

# SPORTS

## MANAGEMENT

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@sportsmag

## Alex Trickett

TWITTER

“Twitter becomes the world’s largest sofa whenever sport is being broadcast”

Cover star:  
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Madison Rowlands  
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“American sports fans still think cricket is played in white clothes over five days and nobody wins”

**Tim Anderson, ICC**

“**T**he story goes that when George Washington was writing the first constitution of the United States he would take a break to play cricket,” says Tim Anderson, head of global development at the International Cricket Council (ICC). “Three-hundred years ago cricket was America’s first bat and ball sport – long before baseball was even thought of.”

Focusing on cricket’s “significant historical roots” in the US will be part of the ICC’s strategy for bringing the sport back into the mainstream of American life says Anderson – and Twenty20 (T20) cricket, with its carefully cultivated “entertainment and excitement value”, will be the body’s first weapon of choice.

“Many American sports fans have heard of cricket but they still think it’s played in white clothes over five days and that nobody wins,” he says. “We’ve done a lot of work in the US and that’s still the perception. Once we introduce T20 cricket to mainstream America we think that lots of people over there will be starting to get really excited by it.”

The ICC recently approved proposals made by the Caribbean Premier League (CPL) – the region’s primary T20 tournament – to move some of the competition’s fixtures to Florida to capitalise on the growing cricket market in the southern state.

Last October, retired legends Sachin Tendulkar, Shane Warne and Ricky Ponting took part in three All Star games, which were played in New York, Houston



Anderson oversees international development

and Los Angeles, and Anderson explains that the time is right to ramp up fan and market development, with plans to bring international cricket to the US.

“T20 competitions such as The CPL, the Indian Premier League and the Big Bash all learned their marketing and entertainment values from American sports, so it’s not going to be difficult for us to take that type of cricket to them,” he says.

According to Anderson 15m people are regularly watching cricket in the US – “making it about the same size as the cricket-watching public in Australia” – although the majority of those individuals are expatriates from Asia and the Caribbean.

“There are about seven or eight key markets in the US, including New York and New Jersey, Washington DC, Miami, Chicago, Houston and Dallas, and then over to the west coast in LA and San Francisco,” he explains. “Most expats live in the bigger cities, and that’s where you’ll find most of the enthusiastic cricket supporters.”







Former Australia cricketer Ricky Ponting played in All Star games in New York, Houston and Los Angeles

The former Australian under-19 captain wants to expand beyond that and improve both the nation's grassroots cricket provision and elite pathway, but concedes that there will be challenges along the way. The USA Cricket Association (USACA) – the national governing body – was suspended by the ICC last summer due to “concerns about its governance, finance, reputation and cricketing activities”.

The first priority, says Anderson, is getting USACA “back on track”. Working to unify the “fragmented governance landscape” has been his focus over the past year. This will be followed by a push on youth development and participation. Despite the fact 15m people watch the sport in America, the ICC estimates that only 200,000 people play grassroots cricket.

The growth of women's football in the US will act as inspiration to grow cricket, he says: “Women's cricket is going through a really strong growth phase at the moment, but there's very little women's cricket in the US. We think it's a really important growth area, and

we can build the sport in the same way football was built off the back of the female game 15-20 years ago.”

But to develop the playing side the number of quality facilities will have to increase says Anderson, admitting the ICC and USACA are facing a “real challenge” to change the landscape. At elite level, there's only one internationally accredited venue in the whole nation, located in Florida, while the general quality of facilities is deemed to be “low”.

“For good cricket players and teams you need good facilities,” he says. “It's really important for us to help communities build relationships with local government to get facilities up and running.”

The ICC is auditing the best way to approach facilities management and investigating the scope for a national youth development programme.

Anderson appears to have all his bases covered, which leaves only one question unanswered: was George Washington a batsman or a bowler? “Let's call him an all-rounder,” he replies with a chuckle. ●



“The UK has a positive story to tell about sports ground safety. There’s huge interest from other countries”

### Karen Eyre-White, CEO SGSA

Although the Hillsborough Inquest is finally closing, the tragic episode serves as a constant reminder of what spectator safety was like at football matches in 1989, and how far it has come in the subsequent 27-year period. Incidents are few and far between, and all but one of the English Premier League and Championship clubs play in all-seater grounds.

The Sports Grounds Safety Authority (SGSA) – set up by the government as the Football Licensing Authority in the aftermath of Hillsborough – has much credit to take for that progress.

Headed up by CEO Karen Eyre-White, the SGSA is at the beginning of an evolutionary process in which its business model will change. From being an organisation reliant on grants from the Department of Culture, Media and Sport (DCMS), it will become a commercial animal which invoices clients for its services.

“The UK has a really positive story to tell about safety in sports grounds. We’ve come a long way in the last 30 years and we’re well known across the world



Sports Grounds Safety Authority CEO Karen Eyre-White

for that progress,” she says. “There’s huge interest in other countries eager to learn from that journey.”

The SGSA has worked with Australia, Uruguay and Brazil, but has only been allowed to charge a cost recovery rate. Now, as detailed in its 2016-21 strategy, it will sit down with the government to talk about how it can use its advisory work “in the most effective way to reduce the burden on the taxpayer”.

The body will continue to perform its statutory duty to oversee the safety of the 92 grounds in the Football League, says Eyre-White, balanced with “proactively” looking for business abroad.

“We’re going to be looking at where the big safety management challenges are and which countries are developing their infrastructure,” she reveals. “Places like India and China that need our help and support.”

Eyre-White will also lead the SGSA as it takes on a remit to oversee accessibility for disabled fans as part of the government’s *Sporting Future* strategy, with details to be worked out in the coming months. ●



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# “We’re only scratching the surface of what’s possible with tracking data”

**David Eccles, head of Tracab player tracking services, ChyronHego**

A n internet meme was created earlier this season after a “mystery man” was pictured holding an Xbox controller in the press box at a Premier League match. The image was shared hundreds of thousands of times across social media and picked up by the national newspapers. For three days the footballing world was flummoxed. Who was he? What was he doing? Had he lost the plot?

## TRACKING

The man in the picture was Ed Syers, an analyst recording possession statistics for analytics firm ChyronHego. The firm creates real-time digital sports data, which is used by sports clubs, broadcasters and sports fans to create analysis and statistics. As well as the Premier League, the company provides tracking services for the German Bundesliga, the top two divisions in Spain and Major League Baseball (MLB) in the US.

“Ed was collecting performance data on all the players using our Tracab technology,” says ChyronHego’s David Eccles, project manager in charge of the Tracab service. “He was recording ball possession, for which the Xbox controller is perfect. Each of the pad’s buttons can be programmed to correspond with what happens on the field – things



The image of Ed Syers caused a social media storm

like whether the ball is in or out of play and whether the home or away team has possession of the ball.”



David Eccles

## DEEPER INTEREST

TracAb collects player and ball information 25 times every second, meaning a huge amount of statistical data is available on every player and the ball. ChyronHego currently uses the data to visualise TracAb data for Sky Sports, but the use of data in real-time is something Eccles thinks the clubs themselves will be at the forefront of in the future: “Having data available in real-time may only serve to validate a professional opinion

at first, but in the future – who knows?”, Eccles says.

“The utilisation of the raw tracking data presents an almost unlimited amount of possibilities to derive statistical and analytical information never before explored within football. We’re currently working on new solutions, including data and video products, which could completely revolutionise the way the modern game is understood and played.”

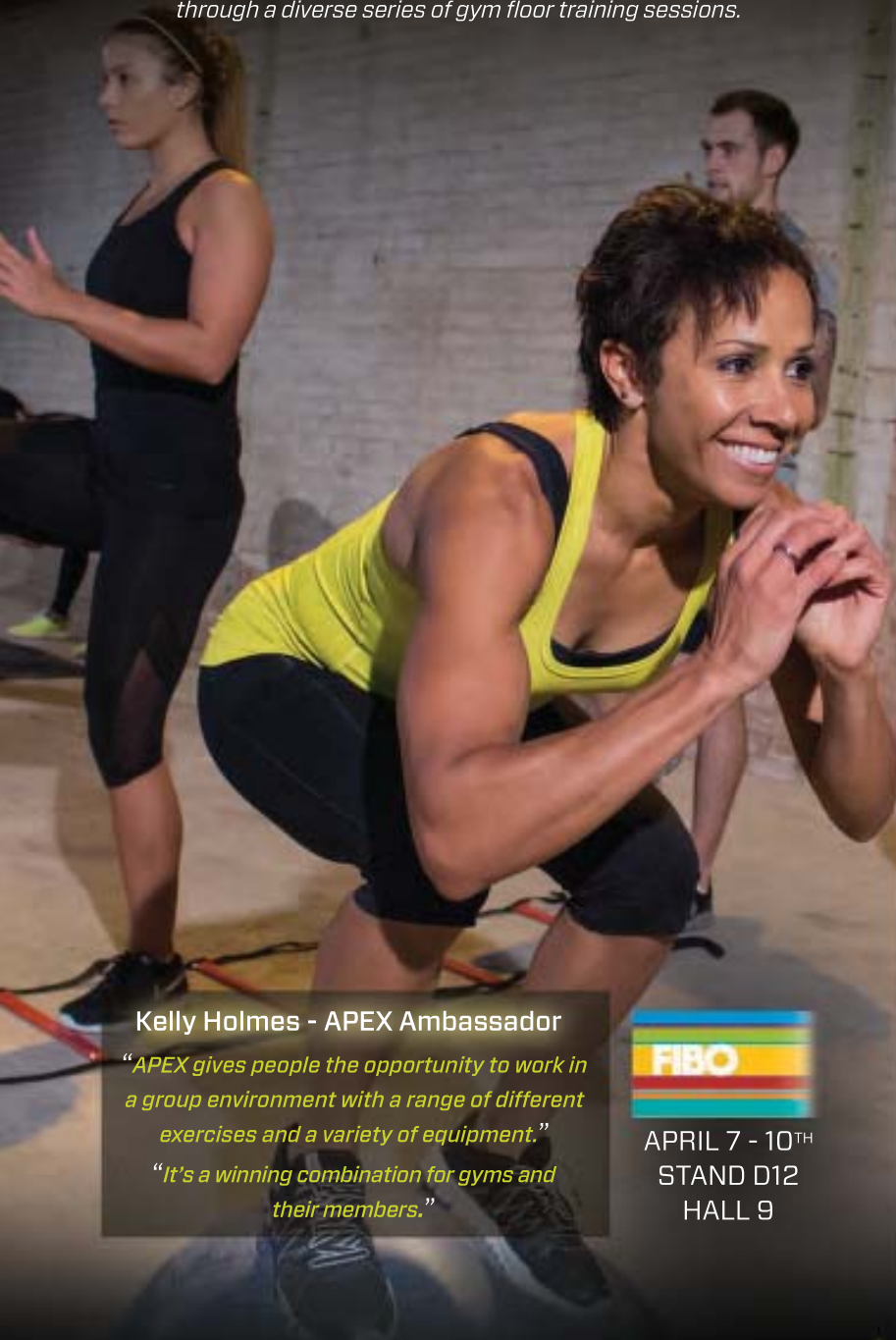


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## DEVELOPMENT

## Populous works on Indian project

Populous – the architects behind the London 2012 Olympic Stadium – are consulting on the design of a new football stadium in Pune as Indian soccer begins to scale up.

During the presentation of his report, entitled *Development of Football in India*, Libero Sport business director Neel Shah revealed that the studio is working with large Indian firm DSK Group on the design, as the latter seeks to build a “Dream City” in Pune with “several world-class sporting venues”.

**“DSK wants a long-term impact on Indian football. It is willing to seek out the best practices”**



DSK GROUP

▲ DSK Group's Dream City in Pune, India, where the football stadium will be built

The “Dream City”, said Shah, is a township which will include a football stadium, a cricket ground and basketball and tennis arenas.

“DSK wants to have a long-term impact on Indian football,” said Shah at UK Trade and Investment's Global Sports Projects Conference. “It is willing

to seek out the best global practices.”

Shah said the Indian sports market will grow into a £2.8bn (US\$3.9bn, €3.6bn) business by 2020, with football playing a significant part. DSK has already established a football academy in Pune, partnering with Liverpool FC.

Read more: <http://lei.sr?a=f2g6M>

## Britain exports £600m of goods and services for Brazilian sports events

British companies have won £600m-worth of business (US\$846.8m, €769.2m) from Brazil since 2013 as a result of the nation hosting several major sporting events in quick succession.

Rio de Janeiro is getting ready to stage the Olympic and Paralympic Games this year following on from Brazil hosting the 2014 FIFA World Cup and 2013 FIFA Confederations Cup. The flurry of sporting activity has opened the door for 50 UK-based companies to win trading contracts.

Talking UK Trade and Investment's (UKTI) Global



▲ Rio 2016 presented business opportunities for UK firms

Sports Projects Conference, UKTI head of Sports Team, Marcelo Tavares, revealed there were still opportunities for British companies to

do business in advance of the Games, and that he was hoping for an “overall outcome of £750m-£800m (US\$1bn, €961.5m to

US\$1.1bn, €1bn) for British firms” by the time the Rio Olympic Games are finished.

The 50 firms have won 70 contracts in the fields of masterplanning, design and engineering, ticketing and hospitality and temporary structures. Only the US and Germany have won more business than British firms.

Tavares told a room of industry delegates at London's Lancaster House that remaining opportunities include sports equipment, electrical installation, hospitality and security.

Read more: <http://lei.sr?a=a7b1r>



**Turn over:** David Eccles on player tracking, and how it is only scratching the surface





▲ Michael Ring (centre) said the funding showed the government's commitment to sport

## Ireland puts €27m into sports funding

The Irish government has set aside €27m (£21.1m, US\$30.1m) in sports grants for 2016, which will be distributed to governing bodies and local partnerships via newly-created quango Sport Ireland.

Michael Ring, Ireland's secretary of state for Tourism and Sport, revealed a number of packages, including €10.25m (£8m, US\$11.4m) which will be invested to support athletes participating at the Rio 2016 Olympics and Paralympics.

Additionally, €10.6m (£8.3m, US\$11.8m) has been earmarked for Ireland's national governing bodies, while a further €5m (£3.9m, US\$5.6m) will go towards Local Sports Partnerships.

**"The grants announced will support important programmes, such as women in sport and high performance programmes"**

"The grants announced will not only support the core activities of sports bodies, including their administration – but will also support very important sport programmes such as women in sport and high performance programmes," said Ring.

Read more: <http://lei.sr?a=U5B9j>

### Karen Espelund could be first woman elected to the UEFA board

UEFA will elect at least one woman to its board for the first time in May – with Women's Football Committee chair Karen Espelund tipped for a landmark appointment.

During the European football



▲ Karen Espelund could be elected to the board

body's Extraordinary Congress, delegates voted to reserve a minimum of one position on its executive committee for a female representative.

Read more: <http://lei.sr?a=Y9R7w>

### NEWS IN BRIEF



▲ Everton FC player Arouna Kone

### Everton FC wins overseas investment

Farhad Moshiri – a British-Iranian businessman – has purchased a 49.9 per cent stake in the Premier League's Everton Football Club.

Moshiri sold his 14.65 per cent stake in Arsenal – which he acquired in 2007 – to business partner Alisher Usmanov in order to purchase the Everton equity.

The investment is subject to Premier League approval.

Read more: <http://lei.sr?a=P5Y7A>

### Leicestershire CCC receives £1m grant

Leicestershire County Cricket Club has received a £1m (US\$1.4m, €1.3m) grant from the local council to improve its Grace Road ground ahead of the 2017 Women's Cricket World Cup.

Grace Road is one of the five venues to host World Cup matches next year. The money – being granted by Leicester City Council – will go towards improving public wifi, increasing the number of food and drink outlets and developing all of the stands.

The members-only Maurice Burrows Balcony will also be restored to give supporters a "great view of the action".

Read more: <http://lei.sr?a=n5Y8b>



## NEWS IN BRIEF



▲ USA hosted the All Blacks in 2014

## All Blacks return to US for Rugby Weekend

High-profile international rugby will return to the US in November, as New Zealand, Ireland and the All Blacks get ready to descend on Chicago for 'The Rugby Weekend'.

Soldier Field will once again host New Zealand, the 2015 Rugby World Cup winners, in a match against Ireland on the second day of the weekend (5 November 2016). USA Rugby Eagles will play the Maori All Blacks – a team made up exclusively of players with Maori genealogy – on 4 November at Toyota Park.

In November 2014, the All Blacks played the USA in front of a crowd of 61,500 – a record attendance for elite rugby in America.

"The city and fans have shown the world how passionate they are about the sport and we think this weekend will again take the game's popularity to another level," said USA Rugby chief executive Nigel Melville.

Rugby is a growing sport in the US, and the governing body now has 125,000 members, while more than 32,000 athletes are playing collegiate rugby and a further 27,000 people are taking part in senior club rugby.

Read more: <http://lei.sr?a=G4a2b>



▲ Young (centre) will become chair until 2020 after taking over from Louise Martin (right)

## New sportscotland chair appointed

Mel Young – the founder of the Homeless World Cup and *The Big Issue* in Scotland – has been appointed as the chair of funding body sportscotland.

Young will replace current chair Louise Martin CBE on 1 June 2016, to begin a four-year stint lasting until 31 May 2020. He will be paid £230 (US\$321, €291) per day for a 6.5 day commitment per month.

The appointment was announced by Scottish sports minister Jamie Hepburn. Hepburn said Young had a "proven track record of harnessing the power of sport

and physical activity to bring about positive changes to society."

"He understands that by encouraging people to take part in sport, we can help improve people's lives, particularly if they come from disadvantaged backgrounds," he added.

After launching *The Big Issue* in Scotland in 1993, Young established the Homeless World Cup in 2001, with the inaugural tournament taking place in Graz, Austria in 2003. Last month, Young and Hepburn announced that the tournament would be taking place in Glasgow, Scotland in 2016.

Young, who has been the quango's vice-chair for three years, said his experience on the board had given him a "strong understanding of the power of sport".

Read more: <http://lei.sr?a=J7S9i>

**"He has a proven track record of harnessing the power of sport to bring about positive change"**

## Boris Johnson approves £400m Tottenham Hotspur stadium

Tottenham Hotspur Football Club has confirmed that its proposed new stadium has received approval

from the mayor of London Boris Johnson.

The decision is a significant step forward in the development

of the planned 61,000-capacity stadium in the capital.

Read more: <http://lei.sr?a=x1J2v>



**Turn over:** Irish government pledges millions of pounds to sport



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## LOCAL GOVERNMENT

## Partnerships can counter cuts

Baroness Tanni Grey-Thompson has urged local authorities to partner with brands to maintain their physical activity provisions amid funding cuts.

Talking at the Local Government Association's Annual Culture, Tourism and Sport Conference, Grey-Thompson highlighted the Coca-Cola Parklives programme – which runs free activities in 61 parks across six cities – and Football in the Community as partnerships which have helped make up for the shortfall in funding.

**“In spite of cuts we can still get people moving and make small changes to their routines”**



▲ Cuts to physical activity funding would have repercussions said Grey-Thompson

“It is initiatives such as these which show, how, in spite of cuts, we can still get people moving, to make small changes to their routines that will have a big impact on their health,” she said.

As part of the government's spending review last November, local authorities were told that they would have their

budgets cut by up to 30 per cent.

Grey-Thompson acknowledged that non-statutory services were vulnerable, but she warned that diverting funds away from leisure and sport would have a “long-term impact” on the health of the population and the economy.

Read more: <http://lei.sr?a=I9K7r>



▲ LA mayor Eric Garcetti

Almost nine in 10 residents of Los Angeles, California are supportive of the city's bid to host the 2024 Olympic Games.

A Loyola Marymount University study found that of the 88 per cent in favour, 54.4 per cent declared themselves as ‘strongly supportive’ of Los Angeles’ plans to host the flagship event.

Read more:

<http://lei.sr?a=U1S9S>

## Health benefits of activity need to be clearer

Local authorities looking for funding for physical activity provisions from the health sector will have to demonstrate the short-term benefits more clearly, according to Sport England chief executive Jennie Price.

Price said that physical activity schemes which achieve almost immediate results would be more likely to capture the attention of the Department of Health (DoH) and Public Health England (PHE).

“The thing we have to get better at is demonstrating short-



▲ Sport England's Jennie Price talked about short-term health benefits

term as well as long-term impact, because budgets are so tight that if you promise prevention in 20 years time it's tempting, but not tempting enough,” she said. “But if you promise

cost savings in blood pressure medication, statins, and residential care for people suffering dementia, the short-term impact is the best way of wanting to engage with the health sector.”

Price said that the government's cross-departmental *Sporting Future* strategy helped with that engagement.

“I have a meeting with a director-level individual in the DoH for the first time in about five years and that's because of this new strategy,” she said.

Read more:

<http://lei.sr?a=t0w4y>





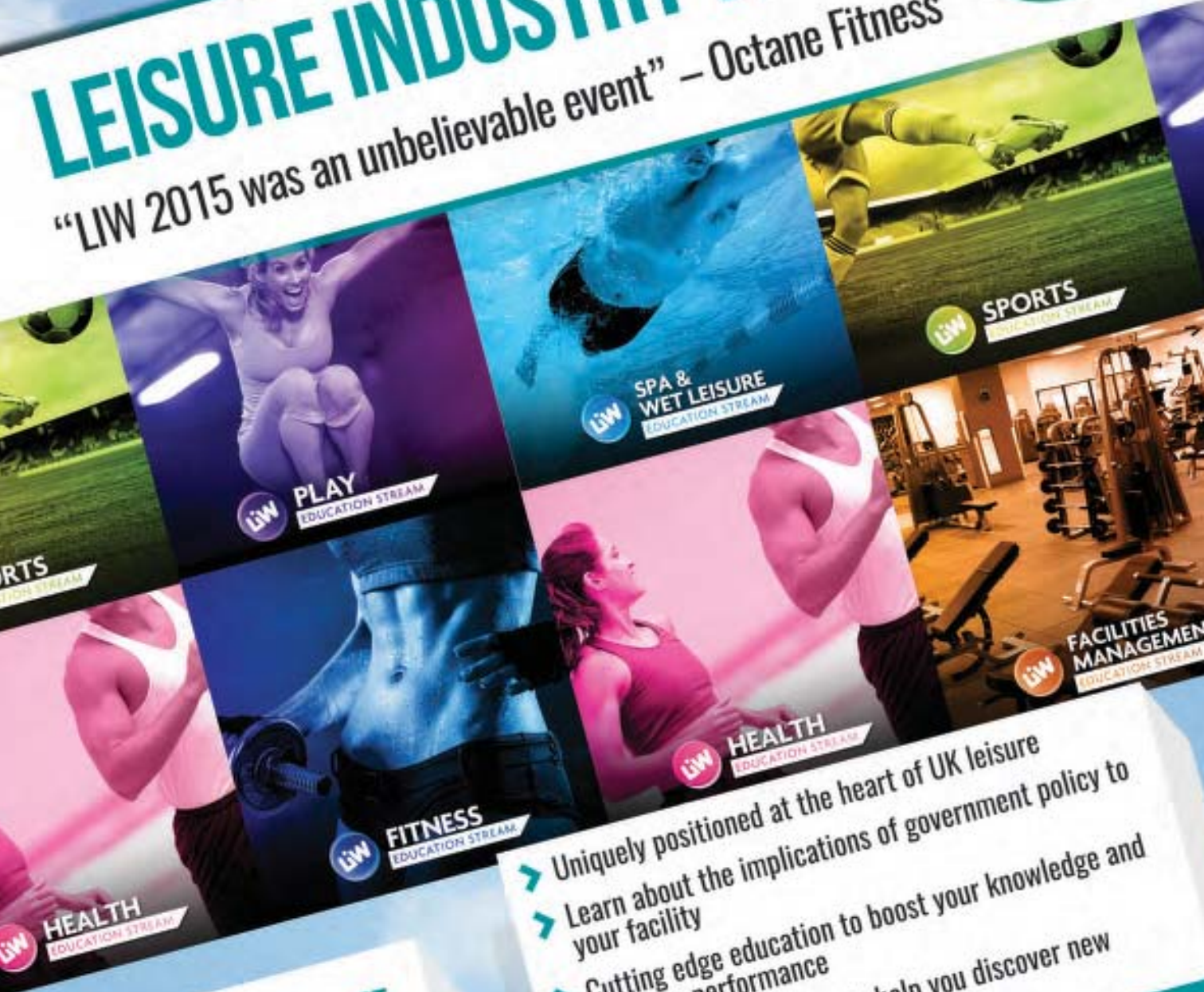
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## NEWS IN BRIEF



▲ IOC president Thomas Bach

## First stage of bidding for Olympic 2024 cities

All four cities – Budapest, Los Angeles, Paris and Rome – vying to host the 2024 Olympics have entered the first part of their bids.

According to International Olympic Committee president Thomas Bach, all plans are “fully in line” with Agenda 2020, which calls for cities to present Olympic projects that match their long-term planning needs.

Read more: <http://lei.sr?a=r9f2Y>

## Sports strategy debate at active-net 2016

Exploring how the government’s new sports strategy will shape the future of the physical activity sector will be top of the agenda during the sector leaders’ debate at active-net 2016.

A high-powered industry panel will discuss the implications of *Sporting Future* and how the leisure sector can maximise resultant opportunities.

Sport England property director Charles Johnston will make a presentation, before joining an industry panel including CLOA chair Mark Allman, BUCS CEO Vince Mayne and Jubilee Hall Trust CEO Phil Rumbelow.

Read more: <http://lei.sr?a=e1z1C>



▲ Judy Murray and The Duchess of Cambridge led a fun-filled children’s tennis session

## Royal approval for tennis initiative

The Duchess of Cambridge, Kate Middleton, has teamed up with Judy Murray to launch the latter’s new Tennis on the Road programme.

A keen tennis fan, Middleton took to the court to help deliver a tennis-themed session to primary school children at Craigmount High School in Edinburgh.

The Duchess joined the group to practice racket skills, bean bag tennis, balloon rallies, and relay races – fun activities designed to develop the skills needed to play a co-ordination sport like tennis.

Tennis on the Road, which has also won backing from the Lawn Tennis Association (LTA), aims to grow the game from the

**“Tennis on the Road is about supporting teachers and coaches to increase participation and grow the game”**

grassroots up, increasing and improving the coaching workforce in Scotland.

“Tennis on the Road is about supporting parents, teachers, volunteers and coaches to increase participation and grow the game in their backyards or whatever space they have,” said Murray.

Read more: <http://lei.sr?a=5d2o1>

## UEFA secretary Gianni Infantino elected as FIFA president

Gianni Infantino – the Swiss-Italian general secretary of UEFA – has been elected as FIFA president after two rounds of voting.

Infantino won 115 votes, while his nearest rival Sheikh Salman



▲ New FIFA president Gianni Infantino

of Bahrain received 88 votes. Prince Ali al-Hussein came third with four, while Jerome Champagne received zero votes. Read more on pages 33-34.

Read more: <http://lei.sr?a=v4U3P>







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▲ Emma Boggis, chief exec of the SRA

### EU REFERENDUM

**In the last two years, Britain has benefitted from £1.5m of ERASMUS+ funding – will it dry up if we leave the EU?**



▲ Culture secretary John Whittingdale (far left) is a member of Vote Leave

## Will 'Brexit' affect EU funding for grassroots sport?

Since prime minister David Cameron fired the starting gun on the EU referendum debate by announcing that Britain would be going to the polls on the 23 June 2016, individuals in favour of the status quo and those preferring 'Brexit' have generally centred their arguments around the economy, jobs, national security and immigration.

But the result of the referendum could have further reaching implications than the headline issues. Sport – and the funding of grassroots sport in particular – has the potential to be affected if Britain decides to leave Europe.



▲ Will Straw, Britain Stronger In Europe

**“Non-EU countries like Iceland and Norway take part in ERASMUS+. To suggest that we would be denied access to this is scaremongering”**

Talking to *Sports Management*, Sport and Recreation Alliance chief executive Emma Boggis said that the UK would find it “much more difficult to access EU funding streams designed to support sport”, highlighting the ERASMUS+ programme and the EU Structural Funds.

According to executive director of Britain Stronger In Europe, Will Straw, Britain has benefitted from £1.5m (US\$2.1m, €1.9m) of ERASMUS+ sports funding in the past two years. Indeed, the current programme period for ERASMUS+ funding – 2014-2020 – has a total budget of €270m (£210.3m, US\$293.1m) for all member nations.

“Thanks to the ERASMUS+ programme, anyone in Britain who comes up with a brilliant sports project can receive money from the EU to help get it off the ground,” added Straw.

However, while all ERASMUS+ programme is open to all 28 states in the EU, five non-members are eligible to bid for funding – Macedonia, Iceland, Liechtenstein, Norway and Turkey – meaning that if Britain does divorce itself from the Common Market it does not necessarily lose the opportunity to bid for EU grassroots funding.

“Non-EU countries like Iceland and Norway take part in the ERASMUS+ programme. To suggest that we would be denied access to this after we Vote Leave is scaremongering,” said a Vote Leave spokesperson, who told *Sports Management* that if Britain left the EU some of the £350m (US\$487.7m, €449.2m) it sends to Brussels each week would be ploughed into “our priorities such as grassroots sport”.

**Read More:** [http://lei.sr?a=K9y3H\\_P](http://lei.sr?a=K9y3H_P)



**Turn over:** The Duchess of Cambridge helps launch Judy Murray's tennis initiative



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## SWIMMING

## Nottingham gets Beacon status

Nottingham has been named as a host city for the Amateur Swimming Association's (ASA) Beacon Programme – the body's elite swimming pathway.

The city is the first location in the East Midlands to gain the status due to the "commitment of Nottingham City Council to high-performance swimming" through its £13.5m (US\$18.8m, €17.3m) investment in the redeveloped Harvey Hadden Sports Village.

The Beacon Programme, which is part-funded by Sport England, was

**"Over the next two years, many talented athletes from across the region will benefit"**



▲ World Youth Championship gold medalist Rosie Rudin will benefit from the status

created to nurture talented young swimmers after being identified as potential elite athletes of the future.

Athletes will be allowed to train in Harvey Hadden's new Olympic-sized swimming pool, and will also have access to high performance services such as strength and conditioning,

sport science, physiotherapy, nutrition advice and educational support.

"Over the next two years, many talented athletes from across the region will benefit from this programme," said Beacon Programme head coach Nathan Hilton.

Read more: <http://lei.sr?a=X4G9i>

## Sport England announces School Games review but maintains funding

Sport England has kicked off a review of the School Games following the publication of the government's sports strategy, and has pledged funding for School Games Organisers (SGO) until 2020.

The review will consider the future priorities of the School Games in the context of the targets set by *Sporting Future*, published last December. The review will include a consultation phase and focus group work.

School Games is a four-level competition framework which provides opportunities for youngsters to take part in competitive sport. It is a



▲ Funding for the School Games will remain until 2020

partnership between Sport England, the Department of Culture, Media and Sports and the Youth Sports Trust.

Sport England has also

set aside around £11m (US\$15.3m, €13.9m) per year of DCMS and Department of Health (DoH) funding plus £10m (US\$13.9m, €12.6m)

of National Lottery money for Sports Games Organisers – the bodies that support the delivery of the School Games, with a focus on participation, competition for all and performance.

Each of the 452 SGOs nationwide will receive £23,800 (US\$33,190, €30,080) every academic year until the end of the current parliament.

"Continued funding is a reflection of the value placed on the work of the SGOs by us all," said Sport England executive Mike Diaper.

Read more: <http://lei.sr?a=3K8Y8>





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## NEWS IN BRIEF



▲ Rendering of the stadium

## Minnesota United renderings unveiled

Major League Soccer (MLS) franchise Minnesota United has unveiled renderings for its US\$150m (£107.1m, €137.9m) Populous-designed stadium.

The design of the 20,000-capacity stadium includes a 360-degree canopy which will protect fans and players from poor weather and reduce light and noise spilling into the surrounding neighbourhood.

Read more: <http://lei.sr?a=a3m9u>

## 'Safeguarding in sport needs more attention'

The Sport and Recreation Alliance has revealed its "disappointment" that the safeguarding of children and adults "did not feature strongly" in the government's new sports strategy.

In its submission to Sport England's consultation on how to implement the *Sporting Future* strategy, the Alliance said that while it was pleased that a Duty of Care working group had been set up, more needed to be done.

"More work needs to be done to ensure the sector understands what safeguarding means and what it needs to practically do to protect participants," it said.

Read more: <http://lei.sr?a=i4b6w>



▲ The facility will host elite games, as well as training sessions for grassroots clubs

## Brisbane set for AS\$30m netball centre

An ambitious AS\$30m (£14.9m, US\$21.5m, €19.3m) netball facility is being designed in Queensland, Australia, which will benefit thousands of elite and grassroots players in the region.

Curtis Pitt, Queensland's minister for sport, revealed that local architects BVN will design the State Netball Centre based in Brisbane, Queensland's capital.

The eight-court facility will also come with a training centre and administration offices for Netball Queensland, the regional governing body. On-site work is expected to commence later this year, with an expected opening date in 2017.

"This is a sound investment for the

**"This is a sound investment for the future of netball in our state because it will deliver a much needed home and create jobs"**

future of netball in our state because it will deliver a much-needed home base for netball, create around 100 jobs during construction as well as ongoing work for events staff when it opens, and deliver a facility that will help netball players and teams at all levels," said Pitt.

Read more: <http://lei.sr?a=D5S6e>

## Bolton Wanderers sells training ground to Wigan Athletic

Bolton Wanderers Football Club has sold its Euxton training ground to local rival Wigan Athletic.

The land has been purchased for an undisclosed sum by the Whelan family – the



▲ Wigan Athletic chair David Sharpe

owners of League One club Wigan – for first team use from the start of the 2016/17 season.

"It's integral to our future success," said chair David Sharpe.

Read more: <http://lei.sr?a=m0G5K>





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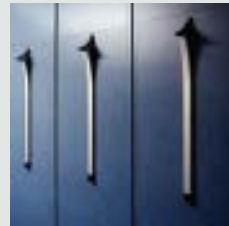
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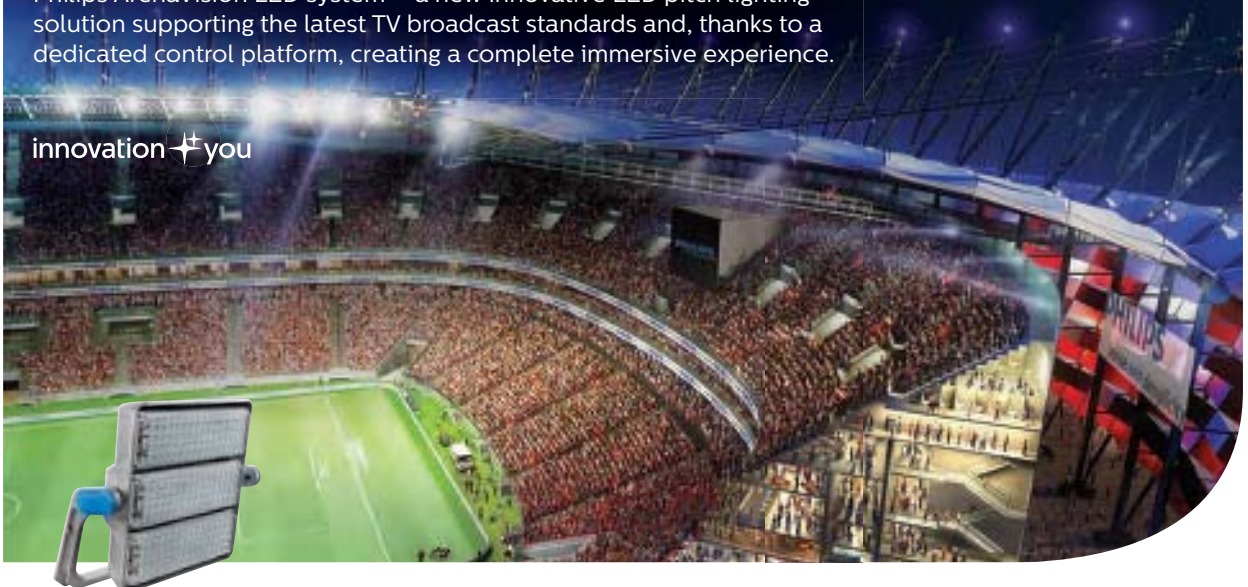
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**PHILIPS**

# Alex Trickett

**Sport and Twitter are a “perfect fit”, according to the social media giant’s global leader for sport**

Tom Walker • managing editor • Sports Management

“T witter becomes the world’s largest sofa whenever sport is being broadcast,” says Alex Trickett, global sports chair for Twitter. “Users get to sit alongside rival fans, experts, pundits, former players, referees – a whole world of people who have an interest in the same event as they have. They can see what all of them are saying and engage with them in real time.”

Trickett has not only witnessed but had an active hand in the growth of social media. He joined Twitter in September 2013, following a 10-year career at the BBC. As the BBC’s social media lead, he and his team made the organisation the first mainstream European broadcaster to integrate with Twitter and to create tie-ins with Facebook, Flickr and YouTube.

At Twitter, he has a dual role. “I’m the global sports chair for Twitter and also head of sports for Twitter UK,” he explains. “So it’s my job to bring together the heads of sports from our 20+ offices around the world. I also organise and maintain our relationships with sports organisations such as FIFA, UEFA and the IOC.”

## IMPORTANCE OF SPORT

Trickett says sport is one of the most important “currencies” Twitter deals in. There are 500m tweets every day and a huge percentage are about sport, especially when there’s a football match on. “Eighty one per cent of our users say they tweet or follow tweets while watching sport on TV,” says Trickett. “Two thirds say Twitter makes live sporting events more exciting and more engaging. Twitter is perfect for sport because at its heart, it’s a real-time, public stage. It brings people together to share moments.



**Alex Trickett is global sports chair for Twitter and head of sport for Twitter UK**

“You can really tell when something big happens – a catalytic moment in a football game, for example, which gets people celebrating or reduces them to tears. That’s when people reach for Twitter.”

Trickett picks the FIFA 2014 World Cup semi-final between host nation Brazil and eventual winners Germany as an example. The most eagerly awaited match of the tournament quickly became one of the most extraordinary in football history, as Germany raced to a 5-0 lead inside 29 minutes, destroying Brazil’s hopes.

By the time Germany scored its fifth goal, the game was generating 580,166 tweets per minute – a new record. It also broke the record for the most tweets during a single event, with 35.6m, far outperforming other popular events such as the 2015 Super Bowl (28m) and the 2015 Oscars night (5.9m).

From a marketing point of view, Trickett says these catalytic moments can really create value to those wanting to use social media for strengthening their brand awareness and reach. “It’s incredibly important that clubs and organisations are alive to these potential peaks and troughs of conversation,” Trickett says. “You can really capitalise on these moments by putting up brilliant content that everybody wants to share and talk about.”

## BE BRAVE

So how can clubs and sports organisations benefit from Twitter? What approach should they take to maximise their reach, create interest in their brand and build a loyal base of followers? Trickett has come up with a formula based on five key areas – “We call it BRAVE,” he says – “Breaking news, rich media, amplify yourself, value others and exclusive access.





**“If you add a photo into a tweet, it gives you a 50 per cent uplift in engagement. People want to see what you see.”**

Germany vs Brazil in the 2014 FIFA World Cup holds the record for most tweets in a single event at 35.6m

## Best Practice

### A Liverpool FC campaign used Alex Trickett's BRAVE principles

When Liverpool FC reached 5m followers it ran a campaign called #1in5million. There hadn't been a number 5 since defender Daniel Agger left, so LFC offered one lucky fan the opportunity to become number five for a day. All they had to do to enter was tweet why it should be them, using the hashtag #1in5million.

The winner attended a match as part of the squad, saw their name in the official programme, was given a personalised shirt with their Twitter handle on it and was



announced to the crowd on the famous Anfield tannoy.

“The campaign used exclusive access and rich media to value its fans,” Trickett says. “By doing so it created its own news”.

“We know that things happen on Twitter first. When there's news to break, people come to Twitter to break it. As a club or organisation, break the news effectively on twitter and you'll reap the benefits.

“For example, going into the 2014 World Cup, the Football Association had the @england Twitter handle but no followers for it. Then they came up with the idea of announcing the names of the World Cup squad exclusively through the account. It really took off after that, has 2.11m followers and is recognised as the primary source of all news from the FA.

“Rich media – videos and photography/images – is important too. We know that if you add a photo to a tweet, it gives you a 50 per cent uplift in engagement. People want to see what you see.”

“When it comes to amplifying and spreading the word, don't leave people guessing as to where they get involved in the discussion. If you create a hashtag, make sure people know about it. The tennis championships at Wimbledon do this brilliantly. They







Wimbledon innovation: fans could pose and tweet alongside the @wimbledon sign

lay out their Twitter handle on a piece of ingenious landscaping right next to the courts where people queue to get in – making sure everybody sees it,” he says.

“Also, make sure your fans and followers feel valuable – wherever they are. When Wayne Rooney passed 10m followers, he recognised the global nature of his status and tweeted out a “retweet to win a shirt” in five languages. One of the tweets, in Indonesian, got as many engagements as the original English one.

## CAMPAIGN TALES

Trickett has a close working relationship with rights owners, organisations and clubs. Ideas are exchanged and worked on.

“My job is to be an in-house consultant to the sports industry,” he says. “So quite often I’ll be reaching out to big events, teams and organisations and saying ‘what you’re doing on Twitter is great and here are a few new ideas’. At other times, people

### Twitter followers of tennis Grand Slam events:

- Wimbledon: 2.1m
- French Open: 1.3m
- US Open: 993,000
- Australian Open: 940,000

**Sport England’s This Girl Can showed how social media can be used for the common good**

come to us with ideas and we simply fine tune and try and improve them.”

There are also plenty of highly successful, sports-related campaigns which he and his team have no prior knowledge of. One of these was Sport England’s “This Girl Can” initiative last year.

“I’d love to claim credit for This Girl Can, but I can’t!” Trickett says. “We had no influence on how the campaign worked, but we’re obviously delighted for the part Twitter played in such a great initiative.

“It happens quite a lot, actually. Another example from the sporting world was the ‘put out your bat’ campaign following the tragic death of Aussie cricketer Phil Hughes. That really caught people’s imagination.”

## SET YOUR GOALS

Trickett’s advice for clubs and companies looking to successfully engage an audience on Twitter is to have a clear plan and a set of goals. “The key – however big or small you are – is to have a coherent strategy when it comes to what you want to actually achieve by using Twitter.

“How you arrive at that strategy – whether it’s through your own work or through external consultants – is up to you, but the key is to arrive at that place. Once you know what you’re setting out to do, you can begin measuring it and figuring out whether you’re heading in the right direction.

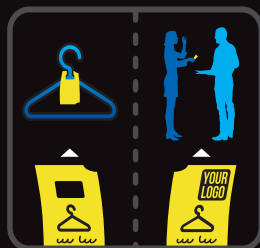
“And don’t forget that those who work in the sports industry often have access to places and environments that fans can only dream of. So spread it!” ●



**Turn over:** “Best practice” Twitter engagement employed by Liverpool FC



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# The spirit of youth

**The aim of the Youth Olympic Games is to act as an introduction to Olympism and bring together the world's best young athletes. The second ever Winter Games in Lillehammer, Norway fulfilled both of those aims – and builds on a legacy dating back to 1994**

Tom Walker • managing editor • Sports Management

**M**ore than 1,100 young athletes travelled to Lillehammer, Norway to take part in the second Youth Winter Olympic Games in February. Taking place over 10 days, the games celebrated medal winners across 70 winter sports events and also included a cultural Olympiad featuring 200 free events.

Held every four years, the Youth Olympic Games (YOG) are staggered between summer and winter events, consistent with the Olympic Games format. The concept was founded by the International Olympic Committee (IOC) in 2007 and the first summer Youth Olympic Games were held in Singapore in 2010. The first winter event took place two years later in Innsbruck, Austria.

## LEGACY FACILITIES

The venues used for the Lillehammer Games – staged between 12 and 21 February – were upgraded facilities originally built for the 1994 Winter Olympics in the Norwegian city. A total of NOK600m (£46.1m, US\$66.7m, €58.7m) was spent on revamping the venues with new changing rooms and facilities, while the ski jumping hill had its profile changed to adhere to regulations governing its use by young jumpers.

“The concept of the Youth Olympics is reusing venues – we were not suppose to build lots of arenas,” says Pål Gordon Nilsen, communications director for the Games. “We wouldn’t have got these Games if we’d had to build them, so we built on what we already have and that’s the legacy of the 1994 Winter Olympics.”



Team GB's George Johnston at the men's monobob competition

The only two new venues built for the event were the ice hockey arena – which also held the curling – and the Youth Olympic Village. In legacy mode, the village will create 360 student apartments.

## SUCCESS

Lillehammer 2016 CEO Tomas Holmestad said the games were a success by every measure. “Everything about the event has gone according to plan, and we couldn’t be happier,” he said at the conclusion.

“We had 70 medal events, an exciting educational programme and a free culture festival, the likes of which has not been seen in Norway before. The only thing we had not accounted was the huge public interest we received.”

More than 130,000 people attended over the 10 days, with the ice hockey games being the biggest draw. A total of 29,000 people turned out to watch the ice hockey at Lillehammer Hamars’ Olympic Amphitheatre.

For Holmestad though, the most important aspect was the continuation of the Olympic legacy at Lillehammer.

**Team Canada in action during the final of the curling mixed team finals at Lillehammer Curling Hall**







YOG introduces future stars – such as Swedish skier Johanna Hagström – to the Olympic spirit

“ We leave behind a host of modern and updated venues and equipment. These were used during the Games and will now be available for use for club matches, stages of tournaments and World Cups ”



Men's 10km  
biathlon pursuit at  
Birkebeineren Stadium



## Two hundred young leaders selected from across Norway received 18 months' training prior to the Games and have used the YOG as a career milestone for a future in the sports industry

"We haven't measured our success by the number of spectators who visited The Games," he said. "For us, as the organisers, the most important thing is the legacy from the Games.

"We leave behind a host of modern and updated venues and equipment. These were used during the Games and will be now available for use for club matches, stages of tournaments, and World Cups.

"The athletes leave having gained invaluable cultural and educational experiences, including everything from concerts to anti-doping seminars.

**Team USA's River Radamus, winner of the men's giant slalom, has been tipped for future greatness**

### SOCIAL ASPECTS

Another of the Games' legacy aims was to strengthen the local volunteer force. Two hundred young leaders, selected from across Norway, received 18 months' training prior to the Games and have used the YOG as a career milestone for a future in the sports industry. All 200 have been tasked with sharing their experience of the Games with their communities.

"We've created a new generation of volunteers and leaders, Holmestad said. "In total, 3,200 volunteers worked around the clock, many of them young and having their first big experience as a volunteer.

"We've brought new life to the area as well as enhancing existing expertise in associated fields. Young people have been given a lot of responsibility over the course of the Games and we hope the region as a whole will nurture and encourage this further."

### ON TO LAUSANNE

IOC president Thomas Bach, who attended the final stages of the competition and the closing ceremony of the Games, was impressed by the hosts' and the public's response to the event. "I think we all agree that we've had an awesome 10 days here in Lillehammer," he said.



**Figure skating winners: Russia's Anastasia Shpilevaya and Grigory Smirnov**







Halfpipe champion Madison Rowlands – one of Team GB's stars



Hafjell Freepark hosted the Ski Cross events



Lillehammer had 10 medal events in speedskating

"The way the Lillehammer team planned and delivered the Games fitted perfectly with the youth spirit of these Games, and I can only praise the flawless organisation and the enthusiasm of the volunteers. With these Youth Olympic Games, it was not only the athletes who were inspired; they in turn inspired the organising committee, the volunteers and all of us with their great attitude."

"When you go home, please take the Olympic spirit shown here with you. Share this Olympic spirit with your friends and your communities. If we all share this spirit of friendship, understanding and tolerance then together we can make the world a better place."

With the Olympic flame extinguished at Lillehammer, the baton has now been passed to the city of Lausanne in Switzerland, which will host the 2020 Winter Youth Olympic Games. The Lausanne Games will mark the first time an Olympic event will be hosted by two different countries, as 2020 biathlon races will take place across the border in France.

Ian Logan, newly appointed CEO of the 2020 Games says having the event in Lausanne – home to the IOC headquarters and more than 50 international sporting federations – will be "something unique". "With more than 100 years of Olympic history,



**Ice hockey was among the main draws, attracting 29,000 fans over the 10 days**

tradition and heritage, Lausanne 2020 brings with it high expectations," he said. "There's a great deal of pressure on all of us in the team to continue what the youth games have achieved so far."

Logan has a clear vision for the 2020 Games. "I want to create a 'wow' experience: I want everyone to go home and say 'wow'. that was amazing." ●



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# Winds of change

**Gianni Infantino has been elected as the new president of FIFA. How will the man tasked with cleaning up the mess left by disgraced predecessor Sepp Blatter and reinstating trust in the world football governing body go about his business?**

Tom Walker & Matthew Campelli • Sports Management

**G**ianni Infantino's surprise victory over rival candidate Sheikh Salman bin Ebrahim al-Khalifa was greeted by an optimistic sigh of relief in many quarters. Following a 10-month period in which a stream of corruption allegations and a large-scale criminal investigation has brought FIFA to its knees, Uefa's general secretary was ultimately viewed as the man who could wipe the slate clean and offer a new, honest beginning.

Indeed, Infantino has managed to steer clear of scandal during his 16-year career at Uefa. The Swiss football administrator's clean record, strong reputation and straightforward manner pushed him ahead in the final voting for the FIFA presidency on 26 February 2016, when he secured 115 votes against Sheikh Salman's 88 votes.



## NEW ERA

Talking in Zurich, Switzerland after his landmark win, Infantino said: "I cannot express my feeling in this moment. I told you I went through an exceptional journey, which made me meet many fantastic people, who live and breathe football, and many people deserve to see FIFA highly respected. Everyone in the world will applaud us for what we will do.

"I want to work with you to establish a new era in which we can put football at the centre stage. We need to implement the reforms, but we also need to have respect, the respect that the entire world owes to football. And make sure that finally, once again, we can focus on this wonderful world that is football. I am too moved – let us work together for this."

**Infantino, UEFA's general secretary, secured 115 votes to win election**

What will Infantino bring to FIFA? If the 45-page manifesto he produced ahead of the election is anything to go by, then the answer is 'plenty'. The manifesto includes a great deal of detail and features all the expected themes. There are calls for transparency, good governance and – perhaps most importantly – support for the reforms designed to steer FIFA away from the murky waters of corruption, for which it became synonymous under Sepp Blatter.

It wouldn't, however, be a manifesto for the future FIFA boss if it didn't outline detailed plans on how the federation intends to share its considerable income – and there's plenty to go around. FIFA's revenues hit US\$2.1bn (£1.5bn, €1.9bn) in 2014 following the World Cup in Brazil, a new record.





Prince Ali al-Hussein of Jordan, who came third in the voting rounds, congratulates Infantino

Infantino says at least half of that income should be pledged to football development projects for its member associations. Each confederation (CAF, CONCACAF, CONMEBOL, OFC, AFC and UEFA) is set to receive a minimum of US\$40m (£28m, €36.8m) over four years for football development, while at least US\$5m (£3.5m, €4.6m) will be offered to each of its 209 members states.

“As a benchmark, and after all necessary adjustments, I believe that FIFA should easily be able to earmark at least 50 per cent of its income for direct distribution to its Member Associations for football development projects,” he stated.

“This translates into a very significant increase in the Financial Assistance Programme (FAP) and other development and solidarity programmes available for Member Associations and Confederations.”

Infantino acknowledges that his plans for absolute equality could result in a scenario where Montserrat – a FIFA member with a population of just 4,900 – would receive a sum equivalent to 10 per cent of its GDP. Therefore, he makes the point of highlighting a need for “tailor-made development programmes” for each member.

“For some, the top priority may be infrastructure, for others, it may be education programmes,” he says.

The manifesto also includes pledges of special assistance for infrastructure projects – national stadiums, technical centres, youth academies – and assistance for materials such as kits and balls. An exchange and internship programme for administrators, technical staff, youth, grassroots

## Gianni Infantino – new FIFA boss

**Nationality:** Swiss **Age:** 45

**Current role:** General secretary of

European football’s governing body, Uefa

After qualifying as a lawyer from Fribourg

University, Infantino has spent most of his

career in sports administration. He worked

as the secretary general of the International

Centre for Sports Studies at the University

of Neuchâtel before joining Uefa in 2000 at the age of 29.

At Uefa he worked his way carefully up to become director of the legal affairs and club licensing division in 2004, before becoming general secretary, effectively the chief executive, in 2009.



## The other candidates

**Sheikh Salman bin Ebrahim al-Khalifa**

**Votes:** 1st round – 85 votes, 2nd round – 88 votes

Overwhelming favourite before the election, he became

president of Bahrain Football Association in 2002 and

president of Asian Football Confederation in 2013.



**Prince Ali al-Hussein**

**Votes:** 1st round – 27 votes, 2nd round – 4 votes

Third son of the King of Jordan, Prince Ali is a former

Fifa vice-president and was the only person to

challenge Sepp Blatter for the presidency in 2015.



**Jerome Champagne**

**Votes:** 1st round – 7 votes, 2nd round – 0 votes

Former French diplomat who held various positions

within FIFA between 1999–2010. Former advisor to

Blatter. Supported taking the 2022 World Cup off Qatar.



**Tokyo Sexwale**

**Votes:** None, withdrew from the election

South African former businessman/politician.

Imprisoned on Robben Island with Nelson Mandela.

Member of the 2010 World Cup organising committee.



and women’s coaching, and referees has also been put forward to “promote cultural cohesion and understanding between footballing communities”.

Infantino has also promised to push for a 40-team World Cup – an initiative discussed by the FIFA Reform Committee last December. If successful, plans to expand the World Cup – heavily backed by African and Asian members of the FIFA executive committee – could become reality at the 2026 World Cup. ●





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# LGA Annual Culture, Tourism and Sport Conference 2016

**Civic pride, *Sporting Future* and the economic impact of sport were on this year's agenda. Matthew Campelli reports**

Leicester played host to this year's Local Government Association (LGA) Annual Culture, Tourism and Sport Conference, welcoming councillors from across the nation to discuss methods of investing in physical activity and sporting provision in a climate of shrinking budgets.

Sir Peter Soulsby – the mayor of Leicester – welcomed delegates by giving a snapshot of how the East Midlands city had used sport, culture and heritage as a way of restoring its civic pride after a number of major local industries, such as textiles and typewriter manufacturing, were hit by accelerating globalisation and technology.

"In the last part of the 20th century Leicester suffered from a collective inferiority complex. Leicester lost its confidence and its purpose," he said. "We recognised that we needed to reclaim Leicester, its pride in itself and its confidence in its future."



**Mayor of Leicester, Sir Peter Soulsby, welcomed delegates to the conference**

Soulsby, who became mayor in 2011, pointed to the city's "unique combination of sporting excellence and the council's willingness to invest in sport".

"I don't think there are many towns and cities in the UK that have a Premier League football team, a rugby team like the Leicester Tigers, a county cricket team that has aspirations under new leadership and an excellent basketball team in the Leicester Riders," Soulsby explained.

The latter two have received council money in a bid to improve their facilities. Part of the £6m (US\$8.5m, €7.8m) for the new Leicester Riders' Community Sports

Arena came from the council, while £1m (US\$1.4m, €1.3m) was set aside to improve Leicestershire County Cricket Club's Grace Road ground.

But the conference reflected on much more than the development of facilities and civic pride, as physical activity was put forward as a means to achieving a more cohesive society, better health prospects and a stronger economy.

Councillors were taken on a tour of the recently-built £8m (US\$11.1m, €10.2m) Queen Elizabeth II Diamond Jubilee Leisure Centre on the site of De Montfort University, where they were addressed by a number of speakers, including Harborough District Council leader Blake Pain, local teacher Mike Scully and former England basketball player Karl Brown.

The former explained his local authority's strategy of offering local youngsters the chance to lead physical activity programmes which help them to prepare for work and education, helping to contribute to a "thriving economy".

Scully and Brown brought students from the local Robert Smyth Academy – which came second in the National Sports Leadership Academy of the Year – and Gateway College respectively. Both institutes are



**Leicestershire County Cricket club has received investment from the council**





GETTY IMAGES

## Times are tough, but I'm confident that there is a growing role for local government to play in creating healthy, active lives

supported by the local authority and offer students a 'sports leadership pathway' in which they learn skills such as organisation, public speaking and time management in the prism of physical activity.

A panel debate featuring Sport England chief executive Jennie Price followed. Price was joined by VisitEngland chair Penelope Viscountess Cobham CBE, Arts Council England chair Sir Peter Bazalgette, Historic England chair Sir Laurie Magnus and National Archives chief executive Jeff James.

Price used the government's *Sporting Future* strategy as the basis of her talk, and detailed the measures organisations will need to meet in order to win public funding for sport and physical activity.

She highlighted a focus on getting underrepresented groups active, and said that a larger proportion of funding would be spent on encouraging people who were not active to participate in some kind of physical activity. Price added that local government input was crucial in finding out how to reach these groups.

One local authority that did demonstrate the power of sport from an economic point of view was Staffordshire County Council, which launched its Sportshire initiative in 2012 to attract sporting

**Hosting the Ironman event and the UK Corporate Games generated £5.4m for the economy in Staffordshire**

events to the county in order to bring in visitors, create jobs and encourage inbound investment.

Talking about the initiative, Staffordshire commissioner for Tourism and the Cultural County Janene Cox revealed that the local authority spent £30,000 (US\$41,708, €38,278) launching the scheme, but winning the chance to host an Ironman event and the UK Corporate Games in 2015 generated £5.4m (US\$7.5m, €6.9m) in economic impact.

"We had an increasing health bill, lack of aspiration and low numbers of people doing physical activity," she said. "We talked to the DCMS and the Treasury, and built a relationship with Sport England. We're two years into Sportshire and we've encouraged residents to take part in physical activity and provided business opportunities for local people."

The final keynote talk was presented by Baroness Tanni Grey-Thompson, who encouraged local authorities to create partnerships with brands to maintain good levels of physical activity provision amid extensive local government budget cuts.

Grey-Thompson conceded that although "times are tough", she was "confident that there is a growing role for local government to play in creating healthy, active lives". ● (See more on page 14)







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# The power of brands

Are sponsors who plough huge sums of money into sport becoming too powerful as they seek a return on their investment?

Tom Walker • managing editor • Sports Management

**M**anchester United manager Louis van Gaal has had his critics this season. The cautious playing style he's instilled at the club – which saw the Red Devils score just eight goals at Old Trafford between October and January – has been described as “turgid, boring and lifeless” by both fans and the media.

While he might be within his rights to ignore the stick he's received from supporters and journalists, there was one critical voice that could yet prove significant to his future at the club. Van Gaal was told off by the man who provides his team's shirts.

“We've sold more shirts than expected,” Herbert Hainer, CEO of Adidas, told German paper *Süddeutsche Zeitung*, before adding: “Even if the way United play is not exactly what we want to see.”

## Shot across the bow

Hainer's remark could be dismissed as a throwaway comment, but for Simon Chadwick, professor of



**Simon Chadwick,**  
professor of  
sports business at  
Salford University

sports business at Salford University, it betrays how the relationships between sponsors and the properties they invest in are changing.

“A senior employee at Adidas will know precisely what such a statement means,” Chadwick says. “You might be tempted to ignore it as an off-the-cuff remark, but in reality it's a shot across the bow.”

Chadwick says the sponsorship market has changed markedly since the economic downturn, with sponsors increasingly reassessing the way they spend money. Many are looking for ways to gain more control of their investments, while applying closer inspection to the value they're receiving from them.

“Prior to the 2008-9 crash, it was a case of sponsors paying the money, sticking the brand name on a shirt and hoping everything worked out,” Chadwick says. “That's no longer the case, however, as sponsorship budgets are increasingly being scrutinised and challenged by corporation executives.

“There's more pressure now to achieve a tangible payback from these deals. Sponsorship teams are constantly asked to show the numbers to prove that the investments made are giving a good return.”

In Adidas's case, it's understandably expecting substantial returns – the sports giant agreed a world-record £750m, 10-year kit deal with Manchester United, starting from July 2015. To put the deal in context, the sum involved is only £40m less than United's owners, the Glazer family, paid for the entire club when they took it over in 2005.

## It's an ambush

While a sponsor attempting to influence a football club's playing style is definitely a first, athletes and fans have long been affected by another sponsor-related issue – the efforts to combat ambush marketing. The practice of companies displaying “guerilla” brand messages and getting associated with major events – without actually paying



FIFA's anti-ambush activities at the 2010 World Cup included legal threats





**“Adidas expects substantial returns from its £750m, 10-year sponsorship deal. The sum is only £40m less than the entire club cost to buy in 2005”**



sponsorship fees – is a threat for genuine event partners looking to maximise their exposure.

The rights holders' anti-ambush strategies can at times seem extreme. When a Dutch brewery smuggled in 36 fans – wearing brightly coloured outfits associated with its premium beer brand – to a 2010 FIFA World Cup game, it led to arrests and threats of legal action from FIFA. During the London 2012 Olympic Games, Team GB athletes were famously given strict guidance on which breakfast cereals were acceptable to mention in social media posts.

Some athletes have fiercely opposed the International Olympic Committee's "Rule 40", which prevents participants from using their name or

**Adidas has voiced its displeasure at the playing style of Man U this season**

picture for advertising purposes during an Olympic Games. During London 2012, dozens of athletes – led by Team US runner Sanya Richards-Ross – posted their objections via Twitter using the hashtags #Rule40 and #WeDemandChange.

For Bill Sweeney, CEO of the British Olympic Association, ambushing is potentially a big problem – although the organisation's preference is to take a flexible approach to companies who have separate, individual deals with successful Olympic athletes. "If it's a sports sponsor saying 'congratulations' and it doesn't have the expressed intent of ambushing, we'd probably just let it go. If it's a company – sportswear comes to mind – that makes a really well-considered



ambush approach, then clearly we'd have to take action or we're not protecting our real sponsors."

### Moral issues

The recent scandals at world governing bodies FIFA and IAAF have also shown the power of the sponsor.

Led by the now disgraced Sepp Blatter, FIFA refused to accept that action was needed on the corruption allegations leveled at it – until key sponsors Coca-Cola, Visa, Budweiser and McDonald's threatened to terminate their contracts. Their intervention spelt the end for Blatter and ushered in reform.

IAAF too found out how sponsors can act on questionable governance. In January it was reported by the BBC that Adidas, its biggest sponsor, was going to terminate its sponsorship deal four years early, as a result of the doping scandal sweeping the sport.

Chadwick says the way sponsors were called to act on both the FIFA and IAAF scandals has cast them in a new role as governors of ethics – one which they probably didn't asked for.

"The public seems to think that sponsors should be moral arbiters when it comes to sport," he says. "In one sense I feel for the sponsors, because they're being put in the unenviable position of being expected to carry the can for the misdemeanours of sports governing bodies around the world.

"That's somewhat unfair and my view is that we're all complicit in it, even consumers, who can influence the way these things go by the choice of kit they buy: If you don't want a particular brand to sponsor the IAAF, then don't buy their products – but don't expect that brand to be your personal moral arbiter."

### Long term consequences

Chadwick believes the revelations at IAAF and FIFA – as well as the intervention by Adidas on playing styles at Manchester United – show how the sports sponsorship landscape is changing very rapidly.

The changes could have long-term consequences for the way commercial deals are drawn up in the future: "It means that sponsors are being challenged to think



## “Consumers can influence sponsors by the choice of kit they buy”

**US Olympian Sanya Richards led athlete's protests about the IOC's Rule 40 which prevents them endorsing non-Olympic sponsors on social media**

much more carefully, strategically and professionally about their sponsorship programmes," he says.

"Companies will increasingly approach sponsorship as a business solution – not just as advertising or marketing communications. And when any business buys a solution to a problem or a challenge it faces, it expects the problem to be solved," he says.

"In Manchester United's case the problem isn't being solved – the team's style of play isn't attracting a positive reaction from fans. In that sense the business solution Adidas thought it was buying to get income from isn't actually there."

### Are sponsors becoming too powerful?

"When you have a situation where a sportswear company criticises the way a club it sponsors is playing, with the expectation of changing it, then I think we're moving into an era in which sponsors are starting to have too much power," says Chadwick. ●







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# Inclusive martial arts

**Anita Yiannoullou and Glenn Delikan, co-founders of Sanjuro – an inclusive martial arts system – talk to Kath Hudson about how they’re powering through barriers to physical activity for hard to reach groups**

Kath Hudson • journalist • Sports Management

**“W**e love a challenge,” says Anita Yiannoullou, co-founder of Sanjuro. “When we go into primary schools we’re often given the ‘hard to engage’ kids to work with. London councils and fund partners ask us to put on classes for young people, adults, over 65s and dementia sufferers in deprived areas, where social issues mean people rarely go out.”

A martial arts system with roots in karate and influenced by dance, Sanjuro was developed by Glenn Delikan in response to a need to keep himself, and those around him, safe in the violent estate where he grew up.

“I learned karate and kickboxing for self defence, but I also liked the movement aspect of dance. I found that when I brought dancing into my sparring no one could touch me, but I could get them!” he laughs.

Yiannoullou and Delikan co-founded Sanjuro in 2004, with the intention of empowering individuals by making martial arts accessible and inclusive to all.



**Anita Yiannoullou and Glenn Delikan accept the London Sports Club of the Year award**

The organisation works with a variety of people and organisations. A typical day might include a women-only DanceCombat class, a self defence workshop for teens and pad-work for strength and flexibility for refugees.

Some classes attract people with physical and learning difficulties, but the layered instruction allows them to participate. One boy with cerebral palsy was encouraged to visualise himself doing the movements and – combined with focused pad work – this led to improvements in his movement. He now

leads aspects of classes from his wheelchair.

“Sanjuro is not so much about what you can do, but what you try to do,” says Delikan. “Everyone has invisible and visible issues which hold them back. You might find an athletic person finds it harder than someone without limbs, because they lack the confidence to try. Through the training, we aim to give people a better understanding of who they are and encourage them to realise their own potential.”



**The sport is practiced by people with a wide range of special needs**



**Sanjuro partners with StreetGames and others**







More instructors are needed to enable to organisation to grow nationally

### Proven by research

According to Disability Karate, there are 250 pieces of research on the benefits of teaching martial arts to people with disabilities.

It improves self esteem, self confidence, self respect, self control, self worth and self discipline, as well as agility, balance and coordination. It also leads to behavioural, emotional and cognitive change.

A 2012 study by Imperial College and University College London showed significant changes in white matter and brain structure.



**Martial arts encompass ancient knowledge and wisdom. The reason they've stayed around is because they work. The teaching has an intrinsic truth and value and people hook on to that**

Sanjuro has just won the London Sports Club of the Year award for its work in getting Londoners physically active. It's their work with people who thought martial arts were inaccessible – because of a disability, lack of money, confidence, or a language barrier – which bring the most reward and joy to Yiannoullou and Delikan as instructors.

"The joy and positive impact we see drives us to develop partnerships to make things happen," says Yiannoullou, who looks after the business side.

Sanjuro has partnerships with StreetGames, London Sport, Jackie Chan's Dragon Heart's Europe, Action for Blind People and the Deaf Children's Society, as well as councils, schools, community groups, leisure centres and CSR programmes to pull together funding to support its work.

So, how does Sanjuro manage to engage people, where others have failed? "Martial arts encompass ancient knowledge and the reason they've stayed

around is because they work," says Delikan. "The teaching has an intrinsic truth and value. If you love it and are passionate about it, people hook on to that.

"You have to find a common language and help people work out what's best for them. Start small: in the beginning it might just be listening to music and moving. It's important to treat people how you want to be treated. We keep classes enjoyable and relaxed."

With six instructors and an army of volunteers, Sanjuro currently reaches 300 people a week, but they have ambitions to grow and want more instructors to increase classes in London and, in time, nationwide.

To this end, Delikan has created a Level 2 AQA Inclusion Coach programme for instructors and carers, which teaches how to make group exercise inclusive.

They're also seeking funding for a technology-driven physical activity programme for children, to help encourage good habits early and combat obesity and disease associated with a lack of activity. ●

**Sanjuro has its roots in martial arts and dance**







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# Crowd control

**At a time when public sector budgets are under pressure and grants are wrapped in red tape, crowdfunding offers an attractive option for clubs, individuals and teams who need capital investment**

Tom Walker • managing editor • Sports Management

**A**n increasing number of athletes and sport clubs and organisations – from grassroots to elite level – are turning to crowdfunding when facing a big plan and a small bank balance.

In the past two years, money pledged online by the general public has sent athletes to the Sochi 2014 Olympic Games, funded facility projects for professional sports clubs and secured the future of community clubs by providing improved spaces.

The types of crowdfunding available are divided into four categories. Donation crowdfunding provides a straightforward financial contribution to a project, while reward crowdfunding – perhaps the most popular among sports projects – offers donors something tangible in return for their money, such as a piece of memorabilia, a product or an exclusive experience with an athlete or club.

There are also financially incentivised methods. Loan-based crowdfunding allows a club or organisation

to borrow money from people by paying interest, while equity-based crowdfunding offers a share or stake in the business in return for investment.

While most of the major crowdfunding platforms – Kickstarter, Indiegogo and Crowdfunder – all welcome sports projects, there are now a number of sports-specific platforms to consider: Pledgesports, Rallyme, MakeAChamp, Dreamfuel, Pursu and Tifosy.

## VALUE CREATION

The global crowdfunding market is now worth more than US\$30bn (€27bn, £21bn) annually (according to research by Massolution). The UK is a clear market leader in Europe in the sector and of the total US\$2.5bn raised through crowdfunding across Europe in 2014, nearly US\$2bn was generated in the UK.

“Crowdfunding has gained huge momentum,” says Irish entrepreneur Richard Pearson, who launched the PledgeSports.org platform in February 2014. “Equity crowdfunding in the UK alone tripled to reach £84m in 2014 and there’s no ceiling to this industry.”

**Tifosy founders  
Fausto Zanetton  
(left) and  
Gianluca Vialli**



## GOING POMPEY

For smaller professional clubs which lack the financial riches of a Manchester United or Chelsea – but match them for ambition – a crowdfunding project can provide a vehicle for success. One of the largest ever UK projects was completed by English League Two club Portsmouth FC. The club raised £270,000 through crowdfunding, enabling it to build a permanent home for its youth academy in 2015 and increasing its ability to attract and develop young talent.

Using the specialist football funding site Tifosy as its platform, the club went down the crowdfunding route in response to feedback from fans for the organisation of more fan-funded projects.

“We kept fans up to date all the way along and made sure the interest never waned,” says Portsmouth FC’s



**Turn over:** How Sanjuro is engaging with people from hard to reach demographic groups





## Crowdfunding is all about awareness, connections, networks and – above all – distinguishing yourself from the crowd

Colin Farmery, who project managed the initiative. “Our campaign was perfect for crowdfunding because it was a clearly defined, concrete project.”

Portsmouth’s campaign also proved that, while clubs can always rely on passionate supporters to put their hands in their pockets, contributions to a worthy cause can also come from unexpected sources.

“We received contributions from 39 countries for the Portsmouth campaign,” says Fausto Zanetton, co-founder of Tifosy. “It shows that football fans care deeply about the game and will often choose to help out another club in need.”

**Portsmouth FC turned to Tifosy to raise £270k for its new youth academy**

### GRASSROOTS

For community clubs, a successful crowdfunding project can be transformative. The Bury Broncos Rugby League Club in Manchester raised £3,800 on crowdfunder.co.uk to help convert an

old cricket pavilion into a new sports hub. The amount needed was too small to warrant a funding bid, so a crowdfunding campaign was deemed the best option.

According to sports marketing consultant and academic Alan Seymour, crowdfunding is a great way for smaller clubs and community groups to get projects off the ground. He points out, however, that in a crowded space, a project has to stand out to have any chance of success.

“Crowdfunding is all about awareness, connections, networks and – above all – distinguishing yourself from the crowd,” he says. “You need a strategic plan for your crowdfunding. First impressions count, so it should be approached as if making an elevator pitch.

Seymour suggests making the rules of engagement clear from the start. “The key is succinct summaries of who you are, what you need, where you’re going and how it benefits all stakeholders,” he says. “Creating a win-win scenario is the priority.” ●



# Jason Torrance

The policy director for transport charity Sustrans explains how transport planning can work alongside sport to get people more physically active

Tom Walker • managing editor • Sports Management

**“W**e’ve worked really hard over the past six years to ensure cycling and walking are a priority for the government,” says Jason Torrance, policy director at transport charity Sustrans. “The introduction of a walking and cycling investment strategy (WCIS) last year is an example of what our work can achieve.”

The inclusion of the WCIS means the secretary of state for transport is now required by law to set out a strategy for cycling infrastructure. More importantly, it also requires the government to provide funding to meet the plans.

This was a significant win for Sustrans, which lobbies – and partners with – governments, councils and businesses to encourage active transport.

“There’s now a legal obligation for government to set targets and investment for cycling and walking,” Torrance says. “It’s a historic opportunity to guarantee the long-term funding that will extend



**Torrance sees the sports sector as an ideal partner for Sustrans**

travel choice, help ease congestion and improve our health and also improve the environment.”

Despite the breakthrough, however, there’s still a long way to go, Torrance adds: “Physical activity still takes a back seat in government planning. The broad commitments aren’t backed up by investment, which means there are limited plans to actually improve opportunities for people to get more active.”

According to government figures, investment in cycling in England outside London stands at £1.40 per person per year, while the *Get Britain Cycling* report, from the All Party Parliamentary Cycling Group, recommends an investment of £10 per person per year.

“Words are one thing – action and investment to make those actions happen are a different thing entirely,” Torrance adds. “Between 2015 and 2016 alone, we’ve seen investment in cycling, walking and public transport being reduced by about a third.”

## GIVING EVIDENCE

The government’s stance might change if it trawled through the abundance of research on the benefits of active transport to public health and the Treasury.

These include a study by the University of East Anglia (UEA), which looked at 18 years of data on 18,000 commuters aged between 18 and 64 in the UK. The research shows that people who stopped driving and started walking or cycling to work benefited from improved wellbeing. In particular, active commuters felt better able to concentrate and were less under strain than if they travelled by car.

UEA’s lead researcher Adam Martin said: “We found that switching from the car to walking, cycling or public transport is associated with an average reduction of 0.32 BMI, which equates to a difference of about 1 kg for the average person.

“This might sound like a relatively small proportion of their total weight, but we also found that the longer the commute, the stronger the association.



If children grow up loving bikes, they’re more likely to cycle to work one day



**Turn over:** Why sports projects are turning to crowdfunding for investment





## We partnered with Nike, the Lawn Tennis Association, the Premier League and British Heart Foundation to make recommendations as to how the health of the nation could be improved

For those with a commute of more than 30 minutes, there was an average reduction of 2.25 BMI units, or around 7 kg (over one stone) for the average person.”

As well as improving public health, a focus on active transport would also improve finances. A report in *The Lancet* – entitled *Effects of increasing active travel in urban England and Wales on costs to the NHS* – calculated that £17bn could be saved by an increase in cycling and walking over a 20-year period.

“This and many other studies are part of a strong evidence base on the economic benefits an increase in physical activity would deliver,” Torrance says.

### WORKING TOGETHER

According to Torrance, there are synergies between the sports sector and Sustrans. The charity works alongside activity providers and has partnered with the Designed to Move (DTM) initiative. This scheme brings together public, private, and civil sector organisations who are dedicated to ending the growing epidemic of physical inactivity.

**Sustrans wants to partner with sports clubs and councils to make safe cycling available to all**

“One of the things we did with the DTM initiative was set up a physical activity commission in 2014,” Torrance says. “We partnered with Nike, the Lawn Tennis Association, the English Premier League and British Heart Foundation to bring together experts, to ask questions and make recommendations as to how the health of the nation could be improved.”

Torrance is keen to see sports clubs use their expertise in getting people active by extending their reach outside the pitches, pools and sports halls. He highlights bike buddy schemes, cycle to work schemes, pool bike loans and walking meetings as ways to make customers and staff more active outside the facilities they manage. And Sustrans is there to help with any advice, he adds.

“The key synergy between Sustrans and sport is enabling physical activity,” he says. “We have common cause to improve lifestyles. I’d encourage everyone to get involved by becoming advocates for active transport.” ●

Reference: *Does active commuting improve psychological wellbeing?* Evidence from the British Household Survey: [www.leisuremedia.com/sustrans](http://www.leisuremedia.com/sustrans)

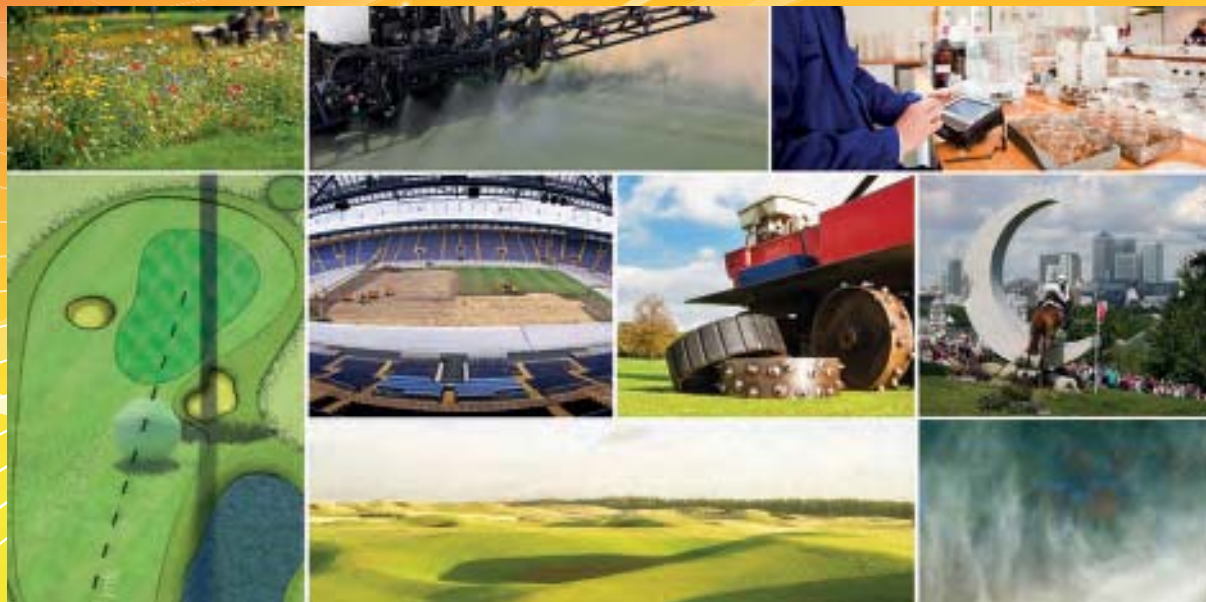
### Attitudes towards cycling in the UK

- **73 per cent:** Believe things would be better if people in general rode bikes more
- **67 per cent:** Think that more people riding bikes would make their environment a better place to live and work
- **61 per cent:** Agree that things would be better if friends and family rode bikes more



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# Game changers

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



Fans could get their unique shots of the Liverpool dugout during the final

## Social media engagement goes interactive

A social media campaign launched for last week's Capital One Cup Final at Wembley – between Liverpool FC and Manchester City – has been lauded as pioneering thanks to its interactive elements. Created in partnership by the **Football League and Hobbynote**, the campaign was based on supporters being able to create and receive unique and personalised images from the match using Twitter.

Fans who sent a tweet to @CapitalOne\_Cup using the hashtag #WembleyWay received an instant photo reply from a camera snapping real time images of fans moving along 'Wembley Way'. The function proved popular among fans both walking up to the stadium as well as those sitting at home. The former were able to create a unique memento for

themselves, while the latter used it to create a feeling of being part of the matchday experience.

As part of the #FinalCam initiative, fans were also given the opportunity to receive an instant 'on demand' photo of their team's bench and technical area, using either #LFCBench or #MCFBench. Reaching 8 million people with an engagement rate of 47 per cent. It was the first time ever fans have been given the opportunity to see how the two benches react in real time during the game.

According to data provided by Kantar Media, the match was one of the most talked about sporting events on Twitter across the weekend, attracting more than five times as many tweets as the England v Ireland RBS Six Nations match. [www.football-league.co.uk](http://www.football-league.co.uk)



Ade Adepitan (right) is an ambassador for the multi-sport wheelchair

## Multi-sport wheelchair launched to boost physical activity

Sports equipment provider **Youth Sport Direct** has launched an introductory multi-sport wheelchair designed to encourage young disabled people to take part in physical activity.

The wheelchair – manufactured by Roma Sport – is manufactured in a series of seat widths which allow young people the opportunity to take part in sports such as basketball and tennis regardless of their size.

Lightweight and agile, the chair lets users play sport without too much effort pushing a heavy frame.

The launch of the chair marks a focus from Youth Sports Direct and partner the Youth Sports Trust to provide every young person – regardless of ability or disability – the same opportunities to play PE and school sport.

"Making sure we're doing everything we can to provide young people of all abilities and backgrounds with fantastic PE and a school sport experience from the youngest possible age is so important," said chair of the Youth Sports Trust, Sue Campbell.

Paralympic athlete Ade Adepitan, an ambassador for the wheelchair, said the benefits of the chairs will be seen in "20-30 years time when people don't think twice about seeing someone with a disability in sport".

[www.youthsportdirect.org](http://www.youthsportdirect.org)



## Smart sports bras enter the market

Three technology companies have launched smart sports bras to the market in the past month.

The new OMBra by **OMSignal** records biomechanics to give users more information about their workout and fitness. Real-time biometrics including running distance, pace, heart rate and calories are detected by inbuilt sensors in the back of the bra and recorded in a small OM Smart Box fixed to the bra. The stats are then sent to the user's iOS device via an app when nearby.

Features of the bra include four-way stretchable, light fabric, in a range of colours, designed to adapt to different shapes, absorb pressure and reduce stress on the back and shoulders.

Meanwhile, fitness monitor supplier **Myzone** has launched its own sports bra with a built-in fitness tracker.

The Myzone Sports Bra with integrated training technology is designed to let the user know how hard they're trying during a work out and Myzone says its technology offers heart



The OMBra records biometrics using inbuilt sensors in the back of the bra

rate accuracy of over 99 per cent. It also offers calorie-crunch data in conjunction with personal body metrics for accurate calorie-burning calculations.

The third product comes from wearable fitness technology firm **Sensoria** – creator of the Sensoria smart sock – which has added a new sports bra to its collection of smart

running garments. The Sensoria Fitness Sports Bra can be used with most Bluetooth smart heart rate monitors with standard snaps or the Sensoria heart rate monitor, which can be paired with the Sensoria Fitness mobile app to track the wearer's fitness activity.

[www.omsignal.com](http://www.omsignal.com), [www.myzone.org](http://www.myzone.org), [www.sensoriafitness.com](http://www.sensoriafitness.com)

## Digital summit on the agenda at SportAccord

A groundbreaking session at this year's **SportAccord Convention** will look to bring the sports industry in contact with the latest thinking in the growing digital economy.

Taking place at the SwissTech Convention Center in Lausanne on 20 April, the Digital Summit will allow leading tech firms – such as Facebook, Twitter and Oculus Rift – to mix with representatives of the International Olympic

Committee (IOC) and national governing bodies of sport.

Senior leaders will look to share insight and practical advice on what it takes to stand out and genuinely engage with fans and athletes in this fast-moving world – one of the biggest challenges facing organisations in the future.

"Delegates will have the opportunity to hear first-hand, how to embrace the social media phenomenon, and take storytelling and



The venue for the summit – SwissTech Convention Centre

innovation to new heights for the benefit of fans, athletes and sport," said Nis Hatt, Managing Director, SportAccord Convention.

Alex Huot, head of social

media, IOC, added: "The more we connect with each other, the louder our voices become and the better the user experience."

[www.sportaccord.com](http://www.sportaccord.com)





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## Head of Facilities Development

Competitive Salary

Location: Loughborough

The ASA is the English National Governing Body for Swimming, Diving, Synchronised Swimming, Water Polo and Open Water. In order for the sports to flourish, a fit for purpose infrastructure is required. The exciting opportunity has arisen for an experienced expert in the development of leisure facilities to drive the new facilities strategy for this country.

With a track record in operational management, strategic planning of facilities and technical expertise to ensure designs are appropriate, you will have the opportunity to lead the facilities department into a new and exciting era.

You will also have the ability to develop a commercial enterprise based on the technical competency of the team, add value to projects through detailed knowledge of the sport and its technical requirements and provide a vision for how facilities of the future should be developed.

So if you feel you have the suitable skills and attributes for this position then we would like to hear from you.

To obtain an application pack email [HRdepartment@swimming.org](mailto:HRdepartment@swimming.org) or download a pack from our website [www.swimming.org/careers](http://www.swimming.org/careers)

*The ASA is an equal opportunities employer and a holder of the Equality Standard at Foundation, Preliminary and Intermediate levels. We will be unable to accept CV's as all applicants are required to complete an application form*

**CLOSING DATE: 29 MARCH 2016**

## Assistant Regional Director

Location: South East, United Kingdom

Salary: £50,000 - £60,000 Per Annum

Closing date: 18 Mar 2016

Reference: 01197-2016



The role of the Assistant Regional Director is an integral part of the company's senior management team and is pivotal within the region playing a key part in developing current operational business and identifying new opportunities.

The South East region encompasses a range of 32 diverse leisure facilities run on behalf of clients who include Local Authorities, the Forestry Commission and private facility management companies. The range of facilities includes traditional leisure centres operated under DBOM, PFI and PPP contracts as well as a private health and fitness club, water sports centre, indoor tennis and gymnastics centre and a prestigious inner London education facility.

Responsibilities will include liaising with our clients, overseeing the operation of the leisure centres, monitoring the commercial performance of the business and ensuring that the services provided to our customers are of the highest standard. In particular, you will be expected to utilise best practice from all of the Parkwood Leisure contracts to further improve the facilities under your control.

The successful candidate will have a track record of achievement, have drive and ambition to develop and grow the leisure business and demonstrate a commercial approach. An integral element of this Assistant Regional Director role is the successful motivation and leadership of your management team.

Applicants will possess a relevant degree or equivalent qualification.

If you would like to apply for this exciting career opportunity, please send a letter of application and full CV stating your current salary.

**Apply now - <http://lei.sr?a=3p5l1>**

*Parkwood Leisure is an equal opportunities employer*



## Sports Assistant

### Sports Development & Recreation

Salary: Starting from £16,017, rising to £17,703

Reference: FY3789

The University of Bath is a unique sporting environment that is recognised as one of the National Institutes of Sport. Our customers include students, international athletes and members of the public.

We wish to recruit a Sports Assistant to the operations team for this multi sports campus facility, which offers some of the finest facilities in the country. This is a great opportunity for a person with ambition and who wishes to be involved with all levels of sport.

Your duties will be to assist the Shift Managers and Sports Supervisors in the day to day running and set up of indoor and outdoor activities and events. Your main responsibilities will consist of lifeguarding, operation of the sports facilities and associated areas, maintenance of facilities and associated equipment, security, cleanliness, health and safety and emergency procedures.

We wish to appoint sports enthusiasts with good interpersonal and organisational skills, the ability to work as part of a team, and a lifeguarding qualification. The post will involve evening and weekend shift work.

*This position will require a DBS check.*

**Closing Date: Wednesday 16 March 2016 Interview Date: To be confirmed**



**Apply now - <http://lei.sr?a=c1M4d>**

## SUMMIT INDOOR ADVENTURE RECRUITMENT



Inspiring healthy lifestyles, which will manage the newly-named Summit Indoor Adventure on behalf of Selby District Council, is looking for people who are passionate about supporting others to get active and healthy.

The £5m centre, set to open in May, will offer a six-lane 10 pin bowling facility, adventure climbing with themed climbing panels up to eight metres high, an adventure play zone with a dedicated area for babies and toddlers, aerial trekking ropes set above the indoor skate and BMX park and two indoor ski simulators.

**We are now looking for various roles...**

### Assistant Managers

(£22,892 - £24,424 per annum)

As an Assistant Manager you will play a key role in ensuring the best possible customer experience whilst maximising profit and ensuring compliance in all legislative areas.

Working alongside the Leisure Operations Manager, you will be a great team worker, be able to adapt to new innovations and ways of working and take pride in being the ambassador Inspiring Healthy Lifestyles, and in particular Summit Indoor Adventure.

As the perfect candidate, you will have a passion for high standards, excellent customer service and significant experience in working in a retail/leisure or hospitality environment, ideally at a supervisory level. You will be target driven and will constantly be looking for ways to drive sales and ensure a fantastic customer experience.

### Senior Ski Instructor

(£22,892 - £24,424 per annum)

The Senior Ski Instructor will need to develop and maintain the snow sports programme within the centre, and ensure that the occupancy is maximised in order to generate the potential income.

The ideal candidate will be responsible for the team of Ski Instructors, this will include management and supervision, and therefore supervisory experience would be an advantage.

Candidates should have a passion for the sport as well as customer service, and be able to teach in a fun and inspiring way.

### Ski Instructors

(£15,178 - £15,910 per annum)

If you have a passion for ski or snowboarding and want to inspire and help customers realise their potential, together with enjoying instructing all types of customers, then we would like to hear from you.

Candidates should have a passion for the sport as well as customer service, and be able to teach in a fun and inspiring way.

You will need to have the passion for the sport, and ideally need to be qualified to at least Ski/Snowboard Level 1.

### Climbing Instructors

(£15,178 - £15,910 per annum)

We are now looking for a number of Climbing Instructors to be part of this exciting new area of the Summit Indoor Adventure. You will assist in delivering the full programme for the climbing walls and the aerial trekking course.

If you enjoy climbing and want to inspire and help customers realise their potential, together with enjoying instructing all types of customers, then we would like to hear from you.

Candidates should have a passion for the sport as well as customer service, and be able to teach in a fun and inspiring way.

### Customer Service Assistants

(£13,587 - £14,293 per annum)

If you have a passion, an interest or experience in bowling, skating, climbing, skiing, children's adventure play, or reception, then we would love to hear from you.

Customer service is essential in ensuring that every customer has an incredible and memorable visit to our new site, and we are looking for individuals who are passionate about delivering this high quality service.

We need engaging individuals who can interact with adults and children, and create a fun and energetic atmosphere. You will need to be able to work as a team and communicate effectively.

You will strive to achieve a "nothing is too much trouble" attitude, be alert to all sales opportunities and pro-actively seek to offer products and services available to meet customer needs.

If you believe you have the skills and passion to be part of our team, we would love to hear from you.

**In return, you will receive a competitive salary package, and pension scheme, together with other staff benefits package.**

**If you think you have the skills, experience and personality to really make a difference then we want to hear from you.**

### Also Recruiting:

**Chef de Partie (£16,200 - £17,338 per annum)**

**Restaurant Manager (£25,390 - £27,070 per annum)**

**Catering Assistants (£13,587 - £14,293 per annum)**

**If you are interested please come along to one of our Open Days or please send your CV to [jobs@wlct.org](mailto:jobs@wlct.org)**

Also we will be holding recruitment open days on the following dates -  
12th March - 10am - 4pm  
16th March - 12pm - 8pm

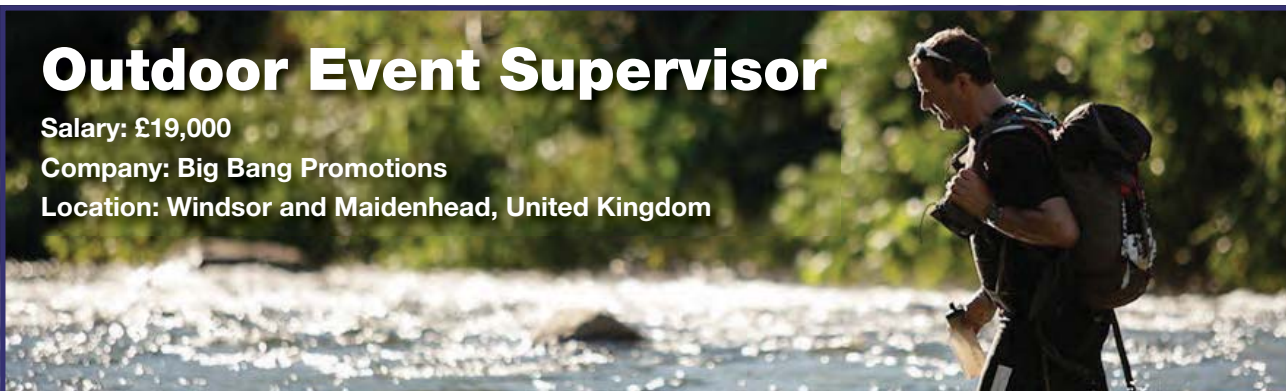


# Outdoor Event Supervisor

**Salary: £19,000**

**Company: Big Bang Promotions**

**Location: Windsor and Maidenhead, United Kingdom**



We are looking for a committed, dynamic and outgoing person to join our event crew for Segway Events. The company has a core team of hardworking staff, a fleet of 4 vehicles and over 50 Segways. Our Head Office is based in Rotherham although the position is based in Windsor- we operate events at over 12 locations across the UK and some travel will be required.

We have a purpose built hospitality unit at Windsor including a registration and sales area. Please be aware although this role is site based we can cover a lot of miles on a working week when working away from Windsor. You will be required to have a full clean driving licence and be willing to drive vans.

We are looking for a polished and professional person with experience in outdoor event management or relevant management experience. This role is to support our Event Manager in a Supervisory role, ready to step in when the Event Manager is not on site. Our corporate events department is expanding quickly and the successful

candidate will need to be a confident individual to run these events. From set up to instructing you will manage teams of up to 3 people on each event, making sure the client is receiving 1st class customer service.

Our rally events typically run for 4 days from Friday - Monday, spanning the weekend. In summer, the events run for 5 days a week. Our crew are very hands on, taking on a number of roles during event days including training of customers, leading one hour sessions around our tracks, photography, merchandise sales and much more.

This is a salaried position working 5 days a week Thursday-Monday.

**To apply:**  
**<http://lei.sr?a=Y0f9X>**



## THE GLL TRAINEE MANAGER SCHEME 2016

**POSITIONS AVAILABLE NATIONALLY £15,981 - £19,659 PA (DEPENDENT ON LOCATION)**

GLL is the UK's largest leisure provider as well as being the first and largest leisure social enterprise. As a national organisation, we now operate in more locations than ever before and employ over 10,000 people, run over 230 leisure centres, pools and recreation grounds (including the London Aquatics Centre and Copper Box Arena in the Queen Elizabeth Olympic Park), as well as numerous libraries, children's centres, spas and events spaces. With all of these places and spaces, you'll gain experience like no other – and our success means that we're in an ideal position to train people for their own successful career in leisure.

This award-winning, intense two-year programme will give you training and real work experience in the leisure sector. Year 1 will see you learning the ropes in various front-line roles from Customer Service and Library positions to Fitness Instructor, Lifeguarding and Business Support. Year 2 will give you experience in supervisory roles. Throughout the scheme, you will complete vocational qualifications as well as studying for a CIMPSA-accredited leisure management qualification.

It goes without saying that you'll be bright, motivated and committed. The hard work pays off as many of our previous

Trainee Managers now hold senior positions within the company. Rest assured, you'll be supported and mentored throughout - and by the end of it, you'll have all the skills, knowledge and qualifications to start your leisure career with GLL.

**If you have what it takes to be part of our 2016 intake, then find out more and apply now at [www.glljobs.org](http://www.glljobs.org) and search for Trainee Manager Scheme**



The Trainee Manager scheme helped us win 'Employer of the Year' at the 2014 Active Training Awards.



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## Custom designed affordable sports facilities

The design flexibility, speed of on-site construction and cost effective operation of Rubb sports buildings can help your organisation meet its goals with a competitive edge.

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