

# SPORTS

## MANAGEMENT

VOLUME 17 Q4 2013

### LEAGUE OF THEIR OWN

Rugby league  
plans to grow  
the game

### Glasgow 2014

The people behind the  
Commonwealth Games

### CLUB POINTS

Largest  
ever sports  
club survey

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and the fan  
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## US OPEN

THE COURTS ARE BLUE, BUT  
THEY'RE THINKING GREEN

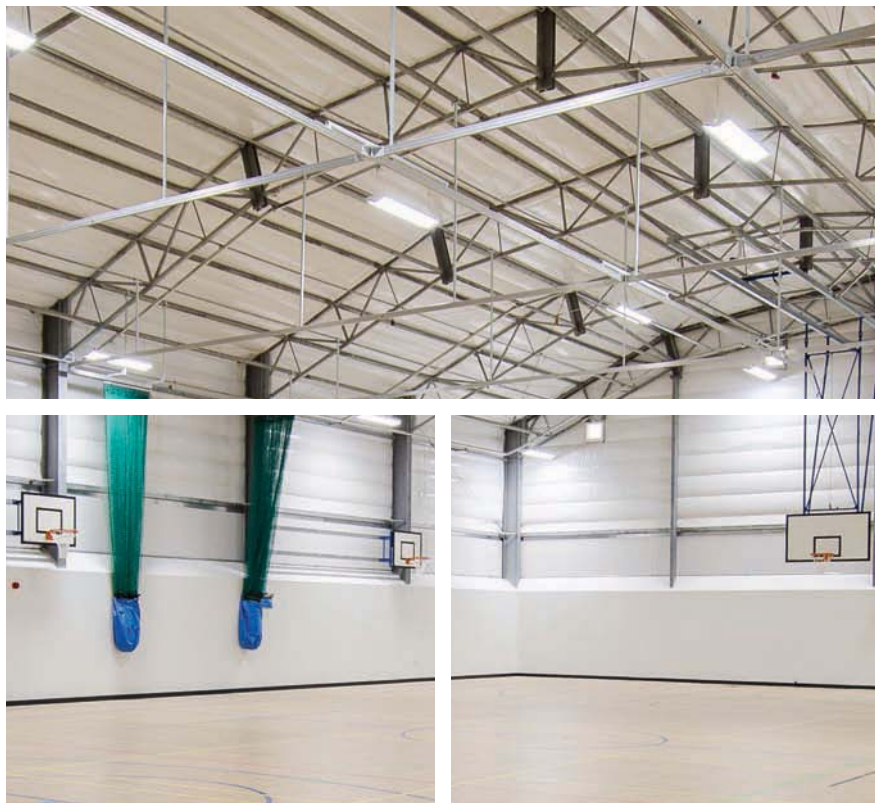
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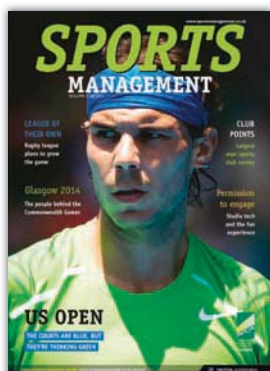
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# EDITOR'S LETTER

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Rafael Nadal, 2013 US Open winner. See our feature on greening the US Open on p42

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## Banging heads together

**T**he recent report – *Keeping the flame alive; the Olympic and Paralympic legacy* – from the House of Lords Select Committee, was produced following a pretty exhaustive investigation involving 53 live witnesses and written submissions from 67 organisations and individuals. Basically, if anyone had anything to say about legacy, this was their chance. (See our report on page 20.)

The committee was equally thorough in the scale of its recommendations, with 41 made across all levels of sport.

The most important of these is the urgent call for the appointment of a cabinet-level minister to be given overall responsibility for legacy across the UK. Toby Harris, chair of the select committee told *Sports Management*: "Only someone with senior clout will be able to bang heads together across different departments; like education, with its role in school sport and funding; health, which is supposed to be getting us all more active and healthier; and DCMS,

with its responsibility for the sports governing bodies."

This statement highlights the horrible fragmentation of the various departments charged with duties relating to legacy and explains in part why it's been a bit of a struggle to date.

The biggest issue is that every agency, government department and quango is safeguarding and justifying its own budgets, jobs, power base and territory. This inevitably leads to conflicting aims, behind the scenes wrangling and an element of bad decision-making, while the actual sport – particularly school sport – doesn't get enough of a look in.

We think with the right person in the job, a minister would be a great idea and if their powers of influence and diplomacy were up to the task they could function like the conductor of an orchestra – channeling skills, controlling egos and with their eye firmly on the end result rather than the process.

And now the final report's been published, everyone's had their say and the calendars are turning to 2014, please we can put the word legacy behind us?

The aim now must be to focus on indicators based on health, participation and inclusion – on engaging children and young people and enabling them to keep good sport and exercise habits for life. Will we still be looking wistfully back to 2012 in 10 years time and wrangling about legacy? I hope not. It's time to move on.

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## INDUSTRY EXPERTS SHARE THEIR VIEWS ON THE CURRENT ISSUES AFFECTING SPORT

### Improvements made to the CASC system will offer community sports clubs greater flexibility

JOHN GOODBODY, JOURNALIST, SUNDAY TIMES



**T**here should be a warm welcome to the new widespread changes to the tax regulations affecting small sports clubs. The government recognised that the original legislation governing the Community Amateur Sports Clubs (CASC) was unclear and causing confusion and so after a lengthy public consultation has now set out some new rules to help these clubs and so hopefully to boost participation.

Over the last three years, the Sport and Recreation Alliance has led the way with a series of meetings with officials of HM Revenue and Customs (HMRC) to secure these further tax breaks. The government also got 146 responses to

requests for opinions and evidence from sports clubs, representative bodies, individuals and even accounting firms.

In publishing its decisions, Nicky Morgan, the economic secretary to the Treasury, emphasised: "The government believes that participation in sport at a local level should be based on enthusiasm and not on income. Alongside the more generous tax breaks for CASCs, we have made it clearer that they should make them accessible to all."

The CASC scheme has been one of the success stories of the grassroots of sport, with 6,200 clubs registered across a range of disciplines. These clubs have benefitted through at least 80 percent

mandatory business rate relief and even 100 per cent discretionary relief in some cases, as well as the ability to claim Gift Aid on voluntary contributions. In total there has been more than £130m in savings since the scheme was set up in 2002 as well as £12m in Gift Aid.

Now has come a further bonanza. Registered clubs can now generate greater amounts of trading and rental income (up to £50,000 and £30,000 respectively) without being hit by a charge on corporation tax. Gift Aid has also been extended, thus allowing local businesses to give donations to sports clubs, while a trading subsidiary can give more of their profits back to the main club tax free. Clubs now have greater flexibility if they want to reimburse players and officials for subsistence and travel costs and there is more provision for them to make some small payments to their players or competitors. They can also generate as much money as they like from their members, although there is a ceiling of £100,000 from non-members – a member being anyone who plays sport at the club at least 12 times in a year.

The new rules also clarify how a club must be open to the whole community, so as to be able to register as a CASC. A club cannot charge members more than £10 a week or £520 a year or it will have to give special discounts for those people wanting to become members but who cannot afford the fees. No club is allowed to charge more than £31 per week to be eligible for the relief.

Sports clubs make our society happier, healthier and wealthier and tax relief will make a significant difference to them. Now the ambition must be to get changes on the status of PAYE payments due for employees, such as bar staff and receptionists, which prove such an onerous burden on clubs. One victory has been achieved but the fight must go on.

**Sports clubs can make our society happier and healthier – and tax relief will help them achieve those goals**



It is hoped the changes will cut red tape and help clubs concentrate on providing sport

## The importance of families in sport and fitness

JUDY MURRAY, TENNIS COACH AND FOUNDER OF SET4SPORT



**S**port and fitness are at the core of the British psyche. Physical activity challenges us to do more, see more and to achieve more. My personal view is that this doesn't necessarily mean becoming a Wimbledon Champion (though it doesn't hurt), but finding a personal goal no matter how small and working towards it, and getting the satisfaction at the end of it.

I'm a passionate believer that the family should be one of the places where collective achievements can be made through physical activity. Since London 2012 there's been a great emphasis on getting kids more active, which is brilliant. There's great work being done by schools, councils, leisure providers and brands to ensure that there are as many options as possible for kids to get active in the community. But there seems to me, in all of the debate, to be a missing component

which is rarely spoken about. For me, that component is the family unit and how it spends its time together, with a particular emphasis on the crucial "early years" period.

I've been working with ukactive, which is as keen as I am to get more people, more active, more often – to study the evidence behind the importance of the home and family in fostering a positive attitude towards physical activity.

The research it has undertaken is really emphasising the importance of the family unit. For example, the team at ukactive has highlighted the vital importance of an underpinning level of physical literacy, completely distinct from any sport specific skills, as being the most important place to start with young children.

That's why I launched Set4Sport in partnership with RBS. The sole aim of Set4Sport is to support families who

want to get active together. It's a free toolkit bursting with activities that you can play anywhere. Set4Sport has been supported by RBS since its launch in 2011 and showcases the games that I played with my sons long before they went on to win Grand Slams and Wimbledon Championships. I played ball games with Jamie and Andy almost as soon as they could walk. We didn't know it then, but we were all taking part in the most basic of coaching sessions. It was great fun but it also helped them develop the co-ordination skills which would allow them to play any sport competently in later life and it's clear that there is now a growing body of evidence to reinforce this type of approach. The fact is, families that play together, win together. *To find out more about Set4Sport: [www.set4sport.com](http://www.set4sport.com)*

## Making roads cycle proof

ADRIAN LORD, INFRASTRUCTURE EXPERT, STEER DAVIES GLEAVE AND BRITISH CYCLING



**I**n 2012 we celebrated a British winner of the Tour de France and the velodrome was the 'must have' ticket at the London Olympics. British success continued in 2013, and we can look forward to hosting Le Tour in 2014. Interest in cycling has never been higher. In Ilkley, West Yorkshire, one in 14 of the population is a member of the local cycling club! More people are cycling to work and schools.

It's not all good news. Recent fatalities have highlighted the hazards of cycling on busy urban roads, particularly with lorries and buses which have extensive blind spots. Accidents are rare compared with the millions of cycle journeys made, life-changing serious injuries affect hundreds of people each year. Each of these is tragic, but so is the misery of hundreds of thousands of deaths and

chronic illnesses in the UK each year associated with inactivity, which cycling could help to cure.

Anybody who rides a bike in Britain will have experienced aggression or carelessness by drivers. This makes the roads feel unsafe and fear prevents people from cycling. A cycle track which stops whenever it reaches a problematic road crossing doesn't actually help at the places where accidents occur, and is uncomfortable and inconvenient to use.

Chris Boardman coined the term 'Cycle Proofing' to try to encapsulate the measures needed to make roads more safe, convenient and attractive for cycling. In terms of design this means separating cyclists from traffic on main roads, reducing speeds to improve safety on minor roads and giving pedestrians and cyclists direct routes and sufficient

time to cross busy junctions safely.

This approach to design needs to be backed up by processes, training and changes to traffic law to enable the UK to adopt the best ideas from countries which have successfully delivered more cycling. Cycle proofing is also about getting strong technical and political leadership to ensure that cyclists and pedestrians are treated with the same consideration as motor traffic when planning roads and streets.

As a sport, cycling success is achieved through meticulous planning, analysis of what gets results, leadership and hard work by individuals. It is not unreasonable to assume that if we plan for everyday cycling with the same rigor, we will get more people cycling on a safer road network.



An artist's impression of the new stadium

## Franklin Gardens stadium set for £5.5m revamp

Northampton Saints rugby club has submitted plans to Northampton Borough Council (NBC) for a £5.5m redevelopment of its Franklin's Gardens stadium.

Plans include replacing the ageing Sturtridge Pavilion with a new, 2,000-capacity North Stand which will increase capacity at the ground to just short of 16,000. It is the last phase of a 12-year redevelopment of the stadium.

The planned works have already received initial backing from the council.

Council leader David Mackintosh said: "If approved, the larger stadium would see more rugby fans brought into our town.

"This can only be good for our local economy and give more Saints supporters the chance to cheer on the players in black, green and gold."

Details: <http://lei.sr?a=n7n4e>

## Extension of CASC to help grassroots sports clubs

An extension to the Community Amateur Sports Club (CASC) relief could bring financial assistance to more than 40,000 grassroots sport clubs in the UK.

The new additions to CASC announced this week include an increase in the amount that can be earned tax free from club bars, cafes and venue hire - and clubs who generate income this way will be able to donate more of their profits back into the sports club tax free. Clubs will be able to generate up to £50,000 from trading (increased from £30,000) and £30,000 from rental income (increased from £20,000) from non-members before paying corporation tax.

To encourage local - and larger - donations to clubs, corporations and local businesses who donate to sports clubs will be able to offset their donation against their corporation tax bill.

• To read more about the changes to the CASC, see p. 6 for a thought leaders column from John Goodbody.

## 'Shared vision' for high performance

UK Sport and the English Institute of Sport (EIS) have announced a number of changes to the UK's high performance system as part of a "shared vision" for building a stronger, more sustainable Team GB.

The changes include a new, evidence-based Mission 2016 tracking tool to support the on-going development of all World Class Performance Programmes, as well as a renewed focus on centralising data and analysis on athletes and World Class Programmes' performance pathways.

A Project Para Impact Group will also be established, in partnership with the British Paralympics Association and Home Country Sports Institutes. The group will be made up of multidisciplinary experts in high performance paralympic sport with a shared aim of accelerating the development of the Paralympic high performance system.

Meanwhile the EIS, UK Sport's science, medicine and technology arm, has made a number of refinements to its working relationships with sports. The changes have been designed to maximise the impact of the services it offers and provide athletes and coaches with access to world leading expertise.

One of the key measures includes the creation of a Performance Solutions team to manage relationships with sports and work with



It is hoped the changes to the high performance system will deliver further Olympic success

them to develop a Performance Partnership Plan. This will allow EIS to deliver a holistic range of science, medicine, technology and research services designed to increase the probability of success.

Simon Timson, director of performance at UK Sport, said: "Past success is no guarantee of future medals, and we must not assume replicating what we did for Beijing and London, because it produced incredible results, will work for Rio. Details: <http://lei.sr?a=U5r5K>

## Premier League secures China football deal

The UK government has helped the English Premier League (EPL) secure an agreement with the Chinese Super League (CSL) to build up football at an elite, youth and community level in China.

The new partnership was signed on 2 December in Beijing by culture secretary Maria Miller and former England and Chelsea footballer Graeme Le Saux.

The deal will be announced as part of the UK government's trade mission to China, led by Prime Minister David Cameron, which took place in early December.

The deal will see EPL working with CSL and the China Football Association on programmes and projects to promote and develop football in China.

CSL will also provide support and advice in the promotion and marketing of EPL and its clubs in China.



The deal will see English football gain a foothold in the Chinese market

The Chinese market has been targeted by many of the European elite football leagues due to its potential growth prospects.

According to EPL figures, the East Asian market already is currently worth around £200m a year to the league and to UK trade. Details: <http://lei.sr?a=f9v4J>

## No change in participation figures

There has been no change in the number of people playing sport regularly since the London 2012 Olympic Games.

A total of 15.5 million people in England played sport at least once a week for 30 minutes during the 12 months to October 2013 – the exact same figure as the year before (12 months to October 2012).

The figures come from the latest Active People Survey (APS), published on 12 December by Sport England.

The report presents a mixed picture for overall participation, as it shows record participation numbers for many areas, while others show signs of decline. People of BME origin are embracing sporting opportunities more than ever before with 2.7 million taking part in organised sport at least once a week.

There is also a record number of 1.67 million disabled people playing sport each week, up by 62,000 over the last year – a testament both to the impact of the Paralympic Games and Sport England's investment in accessible sport.

Figures for the 16-25 year old age group, however, show a different story. A decline of



Archery is among the sports to have increased numbers since 2012

51,000 over the last year means that just over 3.74 million young adults in England are now playing sport regularly.

While there were increases in five Olympic sports – cycling, equestrian, boxing, canoeing and archery – the evidence also shows a sharp drop in the popularity of traditional sports such as football, tennis and netball.

In all, nine sports recorded increases in participation during the past 12 months – the five Olympic sports as well as badminton, bowls, angling and rugby league. Details: <http://lei.sr?a=E4M6T>

## School sport funding secured for extra year

Chancellor George Osborne confirmed in his autumn statement yesterday that the government has extended its £150m per year funding for school by one year until 2016.

The government first announced the £150m annual fund in March this year, with an initial pledge to secure the funding until 2015.

There will be no change to the way the money is distributed, so the amount of money each school will receive will continue to be calculated by the number of primary-aged pupils and schools will have to spend the money on improving their provision of PE and sport. Schools are free to spend the money on hiring specialist PE teachers or qualified sports coaches to work alongside primary teachers as well as paying for professional development opportunities in PE/sport.

Tim Lamb, CEO of the Sport and Recreation Alliance, said: "This is good news for school



The government has announced that the current deal will run until 2016

sport. It gives schools and sport providers a clearer focus, sense of stability and incentive to make the pupil premium funding work.

"While this is a step in the right direction, however, what we really need is a longer term, say, ten year strategy for school sport - which would allow schools to deliver quality PE and sport provision regardless of what party is in power or what their priorities at the time might be." Details: <http://lei.sr?a=j9doi>

## Scottish school sport to receive £6m funding boost

Scottish schools will benefit from a £6m funding package designed to improve Physical Education (PE) provision ahead of next years Commonwealth Games.

The move supports the Scottish Government's draft Youth Sport Strategy, published on 11 December for consultation.

Its vision is that Scotland will be the best place in the world for a child to grow up actively and has been shaped by the Young People's Sport Panel (YPSP), a group of 16 people between the ages of 14 and 25 who are passionate about sport and want to make a difference.

Key actions in the draft strategy include extending competitive sport in and between schools; ensuring every community sport hub has young people as an integral part of their management team; involving disabled young people fully in PE; and ensuring high quality coaches and volunteers raise the profile of young people in sport.

During the consultation, the Scottish Government and sportscotland will work closely with partners including Scotland's Commissioner for Children and the final strategy and action plan will be published in spring 2014. Details: <http://lei.sr?a=Y3m7a>



The capacity at Beckenham will be increased

## Kent CCC to revamp Beckenham ground

Kent County Cricket Club has received the green light from planners for a multi-million pound redevelopment of its Worsley Bridge Road ground at Beckenham, enhancing the facilities for cricket and providing hospitality.

Among the additions planned are an indoor cricket school, built to ECB Academy standards and a new 2,000-seat stand to boost capacity. There will also be physiotherapy treatment rooms, a gym, pilates studio, a bar and conference and banqueting area, offices, floodlit football pitch, tennis courts and parking. Details: <http://lei.sr?a=K2H2Z>



The stadium would have a capacity of 21,000

## Aberdeen stadium plans back on the agenda

The chair of Aberdeen Football Club has revealed that Loirston Loch is still the preferred venue for the club's new stadium.

Making the announcement at the Dons' AGM on 25 November, Stewart Milne confirmed that talks have been ongoing with Aberdeen City Council about constructing a new stadium on the site.

Speaking to RedTV he said: "We still see Loirston as the best location for the new stadium and in recent months have reopened discussions with the Council. Details: <http://lei.sr?a=g5p7B>

## New grassroots-focused strategy for handball

England Handball has launched a new four-year strategy with the longer term vision of making handball a major team sport in England by 2020.

At the heart of a new approach to growing participation is the aim of embedding handball within the education sector.

By introducing the sport in schools, colleges and universities, England Handball hopes to create a new generation of players who grow up with handball as part of their regular curriculum. The strategy also outlines three other priority areas for England Handball; training and deploying a qualified workforce, building a sustainable club infrastructure and providing a competition and performance pathway.

The new, grassroots-focused strategy comes after a loss of UK Sport funding at elite level. England Handball says increasing grassroots activity will ultimately provide it with a better long term opportunity to compete on an international stage.

David Meli, England Handball CEO, said: "As a small governing body we are realistic in terms of our capacity. We want to see a growth in the size and quality of our workforce as we feel that is the best way to provide long term sustainable opportunities." Details: <http://lei.sr?a=Z9Doe>

## Sheffield aims for 'most active' status

A Sheffield sports venue is to play a key role in a major investment project aimed at making the city one of the most active in the UK.

New facilities at the Concord Sports Centre in Shiregreen will see it become one of three initial developments for the National Centre for Sport and Exercise Medicine (NCSEM), a government funded Olympic Legacy project.

The £700,000 development will be completed under the NCSEM banner, which brings communities, clinical services, sport and exercise specialists and health professionals together to examine how exercise can be used in the treatment of a range of chronic health conditions.

At Concord, which is funded by Sheffield City Council and operated by Sheffield International Venues (SIV), this will mean a new facility in the existing North changing block, which will house a range of consultation and treatment rooms. There will also be a new dedicated entrance and reception area.

Outlining how the site will operate, Rob Copeland, project manager of the Sheffield



The Concord Centre is set for a comprehensive upgrading of facilities

NCSEM, said it would – amongst other benefits – co-locate sport and exercise medicine specialists; house clinical services, opportunities for sport and exercise and research under one roof; encourage the sharing of facilities and practise between the sports centre and the healthcare facility; and provide professional clinical advice and treatment.

SIV is now seeking planning permission for the development and it is hoped that building work can begin in the spring of next year with an expected completion date of late summer. Details: <http://lei.sr?a=f7O7h>

## Boston plans £100m mixed-use project

Boston United Football Club (BUFC) chair David Newton has unveiled detailed plans for a £100m mixed-use project which would include a new, 4,000-seater stadium for the club.

Plans for the Community Stadium include an all-weather 3G pitch for community use, plus educational facilities, conference and banqueting facilities; a café; education and community facilities; meeting rooms for hire; an all weather sports pitch and possibly a sports hall. As well as the new stadium, plans for the development - called The Quadrant - include more than 500 new homes as well as retail space and restaurants.

Newton, who owns Lincolnshire-based house builder Chestnut Homes, said he is looking to fund the project by securing loans from local and central government.



A new 4,000-capacity community stadium is part of the master plan

BUFC was relegated from the Football League in 2007 – the same year in which it was placed in administration and lost all of its playing squad.

The club has struggled on the pitch in recent years and currently plays in the Conference North. Details: <http://lei.sr?a=R2z3V>

## £10m grant for Scottish clubs

Sportscotland has launched a £10m, four-year funding plan which will create 50 new regional development posts for Scottish governing bodies of sport (SGBs).

The new investment will also see a Direct Club Investment (DCI) programme being launched to support the growth of individual clubs. A total of £5.8m will be invested in the new regional development posts over the next four years - is part of a strategy to ensure there are more professional people working directly to support local sport clubs, which will help improve the overall quality of the school to club to performance pathways.

According to Stewart Harris, CEO of sportscotland, the new grants mark a significant change in the way local sport clubs in Scotland are supported, and will provide a model which helps clubs develop in a sustainable way. We're making significant progress in implementing a world-class sporting system at all levels, and this investment demonstrates our commitment to the growth of clubs throughout the country," he said.

"The connection between school sport, community club sport and high performance



The funding will look to directly benefit community sports clubs

sport is crucial in our drive to provide more and better opportunities for people of all backgrounds to become more involved in sport and physical activity."

Meanwhile, the DCI is designed to support large-scale club development projects over a two to four-year period, with a focus on either growing club membership or enhancing club environments to allow the development of high performance athletes, with some clubs focusing on both aspects.

In the first year it is expected that around 50 clubs will be supported through DCI, with 11 clubs having already secured investment. Details: <http://lei.sr?a=R2D3v>

## Leisure trusts to bid for £2m funding

UK leisure trusts are being invited to bid for a share of £2m worth of funding - thanks to a new partnership between Sport England and Sporta. The cash will be distributed through Sporta's Make Your Move campaign and trusts can apply for up to £50,000 of funding. Sporta is the national association of leisure and cultural trusts and its members operate a wide range of leisure and cultural services in communities across the UK.

The bids need to demonstrate the ability to "deliver innovative projects that will help more people play sport".

One of the successful projects to receive funding, by Fusion Lifestyle, is already up and running. Fusion was awarded £43,000 for its Friday Night Project, which aims to reduce anti-social behaviour in Camberwell, Croydon



The scheme looks to reward innovative programmes run by trusts

and Lewisham. The scheme lets young people decide on the type of sport sessions and fitness activities they would like to do, with Fusion delivering the required sports at four sites throughout the capital every Friday evening.

• To find out more about the scheme and to apply, visit [www.makeyourmoveuk.org](http://www.makeyourmoveuk.org)

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Ronaldo said he is proud of his Madeiran roots

## Cristiano Ronaldo opens Madeira football museum

Footballer Cristiano Ronaldo has announced opened a museum devoted to himself. The museum is located on the Portuguese island of Madeira, where he was born, and will be used to showcase memorabilia from his career, including trophies, footballs and photographs.

Ronaldo attended the opening on 15 December in person. A spokesperson said: "The project has been a dream for Cristiano. He wanted to give something back to Madeira and the island's people".

Ronaldo began his footballing career as a youth player at local club Andorinha, before moving to CD Nacional and from there to Sporting Clube de Portugal in 1997.

In 2003 he was signed for Manchester United for a fee of £12.24m, and in 2009 became the then most expensive football player in history when he moved from Manchester United to Real Madrid in a deal worth £80m.

Ronaldo is still at Real Madrid, having recently signed a new contract with the club until 2018. *Details: <http://lei.sr?a=a3K3m>*

## Timebank Programme now open to sports clubs

Volunteer Now has joined up with Sport Northern Ireland and the Northern Ireland Sports Forum to launch the 2014-15 Small Grants Programme, funded by Atlantic Philanthropies, to support sports clubs and groups across Northern Ireland to develop Timebanks in their area.

Timebanks are a way for people to come together to help others by sharing their skills in the community. Participants 'deposit' their time by giving practical help and support to others. *Details: <http://lei.sr?a=s5Eoy>*

## Exciting times for Derby's venues

Derby County Football Club's (DCFC) Pride Park stadium will be renamed as part of a £7m sponsorship deal, while Derbyshire County Cricket Club (DCCC) has launched a funding bid to redevelop its home ground.

Pride Park will be rebranded as iPro Stadium next month (December), following DCFC's deal with global sports drink company iPro Sport.

The £7m deal will run for 10 years and is believed to be one of the biggest independent sponsorship deals arranged by a club in Football League history.

Meanwhile, DCCC is looking to secure £1.9m worth of loans and grants as to allow a £3.6m redevelopment of its County Ground venue in the city to go ahead. The redevelopment would include a new media centre and



DCCC is looking to upgrade its ageing County Ground on the town

increase the ground's capacity from nearly 5,000 to 7,000 - strengthening the club's case to hosting a 2019 World Cup game.

The club has already been given a provisional green light for £1.7m of funding from the England and Wales Cricket Board towards the project. *Details: <http://lei.sr?a=e9p2A>*

## QPR reveals 40,000-seater stadium plans

Queens Park Rangers Football Club has unveiled plans for a new 40,000-seater stadium as part of a major regeneration project of the Old Oak area in west London.

The new area, which has been provisionally called New Queens Park, will see the stadium built alongside a new residential area with 24,000 homes and a commercial space to include a 350-bedroom luxury hotel, cinemas and restaurants.

The news follows London mayor Boris Johnson's recent announcement that turning Old Oak into a new world-class city quarter is to be one of his main regeneration priorities for the city and that a Mayoral Development Corporation (MDC) - only the second after the Olympic Park development - is to be set up to promote it. The new area - which is expected to be larger than Canary Wharf - is expected to generate 50,000 new jobs.

"Not only will this give us a top quality stadium to cater for QPR's needs as the club progresses and grows over the years ahead, but we are very excited about being the driving force behind creating one of the best new urban places in the world," said QPR chair



The new stadium will more than double QPR's home game capacity

Tony Fernandes. "It will create a vibrant new destination in London, boosting local businesses, attracting new visitors and tourism and creating a thriving community."

Fernandes revealed the club were looking at alternative sites to Loftus Road in West London in November 2011 and Rangers confirmed they were in talks about the Old Oak site since August 2013.

Working with Stadium Capital Developments, QPR has concluded a letter of collaboration with the Greater London Authority (GLA) and the London Borough of Hammersmith & Fulham *Details: <http://lei.sr?a=c6E3g>*

## Mills calls for joined up approach

Speaking at the ukactive Summit held today in London (7 November 2013), Sir Keith Mills, founder of Nectar and Air Miles and former deputy chair of LOCOG, criticised the way in which efforts are made to increase participation in sport.

Mills, who was asked to oversee the aborted attempt to merge UK Sport and Sport England, said: "We spend, depending how you calculate it, between one and two billion pounds of public money in this country each year on sport. From school sport, local authority facilities, through to Sport England, Wales, Scotland and Northern Ireland, UK Sport, 70-plus governing bodies of sport and so the list goes on. Many of them do a good job – but sadly, some don't, and there is one thing that is clearly evident and that is that there is very little focus or joined up thinking. Most of these organisations are doing their own thing. We need to adopt a more strategic joined up approach."

Mills was making his comments at the ukactive Summit, an event which brought together more than 400 delegates with an interest in improving the health of the nation by getting more people, more active, more often.

At the Summit, ukactive launched a national ambition to turn the tide of physical inactivity, highlighting that a 1 per cent reduction in inactivity rates for five years would save an estimated £1.2bn.



Sir Keith Mills spoke at the ukactive Summit

Fred Turok, ukactive chairman, said: "Reducing inactivity is where we can deliver the biggest public health gains, tackle health inequalities and get the maximum financial return on our investment."

This call has been backed by Prime Minister David Cameron, who said: "Turning the tide of inactivity is essential to the health of our nation. I am delighted to support ukactive and its drive for making physical activity part of the DNA of our country."

Details: <http://lei.sr?a=B4I5k>

## £102m earmarked for grassroots football

Grassroots football facilities in England are set to benefit from £102m of investment over the next three years.

The Premier League & The FA Facilities Fund will provide financial aid to hundreds of grassroots facility projects across the country, aimed at improving the experience of playing the national game at the lowest levels and help to increase participation in football. The funding will be provided jointly by Sport England, the FA and the Premier League and delivered by the Football Foundation.

Many of the facilities created by the fund will be designed to strengthen the connection between professional football clubs and their local communities, particularly in the most deprived areas of the country, through the professional clubs' community trusts' outreach work.



The money will be used to provide better facilities for players of all ages

Launching the new fund at a school in central London, minister for sport and equalities, Helen Grant, said: "This partnership between the Premier League, the FA, Sport England and government shows what can be achieved when the public and private sectors work together to help strengthen our national game."

Details: <http://lei.sr?a=P8R9H>

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The Olympic stadium took three years to build

## Olympic lessons to drive down infrastructure costs

The UK Treasury has set out new guidance for public infrastructure providers on how project risks should be estimated and how to better manage contingency funds.

The guidance draws from lessons learned from the London 2012 Olympics and is aimed at helping infrastructure organisations make the most of their budgets.

Published as a supplement to the Treasury's Green Book, the new framework is intended mainly for the public sector, however the government is hoping that industry will adopt much of it as a model for good risk management.

Among other advice, it shows project teams how to get earlier sight of key risks, improving the management of their contingency funds with lower delivery costs as a result. Details: <http://lei.sr?a=0Y9r7>

## Report links wealth with high physical activity levels

A new report by Public Health England claims that people from lower socio-economic groups tend to have poorer access to environments that support physical activity such as parks, gardens or safe areas to play.

The report, Social and economic inequalities in diet and physical activity, focuses on the link between diet and obesity in low income areas. Among its conclusions, the report states that low income households are also less likely to have disposable income for non-essential costs such as leisure-time physical activity.

The report comes just days after ukactive chair Fred Turok made a call to "change the debate" from a simple focus on obesity to provide an equal recognition of physical inactivity as a "top tier public health priority". Details: <http://lei.sr?a=L3Gij>

## Perform given FIFA accreditation

Perform, the sports science and medical centre at St. George's Park's in Burton-upon-Trent, has become the first in England to receive the coveted FIFA F-MARC accreditation, joining 36 elite medical facilities across the globe as a FIFA Medical Centre of Excellence.

The centre - operated under the Perform brand by medical group Spire Healthcare - offers a wide range of services, including cardiac and health screening to performance analysis; nutrition; injury rehabilitation and clinical care pathways.

Being accredited as a FIFA Medical Centre of Excellence means it joins an exclusive 'world club' among other elite sports medical practitioners and will enable medical staff at Perform to interact, share ideas and research projects with other F-MARC-accredited centres.

The FA's head of medical services, Dr. Ian Beasley, said: "Gaining F-MARC accreditation has been a dream first conceived when St. George's Park was still a building site.

"Football medicine and science has grown immeasurably over the last few years, and The FA take great pride in playing its part in this. The medical and science team at The FA see



The medical centre at St George's Park has teamed with Michael Johnson

the F-MARC as a route to a close collaboration with the other 36 such centres around the world to promote football player care."

- Perform at St. George's Park recently partnered with Michael Johnson Performance, the US-based performance training brand founded by four-time Olympic Champion and current 400m world record holder, Michael Johnson.

The partnership will see a new range of performance training services become available to players and athletes of all abilities at St. George's Park, as well as bespoke residential camps designed especially for nurturing the talent of young people.

Details: <http://lei.sr?a=h5R6E>

## Commission on Physical Activity launched

An All Party Commission on Physical Activity has been established in an attempt to help tackle levels of inactivity in the UK, with the commission set to release a report featuring direct, policy-based recommendations in the spring of next year.

The commission is to be led by Parliamentarians who will take evidence from a cross-party and cross-sector group of experts - including those currently working in sectors such as health, sport, transport and education - to help produce recommendations for measures which should be implemented to counter the problem of physical inactivity.

Parliamentarians invited to serve on the commission include 11-time Paralympic champion and television presenter Dame Tanni Grey-Thompson.



The commission will look to tackle high inactivity levels in the UK

The establishment of the commission comes in the wake of the Designed to Move report, which has provided strong evidence of the damage inactivity has had on society at large, leading today's children to face a shorter life expectancy than their parents. Details: <http://lei.sr?a=m2t2Q>

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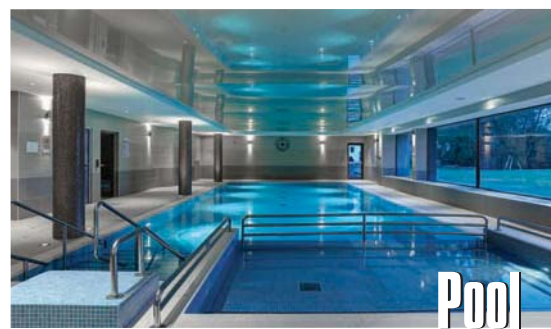


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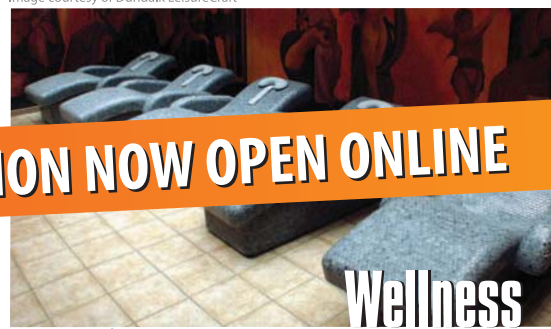
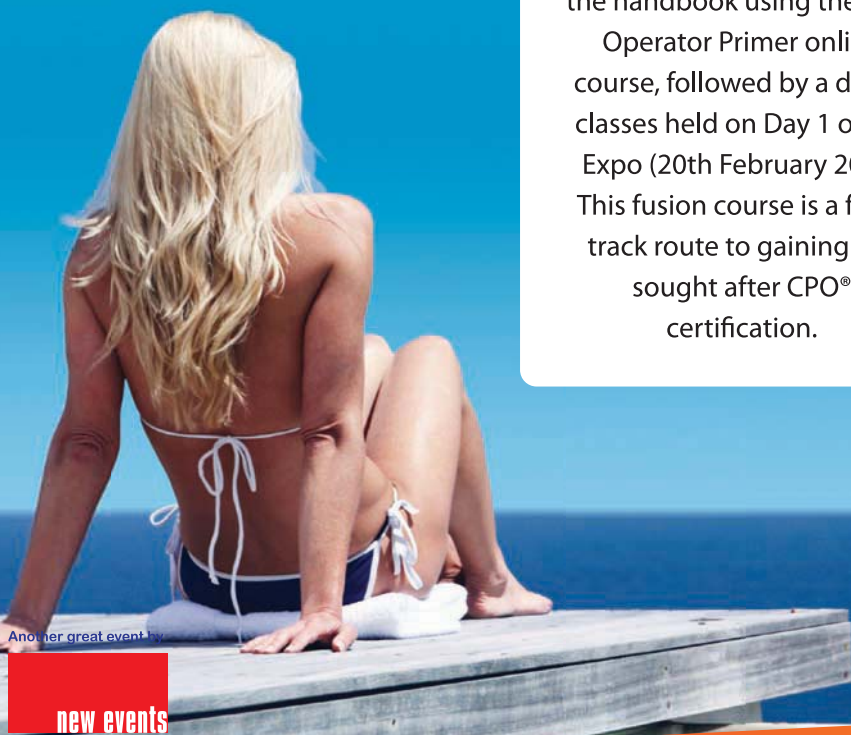


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## Birmingham to replace ageing sports centres

In an overhaul of Birmingham's leisure facilities, nine centres are being closed down, but six new facilities are being developed within the next two years.

The council's leisure services are currently running at £6.8m over budget and council leader, Sir Albert Bore, says that a radical approach is needed.

The nine ageing centres earmarked to close are: Newtown Pool, Colmers Leisure Centre, Court Road, Erdington Leisure Centre, Moseley Road Swimming Pool, Northfield Pool, Shard End leisure centre, Stechford Cascades and Tiverton Pool in Selly Oak. *Details: <http://lei.sr?a=E3N2I>*



An artist's impression of one of the new centres

## Two new sports centres for Manchester council

Manchester City Council looks set to follow an invest to save rationale to meet its spending cut targets, by closing three ageing facilities and developing two new ones.

A report has recommended the development of new leisure and library services at Levenshulme and a leisure facility at Hough End. The £18m needed for the developments would be funded mainly from the capital fund, with some money coming from borrowing and capital receipts. *Details: <http://lei.sr?a=H5Q7w>*

## Green light for Washington sports and leisure centre

Plans for an £11m replacement leisure centre in Washington have been given the go ahead by Sunderland City Council.

Facilities are expected to include a six-lane 25m pool and learner pool; a four-court sports hall; an additional multi-purpose hall; two glass-backed squash courts; sauna and steam rooms; a wellness centre with a 100-station gym, separate indoor cycling facility and exercise studio; a two-level soft play area and six external 3G small-sided football pitches. *Details: <http://lei.sr?a=c7v2C>*

## Scheme to get women into football

The Football Association (FA) and Sport England have joined forces with the Premier League and The Football League to increase the number of women and girls taking part in football sessions.

A £2.4m investment over the next two years from Sport England will see the Premier League and Football League clubs deliver season-long coaching programmes to more than 40,000 new female players try the sport.

The initiative is the first time The FA, Premier League and The Football League have worked together to deliver a grassroots women's football programme, with a total of 88 clubs trusts across the country working in tandem with county FAs, schools, colleges and universities to deliver the sessions through Level 2 qualified coaches.



The £2.4m campaign looks to attract more women into the sport

Helen Grant, minister for sport, said: "This is great news for women's football and shows what can be achieved by football working together. The professional clubs' pull in the community, combined with qualified coaches from The FA, will get many more young women playing." *Details: <http://lei.sr?a=D8X9P>*

## NUFC unveils training complex plans

Newcastle United Football Club (NUFC) has unveiled plans for a new state-of-the-art training complex as part of a multi-million pound redevelopment of the club's existing 35-acre training ground site.

According to an announcement on the club's website, the current intention is that work will get underway in May 2015 and should be complete in early 2016. While existing training pitches and a modern indoor training hall will be retained, the club's current Training Centre building will be demolished and replaced by a much larger structure.

This will accommodate newly-designed changing, training, rehabilitation, medical, leisure and catering facilities, plus a 20m swimming pool, a hydrotherapy and fitness pool and specialist equipment to aid injury prevention and recovery.

The project will also create a fitness centre double the size of the club's existing gymnasium, as well as administrative space, a



Work on the centre is due to begin in May 2015

presentation suite for match analysis and a new media suite.

A formal planning application is to be submitted shortly, ahead of the commencement of a tender process. *Details: <http://lei.sr?a=O6Q7y>*

## Scotland invests in women's elite football

A new Scottish government grant of £200,000 will provide the country's elite female footballers with a individual allowances, allowing them to reduce their working hours and train more. Provided by sportscotland, the funding is designed to allow players to have more

recovery time as well as more strength and conditioning sessions.

The Scottish FA has set a target for the women's team to progress to the 2015 World Cup in Canada – the team currently sits top of its qualifying group with eight games to go.



“ We are hugely excited by the opening of the Lucozade Powerleague Multisport Arena at Trafford and are delighted with the top quality Gerflor Teraflex sports surface we have chosen ”

*James Price - Director of Marketing Lucozade Powerleague*

Powerleague New Look for 2014

## The New Powerleague Revolution!

Lucozade Powerleague is one of those brands that jumps out and says “5-a-side Football”. So why is there a move to indoor multi-sport at one of the flag ship facilities in Manchester? 2014 will soon be upon us and there will no doubt be a rush back to fitter and healthier lifestyle for many. Lucozade

Powerleague hope to help kick start the revolution in Manchester by offering sports other than football. They have replaced two indoor 3G football pitches with a state of the art Teraflex Sport M synthetic sports floor in a bold bid to get more members of the local community playing a wider range of sports.

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**How many users per year?**

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**Why the change from core business of just football to other community sport?**

There is a growing demand from our customers and from the general public to play or try other sports in high quality sporting environments. We think providing a multi-sport option to our Trafford site will help us tap into this interest, benefitting both the local residents and our business.

**Why pick a high end Olympic sports surface rather than a cheaper alternative?**

The Powerleague brand over the past 20 years has been built on providing top quality football facilities. When looking at providing multisport pitches, we naturally

wanted to apply this same principle and opted for a top quality playing surface to provide customers with a fantastic playing experience.

**What you think the positive business and community benefits will be?**

We believe that diversifying the number of sports our centres can offer will help us appeal to a broader cross section of people and introduce new people to our centre. The multisport pitches will also allow us to stimulate extra demand during the traditionally quieter, daytime and weekend periods. Furthermore, an additional Manchester facility upon which a whole range of sports programmes and activities can be played will surely be viewed as a huge positive for the local community.



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## Lack of exercise policy - is it child neglect?

An editorial in the *British Journal of Sports Medicine* has highlighted the lack of UK policy aimed at increasing exercise levels in children, with one of its co-authors suggesting such failings meet the government's own definition of child neglect

A recent article in the *British Journal of Sports Medicine* (BJSM) has stirred controversy, after suggesting the lack of policy on childhood inactivity is tantamount to child neglect. The report was written by experts from University College London Hospitals NHS Foundation Trust, Liverpool John Moores University and the Sydney School of Public Health.

The article suggests that the failure to increase levels of exercise among younger people – despite growing evidence to show the immediate and long-term benefits of regular exercise during childhood – amounts to negligence. It argues that governments have failed to implement a national policy and that leadership and strategy have been “totally absent”.

To tackle the issues facing activity levels, the authors have called for more cooperation between governments and educational bodies to decide on a national policy which caters for children from all social and economic backgrounds.

“There has been a persistent failure by both this government and former governments to meet children’s basic physical and psychological needs,” said co-author Dr Richard Weiler, consultant in sport and exercise medicine at University College London and club doctor at West Ham United. Weiler also suggested that the lack of policy “meets the government’s own definition of child neglect”, while stating that the funds which have been allocated to encourage children’s activity are “pitiful”.

Recent data from the British Heart Foundation’s *Children and Young People Statistics 2013* report shows that 85 per cent of girls and 73 per cent of boys aged 13 are physically active for less than one hour per day. A quarter of children aged between two and 15 spend six hours every weekend day being inactive.

A photograph showing three young boys playing soccer on a green grass field. One boy in a red jersey is in the foreground, kicking the ball. Another boy in a red jersey is to his right, and a third boy in a red jersey is further back. A boy in a yellow and red jersey is also visible. The background shows a fence and trees.

Activity levels in the UK are worryingly low, according to the medical journal

**“We must engage children and young people in physical activity using highly qualified professionals”**

The comments have ignited a debate surrounding the role that both the state and children’s parents play in encouraging activity, with Weiler arguing that schools have an important role to play.

However, former children’s minister Tim Loughton, labelled the comments as ‘alarmist’, saying “Finger-wagging and accusing the government of mass-neglect of children deeply undermines the seriousness of this problem,” he said. “I agree we need to do much more for kids and sport, making it a part of their growing up, and something they want to do because it’s enjoyable – as well as being good for them – but child neglect is ‘a persistent failure to meet a child’s basic needs, resulting in serious impairment of health’ and that’s a world away from kids not doing enough sport.”

Stephen Mitchell, head of consultancy at SkillsActive, which owns and operates

the recently launched Capre (the Children’s Activity Professionals Register) – which has been set up to validate the qualifications of professionals working in this sector – said there are dire health and economic implications in allowing successive generations of children to be inactive and that new thinking is needed.

“We must change this situation by engaging children in physical activity,” he said, “The way to do this is through using highly qualified professionals, who can deliver engaging, fun and safe sessions. Children are not like adults, so education on health implications is not enough for them. The first step in addressing this nationwide issue is to professionalise how physical activity is delivered to children. Through the professionalisation of this industry, parents will also become more receptive and aware of the positive impact that physical activity can bring.”

# House of Lords report on Olympic legacy

The UK government needs to provide clear, strong leadership and appoint a minister with responsibility for producing legacy benefits – or the positive effects of hosting the London 2012 Olympic Games could be lost. That is the key message of the final report by the House of Lords Select Committee on Olympic and Paralympic Legacy. It also calls for strong and sustained cross-party co-operation

to ensure lasting benefits and for different government departments to work more closely with each other on legacy matters.

Worryingly, the report – entitled *Keeping the flame alive; the Olympic and Paralympic Legacy* – finds “little evidence” of increased participation in sport and states that there has been an uneven distribution of economic benefits of the Games across the UK.

There was also criticism of UK Sport’s “no compromise” approach to funding Olympic and Paralympic sports – stating that it will lead to a growing gap between the sports which already do well and those which have little realistic prospect of developing in the next few years. Here, we speak to key industry figures on the findings, as well as Lord Harris of Haringey, the chair of the Lords Select Committee.



**BORIS JOHNSON**  
Mayor of London

London’s Olympic and Paralympic legacy planning has been recognised as a blueprint for future host cities; and we are on track to succeed where virtually no other host city has, by delivering a long-lasting legacy for Londoners.

The legacy of London 2012 means we have secured £11bn worth of economic benefit to the UK in just 18 months, a target achieved two and a half years ahead of schedule. We have already secured the long-term future of all eight Olympic and Paralympic venues. The former Olympic stadium’s status as a multi-use venue, anchored by football, but home to some of the world’s biggest sporting events, is unparalleled in Olympic legacy history.

We also welcome the recent call for the Mayorality to have stronger powers to lead on the delivery of regeneration in east London. Regeneration and the legacy from the Games is delivering 11,000 new homes and 10,000 jobs in the Olympic Park, £6.5bn of investment in transport, a record number of overseas tourists visiting London and the skills and work experience for 70,000 Londoners from under-represented groups needed in the pursuit of jobs in the future.



The report wants the Mayor’s office to be given more control of legacy



**LIZ NICHOLL**  
CEO  
UK Sport

British Olympic and Paralympic high performance sport is in a better position than ever before, thanks to the on-going record investment we’ve received from the government and The National Lottery.

UK Sport is responsible and accountable for investing the right resources, in the right athletes and sports, for the right reasons, to develop the performance system which will secure the medals to make the nation proud.

We invest to create winners; British Olympic and Paralympic medallists that the entire nation can unite behind. We’re committed to an ambitious goal for Rio, to become the first nation to be more successful in both Olympic and Paralympic Games post hosting, by winning more medals and delivering a stronger, more sustainable system for high performance sport in the UK to support and inspire the next generation of athletes.

Our investment decisions are aligned behind this goal and to ensure that they are fair and transparent, we’ve published Investment Principles which are applied to individual and team sports on a meritocratic basis focused on future medal potential. UK Sport is determined to support all sports and athletes with realistic medal potential throughout all future Olympics – summer and winter.

Our view is that our ‘no compromise’ approach to investment, which has led to the transformation of our athletes’ performances at Olympic and Paralympic Games over the past 15 years, is fundamental to ensuring we continue this success. To abandon this now, and effectively dilute our focus, would enable other nations, who want to replicate our success, to seize upon the opportunity.



The report described the squabbling of West Ham and Leyton Orient over the Olympic Stadium "most unedifying"



## LORD TOBY HARRIS

Chair of the Olympic and Paralympic Legacy Committee

Over the last six months the Lords' Select Committee on the Olympic and Paralympic Legacy held 33 evidence sessions, heard from 53 witnesses and took written submissions from 67 organisations and individuals. Our report (with 41 recommendations) was published last month.

So what are our main conclusions?

The Games themselves were an outstanding success, exceeding expectations and confounding the sceptics. The success, however, was only delivered through incredible co-operation between the numerous organisations involved, the host borough councils and virtually every government department. Since the Games the same political impetus and the imperative of a deadline no longer exist. As a result many aspects of the legacy are in danger of faltering and some have already fallen by the wayside. There is a lack of ownership and leadership.

That is why we recommended that a single cabinet-level minister is given overall responsibility for all strands of the legacy across the United Kingdom. Only someone with senior

clout will be able to bang heads together across different departments; like education with its role in school sport and funding; health, which is supposed to be getting us all more active and healthier; DCMS with its responsibility for the sports governing bodies. Then there all the departments which should be working to deliver the economic benefits not only in London but across the country.

In London itself, the office of Mayor should be given unambiguous responsibility for holding and taking forward the vision for East London and the developments in the Olympic Park and the surrounding area.

As far as sports participation is concerned, the step-change improvement hoped for did not occur. If anything, the slow steady improvement seen since 2005 has faltered. Facilities at grassroots level need to be improved and we received much evidence telling us that the

scrapping of School Sports Partnerships was a big mistake.

We hunted for white elephants among the facilities created for the Games. We didn't find them. However, the unseemly squabbling of West Ham and Leyton Orient over the Olympic Stadium was most unedifying and it is important that more effort is made to ensure that the investment in this national asset is put to good use with maximum possible community use – including possibly by the football club that was unsuccessful in the bid process.

“**THE IMPROVEMENT IN PARTICIPATION HOPED FOR DID NOT OCCUR**”



Although the number of people playing sport hasn't increased since 2012, there are now more people playing sport than in 2005, when London won the Olympic bid



**NICK BITEL**

Chair  
Sport England

Last year's Olympic and Paralympic Games were a huge success and off the back of this we have achieved something that no other host nation has ever done – to increase the number of people playing sport regularly. Our latest sports participation survey – the largest of its kind in Europe – shows that 15.5 million people are playing sport once a week, every week, an increase of more than 1.5 million since London won the bid to host the Games. When figures were published in June they showed a small dip reflecting the exceptionally cold winter when icy roads and waterlogged pitches kept people at home. The latest Active People Survey figures indicate that once the snow had cleared, people got back on their bikes and put on their trainers.

We're also very pleased that a record number of disabled people and people of BME origin now play sport each week, testament both to the impact of the Paralympic Games and Sport England's increased investment in the grassroots.

Although the data shows record participation numbers for many areas, we can't be complacent. There is still more to be done. Our latest figures show that the numbers of 16-25-year-olds playing sport has declined by 51,000 over the last year to 3.74 million. While this means the majority of this age group still play sport regularly, the numbers are not going up. We've seen a sharp drop in the popularity of traditional sports like football and netball, and an increased interest in less traditional sporting activities from dance to dodgeball. We must refocus our efforts and respond to these trends.



**JOHN STEELE**

Chief executive  
Youth Sport Trust

For many people involved in sport, 'legacy' is a word much used but little understood. Everybody likes to talk about it, but try and pin down a simple definition of what legacy is, and you run into problems.

At the Youth Sport Trust we're clear that meaningful legacy must centre on building on London 2012's promise to inspire a generation. There's no doubt that the Games gripped young minds across the nation, however, for us, it runs much deeper than a spike in interest, or even a bounce in sporting participation.

If we are to deliver sustainable change we need to make a difference where it really matters – in primary schools. The House of Lords legacy report certainly recognises the importance of investing in primary school teachers, which is something the YTS has championed for some time. The government's funding for primary school sporting provision is definitely a step in the right direction. However, if we are to build a sustainable future for school sport, we need to ensure that teachers are equipped to deliver high quality PE and raise levels of physical literacy.

Delivering high quality PE should not be underestimated and must be viewed as important as literacy and numeracy. To make this happen requires excellent teaching, but we know that half of all primary teachers receive less than 10 hours of PE training when studying – with many subsequently lacking the confidence and competence to deliver high quality PE. As a result, we're at risk of failing to equip an entire generation with the physical literacy skills – running, jumping and catching – that young people need to have a happy and healthy life.

# SAFE AND SECURE

## at Cambridge Sports Centre

Ojmar's unique locking systems meet the varying needs of users of the new sports centre while also offering easy management and maintenance for staff

**T**he new Cambridge Sports Centre provides a world-class facility for recreation, training and competition. Completed last summer, the development includes a sports hall, gym and multi-purpose sports area.

The facilities cater for students, sports teams and the community, placing unique demands on the centre's locker facilities. The university required a key-less locking system for its team changing rooms. Ojmar's OCS Touch system proved the ideal solution for the lockers supplied by Prospec. Simple to use, the locks require no keys or cards to operate. Users simply enter a four-digit code of their choosing to activate and deactivate the lock.

The system is robust to withstand the heavy usage of sports teams and is also IP55 certified – the highest level of water resistance available – making it ideal for humid environments like changing areas and washrooms.

In the member changing areas for staff, students and the public, the locking solution needed to accommodate the centre's RFID card, which is also used for membership, access control and cashless payments. Here, Ojmar installed its OTS RFID system. A simple one-click operation allows users to activate and deactivate the lock by pressing their card on top. Like the OCS Touch, the system is highly durable and IP55 certified.

As an accessible facility, it's essential the centre has adequate locker space to accommodate users with disabilities. Accessible lockers can therefore only be activated using a special card allocated by reception staff.

Meanwhile, lockers that are left occupied at the end of the day, in any of the



At Cambridge, Ojmar has supplied locking systems that integrate with RFID cards, as well as touch system locks operated using a four-digit code

changing rooms, are preset to open via an automatic opening facility to prevent people from using the lockers as personal storage space. Staff then collect the contents of the lockers for safekeeping, ensuring they remain free for the next day's users.

Easy management and maintenance is essential for a busy facility, and the OCS Touch and OTS RFID come together in one software package, allowing both solutions to be managed from one standalone system.

A master key system also allows the management to open and close lockers in the event of lost cards or forgotten codes without losing the original code entered by the user. The system also has an events log, which records the last 30

uses of the locker in real-time to safeguard users and staff from accusations of theft.

The set-up of the two systems, as well as any changes and maintenance, are performed without needing to open the locks or connect to any devices. Master codes can also be altered and cards deleted by management in just seconds.

Both systems are battery-operated, standalone and can be overridden by master keys, providing protection in the event of power cuts or data outage. A hand-held, standalone programmer also allows staff to read key cards and even make new ones during power cuts. Both systems come with a two-year guarantee.

**For more information: [www.ojmar.com](http://www.ojmar.com)**



# NICK KELLER

**Sports Management talks to Nick Keller, CEO of Beyond Sport, about harnessing the power of sport to help shape communities across the world**

TOM WALKER • MANAGING EDITOR • SPORTS MANAGEMENT

**S**even years ago, Nick Keller, the founder of the UK's prestigious and highly regarded annual BT Sport Industry Awards, wrote a business plan for 'Sport United' – a UK-based awards concept that recognised volunteers and the positive impact of sport to inspire communities – but shelved it due to a lack of interest.

Today, after a subtle name change and International Olympic Committee recognition, Beyond Sport has a network which reaches 135 countries across the globe and is involved with hundreds of programmes which use sport as a tool to tackle social issues such as health, unemployment, conflict resolution, gang-related violence and education.

## THE POWER OF SPORT

Beyond Sport's vision is to create social change through sport, business and philanthropy. It aims to do this

by bringing together individuals and institutions such as NGBs, governments, corporations, professional sports leagues and clubs. It recognises – and works towards harnessing – the power of sport to create change using a wide range of initiatives.

According to Keller, Beyond Sport is a result of his identifying an opportunity and also having a track record for delivering top-quality events. "I spotted a gap in the market and it seemed like a natural time to do something special," he says. "Some of the early momentum was developed through our work with the Sport Industry Awards and the network of people we had built with that.

"People trust us, as they've seen that we've delivered with the BT Sport Industry Awards and we've always been true to our work. I'd like to think that if we say we're going to do something, we go and do it. I think once you do that a few times people

recognise that achievement and so it allows us to go to the likes of Barclays, PriceWaterhouseCoopers, *Time* magazine and other great partners – the good and the great of sports sponsorship."

Keller and his team have definitely been busy. The organisation now runs the Beyond Sport Awards and a series of events – including the annual Summit and Beyond Sport United – which bring together the world's leading social innovators as well as influential, global leaders in sport, business and government. He has also created an online networking platform, Beyond Sport World, which allows sports bodies and organisations across the world to interact and collaborate. There is also the Beyond Sport Foundation, which has so far invested nearly US\$5m in inspirational people and projects in more than 40 countries. To top it all off, Keller has managed to recruit an impressive team of Beyond Sport Ambassadors – former



### WHAT IS BEYOND SPORT?

The Beyond Sport Foundation supports, promotes and develops sport's role for social change across the world. This is done by offering a business package of cash support, fundraising support and monitoring and evaluation, enabling sport development projects to grow and develop. The projects are selected through a process with a high level of due diligence and the foundation has awarded more than \$500,000 in cash and a much greater amount of in-kind business support to more than 70 sport for development projects worldwide in recent years. For more information or fundraising opportunities, visit [www.beyondsport.org](http://www.beyondsport.org), find the Foundation on Facebook or follow @BeyondSport on Twitter.

Beyond Sport ambassadors: (from top clockwise) Tony Blair, Desmond Tutu and Michael Johnson





The foundation helps partner organisations deliver a wide range of sport initiatives which aim to create social change in their own localities

► UK Prime Minister Tony Blair, archbishop Desmond Tutu, Olympic Champion Michael Johnson and US senator Bill Bradley are all onboard.

"The interesting thing about the likes of Desmond Tutu, Tony Blair and senator Bradley is that they're non sports people who have been dealing with issues of society for generations," Keller says.

"They're willing to put their name to something, which in the past might have been thought of as frivolous, but they take it incredibly seriously. Tony (Blair) is currently our chair and archbishop Tutu, who has no political gain around this, is passionate about the power of sport and how it can be a phenomenal catalyst for peace and inclusion."

### IN SEARCH OF LEGACY

In the year since London 2012, the question of legacy has commanded a considerable number of column inches and has dominated sport-related discussions in the corridors of power at Westminster and beyond. When the question of legacy is put to Keller, he says it can be defined in three ways.

"Firstly, there is the business legacy. The commercial plans for the Olympic Park post-Games and also the business which was concluded during the Games.

There's a stat which suggests that around £14bn worth of deals were made during the Olympics last year – a truly phenomenal amount," he says.

"The second aspect is the sporting legacy and the effect that the creation of role models will have on participation figures. Thirdly, there are the efforts that will be made to use sport as a vehicle for social development – how sport is used in its many guises to drive people back into education, improve the health of the nation and help alleviate problems around antisocial behaviour and inclusion."

But is the legacy being delivered? "To decide whether the Olympics have been a real success you can only really look at it 10 years on," Keller says. "Also, for me, you have to take all three core points of the legacy together – I don't think you can separate them off. I don't think you can have success in one without delivering the other two. Also, if I'm honest, I don't actually very much like the word "legacy" because it suggests an end rather than a beginning. If you look at the definition of legacy it is all about endings and I think we should stop referring to what's happened, I think we should refer to what happened at

London 2012 as a beginning for sport – an inception – I think we should stop using the word legacy entirely!"

### INTO THE FUTURE

Keller says the Beyond Sport network now reaches across 1,000 organisations and its reputation is growing rapidly. The Beyond Sport Summit has grown from a one-off event to being a week-long celebration of the global sports industry's achievements in initiating social change. There are workshops, special sessions focused on action-taking and policy strategy and high-profile panel talks. The awards are still growing in size and now attract nearly 500 applications each year.

Looking ahead, for Keller, the mission of Beyond Sport remains clear. He is looking to attract partners who are passionate about sport as a vehicle for change – and then help them take action. "Our fundamental job is to find and help leaders who can really make a change," he says. "I'm not just after people with ideas, I'm after people who can implement. I want people who have an idea and can deliver it rather than people who can't work on their own."

"We're trying to attract leaders who can uplift their community and that is our main job." ●

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# Sports clubs make us happier, healthier and wealthier – so how are they faring?

The Sport and Recreation Alliance's *Sports Club Survey 2013* was published in November. It is the largest ever survey of sports clubs in the UK. SRA chair Andy Reed outlines the report's findings

ANDY REED • CHAIR • SPORTS AND RECREATION ALLIANCE

**S**o, how are sports clubs faring? Is the economic climate strangling sport at birth? Are sports clubs still relevant? Did London 2012 give them a boost?

The Sport and Recreation Alliance (SRA) provides insight into all of these questions by carrying out an in-depth survey of sports clubs every two years.

Our latest report was launched in October and it gives some intriguing insight into how sports clubs have been faring in the run-up to, during and post London 2012. Nearly 3,000 community clubs from more than 100 sports took part in the survey, and were weighted to fairly represent the total of 150,000 clubs in the UK. This gives an unrivalled

insight into the health of Britain's grass-roots sports clubs.

## The general picture

On almost all of our measures sports clubs are doing better than they were two years ago. This reverses a downward trend which we've seen since 2008 – the beginning of the recession.

The average sports club now has 82 adult participating members – a 20.6 per cent increase since 2011. Club income has risen for three years in a row and there has been an encouraging 20 per cent increase in the number of club volunteers across the UK.

So is it all rosy for clubs? Not quite. Junior membership levels are not quite

reflecting the Olympic Games' tagline of "inspire a generation" yet. The average club has 90 youngsters – some way under the highest recorded levels in 2008 when membership levels stood at 108.

Finances, energy and facility costs as well as disability sport provision also remain issues for many clubs.

## Is the economy strangling clubs?

Things could actually be looking up. Club income is now creeping up to the levels of pre-credit crunch 2008 after the drastic dip of the past few years. There are also more clubs in surplus or breaking even than two years ago, with some 76 per cent of clubs now falling into this category.

It's remarkable – given the fact that the economic outlook remains challenging – that clubs are doing so well financially. This is in no small part down to the careful financial management undertaken by club committees. Four out of five clubs (84 per cent) have taken at least one measure in the past 12 months to increase their income or decrease expenditure.

The focus has also been on growing income rather than decreasing costs, showing a real determination amongst local clubs to continue high quality provision for their communities.

The top five measures to increase income have been increasing club fundraising efforts (49 per cent), applying for additional funding (45 per cent), actively recruiting more members (44 per cent), holding more social events (40 per cent) and increasing membership



Judo was one of the sports to record significant increases in participation numbers



Inspired by London 2012? The Sport and Recreation Alliance survey found that volleyball participation has grown by 22 per cent

fees (34 per cent). This seems prudent and admirable considering economic pressures and the fact that both facility owning and non-facility owning clubs are facing rising costs.

### The effect of rising energy costs

For facility-owning clubs the reality of rising energy costs has hit home, with clubs now spending 38 per cent more on water rates, 19 per cent more on gas and 10 per cent more on electricity than in 2011. This is likely to increase in the future and we'd urge clubs to take up the free energy health check from SRA partner Utility Aid to make sure that they are paying the right rates and are made aware of any cost-effective alternatives.

Non-facility-owning clubs (63 per cent of clubs) which hire their facilities, also say that their costs have increased over the past two years, with 21 per cent saying they have increased significantly. Clubs remain worried. Especially those clubs which hire or lease facilities from their local authority – and rightly so.

### Top 10 increases in adult participating members

- Weightlifting 45%
- Gymnastics 35%
- Table Tennis 29%
- Fencing 27%
- Tchoukball 27%
- Volleyball 22%
- Basketball 20%
- Judo 20%
- Cycling 19%
- Archery 18%

### Local authority cuts

Local authorities are at the forefront of central government cuts, with some seeing their budgets shrink by more than 40 per cent. When faced with a budget which can't even cover the mandatory requirements local authorities must provide, many have and will be faced with the unpalatable decision – cut back on sport and leisure provision or charge

more. More than one third of all clubs (38 per cent) hire or lease a facility from their local authority and any negative changes here will be keenly felt.

Much of the fallout from these cut-backs will be felt in the next few years, which could be potentially catastrophic for many clubs. The Alliance will be keeping a close eye on the situation and will ensure that we press the case for clubs in this difficult time.

### Sports clubs are still relevant in their communities

Both in schools and the wider community, clubs are building long term links which bring benefits to both parties. More than half of the UK's sports clubs (58 per cent) are now working with local schools and of those three in four clubs are linked to multiple schools. What's more, nearly nine in ten school links are reported as being successful. We know that childhood membership of a sports club increases the likelihood of being active as an



PICTURE: WWW.SHUTTERSTOCK.COM / GALINA BARSKAYA

▲ Adult participation numbers are encouraging for many sports ► The Olympics boosted membership enquiries at non-traditional sports, such as archery

- adult and successful partnership work between clubs and schools is helping to solidify that pathway to being active for life.

### Clubs as the social fabric

It's not just schools that clubs are building links with. Sport and recreation boosts not just physical and mental health but also provides opportunities to engage young people at risk of succumbing to antisocial behaviour, helps create social cohesion and can improve educational attainment.

Clubs know this and more than half (54 per cent) are proactively running programmes which engage the community. What's all the more remarkable is that 60 per cent of these projects are entirely self-funded. And as clubs are engaging the community, so the community wants to engage with clubs. People are wanting to get involved and clubs have seen a 20 per cent increase in the number of volunteers – with the average club now having 24 in total.

Sport already has more volunteers than any other sector – 22 per cent of all volunteers in England – but why are more people now keen to get involved? One of the main worries for clubs over the past few years has been recruiting and retaining volunteers.

The Games Makers were the success story of the London Games and have helped to put volunteering back on the agenda. Research indicates that a third

of the British public wished they had volunteered to help out at the Games. A similar number also said the Games Makers positively changed the way they viewed volunteering.

From this, schemes like Join In and Give More have sprung up to try and capture that enthusiasm and harness it into a tangible long-term volunteering legacy. It's too early to truly say whether this increase in volunteering is a sustainable long-term trend, but clubs should use this information to facilitate greater awareness of the opportunities available for people to volunteer locally. It is crucial that they really take advantage of the groundswell of support generated during 2012.

### The future

Sports clubs make us happier, healthier and wealthier. If the government wanted to build a network of 150,000 community centres which gave as much to the country in crucial policy areas like health, education and crime prevention as sports clubs currently do, the costs would be stratospheric.

So what can the government do to show its support for the sector? *The Sports Club Survey 2013* asked the nation's clubs just that and five clear topics emerged.

Clubs want the government to make it easier to apply for funding that is available to them. Many of those applying for grants are volunteers sifting



PICTURE: WWW.SHUTTERSTOCK.COM / DMITRY KALINOVSKY



**The experience is that too often lip-service has been paid by both sides of the political divide. This must change and make way for a cross-party approach for long-term improvements**

through layers of bureaucracy on top of a mound of other commitments. Simplify the processes involved and allow the people who need it most to have access to the available resources.

Clubs also want the government to encourage more people to be more involved with sport and recreation. The experience is that too often lip-service has been paid – by both sides of the political divide – and joined up, sustainable and effective policy decisions have been thin on the ground.

This must change. We cannot allow party politics to get in the way and a joined-up, cohesive, cross-party approach must be enforced for long-term improvements.

Clubs also want the government to make it more affordable to build or improve a facility, or to make existing facilities more affordable to hire. The Community Asset Transfer scheme should be encouraged and promoted more widely to clubs, allowing them to transform land and buildings into vibrant sport and recreation spaces. Local authorities must also hold firm on rising prices of hire facilities.

Finally, clubs want action taken to reduce the running costs of clubs, such as local rates and utility bills. The Community Amateur Sports Club (CASC) scheme was recently revised by the government (*for more on the new CASC, see John Goodbody's*

*comments on p.6*) and we have long been advocates of these changes so that clubs can access vastly reduced rates. We would urge clubs to look out for this in the coming months and see if your club is eligible.

*The Sports Club Survey 2013* results are broadly positive and reflect much of the hard work that's been going in to clubs, national governing bodies and the wider sector in the past two years. It's a great start, but there's much that remains to be done. ●

*SRA's Sports Club Survey looked at a total of 3,000 sports clubs across more than 100 different sports in the UK. To download the full report as a PDF file, visit <http://lei.sr?a=h2k6m>*

# GLASGOW 2014

With less than nine months to go until the opening ceremony, the preparations for the Glasgow 2014 Commonwealth Games have reached the home straight. We speak to members of the top team in charge of organising the Games as

well as the team leaders responsible for the two most ambitious projects – the 35-hectare athletes' village and the conversion of Hampden Park from a football stadium to a world-class athletics venue for the Games.



Chris Hoy retired in April 2013, but remains an ambassador for Glasgow 2014

**DAVID  
GREVEMBERG**  
CHIEF EXECUTIVE



## **Could you describe your personal journey in sport so far?**

I grew up in inner city New Orleans, in a neighbourhood which was 85 per cent African American. The city is completely sports mad and one of the things that was obvious to me from a young age was the power that sport has in bringing people together. Sport was – and still is – a catalyst for empowerment and social change in the city in so many different ways.

The combination of me being an international level athlete (freestyle wrestling) and my mother being a social worker and very much involved in civil rights and social justice issues gave me a great insight to it all. I think that is reflected in the way I practice and approach sport today. For me, sport has always been about building friendships. I very much identify with the ideology of "respect everyone, fear no one".

## **What was your first job in sport?**

After a career-ending knee injury in 1994, I was given the opportunity to work with the US Olympic committee in the grants and planning department. I learned about high performance sports planning and was later given the opportunity to develop the high performance plan for the US Paralympic team in the run up to the 1996 Atlanta

Many of the world's elite athletes have expressed their want to compete at Glasgow 2014



Games. At the time the Paralympic movement was very much emerging and was still defining itself. By that I mean that it was still figuring out whether it was a disability movement or a sports organisation. It was a very interesting time and a very defining time for me personally as the message we decided to go with was that if we truly believe that we are an elite sport movement, then the athletes themselves need to believe they are part of an elite sports programme.

#### What brought you to Glasgow?

Following the Atlanta Games, in 1997, I started to do some work for the International Paralympic Committee (IPC) and two years later (in 1999) I was appointed the sports director of IPC. That involved a move to Bonn, Germany where the new HQ for the organisation was being established – in fact I was one of the first permanent IPC staff members. I ended up staying there for 11 years and worked at a number of Paralympic Games, Commonwealth Games and World Championships.

After the 2008 Beijing Games I decided to try something new and Glasgow particularly appealed to me. It was the ambition of the city and the way it was at the crossroads of where the Commonwealth movement was – and the



The Games' official mascot, Clyde, with Olympic boxing champion Nicola Adams

real opportunity to do a Games in a completely different way.

#### How would you describe the Glasgow games?

We want to see Glasgow 2014 as the 'people's games'. As part of that approach we've been careful not to try and be something we're not. We want to get the scale of things right – we're not the Olympic Games, after all.

We've worked very closely with the Commonwealth Games Federation (CGF) and various client groups to define the service levels to make sure we get it just right for the scope and scale of a Commonwealth Games. Also, at the heart of our plans is the aim to be a 'youthful Games'.

The Commonwealth has 2.3 billion citizens, of which 1.2 billion are young people under the age of 24. So in terms of the Commonwealth, we've looked to not only take that inspiration and excitement but take it to another level and really be empowering to young people to "be the Commonwealth" and "be the Games".

The official tartan of the Games was designed by a pupil at the local Shawlands Academy, while the official mascot – Clyde – was the idea of a 12-year-old schoolgirl called Beth Gilmour from Cumbernault. These are stories which have already made Commonwealth Games history and are inspiring for people of all ages.

The youthfulness runs across all aspects of the Games – for example the young volunteers we've enlisted, the young workforce initiatives we've put in place with the construction projects and the apprentices we've recruited as part of the workforce. We have young people delivering these Games.

**TY SPEER**  
DEPUTY CHIEF  
EXECUTIVE



**Could you describe your career so far and your journey to Glasgow 2014?**

I started as an intern at Octagon, a sports marketing agency outside Washington DC. I spent many years in the agency business before being transferred to Octagon's Sydney office in Australia, where I worked on major events.

The Olympics were a big chunk of Octagon's work and that's why I went to Australia, to build up an Olympic-based major events business in that market.

I then transferred down to Melbourne and ran the commercial programme for the Commonwealth Games in Melbourne for three years. I then had an opportunity to come to the UK and become director of client services for London 2012. I spent five years overseeing all of the sponsorship delivery at the London Olympics – before joining the Glasgow 2014 team shortly after the 2012 Games.

**What are your responsibilities as deputy CEO at Glasgow 2014?**

My role has two or three fixed pieces and quite a lot of variable pieces. The core responsibility is to oversee the

commercial side of the Games, so private sector fundraising through sponsorship, ticketing and taking care of our products and merchandise are all in my patch. I also oversee our ceremonial portfolio; the opening and closing ceremonies, our festival programme delivery and the Queen's Baton Relay.

The rest of it is a somewhat loose brief. As my title suggests, I deputise for David [Grevemberg, CEO] on pretty much anything he needs me to. Also in the mix there's some planning work that I support, there's quite a lot of stakeholder work, with the government in particular, and I also do some work with the various forms of media.

**Could you describe how the organising committee works?**

The complexity of what an organising committee of an event this size and scale has to do is significant and it's certainly in excess to the time we have!

Normally, if you listed out the work that needs doing, you'd give it more time, so we're constantly trying to compress work into a tight time and space. It puts enormous value on creating a business that's good at talking to itself and has good internal communication.

As part of that, for better or for worse, we're a very meeting-rich business. We're intensely interdependent, meaning that there are very few things that we do

where a single team is entirely responsible for an outcome. There's a lot of "have you talked to them" and "what are you doing to complement that". Trust comes to it a lot too, because you have to trust that somebody else in the business is thinking about your needs, just like you're thinking about your needs and you're thinking about theirs.

A successful organising committee has clear planning targets, clear outcomes, it communicates well and all of its teams/components trust that nobody is in it for their own little outcome, but that every part of it is in it to deliver a great final product – a successful Games.

**How strong is the Commonwealth Games as a brand?**

Rather than being brand-driven, I think our sponsors and commercial partners see the Commonwealth Games as event-driven and location-driven. In fact, there are very few one-time sports events which come to a market and say they are absolutely a brand-led, commercial property – I think the Olympics and Wimbledon are the only ones.

So rather than companies wanting to have the Olympic rings on their marketing, our sponsors and partners want to join us because they want to be part of a major happening. I think they are more interested in capturing people's attention over a long period of time.



A total of 50,811 people applied to volunteer for Glasgow 2014 – a new Games record



## GREG WARNECKE HEAD OF SPORT



### What is your role at Glasgow 2014?

As head of sport I'm responsible for planning and facilitating all of what you would call the "endpoints" – to make sure the athletes will be able to perform at their very best on the field of play during those 11 days next year.

I see my job as being the champion for all the athletes. My team and I need to be able to make sure we can educate our Organising Committee colleagues on the technical requirements of each sport as well as the specifications of each international federation.

Also, we need to be aware of the unique requirements of the athletes themselves. An athlete competing in an aquatics discipline will have very different needs to an athlete in wrestling.

So it's everything from understanding the habits and demands of each sport, working with the requirements and the expectations of the athletes and also the ability to take that in to an organising committee perspective. That can be quite challenging.

### What are those challenges?

The biggest challenge for me is to achieve integration – to make sure that all 17 of our sports will get equal exposure and attention. We hear some people talk about major sports or minor sports and we try get rid of that language in a Games environment because we have to do 261 medal events, including 22 integrated para-sport medal events which is the largest in any Commonwealth Games.

Every medal will be won by an athlete who's been working hard to achieve success. Every sport is equal and I think the biggest challenge is to make sure our internal team – as well as the press and media – will be eager to showcase all 17 Commonwealth sports. It's a challenge but also a great opportunity.

### Do you work with the organising committee's other departments?

We work very closely with all departments. We've just gone through what we call "venue-isation" – a typical Games jargon. It means venue familiarisation and includes a programme of on-site training and induction jointly held with venue management and stakeholders. Our first phase of "venue-isation" took place within the sports team and now we've embedded the

teams working with the venues and security. So all three are now working together in a close-knit group.

We also have a number of different internal management forums where we work together with a number of different organisational groups which come together to be able to make decisions. One example of these, at board level, is our Athletes' Advisory Committee – chaired by Rhona Simpson, Scotland's most capped hockey player. Her presence means that we have an athlete representative on the board.

### Will your role change during the Games?

It will become one of communication, command and control – a typical Games-type structure where I will spend, unfortunately, most of the Games sitting in a room full of television screens, inside a sort of mission control. I will be relying on my team to be able to deliver all the plans across the various arenas we have; the fields of play, the village, the sport information centre and the Games hospital.

A friend of mine said: "oh, I'll get to see you on the TV," and I said no, if you see me on the TV that means something's gone really badly wrong. So my role is very much in the background – but my team will be visible.

## HAMPDEN PARK

When it opened, Hampden Park was the world's largest stadium. In 1937 a total of 149,415 people packed into the venue to see Scotland play England in a football international. Since then it has undergone two redevelopments, but none as ambitious as the one it will see prior to the Glasgow 2014 Games. The entire playing surface will be raised by 1.9 metres – to a level above the first eight rows of seats – as part of converting the stadium from a football venue into an international-standard track and field facility.

A warm-up track and jump areas will be created next to the stadium at Lesser Hampden, with secure, direct access to the main stadium. Further improvements will be carried out at both Hampden and Lesser Hampden, leaving a sporting legacy after the Games.



### SUZANNE McCORMACK

DEVELOPMENT MANAGER,  
HAMPDEN PARK



#### What's your background?

I started as an architectural draftsman and went on to work for a practice in Glasgow which specialised in stadium design. The first football stadium I worked on was Hull KC. After a stint in Australia, I returned to the UK and worked on the construction of the London 2012 velodrome, where I got the taste for working on a large sports event.

The timing of it all then worked out fantastically – soon after we completed the velodrome I took up a position with the Commonwealth Games and returned to Glasgow.

#### What is your day to day role?

My primary role is to make sure the conversion of Hampden Park from football to athletics and back to football goes to plan. To do that involves the management of various consultants and expertise to make sure all that information gets co-ordinated and delivered to the appointed architects, project managers and structural engineers – and also to co-ordinate it all back to the stakeholders.

We don't own the stadium so we need to feed that back to Hampden Park and Queens Park Football Club to ensure their asset is looked after. So it's an end to end solution.

#### What are your biggest challenges?

Bringing all the small bits together and making sure all aspects of the projects are co-e could install the greatest track in the world but if we don't have the right timing and scoring equipment then we can't hold an event.

Challenge wise we've also had some major deadlines to hit – appointing consultants and getting the right architects on board. We only recently got on site (the heavy equipment moved in to the stadium in late November), so probably the biggest challenges lay ahead – which include the delivery of the track. The last game to be played at Hampden was a Queens Park game on 23 November so we had to wait until that was played to get our team in.

All our preparatory work has been designed so that we hit the ground running. All of the designs were ready and the materials procured so that when we got in, everything was ready to be carried in and get started.

#### How do you work together with the organising committee?

We have weekly project team meetings.

Internally I work as part of the development team so we meet on a weekly basis to make sure we're all doing the same thing from a development point of view.

We then have a weekly project team meeting with all who are involved on the Hampden project. This includes the venue operating and the technology teams. We also need to keep our partners and stakeholders informed so we have regular steering group meetings with the Scottish government, Glasgow City Council, Glasgow Life and Queens Park Football Club. Projects like this are more about people than anything else.



The heavy machinery moved into the stadium in November to start work



Hampden will be transformed into a first class athletics venue during the Games

### **A key vision of Glasgow 2014 is to be athlete-centred. How is that integrated in the Hampden project?**

We've worked closely with the sports team on the approach we've taken to ensure the athletes are taken into consideration at every step.

The design of the athletics venue will help with that a lot. The warm up area couldn't be any closer to the competition track so the athletes have only a short distance to go from warm up to competition. Once the athlete turns up from the village to the track, there's no hindrance to them. They can enter the "zone" and not worry about how access to a facility works or that they have to wait around for something.

### **Is it an asset to have people in the team who've previously worked on major sporting events?**

It is highly beneficial but I think there needs to be a balance. You need experience but you also need people who know Glasgow. Take transport – a person who's worked on a major event knows how to organise the buses so they leave and arrive in a way that the athletes don't have to sit waiting on a bus at either end. But you also need somebody to tell you how long it will actually take to navigate Glasgow from A to B.

## **ATHLETES' VILLAGE**

Set in Glasgow's East End, the purpose-built, low carbon village is at the heart of one of Europe's largest regeneration areas and is Scotland's first large-scale carbon neutral housing development. It will be home to 6,500 athletes and team officials for the duration of the Games. The village will offer an exclusive retail area, recreation area, dining hall, medical facility and other amenities for the use of the athletes and officials. The athletes' village site is being developed by Glasgow City Council with City Legacy, a



The village is located on Glasgow's east side

private-sector consortium which will build the first 700 units for the Games. After the Games, the village will leave a lasting legacy as 700 homes will be available – 300 for private sale and 400 affordable houses for rental.

### **JULIET THORNE VILLAGE RESIDENT SERVICES MANAGER**



#### **What's your background?**

I'm a former swimmer and reached national trials level – although never made it to Team GB – before my career came to an end when I was 19. After spending a few years as an operations manager for airport operator BAA, which taught me how to deal with movement of large numbers of people, I applied and secured a job working on the athletes' village at London 2012. I started work at the Olympic Village about 18 months prior to the Games and worked there throughout the Games. At London I did pretty much exactly what I do now – although you could say it was a smaller role in a larger village!

#### **What is your day to day role?**

We split the village in four different areas and I'm responsible for one of them, resident services. Some of the services are the obvious, essential ones – power, light, water – the rest are all the things that make the athletes' stay at the village a little bit special.

At the moment my role is all about planning for the village opening on 8 July. Within the village team there is four of us, each with their own responsibilities and areas of work. We work incredibly closely and have an integration together as there is no single part of the operations within the village which could be done by one person.

#### **What is the best part of your job?**

The most interesting aspect of my job is adding all those nice touches which will hopefully make a real difference and create a home from home type of environment and allow athletes to perform at their very best.

I've also enjoyed seeing the village being built. When I arrived about a third of it was still in the laying down the foundations stage and the buildings hadn't risen from the ground. Walking around it today all the accommodation has been built and parts of it have been nearly completed.

#### **What have been the biggest challenges with the athletes' village?**

The procurement of all the specialised service providers and making sure we find the right people and companies at the right price is a challenge. The nature of the Commonwealth Games is that there are always pressures to make sure money is spent wisely.

To give you an idea of the scale of the procurement challenge, during Games time we will have around 2,700 people working in the village, but only 50 will be employed directly by Glasgow 2014. The rest will be made up of contractors (catering, security, housekeeping etc) and volunteers. The challenge is to grow the team with the best people and then to integrate them and to make sure they all work towards the common goal of making the village the best it can be.

We are doing a big recruitment drive at the moment and it's about finding the very best people to come and help us with that and ensure they are on board quickly and are up to speed.

# RULES OF ENGAGEMENT

TOM WALKER • MANAGING EDITOR • SPORTS MANAGEMENT

**T**he trend is clear: professional sports leagues – and the clubs within them – are securing increasingly lucrative deals to have games broadcast live on TV. In the UK, it is expected that BSkyB – which owns the Sky Sports channels – could be forced to pay an extra £1.2bn to secure the next set of Premier League broadcast rights, as it goes to battle with rival BT Sport. In North America, the National Football League (NFL) signed a nine-year TV rights deal package with Fox, NBC and CBS which has a combined value of around US\$28bn (£17bn, €20bn).

But while the global sports industry is benefitting from increased revenue from rights deals, there has been a conspicuous stagnation – and in some cases even falls – in the number of people actually attending games. In the first six months of the 2013 Major League Baseball (MLB) season, total attendances were down 808,000 on 2012 figures, with 15 of the 30 teams experiencing falls in attendance. The NFL has similar issues, while in Europe, the German Bundesliga has failed to translate the success of its clubs on the pitch to more fans in seats. In Italy, the situation is even more dire. Since 2000, the average attendance at Serie A games has declined from 31,000 to below 22,500 in 2011-12. Last season, 17 of the league's 20 clubs had grounds less than 70 per cent full on average.

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**The technological revolution and the emergence of “digital natives” has created a challenge for professional sports; how to engage and impress increasingly tech-savvy spectators and improve the fan experience, while also using technology to increase revenue**

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## BRINGING THEM BACK

The decline in attendance can, in some part, be blamed on the wall-to-wall coverage which is available to sports enthusiasts in their own living rooms.

By opting to stay at home for the game, fans can check stats and fantasy league scores on their mobile device, grab a refreshment without queuing, have a toilet break without missing any of the action (by using “live pause”) and even switch from one game (or sport) to another if the first choice match or event fails to live up to expectations.

The option of staying at home is particularly alluring for “casual” fans – the non-season ticket holders who are precisely the type that clubs would want to bring to their stadia more often. So how can clubs and venues stem the tide and attract these casual fans? Fight fire with fire – offer them tech and enable them to bring their comforts with them.

Connectivity is key and a number of clubs have begun to install high capacity WiFi at their venues, which will allow fans to check stats and stay connected

to their favourite social media platforms throughout the match. Offering internet access will not only make fans feel more at home, it also creates endless possibilities for fan engagement as well as marketing opportunities.

German Bundesliga club Borussia Dortmund (BVB) is one of the clubs to invest in connectivity and plans to install a complete WLAN infrastructure at its Signal Iduna Park. BVB has worked in partnership with Chinese telecoms giant Huawei on the project, which will have the technical capability to deliver stable wireless data services to a capacity crowd of 80,000 – equal to the population of a small town.

“We’re a dynamic club that’s always open to new ideas,” says Joachim Watzke, general manager of BVB. “The new WiFi network will enable spectators to use social networks, post pictures from inside the stadium, send messages, discuss goals, plays and player performance and locate their friends in the stadium. We’ll also work with Huawei to create the possibility for us to deliver



Lord's Cricket Ground in London was first opened in the 1890s but has stood the test of time – partly due to investment in new technologies



exclusive content in our own network, such as details of the team's initial lineup, straight to fans' mobile phones, well ahead of the kickoff."

Another pioneer in providing connectivity to improve the "fan journey" is English Premier League Manchester City FC. The club appointed Cisco to provide a high-density WiFi network and also invested in the StadiumVision Mobile product, which is capable of delivering live video and other relevant information to fans' mobile devices. StadiumVision can also be used to provide multiple channels of unique content, such as match highlights, replays and alternate angle views – providing spectators inside the stadium with similar viewing options to those enjoyed by fans sitting in front of a TV at home.

A WiFi network may sit naturally in the surroundings of a modern venue like Manchester City's Etihad Stadium, but it doesn't mean that older, historic sports arenas shouldn't take part in the revolution. Lord's Cricket Ground in London, whose main pavilion dates

(Above and right) Signal Iduna Park, home of Borussia Dortmund football club, has invested heavily in connectivity

to 1899, recently teamed up with The Cloud, one of the UK's leading WiFi providers.

The venue's IT infrastructure manager, Paul Long, admitted that responding to the mobile internet boom was seen as a challenge for the traditional venue, but since its installation the free Wi-Fi has become a much-used part of a Lord's visit.

"When people visit Lord's they want access to mobile internet so they can share their experience with friends and family," Long says. "They want to be able to check in at the ground, upload pictures or videos, tweet, check scores and listen to the live commentary. In



short, the rise in mobile device usage has meant our visitors are demanding different services from us; to help them get the most out of their visit, we felt we needed to provide the tools to let them do this."

There is no doubt that the impact a comprehensive stadium WiFi system can make – and the opportunities it offers – for fan engagement is becoming clear to sports marketers and league officials. As a sign of this, the NFL has instructed all of the league's 32 teams to install Wi-Fi in all parts of their stadia by 2015.

## CelticLIVE

Sports media and digital marketing agency Sports Revolution teamed up with Cisco Systems to combine a high density WiFi network at Celtic Park with a mobile fan app to create an engagement platform called CelticLIVE. The app, built on Sports Revolution's StadiumLive platform, allows fans to view and interact with a wide range of relevant and engaging club content, designed to enhance the live match.

CelticLive has been designed as a 'second screen' companion and works like an interactive matchday programme. It offers video highlights, interviews, player trivia, live stats from OPTA and users can also share exclusive content through the app using their social media profiles. The success was instant, with more than 15,000 people downloading CelticLive when it was launched in October.



## JUMPING THE QUEUE

Having reliable WiFi throughout a venue and fans being able to log onto apps opens up a number of opportunities to increase revenue streams through fan engagement. One example is food and beverages. A common complaint among fans is that the long queues put them off making half time or period brake purchases. But what if you could offer your fans a pleasurable and fluid F&B experience – maybe even a touch of exclusivity? There are now a number of new mobile apps which allow spectators ➔

- ➔ to beat the queues in busy bars and cafés by placing their order and paying through a smartphone. The idea is simple – a spectator places and pays for an order and will then be notified when the order is ready to collect.

One of these services, Q App, is already widely used within the hospitality sector and the company recently signed a partnership deal with technology and sports consultancy Sports Fusion, which will focus on evolving and tailoring the application and making it applicable to a range of major sports venues.

Tim Bichara, Q App's business development director, said: "The sports segment is perfectly suited to mobile ordering. We feel the service we offer has the potential to enhance the overall customer experience, while allowing stadia and arenas to significantly increase the number of customer orders processed, up-sell additional products and gain useful insights into their customers' behaviour."

### PUT IT ON THE SCREEN

Large video screens have been present at major sporting venues for a while now, but some premium products,

(Below) Q App is already widely used in the hospitality industry and is making inroads into the sports sector



The control room at Twickenham – a venue which recently spent £75m upgrading its facilities

**While having a main screen inside the stadium remains the standard, game-time broadcasting is becoming available throughout venues**

including high definition (HD) solutions have remained out of reach for many small and medium-sized venues until recently. The rapid advances made in HD technology over the past five years however, means that the price of installation of stadium-wide HD experiences – including large and super-sized LED stadium screens – have decreased significantly.

While having one or two large, "main" screens inside the stadium remains the standard, stadia are increasingly looking to make game-time broadcasting available everywhere in the stadium. With a fully internet-based (IP) network, designed to stream high volumes of media at once, it's now possible to make HD video available on hundreds of digital displays throughout the stadium, creating a more immersive experience for all. This means that replays or alternate

camera angles are no longer confined to the one main screen (or scoreboard), but can be shown on TV displays throughout the stands, press area, premium clubs and on the concourses to entertain fans queuing for refreshments.

An example of a stadium which is investing heavily in such systems is Twickenham in

London, UK – the home of rugby and main venue for the 2015 Rugby World Cup. The stadium's owner, the Rugby Football Union, decided to invest £75m in upgrading the venue, with a large chunk spent on a comprehensive technical upgrade, transforming an iconic rugby stadium into one of the most technologically advanced arenas.

Working with consultants Sports Revolution, the RFU decided on a 1km-long, mid-tier ribbon LED system, stretching around the circumference of the bowl. While becoming a standard in the US, the system is the first of its kind in Europe and is used to increase fan engagement by simple yet effective messaging that can be changed and edited in real time.

Elsewhere, the King Power stadium, home of Leicester City FC (LCFC), boasts some of the highest resolution screens in UK football. The club partnered with digital specialist ADI to install two Virtuality v8 30sq m screens as part of a comprehensive matchday broadcast solution. LCFC has also invested in its in-house media department and is able to create and manage content and programming independently.

So while the technological advances have revolutionised the at-home experience of sport and entertainment, venues are fighting back with their own solutions for fan engagement. It could be only a matter of time before the balance is tipped back in favour of the live in-game experience. ●

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# SERVING GREEN

Major sports events are increasingly investing in reducing their carbon footprints and making themselves more environmentally friendly. The US Open Tennis tournament is one of the events to have earned a reputation as a green pioneer. Tom Walker investigates

**"O**ur courts may be blue, but we're thinking green." That's the environmental pledge of the United States Tennis Association (USTA), the national governing body for tennis, which hosts more than 700,000 fans each year during the two weeks of the US Open at The Billie Jean King National Tennis Center in New York. A grand venue for a Grand Slam, the complex houses a total of 22 courts across 46.5 acres and has been home to the US Open every September since 1978. The centre's three main courts are among the largest tennis stadia in the world, with the main arena – the Arthur Ashe Stadium – boasting a capacity of 23,200.

The green thinking pledge was formulated in 2008 as part of USTA's efforts to implement more environmentally-sound practices at the US Open. The reasons behind the

## PAPER PROCUREMENT

- The 2.4m napkins in the general concession area are comprised of 100 per cent recycle material
- All US Open-related printed materials (media guides, marketing collateral and the Daily Drawsheet) were composed of at least 30% post-consumer waste
- US Open tickets are printed on paper comprised of 30 per cent post-consumer waste, and parking books, parking visors and coupon books are printed on paper comprised of 10-15 percent post-consumer waste.
- The paper towel dispensers located throughout the spectator areas have been replaced with motion-sensor dispensers

strategy were manifold, but at the centre were two key issues – the need to match spectators' increasing expectations of seeing green initiatives in practice and cutting the burgeoning energy costs.

Since its launch, the green initiative has resulted in more than 850 tons of waste being diverted through recycling and composting; saved more than 1,100 tons of greenhouse gas emissions; offset enough electricity to power 600 homes for one year; recycled almost 1.5 million plastic bottles; and delivered a campaign to reduce private transport so that most of the fans now arrive using public transport.

USTA has increased and diversified its green initiatives each year since 2008 and this year the governing body came up with a record number of new schemes. Among the fresh projects were the creation of a compost from waste collected in 2012, which was used to feed plants at the 2013 tournament. There were also measures to influence fan behaviour. Working together with the Natural Resources Defense Council (NRDC), USTA put together a 30-second public service announcement entitled "Impact" – broadcast regularly during the event – encouraging fans to reduce their paper, water, and energy use in order to lessen the collective impact on the environment.

## WORKING TOGETHER

As well as the partnership with the NRDC, USTA has teamed up with other organisations as part of its green strategy. In 2012, it joined the Green Sports Alliance, an organisation of



◀ Rafael Nadal, winner of the 2013 US Open, at the USTA Billie Jean King National Tennis Center in New York City

“

**SPORTS ARE HUGE INFLUENTIAL AND CAN PLAY A SIGNIFICANT ROLE IN CAUSING A 'GREEN' RIPPLE EFFECT, ENCOURAGING INDUSTRIES AND CONSUMERS TO IMPROVE THE CHOICES THEY MAKE EVERY DAY**

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sports teams, venues and leagues aimed at enhancing the environmental evolution of professional and collegiate sports. That co-operation led to the US Open becoming a part of the third annual Green Sports Alliances Summit held in New York. The summit saw 500 industry professionals, all with roles in sustainability, visit the US Open. The USTA also hosted delegates for a behind-the-scenes tour of its work to lessen the event's impact on the environment.

Gordon Smith, USTA executive director and chief operating officer, said: "Our commitment to reducing the environmental impact is an important endeavor and we are continually seeking ways to enhance our greening efforts. With the comprehensive ecological programme we've established at the US Open, we hope to foster environmental progress and inspire fans to create a positive change."

▲ The Billie Jean King National Tennis Centre in Flushing Meadows has hosted the US Open event each year since 1978

The tennis legend whose name the stadium carries is an enthusiastic supporter of the Green Initiative. "To solve the serious environmental problems facing our planet, we need to shift our culture toward more sustainable practices," Billie Jean King says.

"Sports are hugely influential and can play a significant role in causing a 'green' ripple effect of enormous proportions, encouraging industries and consumers alike to improve the choices they make every day. I'm proud to have helped launch the greening of the US Open and the USTA Billie Jean King National Tennis Center with NRDC and I applaud they work they are doing to green professional sports."

## RECYCLING & COMPOSTING



USTA introduced a number of new green initiatives to influence fan behaviour

- There are fan waste recycling programmes in place with recycling and compost receptacles throughout the USTA Billie Jean King National Tennis Center.
- All tennis balls used during the matches and player practices are collected to reuse in USTA tennis programmes and donated to various community and youth organisations throughout the US.
- From the kitchens at the US Open, more than 12,000 gallons of food grease will be converted into biodiesel fuel.
- More than 180 tons of food and compostable plates, utensils and napkins will be collected to be turned into compost for landscape and farming uses.



All US Open balls will be donated to clubs



Rugby league is the more popular code of rugby in places such as Australia, but the sport is still considered to be playing second fiddle to rugby union in the UK. That could change following a successful World Cup this year and plans to grow the sport's grassroots

# IN A LEAGUE OF ITS OWN

**T**he year 2013 has been a big one for rugby league in England. The World Cup, the sport's premier event, returned to these shores for the first time since 2000. As the tournament – co-hosted by England, France, Ireland and Wales – is part of the UK's "Golden Decade of Sport", it received unprecedented media attention. England's games were shown live on BBC and viewing figures were phenomenal with 2.3m tuning in to see England's semi-final loss to New Zealand.

Ticket sales were encouraging too, with nearly 500,000 tickets being sold for the 28 games which were played across 21 venues (15 in England, three in Wales, two in France and one in Ireland). The 74,468 crowd for the final at Old Trafford was the largest ever for a rugby league international. Perhaps more tellingly, 10,000 tickets were sold for a game at Leigh between minnows Tonga and the Cook Islands – proof that the sport

captured the public's imagination. There was success on the pitch too; England came within 20 seconds of reaching the final, playing a brand of rugby which was a genuine advert for the game, especially for those unfamiliar with the pace and power of rugby league.

Brian Barwick, chair of the Rugby Football League (RFL), said the tournament was a success both commercially and due to the effect it had on improving the sport's profile. "The World Cup exceeded our expectations in terms of people going to games and the media interest it received," he said. "I think it's partly the legacy of the London 2012 Olympic Games – people have got into the habit of going to events."

## BUILDING ON SUCCESS

RFL director of participation, David Gent, predicts that the World Cup will leave a lasting legacy which will see more people playing rugby league more often than

ever before. The 14-nation tournament in October and November coincided with the ending of the season for grassroots rugby. This year, 2013, was only the second season that the amateur and youth leagues were run predominantly as a summer sport, following a decision by the RFL to change from a winter sport in 2011. Gent expects the timing of the tournament to enhance the effect it will have on participation.

"2013 will be massive for the sport at grassroots level and we hope that the World Cup will inspire the next generation of rugby league players," he says. "The build up to the World Cup during the summer bode well for the sport's second March to November season. Everyone learnt a lot from the first summer season (in 2012) and we're confident that this season we will have seen even more people playing rugby." Matt Birkett, head of community game programmes, adds that the tournament

The RFL's programmes include those designed for primary school children





England's World Cup games were shown live, with 2.3m viewers tuning into see the semi-final against New Zealand

was a great vehicle to introduce the game to the masses. "We had large numbers of people attending the World Cup games who'd never been to a rugby league game before," he said. "I believe around 60 per cent of tickets were bought by people who hadn't purchased a ticket from the RFL before.

"In terms of the wider opportunities, there are obviously participating opportunities threaded within having increased the profile of the game – and the inspiration of watching a game.

"Let's also not forget the commercial side of things; encouraging commercial partners to the game through an international tournament and then hopefully being able to build on those relationships – whether that's within the professional sport or indeed with grassroots sport – in terms of their engagement and competition."

### GET THEM PLAYING

According to Sport England's Active People Survey (ASP), there were 51,100 people playing rugby league at least once a week during the year to October 2012. The figure made it the 24th most popular sport played in England – somewhat behind rugby union, which was 13th on the list with 183,000 regular players. A quick study of the ASP figures reveals there was a decline in rugby league participation since ASP 2 (October 2008), when 82,000 people were playing the sport on a regular basis.

The decline, however, has been stemmed over the past 18 months, partly thanks to a comprehensive consultation process which the RFL



## IT'S CRITICAL FOR US TO MAINTAIN CLUBS IN THE MORE NON-TRADITIONAL AREAS IN THE SOUTH OF ENGLAND

conducted with its stakeholders – led by interim chair Maurice Watkins. The findings of the *Watkins Review of Rugby League Governance* were published in July 2012 and among the report's recommendations was a call for further investigation to be made into the appropriate level of RFL support for clubs, youth development and player production systems.

Currently, all RFL's grassroots projects designed to increase participation are divided into seven different programme areas – touch and tag rugby; community clubs; competitions and leagues; primary rugby league (all rugby taking place under the age of 11); secondary schools; colleges; and universities. Within each

programme area there are individual products, services and intervention initiatives to increase participation.

One of the recent campaigns, launched during the World Cup to maximise its reach, is the Play Touch Rugby League initiative, which sits within the "touch and tag" group of RFL programmes. Designed for people over the age of 14, the format is based on a minimal contact version of the sport and is marketed as a fast, skilful, action-packed activity played in a fun and social atmosphere. According to Gent, the idea is to make it attractive to those who have never played the sport of rugby before – and to attract new operators wanting to add rugby to their range of activities.

## HISTORY OF RUGBY LEAGUE

The two codes of rugby were born out of a disagreement, in the 1890s, over whether players should be paid compensation for missing work for match commitments. The clubs in favour of paying players – all in the north of England – formed the Northern Rugby Football Union (NRFU) in 1895. The move eventually led to the NRFU clubs severing their ties with the London-based Rugby Football Union (RFU),

which was determined to run rugby as an amateur sport. Initially the NRFU continued to play under existing RFU laws, but over time made changes to the rules which today means that a game of rugby league is played at a quicker pace with fewer disruptions than rugby union. One of the major changes was made in 1907 when the number of players in a rugby league team was changed from 15 to 13.



The latest Sport England figures show that 55,700 people play rugby league on a regular basis

▶ “With touch rugby we’re hoping to attract delivery partners from outside our immediate rugby league community,” he said. “The game can be played both indoors and outdoors in an area about the size of a five-a-side football pitch. Leisure centres with sports halls or artificial turf pitches are ideal venues. The pilot programmes have been extremely successful, with venues regularly attracting 150 players on a weekly basis.”

All Play Touch Rugby League activities are delivered on a licence basis, and according to Birkett, the scheme has been well received, having already reached its target of 50 venues.

“We hold the license for the brand and sell them to a wide range of partners,” Birkett says. “These include professional clubs, community clubs, colleges and universities and we’ve also signed a deal with five-a-side football operator Powerleague, which will see ‘Play Touch Rugby League’ programmes delivered at 22 of its facilities across England. The licences provide quite a significant amount of central support, so the delivery partners are given an opportunity to generate income from touch rugby.”

The RFL is also working hard to introduce the sport to younger children. It recently launched a primary

school rugby league campaign which it developed in partnership with the Youth Sport Trust (YST) and a number of other national governing bodies. It is based on YST’s Start to Move programme – ensuring best practice in child development and physical literacy. The scheme covers years one to six, although the earlier years are delivered as multi-sport programmes and rugby league-specific activities aren’t introduced fully until year five.

Looking ahead, the RFL has set itself ambitious participation targets. From the base figure of 51,100 in 2012, it aims to increase the number of regular players (those who play at least once a week) to 56,100 by October 2014 and to 66,100 by October 2017. It’s well on its way – the October 2013 APS figures show that 53,500 are now playing the sport.

### FACILITIES

There are around 350 community rugby league clubs in England, with another 100+ clubs and teams run by universities, colleges, schools and the armed forces. While the majority of clubs are based in the north of England, the RFL is keen to grow the sport in the south – where rugby union is the more dominant code.

Dan Steel, RFL’s national club manager,

says: “Most of our clubs are in the north, but it’s critical for us to sustain clubs in the more non-traditional areas. The number of clubs in the north east, London and the Midlands has grown significantly over the last four years and it will be vital for our sport to continue to grow in these areas.”

The growth of any sport will be greatly helped by easy access to maintained, safe facilities. RFL’s Community Facilities Strategy focuses on a number of key issues – with improving existing pitches a priority. According to Carol Doran, RFL’s national facilities manager, there is room for improvement when it comes to community facilities and pitches.

“Many rugby league pitches are in a poor condition which impacts on their playing capacity,” she says. “A good quality pitch can accommodate around three matches a week, while a poor quality only one. With a limited capital budget we don’t have the option of building lots of new clubhouses.

“We are, however, working with Sport England on the design of a modular facility which will be a more affordable option. So we’re focusing most of the investment into improving the quality and capacity of existing pitches rather than identifying new ones.” ●

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# Getting into sport

Sports trusts across the country are introducing innovative programmes in order to increase participation. We look at a selection of initiatives that look to attract two key groups – young people and those who have to overcome physical barriers to take part in sport

## Soundball tennis aids visually impaired

### ORGANISATION

Aquaterra Leisure

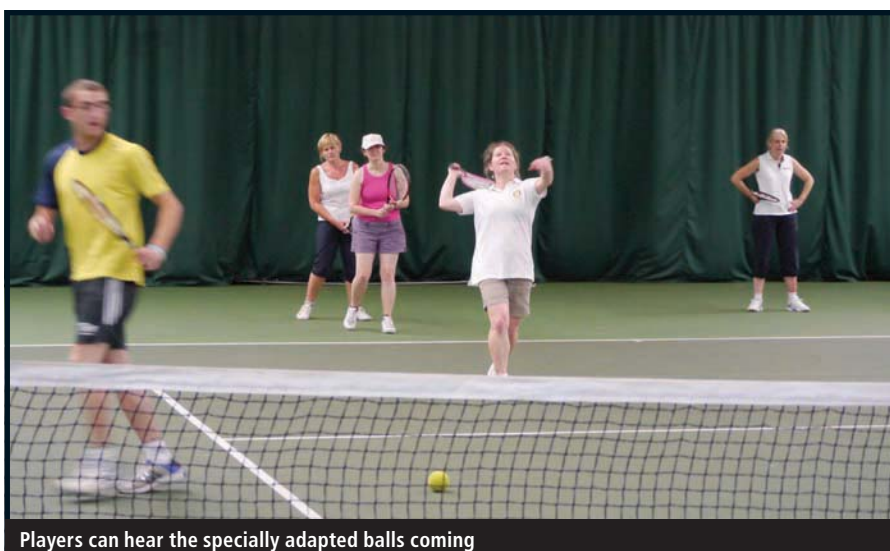
### PROJECT

Soundball Tennis

Players with visual impairments are benefiting from an association between Metro Blind Sport, a London-based sports and social club for blind and partially sighted people, and the Islington Tennis Centre, where sessions use specially adapted soundballs allowing players to hear the ball.

The two-hour soundball tennis sessions are held on Fridays for advanced players who can rally, and Sundays for beginners and people who are totally blind, where volunteers, as well as the tennis coach, are on-hand to support the players. The standard rules of tennis apply with just a few modifications: if you're totally blind, you're allowed three bounces; and if partially sighted you're allowed two.

The sessions are funded by Sport Islington, which distributes Islington Council and SportsAid funding each year to support local sports clubs and help young sports people develop within their chosen sports. Islington Tennis Centre,



Players can hear the specially adapted balls coming

“I was left in no doubt that this is a game to be enjoyed across all abilities and levels. Being visually impaired doesn't have to be a barrier to a healthier lifestyle”

which is managed by leisure operator and registered charity Aquaterra, first ran soundball tennis in 2011, but its popularity led to the programming of regular weekly sessions.

“I'd been keen to try out adapted tennis to fully appreciate how the game and its equipment feel. The answer is: brilliant!” says Ian Francis, sports development officer at Metro Blind Sport. “After two hours of competitive matches, a few drills, coaching tips and plenty of friendly banter, I was left in no doubt that this is a game to be enjoyed across all abilities and levels.

“Being visually impaired doesn't have to be a barrier to a healthier lifestyle. Regular coaching encourages players to

develop their game, and the facilities allow all ages and abilities to take part.”

Raising the profile of the activity is bringing results. Islington Tennis Centre hosted a regional LTA one-day visually impaired tennis camp in September, supported by Metro Blind, and is also hosting a junior taster session for soundball tennis in November.

Metro Blind Sport was recently named Sport Islington organisation of the year at the Sport Islington and Islington School Sport Partnership awards. Sport Islington chair Michael MacNeill says: “It was heartwarming to see Metro Blind Sport win, particularly as it's their 40th year and one year on from the success of the Paralympics.”



Volunteers are on-hand to support the players

# Youth action

## ORGANISATION

Live Active Leisure

## PROJECT

Active Energy scheme



A flashmob marked the launch of the youth membership

**L**ive Active Leisure (LAL) launched its new Active Energy membership for 12- to 15-year-olds with a flashmob in Perth City Centre in May.

The flashmob, which saw Perth and Kinross Youth Legacy Ambassadors lead an aerobics session, was the culmination of a two-year research project with local youngsters into how LAL should deliver leisure for its young residents.

Perth and Kinross Youth Council approached LAL early in 2011, having identified a number of key areas where they believed they could make a significant impact on young people's lives – one being physical activity.

After attending Youth Council meetings, LAL's marketing team and youth councillors, along with their Youth Council worker, had the idea for

a summer of mystery visits around LAL-operated venues to establish young people's thoughts on how accessible the products, services and venues were. They also carried out mystery phone calls and used the LAL website to find out about activities.

After a summer of mystery visits, the Youth Council members fed back their findings, making key observations on how the services could be improved, as well as identifying the next stage: using a questionnaire to ask young people how they wanted LAL to deliver their leisure.

Over 250 young people aged 12 to 17 years responded to the questionnaire, with the findings showing that:

Females are less likely to exercise outside of PE lessons: only 41 per cent of females exercised at least four times a

week, compared to 61 per cent of males

Females are more likely to exercise in a school/campus environment and males slightly more likely to use a sports centre

The fitness gym was equally popular with males and females, but classes and swimming proved more popular for females, and team sports for males

Younger people are likely to want to exercise with their peers, whereas older respondents were less likely to do this

As a result, LAL launched its Active Energy membership for 12- to 15-year-olds – at 30 per cent cheaper than the previous membership – with unlimited swimming, sports hall activity, access to some adult fitness classes, all Active Energy fitness classes, and access to gyms with an adult or to a supervised Active Energy session.

# Breaking barriers

## ORGANISATION

Inverness Leisure

## PROJECT

Helping children with autism

**I**nverness Leisure has launched a free Swim Access Scheme for families affected by autism, thought to be the first of its kind in the UK.

In partnership with the National Autistic Society Scotland, Inverness Leisure developed an illustrated booklet for parents and carers detailing the various experiences and sensations they might come across at a swimming pool.

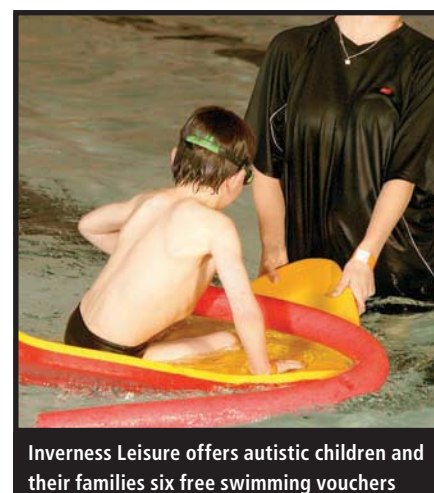
The scheme was created after CEO James Martin was approached by a customer with an autistic child. "They had experienced difficulty and expense

bringing their son to the pool," he says. "They had to leave almost as soon as they got in the water, as the experience was too stressful for their child.

"Our coaching and instruction staff had been trained by the National Autistic Society (NAS), and by Highland Council's outreach team on working with children on the autistic spectrum, so we had a good understanding of the needs of children with autism. We decided to do something about the situation our customer described, creating a scheme that would offer families the chance to prepare themselves to come swimming."

In addition to the booklet, each family is also provided with six free family swim vouchers, allowing them to 'acclimatise' themselves with swimming at Inverness Leisure pools.

"Swimming is a life-skill, and it's important that everyone has access



Inverness Leisure offers autistic children and their families six free swimming vouchers

to water in order to build their understanding and confidence," adds Martin. "The scheme also has the additional benefit of introducing children on the autistic spectrum to a very family-based activity, giving them the opportunity to improve their social development skills as well."

## ► Transforming lives

### ORGANISATION

**Impulse Leisure**

### PROJECT

**Short Breaks**

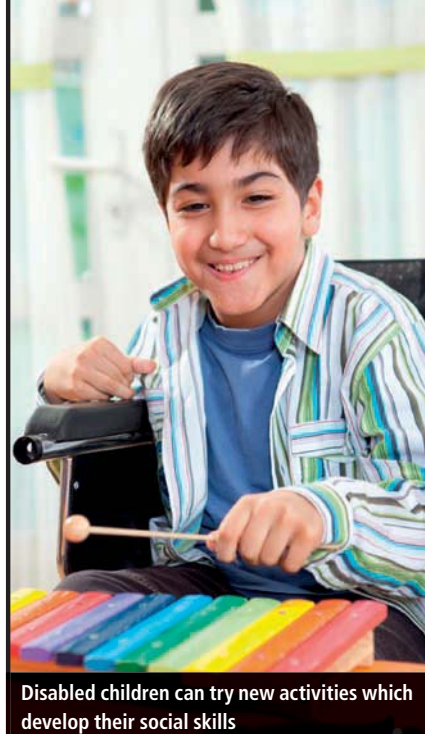
**I**mpulse Leisure's Short Breaks initiative has been running across its three West Sussex sites for three years. The scheme, for disabled children and their families, gives kids a chance to try new activities – from trampolining to aqua therapy, table tennis to football and multi-sports sessions – while parents have some well-deserved time off.

Ten-year-old Joseph Greaves is just one child who's benefited from the scheme. He has classic autism, sensory processing disorder, hyper-mobility and chronic bowel disorder, and has been attending sessions including football, gymnastics, tennis, cricket, basketball and dance.

The multi-sports sessions have helped make Joseph aware that others may not play the same as him, and he's learning to accept rules and understand why they are there. His social skills have also improved, along with his listening and turn-taking skills, running ability and hand-eye co-ordination. He's more confident, more body aware and more aware of other people. He's now learning to tap dance, which is having a positive effect on his hyper-mobility disorder.

In the past, Joseph could become extremely angry over something that had happened, but this has become less so as his verbal skills have grown and he's become more confident that the staff, who tailor sessions around his interests, are there to help him.

Short Breaks funding – part of the government's Aiming High for Disabled Children programme, designed to transform services for children and young people with disabilities and their families



Disabled children can try new activities which develop their social skills

– has enabled Impulse Leisure to increase levels of participation by offering low-cost sessions and activities.

Impulse Leisure received the first batch of funding in 2011, which financed two Fun Days at its Lancing Manor and Southwick sites, and a Fun Day and After School Clubs at Chanctonbury Sport & Leisure, giving the trust valuable insight into what children and young people with disabilities wanted.

## Personal development

### ORGANISATION

**Valley Leisure**

### PROJECT

**Explore Outdoor**

**V**alley Leisure's outdoor adventure activity programme, Explore Outdoor, enables eight- to 14-year-olds to participate in instructor-led activities such as canoeing, archery, climbing, bushcraft, and orienteering to develop map skills.

Valley Leisure has worked with over 50 community and school-based groups in the last two years to deliver their 'learning outside the classroom' curriculum – a personal development curriculum that supports the government's Learning Outside the Classroom initiative, designed to ensure that every young person experiences the world beyond the classroom as part of learning and development.

Recent developments from Valley Leisure include a three-day camping residential for 70 local secondary school children, and termly Year 5 primary school Adventure Days, which throughout the year build on skills such as teamwork and communication.

"Ofsted's review into outdoor learning found that the majority of schools offering outdoor learning

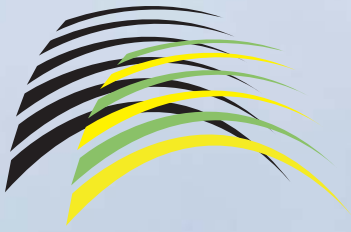


The outdoor activities help build key life skills

adventure experiences were as a five-day residential trip for Year 6 pupils," says James Blyth, Valley Leisure's assistant manager for sport and activity development. "Ofsted found the more exposure to adventure activities young people have, the more they get out of the five-day trip. We're therefore not competing with trips, but rather offering an opportunity to complement and develop skills on a more frequent basis."

Research in the Test Valley area had shown that one of the reasons schools didn't regularly visit leisure facilities was because of the costs involved, not only for the activity but for transportation too. Valley Leisure therefore boosted the success of Explore Outdoor by purchasing a mobile climbing wall, Land Rover, 10 Canadian Canoes, mobile archery solution and other equipment.

Explore Outdoor now delivers tailored sessions to special needs schools, scout groups, local rehabilitation services, NEET groups, Pupil Referral Units and local events in Test Valley.



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Kate Cracknell talks to professors Alfredo Brillembourg and Hubert Klumpner of Urban-Think Tank, the team behind the revolutionary Vertical Gym concept



Hubert Klumpner (left) and Alfredo Brillembourg (right) of U-TT



# THE ONLY WAY IS UP

## **Q** What sort of company is Urban-Think Tank (U-TT)?

U-TT is an interdisciplinary design practice dedicated to high-level research and design in architecture and urbanism. It's partnered with ETH Zurich, the university where we both lecture on architecture and urban design.

The point of departure for our research is architecture's failure to define informal urban settlements (shantytowns) and their effects on the city. Our current research and our work over the past decade aim to increase understanding of the informal city from three perspectives.

Firstly, from a humanitarian standpoint, urban shantytowns are wracked with problems, not least of which are poverty and a lack of support from professionals. Secondly, there's the

theoretical standpoint. What defines an urban environment? Who are the actors at work in determining what draws people to urban areas? What are the different sectors within a city and which demographics have settled in each? All of these are questions we ask ourselves before engaging with projects on the ground.

Finally, from a design standpoint, informality allows for innovation: while there are set rules governing much of the formal realm of design, there's no such rulebook in the informal sector.

We operate under an experimental research and teaching methodology which rethinks the former physical limitations of contemporary architecture, shifting the emphasis from form-driven to purpose-orientated social architecture. We aim to merge the methodologies

and the expertise of previously separated fields with the ultimate goal of improved urbanism: politics, design, research, education, NGOs, community leaders, international finance groups. These actors are all at play within the city and have a hand in its successes or its failings, and we seek to integrate them all the way through the decision-making process.

## **Q** What sort of projects does U-TT get involved with?

We close ourselves off to nothing. That said, we specialise in designs particularly for urban slums. Our most extensive work has been focused in Latin America, but we also have projects in the US, Netherlands, Trinidad and Tobago, and have several Europe-based projects in the pipeline.



The Vertical Gym is a kit model adaptable to many environments

We focus on slums because informal communities are where we're seeing the most rapid urban growth at the moment. Mega-cities like Athens are shrinking as people flock to mid-sized cities. These mid-sized cities are ill-prepared for such surges in population, and as a result informal communities spring up which are easily expandable. If these are the current and future sites of growth and urbanism, we want to be right there in the throes of it all.

Along with a clear and pressing need for urban design, these areas tend to be swept under the rug by those who have the tools to bring about the most change for good. There's plenty of research being done and policy being created for the formal sectors, but as the formal city shrinks and the informal balloons, we can't ignore the call for a

shift of interest. We hope researchers and developers see our work and are inspired to follow us into the informal city, working to blur the dividing lines between the 'haves' and the 'have-nots'.

### **Q One of your concepts is the Vertical Gym. What is this?**

The Vertical Gym (Gimnasio Vertical) is a replicable prototype – a kit of parts which can be assembled in custom contexts and modified to fit different programming, financial and ecological demands. It consists of three floors and a rooftop court and provides an extremely efficient variety of spaces for different recreational activities.

We came up with the idea when we were both studying at Columbia University in New York City. The university gym was built underground, going down

through several floors to make an efficient use of space in the dense urban environment. Vertical Gym takes this thinking and adapts it for the informal sector, using a frame and a set of materials which are feasible for lower-cost, informal sector construction.

Our pilot Vertical Gym opened in 2004 in Barrio La Cruz, Caracas, Venezuela. It transformed the site of a former makeshift soccer field into a fitness complex with a total floorspace of 1,000sq m, offering basketball courts, a dance studio, weights, a running track, a rock-climbing wall and an open-air soccer field.

The former training ground was located at street level and due to the densely built surroundings could not expand outwards. The solution was to build upwards. The first of its kind, this Vertical ➔



There are currently four Vertical Gyms in Venezuela, either complete or under construction, including the site in Chacao (above and right)



➔ Gymnasium now bustles with activity day and night and currently welcomes an average of 15,000 visitors a month. We've been particularly happy to find out that it's helped lower the crime rate in this barrio by more than 30 per cent since its inauguration.

All of our Vertical Gyms are non-profit entities. That said, the cost to users varies depending on the municipality in charge of the complex. In the case of our Barrio La Cruz pilot, use of the soccer complex is completely free and there's a very low membership fee for use of the gym equipment on the upper floors. All costs bring in revenue to the body running the complex, but not to the extent of running a profit.

### **Q What does it cost to build a Vertical Gym?**

The gym itself is a highly adaptable prototype which can be easily replicated and altered for the needs of the locale or the client. One of our prototypes features a steel frame, while another uses both steel and concrete. Choice of materials will alter costs a bit, but excluding the cost of land, building each gym has so far come in at about US\$2m.

The gyms we've constructed in South America have been financed by a combination of private investment and city mayors. These sites function primarily to serve low-income communities and provide public space, so they don't directly generate profit from the end users.

That's not to say the design couldn't cater for a different crowd and generate high returns. A high-end version could easily be retrofitted into New York's Upper East Side, for example. The model is malleable to the desires of the client.

### **Q How did you engage the inhabitants of Barrio La Cruz**

Little persuasion was needed. These

people want to play football, to release the day's tension by going for a run, to impress their girlfriends with their muscle definition. They want what any formal community wants. If you build a gym in the formal sector with next to no barriers to entry, you don't have to beg people to use the facilities.

However, the key to maximising use of the facility is to engage in community involvement from the beginning of the design process. We were on the ground asking residents of the barrio exactly what they wanted and what their neighbours needed most. This practice gives the community a stake in the construction and design of the structure. As a result, they own a piece of its success as well as its condition in the future. A sense of collective ownership and responsibility is very much a part of the positive benefits – such as the reduced crime rates – and high frequency use that we've seen with our Caracas gym.

### **Q Are there any other Vertical Gyms yet?**

There are four Vertical Gyms in Venezuela, either complete or under construction. We also have a proposal for one in Amman, Jordan, as well as New York City. They all differ slightly: some incorporate a swimming pool, while others are attached to larger infrastructure such as Metro Cable stations. The variations are based on the needs of the community, or what municipal bodies financing the projects deem most useful for their districts.

### **Q What are the biggest challenges when creating a Vertical Gym?**

When working with municipalities, there's regular turnover of people involved in a project. What one mayor might prioritise, his/her successor may

not and a project gets put on the backburner. We haven't had to face this situation too frequently. Nonetheless, politics tends to be a big challenge in urban developments around the world.

### **Q How can cities become healthier places to live, work and play?**

The problem of inactivity is so heavily concentrated in cities. We believe encouraging people to live more active lives comes down to two things: convenience and enjoyment.

People often make the less active decision – driving to work rather than biking, for example – simply because it's more convenient. If we make active choices just as convenient for urban dwellers, if not more convenient, we believe they'll make the healthier choice.

Additionally, no-one dislikes having fun! Designers should try and incorporate as many elements for fun into everyday active design as possible. If you could take a series of slides and stairs from your office to your home, high above the busy city streets, your inner child would not be able to resist and you would make the more active decision – not that we're proposing such a mode of mass transit infrastructure, but you see our point.

### **Q Do you have plans to further evolve the vertical model?**

Right now we're particularly interested in adaptable social housing. We're looking at options for retrofitting existing infrastructure, such as multi-storey car parks, with modular design tools to incorporate aspects of city-living – dry cleaners, housing, parks, dining – into a single vertical structure. We're experimenting with the possibilities that present themselves when you take the street and its functions into the sky. ●

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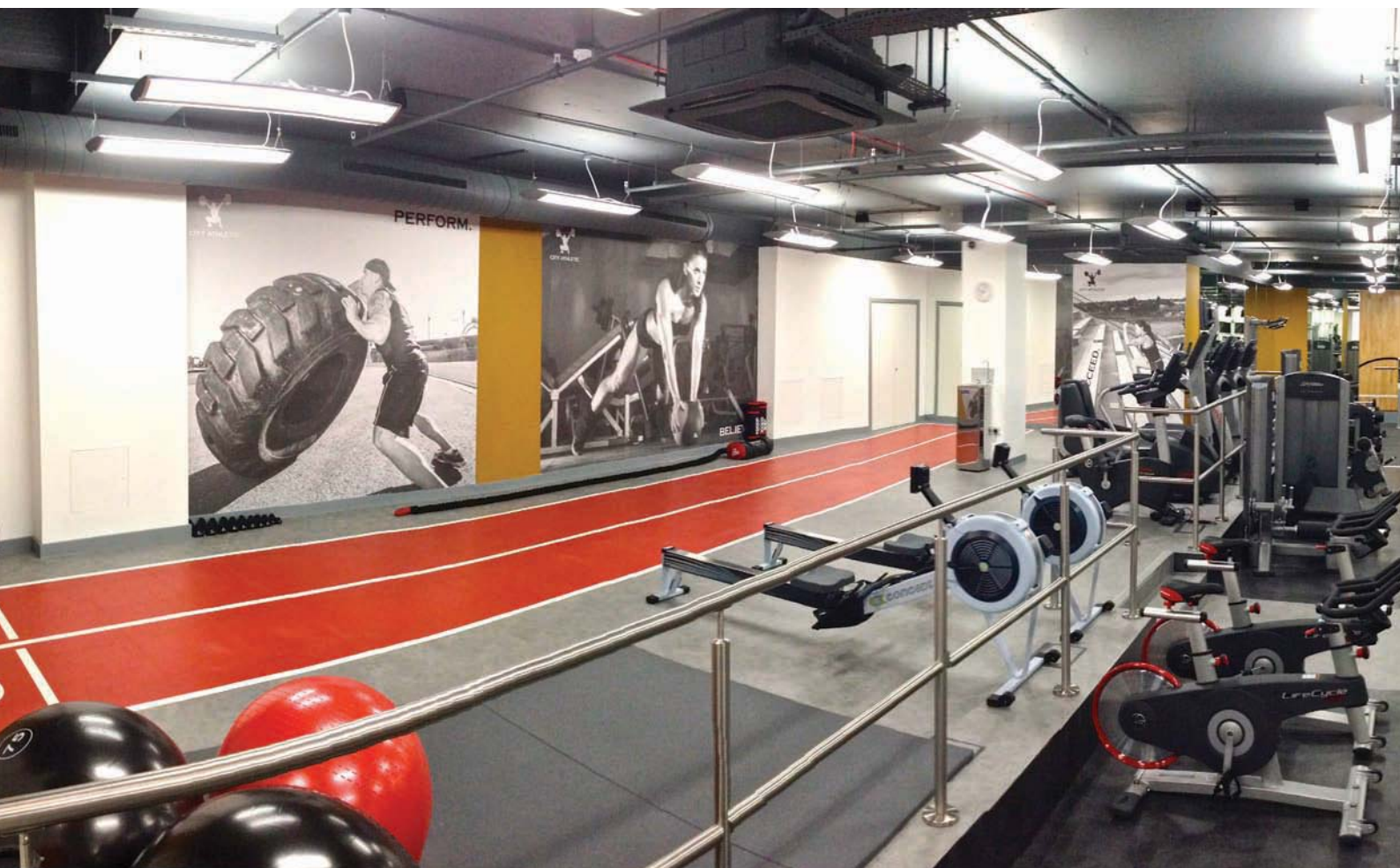
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Office workers in central London who would jump at the chance of using their lunch breaks to train like a professional athlete are in luck. For they are the target members of City Athletic, a new premium sport and fitness club located between Bank and St Paul's.

Launched in December 2012 with a mission to make sports conditioning achievable for all, the 465sq m (5,000sq ft), open-plan strength and conditioning gym is dedicated to helping members achieve professional-standard results. Its owners say the approach has proved a great way to differentiate the club from its competition and hit a passion point for its target audience: working men and women aged 22 to 55 years old.

The club was five years in the making – an ambition and dream of its business partners, former cricketer Ben Claypole and fitness world champion Shaun Stafford. Having worked together as personal trainers for more than 15 years at a large gym chain – they decline to name the brand – they say they shared similar frustrations when it came to the choice of equipment available to members and the service offered.

# TRAIN LIKE A CHAMPION

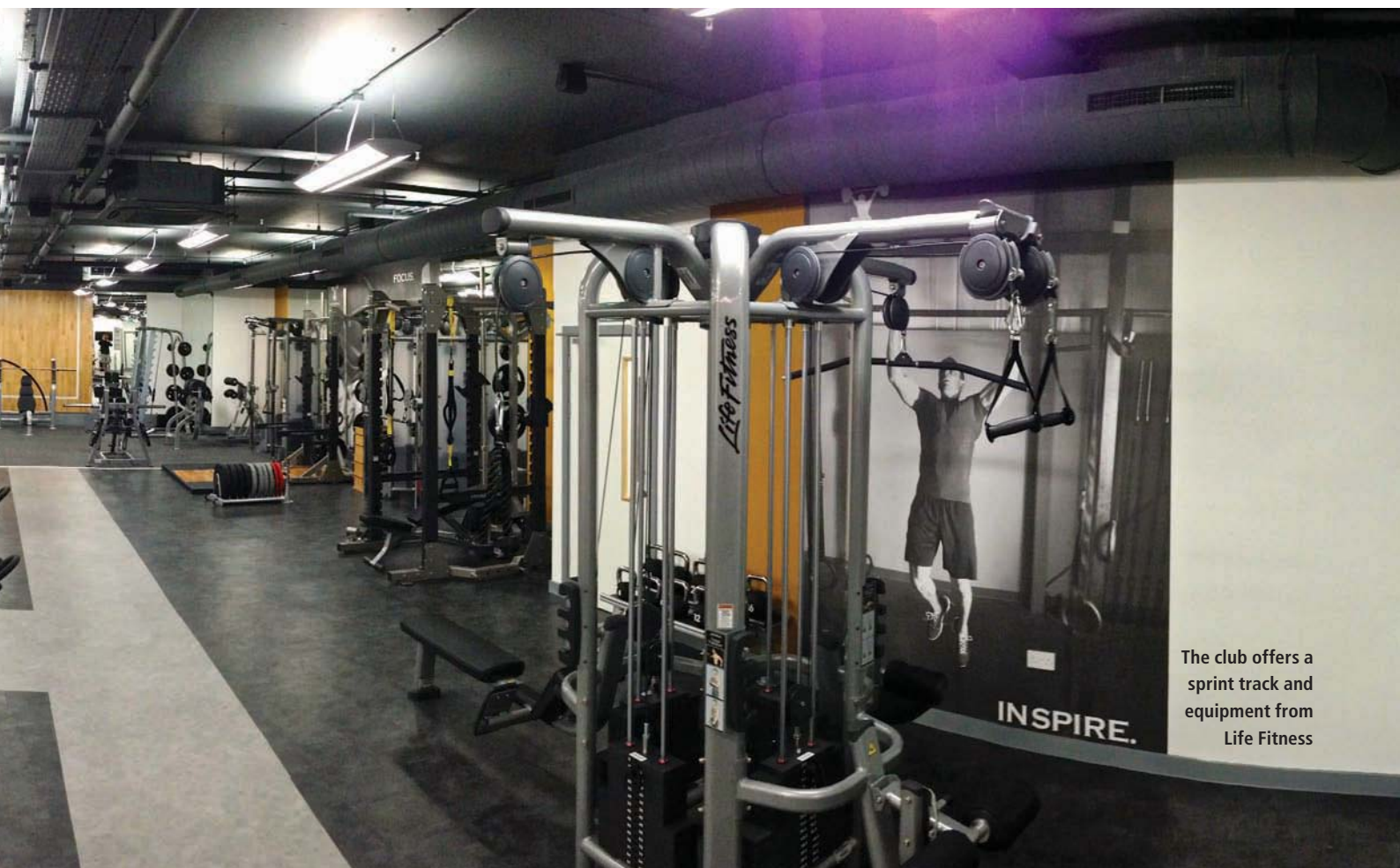
Nicole Hearn pays a visit to London-based City Athletic, which offers City workers the opportunity to train like elite athletes

"Our pre-opening research showed that members of conventional gyms didn't feel they were provided with enough support and that the service was lacklustre," explains Claypole. "This inspired us to focus our efforts on creating a medium-sized gym which bridged the gap between a PT studio and a

super-gym. We wanted to offer our clients a really personal, bespoke service that delivered 'more bang for their buck' and better results for the individual."

## A SPORTING DESTINATION

Together with running shoe and clothing retailer Sweatshop, City Athletic had the



The club offers a sprint track and equipment from Life Fitness

idea of joining together with complementary businesses to create a full and unique experience for members. This resulted in the creation of Trump Street, an immersive training space which spans three floors and includes the City Athletic gym in the basement, with The Running School (a complete technical support unit for runners), The Altitude Centre (for specialist hypoxic training), Perfect Balance (an elite rehab clinic) and the Sweatshop on the other floors.

Each company recognises that, in the same building, they have some of the best qualified, most experienced professionals in their given area, and regular meetings ensure all teams are fully briefed on new starters and updates within Trump Street. The aim is to identify what's most important for each member and cross-refer to get the very best results for that individual.

"The idea was to create a fitness destination that people could use to take their specialist training to the next level," enthuses Claypole. "Whether the user is new to sport or a seasoned triathlete, we believe they should have access to the same elite services and products usually saved for professionals."

**Strong is the new skinny – consumers want to be fitter, faster and stronger**

#### STRENGTH AND CONDITIONING

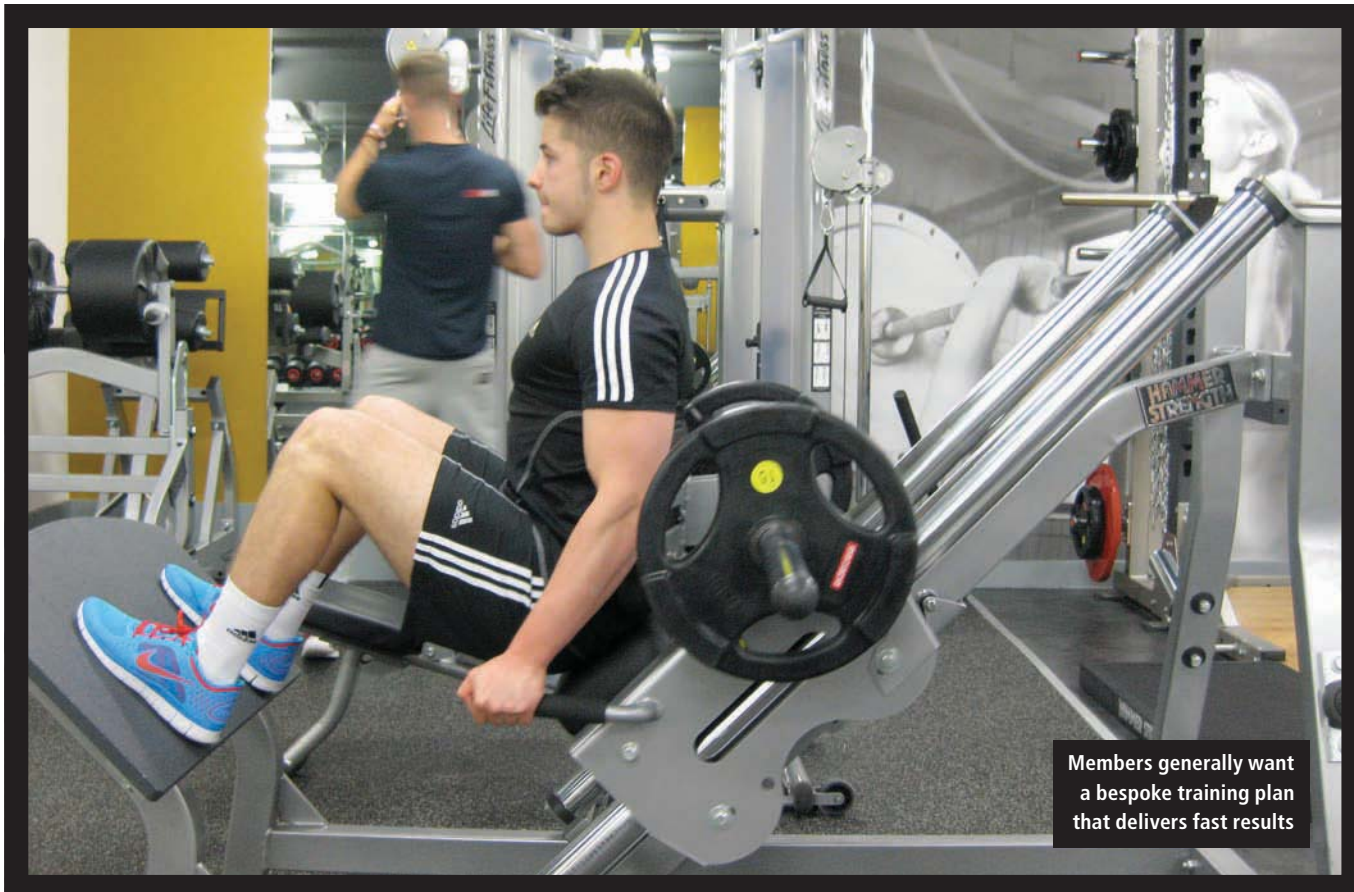
From the outset, Claypole and Stafford wanted to focus on strength and conditioning to deliver the fast, high impact results they knew would appeal to their ambitious City executive target audience. Alongside unique features such as a two-lane sprint track, the gym floor houses the very latest Life Fitness equipment including Elevation Series CV, Lifecycle GX bikes, rowers and Integrity Stairclimber. Meanwhile, for strength training, Hammer Strength HD Elite, custom-built power racks and lifting platforms are on offer, alongside a full complement of fixed and free weights including Life Fitness Signature Series equipment and a Cable Motion DAP.

Nick Mennell, EMEA education & global journey manager at Life Fitness, comments: "City Athletic is one of the warehouse-style strength and conditioning gyms that are rapidly on the rise. They are part of a new wave of unconventional gym models that are coming onto the market."

"Strong is the new skinny – consumers want to be fitter, faster and stronger – and strength and conditioning gyms provide the perfect way to do this. They give the everyday consumer the chance to discover their inner warrior and achieve incredible results. City Athletic allows members to undertake sports-specific training, which isn't always easy in a conventional gym when you're fighting for a piece of equipment."

Monthly packages at City Athletic start at £75 off-peak, going up to £110 for a full membership. "Our membership capacity is purposely capped at 400 to ensure members are given enough space to work out, and that they get personal service. In fact, we believe our gym has the greatest square foot of space per member of any fitness centre in the City," says Claypole.

He continues: "There are many



Members generally want a bespoke training plan that delivers fast results

- different reasons why people train at clubs like City Athletic. Some want a life-style change, some want to change their body shape and others will be training for particular sporting events and charity challenges. But what members have in common is that they want a training programme that's bespoke to them and that delivers specific results fast. They want to train among like-minded people who are as focused as them and who want to achieve similar end goals."

### FOCUSED TRAINING

Alongside members who want to train like a professional, City Athletic has also attracted a number of actual professional sports people to its facility. These include Fulham Football Club, former boxing heavyweight champion David Haye, national championship parkour runners, Division One footballers, cricketer Nick Compton and a number of West Ham and Brighton football players.

"These professional sports men and women often have their own training programmes written by their team coaches and trainers, but come to City Athletic to use the top-end facilities and equipment they don't usually get in London," says Claypole. "They also interact with our PTs to exchange ideas on high performance training.

**The short-term goal for City Athletic is to create a thriving business model that is financially stable**

"In the meantime, the club's PTs and fitness staff are able to encourage the 'normal member' to train correctly, which is the main thing. The intensity, alongside the advice and motivation on offer, is what sets us apart from standard health club training. Members are educated to understand how and why athletes train like this and the results speak for themselves."

Members have the choice of training in three ways: one-to-one bespoke PT sessions, independent training, or semi-private group sessions. The latter is included in the membership and caters for a maximum of six members to guarantee personal service, with sessions covering strength-focused fat loss, core and stability work and Broga – a dynamic form of yoga aimed at men. To help keep things fresh and aid

motivation, Claypole and Stafford also create 30- to 45-minute 'workout of the day' programmes, as well as setting monthly challenges.

All new starters are given an in-depth assessment with a PT, during which goals and aims are agreed, resulting in a bespoke workout plan and timescale in which to achieve the results, along with nutritional advice. Goals might vary from losing weight and changing the shape of their body to scratch training for a competition or event.

"Around 50 per cent of members will be training for a particular event at any given time, but trainers encourage all of their clients to aim towards something they can compete or participate in. We believe this will drive a member forward," says Claypole.

Although there are no sports-specific group training sessions, PTs will tailor any private sessions towards customers' specific needs for their event. Around 70 per cent of members invest in PT, at a cost of £60–80 an hour.

But even if they're training independently, members can expect some input from the in-house professionals. "The gym is deliberately spacious and open-plan with nowhere to hide; if someone is training incorrectly, a PT can see and be on-hand to help and give advice,"

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Around 50 per cent of members at City Athletic will be training for some kind of event at any one time



says Claypole. "We worked closely with Life Fitness not only to provide high quality equipment, but also to create the right environment."

### FUTURE PLANS

The short-term goal for City Athletic is to create a thriving business model that's financially stable, says Claypole, adding: "We want to change the bodies and the performance of 400 members within our first year of business, giving them the vision and appreciation that their original goals were only the start."

Eight months after opening they're on track to reach these goals, with 260 active members. The club is also carrying out recruitment drives, running wellness days at local businesses. However, the main focus is to ensure all existing members reach their goals,

### SPECIALIST STAFF

All 11 staff at City Athletic – including receptionists – are fully qualified, best-in-class PTs qualified in a range of specialisms including strength and conditioning, posture correction, rehab, nutrition and sports-specific training.

All new trainers must pass a vigorous recruitment process to ensure

they have the right skills and attitude and that they complement the existing team. They must all hold qualifications such as Poliquin Qualification Level 3 (international athlete standard), Paul Chek (holistic, posture), UKSCA and university degrees including Sports Therapy, Sports Science and Sports Medicine.

with its founders acknowledging how important this will be in driving word of mouth and personal endorsement. Once the model is working perfectly, Claypole and Stafford plan to roll out more sites in city locations. "Consumers are becoming more aware of the benefits of strength and conditioning training and

are looking for a training facility that's different from the norm," observes Life Fitness' Mennell. "Every day, we're seeing a shift away from the cardiovascular focus of the traditional gym floor and I can only see this momentum increasing and impacting the fitness industry more and more. ●



Home changing room at Chelsea FC



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# Putting it right

Tottenham Hotspur's grounds manager Darren Baldwin hit world sporting press headlines in July, when he was called in to rescue a playing surface deemed too dangerous at the Barclays Asia Trophy finals at the Hong Kong (So Kon Po) Stadium

**S**purs' grounds manager Darren Baldwin is living proof that a groundsman is always on call. Baldwin was in Hong Kong with the Spurs squad, helping with the team's training requirements and facilities, when he was called in to advise the local grounds staff at So Kon Po Stadium. Torrential rain had put the Barclays Asia Trophy – a pre-season friendly competition – under threat as the rain had left the pitch in a condition which posed a potentially severe threat to the safety of players.

## TAKING A TOUR

"Whenever the Tottenham Hotspur team travels abroad for a tournament, I visit the training and stadium venues in advance," Baldwin says. "While we want venues to meet with our own standards we need to take into account the local culture and not step on other people's toes. It's important to tread carefully and to be respectful to our hosts.

"At Kowloon Cricket Club, the Hong Kong tournament's training venue, the team required stretching and massage areas, so it was my job to sort out some

make-shift undercover areas. In this case, a few gazebos were sufficient – and with large ice baths not available in Hong Kong, we improvised with a child's large plastic padding pool.

"However, things don't always go to plan: I had specifically ordered eight 1.5m x 1m mini goals for our practice

I knew we had to instigate an immediate emergency programme of spiking and applying sand

sessions, but our hosts weren't able to source these and it was impractical to bring them from the UK so our coaching team altered their training programme accordingly."

Darren also joined the team for the tournament itself. The Barclays Asia Trophy is held every two years and in 2013 was contested by Manchester City, Sunderland and Tottenham Hotspur plus

the host club, South China, who are also Spurs' partner club in the region.

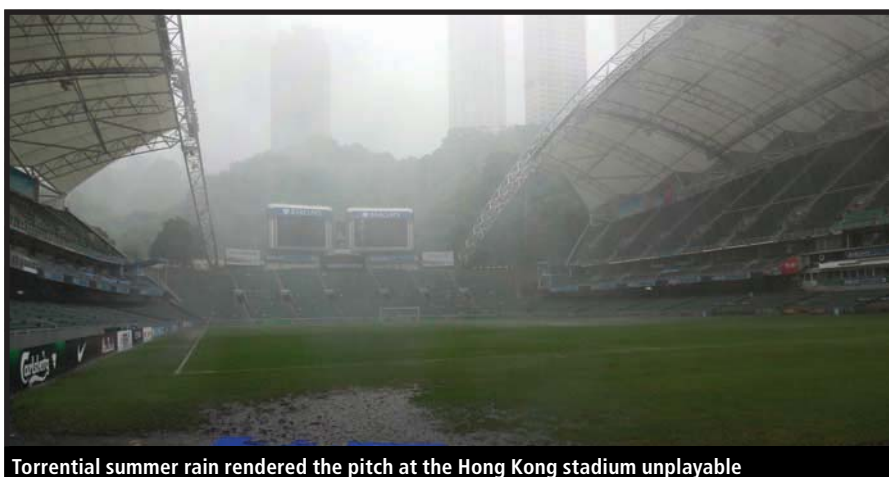
"Everything was going fine up until the semi-finals (on July 24 2013) when torrential rain waterlogged the stadium pitch – so much so that the games were of only 80 minutes duration rather than the usual 90 minutes. It was clear that the pitch had irrigation issues, and I was called in (by The Premier League) to work collaboratively with the stadium's grounds staff, checking on what they had planned to resolve the situation.

"I knew we had to instigate an immediate emergency programme of spiking and applying sand – many tonnes of it – if we were to be able to stage the final. Thankfully, after many hours hard work and much co-operation from the Hong Kong grounds staff and volunteers, we regained a pitch which, while not perfect and not aesthetically pleasing, was playable and most importantly safe, both for our match against South China and the game between Manchester City and Sunderland FC."

## CAREER PATHS

Baldwin's first taste of groundsmanship came at the age of five, sitting on his father's lap while he mowed the local pitch at Buckhurst Hill, north London. His interest in turf management started back then and in October 1988 at the age of 16, he spent three weeks on work experience at Arsenal Football Club.

In July 1990 he was offered the position of assistant groundsman at Arsenal where he spent the following six years under head groundsman Steve Braddock. In June 1996, one of the less publicised transfers of personnel between the two famous north London clubs took place when Darren was lured to Tottenham Hotspur Football Club as



Torrential summer rain rendered the pitch at the Hong Kong stadium unplayable



The challenge faced by Baldwin in Hong Kong (above); At work at the Kowloon Cricket Club, Spurs' training venue during the Barclays Asia Trophy (above right)



head groundsman. At the time he was the youngest head groundsman in the history of the English Premier League at the age of 24.

In the summer of 2000, he was promoted to the newly formed grounds manager position, with overall responsibility for the club's White Hart Lane stadium and the extensive Spurs Lodge training facilities at Chigwell on the outskirts of London. Nowadays he oversees most of the work and misses hands-on groundsmanship. "If the staff see me out mowing, then they know that's my way of calming down if we're under pressure," he says.

### TRAINING DAYS

According to Baldwin, his biggest project to date was overseeing the construction of the club's new £45m training facility on 77 acres of 'Green Belt' land at Bulls Cross in Enfield. The project had been 10 years in the planning and one Baldwin has been totally involved with from the start. The training centre is one of the most ambitious projects in the club's 131-year history with the grounds featuring a mixture of sand based, Desso and Fibresand pitches for the first, development and academy squads.

It takes a large team to manage the 45 acres of maintained turf; Baldwin has 23 staff working permanently on site, including a mechanic, irrigation engineer, secretary, head groundsman, and head gardener. He remains committed to the industry with his continuous involvement with various bodies including the Premier League Grounds Managers group and the Professional Playing Surface Committee.

### AWARD WINNER

Still relatively young at 41 years old, Darren can lay claim to many accolades throughout his career. He was voted Premier League Groundsman of the Year 2007, the Institute of Groundsmanship

(IOG) Groundsman of the Year 2007 and in 2010 won the IOG's Sportsgrounds Management Team of the Year. He and his team won the same award for the second time in 2012. This year, Darren won the IOG's prestigious accolade of Campey/Imants Professional Football Groundsman of the Year at the IOG's Industry Awards ceremony, which was held at the Ricoh Arena on 5 December (*read more on the awards pn p.62*).

Commenting on the award, IOG CEO Geoff Webb said: "Darren is a fantastic ambassador for groundsmanship. He's always helping others with their turf management issues and the work he's overseen at Tottenham's training ground is second to none."



The IOG event, held at the Ricoh Arena, attracted more than 350 professionals from across the European groundscape industry

## Football to the fore at IOG Industry Awards and 'Raising the Game' conference

**M**ore than 350 of the UK and Europe's leading groundscape experts as well as dignitaries from the governing bodies of sport and influential sports administrators, attended this year's Institute of Groundsmanship (IOG) Industry Awards to honour the expertise, dedication and passion of the country's grounds profession.

### RAISING THE GAME

Now in its fifth year, the prestigious ceremony at Coventry's Ricoh Arena recognised leadership, innovation and outstanding achievement across every aspect of groundscape – and it followed a day-long series of 'Raising the Game' conference presentations where football was a predominant subject.

During the day's proceedings, Darren Baldwin, grounds manager at Tottenham

Hotspur FC, recounted his experiences this summer in Hong Kong during the Barclays Asia Trophy (see pp. 60-61 for more); Andy Cole, head of stadia services at the Sports Turf Research Institute, enlightened delegates on stadia and training ground pitch preparation in the run up to the FIFA World Cup 2014 in Brazil; and former Aston Villa head groundsman Jonathan Calderwood reflected on how winning an IOG award last year helped shape his recent move to Paris Saint-Germain.

Also, following a presentation by consultant Professor Eric Harrison on 'Protecting your investment through effective management of synthetic turf', a panel of sports turf experts discussed the rise of synthetic turf and technology and its impact on groundsmanship.

The panel included turf consultant David Rhodes, Alistair Cox from turf tester Labosport, Dr Tim Lodge from Agrostis, pitch installer Support in Sport, and head groundsmen at Hampton School Clive Liddiard and Swansea University's John Courtney.

### AWARD-WINNING EXPERTISE

The expertise of UK football groundsmanship and the calibre of the nation's football stadia were recognised when Darren Baldwin was given the IOG Campey/Imants Professional Football Groundsman of the Year Award and Wembley Stadium grounds team, headed

by Tony Stones, stepped up to receive the IOG Professional Sports Ground Team of the Year Award. The Wembley team is charged with producing and maintaining a world-class playing surface for a myriad of elite sporting events – a mixture which presents a unique range of challenges. Most notable is the pitch turnaround time between events, which can see an NFL (American football) game staged back-to-back with football, followed by rugby then NFL again – all in the space of a month. The stadium's uses also include filming for adverts and movies.

Lee Jackson, Etihad Stadium's head groundsman, received the award for the IOG Governing Bodies' Professional Spectator Sports Ground of the Year – which is co-sponsored by the All England Lawn Tennis Club, the England and Wales Cricket Board, the Football Association, the Football Foundation, the Lawn Tennis Association, the Premier League, the Rugby Football League and the Rugby Football Union.

As well as being Manchester City FC's home ground, the Etihad Stadium also hosts events such as the Rugby League Magic Weekend and closed season pop concerts, of which there were six in 2013. Plans going forwards include an expansion of its capacity from 48,000 to just under 61,000, which has proved significant in the stadium being chosen to host an England pool game for the 2015 Rugby World Cup. ●



Darren Baldwin (left) receiving his award



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# LAYING IT DOWN

A look at some of the latest synthetic pitch installation projects from across the UK.

## CASE STUDY - FieldTurf

**PROJECT:** Professional standard rugby pitch

**LOCATION:** Cardiff Blues rugby club, Wales

Cardiff Blues, one of the four professional rugby union teams in Wales, decided to install an artificial grass playing surface at its Cardiff Arms Park home ground. The club, winner of the Anglo-Welsh cup in 2009 and of the European Challenge in 2010, chose FieldTurf as its supplier for the new pitch.

With the FieldTurf Optimum RGF 65 system, Blues players will benefit from a safe and high-performance surface, tested according to the stringent criteria set by the International Rugby Board (IRB). The new £0.5m surface will enable the Blues to play in stable conditions throughout the year. The FieldTurf Optimum system features a soft and strong fiber with resistance and durability, giving the Blues a long term solution for their players and supporters. The pitch was installed in partnership with Tony Patterson Sportsground.

Cardiff Blues CEO Richard Holland said: "The new surface allows games to go ahead in any weather and hopefully enable us to play a more expansive and attractive game for supporters to enjoy. There's also the wider community to consider and our aim is to make the pitch available for teams in the Blues region to play and train on. We've put a great amount of effort into researching the different surfaces available and I've no doubt that the new artificial pitch of FieldTurf will be a hit with players and supporters alike."

Ralph Jorissen, Vice President at FieldTurf EMEA said: "We're very proud of being the supplier of the Blues' next



The durability of the artificial surface means the new pitch can be made available to local community clubs



pitch. They are a big rugby team always looking for performance and we are going to help them achieve their objectives with our sports solutions."

FieldTurf has so far completed more than 7,000 installations worldwide – which include a number of leading football clubs, such as FC Barcelona, Ajax Amsterdam, Paris Saint Germain and Borussia Dortmund.

## CASE STUDY - O'Brien Contractors

**PROJECT:** New hockey pitch

**LOCATION:** Oswestry School, Shropshire

O'Brien Contractors installed a new hockey pitch for the Oswestry School in Shropshire earlier this year. The 15-week, £430,000 project included the construction of a 6,300sq m sand-dressed synthetic grass hockey pitch and included earth modelling, fencing and floodlighting.

The pitch was built predominantly for hockey and was installed upon an in-situ rubber shock pad on an engineered base and involved the construction of a spectator area, drainage, sub base, fencing and flood lighting. Additional works included access roads and a car parking facility with bollard lighting. The pitch will be used by the school and the local community for hockey and football.

Founded in 1407, Oswestry School is one of the oldest non-denominational schools in England and is an independent, co-educational day and boarding school for pupils between the ages of four and 18.

Phil Bowd, bursar at Oswestry School, said: "The end result is spectacular and we're very pleased with the outcome."



The £430,000 project will help the school improve its sports programmes



According to general manager Steve Hillman, one of the biggest challenges the O'Brien team met with was to make sure the works didn't disrupt the school and that the construction caused no adverse effects on a live site.

O'Brien worked with Andrew Legg – a former consultant at Strategic Leisure – on the project. The flood lighting was supplied by Christy Lighting while Lee Brothers were contracted to provide the fencing.

Andrew Legg said: "O'Brien performed to schedule, programme and budget and utilised competent sub contractors and suppliers."

## CASE STUDY - TigerTurf

**PROJECT:** Full-size, professional football pitch

**LOCATION:** Hamilton Academicals Football Club

When Scottish football club Hamilton Academical FC experienced a series of winter fixture postponements due to adverse weather conditions, the Scottish Championship outfit decided to explore the possibility of installing a synthetic playing surface. The north facing pitch at the club's New Douglas Park stadium had suffered from prolonged exposure to Scottish winter weather, which, when coupled with a demanding fixture schedule, caused rapid deterioration of the natural playing



The new pitch will allow games to be played in all weather conditions

surface. The wear had a detrimental effect on both the performance and aesthetics of the pitch, which affected the performance of the first team as well as prevented the club from making the pitch available for community use.

Following a tender process under an FF/FA/RFU framework agreement, turf manufacturer TigerTurf UK collaborated with Chieftain Contractors to manufacture and install a high performance football pitch at New Douglas Park. The system chosen for the installation was TigerTurf's Total Turf 60XQ, which is a leading 3G surface consisting of two unique profiled fibres, which is part-filled with sand and rubber infill.

The individual components of the system combine to provide split resistance along with improved performance, durability and visual characteristics. In addition, with the venue also playing host to elite level rugby, the field had to be fitted with a 23/130 shock pad, which gives the critical fall height protections needed to maintain the required safety standards. Faced with a very short lead time, TigerTurf produced the pitch in three weeks, during which Chieftain prepared the base works for the turf to be installed.

From tender to the completion of the installation, the project took just five weeks. On completion of the £400,000 installation, Shaun Fagan, commercial manager at Hamilton Academicals, said: "Although we had very particular requirements, we were able to interpret the brief we supplied and exceed our requirements with the delivery of the synthetic turf system."

"The product itself, Total Turf 60XQ, alongside the additional bespoke anti-flood measures will ensure that we will be able to use our facilities all year round, giving us the potential to increase revenue and have much happier fans and a better training/playing ground for our players."

**CASE STUDY - Thornton Sports****PROJECT: Full-size sports pitch****LOCATION: Bishop Rawstorne school, Lancashire**

**W**orks have recently been completed to provide Bishop Rawstorne C of E Academy in Croston, Lancashire with a brand-new 3G sports pitch. The school initially approached Thornton Sports for assistance back in 2012. Following a formal tender process and successful planning approval, Bishop Rawstorne elected to proceed with Thornton Sports to provide the 6,235sq m pitch. The surface chosen was Thornton Sports' UK manufactured SoccerTurf 40M 3G sand/rubber filled synthetic grass. This surface meets the IATS standard and hence is ideal for football, whilst also being FIH-approved for hockey use.

The size of the pitch was also increased to provide a new facility approximately 1,000sq m larger than the school's old facility. The full-size pitch was then enclosed with new perimeter fencing and floodlighting and completed with the installation of sports equipment and construction of a new access path. The sports equipment was supplied and installed by GTC Sports.

Work took 12 weeks to complete and was undertaken within a 'live' school environment, hence it was important to ensure efficient and safe site access. A traffic management plan was agreed with the school to identify suitable access routes and delivery times. Risk assessments were also in place to prevent unauthorised site access and ensure access was conducted in a safe manner.

Paul Cowley, headteacher of the school, said: "Once work began we weren't required to do or manage any aspect unless we wanted to. The build went ahead smoothly, without fuss and was on time."



The school will use the pitch for football and hockey

**CASE STUDY - SIS****PROJECT: Full-size rugby pitch****LOCATION: Coram's Fields park, London**

**A** prime London community sporting hub has chosen the latest 3G pitch technology as part of legacy plans ahead of the Rugby World Cup in 2015. Tucked away in the heart of the city near Russell Square, the seven-acre Coram Fields park was awarded protected status under the Queen Elizabeth II Fields in Trust 2012 scheme.

Operated by a charity, the site caters for children and young people and offers a range of sports, particularly football and rugby but also tennis, cricket, basketball and netball. Facilities also include youth and children's centres, a community nursery, a farm and a café.

It is the sports programme however, which is set to expand dramatically, now that the site's new 3G synthetic surface, installed by manufacturing and installation specialists SIS Pitches, allows Coram's Fields to cater for sports programming seven days a week. The contract was awarded by sports pitch consultancy MSC for what is a highly strategic site – and one of very few city centre synthetic pitches capable of sustaining intensive community and club use.



The pitch markings will allow a number of different sports

"This is our first installation contract in central London and is a particularly prestigious tender to win," said SIS Pitches director Phil Blackwell. "To my knowledge, Coram's Fields is the only full-size facility of its kind in the area."

The Supreme 60 sand and rubber crumb infill surface can be marked out for several modes of football including five- and seven-a-side and rugby and replaces the existing synthetic pitch that was no longer fit for purpose.

The surface is manufactured from the same premier quality yarn SIS used for the Rugger 65 pitch it supplied for Premiership rugby champions Saracens in early 2013. The contract included improvements to the perimeter fencing and SIS Pitches will maintain the pitch for 12 months, including a deep brush every three months.

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## Harrod UK heralds an exciting age for Rugby

Harrod UK played its part in this year's Rugby League World Cup final by supplying its 17m Millennium Rugby Posts for the game. Played at Old Trafford, the game saw Australia demolish New Zealand 34-2.

"Rugby is certainly on a high at the moment and Harrod UK has been at the heart of it since supplying posts for the rugby tournament at the 2010 Commonwealth Games in India," commented sales & marketing manager of Harrod UK, Kevin Utton. "This was followed by us also supplying the 2011 Rugby Union World Cup in New Zealand, the 2012-13 RBS Six Nations, and the 2013 Rugby World Cup Sevens in Moscow."

Harrod UK also worked in conjunction with the RFU to supply 100 rugby posts to counties across the UK to commemorate the two-year countdown to England hosting the Rugby Union World Cup.



The university's new pavilion

## £4m sports complex approved for University of Nottingham

Planning permission has been granted for the University of Nottingham's £4m Riverside Sports Complex which will feature two purpose-built sports pavilions designed by Nottingham-based CPMG architects, with Kier as the main contractors.

The 800sq m pavilions will provide spacious and flexible changing facilities as well as a viewing gallery to support the university's thriving representative and intramural sports programmes.

The site is one of the largest sports playing fields in the country and once work is completed the two pavilions will provide the necessary changing provision to support the 20 full size football pitches, five rugby pitches, two lacrosse pitches, one American football pitch and three cricket squares, making it one of the best sites in the country for large-scale sporting events and tournaments.



David Moorcroft speaking at the Sports Facility Show at Allianz Park

## Sports Facility Show 2013 addresses challenges facing sport

Allianz Park, home of Saracens Rugby Club, welcomed a host of industry specialists for the final Sports Facility Show of 2013, run by SAPCA, The Sports and Play Construction Association. The show focused on sports facility funding, design, development and management and showcased a special focus on synthetic turf.

Opened with a special seminar by former 5,000m world record holder and Commonwealth gold medallist, Dave Moorcroft OBE, the show hosted a variety of seminars covering a huge range of key topics for facility owners across the sporting spectrum, aimed at engaging with those involved in the development of facilities.

Speaking about the legacy of the London 2012 Games, Dave Moorcroft stressed the need to focus on actively creating change.

"We need to create a movement to help promote change," he said. "It's hugely ironic that

the UK, as one of the world's most successful sporting nations, has one of the lowest levels of physical activity. We should focus on creating a single strategy for sport for the next 10 years and bridging the gap between play and sports, particularly once children reach 12 years of age, when many aren't as likely to actively engage in sport as their younger counterparts."

The event included expert industry speakers and 47 dedicated exhibitors, welcoming anyone involved in the funding, design, development and management of sports facilities, from sports clubs and schools to leisure operators.

Chris Trickey, SAPCA CEO, was thrilled with the turnout: "The Sports Facility Show remains an indispensable aid to help those involved in almost every aspect of indoor and outdoor sports facility development. It's absolutely invaluable to anyone involved in the industry."

## Register of Playwork Professionals launches

Following a successful four-month pilot, the launch of the Register of Playwork Professionals at London's Hayward Adventure Playground was warmly welcomed as an exceptional resource for ensuring children have the best opportunities to play creatively.

The new register meets the growing public and private sector demand that playwork

staff have relevant qualifications and adhere to the industry's nationally recognised standards.

Lesli Godfrey, UK strategic lead for Playwork and the Children's Workforce, said, "Play is fundamental for children's health and development. The register will raise the profile of playwork within the children's workforce, ensuring rigorous standards."

## Smith Construction to lead £1.4m revamp at St Mary's School

Smith Construction has undertaken a £1.4m contract to provide St Mary's School in Ascot, Berkshire, with new sports facilities.

The redevelopment of one of the UK's leading Roman Catholic boarding schools for girls aged 11-18 will feature an extensive range of facilities, including an athletics track, hockey pitch and dedicated training space.

The school has invested in equipping its 55 acres of grounds with high-quality sporting facilities including a six-lane, 400m athletics track, complete with an eight-lane 100m sprint straight; pole vault; hammer and discus facility; water jump; shot put and long jump. It will also feature a full-sized hockey pitch to comply with FIH specifications, complete with training areas and an equipment store.

The contract was awarded to Smith Construction for its 30 years' experience in the industry and its in-house capabilities, following a competitive tendering process.



The new school has invested in a complete athletics facility

## Henley-on-Thames club plans new health and fitness facilities

The exclusive club at Phyllis Court, Henley, has applied for planning consent for new health and fitness facilities intended to expand its offering to club members.

While the club currently provides a range of sporting and non-sporting activities, it lacks good quality health and fitness facilities. The proposed building has been designed by Gloucester-based architects Roberts Limbrick to address this by providing multi-purpose activity studios, a gym, a swimming pool and

new changing facilities. Club secretary, Graham Owen, said: "The new building is important to the future of the club by widening the range of facilities we can offer.

"Securing planning permission will be an important first step to deliver sustainable new facilities and I hope the application will be supported by our members and the public."

The application is due to be determined by next February and can be viewed online at the South Oxfordshire District Council website.



An artist's impression of the Henley club

## White Horse Contractors boost sport at academy

White Horse Contractors (Northern) has completed the design and build of a 3G sports pitch and five-court MUGA at North Durham Academy.

The company was chosen by main contractor Carillion Building to redevelop the natural and artificial sports facilities. The construction of two natural grass pitches and a long jump with polymeric running track completes the build.

"Our brief was simple – construct an all-weather 3G synthetic pitch to a high standard for full-size and five-a-side football use," explained Jim Crabbe,

White Horse Contractors (Northern) contracts director. "The surface chosen was a 60mm sand/rubber pile synthetic grass sports carpet and fully meets the FA's Guide to Artificial Grass Pitches for Community Use."



The new MUGA at the academy

## St Benedict's School welcomes Playrite surface

St Benedict's School in Bury St Edmunds recently welcomed the replacement of its four multi-sport courts, which had become rundown by being well utilised over the years. Following the success of Playrite's Matchplay 2 in the area, on projects such as Kesgrave and Mildenhall schools, it was the obvious choice when replacing the existing pitches at St Benedict's.

All four courts were replaced with Matchplay 2 in sporting green with inlaid lines for different sports including netball, hockey, football and tennis to better position the school to provide essential sporting facilities.

Playrite's Steve Byrnes engaged in an extensive consultation with the school to understand its use of these facilities and how this would impact surface considerations. A major contributor towards Matchplay 2's recommendation was that it meets All England Netball preferred standards.

## Prime spot for community football supported by McArdle Sport-Tec & TigerTurf

TigerTurf recently teamed up with McArdle Sport-Tec to design, manufacture and install a full-size football pitch at the Newbridge High School Academy.

The 3G synthetic turf pitch is a first for north west Leicestershire and has been part-funded by the Football Foundation under its framework agreement.

Specifically created for football, TigerTurf's Soccer Real 60XQ has been tested to meet FIFA 1 and FIFA 2 Star standards.

The new facility includes drainage, goal recesses, hard-standing areas, footpaths and a new car parking area.

"The synthetic turf is the ideal solution for Newbridge High School as it can be used during wet weather and won't degrade after consistent use," explains Paul Langford, managing director at TigerTurf.

"This is particularly important as the FA have designated it a prime spot for community football."



The new surface at Newbridge High

## Replay Maintenance partners with East Midlands CFAs

Replay Maintenance has signed a partnership deal with the five County Football Associations (CFA) residing in the East Midlands – Derbyshire, Nottinghamshire, Leicestershire, Lincolnshire and Northamptonshire.

The partnership will enhance the maintenance provision for artificial sports pitches and will allow facilities within the five CFAs to access information and expert advice.

The respective CFA, Replay Maintenance, and the individual facility can together plan and implement the very best way to care for and maintain synthetic sports surface and surroundings.

From initial grounds professional training through to budgets and forecasts, the partnership has been designed to cater for all aspects of managing and maintaining the sports pitch.

## Awards and accolades: SAPCA congratulates...



The QE Olympic Park venue includes four indoor and six outdoor tennis courts

## Queen Elizabeth Olympic Park recognised for 'elite' facilities

Queen Elizabeth Olympic Park, which hosted the London 2012 Paralympic Games, welcomes a brand new installation of tennis equipment at its Lee Valley Hockey and Tennis Centre, which recently received ITF Recognition.

The venue includes four indoor and six outdoor tennis courts. The Spadeoak installed DecoColor courts were tested against the recommendations contained in the ITF Guide to Test Methods for Tennis Court Surfaces and gained the Two-Star ITF Recognition award, which demands the highest quality of installation.

### Ready for elite play

This confirms that the courts are of a standard demanded by elite level play; a standard that has secured them selection by the ITF to stage the NEC Wheelchair Tennis Masters 2014-2016.

The facility is Spadeoak's second facility to obtain Two-Star ITF Recognition, the first being at Eton Manor, Olympic Park, London, consisting of nine tennis courts which staged the hugely successful 2012 London Paralympics wheelchair tennis event. The DecoColor surface was supplied by California Products Corporation, a company specialising in court surface industry and a long-standing member of the ITF Foundation.

### Specialist equipment

The new installation also includes specialist equipment, including: blue court screens and 2mm thick, 50mm mesh, white polypropylene divider nets that are flame retardant treated to BS 5867 part 2 type b performance.

The additions were manufactured and installed by Edwards Sports, through H & J Martin.

## O'Brien Contractors named as Company of the Year

O'Brien Contractors has been named as Company of the Year in the 2013 Chamber Awards, and its managing director, Peter O'Brien, also received the Outstanding Personal Achievement Award at the ceremony in November. As well as creating 23 new jobs in 2013, the specialist civil engineering firm has raised more than £7,000 for charity.

Peter O'Brien said: "[This] is a wonderful endorsement of how hard everyone at O'Brien's has worked to achieve our goals. We are dedicated to striving to improve the efficiency and environmental impact of construction projects."



O'Brien team at the awards event

The award comes with a £25,000 cheque, which O'Brien is investing in its apprenticeship programme to help more young people enter the construction industry and also into the company's community fund..

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## Anytime opens specialist fitness showroom in Scotland

Anytime Leisure has announced that it has now moved to a brand new head office and showroom in Newbridge, Edinburgh.

The existing staff team of 31 moved to the new location at the end of September and the showroom is now open to customers and the public, having been opened by special guest Judy Murray on 6 December.

Anytime director Jonny Curley said: "The showroom is an excellent step forward for Anytime and will allow us to move more into the home fitness market while supporting our existing commercial fitness clients."

The company also made the decision to relocate to a 23,000sq ft warehouse, in order to accommodate its recent growth and to develop the business, which has been rewarded with several large commercial contracts for organisations including; West Dunbartonshire Leisure, City of Glasgow College and Nuffield Health.



Surfacing made from old sport shoes

## Recycled play surfacing range expanded

Playtop, the play surfacing company, has added four new colours to its Playtop with Nike Grind range, where at least 70 per cent of the content is recycled material.

The range is created using worn-out sports shoes, recycled vehicle tyres and other recycled rubber materials, meaning that every square metre of the improved range contains rubber from at least 22 shoes, making the journey straight from player to playground. The expanded range will include four new colours: Sand, Brown, Flame and Plum to complement the existing range of Red, Black, Blue and Green.

Each of the colours, with the Playtop black base layer, will have a recycled content of up to 91 per cent. The cost of this new range is considerably less than conventional play surfacing per square metre which employs an EPDM top layer – able to save facility owners as much as 30 per cent.



The Perthshire facility has been given a Wimbledon-themed finish

## Doe Sport North serves up Murray's championship court at Cromlix

With a backdrop of Perthshire forest, it's surely the most picturesque tennis court setting in Scotland, but the owner isn't renowned for taking his eye of the ball.

Doe Sport North has just completed the installation of a brand new facility at Andy Murray's soon to open country house hotel near his hometown of Dunblane in Perthshire. Needless to say, the fetching purple and green finish was specified by the Wimbledon champion.

Les MacLean, managing director of Fife-based Doe Sport North, explained that the Wimbledon-themed finish was down to the versatility of the surface. "The facility we've installed here is designed specifically for the UK and is in demand by top tennis clubs," he said. "It's a quite

sophisticated porous macadam, and it's finished with an acrylic protective and decorative coating which helps maintain the consistency of the court, whatever the conditions.

Guests should spot right away the Wimbledon-themed finish. While keeping their first serves in play will be down to the users, everything else should be kept courtside by fencing from long-time collaborators JB Corrie & Co.

Doe Sport North has completed a number of private client facilities in the area.

Les MacLean has been working personally with Judy Murray on the project, and is keen for Doe Sport's own community involvement ambitions to grow on the back of such high-profile approval.

## 'Living exterior' for Sweden's new national arena

Friends Arena, in Solna, Sweden, boasts an impressive 'living exterior', comprised of dynamically controlled architectural RGB floodlights. The stadium has a capacity for 50,000-seated visitors or 65,000 standing. The arena and exterior are illuminated by Philips lighting solutions, which undertook the project on the behalf of Lighthouse AB.

"The ambition was to give Friends Arena a living exterior which can be altered to suit a particular event being hosted," says Helena Åkerberg lighting architect for Lighthouse AB.

The arena uses a combination of RGB floodlights to create a spectacular façade, the effects and colouring of which can be modified to match the atmosphere of every occasion. Inside the arena itself, there are 316 ArenaVision MVF404 floodlights



Friends Arena in Solna, Stockholm

and 16 ArenaVision floodlights with hot re-strike feature, all mounted 42m in the air on a custom walkway. Each of the floodlights is individually directed to comply with the FIFA requirements, where lighting for HD television broadcast has to be below 3500 lux.

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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,

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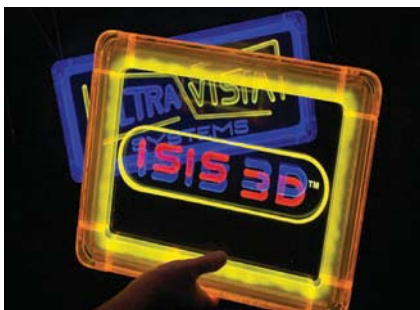


### New EdgeLED indoor light tech by Fern Howard

Fern Howard Lighting has unveiled its new EdgeLED technology for indoor sports and gym venue lighting. The lights, including the Sabre model, can replace traditional fluorescent fittings, and are designed to give a better appearance and user experience. Using solid state technology, the life expectancy of the lamp is between 10 and 15 years without maintenance.

**sport-kit.net KEYWORDS**

**fern howard**



### UltraVista lights up clubs with 3D signage

UltraVista Systems has launched its next generation of ultra violet lighting-based signage. The Illuminated Suspended Image System (ISIS) 3D is designed to be a high impact, low voltage sign for showcasing names or brands at leisure and sports facilities. Lightweight, slim and designed to last for seven years with an average usage of 24 hours a day, it is an easily portable product with a transparent, 3D look.

**sport-kit.net KEYWORD**

**ultravista**

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### Racquet sports club to reduce its lighting bill

LEDtec (UK) Ltd is helping sports operator David Lloyd Leisure reduce its CO2 output by 20 per cent in 2014 with new lighting. It has installed a new ecological lighting scheme, replacing the group's existing spotlights, in 90 sports clubs in the UK and Europe. The LEDs emit five per cent heat energy and LEDtec provided around 18,000 replacement lamps. The lighting solution is intended to help the operator save more than £200,000 annually in energy bills and reduce maintenance costs.



**sport-kit.net KEYWORD**

**LEDtec**



**sport-kit.net KEYWORDS**

**ritelite**

### Ritelite launches new floodlights for outdoors

Ritelite Systems, manufacturer of portable lighting products, has launched its new mobile sports lighting system on wheels for outdoor training during winter months. Already being used by football clubs, including Sheffield United, the unit is a high-power mobile outdoor floodlighting system, specifically designed for sports including football, rugby and tennis. Two Quad pod models are available at 5m high and 6.5m, with a choice of metal halide or LED fittings. The units can be installed by one person and can be powered by mains electricity or generator. LED versions come with a battery option.



**sport-kit.net KEYWORDS**

**philips lighting**

## Philips' architectural lighting for Ghelamco

The new Ghelamco Arena in Gent, Belgium, home to football team KAA Gen, has opened in a blaze of glory, with Philips Lighting. The new stadium has a media facade on all four sides and an exterior architectural lighting scheme. The dynamic and flexible media facade is built from around 9km of Philips CK iColor Flex LMX – flexible strands of intense colour changing LED pixels, placed in vertical lines all around the building. The facade covers 10,000 sq m.

## O'Brien sports pitch and lighting designed with care

Sports contractor O'Brien completed a sympathetically-designed lighting and pitch installation St Finbarr's Sports Club in Coventry in the West Midlands, UK. As the principal contractor, O'Brien designed and constructed the 3G sports pitch, which involved lighting as well as earthworks drainage, sub base, fencing and surfacing for the sports club. The sports pitch is situated in a residential area, so floodlighting was sympathetically designed to reduce the impact on local residents.



**sport-kit.net KEYWORDS**

**o'brien**

## Kingfisher lights up Sheffield Hallam sports



Kingfisher Lighting has completed a new installation at Sheffield Hallam University Sports Park. The 22-acre sports park has benefitted from a £6 million investment in its sports facilities, which included upgrading its exterior lighting. Kingfisher's design lights up to a 200 lux average with a 60 per cent uniformity. Kingfisher

installed 15m and 20m base-hinged columns to enable the sports pitches to be evenly lit. The base hinge design allows the head frame to be lowered to the ground so the luminaires can be safely maintained.

**sport-kit.net KEYWORD**

**kingfisher**



## Canada celebrates sport

Eos Lightmedia of Vancouver, Canada completed the lighting design for Canada's Sports Hall of Fame, which opened at Canada Olympic Park in Calgary earlier this year. The new 40,000 sq ft space for sports fans celebrates the country's sports history with 11 exhibit galleries and more than 50 interactive visitor experiences. Audio Visual display was designed and installed by Electrosonic.

**sport-kit.net KEYWORDS**

**eos lightmedia**



## Eco infra-red light used at new football academy

Temporary structures specialist AV Danzer included eco-friendly lighting as part of its provision for the building of the new Manchester City Football Academy at the Etihad Stadium, UK. As part of its installation, which includes temporary accommodation for contractors, a visitor centre and viewing facility, AV Danzer provided eco-friendly details including passive infra-red lighting and rainwater harvesting.

**sport-kit.net KEYWORDS**

**av danzer**

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TAISPO is one of Asia's most important trade events for bringing together the entire industry to source the best and latest sporting goods. More than 350 exhibitors will fill the 1,700 booths with the latest in fitness equipment, water sports equipment, racket sports and more.

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**www.taispo.com.tw**

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**3-6 APR 2014**

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**28 MAY – 1 JUNE 2014**

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