnered much less attention and support.

Combining the two events into one larger event raises other concerns – including having Paralympic accomplishments overshadowed by major Olympic events. However, combining

the events is not impossible if there's enough commitment and resources.

But in all this discussion, I think we sometimes forget to ask a larger question. The objective of the International Olympics is to 'build a better world through sport'. The objective of the International Paralympics is to make 'an inclusive world through sport'.

To my mind, a better world must also be an inclusive world. Perhaps this is where this discussion should start.

JOINT RESPONSE FROM THE BRITISH OLYMPIC ASSOCIATION AND BRITISH PARALYMPIC ASSOCIATION:

The Olympic and Paralympic Games are two separate elite sport competitions run by two separate organisations: the International Olympic Committee and the International Paralympic Committee respectively. Hosting the two events together would be logistically very hard to manage due to the sheer scale of the venue overlay, the numbers of athletes competing and number of events included.

Neither the Olympic nor the Paralympic movement would wish to advocate cutting events and sports from the programme while the Paralympic movement continues to grow and enjoys being both independent and having its own unique identity.

The Olympic and Paralympic movements enjoy an excellent relationship, whereby we share resources, experience and intelligence, including the Olympic Games and National

Olympic Committees, leaving facilities and resources in legacy for Paralympic colleagues.

For these reasons we believe it remains far easier for the two events to be held separately but in the same host city.

However, there are some wonderful examples of international events where the two disciplines are integrated and showcased to the public side-by-side. We applaud and encourage this where it is feasible.



Hosting the two events together would be logistically very hard to manage



Tanni Grey-Thompson won a total of 16 Paralympic medals

© GARETH COLE/RYNACHIVE/PA IMAGES

BARONESS TANNI GREY-THOMPSON

Paralympic legend and chair of ukactive

It would be extremely difficult to combine the Olympic and Paralympic Games into one event. One issue would be the number of competitors and staff involved. The Olympics has more than 10,000 athletes taking part and the Paralympics has 6,000.

In addition to that, many of the volunteers that both Games rely on so heavily want to work on both events and it's essential that they have time for a break in between, particularly because they work pretty long hours.

The size and scale of the village required to house the athletes for

both events would be huge and the cost of building this would be prohibitive for many cities. The reality is that events and disciplines would have to be cut, which would damage the positive growth we've seen over the years.

I think it works well having separate Games, but where there could be closer collaboration would be on events such as the World Championships and European Championships. The Commonwealth Games also does this well, but as separate events it would be incredibly difficult to organise.

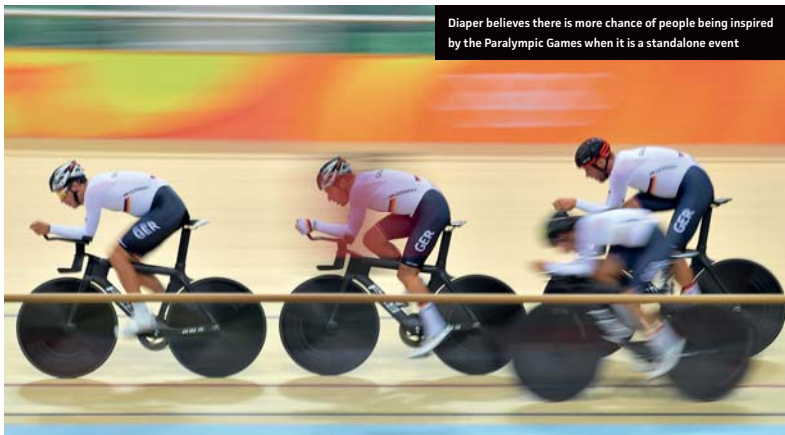


The reality is that events and disciplines would have to be cut, which would damage the positive growth we've seen over the years



Tanni Grey-Thompson says separate Games work best

Diaper believes there is more chance of people being inspired by the Paralympic Games when it is a standalone event



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NIK DIAPER

Head of Para Sport, Loughborough University

I'm one of those people who is against the move to combine the two, as I'm not sure it would be the best thing for Paralympic sport to be integrated with the Olympics. I've been to six Paralympic Games and I think the

event's appeal lies in the amazing and unique experiences it creates.

For me, there are two arguments to consider regarding running the events at the same time – a philosophical one and a practical one.



The Paralympic Games' appeal lies in the amazing and unique experience it creates

From a philosophical point of view, the Paralympics Games is such an amazing, special thing. If it were to be combined with an event equally amazing in its own right – the Olympic Games – I fear that it would somewhat dilute the value of both events.

The Paralympic Games gives para-athletes a unique voice. I'm not sure we would have the likes of Jonnie Peacock or Ellie Simmonds have the profiles they currently do, if they were competing in the same space as the Usain Bolts and Michael

Phelps' of this world. Also, I think there is actually more chance of people being inspired by the Paralympic Games when it's a standalone event.

On a practical level, there are logistical issues to consider. There are around 10,000 athletes that compete during the Olympic Games and another 5,000 who compete in the Paralympics. And that's just the athletes.

Add to those the additional 10,000 to 15,000 support staff and you will have to concede that, realistically, the only way to run the two alongside each other would be to limit the number of athletes and/or the number of events.

So while I recognise that, in this day and age, the two events could be combined, for me they're very different things. They mean different things to different people and combining the two would dilute what each represents. ●



Nik Diaper has competed at six Paralympic Games

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ACTIVE HEALTHY KIDS

In 2014, the Active Healthy Kids Global Alliance created the Global Matrix, which has become the most comprehensive assessment of global variation in child and youth physical activity. Steph Eaves talks to president Mark Tremblay about the matrix and its latest findings

How did the first Global Matrix come about?

As Active Healthy Kids Canada produced annual report cards for Canada, we were increasingly approached by other countries to mentor them to prepare similar report cards. Eventually this became sufficiently burdensome that we decided to make it a group effort.

So we worked with 14 additional countries to prepare report cards following a harmonised process and timelines, for concurrent release at the Global Summit on the Physical Activity of Children in Toronto in May 2014. This effort came to represent the Global Matrix 1.0.

The basic idea was that core indicators that were graded in the report cards would be tabulated for all countries and



Mark Tremblay, PhD, is president of the Active Healthy Kids Global Alliance

presented in a matrix of grades that would show how each country was doing.

The launch of the Global Matrix 1.0 generated worldwide media attention and offered unique insights into which countries were leading, and which were lagging in the various report card indicators, and these insights offered potential solutions to help improve the grades.

How did the Active Healthy Kids Global Alliance get started?

After the release of the Global Matrix 1.0, all participating countries met to debrief on its success and voted unanimously to work together, recruit additional countries, and repeat the process in the future. This led to the formation of the



The Global Matrix 1.0 was launched in 2014, gaining worldwide media attention

Through credible knowledge synthesis and international collaboration, we believe we can elevate the priority of childhood physical activity

Active Healthy Kids Global Alliance, and the planning for the Global Matrix 2.0.

What are your main aims for the Global Matrix?

The Global Matrix initiative serves to: elevate public awareness of the global childhood physical inactivity crisis, be an accountability index for all citizens, be a surveillance synthesis mechanism, be an advocacy tool for physical activity leaders and organizations, drive policy change, provide a process for identifying research and surveillance needs, and be a challenge to other countries and jurisdictions to implement similar processes to allow comparisons and facilitate improvements.

Through credible knowledge synthesis and translation and international collaboration and cooperation we believe the Global Matrix can elevate the priority of childhood physical activity and provide unique insights that can inform creative strategic interventions and approaches to recalibrate the movement behaviours of contemporary children.

How does the report card system work?

Using all of the best available evidence within a country, a group of experts within that country synthesises and discusses that evidence and attempts to achieve consensus on a grade that corresponds to that evidence, while following the common grading rubric applied against established measurement benchmarks.

The proposed grades and the underlying evidence supporting them are audited by the Active Healthy Kids Global Alliance, modified if necessary, and then finalised. The substantiating evidence is provided in the long form report card for each country.

What enduring trends have you seen across the three matrices?

We've learned that no country has the solution to the childhood inactivity crisis. Some countries do better than others in certain indicators, yet do worse on others. This global variation is necessary to cross-fertilise best practice across countries.



The Global Matrix compares the physical activity levels of children across the world

What's consistent among countries with more active children is that physical activity is driven by pervasive cultural norms

Kids move more when they have more freedom

- What's consistent among countries with more active children is that physical activity is driven by pervasive cultural norms – being active is not just a choice, but a way of life, and part of the fabric of habitual behaviours.

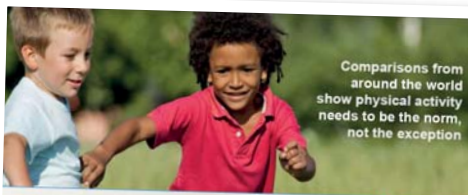
What are some of the most important learnings?

Ironically, and consistent in all three Global Matrix initiatives, is the observation of an inverse relationship between sources of influence for physical activity that are believed to be important – for example, government investment, built environment characteristics and physical education programmes – and the actual behaviours these aim to support, such as physical activity, active transportation and active play.

What seems more important than the typical approaches taken by high income countries around the world – investing in more infrastructure, for instance – is freedom to move and play wherever, whenever, however children choose. The takeaway is to just let kids play, with less structure and more opportunity.

What have countries done with the results?

- There are many examples, for instance:
- Expansion: report card focused on physical activity of youth with



Comparisons from around the world show physical activity needs to be the norm, not the exception

READ THE GLOBAL MATRIX 2.0
www.activehealthykids.org



chronic conditions and disabilities was produced in the Netherlands

- Education: a national conference focused on childhood physical activity was created in Denmark
- Policy: a new regulation mandating one hour of daily physical activity in public schools was introduced in Chile
- Surveillance: nationally representative physical activity surveys were developed in China, Chile, and Thailand
- A detailed account of the international impact of the Report Cards and Global Matrices was recently published in the *Journal of Physical Activity and Health* (<https://paahjournal.com>)

What are your future plans and goals for the Global Matrix?

Our future plans are to continue with the Global Matrix initiative, and continue expanding the number of participating countries. We hope to have 75 countries participating in the Global Matrix 4.0.

The Active Healthy Kids Global Alliance also hopes to expand its efforts to “power the global movement to get kids moving” through additional data-driven initiatives – stay tuned! ●

For more information visit:
www.activehealthykids.org



The majority of children around the world are not meeting physical activity guidelines

© 2019 WOODS BROTHERS

We plan to continue expanding the number of countries participating in the Global Matrix

FINDINGS FROM THE GLOBAL MATRIX 3.0

Based on an analysis of **49 countries**, we are facing a **global epidemic** of childhood inactivity

The **majority of children and youth** are not meeting the physical activity guideline of a daily **60 minutes of moderate to vigorous physical activity**, and spend too much time in front of a recreational screen

Slovenia obtained the best grades for Overall Physical Activity (A-), Family and Peers (B+), and Government (A), and received an overall average grade of B

A notable feature in Slovenia is the **importance of sport** for the culture of this almost 30-year old country as "Slovenes tend to view sports as an

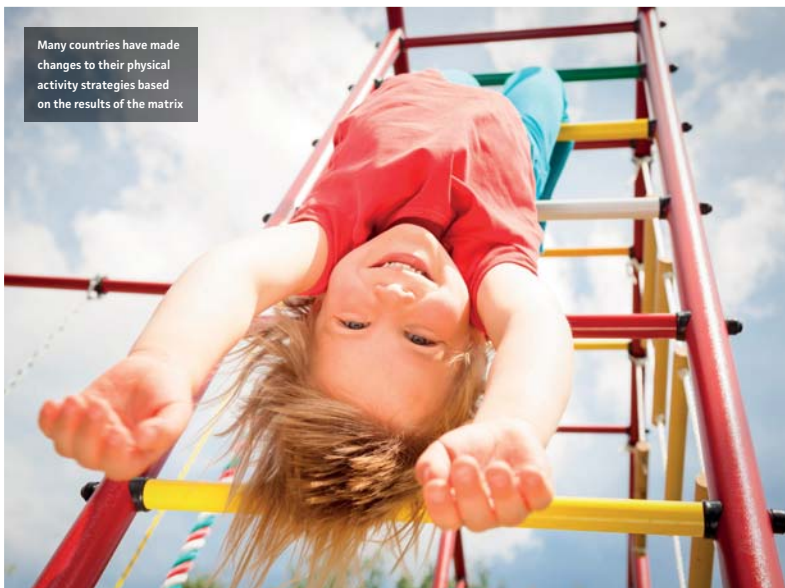
effective tool in fostering national identity among citizens and making successful global identity claims"

Lower behavioral grades and **higher source of influence grades** were observed within the very high Human Development Index (wealthier) countries

Generally **low average grades** for each indicator were observed in the **high Human Development Index** countries

The report revealed that **modern lifestyles** – increases in screen time, the growing urbanisation of communities and the rise in automation of previously manual tasks – are **contributing to a pervasive public health problem**

Many countries have made changes to their physical activity strategies based on the results of the matrix



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FINDINGS FROM THE GLOBAL MATRIX 3.0

Zimbabwe reports above-average grades in Overall Physical Activity (C+) and Sedentary Behaviours (B)

Overall physical activity is mostly affected by active transportation which, for the majority of the children in Zimbabwe, is a necessity in everyday life

Japan had the best grades for Active Transportation (A-) and Physical Fitness (A), and had no grades lower than C-

Japan has a highly established “walking to school practice” that has been implemented since the School Education Act enforcement order,

enacted in 1953. It states that public elementary schools should be located within no more than 4 km, and for public junior high schools no more than 6 km, from the student's home

Higher behavioral grades (Overall Physical Activity, Organised Sport and Physical Activity, Active Play, Active Transportation, and Sedentary Behaviors) and lower Source of Influence grades (Family and Peers, School, Community and Environment, and Government) were generally **observed in the low and medium Human Development Index countries**

Grades assigned to the IO core physical activity indicators for the 49 countries of the Global Matrix 3.0

	PA	SP	AP	AT	SB	PF	FAM	SCH	COM	GOV	AVG
Australia	D-	B-	INC	D+	D-	D+	C+	B+	A-	D	C-
Bangladesh	C-	INC	INC	C-	A-	INC	INC	INC	INC	C-	C
Belgium	F	B	INC	C+	C	INC	C+	B-	B	B	C
Botswana	INC	INC	D-	C	B-	INC	INC	C-	INC	C	C-
Brazil	D	C+	D+	C	D-	D	C-	C	C-	D+	D+
Bulgaria	D+	C+	C+	B-	D	INC	D	C	C	INC	C-
Canada	D+	B+	D	D-	D+	D	C+	B-	B+	C+	C-
Chile	D-	D-	INC	F	C-	D	F	D	B	B-	D
China	F	D-	D+	C+	F	D	D+	D+	F	F	D-
Colombia	D+	C	INC	B	D+	D-	INC	D	B-	B	C-
Czech Republic	D	B-	D-	C+	D-	C+	C+	B+	B	C+	C
Denmark	D-	A-	INC	B+	D+	INC	INC	A-	B+	A-	B-
Ecuador	D	INC	INC	C-	C	INC	F	INC	D+	INC	D
England	C-	D+	INC	C-	D+	C-	INC	B+	C	INC	C-
Estonia	D-	C	F	D	F	INC	D	C+	B	B	D+
Ethiopia	D	C	B	C	F	INC	F	D	F	D	D
Finland	D	C+	C	B+	D-	C	B-	A	B+	A-	C+
France	D	C-	INC	C-	D-	B-	INC	B	INC	C	C-
Germany	D-	B	D-	C-	D-	INC	B-	B+	B+	INC	C
Ghana	C	C+	B-	C+	INC	INC	F	D	D+	D	D+
Guernsey	D	C+	INC	D	C	INC	INC	INC	INC	D	D+
Hong Kong	C-	C	INC	B+	C-	D	D-	C	B	C	C-
India	D	INC	C-	B-	C-	F	D	INC	D	D	D
Japan	INC	B-	INC	A-	C-	A	C-	B+	B-	B	B-
Jersey	D-	INC	INC	D+	C	D	C	B-	C	D	D+
Lebanon	D	F	INC	D	C-	INC	INC	D	INC	C+	D
Lithuania	C-	C	INC	C-	C-	C+	D	C+	C	C	C-
Mexico	D+	C	INC	C+	D-	INC	INC	D+	D+	C	D+
Nepal	D+	INC	INC	A-	B+	INC	A	INC	C-	INC	B-
Netherlands	C	B	B	B-	C-	INC	INC	C	INC	INC	C+
New Zealand	D-	B	C+	C-	D	INC	C-	B-	B	B+	C
Nigeria	C	C-	C	B	B-	INC	INC	C-	INC	B	C
Poland	D-	D	INC	C	D	C-	C-	B	C	C+	C-
Portugal	D	B-	INC	C-	C-	C	C	A	B	B	C+
Qatar	D	D+	INC	N/A	D+	INC	INC	C	INC	B+	C-
Scotland	F	B	INC	C	F	INC	INC	INC	B-	C	D+
Slovenia	A-	C+	D	C	B+	A-	B+	A	B	A	B
South Africa	C	D	INC	C	INC	INC	C-	D-	C-	C	D+
South Korea	F	C	INC	B+	D	D+	INC	D+	INC	D	D+
Spain	D	B	C-	B-	B+	INC	INC	C+	INC	INC	C+
Sweden	D+	B+	INC	C	C+	INC	INC	C+	A	B	C+
Taiwan	F	D-	INC	C-	C-	B-	INC	B+	B+	B+	C
Thailand	D-	C-	F	C	D-	INC	B	B	B-	B+	C-
UAE	F	INC	INC	INC	C-	INC	INC	D-	INC	B+	D+
United States	D-	C	INC	D-	D	C-	INC	D-	C	INC	D
Uruguay	D	F	INC	C	C-	C-	INC	C-	INC	D	D
Venezuela	D	D	INC	B-	INC	INC	INC	INC	D-	F	D
Wales	D+	C+	C-	D+	F	INC	D	INC	INC	C+	D+
Zimbabwe	C+	B	D+	A-	B	INC	INC	C	D	C-	C

Note: PA = Physical Activity, SP = Organized Sport and Physical Activity, AP = Active Play, AT = Active Transportation, SB = Sedentary Behaviors, PF = Physical Fitness, FAM = Family and Peers, SCH = School, COM = Community and Environment, GOV = Government, AVG = Average, INC = incomplete grade, and N/A = not applicable.

ACTIVE PLANNING

Sport England has published new planning guidance, produced in partnership with David Lock Associates, that aims to make it simpler for local authorities and planning bodies to develop community sports facilities. Steph Eaves talks to Sport England's Charles Johnston and DLA's Joseph Carr about the new guidance

Why was new planning guidance needed?

Johnston: Our new planning for sport guidance is being released for three reasons:

Firstly, to update our current planning guidance in light of the government's revised *National Planning Policy Framework* released in 2018. The Framework sets out the government's planning policies for England and how they should be applied. For our guidance to be a valued and useful resource we need to ensure it keeps up with changes to government planning policy and guidance.

Secondly, to place greater emphasis on the positive role the planning system can play in helping to create active environments. And finally, to bring our previous planning for sport guides together to provide a new single focal point for our all our planning guidance and tools.

Carr: The links between our health and wellbeing and the environment in which we live are well established. The health and wellbeing of our nation is vital, and the built environment plays a critical role in promoting sport and physical activity by making activity a cornerstone of people's everyday lives.

The government's *Sport Strategy*, *National Planning Policy and Guidance* recognises that promoting sport and physical activity is a critical factor in creating successful places. However, while a significant amount of work exists that illustrates best practice examples, there was a lack of planning-focused guidance, with easy to follow principles and actions to show everyone how to plan for sport.

What are the main aims of the guide?

Carr: To provide an up-to-date, easily understandable and comprehensive guide for all those who interact with the planning system to understand the importance of planning for sport and physical activity. The guide is designed specifically for its users, providing easy steps for everyone to be able to plan for sport, or be involved in the process.

We were especially keen to ensure the guide was relatable to those less often involved in the planning process, and for the guide to be commercially aware and useable by the development community. Private developers often deliver the spaces we are trying to shape, so it is essential that they understand both how to plan ▶



L: Charles Johnston is director of property at Sport England

R: Joseph Carr is an associate at David Lock Associates

The built environment plays a critical role in promoting sport

© SHUTTERSTOCK/OTOMASTIC

The new planning for sport guidance will place greater emphasis on the positive role the planning system can play in creating active environments



THE I2 PLANNING-FOR-SPORT PRINCIPLES

I. Recognise and give significant weight to the benefits of sport and physical activity.

2. Undertake, maintain and apply robust and up-to-date assessments of need and strategies for sport and physical activity provision, and base policies, decisions and guidance upon them.

3. Plan, design and maintain buildings, developments, facilities, land and environments that enable people to lead active lifestyles.

4. Protect and promote existing physical activity provision and ensure new development does not prejudice its use.

5. Ensure long-term viable management and maintenance of new and existing sport and physical activity.

6. Support improvements to existing sport and physical activity provision where they are needed.

7. Encourage and secure wider community use of existing and new sport and physical activity provision.

8. Support new provision, including allocating new sites, for sport and physical activity which meets identified needs.

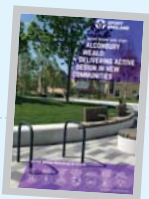
9. Ensure a positive approach to meeting the needs generated by new development for sport and physical activity provision.

10. Provide sport and physical activity provision which is fit for purpose and well designed.

11. Plan positively for sport and physical activity provision in designated landscapes and the green belt.

12. Proactively address any amenity issues arising from sport and physical activity developments.

To read the full guidance, visit <http://lei.sr/G7G2D>



Provision of walking and cycling routes are as important as the facility itself

► to meet the needs which a Local Planning Authority has identified, but also that planning for sport and physical activity can have benefits, both commercial and social.

Johnston: The main aim is to provide a useful resource to help people influence the planning system for the benefit of sport and physical activity, whether they work in the planning system on a daily basis or engage with it from time to time.


Additionally, we hope the guidance will help raise further awareness of the importance of the planning system in encouraging people to take part in sports and lead active lives.

How important is the planning and design of facilities to getting and keeping people active?

Carr: Absolutely essential. Positive planning and design of a facility can not only make a facility more functional, but can also encourage people to come and use it.

Facility design is not the only important part – the wider environment in which a facility is located is just as important for encouraging users. Provision of attractive walking and cycling routes, drinking fountains and cycle parking in and around facilities can all have a positive impact. We encourage our clients to think strategically about their sites and what they can offer to the wider community, which in turn can attract users to their sites, and also create spaces for the community to be proud of.

Johnston: The places that people get active are critical drivers of our nation's activity levels. We know



We encourage our clients
to think strategically about what
they can offer the wider
community, which in turn can
attract users to their sites

Johnston says it's important, when planning active spaces, to understand the local community and their needs

the planning system plays a key role in shaping our neighbourhoods and community facilities. More than ever, the importance of where people are being, or want to be, active is a focal point of discussion.

The planning system has a strong direct influence over the nature, design and attractiveness of the local facilities and spaces available to people, the design of their neighbourhoods, easy access to sports facilities as well as the viability of walking or cycling as a means of transport.

How did you decide on the 12 principles?

Johnston: We started by listing the key areas where we felt the planning system should play a role. This list looked back at the content of our previous planning guidance and our experience of engaging with the planning system on a daily basis. We then looked to see if we could group any together where they overlapped.

The nature of the principles also benefitted from the consultation we undertook on a draft version of the guidance – we received approximately 400 comments from local authorities, national sports governing bodies, planning and leisure consultancies, government departments and a range of other organisations such as the Town and Country Planning Association, Public Health England, Sustrans,

Canals and River Trust, Active Partnerships, StreetGames and the London Playing Fields Foundation.

Carr: We tried to make the principles as comprehensive as possible, covering both plan-making and decision-making in the planning process, with easy-to-follow actions held within the principles to make them relatable and usable by everyone.

What do you see as the key to successfully planning new spaces for sports and activity?

Carr: Personally, I think the key is to undertake a comprehensive and strategic approach, not undertaking work in piecemeal chunks. Spaces should be flexible, to allow them to shift in use over time to meet new demand, as well as being well supported and maintained to make sure they continue to thrive. We should be ambitious with the spaces we create, but make sure they are realistic and functional to stand the test of time.

Johnston: Recognising how providing for sport and physical activity can help to meet wider local priorities and understanding local communities and their needs – knowing how people currently participate in sport and physical activity but also for example, what provision and environments may help those that are inactive to make the first steps to becoming active. ●

IN SPORT WE TRUST

Young people from disadvantaged backgrounds tend to be less socially connected and experience lower levels of happiness and wellbeing. New research from charity Sported shows that sports clubs can play an important role in turning this around. Sported's CEO, Nicola Walker, explains the findings

Over the last three years estimates show that local councils have reduced spending on youth services by an average of 40 per cent, with some councils even reporting cuts as high as 91 per cent. Since 2010, over 600 youth and sport clubs have permanently closed, leaving young people in some of the most economically deprived areas of the UK with nowhere safe to go and nothing to do.

One of the most visible and high-profile consequences of these closures has been the rise in serious youth violence, but the ripple effects extend much further.

Visit a local sports club and you will hear countless examples of how young people's lives have been transformed. And yet the corresponding quantitative evidence of sports groups' impact on the lives of young people and, more specifically, on community development is less prevalent and robust. Indeed, Sport England's 2016 Sport Outcomes Evidence Review cited the latter as "one



Sported looked at the link between sports and community development



Nicola Walker is CEO of charity Sported, which commissioned this research

of the hardest outcomes to evidence" and noted "there is considerable scope for building the evidence base further around community development".

To contribute to this gap in the evidence and – most importantly – highlight what's at stake if more grassroots sports clubs and community groups are allowed to fail, we commissioned new research to investigate the link between sports club membership and wellbeing and social capital. We undertook an innovative analysis of five nationally representative UK datasets, labelled as: Understanding Society (total sample size: 140,845), Community Life (36,330), Taking Part (27,447), Sport England Active Lives (107,469) and Understanding Society Youth (11,929). Here's what we found...

THE FINDINGS

Our research found that a trust deficit is dividing the UK and damaging community life. Young people from lower

Joining a local sports club
increases a young person's trust,
social connections and happiness



socio-economic groups (LSEG) are 23 per cent less likely to trust their neighbours, despite talking to them more, compared to those from higher socio-economic groups (HSEG). They are also less socially connected and their pool of friends is less diverse (at least according to Understanding Society data). Furthermore, young people from LSEG are considerably less likely to volunteer compared to HSEG.

The good news is that sports clubs have an important role to play in bridging this trust divide. Our analysis concludes that when young people are members of a local sports club there is a positive impact on the following outcomes:

- Trust – trusting people in general, trusting neighbours
- Social connections – having friends, number of close friends, relying on friends, satisfaction with friends
- Community cohesion – talking to people in the local area, belonging to local area, satisfaction with local area
- Volunteering – consistently positive and significantly so across all datasets; in particular formal volunteering

When young people are part of a local sports group, those from lower socio economic groups report a 10-times higher increase in trust

- Perceived ability to achieve goals (perseverance) – in the Active Lives data.
- Life satisfaction (in all datasets) and happiness (wherever measured)
- Health (in all datasets).

Importantly, the data reveals that those from disadvantaged backgrounds have the most to gain. When young people are part of a local sports club, those from LSEG report a ten-time higher increase in trust and a three-time higher increase in life satisfaction compared to those from HSEG. ▶



Association between sport groups and outcomes by socio-economic class

ACTIVE LIVES	CAN ACHIEVE GOALS	TRUST PEOPLE IN LOCAL AREA	VOLUNTEERING	LIFE SATISFACTION	BMI
Higher SEG	0.077	0.079	0.264	0.176	-0.232
Lower SEG	0.192	-0.023	0.435	0.545	-0.355

COMMUNITY LIFE	TRUST PEOPLE IN GENERAL	TRUST NEIGHBOURS	VOLUNTEERING	FORMAL VOLUNTEERING	INFORMAL VOLUNTEERING
Higher SEG	0.073	0.019	0.055	0.039	0.044
Lower SEG	0.033	0.189	0.090	0.147	0.012

► CONTROLLING FOR SOCIO-ECONOMIC FACTORS IN SPORT

It is important to acknowledge that affluence and earnings are positively associated with all of the five wellbeing outcomes from the 2016 Sporting Future strategy: physical health, mental wellbeing, individual development (education, skills, confidence), community development (trust, social mixing and volunteering) and economic development (eg monetary spend on playing, watching sport). So, we need to ask the question: is it playing sport and membership of sports clubs that is improving health, wellbeing and

Most, but not all, of the wellbeing and social outcomes and benefits are magnified with sport club membership for lower socio-economic groups

trust or is it simply the higher income, education or socio-economic background of sport players?

To isolate the association between sports club membership and wellbeing for young people (as much as possible in the current datasets), we used multivariate regression analysis. This means that we're not just reporting simple correlations between sport and trust, wellbeing or life satisfaction. By controlling for other factors, this work goes one step further in establishing the direct benefits for young people of being part of a sports club, and the impact this has on the 'Community Development' outcome sought by the DCMS 2016 Sporting Future strategy.

THE IMPORTANCE OF TRUST

Trust matters. It underpins many of the social outcomes that sport and grassroots sport groups deliver. It's because of trust that a coach can challenge negative behaviour patterns and divert young people away from potential trouble. If young people trust those around them, they feel more free to express themselves and to open up about their difficulties. It's trust that forms the foundation for key employability skills such as leadership, communication and teamwork. To put it simply, trust forms the foundation for every successful relationship at home, work or school.



Sports clubs provide stability, a safe haven, and the time and attention of trusted adult authority figures

Building trust takes time. Grassroots sports clubs are so effective at building trust because they are there for their communities over the long term

Building trust does, of course, take time. It's not something that is achieved overnight. It's earned through hard work and commitment. It's the fundamental reason why grassroots sports clubs are so effective at building trust, because they are there for their communities over the long term. Young people know they can attend their local club at the same time and same place every week and see the same familiar, friendly faces. Sport itself provides a 'collective, purposeful endeavour'. It brings people of different backgrounds together around a common cause and helps challenge any stereotypes that may have previously kept them apart.

SECURING THE FUTURE

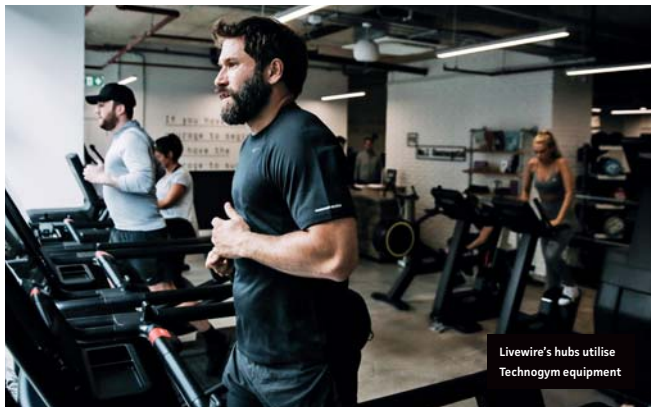
Our research demonstrates that the uplift associated with participating in a sport group is often significantly higher for people from lower socio-economic groups as

opposed to those from higher socio-economic groups. This suggests that lower socio-economic groups have significantly more to gain from sports club membership. The reasons for this are as varied as the social issues that these clubs are helping to tackle – they provide a safe haven away from the streets, as well as stability and the time and attention of trusted adult authority figures, to name but a few examples.

It's important that we recognise that community sport groups can play a significant role in reducing the sizeable inequalities that exist in our society, but they can only succeed at this if they're able to survive over the long-term. By focusing investment, resources and support on those sports groups that are operating in the most deprived communities or working to tackle pressing local problems such as youth violence or social integration, we can maximise the social return on investment and help contribute to the equal, just society we all want to see. ●

FOR MORE INFORMATION

See Sported's full report, *In Sport, We Trust*, at <http://lei.sr/a253L>



Livewire's hubs utilise Technogym equipment

ONE FOR ALL

LiveWire and Warrington Borough Council's neighbourhood hubs, which integrate health and fitness services, have boosted participation in physically inactive local populations. We talked to LiveWire's Kevin Forester to find out why these hubs are so successful

Physical activity levels have been declining for some time. There are 11.3 million people in England who are classed as physically inactive, and as a result, inactivity is now the fourth largest cause of death and disability in the UK. Clearly, changes are needed to the ways we deliver fitness offerings.

Committed to supporting these changes is leisure organisation LiveWire. In partnership with the local authority commissioner, Warrington Borough Council, LiveWire has developed neighbourhood hubs, which integrate medical and health services with fitness and leisure, making it easier for people in these communities to access services they need to lead a healthy lifestyle.

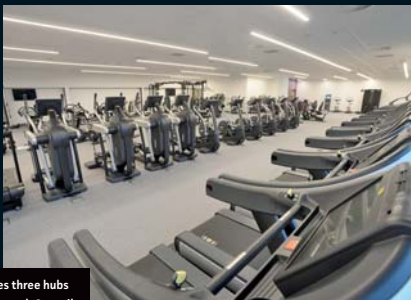
The barriers to participation mean the people who stand to benefit most are also those most likely to miss



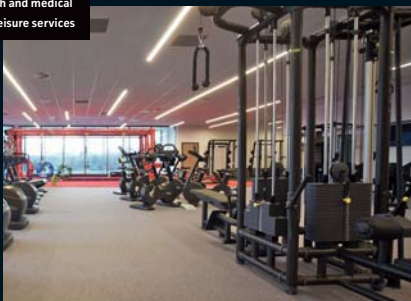
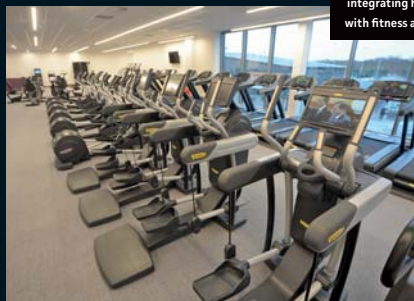
out. Transport, budget and a lack of support can keep already disenfranchised populations away from healthy living services and for this reason, Warrington's neighbourhood hubs are located in the region's most deprived areas.

LiveWire's hubs aim to massively increase participation in local leisure and fitness services. Could this be a blueprint for the rest of the UK to follow?

"LiveWire's vision has always been to prevent rather than cure, by facilitating collaboration between the health and leisure sectors," says Kevin Forester, LiveWire's commercial manager. "In 2012, Warrington Borough Council took the decision to outsource three separate services – leisure, library and some NHS lifestyle services – to help take forward their strategic aspirations around co-locating key community services based on local needs. LiveWire now operates 15 sites, including three neighbourhood hubs." ▶



LiveWire operates three hubs for Warrington Borough Council, integrating health and medical with fitness and leisure services



Over the past three years, over 10 million people have engaged with LiveWire's services



Our advisors help people move between services, and clear pathways allow them to access a joined-up journey, which moves them towards improved health

► LiveWire's approach has produced some impressive statistics. Over the past three years, almost 10 million people have engaged with LiveWire's services, with 40,000 people accessing group exercise, 2,000 people getting back into exercise and weight loss members losing a combined 453 stone in total. Forester explains why it works.

"Accessibility is a real barrier to participation," he says. "The LiveWire hubs make it easier – and more enjoyable – for people to access fitness, health services and support. Our advisors help people to move between services, and there are clear pathways, so they can access a joined-up journey, which moves them towards improved health."

"Advisors are also on hand to provide education and specialist advice on topics such as smoking cessation or healthy weight programmes. We can then help people develop sustainable healthy habits."

LiveWire's integrated approach is about breaking down barriers, educating people with correct advice, and boosting mental and physical fitness through a combination of leisure facilities. At a time when cut-backs are threatening traditional community services, this cohesive approach ensures residents don't miss out.

Improving quality of life

LiveWire currently operates 15 sites as part of its management agreement with Warrington Borough Council. This comprises 12 libraries, three traditional leisure sites and three integrated neighbourhood hubs. ►



The aim of the neighbourhood hubs is to break down barriers and make it easier for people to access fitness offerings



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The new Orford hub has already tripled the footfall of the old leisure site

Great Sankey is about to become the first public building in England to achieve the Gold Accreditation Certificate for Dementia Design

► LiveWire's flagship hub, Orford Jubilee, opened in May 2012. The Orford area, together with several surrounding wards was ranked amongst the most deprived 10 per cent in England. The links between deprivation, poor health and reduced life expectancy are well documented. Orford was chosen for its potential to directly impact quality of life.

"Orford is a prime example of a deprived area," says Forester. "This community was really not accessing any leisure services, for various reasons including public transport, local environment and finances."

The new Orford hub has already tripled the footfall of the old leisure site, and total visitor numbers are up from 200,000 to 1.2 million per year. The venue has indoor and outdoor leisure facilities, including an 8-lane competition pool, skateboard park, and floodlit sports pitches, plus a gym and fitness centre, a library, three GP surgeries, conferencing facilities, and a dedicated Lifestyles team.

Despite such immense success, the LiveWire team could see even more ways to improve on the model.

"We learned some valuable lessons from Orford," says Forester, "which we carried forward to our next neighbourhood hub site in Great Sankey. We didn't feel Orford was quite as integrated as it could have been, so we made sure Great Sankey had clear pathways for access right through the facility."

The plan worked – Forester says Great Sankey is a great example of how truly integrated services can improve the lives of local people: "We developed innovative ways to make everything more accessible at Great Sankey. The hub is a great place to come for a day out; families can

bring their kids, and people can hang out for a bite to eat or to sit with a book after a workout."

Great Sankey is a developing area with a fast-growing population. But it also has a large ageing population, so LiveWire developed Great Sankey's hub to meet dementia-friendly guidelines, through design, signage, way-finding, services and timetabling. Thanks to this, Great Sankey is set to become the first public building in England to achieve the Gold Accreditation Certificate for Dementia Design.

The building is connected to a secondary school, proving that the same facilities can cater for the needs of both the younger and older members of the community.

"Our hubs are an innovative response to a very real social demand, and we hope other areas will be inspired to follow in our footsteps," says Forester. "This is not about numbers and memberships. It's about creating inviting, welcoming places to come and get healthier, with access to expert staff, a variety of services, and specialist programmes." ●

SPECIFYING KIT FOR COMMUNITY HUBS

Since 2012, LiveWire has partnered with Technogym for leisure kit, wellness technology and interactive fitness services.

LiveWire's leisure facilities utilise Technogym's SKILL line, as well as Kinesis One for movement-based training. These are complemented by Excite Unity Cardio and a full range of strength equipment, to offer members an excellent training experience, whatever their goals.

"The kit looks good, and it's accessible to anyone who might use our facilities," says Forester. "Technogym's kit and tech helps set us apart."

Technogym also developed bespoke training packages, to help LiveWire promote the benefits of group training.

"We gave Technogym the challenge of helping us develop 'fast classes' suitable for our integrated neighbourhood hubs," says Forester, "and they responded with enthusiasm. In fact, our Technogym training solutions were key to the successful launch of Great Sankey."

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BUILDING THE FUTURE

It's an exciting time in sport and leisure, with many new facilities being built, from stadiums to community leisure hubs. We round up the most impressive projects from around the world

Everton FC's new fortress

COST: £500M

LOCATION: LIVERPOOL, UK

DESIGN TEAM: MEIS ARCHITECTS

Details have been revealed for a brick and steel construction which will make the new Everton Football Club stadium appear "as though it has risen from the dock".

US architect Dan Meis has unveiled his much-anticipated plans for the £500m venue in Liverpool, UK, which will be built at the semi-derelict Bramley Dock and is estimated to deliver a £1bn boost to the city's economy.

Meis' concepts show a brick, steel and glass design which takes its inspiration from the historic maritime and warehouse buildings nearby.

It will be built on a north-south orientation – considered the best approach in terms of the impact of sunshine and shadow on the fans' experience and on the televising of matches.

The structure combines the historic and the modern, with the brick base of the stadium incorporating a subtle nod to Goodison Park's famous Archibald Leitch latticework, while the dynamic roof structure made from steel and glass gives the stadium a modern finish.

The stadium is made up of four stands including a large steep home to the south that will house 13,000 home fans on matchdays. Overall capacity will initially be set at 52,000, with the opportunity to expand capacity to 62,000 seats.

Supporters will be as close to the action as regulations permit and the design of both North and South stand lower tiers will make it easy to adopt rail seating – catering for any possible law change to allow "safe standing" in the future.



The new Everton FC stadium will appear as though it has risen from the dock

"This project isn't about a building or piece of architecture, it's about helping generations of fans create a new home," Meis said.

"We know from all of the conversations we've had with fans that they want a stadium that is atmospheric, feels like a fortress and supports the players on the pitch. They also want the club to be ambitious for the future."

He added that fans, players and local residents were consulted intensively during the design process – and that will continue as the plans are finalised.

"It's really important to understand that there is still time for input in the things that are going to be really important.

"I want people to feel like they love it."



The complex will include a multi-purpose plaza for community leisure and events

New home for the LA Clippers

COST: US\$1BN

LOCATION: LOS ANGELES, CALIFORNIA, USA

DESIGN TEAM: AECOM, ANDERSON BARKER ARCHITECTS, THE CITY DESIGN STUDIO OF LOS ANGELES AND HOOD STUDIOS

The owners of NBA team the LA Clippers have revealed detailed plans for a US\$1bn indoor arena, to be built in the Inglewood district in Los Angeles, California.

The development will include a “fan-focused” NBA arena for the Clippers’ basketball and a business operations headquarters, along with a first-of-its-kind training centre, tailored specifically for the requirements of NBA players.

The 18,500-seat arena will have a three-dimensional oval design with a unique exterior of diamond-shaped metal panels inspired by the concept of a basketball swishing through a net.

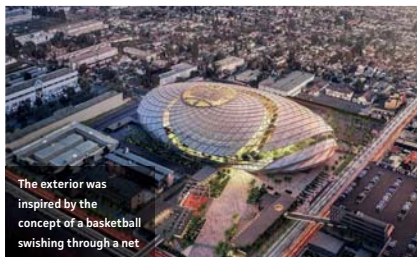
In addition to the aesthetics, the panels have been designed to provide solar benefit for maximum energy efficiency, as part of the facility’s LEED GOLD-certified design.

According to the architectural team, the facility’s most striking feature – intended to highlight the temperate climate of

Southern California – is the integration of indoor/outdoor “sky gardens.” These landscaped areas for food and beverage will be accessible from every concourse level.

The complex also envisions a multi-purpose plaza complete with a concert stage, community basketball courts and space for the community to gather and watch everything from Clippers Playoff games to movie premieres on a supersized LED screen.

The ambitious plans for The Inglewood Basketball & Entertainment Center are part of Clippers’ owner Steve Ballmer’s strategy to establish the franchise as a leading force in basketball.



The exterior was inspired by the concept of a basketball swishing through a net

“My goal is simple. I want the Clippers to have the best home in all of sports,” Ballmer said. “What that means to me is an unparalleled environment for players, fans, sponsors and the community of Inglewood. Our goal is to build a facility that re-sets fans’ expectations while having a transformative impact on the city we will call home.”

Construction is expected to begin in 2021 with an opening planned for 2024.

When completed, the complex will generate an estimated US\$268m in economic activity for Inglewood annually and more than US\$190m in new tax revenue from 2020-2045.



The community-centred rowing facility was commissioned by charity Row New York



Community boathouse

LOCATION: WASHINGTON HEIGHTS, NEW YORK, USA **DESIGN TEAM:** FOSTER + PARTNERS

London-based architecture practice Foster + Partners have revealed plans to create a community-centred boathouse and rowing facility in Washington Heights, New York.

Commissioned by competitive rowing charity Row New York, the proposed timber-roofed building will comprise an array of classrooms, event spaces, and outdoor leisure areas – all of which be used for rowing-focused educational programmes.

Using the sport as a facilitator for self-empowerment, the centre will also help its

patrons prepare for higher education with courses that emphasise personal discipline and responsibility.

In a statement, the architects said the project – aimed at underprivileged communities – would “give young people a sense of self-confidence and purpose”, showing them a “path to college”.

Speaking on the project, Norman Foster, founder of Foster + Partners, explained: “I wanted to create a building that was both functional and accessible, but also one that responded to the Hudson River’s long

history as a busy transportation hub.

“This timber boathouse will fit naturally into the landscape and will transform this stretch of the Harlem River into a lively gathering place for people from all communities.”

According to the Waterfront Alliance, Row New York – which currently boasts locations in Manhattan, Queens, and Brooklyn – has been mulling plans for a new headquarters since 2017.

The future boathouse is expected to bring all of the organisation’s activities under one roof for the first time.

A sporting festival

COST: CA\$550M **LOCATION:** CALGARY, CANADA **DESIGN TEAM:** ROSSETTI

Ambitious plans to create a large sports and entertainment district in Calgary, Canada have been given the green light after a public funding package was agreed for the development.

The City of Calgary has agreed to provide half of the funding for the CA\$550m (US\$416m, €371m, £344m), project, which is driven by Calgary Sports and Entertainment Corporation (CSEC) and the Calgary Exhibition and Stampede Limited.

The project, located within the downtown area at Victoria Park, will be anchored by a multi-use indoor arena. The arena will become the home of National

Hockey League (NHL) franchise Calgary Flames and has been described as “a catalyst for redevelopment”.

As well as the 19,000-capacity arena, the district will feature a “festival street” and public spaces. The project is central to City of Calgary’s vision of establishing a Culture and Entertainment District.

It is also a key component to the city’s economic strategy – called Calgary in the New Economy – approved in June 2018.

“For years, I’ve been saying any investment of public money must have public benefit,” said Mayor Naheed Nenshi. “This deal does that. It’s a fair deal.



The arena and entertainment district is a key component of the city’s economic strategy

“I’m pleased that it will allow us to move forward on the important work of city building, especially in east Victoria Park.

Construction work on the arena is set to begin by 2021. Plans to build a new arena for the Calgary Flames franchise have been in the pipeline for more than five years.

Yorkshire hub

COST: £20.8M

**LOCATION: PONTEFRACT,
WEST YORKSHIRE, UK**

**DESIGN TEAM: GT3 ARCHITECTS,
WILLMOTT DIXON, ARCADIS DESIGN
& CONSULTANCY, WATERMAN GROUP**

Work has begun on a £20.8m leisure centre in Pontefract in West Yorkshire.

The Five Towns Leisure and Wellbeing Hub will be owned by Wakefield Council and is due to open in late 2020.

The hub – the largest of its kind ever built in Wakefield – will house a 10-lane swimming pool, studio pool with moveable floor, and a splash pad water confidence area.

There will also be a health club with a large gym floor and group exercise studios, an indoor climbing hub, café and a soft play area.

Outside, facilities also include tennis courts, a full-size 3G grass pitch, a wellbeing garden and an interactive play area.

Wakefield Council has appointed Willmott Dixon to build the centre, which was designed by GT3 Architects.

"The benefits of this project are enormous and will have a lasting impact

and a role in tackling health issues such as childhood obesity, long-term respiratory and circulatory diseases and mental health conditions," said Jacquie Speight, Wakefield Council's cabinet member for leisure and sport.

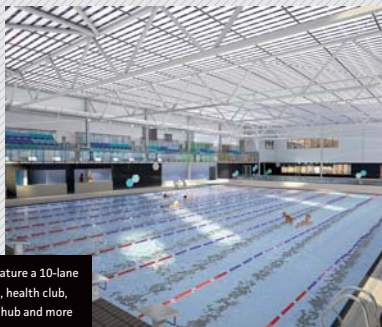
"It will also support our efforts to reduce social isolation among older people."

Anthony Dillon, managing director for

Willmott Dixon in North, added: "Five Towns Leisure is part a new breed of facility by local authorities that are more like community hubs, offering a wide range of activities and services for local people, and we are looking forward to making another big impact in Wakefield by expanding the District's leisure and community facilities with Five Towns Leisure."



The centre will feature a 10-lane swimming pool, health club, indoor climbing hub and more



Island ambition

COST: US\$1.3BN

LOCATION: LONG ISLAND, NEW YORK, USA

DESIGN TEAM: JRDV ARCHITECTS,
POPOLOUS AND STANTEC

Plans have been approved for a 19,000-seat, multi-use indoor arena in Belmont Park on Long Island, New York.

The US\$1.3bn venue is set to become the new home of National Hockey League (NHL) franchise New York Islanders. As well as the indoor arena, the project includes a 350,000sq ft entertainment complex and a 250-bedroom hotel.

The plans were approved by the Empire State Development Board – the New York state body responsible for economic development in the region.

The ambitious project is being driven by New York Arena Partners – a company set up to develop the venue. The venture is

jointly owned by the NY Islanders, sports development specialist Oak View Group and real estate company Sterling Equities.

Construction on the arena is expected to begin later this year, with a completion date set for mid-2021.

NY Islanders has been looking to move to a permanent new home from its current Nassau Coliseum arena since 2004. In recent years the franchise has also played home games at the Barclays Center – an indoor arena located in Brooklyn, New York City.

"Today marks a historic occasion for the New York Islanders and our amazing fans," the Islanders said in a statement.

The 19,000 seat arena will be a new home for the New York Islanders hockey team



"We are on schedule to have our new home open for the 2021-22 season."

ESD board chair Howard Zemsky added: "We are proud of the open, public process this project has gone through over the last two years, strengthened by the input and support of community members who made their voices heard and helped improve the plan, resulting in today's positive outcome."

"We are committed to continuing to deliver on the thousands of jobs and billions in economic activity this project will create."

Centre for future champions

COST: €6M

LOCATION: PARIS, FRANCE

DESIGN TEAM: ATELIER FERRET ARCHITECTURES

A new €6m (US\$6.7m, £5.4m) community sports centre is being built in the Hauts-de-Seine in the commune of Bry-sur-Marne on the eastern suburbs of Paris.

The centre – designed by Atelier Ferret Architectures – will provide 3,200sq m of space for a number of indoor sports, with facilities including a large, multi-use sports hall, a table tennis area and a large climbing wall.

It will be able to host regional competitions and will have seating capacity for 250 spectators.

Named after French double Paralympic champion Marie-Amélie Le Fur, the centre will open its doors in January 2020.

The design by Atelier Ferret Architectures will see the centre's users enjoy panoramic views of the Maisons-Rouges park.



The community sports centre will include a large multi-sports hall, table tennis area, large climbing wall and seating for 250 spectators





The sports facility is on track to be the first of its type in the UK to be BREEAM rated 'Outstanding'



Sustainable sports

COST: £53M

LOCATION: PORTSMOUTH, UK

DESIGN TEAM: FAULKNERBROWNS ARCHITECTS

Construction work has begun on a £53m sports facility at the University of Portsmouth.

A groundbreaking ceremony has been held to signal the start of work on the centre, which will include a 25m, eight-lane swimming pool, an eight-court sports hall, a health club with a 175-station gym and multifunctional studios, climbing and bouldering facilities, two flexible squash courts and a ski simulator.

Designed by FaulknerBrowns Architects, the building will set new standards for sustainability for a sports building and is on target to be the first of its type in the UK to be BREEAM rated 'Outstanding'.

The building's spaces provide opportunities to exploit natural light and ventilation, while top lighting of the sports hall and pool hall

have been designed with energy reduction in mind. There is also a range of photovoltaic panels and a biodiverse green roof, adding to the feel of a "green building".

"Having worked closely with the university and planners, this will set a significant benchmark for future buildings in the university masterplan and generally across the city," said Michael Hall, partner at FaulknerBrowns Architects.

Irina Korneychuk, project leader at FaulknerBrowns, added: "The development is not only looking to promote the integration of the university campus with its surroundings, but to deliver wider benefits to the students and local communities."

"This project has been informed and inspired by the best sustainability practices beyond the BREEAM requirements, and will

create an environment which promotes health and wellbeing by inspiring people to be more active, throughout the University of Portsmouth and the city as a whole."

The complex is the first phase of the university's £400m estate masterplan, designed to reshape the campus and strengthen connections with the city.

According to the university, the proposed plans will "significantly enhance the non-academic life of students", promoting health and wellbeing through the provision of a wide range of opportunities for activity and movement.

Construction work is being undertaken by Wates and is set to be completed in early 2021. The FaulknerBrown-led design team also includes Max Fordham, Mott MacDonald and LDA Design. ●

BREAKING THE CYCLE

Cycling is an incredible sport, offering so many disciplines and opportunities, but it's still male dominated, with sexism entrenched in the most high profile competition – the Tour de France. Car manufacturer Škoda is taking a stand with a women's cycling academy. Kath Hudson reports

© SHUTTERSTOCK/NEIL HUBERT

It is the oldest and most prestigious professional cycling race in the world, but the Tour de France shuns female pro-cyclists. For the last four years, in an attempt to give female cyclists a presence, break down gender stereotypes and encourage equality in sport, a 13-strong women's cycling team – Donnees Des Elles au Vélo J-1 – has completed all 21 stages one day ahead of the men.

Last year, Škoda got on board to amplify the message, but this year it went one step further. The car manufacturer teamed

up with cycling royalty, Dame Sarah Storey, to create a cycling academy to coach a team of five women to ride with the J-1 team at this year's Tour de France.

"There is a disparity in the world of cycling between the men and women, and now it's time to act," says Škoda's communication manager, Lisa Kirkbright, who has spearheaded The Škoda Driver's Seat Initiative (DSI) Women's Academy.

"The aim is to create a pathway to elite road cycling for women, giving a leg up to those who are committed."



Dame Sarah Storey mentored a team of five women for the Škoda programme



Thirty-seven women were shortlisted for selection into the programme and attended a day of testing

"Currently, the pathway to elite level is more difficult for women: there's one female race to three men's races, so there's less opportunity for them to get their rankings up. As a result, the number of women racing at elite level is only 10 per cent," she says. "Added to this, there's a disparity in prize money and media coverage. Škoda wants to help girls get to the top by giving them the full armoury needed to tackle the male dominated world of cycling."

ŠKODA TAKES ACTION

Female riders between the ages of 17 and 25 were invited to apply to the Škoda DSI Cycling Academy and 37 shortlisted



Lisa Kirkbright leads Škoda's
DSI Women's Academy

Škoda wants to help girls get to the top by giving them the full armoury needed to tackle the male-dominated world of cycling

cyclists were invited to Lee Valley Velopark for the selection day, in June.

"They were properly beasted by Sarah," says Kirkbright. "They did a 12 minute endurance test, measuring power and cadence; a three minute power output and cadence test; a six second peak power test and then two flying laps on the outdoor track to look at bike handling and position."

Some of the hopefuls were cyclists, some were race cyclists, some triathletes and one had an England cap for netball, but all of them had a passion to make it into the elite arena. "We narrowed it down to five so that we could really focus on them," says Kirkbright. "Sarah was their mentor and they received media and social media training, and coaching in everything they

need to know to be a modern athlete, such as self promotion and gaining sponsorship."

Storey's mentorship is second to none: as Britain's longest serving international athlete, she's gearing up for her eighth Paralympic Games (the first four were for swimming). After giving birth to her second child in 2017, she won two golds at the 2018 Paracycling World Championships ▶

Gender inequality has no place in the Tour de France. Women's sport is exciting and watchable. It shouldn't be treated as second best

► and two golds and a silver at the 2019 Track World Championships.

An added bonus of the programme is that if any of the chosen riders show sufficient potential, they will be offered the once-in-a-lifetime opportunity to join the Storey Racing team. Launched in 2017 by Sarah and Barney Storey, this currently comprises 12 riders, from Youth A to senior level, as well as three paracyclists, across the disciplines of road, track, time trials and cyclocross.

Storey says that Škoda's aims match with her own: "Škoda is a strong advocate for gender equality in professional cycling and I'm proud to support them. The Škoda DSI Cycling Academy is about promoting women in our sport, creating opportunities

and clearing a path to race on a professional level."

Škoda will wait to see the impact of this year's campaign before deciding the future of the academy, but Kirkbright is hopeful it will continue in the future years. "We want to deliver something good and purposeful, which will hopefully continue in future years," she says. "Other sports are changing faster than cycling and gender inequality has no place in the Tour de France. As the England women's football team has proven, women's sport is exciting and watchable. It shouldn't be treated as second best." ●



Riders with potential will gain a place in the Storey Racing Team



Sarah Storey (far left) has competed at eight Paralympic Games – four of those in cycling

CYCLING REVOLUTION

CYCLOCROSS

Former European cyclocross champion and world champion medallist Helen Wyman is working tirelessly to get more female representation in cyclocross. Last year she launched a crowdfunding campaign to pay entry fees for national races for 100 U23 women.

The Helen 100 focused on U23 women, as Wyman feels it is really important to keep this age group engaged in sport. "By paying for the riders' entry to Nationals this season we were able to create a community feeling," she says. "We were able to fund every U23 woman who applied to us and had a record-breaking 91 U16 women at Nationals."

Further to this, Wyman organised the first ever junior female international cyclocross race in Belgium last year for U16s and U18s. She is now looking for sponsors to expand this into a series of four, with an overall classification.



The Helen 100 supported U23 women

BRITISH CYCLING

- In 2013, British Cycling (BC) launched the #WeRide initiative with the aim of getting one million more women into cycling by 2020. It reports it's on track to hit this target.
- This year has seen two more BC campaigns: #OneInAMillion, which aims to raise the profile of women's cycling and a collaboration with This Girl Can on a cycling campaign to reach a wider female audience.
- BC's women-only HSBC UK Breeze programme has attracted 250,000 attendances, with 10,000 rides in 2018.
- More women are taking part in long distance sportives – up from 17.6 per cent to 25 per cent of attendances.
- 22.7 per cent of BC qualified coaches (1,200) are female.

MOUNTAIN BIKING

Women's cross country and downhill mountain biking is booming at elite level, with the races every bit as exciting as the men's, and the riders just as skilful. According to the defending UCI cross country world champion, Jolanda Neff, mountain biking does much better on the gender equality front than road cycling: "It's a pioneering sport; at elite level men and women race on the same day, on the same track, with the same prize money and same media attention. All the teams are mixed and stay at the same hotels."

However, at regional level, females are still overwhelmingly in the minority. In this year's south west cross country series, some of the races have had no women over the age of 40 participating. Females account for around 15 per cent of the main race and 25 per cent of the U10s/U12s race.

However, the U8s category has a more even split: optimistically this could suggest the change is coming from the bottom up, as more men take their children riding and bring their families to races. What's heartening is that the standard of riding is good among females who race. They're giving the boys and men a run for their money.

Elite women riders frequently do their bit to encourage more women to



Jolanda Neff says mountain biking is pioneering gender equality in cycling

ride, including coaching and guesting at training days. Neff hosted Joladies Bikedays at Gstaad in June, where women met for a day on the bike to ride and receive coaching from herself and other female guides. Last year Neff also organised a number of the top riders on the circuit to collaborate on an inspirational video showing that mountain biking is for everyone. Watch the video at: www.sportsmanagement.co.uk/jolandaNeff



- Five of BC's 11 board members are female, including a female chief executive, Julie Harrington.
- 17.9 per cent of cycling club members,

which are also BC members, are female.

- 520 out of the 2,200 affiliated BC clubs hold women only session as part of their activities.

THE HOME OF MOUNTAIN BIKING

One of the fastest growing sports in Scotland, mountain biking is creating a massive buzz. Now a number of stakeholders, including the Scottish government, have got behind the sport with the intention of making the country the European mountain bike capital. Kath Hudson reports

Over the past few years, mountain biking has been the main way my family spend our free time. We love the fresh air, the views and being outside in nature; my husband finds it great stress relief; my 13 year old daughter finds it empowering and my 11 year old son likes the buzz of air time and going downhill fast.

The sport has so many benefits that I'm sure the world would be a better place if everyone rode an off road bike on a regular basis. Scotland agrees. Its new six year strategy for mountain biking seeks to embed the sport into the country's lifestyle and culture, using it to boost the economy – through tourism and innovation – to improve mental and physical health through grassroots participation; support its elite riders to get

podiums and generally create national pride through elite success and world class trails. Another aim, which is outlined in the strategy as being intangible, but just as important, is "simply making people happier."

Growth business

Mountain biking is already big business in Scotland, contributing £105m of Gross Value Add (GVA) to the economy in 2015. With the right stewardship, it is estimated it could be worth £158m (GVA) by 2025. The global market for bike products is expected to be \$65bn by 2025, with the e-bike market alone having the potential to be worth \$25bn.

These figures have caught the attention of the Scottish government, which is backing the strategy and providing funding for the next three years for further development of the sport and to fund the Mountain



It is estimated that mountain biking in Scotland could be worth £158m by 2025

THE MOUNTAIN BIKE CENTRE OF SCOTLAND

Launched in 2014, the Mountain Bike Centre of Scotland is a joint initiative headed by Edinburgh Napier University and Developing Mountain Biking in Scotland, with project partner, Scottish Enterprise.

A world first, the centre is helping to bring Scottish mountain biking products and services to an international audience. It provides businesses with a range of services, including market research, business development, knowledge transfer, concept and product testing, demonstration days and product launches.

So far it has worked with 250 Scottish businesses, helping them to create innovative cycling products and services. Aggregated annual turnover by these companies has increased by £13.5m and products worth more than £16m to the Scottish economy have been created. Under plans outlined in the strategy, this centre will be extended into an innovation district.



Scotland's strategy aims to increase visits to the Scottish outdoors on a mountain bike by 33 per cent

Here in Scotland we are in a unique position. We have purpose-built and natural trails available, free of charge, through our land access legislation

Bike Centre of Scotland, an innovation project hosted by Edinburgh Napier University, as well as Developing Mountain Biking in Scotland (DMBinS), which is responsible for overseeing the delivery of the strategy.

Cabinet secretary for culture, tourism and external affairs Fiona Hyslop says: "Mountain biking is a key pillar of the adventure tourism market and here in Scotland we're in a unique position. We have purpose-built and natural trails available, free of charge, through our land access legislation and we have the well-established Mountain Biking Consortium, which brings together members of the industry and the public sector who have been responsible for the development of this strategy."

Tourism, participation, podiums

The strategy has three main aims. One is to boost the economic contribution of mountain biking: increasing visits to the Scottish outdoors on a mountain bike by 33 per cent to two million and to increase mountain biking's annual total economic GVA contribution to £158m by 2025. Secondly, there's a target to create a world champion or

series winner in every mountain bike discipline and thirdly, to boost participation at grassroots level.

Graeme McLean, head of Developing Mountain Biking in Scotland, says the aim is to do more than simply offer the best riding, but for Scotland to be recognised as the leader of European mountain biking across the board, through innovative product development, tourism, grassroots participation, and winning podiums at elite level.

The latest strategy is the third one in nine years. The first was instigated by the Forestry Commission Scotland – which had created many of the trails – in 2010, and brought together all the different stakeholders to work together. The second, in 2016, built on this foundation, but the 2019 strategy is by far the most specific and ambitious.

"We know that Scotland is on people's radar internationally and we now need to look at how we can ▶

MENTAL HEALTH BENEFITS

Last autumn, DMBinS teamed up with a social care partnership working with people suffering from mental illness. It was evaluated by Edinburgh Napier University. The programme involved one guided ride a week for six weeks and had a huge impact, with the highest percentage attendance of any programme the centre had run and 40 per cent signed off further treatment. DMBinS is looking for partners and funding for a wider roll out.



The latest mountain biking strategy is the third in nine years, but it is the most specific and ambitious yet

► join it all up for our visitors and continue to create a world class trail network," says McLean. "This is what some of the European ski resorts are doing well."

Adventure tourism

McLean says there are five main growth areas anticipated in mountain biking over the next six years: creating a destination bike park experience, as well as extending the opportunities for family holidays, enduro riding, e-bike trails and adventure tourism, such as bikepacking and gravel riding.

Destinations have been segmented for strategic development. The Tweed Valley and Fort William are the premier destinations, and already enjoy a high profile, but this will be further built on. The Tweed Valley, which is only 45 minutes from Edinburgh airport, has been cited as the location for the new bike park, as well as for an extended innovation centre, which supports businesses involved in cycling (see *The mountain bike centre of Scotland*, p72).

Fort William already has a strong reputation on the UCI World Cup downhill circuit: in 2017 this attracted 23,000 spectators, generating £3.5m for the local economy. In 2023, the town will host the UCI World Champs, with 13 cycling world championships in two weeks, which will be a massive showcase, but will also be a driver for change.

Priority destinations, in which DMBinS will work with local partners to get investment in trails, include Dumfries

There's definitely an energy around mountain biking in Scotland now. It's great to have acceptance within Scottish government and other national agencies

& Galloway, Perthshire, the Cairngorms and Northern Highlands. While Glasgow and Loch Lomond & Trossachs National Park and Aberdeenshire have been identified as emerging destinations. "With this framework in place, the challenge is to build Scotland's profile generally and awareness of our key destinations specifically," says McLean.

Grassroots participation

There are a number of urban areas which are less likely to benefit from tourism, but could see investment in facilities to boost grass roots participation. McLean explains that £5.5m has already been invested in trails near urban areas, which has really helped boost grassroots participation.

"Nothing makes me happier than when I go to a city park and see kids with tracky bottoms and bikes from Halfords getting into the sport on pump tracks and making it their place," he says. "This extends the sport away from the traditional base and brings in different demographics, who will be our future customers."



Investment in facilities and trails is helping to boost grassroots participation



While building pump tracks and urban trails boosts participation, McLean says there is still more work to be done to drive participation, and engage children who don't have the equipment, through offering coaching programmes, with access to well maintained bikes and helmets.

This is all part of the aim to get mountain biking firmly embedded into the culture and lifestyle of Scotland, so that it's seen as accessible rather than a niche sport, and can be widely used to support mental and physical wellbeing.

Elite success

To get a UCI World Champion or series winner in every category is setting the bar high, but for a small country, Scotland has already made a large impact on the world mountain bike scene, with a number of high performing elite athletes. McLean says that thanks to the work and investment from Scottish Cycling to create a pathway, there is a great pipeline of youth riders coming up the ranks, particularly in cross country, which receives more funding as it is a Commonwealth and Olympic discipline.

Going forward this will continue, with Scottish Cycling also launching a four year strategy, *Developing a Nation of Cyclists*, which looks at broadening opportunities to participate, develop, compete and succeed. The organisation is particularly looking to bring more female and youth participants into the sport, by incentivising MTB

leaders and coaches, providing accessible to places to ride and supporting the development of purpose-built facilities.

"There is definitely an energy around mountain biking in Scotland now," says McLean. "DMBinS is helping to feed the scene, but much of the activity has been driven by community and entrepreneurs. From our point of view, it's great to have acceptance within Scottish government and other national agencies, so that everyone can work together rather than in silos. The funding from government, Scottish Cycling and sportscotland is giving us momentum, but this will not be secure forever, so the next stage will be making the support for Scottish mountain biking sustainable." ●

BENEFITS OF BECOMING EUROPEAN MTB CAPITAL

- Develop the rural economy
- Promote tourism
- Create a world class network of coaches and instructors
- Improve people's perception of their neighbourhood
- Create volunteer opportunities which encourage inter-generational connections
- Promote active travel
- Access to the outdoors
- Foster pride in Scotland's status as a destination and its elite athletes on the world stage
- Reduce health inequalities through participation, especially in areas of deprivation

PRODUCT INNOVATION

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

Panasonic's facial recognition system ensures safety and maximises efficiency, says Gerard Figols

Brøndby Stadium, home of Danish Superliga football club Brøndby IF, has partnered with Panasonic to become one of the first stadiums in Denmark to use facial recognition

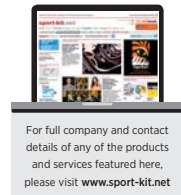
technology to ensure safer stadium experiences.

The technology is designed to enhance security measures and fan safety, whilst also alleviating the strain placed on stadium staff during high

profile matches. Panasonic security cameras and FacePRO recognition software will automatically identify any 'blacklisted' individuals and prevent them from entering the stadium by sending an alert to staff to take the appropriate action.

To maintain personal privacy, the technology does not store the images or data of individuals not registered on the stadium's blacklist, while the data of those who are registered on an internal server that does not connect to the internet of any other system.

"Panasonic's facial recognition system contributes to a safer



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Gerard Figols is head of European security business at Panasonic

stadium environment by alleviating security pressure on the ground, while ensuring that all data is protected from unauthorised external access," says Gerard Figols, head of European security business at Panasonic.

SPORT-KIT KEYWORD
PANASONIC



Panasonic's technology will identify blacklisted individuals

Airofit trains vital lung capacity for better athletic performance, says Christian Tullberg Poulsen

Airofit, a Denmark-based performance equipment company, has developed a respiratory trainer that it claims can boost athletic performance by up to eight per cent.

Also called Airofit, the trainer combines a breathing apparatus with an app that enables users to track their training and progress.

The breathing trainer, which users hold in their mouths via a mouthguard, measures breathing volume, strength and patterns during

exercise. Users can then access this data via the app.

It is designed to enable users to manually adjust the resistance to their required physical needs or preference, while the app offers a range of customisable breathing exercises, each offering different benefits to the user, enabling the user to choose the intensity and duration of their training.

The company claims that with regular use the Airofit trainer can increase lung capacity, improve respiratory strength,



The Airofit device allows users to access their breathing data via an app

boost anaerobic tolerance and enable athletes to perform at a higher level for longer.

In addition it can improve breathing control, reduce stress, decrease recovery times and boost circulation.

Airofit CEO Christian Tullberg Poulsen says: "With Airofit, we're bringing better breathing to the world."

SPORT-KIT KEYWORD
AIROFIT

Sport Social meets high demand for smart speaker sports content, says Sophie Hind

Voiceworks, a UK-based voice consultancy, has developed a smart speaker content service called Sport Social, which will offer premium audio content covering the Premier League.

Available on Amazon Alexa and Google Home speakers, as well as other smart speaker platforms, Sport Social is one of the first 'human-voiced' apps to offer daily, up-to-date football news during Premier League season.

Football fans across the world will be able to access premium digital audio content, including short daily updates specific to their club, team line-ups, post match reviews for every game and daily podcasts covering the latest news from the Premiership.

Led by Sophie Hind, who previously served as regional strategy director for media and entertainment group Global, Voiceworks is a full-service



Sport Social is one of the first 'human-voiced' apps to offer football news

consultancy covering all aspects of audio, including voice tech, AI, voice search, audio content and creative audio branding.

The company, which launched at the beginning of July, has already established ongoing partnerships with AWS Consulting Partner and Alexa Voice agency - Cation Consulting.

Hind says: "We know from conversations with Amazon and Google that there are high volumes of voice search queries around sport and particularly

Premier League football so the demand for content is there."

"This is just the start, we have a roadmap in place to deliver a range of different sports content through our Sport Social brand. We now have the infrastructure in place from a technical and audio point of view to deliver branded sport content not just via Sport Social but also for our client partners and events."

SPORT-KIT KEYWORD
VOICEWORKS



Sophie Hind is managing director of Voiceworks

ADI screens deliver 'a great visual experience' at Watford FC, says Scott Duxbury

ADI, a UK-based stadium display technology provider, has installed two 80sq m screens at Vicarage Road, home of Watford Football Club, to transform the fans' visual experience in time for the 2019/20 Premier League season.

The 'superwide' screens, positioned at either end of the stadium, offer fans a clear view of the action, as well as providing a better perspective of the match. Their superwide format means that they can deliver live video alongside score info, sponsor branding and match stats, creating a multifunctional display that enhances the match experience for fans whilst creating a



Scott Duxbury, CEO of Watford Football Club

powerful platform for existing and potential sponsors.

In addition to manufacturing the screens, ADI was responsible for installing the screens, which involved lifting the screens over the stadium roof using specialist equipment.



The screens deliver live video alongside score info and branding

Scott Duxbury, chairman and CEO of Watford Football Club, says: "ADI's new giant screens are a great way to help kick off our new Premier League season. We continue to make a number of improvements to the stadium infrastructure here at Vicarage Road, and this innovative solution means that we can continue

to deliver a great visual experience to our supporters."

Geraint Williams, CEO of ADI, says: "This has been a major construction and engineering project, but also one of the most rewarding projects we've delivered. ●

SPORT-KIT KEYWORD
ADI

The Sports and Play Construction

Association, SAPCA, is the recognised trade organisation for the sports and play facility construction industry in the UK. SAPCA fosters excellence, professionalism and continuous improvement throughout

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

tennis courts and sports pitches to playgrounds and sports halls. SAPCA also represents manufacturers and suppliers of related products, and independent consultants that offer professional advice on the development of projects.

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