

# SPORTS

## MANAGEMENT

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# HAVE YOUR SAY

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## Clubs need to step up to support retiring athletes

I'm fortunate to have had a long and successful professional rugby career. Of those lucky enough to have a professional sporting career, the majority will not choose how or when to end their career, and 90 per cent will need to begin a second career to ensure financial stability.

The mental struggles players go through during their departure from top-flight sport, I know only too well. This is backed up by a growing amount of empirical evidence (plus countless anecdotes of those who don't want to come forward), of the negative impacts of transition, where effective support has not been in place.

This is an issue that affects a lot of people, and with the current



**'Athletes need support when they retire'**

government Duty of Care Review underway, the pressure is mounting for clubs and teams to step up and take this issue seriously.

Switch The Play works across all sports with organisations, practitioners, and athletes to put in place plans to help prepare for and

manage effective transition.

The work we do raises a few common questions. Do organisations understand what good practice looks like? Is there clarity about where the duty of care both begins and ends?

There are important considerations for sporting organisations in terms of both helping athletes to better prepare for transition, and also coming through the other side of the change curve.

We are looking to work in partnership with all organisations with a duty of care in sport, and we are eager to raise awareness, share our collective experience, and drive a unified response to this vital agenda.

**Leon Lloyd, director, Switch The Play**

## Sport England plan will be the catalyst for innovation

Jennie Price describes Sport England's new strategy as "bold". Certainly the increased emphasis on inactive people is both bold and exciting. It creates the biggest challenge yet to the sector to find new solutions to what are new challenges. Earmarking 20 per cent of funds for innovative and potentially game changing projects could be the element that is critical to the success of the whole strategy.

My hope is that this gives all organisations the opportunity to answer some of the toughest

questions facing our sector, in particular those risky projects with the biggest potential payback. One example facing the Basketball Foundation, is how we use an estimated hundred thousand outdoor courts to increase engagement in the sport in a sustainable way, particularly in areas of deprivation.

The way the investment is managed is as important as the money itself. Research across NGBs and community sports organisations conducted this year highlighted the funding system itself as a key inhibitor to innovation.

This new strategy promises a move away from requiring instant success with established partners.

Emphasising continual learning will give entrepreneurial organisations a chance to test ideas, rather than feel pressure to have instant solutions. This will foster risk taking and collaboration, the hallmarks of successful innovators.

For the first time it appears as though the foundations for a culture of innovation are being laid.

**Russell Findlay, chief executive, Basketball Foundation**





“We set ourselves extremely high standards and to have that recognised is very rewarding”

**Jane Allen, British Gymnastics chief executive**

“I feel proud of the consistency in the growth and success we have sustained across all of our business areas but they haven’t come overnight,” says British Gymnastics chief executive Jane Allen. “They are the result of great focus, prioritisation and planning.”

Since joining the organisation in 2010, Allen has overseen a period of transition in which British Gymnastics restructured, rebranded and revised its strategic priorities. Talking to *Sports Management* from Team GB’s camp in Bern, Switzerland during the European Gymnastics Championships 2016, Allen can now reflect on a governing body which finds itself in a good place.

Jane Allen (centre) picks up the award from Jodie Williams (left) and Hannah Cockcroft (right)

Following London 2012 – in which British gymnastics was put on the map by now household names such as Beth Tweddle, Louis Smith and Max Whitlock – the sport has gone from strength to strength, culminating with British Gymnastics winning National Governing Body (NGB) of the Year at the Sport Industry Awards 2016.

The body was recognised for its hosting of the 2015 World Championships in Glasgow – “widely acknowledged as the best ever”, according to judges – and the increase in participation that the elite success has fostered, with 300,000 participants now affiliated with British Gymnastics.

The former Gymnastics Australia chief executive says the award was a “huge honour”, adding: “We





medals, two European Championships silver medals and a World Championships bronze at 18-years-old.

There's more to come, says Allen, pointing to a batch of exciting young prospects she thinks are on the verge of making their way into the public's consciousness.

"Our junior gymnasts have gone from strength to strength, no doubt inspired by senior success at London 2012," she explains. "Our junior boys are reigning European champions and our girls are silver medallists."

"The emergence of new seniors, such as 16-year-olds Ellie Downie and Amy Tinkler – who helped GB to a historic World Championship bronze in 2016 – and Nile Wilson and Brinn Bevan on the men's side, is ensuring we have world-class gymnasts coming through. Giarnni Regini-Moran and Maisie Methuen have had huge success at junior level this year and look on track to have bright futures."

### FOUNDATION FOR EXCELLENCE

Earlier this year, UK Sport's director of performance Simon Timson told *Sports Management* that 2015 had been a year of "unprecedented success" for British Gymnastics that had been built on an "outstanding cohort of coaches", including female head coach Amanda Reddin and male counterpart Eddie van Hoof, who created a "clearly-defined technical curriculum" to help coaches train world-class youngsters.

Indeed, one of the contributing factors to British Gymnastics' NGB of the Year award was the fact that the body had trained 13,500 people in 2015 to deliver the sport around the country. Allen says it's all down to "vision and focus".

"Focus is key. Don't try and do everything. Don't try and be everything to everybody," she says. "My advice is to find something you can work to build on. If you have success in that, success will lead to success." ●

set ourselves extremely high standards across everything that we do and to have that effort and level of excellence recognised externally by leaders in our field is very rewarding and gratifying."

Those who can cast their minds back to the 2004 Olympic Games in Athens will recognise the progress that has been made. Team GB – which included a young Tweddle – failed to pick up a single medal 12 years ago, kick-starting a period of soul-searching that laid the foundations for the momentum seen today.

British Gymnastics launched a comprehensive strategy in 2011 with a focus on stimulating participation, investing in coaching, brand recognition and supporting a high-performance system. A long-term view, which began before the publication of the strategy, is demonstrably bearing fruit.

Apart from the four medals won during London 2012, Team GB won five medals at the home World Championships last year, matching UK Sport's maximum target, and has high hopes for the upcoming Games in Rio this summer.

Whitlock – who won three gold medals at the 2014 Commonwealth Games and a further gold at last year's World Championships – is in the prime of his career, and **this week's cover star Claudia Fragapane** has already won four Commonwealth Games gold

**SM's cover star, Claudia Fragapane, is one of the rising stars of British Gymnastics**



Team GB's men's squad won bronze at the London 2012 Olympic Games



“I care very little for the rights of athletes who have violated the sport. I care for the clean athletes, because I was one”

### Sebastian Coe, IAAF president

A year ago Sebastian Coe was right in the thick of campaigning to become the president of the International Association of Athletics Federation (IAAF). His campaign was a successful one, and culminated with his election during the IAAF World Championships last August.

Coe smiled, expressed his excitement about the role he was going to play, and made the right noises about moving the sport into the modern era.

Despite rumblings and reports about doping and corruption that have dogged athletics for some years, Coe couldn't have possibly envisaged what can reasonably be described as a turbulent first few months in office.

In November, the World Anti-Doping Agency (WADA) published its seismic report which alleged state-sponsored doping in Russia, resulting in the nation being banned from elite athletic competition and a deep investigation into RUSADA, the Russian Anti-Doping Agency.



BRUNO BEBERT / ASSOCIATION IMAGES

Sebastian Coe was named president of the IAAF last year

Subsequently, Coe's predecessor Lamine Diack – whom he once labelled the sport's “spiritual leader” – and his son were accused of blackmailing athletes who had committed doping offences.

Even Coe was accused of wrongdoing when he was alleged to have discussed Eugene's bid for the 2021 World Athletics Championships with a Nike representative via email before the town was selected as host (Coe was a paid ambassador for the

sportswear giant which is based in Oregon).

Nobody knows better than Coe that a lot can happen in a year, which begs the question: If he knew then what he knew now, would he have campaigned so hard?

“It seemed like a good idea at the time,” he says in a semi-joking manner during the *Telegraph Business of Sport Conference 2016* in London, before using a phrase from 1960s American business to deliver his assessment on where athletics is.

“When you're up to your arse in alligators it's easily forgotten that the initial objective was to drain the swamp. I don't need to tell anybody in this room that in the last few years – particularly in sport, but not uniquely in sport – there's hardly an area of public life that hasn't been challenged. The alligators have bitten,” he says.

Athletics, he concedes, has been bitten “quite hard”, but Coe remains defiant that although revelations over the last few months have “sorely tested the trust of many of our stakeholder groups”, the sport is “still intrinsically strong”.



RICK BOWMER / PRESS ASSOCIATION IMAGES

Athletes take part in the World Indoor Athletics Championships in Portland



ELAINE THOMPSON / PRESS ASSOCIATION IMAGES

"Our sport is not broken," he says. "In the last month I've been to a World Indoor Athletics Championships in Portland, and for the first time I actually saw people queue up for tickets for track and field. It was so heavily subscribed we allowed youngsters to sit on the track and watch the pole vault competition."

But Coe is quick to resist complacency. He points to the creation of the IAAF Ethics Board which is "often overlooked" as the "horror story of the last year or two has unravelled before our eyes".

As well as anti-doping, Coe highlights several key challenges the IAAF must face, including athletes competing for more than one nation, age manipulation, illegal betting and the quality of coaching.

The former Conservative MP reveals that he began to worry about the level of coaching after a short conversation with a young athlete who was struggling to compete as a result of undertaking a training regime reliant on technical solutions.

"I guess my fear now is that we've produced a generation of very good sport scientists, but not

**Coe: "I threw my hat into the ring to be IAAF president because I care for the clean athletes**

necessarily a generation of good coaches," he says. "We are now looking at the coaching of athletes as a set of technical solutions, and world-class sport scientists may have actually lost the understanding that coaching is a great deal more than that."

Using the platform to advise "clean athletes" to show their coaches "the door" if they doubt their quality or integrity, and to "dob their mates in" if they suspect doping, it's apparent the trust Coe wants to win back most of all is that of the competitors.

"If truth be told I really care very little for the rights of those athletes that have violated the sport," he explains matter-of-factly. "I do actually care for the clean athletes, that's why I threw my hat into the ring as federation president. And I care because I was one."

He adds: "I came from a coaching structure headed up by my father and choreographed over the best part of 14 years that led to two Olympic titles and 11 world records. I was in a structure where they would have physically killed anybody that had suggested that there was a shortcut for any of the athletes." ●





“It’s great to see that what we do has an impact on the players and the team”

**Katie Croft and Tara Massey, apprentices for Manchester City FC’s groundsteam**



Croft and Massey work with head groundsman Lee Metcalfe

**T**wo college students have become the talk of the groundskeeping industry after securing roles at Manchester City Football Club (MCFC). Katie Croft (20) and Tara Massey (18) are the only two female students to currently work as part of pitch care teams at a top-flight English football club.

Chosen from hundreds of (mainly male) applicants and following a rigorous recruitment process, Croft and Massey now maintain the playing surfaces at the City

Football Academy complex in East Manchester under the direction of the club’s head groundsman Lee Metcalfe.

While working, both youngsters are studying towards a qualification in sports turf with Myerscough College. Croft says working for one of the world’s top clubs has been a dream come true.

“I was bit starstruck at first when I saw the players but quickly realised there is a job to do and now it’s just the norm,” she says. “The facilities here are world-class and it’s amazing to be able to work in such an



**Turn over:** Seb Coe urges clean athletes to aid the IAAF in its war on doping



inspiring environment. It's great to see that what we do has an impact on the performance of the team."

For both girls, a career in sport has been a conscious choice – rather than something they fell into. "I had been in education at sixth form before I applied for the apprenticeship," Massey says. "I had lost interest and knew deep down that I wanted to be outdoors and to work in a practical setting. I don't like being stuck indoors and being behind a desk was definitely not for me."

Croft's journey to preparing pitches for the likes of Sergio Aguero and Yaya Toure included a detour in tourism. "I didn't know what to do in high school," she says. "I eventually settled on a job working in customer services at Manchester Airport. When I saw the apprenticeship advertised I knew I had to go for it."

Metcalfe, the head groundsman, says the

**The Etihad Stadium, the home of two-time Premier League champion Manchester City Football Club**

experience has been mutually beneficial. "It's fantastic to have Katie and Tara as part of the team," he says. "They bring a fresh energy to the team and are both serious about developing their skills and progressing within the industry."

"I'd recommend apprenticeships to other employers looking at an opportunity to bring fresh talent into the industry, and as a club we are committed to ensuring these opportunities are truly available to all."

Women have traditionally been conspicuous by their absence from the groundskeeping sector – although getting an accurate picture is difficult. The Institute of Groundsmanship (IOG), which represents groundskeeping staff in the UK, doesn't currently keep a record on the number of female workers.

Young trailblazer Massey, however, encourages other young women to consider working with turf as a viable career option. "I would say to other young women interested in the industry to not be scared, do not be put off and to just go for it."

"It's a great job where no two days are the same, you have to solve lots of problems but you can often quickly see the rewards for your efforts."

"I never realised there was so much to the job. In the future I would like to progress both in my role and in my education and take things as far as I can." ●

“It’s amazing to be able to work in such an inspiring environment



## SPORT ENGLAND

### £250m fund for physical activity

Sport England has made tackling physical inactivity its number one priority, with plans to triple the amount it spends on the issue as part of its new strategy.

*Towards an Active Nation* seeks to deliver against the five health, social and economic outcomes set out in the government's *Sporting Future* strategy. As part of its revamped approach to funding, Sport England will invest £250m (US\$365m, €325m) in tackling physical inactivity over a four-year period, with money available to anyone who can meet

**"This needs to be a real commitment and we think we can sensibly spend £250m"**



CREDIT STEVE PARSONS/PA ARCHIVE/PRES

▲ Sport England's Jennie Price said combating inactivity was the quango's priority

the organisation's core objectives.

With 28 per cent of people in England currently doing less than 30 minutes of physical activity a week, Sport England has chosen to train resources on transforming sedentary lives, citing research that the least active stand to reap the biggest health

benefits from moving more.

"We looked at what we could sensibly do and came up with that figure, as this needs to be a real commitment and that's the amount we think we can sensibly spend," said chief executive Jennie Price (see more on page 36).

Read more: <http://lei.sr?a=K5w8s>

### Commission established to demonstrate benefits of swimming

Swimming's effect on the physical and mental health of the population will be demonstrated by an independent commission established by the sport's governing body.

The Amateur Swimming Association (ASA) has put together the Health Commission for Swimming, which will be chaired by Health Education England chief executive Ian Cumming.

The group – which also includes Dr Justin Varney of Public Health England (PHE) and Ric Fordham from the University of East Anglia – will explore the current research around health and swimming, and

provide evidence of positive swimming impacts on people's wellbeing.

Set up in response to the government's *Sporting Future* strategy, the commission will report its findings at the end of 2016 after meeting several times this year.

Cumming, who is a Level 3 swimming coach himself, acknowledged the "distinct shift in the national debate about the value of physical activity and the contribution it can make to the health of the nation".

Read more: <http://lei.sr?a=Z9u0d>



CREDIT KARELNOPE/SHUTTERSTOCK.COM

▲ Findings are due at the end of 2016



DAVID DAVIES/PA WIRE/PRESS ASSOCIATION IMAGES

▲ Welford Road has been the home of the Leicester Tigers since 1892

## Tigers pounce on multi-use development

Leicester Tigers – England’s most successful rugby club – has moved to acquire a plot of land next to its Welford Road stadium to build a mixed-use development.

Leicester City Council has offered the club preferred bidder status for the 1.7 acre plot on the adjacent Granby Hall site. When the council marketed the land it generated five expressions of interest, which was whittled down to a shortlist of three.

The proposal from the 10-time Premiership champions includes a five-storey hotel, conference facilities, shops and cafes, and “high quality” public open space in front of the stadium.

**“Sport has played a significant part in putting Leicester on the map and this development will enhance its sporting profile”**

Terms are still to be agreed and any sale depends on planning consent being granted.

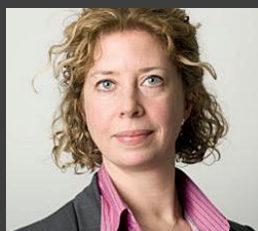
“Sport has played a significant part in putting Leicester on the map and this development can only help to enhance the city’s sporting profile,” said Tigers chief executive Simon Cohen.

Read more: <http://lei.sr?a=L2a8k>

## Sport’s financial contribution to UK Anti-Doping is ‘shocking’

The chief executive of UK Anti-Doping (UKAD) has claimed that the lack of funding the organisation receives from sports governing bodies is “shocking”

“I find it slightly shocking that sports are



▲ UK Anti-Doping chief  
Nicole Sapstead

really happy for the taxpayer, the public, to pay for this,” said Nicole Sapstead. “The bottom line is sport needs to start paying for some of this.”

Read more: <http://lei.sr?a=3d1m1>

## NEWS IN BRIEF



MARK SCHIEFELBEN/AP/PRESS ASSOCIATION

▲ Villa’s new owner Jiantong Xia

## Aston Villa acquired by Chinese businessman

Aston Villa has been purchased by Chinese businessman Dr Tony Jiantong Xia, who has set the ambitious target of making the team the “most famous” football brand in China.

Xia’s Recon Group – a holding company with 35,000 employees – has acquired 100 per cent of the Birmingham-based club from American billionaire Randy Lerner.

Read more: <http://lei.sr?a=e4N3W>

## Thornton Sports plunges into administration

Forty-seven people have been made redundant as a result of artificial pitch manufacturer Thornton Sports Group being placed into administration.

The group which comprises six companies – Thornton Sports Ltd, Thornton Contracts Ltd, GTC Sports Ltd, Nordon Ltd, Protech AllWeather and Soccer Turf – ceased trading on 4 May 2016 with administrators citing “quality problems” as a contributing factor.

Joanne Hammond and John Russell of Begbies Traynor in Sheffield have been appointed as joint administrators of the Blackburn-based company.

Read more: <http://lei.sr?a=n9N3u>

## NEWS IN BRIEF



▲ Chair Annamarie Phelps

## British Rowing award for female engagement

A fast-growing female membership and the launch of high-profile women's events have resulted in British Rowing being recognised as NGB of the year at the Women's Sport Trust Awards 2016.

During 2015, British Rowing's female membership grew at a faster rate than men's, and was up 3 per cent compared to 2014. Membership is inching close to an even split at 43 per cent female, 57 per cent male.

The awards panel was also impressed by the scale of the events established by British Rowing, including Women's Eight Head and Women's Henley Regatta – two of the largest women's rowing events in the world.

Annamarie Phelps, chair of British Rowing, said the award was "really special".

"I've been lucky enough to be involved in rowing for over 30 years now so it is brilliant to see our work recognised in this way," added Phelps, who competed at the 1996 Olympics. "It is an amazing sport that is open to anyone who is willing to give it a go, from your local club, to an indoor rowing machine at the gym, there are opportunities for everyone."

Read more: <http://lei.sr?a=h0n9b>



▲ Everton's new shareholder wants to move the club away from Goodison Park

## Everton shelves unviable stadium plans

Everton FC has abandoned plans to build a new stadium in the Walton Hall Park part of Liverpool, turning its attention to two other brownfield sites.

In a joint statement made by the football club and Liverpool City Council, the pair conceded that the plan to move to the site and regenerate the area using retail investment was not viable in the "current economic climate".

Investment in retail, said the statement, was more focused on city centres and not out-of-town developments like the Walton

Hall Park project would have been. As a consequence, alternatives are being pursued.

Mayor of Liverpool Joe Anderson said: "Most people will be aware that I gave a commitment to Everton to support a scheme at Walton Hall Park with the aim of regenerating the area and creating new jobs."

"However, through the work that the club and the council have done, we have concluded that effectively building a new village in North Liverpool with lots of retail space is a step too far in this current economic climate."

In February, former Arsenal shareholder Farhan Moshiri acquired a 49.9 per cent stake in Everton and immediately announced his plans to build the club a new stadium as a "suitable stage to perform on in the future".

Read more: <http://lei.sr?a=5f803>

**"Building a new village with lots of retail space is a step too far in this current economic climate"**

## Prime minister encourages Birmingham Commonwealth Games bid

Birmingham has been encouraged to bid for the 2026 Commonwealth Games by Prime Minister David Cameron.

The Conservative Party leader said that while it was up to local government to decide whether or not to

bid, "our second city should think big and be ambitious".

Read more: <http://lei.sr?a=r7a9z>



**Turn over:** Which Premiership Rugby club is embarking on a new development project?

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## LOCAL GOVERNMENT

## 'CSPs need to be more sustainable'

County Sport Partnerships (CSPs) have to develop a more "sustainable financial model" in the face of council budget cuts, according to the Local Government Association (LGA).

In its written submission to the CSP review – which is being overseen by Sports Think Tank director Andy Reed – the LGA warned that the cuts to local funding may require councils to "review their arrangements" in supporting CSPs, which may put them in jeopardy if they don't alter their model.

**"The review is an opportunity to ensure CSPs are operating as efficiently as possible"**



▲ CSPs might have to consider merging back office operations to create efficiencies

"CSPs need to continue to develop a more sustainable model of operating, which is not reliant on one or two funding sources," said the LGA in the statement. "In line with the councils and the wider public sector, this review is an opportunity to ensure CSPs are operating as

efficiently as possible and at a geography that makes sense."

The LGA also encouraged CSPs to share back office functions and create efficiency measures "so that the maximum possible resource can be directed to the frontline".

Read more: <http://lei.sr?a=X6a6g>



▲ The hub will help elite coaches

### England Hockey develops online training manual

An online training resource which aids coaches, teachers and umpires has been launched by England Hockey in collaboration with Great Britain Hockey.

The Hockey Hub provides resources for coaches, whether they work with beginners or talented young players that could progress to elite level.

Read more: <http://lei.sr?a=i6C9W>

## Football League plots radical structure overhaul

The number of English league teams may be increased to 100 following radical proposals put forward by the Football League to create a fifth division.

If the proposal is accepted, a new 20 team league will be established in time for the 2019-20 season, with the Championship, League One and League Two – which all currently have 24 teams – being cut to 20 teams each.

Of the 72 Football League clubs outside the Premier League, 90 per cent will have to support the plan for it to go



▲ Burnley won the Championship in 2016

ahead. A decision will be made during the Football League's annual general meeting in June 2017. Including Premier League clubs, the Football League has a total of 92 teams.

The Premier League and the Football Association

(FA) have backed the plan in principle.

According to the Football League, the changes will stop fixture congestion and limit the amount of games being played during the week. Despite decreasing league fixtures, the body has also claimed the move would be good financially for its clubs.

Relegation from the Football League would be scrapped in the 2018/19 season if the proposal is given the green light.

Read more: <http://lei.sr?a=o1V2A>



**Turn over:** Which NGB has been awarded for its work with female engagement?

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## ELITE SPORT

## UK Sport ploughs £60m into EIS

High performance system the English Institute of Sport (EIS) has devoted almost one million hours of support to elite athletes over the past four years at a cost of £59.8m (US\$86.4m, €75.9m).

Over the four-year cycle to Rio 2016, the EIS has supported 1,100 athletes hoping to make future Olympic and Paralympic Games, with EIS practitioners delivering 950,000 hours at an average of 4,500 hours per week.

The funding – which has been allocated by elite sport quango UK Sport

**“We’re on track for success at Rio 2016 and planning for Tokyo 2020 is well advanced”**



▲ Walker said the performance system was the ‘envy of many around the world’

– comes as a result of the EIS working with 86 per cent of Team GB athletes that won medals during the London 2012 Olympic and Paralympic Games.

Nigel Walker, national director of the EIS, said Britain is the “envy of many around the world” in terms of funding and support for elite athletes.

“We remain on track for huge success at Rio 2016 and thanks to ongoing support from UK Sport, the government and National Lottery, planning for Tokyo 2020 is well advanced,” he added.

More than 350 EIS staff have supported Rio 2016 Olympic and Paralympic athletes.

Read more: <http://lei.sr?a=q1r7Q>

## ECB cuts grassroots and county grants, but increases England funding

England and Wales Cricket Board (ECB) funding for grassroots cricket and First Class Counties has been slashed in favour of increasing financial backing for the England Teams.

According to the governing body’s annual report, the ECB’s funding for local cricket participation decreased from £24.2m (US\$34.9m, €30.6m) in 2014/15 to £21m (US\$30.3m, €26.6m), while grants for County Championship clubs were reduced from £63.8m (US\$92.1m, €80.7m) in 2014/15 to £48.4m (US\$69.8m, €61.3m) over the following 12 months.



▲ The ECB increased its funding for the England Teams

While the organisation saw its overall revenue shrink from £174.7m (US\$252.1m, €221.1m) in 2014/15 to £134m (US\$193.4m, €169.6m) in the subsequent

year, it still managed to increase its investment in the England Teams by £3.1m (US\$4.5m, €3.9m) to £30.6m (US\$44.2m, €38.7m) in the 2015/16 season.

Aside from the financial aspect of the report, the document revealed its strategy for increasing grassroots numbers among young people, which is being led by head of participation and growth Matt Dwyer.

Under Dwyer’s stewardship the ECB is launching a “national entry-level programme, delivered in schools, clubs and community with a greater connection to the professional game”, which involved teaching kids the game with “bats and balls of various sizes, ropes and hoola hoops”.

Read more: <http://lei.sr?a=F7n0Y>





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## GOVERNANCE

## Unrepresentative sports bodies will lose public funding

**Government to get tough with NGBs which fail to adhere to new diversity targets**

**S**ports governing bodies will have to appoint at least 30 per cent of its board from under-represented gender groups and will be targeted to increase ethnic minority members if they wish to receive public funding.

The stipulation is one of a number of measures announced by the Department of Culture, Media and Sport (DCMS) as part of the UK Charter for Sports Governance which was published earlier this month.

Organisations that want to continue to receive money from the government's funding partners UK Sport and Sport England will have to make sure the disabled population is adequately represented on boards, and may also enforce a quota of 25 per cent of board members to be completely independent to "provide a constructive challenge" to the body.

Term limits and the size of boards will also be capped, while those who are asked to hold senior positions in sport will be required to sign a declaration stating that they are of 'good character' before their appointment is ratified.

Governing bodies will be asked to be transparent with their accounts for stakeholder and public scrutiny.

While the government has outlined the main themes of the document, the full code will not be finalised until later this year following a period of work



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▲ Cameron announced the measures during his Anti-Corruption Summit

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**"Sports bodies have to be accountable for the money they receive and we are clear that those who do not adhere will not receive public funds"**

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by UK Sport and Sport England. The announcement coincided with the Anti-Corruption Summit which was hosted by Prime Minister David Cameron.

David Evennett, the acting sports minister who is covering Tracy Crouch's maternity leave, said the publication of the code means a "consistent approach so that organisations know exactly what is expected".

"Sport bodies have to be accountable for the public money they receive and we are absolutely clear that those that do not adhere to the new code will not receive public funds in the future," he added.

The code was first unveiled as part of the government's comprehensive *Sporting Future* strategy document published last December, and follows a stark period for sporting governance amid scandals at FIFA and the IAAF.

It also comes shortly after culture secretary John Whittingdale warned the Football Association (FA) for not implementing the required governance reforms on its Council, and threatened to pull the £30m (US\$43.3m, €40m) funding it receives through government funding partner Sport England if the situation is not addressed.

Whittingdale said he was "disappointed" that the football governing body had "rejected the opportunity to reform its outdated and unrepresentative governance model" and would move all taxpayer and National Lottery funding to other organisations if no progress was made.

<http://lei.sr?a=H5b2E>



**Turn over: ECB makes cuts at grassroots and county level**

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## FACILITIES

### Boston Celtics net training complex

Boston Celtics – the most decorated National Basketball Association (NBA) franchise of all time – has unveiled plans to construct a modern training facility.

Based in the city's Boston Landing mixed-use development, which includes retail outlets and office space, the facility will become the new home of 17-time championship winners in spring 2018.

Rich Gotham, Boston Celtics president, said the facility would bring the team closer to its TD



▲ The new Boston Celtics training facility is due to open for use by spring 2018

**“The Boston Landing location will provide high impact brand visibility”**

Garden arena and would provide “high impact brand visibility”.

The centre will include: two parquet basketball courts; strength and conditioning, training and recovery facilities; locker rooms and a players' lounge; physical therapy areas; sports science and nutrition

facilities; an expanded media room; a hospitality area; and work space for the franchise's office staff.

Elkus Manfredi Architects are the studio involved in the design of the complex. Construction is expected to start this autumn.

Read more: <http://lei.sr?a=b6g9H>

### Turkish resort builds seven new grass courts for 2017 ATP event

Seven grass courts will be constructed at a tennis facility in Antalya, Turkey for a new Association of Tennis Professional (ATP) 250 event in 2017.

The tournament – which will be the second ATP World Tour event to be held in Turkey following the TEB BNP Paribas Istanbul Open – will be held in the lead up to next year's Wimbledon, between 25 June and 1 July 2017.

Luxury hotel resort Kaya Palazzo Belek will host the tournament. The seven grass courts will be added to a facility which already includes 10 clay courts, eight hard courts and four indoor courts. An 18-hole

golf course and several football pitches are also present at the resort.

The courts will be constructed under the guidance of the All England Tennis Club.

“Turkey continues to lead the way in investing in new facilities and infrastructures, hosting numerous international sporting events thanks to its world-class facilities,” said Turkish sports minister Akif Cagatay Kilic.

“Our country is playing an important part in the continued growth of international tennis, as well as a number of other sports.”

Read more: <http://lei.sr?a=4E1w0>



▲ Roger Federer, Istanbul open winner

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## INTERNATIONAL



▲ World Rugby chair Beaumont

## Bill Beaumont named chair of World Rugby

Bill Beaumont, the former England rugby international, has been officially appointed as the chair of World Rugby.

The Rugby Football Union (RFU) chair and Argentinian Agustin Pichot were named chair and vice-chair of the governing body during a meeting of its Council in Dublin after both candidates stood unopposed.

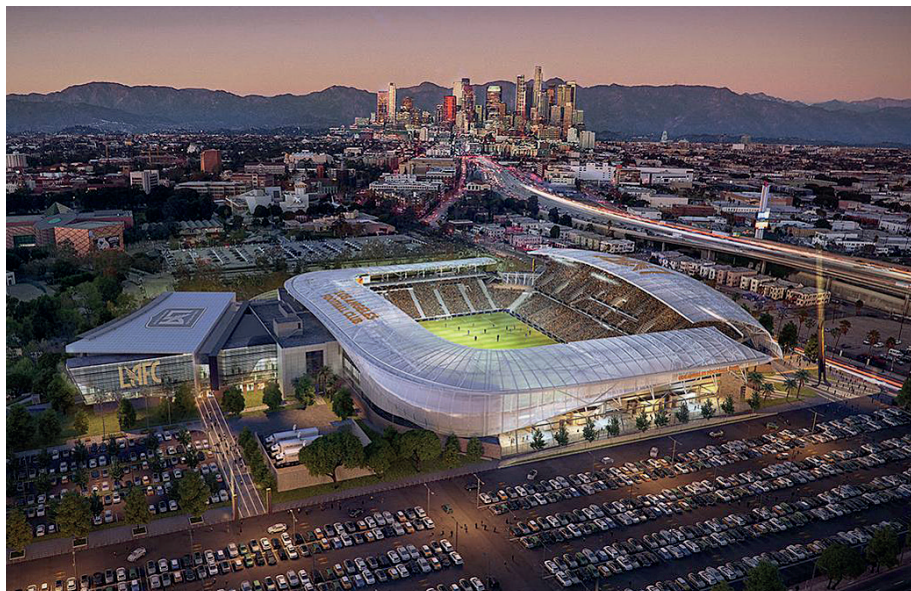
The pair succeed Bernard Lapasset, who is leaving to concentrate on Paris' bid for the 2024 Olympic Games, and Oregan Hoskins respectively, and will officially begin their four-year terms on 1 July 2016.

Beaumont, who won 34 caps for England, said he was "honoured" to be elected and highlighted the "great opportunities to further develop and grow the game".

However, he stressed the importance of avoiding complacency, pointing to key messages in his manifesto, which included player protection, integrity, enhancing global competition, maximising commercial partnership and the empowering of unions.

"I will nurture the roots of rugby, our fundamental values and financial security," he said.

Read more: <http://lei.sr?a=m7A2Y>



▲ The development includes space for offices, restaurants and a conference centre

## LA Council approves MLS stadium plan

The move to bring a second Major League Soccer (MLS) franchise to Los Angeles has made significant progress after the city council green lit plans for a US\$250m (£173.1m, €219.6m) stadium complex for Los Angeles FC.

LA City Council "unanimously approved" a final Environmental Impact Report for the development, which will include a 22,000-capacity stadium, restaurants, office space, a conference centre and a football museum.

Local architectural firm Gensler have designed the arena, which is expected to be completed in time for the 2018 MLS season when Los Angeles FC will

**"LA is the centre of the sports world and Los Angeles FC is set to become the crown jewel of LA's rich soccer heritage"**

join neighbour Los Angeles Galaxy in the league's Western Conference.

"LA is the centre of the sports world and Los Angeles FC is set to become the crown jewel of LA's rich soccer heritage," said mayor Eric Garcetti. "I applaud the city council for approving this world-class stadium."

Read more: <http://lei.sr?a=k7P6c>

## UN veteran becomes first female FIFA secretary general

Fatma Samoura, a United Nations veteran of two decades, has been appointed as secretary general of FIFA – the first woman and African to hold the post.

She replaces Jerome Valcke, who was banned



▲ Secretary general Fatma Samoura

from football-related activities for 12 years after FIFA's independent ethics committee investigated allegations of misconduct related to World Cup ticket sales.

Read more: <http://lei.sr?a=U8z2X>



**Turn over:** Most successful NBA franchise plans new training complex

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# Future forecasts

**Statisticians at the University of Salford have combined their love of stats and football to come up with a machine which predicts match results. Professor Ian McHale explains how the sports analytics machine could impact the game**

Kath Hudson • journalist • Sports Management

It's official, Chelsea 2005-6 is the best English football team of all time. So says SAM, the sports analytics machine created by the University of Salford. As well as putting an end to many arguments (well, maybe not), SAM is apparently able to predict the results of football matches, inform managers about which players they should buy, look at how buying a player could impact the season, as well as retrospectively look at the impact an "unbought" player could have had.

"If Manchester City had bought Paul Pogba in the January transfer window, they were expected to accumulate four extra points during the season which would have guaranteed a Champions League place," says Ian McHale – one of the team which created SAM.

## PREMIER COMMISSION

The University of Salford started research in this area about 10 years ago, when the Premier League contacted them about making an objective ratings system for players. "They wanted a system which wasn't based on subjective opinion, but on facts," says McHale. "We came up with an algorithm which calculates the contribution a player makes to the team."

It became the official ratings system of the Premier League and is still used by the league today, including on its fantasy football website.

"Until that point we didn't realise there was such a demand for the type of things we can do," says McHale. "In the past five or six years so much more data has become available, regarding co-ordinates of players running around the pitch and details of every event

which happens during the match, so our interest and success has come on the back of this data."

SAM takes into account multiple factors: recent results, which team is at home, the strength of teams both sides have played, as well as the quality and the form of the players on the pitch.

And it is proving to be more accurate than the bookmakers' systems. "Bookmakers use a team-



**Ian McHale,**  
professor of  
sports analytics

**We came up with an algorithm which calculates the contribution a player makes to the team during the match**



The machine predicted that purchasing Paul Pogba would've ensured Manchester City a Champions League spot





PHILIP OLIPHANT / SPORTSIMAGE / PRESS ASSOCIATION IMAGES



JON CROES / DEMOTIX / PRESS ASSOCIATION IMAGES

based model, using data and then they'll hand it to a trader who will make subjective adjustments, based on injured players or if the team is not performing so well," says McHale. "But SAM is a player-based model, it knows exactly who is playing and so there is no need for subjective adjustments. It's the next generation of predictive models."

The Salford team has worked with bookmakers to build models for various sports, including golf, cricket, tennis and American football, but McHale says his interests lie with football, not betting.

"The predictions are a side product, it's the player ratings which are really interesting, because they allow a club to put a player into a team and simulate an entire season to see what would happen," says McHale. Selling this service to football clubs is a potential commercial opportunity and would lead to clubs being more scientific in their selections," he adds.

The machine can also predict the trajectory of a player's career path: "If a player is reliant on speed, like Raheem Sterling, we predict he will peak earlier than a player who doesn't."

The team is also planning to study managerial decision making. "We can assess how the decisions managers make affect the outcome of a match, such as when they make substitutions," says McHale. "For example, manager José Mourinho has a reputation as a great tactician, sometimes making substitutions

**Players reliant on speed, such as Raheem Sterling (above) are predicted to peak earlier than those who don't (such as Andrés Iniesta, above right).**



**It annoys me when football clubs spend ridiculous amounts of money, without using enough science to judge, rate and ultimately buy players**

early on, and we propose to find out whether his reputation is really deserved."

Using viewing figures from Sky, the team is currently collaborating with the University of Liverpool to try and establish what fans like about football. "A lot of people think the reason people like football is that it's competitively balanced and there's lots of uncertainty in outcome," says McHale. "We want to find out if that's true, or if it's down to other factors, like the number of goals, or entertainment value."

Although the algorithms are geared to football, SAM could be adapted to other sports, particularly cricket. McHale says that if an athlete changed their training regime, SAM could assess its impact on performance.

McHale hopes SAM will be used to help football clubs spend their budgets better, which will ultimately improve the game.

"It annoys me when football clubs spend ridiculous amounts of money, which effectively comes from the fans, without using enough science to judge, rate and ultimately buy players," he says. SAM isn't just for the Premier League either: "At Championship level, there is the real possibility of gaining a huge advantage over the opposition by identifying and recruiting players." ●



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# New strategies – new challenges

Sports Think Tank founder and former MP Andy Reed looks at Sport England's new strategy document – published in the wake of the government's *Sporting Future* strategy

**W**hen we first established the Sports Think Tank it was seen predominantly as a translation service for academic and evidence-based policy work to find its way into Westminster and Whitehall in order to create good sport policy.

As we've toured the country at conferences and events, however, it has become increasingly evident that sometimes there needs to be translation between Westminster and grassroots.

## MISSED MESSAGES

I was recently struck at a conference of sports people, who had come to learn about the government's new *Sporting Future* strategy, that less than a third of the 120 people I was speaking to had actually read the document. Given that most in the room would be affected by the investment decisions being made by Sport England as a consequence, I was slightly surprised.

There are many areas to pick up over the coming months in the massive change in direction in the Sport England strategy, but these were all obvious from the original DCMS *Sporting Future* document. In another meeting an NGB CEO told me he would be busy in the summer writing their next 'Whole Sport Plan'. This was from somebody who had actually read the strategy. Clearly the language of change was not as clear as we thought.

In particular, I wonder whether we understand just how different the skill sets required in the sector will be. It can't all be about sporty types and programmes for our new target consumers.

## COMBINED EFFORTS

I used to work in a local authority recreation and arts department which was located next to the community development team. Ironically these teams – long gone I suspect from most local authorities – would be ideally placed

As an individual – and through the Think Tank – we are 'delivery neutral', ie, we support initiatives which are backed up by evidence of effectiveness.

However, to external stakeholders the sports sector doesn't come across as particularly united and that matters. It frustrates me that some of this is still going on. Lack of unity always weakened our government lobby as a sector.

## CONSUMER SATISFACTION

If the new sports strategy is genuinely focussed on a consumer approach, its quality and delivery will be decided from the consumer's perspective in very different communities and settings – not the traditional bodies good at filling in application forms for the lottery or grants.

At recent StreetGames and Sported presentations, I was struck about the 'roaming distances' of disengaged young people on some of the most deprived estates in the UK – apparently it's usually less than a few hundred metres from their community. We forget this at our peril.

Framing the strategy by listening and acting on the desires of those who are currently disengaged will tip our models upside down and will be uncomfortable for many in sport. That is absolutely fine. Stick to running good sports teams and clubs. This is still necessary and very desirable. But don't chase the new investment for the sake of it. There are some tough choices ahead. ●

**To our external stakeholders, we don't come across as a particularly united sector**

to co-create the activity programmes of many of the communities identified in *Sporting Futures* as the target of increased investment and resources.

While there is some welcome news about trying to maintain the existing nature of our sports and exercise sector, we know increased investment will be going into new place-based projects outside our normal delivery routes. We need to get used to this.

The key to the strategies – both DCMS and Sport England – is about genuine collaboration. You will hear me return to this theme time and time again.

# SHALLOW FOUNDATIONS

**T**he 2015 Industry Swimming Teachers Recruitment Survey by the Swimming Teachers' Association (STA) found that 72 per cent of swim schools in the UK have a waiting list for lesson spaces. Worryingly, however, more than 81 per cent of the 229 swim schools surveyed said they could not find appropriately qualified swimming teaching staff to meet this demand.

In five regions – London, North East, East Anglia, Wales and the North of England – every single swim school operator responding to the survey said it could not find the right recruits, while 71 per cent said the difficulty in finding appropriate staff was affecting their business growth plans.

The survey quantifies a problem for which there is plenty of anecdotal evidence – a desperate shortage of qualified swimming teachers in the UK. At best, it's an issue which is hitting the bottom lines of pool operators and swim schools hoping to grow their businesses. At worst, it is putting lives at risk.

**Half of 11-year-olds in the UK cannot swim 25 metres – the minimum distance set by government. A major contributor to this is an acute lack of teachers**

**Tom Walker • managing editor • Sports Management**

**More than 81 per cent of swim schools could not find appropriately qualified staff**

When asked to provide comments to the STA survey, one respondent offered a chilling view: "I've been teaching for 40 years and this is the worst I have seen it when it comes to children's ability to swim."

## MULTIPLE ISSUES

"There are a number of factors that have impacted on the recruitment of swimming teachers over the years," says Steve Franks, managing director of Water Babies – a nationwide, franchise-based swim school for infants and toddlers. "For example, the continued confusion that exists across the sports and leisure industry sector on the relative merits of broadly similar swimming teaching qualifications being awarded by the various vocational awarding bodies – mainly the ASA and STA.

"This is then further compounded by employers setting internal policy preferences on which vocational swimming teaching qualification they are prepared to accept. This can have a huge impact on the individual who has funded their own swimming teaching training, only to find that their preferred local employer will not recognise their qualification."

STA chief executive Dave Candler recognises the confusion around the compatibility of qualifications. "Some operators are making recruiting harder



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“

“I’ve been  
teaching for 40  
years and this  
is the worst I  
have seen it  
when it comes  
to children’s  
ability to swim”

”



for themselves by specifying in job adverts that they want a Level 2 teacher from a specific awarding body,” Candler says.

“The big misconception here is that some operators believe they have to specify an awarding body by name, because they use their learn to swim programme – this is not true. Choosing a Level 2 qualification from one of the awarding bodies does not mean you can’t teach another’s learn to swim programme and it does not impact on ongoing training. If we can educate operators on this key fact, they will find recruiting qualified Level 2 teachers easier.”

For Candler, the potential confusion over accredited qualifications isn’t the only reason for the shortage. “The problems around swimming teacher recruitment are made worse by the fact that many swim schools find it difficult to cope with the increased demand for lessons due to poor pool time availability and a limited number of pools,” he says.

“People’s changing lifestyles have contributed too. Generally speaking, swimming teaching was always a great profession for stay-at-home mums

**STA chief Dave Candler said the limited number of pools isn’t helping the situation**

### 2015 Industry Swimming Teachers Recruitment Survey

The survey took in a total of 229 swim schools, which between them teach more than 331,000 children and adults weekly

**72%** of swim schools in the UK have a **waiting list** for lesson spaces

**66%** are looking to recruit swimming teachers to **meet demand**

**71%** of schools have had business **growth plans affected** by teacher shortage

**63%** are prepared to **invest in training** unqualified staff

and dads as they could work the unsociable hours – such as evenings weekends – around their family life. This simply isn’t the case anymore.”

### QUALIFICATIONS

The reasons behind the shortage might be complex, but the issues it causes are easily identified – pool operators and swim schools are finding it hard to satisfy the demand for classes. Everyone Active, which operates a number of leisure centres on behalf of local authorities across the UK, currently teaches 125,000 students per week at its sites.

“All sites would declare that they have a shortage of swimming teachers,” says Jacqui Tillman, Everyone Active’s group swim manager. “We have challenges to recruit adequate numbers in certain localities.”

Tillman identifies a further obstacle for young people to take up swimming teaching: “Cost is usually cited as a concern when it comes to qualifications,” she says. “We require all teachers to be Level 2 qualified, which forces individuals to have completed the pre-requisite of a Level 1 qualification before going on to complete a Level 2.”

Another swimming provider which has identified the cost of training as an issue is Coventry Sports Foundation (CSF). CSF manages three venues across the city and teaches more than 6,000 children to swim each week. “The average costs of gaining aquatics qualifications – around £300 – can for many act as a barrier and certainly seem a daunting expense for students, who are a target market for us,” says Wendy Jackson, CSF’s community development manager.

To help youngsters with the cost and to make them consider a career in leisure, CSF has introduced a programme targeting young school leavers. “We’ve launched a volunteer academy for 14-16 year-olds, which gives them the opportunity to support and shadow roles including swimming teachers,” Jackson says.





DOTSHOCK / SHUTTERSTOCK

**The price of training – with Level Two courses costing around £300 – has been highlighted as a significant barrier to teaching**

“In return, we offer them the chance to gain accredited qualifications for free on the job, which in turn enables us to grow our own team. Not only this, but we are also making entry into the industry more accessible by programming three courses throughout the next few months where new employees will access free training opportunities in return for paid work within the Foundation.”

### **LIMITING CONFUSION**

Schemes such as the one introduced by CSF can help with the cost of training, but doesn't remove the potential confusion over which accredited course a student should choose in order to meet the requirements of a potential employer. For that, Water Babies' Franks has a suggestion.

“There is a simple solution to solve the problem of accrediting swimming teachers, which would meet the needs of both employers and individuals,” he says. “It is the creation of a ‘single qualification structure’ for swimming teaching and all its associated specialisms – main stream, baby and toddler, special needs – and for the qualifications being awarded by the various vocational awarding bodies – mainly the ASA and STA.

As an industry we need to be working more closely together to identify a positive and practical solution

”

“This route would ensure that employers are not confused by the skills and competencies that they are seeking in a competent swimming teacher – irrespective of who the awarding body was. Secondly, an individual who became qualified through this route would not be risking what could be quite a high expense for a course and be in a much better position to secure employment as a teacher as employer preference would no longer exist.”

For Candler, the key is industry-wide collaboration. “As an industry we need to be working more closely together to identify a positive and practical solution,” he says, and adds that the effects of the shortage could potentially be disastrous.

“When you consider that half of 11-year-olds cannot swim 25 metres – the minimum requirement set by government – and that we have long waiting lists, not enough qualified swim teachers and too few pools is a potential recipe for disaster.” ●





# Sport England strategy unpacked

The quango unveils a broad vision for fulfilling its government sport strategy responsibilities. Matthew Campelli reviews *Towards an Active Nation*

**A** big shift towards physical activity is a simplistic, but wholly accurate way of describing Sport England's direction for the next five years.

Inspired by the *Sporting Future* strategy, published by the Department of Culture, Media and Sport (DCMS) last December, Sport England will plough £250m into programmes specifically designed to get sedentary people into some kind of physical activity (see page 12).

That £250m is a quarter of the organisation's overall budget of £1.059bn – a significant investment over a four-year period and described as a "real commitment" by Sport England chief executive Jennie Price.

But what does that mean for the organisation's overall funding operations?

Firstly, instead of the dozens of investment programmes Sport England created during its last



**Sport England  
chief executive  
Jennie Price**

funding cycle (2013-2017), it will now use seven criteria when making grant decisions (see box on page 38).

## **NGB FUNDING**

Of the projected investments it is expected to make between 2017 and 2021, 29 per cent (or approximately £307.1m) will be set aside for national governing bodies (NGBs). Despite this being the biggest proportion of cash, the NGB pot has diminished from the £493m that was set aside for them under Sport

England's *Whole Sport Plan* between 2013 and 2017.

NGBs will now have to bid for the money based on what they think they can deliver, and will no longer be handed a set amount to "be responsible for everybody" in their whole sport. In spite of the



**Turn over:** What is behind the 'worrying' lack of swimming teachers?

significant decrease in funds, Price tells *Sports Management* that NGBs were receptive to the idea when briefed during the consultation process, referencing the fact that “reaching out to every single participant” was a challenge.

The bodies will also be encouraged to bid for money outside of their “core market” fund if they believe their sport can contribute to some of the outcomes the government wants to address, such as improved mental health or social inclusion.

“What we are going to do is have an initial conversation with NGBs about their talent and their core market, and there will be other areas we will work with them on,” says Price. “But we will develop that according to their sport, their strength, what their strategy is going forward, rather than saying ‘you’re responsible for everybody who plays your sport, tell us how you’re going to discharge that responsibility.’”

To drive home the fact that “nobody will be cut off at the knee”, Price explains that NGBs will be given support to commercialise and create efficiencies so that they will not be so reliant on grant funding in the future.

## LOCATION-BASED INVESTMENTS

Facilities funding will make up 16 per cent of the total pot – compared to 24 per cent previously – although Sport England stresses that figure only represents capital investments. In fact, the quango is setting aside additional money through a Community Asset



**Engaging hard-to-reach demographics is a key requirement for funding decisions.**

Facility which will provide £10,000-£150,000 grants to improve existing infrastructure.

A substantial amount of money (at least £130m) has been earmarked for projects in 10 different locations around the country where sport and physical activity can be used to address location-specific issues such as high unemployment, social fragmentation and general poor health – an investment Price thinks will make the biggest “step change” in the adoption of physical activity,

“We want to demonstrate that sport can help with really significant social issues and the place where we bring that to life is within these local projects,” says Price, adding that the programme will be rolled out nationwide if it proves to be successful.



## Industry Reaction

**Steven Ward, ukactive executive director:** “Going forward, full delivery of the government’s ambitions will require a true diversity of partners which includes – but must be wider than – the sports sector.”

**Emma Boggis, Sport and Recreation Alliance chief executive:** “There is clear indication in the strategy that Sport England have listened to the points raised by us, our members and the wider sector during their consultation.”





When distributing the money, Sport England expects operators, local government and charities to work together and deliver projects geared towards improving health (mental and physical), social cohesion and increased levels of self-efficacy for participants.

In addition to funding, Sport England set out its stall in regards to workforce and coaching. Of the former, Price says the quango has “accepted” the government’s requirement and will be putting money into CIMSPA to create a new strategy to professionalise the physical activity sector. In the process, Sport England has ceased funding for alternative workforce organisation SkillsActive.

Early next year Sport England will set specific targets for the increases in engagement in sport and physical activity it expects to see by 2020 and 2025 as a result of the strategy, measuring its own performance. ●

**Sport England will begin to build its workforce and coaching plan**



**We want to demonstrate that sport can help with significant social issues, and local projects will bring that to life**

## Sport England’s seven investment programmes

### 1 Tackling inactivity

The “highest priority” for Sport England investment, with at least £250m (US\$364.9m, €323.3m) put towards getting the inactive 28 per cent of the population active.

### 2 Children and young people

Dedicated funding for young children as a result of Sport England’s new remit for the outside school activity for those aged 5+.

### 3 Volunteering

Sport England will focus on what motivates volunteers, making it easier to fit sport volunteering into “modern lifestyle”.

### 4 Taking sport and physical activity to the mass market

A focus on limiting drop off has been highlighted, and Sport England will “seek out and back ideas that can help make sport a mass market activity”.

### 5 Supporting sport’s core market

Sport England’s strategy points to *Sporting Future*’s analysis that public investment has been “disproportionately focused” on NGBs, creating financial dependency.

### 6 Local delivery

Sport England will invest in 10 specific areas – some urban, some rural – to create a “more joined up approach to getting active”.

### 7 Facilities

A new Community Asset Fund will be created to complement Sport England’s Strategic Facilities Fund, with an emphasis on multi-sports services and co-locating.



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# Community matters

**While Tottenham's new Populous-designed stadium aims to be the most "technologically advanced" in the world, the architect and club believe community lies at its heart**

Matthew Campelli • news editor • Sports Management

**U**p until the last few weeks of the Premier League season it looked like a credible possibility that Tottenham Hotspur might win its first league title since 1961. Although the club's challenge ultimately faltered, with Spurs ending the season third behind champions Leicester and North London rival Arsenal, the campaign did much to boost supporters' optimism that success isn't too far away.

## NEW ERA

While demonstrable improvements have been made on the field with the club registering its best top flight finish of the Premier League era in 2015/16, Tottenham can look forward to the construction of its new 61,000-capacity stadium – the second-largest in the Premier League, and the

first stadium with a retractable natural turf surface to accommodate football and NFL matches.

It's a project of some ambition which will form part of a large regeneration initiative between White Hart Lane train station and Northumberland Park. However, at the heart of it all lies the theme of "community" says Populous senior principal Christopher Lee.

Talking at the *Telegraph Business of Sport Conference 2016* earlier this month, Lee, who also worked on Arsenal's Emirates Stadium, says plans for the new stadium very much fits with Populous' desire to keep sporting arenas within the city boundary and become the "catalyst for regeneration".

To crystallise his point, Lee highlights the work of Archibald Leitch who designed stadiums which "evolved as the local community evolved".

"Fifty years after the Leitch English stadiums there was a big move in the US and Europe to move these facilities outside the city limits," he explains. "They were pushed to the outskirts and produced a wholly unsatisfactory experience for the spectators and left a huge gap in the community. What we're keen to do is keep these clubs in their local environment."

Residential areas, a 180-bedroom hotel, a museum, community facilities and shops will spring up around the £400m stadium, while local residents will be able to enjoy a public area the size of Trafalgar Square which Lee describes as a "fantastic civic space".

An extreme sports building will also be present in the grounds of the stadium development, which will include the largest international dive tank and a climbing wall.



Populous senior principal Christopher Lee is behind the design

POPULOUS





The stadium will anchor a large regeneration initiative in Northumberland Park, North London



POPULOUS

## A WIDER COMMUNITY

But for Lee and Sanjeev Katwa, Tottenham Hotspur's head of technology solutions, community doesn't just mean the individuals who live in close proximity to the ground. Match day supporters are an important part of the community the pair has envisaged.

Katwa reveals that the club had done extensive research on fan opinion before devising the stadium masterplan with Populous, which helped formulate ideas such as the steep, 17,000-seat single tier stand behind the goal to increase the match day atmosphere.

"It goes back to the identity of the great old stadiums," says Lee, referencing Liverpool's iconic Kop End at its Anfield Road stadium and Borussia Dortmund's 'Yellow Wall' as inspirations.

He adds: "The reason I love being involved in stadiums is the rare moment you get being part of this community and sensing 60,000 people wanting something, sharing something – it's very rare to have that amount of people with the same common objective."

Trying to draw in younger supporters is a priority for both Tottenham and Populous, and



POPULOUS

Lee suggests that the stadium could incorporate family-specific areas and youth areas, while plans to add crèches are being talked about.

## NFL PLANS

The experience of American football fans will also be taken into account with the stadium doubling

**The design takes inspiration from classic stadiums of the past**



**Turn over:** Tottenham stadium to be 'catalyst for regeneration'



## Technology is really going to support us to create that unrivalled fan experience

up as a “bespoke” NFL venue. A number of exhibition matches are expected to take place in the stadium – with a London-based franchise also being mooted – and the technology in the arena reflects this.

A retractable football pitch will lie on top of an astroturf NFL field, so that the former can slide out before an American football match. According to Lee, the innovation ensures ideal sightlines for both sports, while lighting systems will be state of the art.

In addition, changing rooms will be built to accommodate 60 people, which is crucial for NFL games where there are a significant number of

technical staff present for each franchise.

“NFL matches and other events will have a longer dwell time than the 90 minutes required for football,” says Katwa. “NFL games could be five hours long, so technology has been built in to ensure the right number of communication rooms and data centres and the right number of wifi access points.”

Indeed, Katwa reveals that he expects the stadium to be the “most technically advanced in the world”; a bold claim he concedes, but founded on the idea that the facility is being developed to accommodate changing technology in the future.

But with thoughts geared towards smartphone ticketing, quality wifi and innovative F&B operations, he stresses that even the most technical aspects of the stadium will have the customer and community at their heart. Wifi connection, for example, might be turned off during some matches so nothing is taken away from the atmosphere.

“We feel technology is really going to support us to create that unrivalled fan experience, but keeping the same level of atmosphere.” ●



# Pastoral flair

**Sports Chaplaincy UK is celebrating its 25th birthday this year. CEO Warren Evans spoke to *Sports Management* about the rapid growth the organisation has experienced recently**

Tom Walker • managing editor • Sports Management

“**T**he adage about having two ears and one mouth works well as far as chaplaincy is concerned,” says Warren Evans, CEO of Sports Chaplaincy UK. “All good chaplains are great listeners and realise their work is not about them but about the individual they’re supporting.”

The number of sports chaplains – independent volunteers not directly employed by the club – is growing rapidly in the UK. Seventy two of the English Football League’s 92 clubs now have one. In Scotland, 38 out of 42 professional clubs work with one. Evans estimates that in the past five years, the number of sports chaplains has increased from 140 to around 400. “I should know, I’ve trained 250 of them”, he says.

## SPIRITUAL GUIDANCE

The growth might seem surprising, considering the well-documented decline in people describing themselves as “religious”. According to the latest



**Warren Evans,  
CEO of Sports  
Chaplaincy UK**

census figures, the number of people who identify themselves as Christian fell from 72 per cent in 2001 to just 59 per cent in 2011. The increasing popularity of chaplains is, however, less surprising, when you consider the unique role they play in the changing landscape of sport.

“In sport, it’s only become acceptable to talk about issues around mental health and depression in the last three to five years,” Evans says. “This is

especially true in the sports which are considered ‘masculine’, such as football and rugby. We’re there to help, encourage, listen, be empathetic – all those great things which are really hard to quantify.

“To have someone at the club – but not directly linked with the club – who players can trust and who is able to listen and be supportive has become increasingly important in the new landscape where issues are tackled rather than hidden.”

Evans adds that each club chaplain will have the tools to identify and help those who might need further, professional help. “Each chaplain will bring with them a vast range of skills and knowledge and individual experience,” he says.

“Each receives safeguarding training and they will have an understanding of mental health. If they recognise a significant issue, they will signpost the individual to the NGB, direct them to an organisation such as State of Mind or Sporting Chance – or refer them to a medical professional.”

## PUTTING GOD IN THE SQUAD

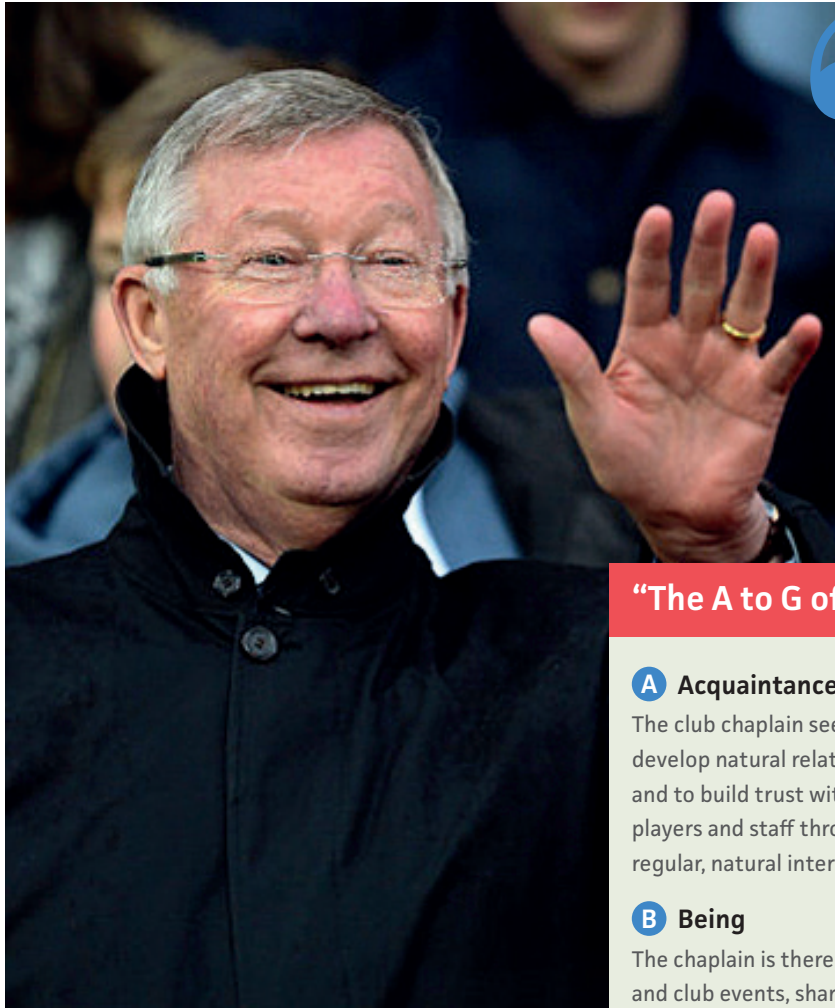
While chaplaincy, by its very definition, has its roots in religion – and Christianity particularly – the guidance



**Sports chaplains come from a variety of backgrounds**



**Turn over:** Tottenham and Populous’ ambitious new stadium plan unpacked



**Sir Alex Ferguson, a strong advocate of chaplaincy**

and support offered by sports chaplains is less so. “We’re obviously a Christian organisation but we serve people of all faith and no faith,” Evans says.

“I think the service we provide is best described as being pastorally proactive and spiritually reactive.”

The work of chaplains is primarily aimed at the care and welfare of players and staff but also at the wider community of people within the club, including supporters and families of players and staff. The results achieved by active chaplains can be transformative.

“There is no doubt that chaplains perform a very valuable service at clubs,” says Jim Cumbes, a former professional footballer and long-serving CEO of Lancashire County Cricket Club.

“For players, the chaplain almost acts as a mentor. With the rest of the staff, chaplains offer real support for those who have suffered bereavement or just need someone to talk to. In today’s helter-skelter world, a voice of calmness can be inspiring and invigorating.”

## Chaplains can be of help to all sorts of people involved with sport, when crisis, need or difficulty comes

### “The A to G of chaplaincy”

#### **A** Acquaintance

The club chaplain seeks to develop natural relationships and to build trust with the players and staff through regular, natural interaction.

#### **B** Being

The chaplain is there for games and club events, sharing the experiences allowing for opportunities to connect with players, staff, families and supporters.

#### **C** Caring

Caring for people connected with the club focuses on supporting them through life’s events (injury, bereavement, retirement), caring for them through the normal treatment and rehabilitation process, including hospital visitation.

#### **D** Development

With the number of young adults involved in sport, it is important to provide for their personal development. The provision of life-skills training, help with integration into the

wider community and advice on the preparation of “life after sport” are areas where the chaplain can add value.

#### **E** Events

Chaplains will also engage to reflect the highs as well as the lows of people’s lives in celebrating life. This may involve the chaplain in special occasions such as weddings, christenings, or birthdays.

#### **F** Formality

In a more formal capacity the chaplain can provide a vital and recognisable link with the community. As well as church services in which chaplains are involved on the club’s behalf, they can also assist the club with safety and disaster procedures, write articles for the club’s programme etc.

#### **G** God

Chaplains are motivated by a real and dynamic christian faith, but they are available to all people irrespective of faith convictions.



One of the biggest advocates of sports chaplaincy is Sir Alex Ferguson, the legendary former manager of Manchester United. “Chaplains can be of help to all sorts of people involved with sport, when crisis, need or difficulty comes,” Ferguson says. “Ever since our chaplain, John Boyers, first got involved with Manchester United in September 1992, I became more aware of Sports Chaplaincy UK and its work.

“I’ve been glad to see its influence extending across the UK and to a wider range of sports – especially to Scottish Football and to horse racing.”

**Sports Chaplaincy UK organises a number of annual events for its members**

## INTO THE COMMUNITY

Most professional sports clubs across the big four team sports (football, cricket and two codes of rugby) now have a chaplain available. Evans says that high-profile advocates such as Sir Alex and former New Zealand rugby league star and current Bradford Bulls CEO Robert Hunter-Paul have been instrumental in spreading the good word for chaplaincy. The latter has contributed – through banging the drum – to more than 80 per cent of rugby league clubs now having a chaplain available for players and staff.

For Evans, though, the work is far from done. He says his eyes are now cast across to grassroots sport. “Professional clubs having a chaplain has given the system credibility,” Evans says. “We now plan to build on that and we’ve got a real desire to encourage clubs at grassroots level to look at the benefits of chaplaincy.”

He adds that there are a number of entry points to how clubs can secure a chaplain. “If a club comes to us wanting a chaplain, we’d actively help them find one.

“We also train and equip people who want to be sports chaplains and when they come to us, we encourage them to find a club they want to help and begin the process from there.”

Evans has an ambitious goal. “There are 151,000 sports clubs out there, so it might take a while.” ●



Chaplains are encouraged to work with medics, such as Dr Allan Johnston (left) – the world’s first rugby league psychiatrist, here with Warren Evans



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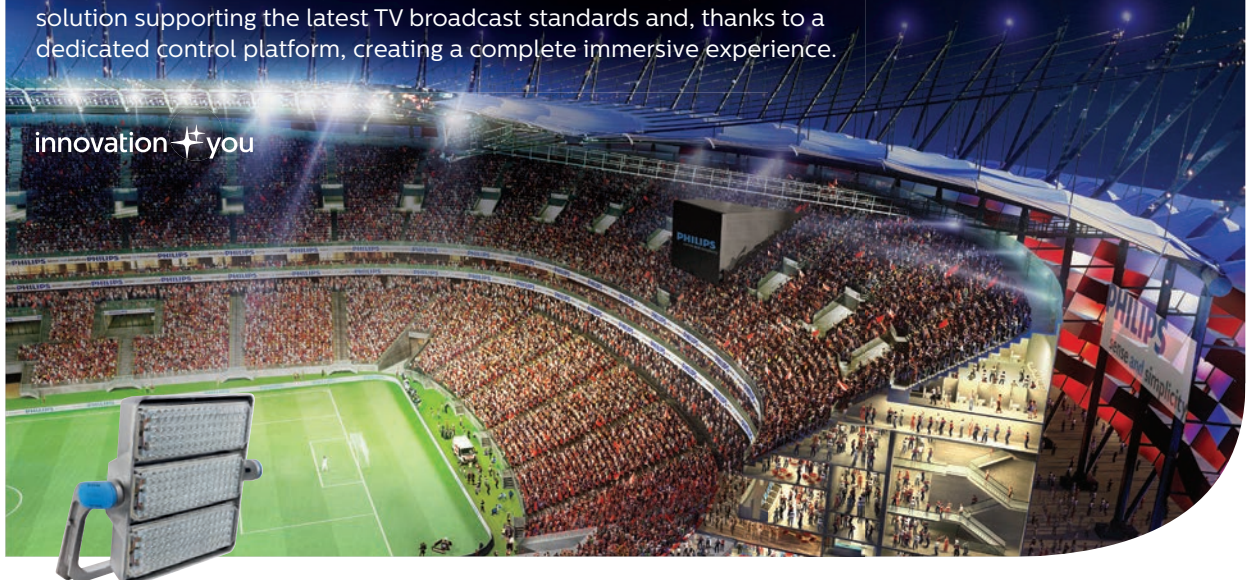


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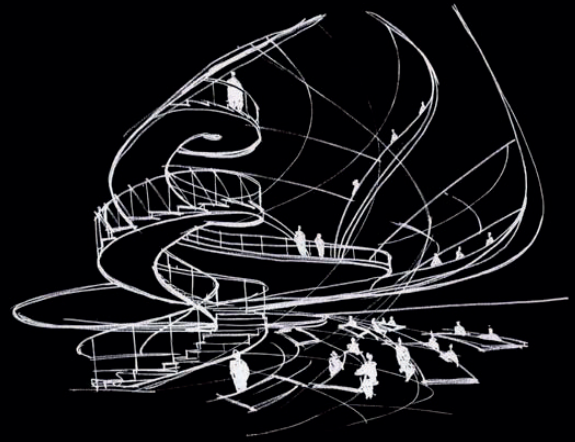
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# UP CYCLING

We've seen pop-up restaurants and cinemas, so why not a pop up veldrome? Street Velodrome's Carl Thompson tells Kath Hudson about his vision to make it the world's most accessible bike sport, with support from cyclists like Jess Stone

Inspired by the excitement surrounding the British cycling success at the London 2012 Olympics, keen amateur cyclist Carl Thompson says the idea of taking track cycling to a wider public was one which wouldn't go away.

After securing £40,000 from an angel investor, Thompson set about making his dream a reality. By September 2013, a prototype had been designed which could fit into a high street, offering banked turns which can be ridden without braking, and a variable track length. At the shallow end it's easy, but the higher up the curve you go the bigger the thrills and the increased likelihood of spills. The experience offers a shot of adrenaline and is very addictive.

But the track on its own wasn't enough. Thompson wanted to create a memorable event to support it: "It had to be enough to capture keen cyclists, have entertainment value and encourage people to be active, wrapped up with enough entertainment to draw a crowd and attract host partners and sponsors."

Finally, he wanted the event to inspire behaviour change, so people would dig forgotten bikes out of sheds and children would ask for bikes for Christmas.

As part of his research, Thompson went to local authorities who had hosted cycling series previously, such as Tour of Britain, and asked them what they looked for in a cycling event.



**Carl Thompson (right) founded Street Velodrome following London 2012**

"They all want community engagement, to be free to the public, flexibility and PR support," he says.

Street Velodrome is a concept which ticks all of the boxes. The three day format (see box) ensures the opportunity for outreach work and it is free thanks to the creation of income streams such as sponsorship, advertising, retail, and a TV series to be aired on BIKE channel and BT Sport. Hosts also pay a fee and the model is being franchised overseas, with the US recently confirmed.

The pro competition is the hook and the entertainment to deliver the wider vision of making cycling accessible and to energise the grassroots. The 12 pro-riders take part in an elite competition at each event and coach the public.

"It includes pursuit racing, because that gets the audiences: the races are close, it's quick and punchy and the tight corners are exciting," says Thompson. "We make a touchpoint between grassroots and pro-riders. Mountain biker Jess Stone teaches kids and then they come back and watch her race. It's about creating exciting moments which inspire for the future."

**It's quick and punchy and the tight corners are exciting**

**Jess Stone teaching local youngsters**





“

It has to be wrapped up in enough entertainment to draw a crowd



Each Street Velodrome series event follows a three-day format

## THE STREET VELODROME SERIES

This eight part series has meets around the country. The 2016 series kicked off at The Eden Project, in Cornwall, on 6-8 May, alongside its cycling sportive. After travelling around the UK, the series will culminate outside Buckingham Palace at the end of July, when the SuperFinals will take place alongside the Prudential RideLondon. All the male and female finalists from the seven regional finals are invited to race again at the SuperFinals.

Each event follows a three-day format. The first day is focused on outreach work with schools.

The second day is for members of the public to try their skills. Cycling in pairs, they have a few minutes coaching from the pro-riders and then take part in a two-lap head-to-head race.

Day three is race day. Adults and children gain their place to race via a ballot. There are separate men and women races. The heats are time trials, with the top six qualifying for the final, where they go head-to-head. Children aren't timed, and are chosen randomly to race in the final, for either the Sharks or the Tigers teams. The pro-riders final provides the climax to the weekend.

## 2016 HOSTS

- The Eden Project, Cornwall
- Hillingdon, London
- Belfast, Northern Ireland
- Ballyclare, Northern Ireland
- Stockton
- Worthing
- Lowestoft (*standalone event, not part of the series*)
- Bury St Edmunds
- SuperFinals – Prudential RideLondon end of July



## PUSHING THE CYCLING MESSAGE

Thompson has started a charity called Cycling Futures, which aims to break down the barriers to cycling and get it included in the national curriculum as a life skill, like swimming. Cycling related numeracy and literacy content has been created which can be accessed by schools the charity engages with at the events.

Street Velodrome has also partnered with Re-Cycle to encourage people to donate their old bikes, which will then be refurbished and shipped to Africa, making a huge difference to the quality of life for people living in remote villages.



**Turn over:** Carl Thompson talks about the foundation of Street Velodrome



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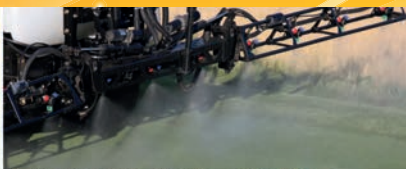
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# Game changers

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



**A Pittsburgh Steelers player takes on the Mobile Virtual Player**

## Tackling the dummies

National Football League (NFL) team Pittsburgh Steelers is using robotic tackling dummies during its pre-season training sessions.

The technology, called Mobile Virtual Player (MVP), is operated by a remote control and has the ability to weave, stop and start – reaching speeds achieved by the fastest NFL players.

MVP was developed at Dartmouth College – an Ivy League research university – in New Hampshire, US, and is being used to practice tackling and passing drills. The remote controlled dummy can also be operated to simulate a running back, and plays a vital role in a number of other training methods.

“It’s an awesome piece of football technology,” said Mike

Tomlin, head coach of the Steelers. “I am always interested in ways to utilise technology in terms of teaching football. We are excited to get a close look at it.

“The applications we’re finding are endless as it never gets tired and it runs at an appropriate football speed. All of the position groups are getting an opportunity to use it. It’s funny, you just put it on the field and watch the guys and they show you the applications. It’s been fun watching that.”

The idea for the “MVP” came to life after Dartmouth University football coach Buddy Teevens banned live tackling in practice because of injuries.

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

KATATONIA82 / SHUTTERSTOCK



**Sweden striker Zlatan Ibrahimovic**

## VIRTUAL EUROS

European football governing body UEFA has revealed it will be capturing matches in virtual reality at this summer’s Euro 2016 Finals.

A number of high profile games in the tournament will be filmed using Nokia OZO cameras, which have the ability to capture 360-degree video footage.

As well as the action on the pitch, the footage can be panned to view fans’ reactions in the stands – as well as the reaction of the players and coaches.

The technology was recently tested during the UEFA Champions League semi-final between Spanish giant Real Madrid and English Premier League team Manchester City.

While the footage from the Euro 2016 tournament will be stored for an as yet unspecified future use, UEFA has hinted that it is looking to increase the use of VR technology and find a way of creating immersive broadcasts in the near future.

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



## Running along

Video technology developer Outside Interactive is partnering with Atlanta Track Club to create a virtual race-day experience of the classic AJC Peachtree Road Race.

The virtual experience will enable runners to take part in the race – or train on the famous course – virtually on any treadmill using an iPad or Android tablet.

Exclusive footage will be shot the day of this year's race in Atlanta, Georgia on 4 July, immediately prior to the event.

Footage will be shot from a runner's perspective to produce a high-definition video that allows viewers to interactively run the virtual race course.

The iPad and Android apps allow for manual adjustment of the video speed to match the runner's pace by minutes per mile or kilometre. Future

versions of Virtual Runner will also be compatible with select treadmill brands, allowing for control of video speed as well as incline adjustment to simulate hills on the course.

Gary McNamee, president and founder of Outside Interactive said: "The AJC Peachtree Road Race is the largest race in the country and we're excited at the chance to partner with Atlanta Track Club to bring their course to the world.

"With 60,000 participants and thousands of spectators lining the course, we hope to capture all the electricity and excitement of race day.

"For future races, runners who can't participate in the live event on race day will have an alternative to be engaged and entertained when running on their treadmill the other 364 days of the year."

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



Runners will be able to take part in the race virtually on a treadmill using an iPad or Android tablet

## Print finish

US-based footwear specialist New Balance has become the first clothing manufacturer to make a 3D-printed running shoe commercially available to the general public.

Called the Zante Generate, the shoe has been created in partnership with 3D printing organisation 3D Systems.

Using 3D Systems' laser sintering powder, DuraForm



The 3D-printed running shoe will be available to the public

TPU Elastomer, New Balance says it has made "significant advancements" in the performance of printed parts for running shoes.

"New Balance is at the forefront of 3D printing and has been utilising this exciting and innovative technology to customise

product for our athletes for a number of years," said New Balance CEO Robert DeMartini.

"Our unique position as both a manufacturer and retailer allows us to bring the world's first 3D printed running midsole to market.

"The Zante Generate demonstrates the strength of New Balance

design and innovation and will allow consumers to own a piece of running technology history."

[www.newbalance.co.uk](http://www.newbalance.co.uk)



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

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We are passionate about providing our staff and students with the best facilities possible. Our brand new £40 million David Ross Sports Village will allow the Department of Sport to continue to offer an extensive programme of sporting activities and events at the very highest level.

The inspirational venue will offer a 200-station fitness suite, a 60m indoor sprint track and two dance studios. The two 10 court sports halls will represent the largest University offering in the UK. On top of that there will also be six glass squash courts plus the only all-glass competition court at any university. Add to this an advanced sports performance clinic, a hydrotherapy pool and a climbing wall and you have a truly world class sporting complex.



We have made an unprecedented level of investment in sport at The University of Nottingham. There's really never been a better time to join us. We are currently recruiting to the following roles:

- **Assistant Director of Sport: Business Development**
- **Front of House Manager**
- **Aquatics Officer**
- **Group Exercise Coordinator**
- **IT Systems Administrator**
- **Lead Strength & Conditioning Coach**
- **Climbing Wall Manager**
- **Scholarship and Recruitment Manager**
- **Sports Marketing Communications Manager**
- **Sports Marketing Communications Officer**
- **Sports Volunteering Officer**

At the University, we aim to give you all the support you need to nurture your talent and reach your career goals in a friendly and professional environment. In addition we are able to offer a competitive salary and benefits package including a generous holiday allowance and pension scheme.

And of course, as a University employee, you will have access to the excellent David Ross Sports Village – as well as leisure and childcare facilities across our campuses.

So if you want to be part of this exciting new venture and join our dynamic university sports team, we want to hear from you.

For more information and to apply online, please visit:  
[www.nottingham.ac.uk/sport/drsvjobs](http://www.nottingham.ac.uk/sport/drsvjobs)

## Head Tennis Coach

**Location:** Yarmouth, Isle of Wight, United Kingdom

**Salary:** Competitive

The West Bay Country Club & Spa

This is an outstanding opportunity for an ambitious and dynamic tennis coach to take ownership of, build and develop an expansive, sustainable racquet sports programme.



### **Background**

Located in Yarmouth, the West Bay Country Club & Spa is a premier sports club and is well known for its racquet sport facilities and services. These include, outdoor astro-turf tennis courts, squash courts, table tennis and a sports hall offering badminton and short tennis courts.

The Country Club & Spa is used by our Club members as well guests who stay in our privately owned New England style houses. We have a reputation for delivering excellence, built on our philosophy of Wellness.

### **Brief Job Description**

We are seeking an experienced and committed person to develop a unified racquets programme. Primarily this will focus on building a flourishing and sustainable tennis programme where you will be responsible for creating tennis playing opportunities for all ages and abilities through a diverse and accessible programme. Additionally, you will be required to create links to all local schools through association and coaching in order to help drive junior participation. Importantly, we require an individual who will embrace all the different racquet sports playable at the West Bay Country Club & Spa to develop a thriving racquets offering for guests

and members.

### **Key Roles and Responsibilities**

- To build, manage and deliver a diverse Tennis coaching Programme for club members, local residents and on-site holiday guests for all ages and abilities.
- To attract, maintain and develop a wide range of tennis playing participants from the community by establishing strong links with schools and the local authority.
- Maintaining TennisMark status at the club.
- To create a strong racquet sport culture by promoting increased participation across all racquet sports through a diverse and accessible programme.
- To promote, coordinate and deliver club tournaments, leagues and ladders for all ages and abilities.
- To create future junior performance squads and establish clear pathways with local performance centres for promising junior players.
- To be accessible to members, coaches and staff by being present around the courts during the week and weekends, where necessary.
- To communicate with members on all tennis and other racquet sport matters
- To establish and improve links with other clubs and the county LTA
- Package includes
- Attractive package (Negotiable)
- Possible help with relocation including opportunity to rent a cottage on site
- Club Membership
- Further training opportunities

**Apply now:** <http://lei.sr?a=h4d3i>

## RECRUITMENT

### **Tennis Development Coordinator**

Full-time | £19,000- 22,500



An exciting opportunity to coordinate delivery of a new programme of tennis at Finsbury Park. The role is designed to deliver and coordinate a programme of tennis activity in Finsbury Park and the surrounding areas in Haringey, Hackney & Islington. This will involve targeted outreach delivery work within the local communities with delivery in key tennis partners, schools engagement, and by working closely with underrepresented groups. Support/develop an exciting Finsbury Park Tennis programme Coordination and Delivery of the 'Tennis for all Programme'; a community tennis outreach and development programme. Engage with local people, sports/youth clubs and local community groups to increase tennis participation.

### **Women & Girls Community Sports Coordinator**

Full-time | £18,330 - 22,500

The focus of this role is to increase the participation of women and girls in Sport and physical activities. You will support the delivery of the Access to Sports Project's three key areas of delivery: sports coaching programmes, sports leadership & coach education, and supporting the development of local sports groups with a particular focus upon engaging girls and women through a range of programme delivery. Applications from female coaches & instructors are particularly welcomed

### **Project Support Worker**

Full-time | £18,330

This post will support the delivery of the Access to Sports Project's programmes of delivery in Islington, Haringey and Hackney. The key focus of the job will be supporting the administration of our 3 key work programme areas: sports leadership & coach education programmes, sports coaching programmes and supporting local voluntary & community group.

To find out more about the posts and to receive an application pack contact: 020 7686 8812 [info@accesstosports.org.uk](mailto:info@accesstosports.org.uk)

Posts are subject to a 6 month probationary period, satisfactory references and enhanced DBS clearance.

## HATFIELD SWIM CENTRE

### Team Leaders (full-time)

**Salary:** £17- £21k

(depending on experience)  
plus Performance Related Pay

We are looking to recruit a highly motivated person to join our team.



Supporting the Assistant Managers and working on a rota basis you will ensure the smooth day to day operation of the site with particular emphasis on maintaining the highest standards of quality, safety and customer care.

A current NPLQ and First Aid at Work qualification is essential.

**Apply now:** <http://lei.sr?a=z4x0W>

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In 2016 the Soccerex Global Convention, the world's premier football business event, will be supported by three regional events covering the world's key football markets.



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