

SPORTS

MANAGEMENT

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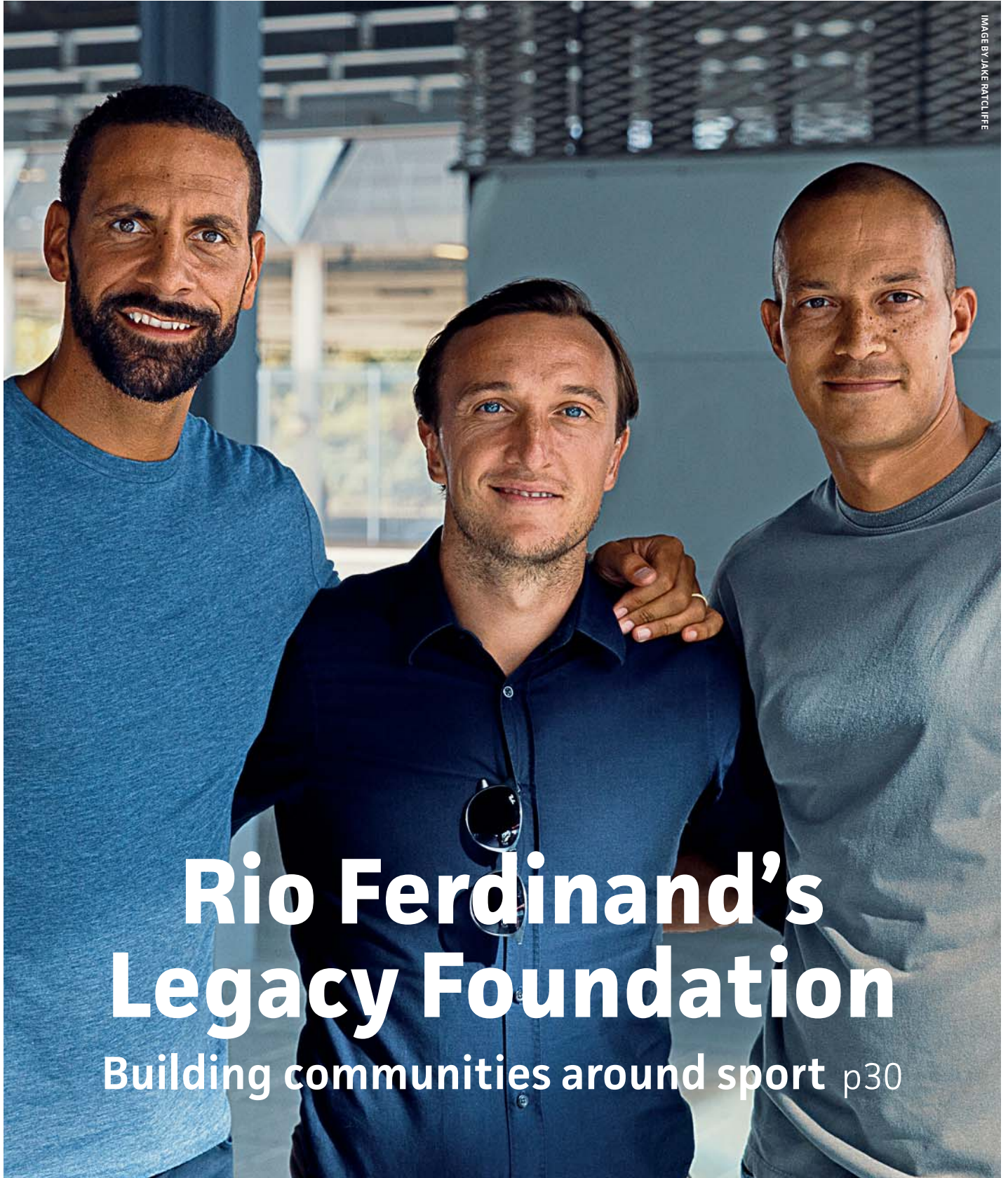


IMAGE BY JAKE RATCLIFFE

Rio Ferdinand's Legacy Foundation

Building communities around sport p30



Designed to achieve



Sporting communities

Imagine rolling out of bed and being able to head next door for sports training at the weekend, or playing sport after work right on your own doorstep. The reality of living an integrated sporting lifestyle is about to come to fruition thanks to sporting legend Rio Ferdinand

With its amateur origins, the world of sports participation has struggled to commercialise and most sports activity is still either government funded, run by trusts or organised by a tireless army of volunteers.

There are huge pockets of wealth in sport of course – professional teams exist in a separate universe of affluence and it's increasingly possible to plan a rewarding and lucrative career in a wide range of sports.

Similarly, sports broadcasting, sponsorship and betting have become vast wealth generators, with their own markets and successful, mature businesses.

However, although we've seen the emergence of a few successful branded private sector operators who make profits from a sports participation offer, essentially, participation remains the poor relation when it comes to its place in the overall market.

Finding ways to monetise participation, while at the same time keeping it inclusive, is something which has largely eluded us to date. However, in this issue, we're delighted to be talking to Rio Ferdinand about his new venture, The Legacy Foundation (page 30), which looks set to open up a whole new sports sector in the area of specialist residential real estate.

Ferdinand and his partners, footballers Mark Noble and Bobby Zamora are rewriting the rule book in relation to both residential development and social housing. They plan to build new-style housing developments and undertake urban regeneration projects based around sport: the idea being to mix high-quality social housing with privately-owned homes and sports facilities.



Combining residential development and sport is a new way of monetising sports participation

The project is attracting heavyweight investors and advisers and seems likely to kick off with a £400m development in Bedfordshire which will include 1,300 homes, a sports hub and leisure centre, swimming pool, football pitches, a health centre, a new education campus, subsidised creche and large, open green spaces.

Combining sport and residential is a new model and it will be very interesting to see how much value it adds.

In the spa and wellness market, we're seeing the addition of wellbeing services to residential real estate adding anything up to 30 per cent to property values – how much of an uplift will the addition of sport give?

Ferdinand is passionate about the social good that The Legacy Foundation will achieve and this is a vital part of the equation, but if sports participation can also find some true and fair economic value through this model, then it will be an exciting outcome for the industry.

It's simply vital we find more ways to make positive economic impacts that involve sport participation.

.....
LIZ TERRY, EDITOR, SPORTS MANAGEMENT

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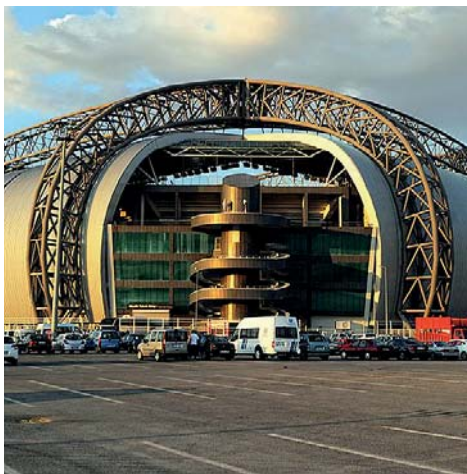
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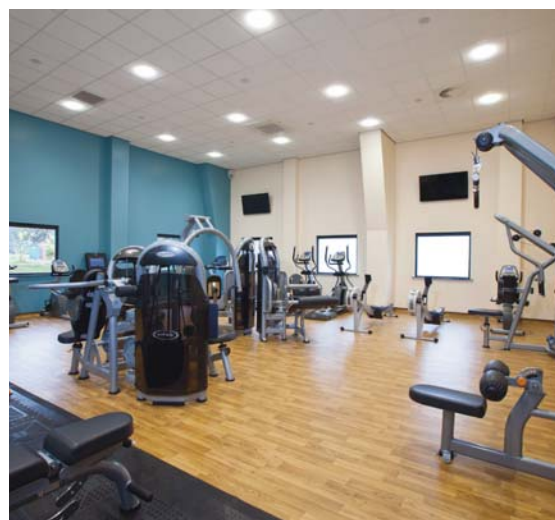
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UK Sport's funding cuts to badminton will hurt the sport

Thursday, 18 August 2016 is a date I'll never forget. It was the day Marcus Ellis and Chris Langridge won bronze at the Rio 2016 Olympics; the first-ever Men's Doubles medal for British badminton.

Friday, 9 December 2016 is another date I'll never forget. Just 113 days after that historic moment in Rio, I took a call from UK Sport. The GB Badminton World Class Performance Programme would receive zero investment for the next Olympic cycle.

I've experienced an endless range of emotions – elation, pride, anger, frustration and bewilderment, to name a few.

Following this decision, we presented a strong case for the reinstatement of our World Class Performance Programme funding, based on our belief that we are very likely to win a medal at the Tokyo 2020 Olympic Games. We were determined because the ramifications of this investment decision are huge and go way beyond just the World Class Performance Programme.

The day before the UK Sport decision, the Active People Survey results were published, showing that badminton was the sixth most participated in sport in the country. The strategy that got us to that position, Discover Badminton, is clearly working.

LIFE AFTER CUTS

We must now be pragmatic and prepare for life without funding, and we are currently considering our options to secure alternative investment for a World Class Performance Programme that will inevitably be smaller but no less focused on winning medals.

Despite failing to persuade UK Sport to invest in our Tokyo 2020 programme, we remain a highly ambitious organisation



Badminton in pain in spite of medals: Ellis and Langridge win bronze at Rio 2016

and we are determined to protect against a possible drain of talent across our players, coaches and support staff, who will undoubtedly have opportunities elsewhere.

I want to protect the pathway we have created that is taking players all the way from the playground to the podium and I want us to be able to nurture those young players who are just starting out and are inspired by medal winning performances.

We must also ensure we protect our fans, who want to see the best of British badminton at the oldest and most prestigious badminton tournament in the world: the Yonex All England Championships.

We must protect our clubs, coaches and volunteers, who do amazing work getting

people playing badminton and creating a lifelong habit of participation in the sport.

This will be an enormous challenge, and one I did not anticipate. Badminton England does not have the riches that are available to some other sports to help it financially bounce back from such a decision. What we do have, though, is great determination, fantastic talent and incredible resilience.

We're focusing on the areas of the sport that can continue to deliver growth and success. This situation has to be seen as a hurdle in our path and once over it, we will be undoubtedly stronger.

Adrian Christy, *chief executive of Badminton England*

Storey won three gold medals at the Rio 2016 Paralympics



TIM GOODE / PRESS ASSOCIATIONS

“I’d like to see the promotion of para-cycling events. I’d like to see prize money and the creation of a professional registration structure”

Dame Sarah Storey, Paralympic champion

How did you first get into sport?

It was through my parents and then my primary school. My head teacher put a huge emphasis on sport at primary school. I did all kinds of different sports including cross-country, table tennis, netball and cricket.

How were the Rio Paralympics?

Rio was superb! The velodrome was very well done and the atmosphere was great. Despite the challenges of securing a decent course for the road events, in the end the venue at Pontal worked well, with any teething problems dealt with immediately.

Has the Paralympics changed?

It’s now bigger, with more sports, more athletes and more female athletes. We’re now getting better coverage and more

attention on our return from the Games, with parades and events held alongside the Olympic team more often.

What changes would you like to see in para-cycling?

I’d like to see a better calendar of events for track cycling and a World Cup series. I’d like to see events televised, especially the World Championships, and if not on TV then live streamed without territorial restrictions.

I’d also like to see the promotion of our events to attract spectators. I’d like to see prize money and the creation of a professional registration structure.

Integration into able-bodied track and road cycling events may be the quickest way to attract these things. This has been proven to work for para-triathlon and para-rowing.

Do you believe the UCI is doing enough to promote para-cycling?

Not in all areas. Until there’s a strategy with end goals and deadlines for certain things to be achieved I don’t think para-cyclists will be able to honestly say they feel better off under UCI governance than we were previously under IPC governance.

We’ve been with the UCI for 10 years now and our spectator numbers, track programme and progression towards TV coverage has not changed at all.

How do you push women’s sport?

I focus on two different levels. The first level is about getting more women active in sport as a means of leading a healthier life with their families. The second is ensuring we create more opportunities for women to



MARTIN RICKETT / PRESS ASSOCIATIONS

**Storey competing for Podium
Ambition at the Revolution Series
Champions League in 2016**

become sporting professionals and follow a career in the same way male athletes can.

To aid the second goal, I've created a cycling team – Podium Ambition – with my husband. We hope to find sufficient financial backing to run this team through to Tokyo and beyond. The team's original goal was to provide an avenue for women to reach the Women's World Tour, which is the highest tier in women's professional cycling.

Tell us about your cycling team?

We started in 2013 and launched in 2014. For two years we were a UK Club team and in 2016 decided to register as a UCI team.

Last year, we secured the Tour Series team title for the third year. We ended up with 44 victories and wore jerseys in the Tour of California, Tour of Brittany and Tour of the Basque country. Every year since we began we have placed riders on the podium at National Road and Track Championships and have arguably been the leading domestic team throughout this time.

How do you feel about being unable to secure sponsorship to keep the team at UCI level?

We're devastated that our attempts to secure sufficient sponsorship to keep the team at UCI level weren't successful. Given the success of the riders on the team – we had two Olympic champions in Joanna Rowsell Shand and Katie Archibald – everyone assumed we would find a backer. The majority of the money in 2016 came from our own pocket and we firmly believe that with a bigger pot of money and paid staff we could do an even better job.

Will you keep striving to get sponsorship for the team?

Absolutely! We need to secure in the region of £500,000 a year to take the team back to being one of the smaller UCI teams.

Ideally we'll find a backer that has dreams of supporting a Women's World Tour team and possibly creating a World Champion in 2019 when the Worlds come to Yorkshire. It's

a huge ambition but it's definitely doable, and since there's no UK-based team with the level of experience Barney and I have of racing at top level, I think we're a good bet!

What's the plan for Tokyo 2020?

To be there! We'll be making plans for this over the coming months. 2017 will be spent closer to home and recharging the batteries and bank accounts! We have no need to travel as extensively until the finally couple of years prior to Tokyo.

What goals would you like to pursue when you eventually retire from competition?

I'd love to remain in sport and work either as a team owner or manager, or even sports director. I've also enjoyed my role in the media when I've had the chance. Above all, I want to be able to support my daughter, Louisa, in whatever she decides to do and I want to have the time to learn new sports and skills so I can help her on her journey.



“Hearing something that taps into your long-term memory and takes you somewhere else is subconsciously powerful”

Dan Savage, sound designer

Sound is inextricably linked with sport. The roar of the crowd when a goal is scored, the grunt of a tennis player as they serve or the crack of a cricket bat as it connects with the ball – these sounds contribute to eliciting an emotional response when we watch sport.

Someone who understands this better than most is Dan Savage, a sound designer

who worked on the DOW Olympic Experience at the Rio Games. This immersive visual and aural experience took visitors on a journey with Thomas, a young athlete dreaming of competing in the 2024 Olympics.

“The client was DOW, the chemical company, which is a top-tier sponsor of the Olympic Games. Guests were expecting to attend a corporate presentation, but what

they got was a surprisingly immersive and human-focused experience,” says Savage.

“It put a face to the real people who work for the company, creating and inventing the things that were helping Thomas train, from his shoes and clothes to his vitamins and sunscreen. They appear throughout the journey to show and talk about their ideas and products.

“The emotional intensity builds as the visitor goes through, until we see young Thomas morph into older Thomas and eventually arrive at the future Olympics, stepping out into the stadium to compete, in a moment of triumph.”

Scripting emotion

The piece was designed as a 30-minute “pulsed” experience, with guests being taken through six different ‘scenes’ in groups.

“At some points, the narrator is talking to you and at others you’re visually and aurally submerged in water, standing in a field of



▲ The DOW Olympic Experience showcased real products in an emotive way

The experience took the audience through six immersive 'scenes'



corn or experiencing the rush of entering the Olympic stadium," explains Savage.

"A game of sport has unexpected highs and lows, but in this type of experience it's possible to script and engineer these moments, and because the guests never knew what was coming, we could always surprise them. By placing them into the mind and lives of the athlete and scientists, we created a much more personal type of theatre – it was like walking through a film."

Added revenue

The benefit of pieces like this, according to Savage, is that they can generate additional revenue for the club or facility

and connect them more directly with the community. Many clubs have a museum attached, with sound playing a role in immersive experiences that can, for instance, bring a legendary match to life.

Subconscious sounds

Another use of sound, says Savage, is 'sonic-branding', a technique that was used very effectively at the London 2012 Olympics.

"The music producer Stuart Price crafted a modular piece of music that could be layered in a multitude of ways for different moods and settings. If you attended any of the events at London 2012, you will have heard a version of this piece of music", says

Savage, "When I hear it now, I'm instantly transported back to the Olympic stadium."

This concept of 'sound memory' is what Savage aims to create in all his work. "Hearing something that taps into your long-term memory and takes you somewhere else – it's subconsciously powerful. My aim is always to create something people will remember after the event," he says.

"By communicating in sound and not words, you can reach people on a deeper level – it doesn't work like an advert – you're not telling them what to think or feel – but you're giving them a platform on which to create their own experience and everyone's will be unique."

Those with a high working memory (who keep a lot in their head) perform worse under stress than others



“Most people come with a goal, but need to be given the strategy, and then feedback, to succeed in their goals, otherwise the intention wears off”

Dr Paul McCarthy, psychology lecturer and sports psychologist

How do you assist athletes?

As sports psychologists, we aim to re-educate people to interpret events positively. I teach athletes to view emotions as information, rather than direction. When we understand the emotions we're experiencing, we can better decide what to do with that information.

For example, some people interpret butterflies in their tummy as a sign of worry, but if you think about this feeling as your body preparing itself for a challenge, then this feeling becomes more positive.



Dr Paul McCarthy helps athletes to think about competition positively

Can a negative mindset have a negative impact?

Absolutely. Too much thinking can take you in the wrong direction. We help people to understand which thoughts are helpful and which should be discarded.

Our bodies work less efficiently when we're in a stressed state, compared to when we're in a challenged state. If we see a competition as a challenge – which is in our control – and we have the resources to cope, along with sufficient energy and excitement, then our bodies respond better physiologically and psychologically.

What's the optimum state to be in before a competition?

Each individual has a different response: some will be bouncing off the walls and others might want to do a crossword. Many athletes haven't worked out what works for them yet and that's what we try to facilitate. This is why it's important for children to get used to the sporting context early on.

How important is personality type in sporting success?

All types of personalities can succeed in all sorts of sports, but it has been shown that people who persevere are more likely to get to the top of their sport than others.

Those with a high working memory – who keep a lot in their head – tend to perform worse under stress compared with others.

Single-mindedness can help you succeed in sport, although not necessarily in your life outside sport. This ability to narrow and focus is helpful in individual sports, however could be a disadvantage in a team game.

How can sports managers apply your research?

They should help new members to get what they want. Most people come with a goal, but don't know how to achieve it. They come with the intention and motivation, but need to be given the strategy, and then feedback, to succeed in their goals, otherwise the intention eventually wears off.

What works universally is simple: support, encouragement, warm feedback, direction and guidance. The people who receive this do exceptionally well. Coaches and instructors need to help people to believe they are the person they wish to become. ●

Elevate speaker info:

Paul will join a line-up of industry speakers at this year's Elevate conference, taking place at ExCel, London, on 10–11 May 2017.

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The UK will be introducing four systems from Connor Sports. Available now are the following: NeoShok, Rezill Sleeper and Alliance, with stock levels held in France. The fourth available product is the QuickLock portable system, also held in France is ideal for temporary use in a multitude of sporting events.



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SPORTING FUTURE

Participation targets for 2020 published in April

Sport and physical activity participation targets for the next three years will be published by Sport England in April, according to *Sporting Future's* first annual report.

The grassroots sport quango is currently in the process of proposing targets for 2020, which the government will agree to in March before publication a month later.

Targets, said the report, would be based on “evidence about how and why people engage in sport”, and will take into account “potential increases in engagement” following the publication of *Sporting Future* in December 2015.

Over the next four years, Sport England



▲ Sport England has committed £250m to reach inactive demographics, such as the elderly

has committed £250m (US\$313.9m, €294.1m) to address inactivity, with a focus on reaching demographics that are traditionally less active,

such as the elderly and disabled people.

National governing bodies will also be expected to maintain and increase the number of people

playing their sport after being told by Sport England to concentrate largely on their core market.

Read more:
<http://lei.sr?a=r7q9u>

Government ‘remains unconvinced’ by safe standing

The UK government has poured cold water on the possibility of allowing safe standing areas within Premier League football grounds, claiming that it “remains unconvinced” of its safety credentials.

In the Department of Culture, Media and Sport’s (DCMS) first *Sporting Future* annual report, it was claimed that despite “growing speculation” that safe standing could be introduced, government was unlikely to change policy on this in the near future.

“Since a rail seating section was installed at Celtic Park, there has been growing speculation that such accommodation could be introduced into Premier League and Championship grounds,” said the report.

“Government remains unconvinced by the case put forward for re-introducing standing accommodation at football grounds covered by the all-seater requirement.”

However, the report stipulated that the DCMS would “continue to monitor how it is working at Celtic”.



▲ Celtic installed a safe standing section last summer

The Scottish football team – which won the Premiership title last season – has been trialling safe standing all this

season, installing 3,000 rail seats last summer.

Read more:
<http://lei.sr?a=1j4K2>

NEWS IN BRIEF



▲ Children are encouraged to move

Physical activity in normal school lessons

Primary school teachers in seven Leicestershire schools are being trained to incorporate physical activity into daily lessons.

The programme has been put together by Loughborough University and the Youth Sport Trust to encourage young people to become more physically active, and to fight the childhood obesity epidemic currently engulfing the UK.

Read more: <http://lei.sr?a=5p9K2>

Sky Sports to broadcast women's cricket league

The exposure of women's cricket will be given a boost after Sky Sports has plumped to broadcast matches from the burgeoning Kia Super League.

Seven matches from the 2017 season will be shown by the pay-TV broadcaster, including the Finals Day on 1 September. The other six fixtures will be broadcast as double headers alongside male Twenty20 Blast matches.

Sky Sports will pay the England and Wales Cricket Board (ECB) no additional revenue to broadcast the matches. The broadcaster and the governing body have an existing rights deal, which runs until 2019.

Read more: <http://lei.sr?a=R2W5C>

JOE GIDDENS / PRESS ASSOCIATION



▲ Hoos said the proposal could be beneficial for both QPR and Thames Valley Harriers

QPR eyes athletics track for stadium site

Queens Park Rangers FC is exploring the possibility of building a 30,000-capacity stadium on the site of the Linford Christie Athletics Stadium after being thwarted in its attempt to develop at Old Oak Common.

The Championship football club wants to demolish the athletics venue and build a stadium on the site alongside a new adjacent athletics facility.

The Linford Christie Stadium – currently used by the Thames Valley Harriers athletics clubs – is situated next to Wormwood Scrubs.

Lee Hoos, CEO of QPR, said the proposal “could bring benefits to both clubs”, but a consultation process was needed. “We are looking at all possible options to secure the future of the club

“We are looking at all possible options to secure the future of the club in Hammersmith and Fulham”

in Hammersmith and Fulham and benefit the community,” he added.

QPR had originally earmarked a site at Old Oak Common, which is owned by Cargiant, to build an ambitious 40,000-capacity stadium and housing development, but opposition to the plan from the landowner stopped it in its tracks.

Read more: <http://lei.sr?a=09h1G>

DCMS seeks new chair for UK Sport after Rod Carr steps down

The Department of Culture, Media and Sport (DCMS) is on the hunt for a new chair for UK Sport to replace the outgoing Rod Carr.

Carr will step down from the position he had held since



▲ Carr has been chair of UK Sport since 2013

2013, and not seek reappointment for another four-year term.

A final interview will take place on 4 April before an appointment is made later that month.

Read more: <http://lei.sr?a=Z9r5i>



▲ More than 11m people did less than 30 minutes of physical activity per week

Sport England publishes first Active Lives

Grassroots sport quango's new data collection method reveals the scale of the task at hand, with a quarter of the population totally inactive

Sport England has ushered in a new era of data collection by publishing its first ever *Active Lives Survey* results, which revealed that a quarter of the population is totally inactive.

Replacing the often-maligned *Active People Survey*, *Active Lives* takes into account people's patterns of behaviour over a 12 month period as opposed to the four week block its predecessor used to measure.

It also counts activities such as cycling for travel, walking for leisure and dance, as well as traditional sports and physical activity.

Headline figures covering the 12 month period from November 2015 revealed that while the majority of the population (60.7 per cent, or 27m) are physically active for 150-plus minutes a week, there were 11.3m (25.6 per cent) who did less than 30 minutes of activity per week. These are the people Sport England has been tasked to reach under requirements laid out in the government's *Sporting Future* strategy.

The quango has earmarked £250m over the next four years to concentrate on getting the inactive active. Of Sport England's sample of 198,911 participants, it was found that the most inactive people in society were long-

While the majority of people are regularly physically active, there were 11.3m people who did less than 30 minutes per week

term unemployed or had never worked at all. More than a third (37 per cent) took part in less than 30 minutes of physical activity per week.

Those in managerial and professional occupations were less likely to be inactive (17 per cent). Walking for leisure was the most popular activity (41 per cent) for adults taking part in regular physical activity.

Sport (35 per cent), walking for travel (32 per cent) and general fitness (31 per cent) were also popular for physically active people.

Even when taking into account the added activities, a gender gap was still prevalent, with 27 per cent of females (6.1m) inactive compared to 24 per cent (5.3m) of males.

Those with disabilities were also more likely to be inactive, with a direct correlation between the number of impairments a person has and rising inactivity levels.

Disabled people with one impairment were less inactive (34 per cent) than those with three or more impairments (51 per cent), for example.

Sport England director of insight Lisa O'Keefe told *Sports Management* that the first batch of data would be followed up with some "groundbreaking research" regarding people's attitudes and motivations around physical activity.

Read more: <http://lei.sr?a=X5E6L>

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FUNDING

FA ploughs £125m into grassroots football

Grassroots football received a £125m (US\$156.1m, €146.4m) boost from the Football Association over the 2015/16 season as the organisation recorded record revenue of £370m (US\$462.1m, €433.2m).

The body's grassroots investment increased from the £117m (US\$146.1m, €137m) invested over 2014/15, and is due to rise further as the implementation of its flagship project, Parklife, continues to take off. Around £50m (US\$62.4m, €58.5m) is being used

"The FA is extremely well-positioned to support English football in the future"



▲ Martin Glenn said the FA was 'well-positioned' to continue investing in grassroots football

by the FA to build 150 artificial grass football sites across 30 cities.

The revenue boost – up from the £318m (US\$397.2m, €372.3m) generated over the previous 12-month period – resulted in an after-tax profit of £7m (US\$8.7m, €8.2m). In 2014/15, the FA recorded a loss of £9m (US\$11.2m, €10.5m). Martin Glenn, the CEO of the FA,

said the most significant areas of investment over the 2015/16 period were contributions to County FAs, coaching and participation, and the Parklife facilities hubs.

"The FA is extremely well-positioned to support English football for the foreseeable future," he added.

Read more: <http://lei.sr?a=B0n9o>

Public Health England should invest in outdoor activities, says SRA

Public Health England and the Department of Health (DoH) should plough investment into outdoor recreation to take on issues like obesity, according to the chief executive of the Sport and Recreation Alliance.

Talking to *Sports Management* shortly after the publication of the Alliance's *Reconomics Plus* report, Emma Boggis said that activities such as cycling, walking and orienteering could have a huge impact on the nation's mental and physical health.

Improving rates of positive mental health and obesity – both a growing cause for concern in the UK – would likely have a significant effect on the NHS at a time when budgets are being stretched.

Outdoor recreation was referenced several times in the government's *Sporting Future* strategy and Sport England's *Towards an Active Nation* plan, and Boggis



▲ Boggis: SRA's *Reconomics Plus* report brings all the evidence together

said the sector had an opportunity to bid for more funding and heighten its position in the public's consciousness.

"What we've seen since both the government and Sport England strategies is an elevation of the role of outdoor recreation," she said. "Perhaps in the

past it has been a bit of a poor relation to hardcore sport, now people understand what it brings. We want to see it running through all of government policy."

Reconomics Plus was published to bring all of the evidence around the economic and health benefits relation to outdoor recreation "together in one place".

It includes case studies, such as parkour's positive effect on people with long-term mental health problems and cycling's role in getting people physically active more often.

When the original *Reconomics* report was unveiled in 2014, it led to a parliamentary debate about the role of outdoor recreation in improving society, leading to its inclusion within *Sporting Future*.

Boggis is hopeful that the current publication will have a similar impact.

Read more: <http://lei.sr?a=1t0b6>

FUNDING

Sport England reveals latest NGB grant decisions

Sport England has unveiled its latest tranche of national governing body (NGB) grants, distributing £101m between 25 national governing bodies (see 'The changing landscape of sport funding', p60).

Several of the NGBs receiving grants will be tasked with increasing the participation of hard to reach individuals and people from diverse demographics.

NGBs' 2017-2021 awards are much lower than those given during the 2013-2017 Whole Sport Plan. However, the organisations will have a reduced remit.

"I've been impressed by the fresh approaches to their (NGBs') plans"



▲ The LTA will be tasked with engaging people from harder-to-reach backgrounds

The Lawn Tennis Association (LTA), for example, has been granted £8.2m over the next four years, down from the £17.4m it received during the last Whole Sport Plan. In return, the body will be expected to target disabled people and those from lower incomes.

Basketball England and the Rugby Football Union (RFU) will have to make similar commitments in return for government and National Lottery money.

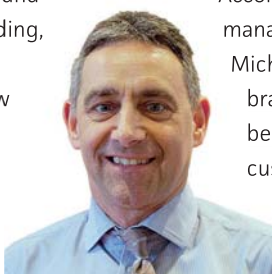
"The governing bodies that we're announcing our backing for today have shown us how much they understand and are up for the challenge of keeping sport's regulars playing," said Phil Smith, Sport England's director of sport. "I've been really impressed by the fresh approaches in their plans, the evidence they've gathered to back up their ideas and their enthusiasm."

Read more: <http://lei.sr?a=e6l8V>

Sapca celebrates 20th anniversary with new branding

Sapca – the Sports and Play Construction Association – has revamped its branding to celebrate its 20 year anniversary, and is gearing up to alter its governance structure.

The industry body, which has more than 200 members, has adopted red and blue for its branding, replacing its traditional yellow and green, after working on its identity with marketing company CityDesk.



Trickey – driving change

Chris Trickey, chief executive of Sapca, told delegates at its recent annual conference and dinner that the ramping up of its marketing and communication was a priority in making the organisation stronger.

According to CityDesk managing director Michelle Leavesley, the branding was about becoming "more customer-centric" and focused on "getting a nation active" following the



Sapca: ramping up its marketing and communications

publication of Sport England's new strategy, which places the emphasis on getting the inactive active.

Trickey also revealed that the Sapca board was "going to restructure to some degree",

with Eric Page stepping down after six years as chair.

He said there was a plan to make board appointments more "skills driven".

Read more: http://lei.sr?a=c2c4t_P



▲ Tooting MP Allin-Khan (left) – appointed shadow sports minister last October

‘Value’ in setting diversity quotas for the FA

Shadow sports minister floats the idea of hard targets for ethnic minority board members as parliament gives vote of no confidence to governing body

Dr Rosena Allin-Khan, the shadow sports minister, has suggested that there could be “value” in setting quotas for ethnic minority representation on the Football Association (FA) board during a parliamentary debate that concluded with a vote of ‘no confidence’ for the body.

Responding to a question from Leicester East MP Keith Vaz about the possibility of targets for women and black, Asian and minority ethnic (BAME) individuals in the FA, Allin-Khan said that “setting quotas has some value”.

However, she stressed that the organisation needed to create an environment where “women and people from ethnic minority backgrounds feel empowered, not just on the field but in the boardroom”.

The Tooting MP added that she had met FA chair Greg Clarke on “a number of occasions” and believes he “understands the importance of diversity”.

The UK Sports Governance Code, which was published last October, has created the requirement that national governing bodies in receipt of public funds must have at least 30 per cent gender representation.

According to Damian Collins, of the 122-member FA Council only eight are women and four are from minority ethnic backgrounds

There is no hard and fast target to increase BAME representation, although progress is expected to be made.

According to Damian Collins, chair of the Culture Media and Sport Select Committee and the Folkstone and Hythe MP who tabled the debate – the 122-member FA Council has only eight women and four people from BAME backgrounds.

In contrast, 92 of the 122 members are over 60 and 12 are over 80 years old.

On the FA’s board, Heather Rabbatts is the only individual who is not white or male.

Following the wide-ranging debate on the FA and football governance, the majority of MPs present voted through a motion of no confidence.

However, the view was not shared by sports minister Tracey Crouch and Allin-Khan, who insisted that the body should be given until April to set out its plan on how it will improve its governance and diversity credentials when the governance code comes into force.

If it doesn’t, Crouch has consistently alluded to the possibility of the body losing all its public funding, and has also raised the prospect of the government getting involved with legislation to forcefully change the FA’s governance structure.

Read more: <http://lei.sr?a=X9e1i>

Total renewable energy for Lord's cricket ground

Lord's Cricket Ground has become the first purpose-built cricket stadium in Britain to run on 100 per cent renewable energy.

As part of the sustainability strategy devised by Marylebone Cricket Club (MCC) – the owner of Lord's – the ground has met its 2020 emissions target already and reduced its electricity consumption by seven per cent since 2010.

The ground's new Warner Stand – which will be complete in April 2017 – will add weight to its sustainability credentials.

"It is important that all organisations embrace sustainability"



▲ Populous has designed the Warner Stand at Lord's, London, which opens next month

Designed by Populous, the stand will include photovoltaic roof panels for electricity generation and a water collection and recycling system.

Derek Brewer, MCC chief executive and secretary, said it was "important all organisations embrace sustainability" and that he was pleased Lord's was setting the agenda in the UK.

The drive is part of a wider campaign to increase awareness about climate change, which has caused extreme weather patterns disrupting cricket.

Weather linked to climate change has caused more than £3.5m (US\$4.3m, €4.1m) of damage to 57 cricket clubs, said the England and Wales Cricket Board (ECB).

Read more: <http://lei.sr?a=A6P5s>

NGBs should engage with young children to tackle homophobia in sport

National governing bodies (NGB) must broaden their reach to schools in order to tackle homophobia in sport, according to MPs.

A report published by the Culture, Media and Sport Select Committee titled *Homophobia in Sport* recommended that NGBs engage with younger children to educate them about LGBT matters.

It is feared that a number of LGBT students participate in sport less regularly, which may have a negative effect on their "mental and physical health and wellbeing".

"In the long-term, it is very likely that a number of sports have been robbed of talent by the fact that promising young players have not felt accepted or



▲ It was found that LGBT children were deterred from participating in sport

supported in the sport they play," the report went on to state.

"It appears that young players and athletes sometimes feel that they have to make the active choice between either coming out as homosexual or continuing

to participate in their chosen sport."

Governing bodies are also being encouraged to create "toolkits" for grassroots clubs, with guidance for organisers and coaches.

The report recommends that they partner with Stonewall – the LGBT equality foundation and charity – to produce "targeted, sensitive and common-sense advice".

"As the largest and wealthiest governing body, the FA should take the lead on the implementation of further training programmes," said the report.

NGBs should also "commit more funds and resources" to "supporting further and more visible interventions" against homophobic abuse.

Read more: <http://lei.sr?a=Z4o7M>

DEVELOPMENT

Turkey ramps up stadium plan to bid for events

The nation's government is on course to build 30 stadiums in 27 cities in a effort to host the FIFA World Cup or UEFA European Championships

The football association of Turkey has lifted the lid on the country's huge stadium-building drive, and how it can help the nation win the right to host the world's biggest tournaments.

Eighteen modern grounds have been constructed in the country since 2007, with a further 12 to open in the next few years and several set for completion in 2017.

This is the result of a concerted push by the government to build "30 stadiums in 27 cities" in a huge revamp of Turkey's sporting infrastructure.

A spokesperson from the Turkish Football Federation (TFF) told *Sports Management* that the new prevalence of modern multipurpose stadiums means the country could "easily host international competitions," such as the World Cup and European Championship.



▲ The Kadir Has Stadium in Kayseri Municipality inspired the ambitious strategy

"Most of Turkey's stadiums were made in the 1950s and were not big enough for modern demands"

"Most of Turkey's stadiums were made in the 1950s and were not big enough for the modern demands of match operation, spectator comfort, media facilities and fan engagement," the spokesperson said. "Clubs were unable to earn additional income on their matchday revenues because of the poor infrastructure.

"Now the Sports Ministry and the Housing Estate and Construction Department of the Prime Minister's Office (TOKi) are working together to demolish the old stadiums and

construct a variety of new residential buildings, shopping centres, parks and modern 15,000-50,000 capacity stadiums on the old land, vastly improving these areas of the city."

The spokesperson said that a number of the new stadiums have been built to minimise their negative environmental impact by using low-carbon materials and introducing rainwater harvesting and renewable energy sources.

According to Akif Çagatay Kilic, the youth and sport minister of Turkey, the government has so far invested 3.4bn Turkish Lira (US\$898.8m, €832.3m, £717.4m) in the 30 stadiums, including the seven that are currently in the tender and bidding phase.

His ministry, which owns most of the land surrounding the country's sporting facilities, will share the income from new residential, leisure and retail developments with TOKi in return for its part of the investment.

Read more: <http://lei.sr?a=10D5J>

◀ Akif Çagatay Kilic, Turkish youth and sport minister



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FACILITIES

Design revealed for revamped Dunkirk stadium

French architecture studios Sockeel and Olgga have joined forces to upgrade the stadium of football club ULS Dunkerque to create an accessible facility for the historic beach town.

The duo has won a design competition for the “demolition and reconstruction” project, which will see the aging Stade Marcel-Tribut re-designed and expanded by 2,000 seats to hold 5,000 spectators.

Work will begin in September 2017 when the south stand is demolished, paving the way for rebuilding to take place in 2018. When complete,

The project will see the ageing stadium redesigned and expanded



▲ The rebuilt venue will be able to accommodate more than 5,000 spectators

the new-look stand will house 2,252 spectators, with 138 corporate seats, 15 private boxes and 47 accessible spaces for fans with limited mobility.

The north stand will then be rebuilt in 2019 to add a further 2,486 seats. Both parts of the stadium will be connected by a curved, gently sloping promenade in the west, which will house shops and food and beverage outlets. A peripheral

walkway will allow spectators to walk around the stadium while looking out towards the town through the timber latticed facade.

Final demolitions will then place in 2019 to allow space for a new entrance to the stadium that is accessible to all spectators from a raised courtyard. Finally, a hybrid natural-artificial pitch will be installed.

Read more: <http://lei.sr?a=g2d6Z>

Qatar spending US\$500m per week on 2022 World Cup

The government of Qatar is spending as much as US\$500m (€467m, £399m) a week on infrastructure ahead of the 2022 FIFA World Cup, according to the emirate's finance minister.

Ali Sharif El-Emadi told journalists that the weekly investment “will carry on for the next three to four years to achieve our goal and objective of really getting the country ready for 2022.”

While nine stadiums are being built for the tournament – with a further three redeveloped – across seven

ANDREA'S GEBERT / PRESS ASSOCIATION



▲ The cost of the World Cup could rise to more than US\$200bn

host cities, the minister said the investment would also cover infrastructure projects including “highways, rail, ports,

airports and even hospitals.” At that rate of spending, the cost of the World Cup could eventually rise to more than

US\$200bn (€186.5bn, £159.6bn). El-Emadi pledged that all facilities and infrastructure projects would be completed in time for the tournament, which will take place in November and December 2022 after FIFA decided to move it to the winter.

He added that Qatar has awarded 90 per cent of the design and build contracts for the tournament, with the majority of these projects to be delivered in the next two years.

Read more: <http://lei.sr?a=P7B6D>

FACILITIES

Beijing Bird's Nest stadium opens rooftop walkway

Visitors to China's capital can experience the Beijing National Stadium from a dramatic new perspective following the opening of a corridor along the structure's roof.

Visitors can now ascend to the very top of the landmark ground, which was designed by architecture studio Herzog and de Meuron and artist Ai Weiwei for the 2008 Beijing Summer Olympics.

A 200m (656ft) section originally built along the roof for maintenance purposes has been extended to 1,000m (3,200ft), with a sightseeing platform at the west end. The highest point of the

"This will add to the stadium's lure as a tourist venue and a host of fitness events"



▲ The stadium is the latest sports building to open its roof as a visitor attraction

corridor stands 69m (226.3ft) above the ground. Views from the roof include other Olympic facilities, such as the National Aquatics Center, the Linglong broadcasting tower and the dragon-shaped lake in the Olympic Green.

Steel fences and glass screens have been installed for safety. The China Architecture Design and Research Group have inspected the attraction, and have deemed the roof's steel

beams to be strong enough for the roof corridor's commercial operation.

"This will add to the stadium's lure as a tourist venue and a popular host of fitness events to benefit the public during its post-Olympic operation," said Wu Xiaonan, general manager of the stadium. "We would love to see more events organised here featuring the use of the roof corridor."

Read more: <http://lei.sr?a=x4N3v>

Controversial Roland Garros project gets the green light

The redevelopment of Roland Garros, the home of French tennis, will go ahead after the Administrative Court of Paris threw out a legal challenge which had been brought by critics of the project.

The ruling brings an end to a tumultuous saga, which has seen the Council of State and Paris Crown Court rule in favour of the project going ahead, only for a different court – the Tribunal de Grande Instance – to reverse the decision and suspend construction.

The French Tennis Federation (FFT) plans to



▲ The development has prompted fierce legal battles

build a new stadium within the Roland Garros complex and rebuild the famous Philippe Chatrier Court, but

some environmental groups claim this work will endanger the nearby Serres d'Auteuil botanical garden. Their

arguments, which included over 50 points of alleged illegality, were not enough to sway the administrative court.

In a strongly-worded statement, the FFT called the decision "a victory for justice and reason" that "has extinguished the final flame held by protesters". It had argued the previous suspension was imposed following a "possible manipulation of the facts" and claimed to have "strong reservations about the validity" of that decision.

Read more: <http://lei.sr?a=u1d4l>

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Funding focus

Sport England's Phil Smith explains how new funding changes will allow NGBs to focus on their core audience

The way Sport England uses National Lottery and government funding to invest in and work with national governing bodies of sport is changing. Significantly.

The days of Whole Sport Plans are over. They served a very important purpose throughout the last eight years, highlighting the need to get more people participating in sport. But Sport England is now taking a different approach, starting with the individual consumer and their behaviour.

We're no longer looking for NGBs to be all things to everyone. We're no longer asking them to cater to both the keen and committed regulars and the deconditioned population. We're asking NGBs to focus on those who have a strong affinity with their sport and a habit of regular participation, including talented young athletes.

Why? Well, firstly this was a strong message that came out of the sector during our strategy consultation. Secondly, even though 35 per cent of people have a regular sporting habit, our work isn't done with

them. Life can still get in the way. Moving house, going off to college, having a baby or getting injured can take even the keenest participant away from their sport. We want to help NGBs focus their efforts on making those disruptions easy to overcome.

At the other end of the behaviour scale, we want to encourage people who are inactive to get moving. This requires some serious investment, and to fund this, we need to spend less money on those who already play sport. A reduced subsidy of governing bodies is the inevitable result.

CHALLENGE ACCEPTED

I've been delighted with the way NGBs have responded to the challenge so far, and the plans they've developed. There's a real maturity to the plans – an understanding of what makes a regular player and that commercial income needs to play a bigger role and a genuine commitment to helping under-represented groups.

British Gymnastics, for example, clearly recognises its role as a 'foundation sport',



Phil Smith

teaching young people the physical skills to be competent and confident in other sports. British Tennis will spend most of its time and money in local parks rather than clubs, and will be making tennis venues more inclusive for people with disabilities.

The Rugby Football Union wants to create more 'pitch up and play' opportunities, especially for women. England Netball has ambitious plans for its Super League. Basketball England has great new partnerships with both the global brand that is the NBA and local community charities.

Of course, being in receipt of public money is a tremendous responsibility, and not one pound of this funding can be invested unless organisations meet the requirements of the Code for Sports Governance that we published with UK Sport last year. Again, the challenge is tough but the response has been really encouraging, with a commitment to positive change.

Time will tell how well the reality will match the ambition. But the evidence so far tells me that the sports industry believes in the direction we're taking. ●

Phil Smith is the director of sport at Sport England. sportengland.org



EUGENIA FREEMAN / SHUTTERSTOCK

▲ British Gymnastics will focus on its role as a 'foundation sport' for kids

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Sexism in the locker room

We must stay vigilant to ensure outdated, offensive attitudes do not return to sport

As a former MP, it's hard not to follow the political news daily. What politicians are thinking and doing is important to the work we do at the Sports Think Tank.

As Donald Trump settles in as the new president of the United States, many of us are shocked and unsettled. His words and actions seem to be giving rise to attitudes we thought were buried in the past.

When the leaked tapes of a past conversation exposed his nonchalant approach to sexual assault, I assumed he was finished as a serious contender. Clearly, I was wrong. However, his 'locker-room banter' explanation was – I believe – a serious wakeup call for the sports industry.

Unsurprisingly, male athletes across America and the UK took offence, saying

that this kind of sexist chat doesn't happen in their locker rooms. I too joined in the chorus of condemnation. Even the normally outspoken John Amaechi defended the locker room from such accusations.

But can we just dismiss Trump and his locker room defence? Are we denying something that is a daily reality for many women in the sporting world?

CONSTANT BATTLE

I would like to think that none of this behaviour takes place in the 21st century locker room. I have spent the last 40 years of my life as a sports nut and I have never heard anything as bad. But I can't claim that racism, sexism and homophobia have been eradicated from the world of sport any more than they have been from society.



Andy Reed

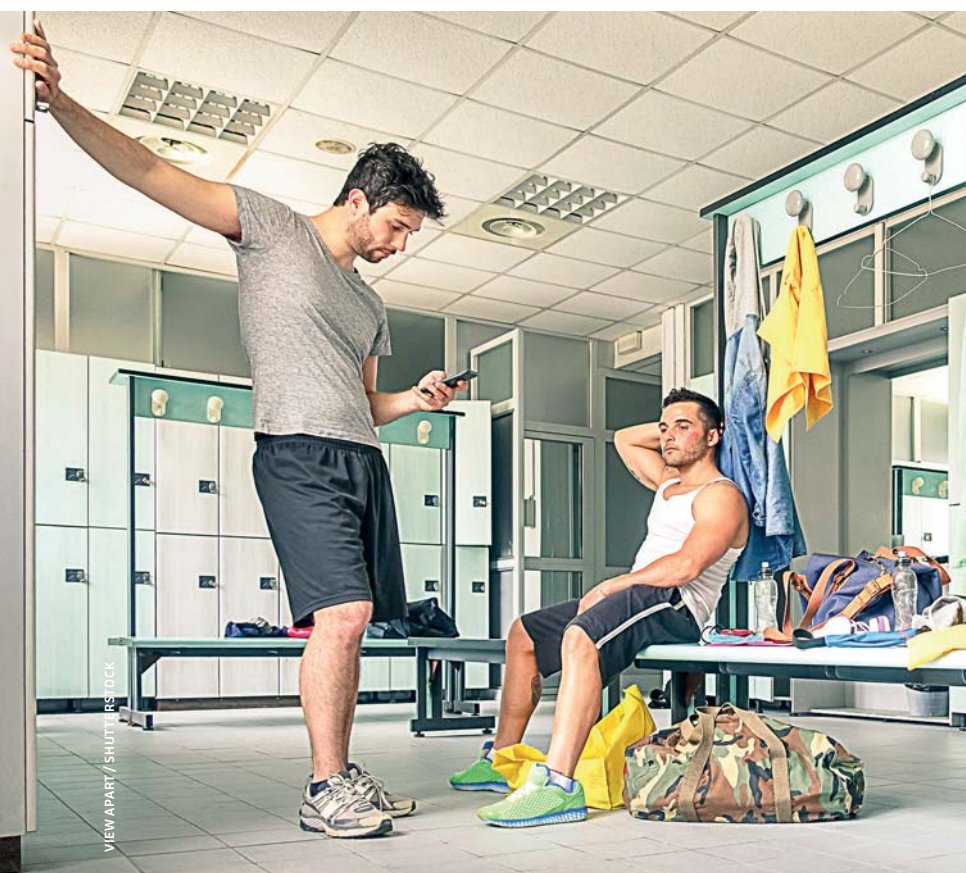
I love sport and what it can do to change lives. I believe in its positive impact on individuals and communities. But in our enthusiasm, perhaps we are turning a blind eye to the dark side of sport – doping, cheating, bullying, racism and sexism. Trump's comments made me realise that I have witnessed some of this bragging and lewd behaviour in the past. And not just in the locker room – but in the boardroom too.

I spend much of my time supporting organisations like Sporting Equals, Women in Sport and the English Federation of Disability Sport in challenging the norms in sport, so I know how much work there is still to do on these fronts.

I'm proud of the many sports stars that called Trump out on his comments. But let's not think that the battles are won. Things are improving, but if we overclaim our progress we are in danger of stalling it.

It is up to us all to stand up and call out this kind of behaviour when we see or hear it. We need to be responsible and not get swept along with the norms. Each individual has a responsibility to stamp out sexism and misogyny in sports. ●

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



VIEW APART / SHUTTERSTOCK

▲ The locker room has been accused of fostering outdated, offensive attitudes

Ex footballer Rio Ferdinand
has set his sights on helping
communities in need

Building legacies

Three England footballers have teamed up to form a development company that plans to use sport as a catalyst to build thriving communities. Tom Walker and Kim Megson find out about the Legacy Foundation and its plans for 1,300 homes in Bedfordshire

“Our aim is to provide sport and high quality housing to the areas and estates that need them the most,” says Rio Ferdinand, former Manchester United and England captain. “We’re going to try to empower the young people – the next generation – by using sport. That’s what we’ve committed ourselves to.”

Ferdinand is describing the unique urban regeneration model he’s looking to introduce across the UK, designed to use physical activity as a way to breathe new life into communities. Combining sports and leisure facilities with residential and community spaces, the idea is to build entirely new residential developments and to mix high-quality social housing with privately-owned homes and sports facilities.

While there is nothing unusual in incorporating private and social housing

within a development, there are two aspects that make Ferdinand’s model unique. One is the central role that sport will play in the projects and the other is the high proportion of space reserved for social and affordable housing – up to 45 per cent of the total residential element in any location.

FUNDING MODEL

To drive his vision, Ferdinand has set up a charity called The Legacy Foundation (TLF) with two other footballers – West Ham captain Mark Noble and former England International and Brighton striker Bobby Zamora. The trio has already gathered a number of impressive partners for the project – insurance giant Aviva, construction group McLaren and property experts Colliers International – and is in now in advanced talks with a number of local councils to turn the vision into a reality.

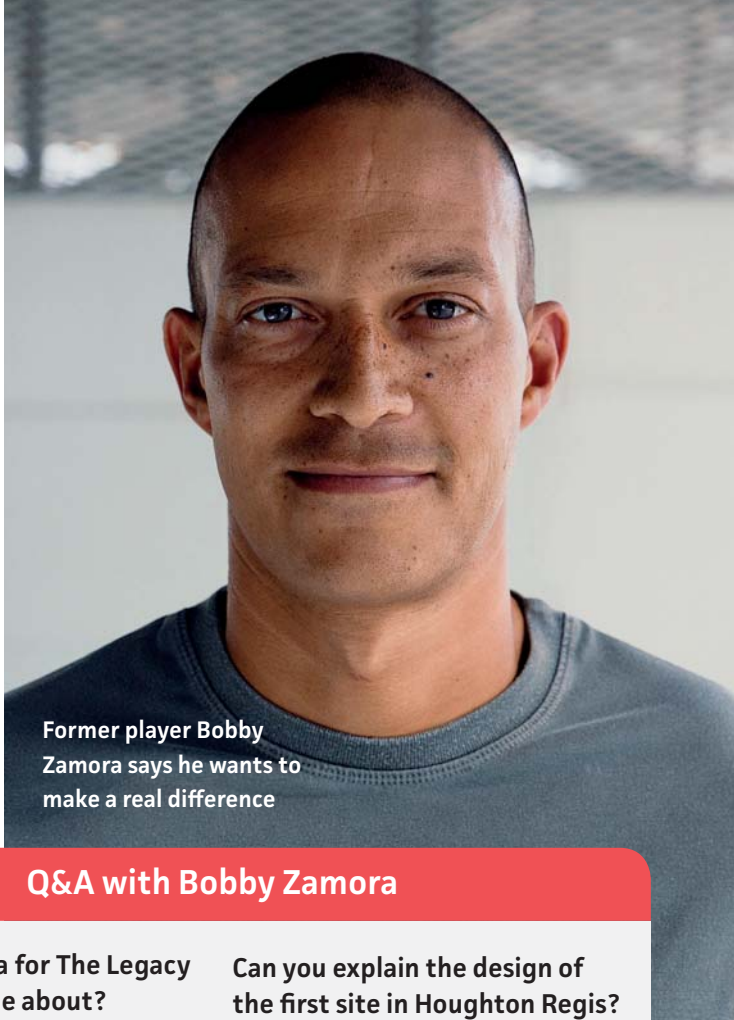
The foundation’s model is based on delivering schemes without local authorities needing to finance the construction costs, while still giving them full control of the schemes once they’re completed.

This is achieved by the project’s funding model. The freehold of each project will be owned by the local authority and private investors are invited to buy leaseholds (of around 45 years) for the residential element. During the term of the lease, tenants pay rent to the local authority, with a proportion of it going back to the investor – providing a revenue stream for both.

After the leases expire, the private sector investors give up the leasehold, leaving the local authority with the full ownership of the site. The local authority can then retain the asset and continue to have an income stream – or, if it so wishes, can trigger the right to buy and sell the units.



West Ham captain Mark Noble has given his support to the ambitious project



Former player Bobby Zamora says he wants to make a real difference

SPORTING LIVES

At the heart of each TLF project will be a wide range of high-quality sports facilities, each catering for the community's exact needs. According to Ferdinand, the three footballers – who all grew up in “tough environments” – will not only ensure that the sporting element will be central to TLF projects, but also that their own, first-hand experience will be utilised when it comes to deciding the type of facilities needed.

“We all come from similar backgrounds – growing up on estates,” says Ferdinand. “We recognise that the kids living in estates need to have people they can look up to and be inspired by – we’re hoping to provide that.”

Zamora believes that sport is the one factor that can be the difference between a thriving community and a group of people merely living close to each other. “Sport can be a unifying force,” he says.

“I grew up in east London and I used to come home from school, go straight outside and play football. We had a youth facility at the end of the road and it was such a good place to be. There was stuff to do, an

How did the idea for The Legacy Foundation come about?

While playing for Queens Park Rangers, I travelled to training with Rio every day for a year. It was an hour and half journey there and back, so we’d sit there and discuss life – we solved all the world’s problems by the end of the journey! We were both used to going to little charity events where you smile, take some photos and you don’t really feel like you’ve made a real difference. With Legacy, when it comes to it, you can see that you’ve majorly changed people’s lives, and that really means a lot to me.

unbelievable indoor basketball court and mentors who were there to help you out.

“That’s something we envision our Legacy sites will have – a place where everyone can go and be as one.”

FIRST PROJECT

TLF is currently in advanced talks with Central Bedfordshire Council (CBC) to build its first site. Working together with the council, TLF has identified a 22-hectare site in Kingsland, north of the town of Houghton Regis – one of most underprivileged areas

Q&A with Bobby Zamora

Can you explain the design of the first site in Houghton Regis?

We’re quite fortunate the site itself is around 22 hectares, so it’s a big, expansive space. That’s hard to find in places like London. From a design perspective, we want to make sure there’s lots of green space, because that’s really important for wellbeing.

We don’t want it to be concrete blocks and typical 60s estates. We want to create the feeling of a community. Our foundation and our school will be on site, and we’re working hard to make sure they’re at the heart of the community.

in the UK. CBC owns the land on a 125-year lease from the Department of Education and architects Hawkins\Brown have already designed the masterplan for the site.

As well as 1,300 homes, the £400m (US\$488.6m, €448.6m) plans include a sports hub and leisure centre, swimming pool, football pitches, a health centre, a new education campus, a subsidised creche and large, open green spaces.

Zamora says it is important that the sports facilities provided are diverse and reflect the local population. “There will be



be a range of sports – not just football,” he says. “Some might expect the projects to be heavy on football because we’re involved, but we realise that many people aren’t interested in that particular game.

“When we went to Central Bedfordshire we talked to a lot of kids. There’s a girl there who runs for England. She drives for an hour because that’s the closest athletics track to where she lives in Houghton Regis.

“It’s people like that we want to provide facilities for. Even if it’s a 100m track, we’ll try to put that down. There’ll be multi-sports facilities, a leisure centre on site, a swimming pool – lots of sports will be included.”

Ferdinand adds that the most crucial aspect of the Bedfordshire project has now been secured. “The funding is in place via institutional funds and private equity, so we’re up and running,” Ferdinand says. “We

aim to start on site in early 2017 and to be delivering our first homes within a year.”

FUTURE VISIONS

The trio says that Kingsland will be a “great example” of the type of development TLF wants to roll out to key locations across the UK – and their sights are set on London.

“We’ve been speaking to the likes of Newham Council and London Borough of Barking and Dagenham,” Ferdinand reveals. “It’s going well but it takes time. I’m from Southwark and I want a TLF project there. I’d be so disappointed if it didn’t happen.”

It is clear that, despite achieving so much in his footballing years – 17 major titles – Ferdinand feels he has found another calling.

“We’re currently known as footballers, but I don’t want to be known as ‘just a footballer’ for the rest of my life,” he says.

“I want to do something that my family and friends – and especially my children – will look back at and say ‘you know what, he did something for the community – he created something sustainable and helped people in those communities’. And this, The Legacy Foundation, is a great way of achieving that.” ●



▲ Houghton Regis will be the location of the first Legacy Foundation project



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UK Athletics CEO Niels de Vos (right) with performance director Neil Black

Governing principles

Last year, a new Code for Sports Governance was published jointly by Sport England and UK Sport. Tom Walker examines what the mandatory code will mean for the sector

Published in October 2016, A *Code for Sports Governance* sets out the levels of transparency, accountability and financial integrity required from sports organisations which receive public funding. Produced jointly by Sport England and UK Sport, the code comes into effect in April 2017 and will apply to all organisations regardless of size – from national governing bodies to local authorities, charities and clubs.

Unlike existing voluntary governance codes, adherence to the code will become compulsory, as outlined by the government in its *Sporting Future* strategy, published in 2015. The code covers five principles of good governance – standards and conduct; policies and processes; structure; people; and communication.

Under each of the five categories, the code sets out a number of requirements that sports organisations will have to meet to apply for and receive public funding. The requirements have been designed to provide greater transparency on organisational structures and strategies, as well as give clarity on financial matters. One of the headline requirements concerns equality – any sporting organisation wishing to receive public funding must, from April 2017, ensure it sets a target of at least 30 per cent of board members being female and takes meaningful steps towards achieving that target.

STAYING FLEXIBLE

While some of the requirements – such as the 30 per cent gender diversity target –



NIEL TINGLE / PRESS ASSOCIATIONS

▲ Niels de Vos, CEO of UK Athletics – one of the few NGBs to already comply



Parkrun is able to offer free running events due to public funding

THE THREE TIERS

Each organisation that receives public funding from Sport England and/or UK Sport will find themselves classed in one of three tiers, depending on the nature of the funding. The higher the tier, the more requirements the organisation will need to fulfill.

Tier 1: One-off, smaller projects of a value less than £250,000

Tier 2: One-off projects – such as hosting major championships – which receive between £250,000 and £1m

Tier 3: Investments of more than £1m or those made over a continuous period, such as to NBGs

might pose challenges for organisations in the short-term, there is a large amount of flexibility built into the code. On the code's opening pages, UK Sport and Sport England state that they "do not wish the code to deter organisations, particularly small ones, from applying for funding – nor burden them with unnecessary bureaucracy".

An example of the flexible approach is the way the requirements, and the time allowed for implementing them, can be tailored for individual organisations. There is no doubt this will be welcomed by smaller national governing bodies of sport, which might need more time to plan for and introduce the required changes.

Rod Carr, outgoing chair of UK Sport, says that each organisation will be offered help in identifying the challenges they might face in fulfilling the requirements. "Some organisations are further ahead than others, and many requirements will stretch organisations beyond where they are now," he says. "We're committed to

giving them the assistance and support they need to make our sector's governance standards among the best in the world."

TIERED APPROACH

The code is based on a tiered approach. Each organisation will be classed in one of three tiers, based on the type and size of the funding it receives. The larger the amount of funding, the higher the tier and the level of compliance expected.

The code states: "The tiers have different levels of governance requirements. Each investment will be placed into the tier considered most appropriate, taking into account the circumstances of the investment and the organisation."

Tier 1 represents the minimum level of mandatory governance. Tier 1 requirements, such as having a written constitution and a regularly changing committee, are designed to ensure the protection of even the smallest amount of public funding through good

GOVERNANCE

governance processes – while avoiding “disproportionate administrative burdens”. An investment will generally be categorised Tier 1 if it is granted on a one-off basis – such as a specific project running for a limited time – and if the total amount of funding doesn’t exceed £250,000.

Investments falling into Tier 2 are likely to be between £250,000 and £1m. Tier 2 organisations are expected to fulfill all Tier 1 requirements, as well as some of the requirements from Tier 3, which will be decided on a case by case basis.

At the top sits Tier 3, for those who receive the largest chunks of public investment, such as NGBs. Requirements at Tier 3 include regular, external evaluations of the board; limits on how long directors can serve on boards; and the need for annual accounts to be published online. UK Sport and Sport England will generally categorise an investment as Tier 3 if the funding is intended to be granted over a period of years, the funding is granted for a continuing activity rather than a one-off project and if the total amount of funding is greater than £1m.

There are substantial differences between the requirements of each tier.



The StreetGames board of trustees already meets gender requirements



CODE IN A NUTSHELL

1. Structure

Organisations shall have a clear and appropriate governance structure, led by a board which is collectively responsible for the long-term success of the organisation and exclusively vested with the power to lead it. The board shall be properly constituted, and shall operate effectively.

2. People

Organisations shall recruit and engage people with appropriate diversity, independence, skills, experience and knowledge to take effective decisions that further the organisation’s goals.

3. Communication

Organisations shall be transparent and accountable, engaging effectively with stakeholders and nurturing internal democracy.

4. Standards and conduct

Organisations shall uphold high standards of integrity, and engage in regular and effective evaluation to drive continuous improvement.

5. Policies and processes

Organisations shall comply with all applicable laws and regulations, undertake responsible financial strategic planning, and have appropriate controls and risk management procedures.

While there are only seven mandatory requirements at Tier 1, organisations at Tier 3 have 58 specific requirements across the five areas of governance.

FAVOURABLE RESPONSES

The tiered approach has been welcomed by the sector. Mark Lawrie, deputy CEO of StreetGames – one of the organisations that is likely to benefit from Sport England’s new strategy of funding non-NGB organisations in order to get people active – says the sheer diversity in the size and scale of organisations would make a one-size-fits-all code hard to enforce.

“During the consultation period for the code, one of the things we stressed was that it needs to be proportionate,” Lawrie says. “There are a number of very small sports organisations which may only have one or two members of staff – and some that are run entirely by volunteers.



StreetGames
programmes receive
Sport England funding



It's important that those organisations aren't burdened with huge amounts of bureaucracy, which would prevent them from thriving. I'm pleased to see that the code has recognised this."

As well as avoiding unnecessary red tape, the tiered system is designed to assist in the enforcement of the code. Joanna Adams, CEO of England Netball, is one of those hoping the code will help to create a level playing field following Sport England's decision to broaden the range of organisations it will fund.

"I'm pleased it's been made a compulsory code and hope the tiered system ensures it's enforced on all organisations, including the smaller ones," she says.

"We're all funded by public money and the whole point of the code is to make sure

there's added accountability. Just because you receive less funding than NGBs shouldn't mean you are less answerable – it's still public money. The three tiers means that every organisation should find their own level and fit in."

HOW WILL THINGS CHANGE?

Apart from the issues around gender equality on boards, many of the bigger NGBs are already largely compliant with the code and will only need to undertake some fine tuning in order to fulfill all requirements. "At the moment, we're probably around 80 per cent compliant," says Niels de Vos, CEO of UK Athletics – one of the few NGBs that already meets the 30 per cent gender target (it has three women on its 10-strong board).

"The aspects of the code we aren't compliant with will be easy to put right. In most cases they are things we simply

◀ **parkrun holds nearly 80,000 weekly events around the country**



RFL chief executive
Nigel Wood says a BAME
requirement is needed

“There is no mandatory requirement around BAME diversity and this is something that may need to be revisited, as sport lags behind society at large” Nigel Wood, RFL

haven’t done before. For example, the code calls for a governance statement to be added to annual reports and for the salaries of all directors to be disclosed. Those are things we haven’t done before, but they’ll be very easy for us to introduce.”

According to Tom Bruce, who leads the sports governance practice at specialist law firm Farrer & Co, work has already begun among NGBs to ensure they comply.

“Most governing bodies will be quietly and carefully working through the mandatory requirements,” Bruce says. “They’ll be applying them to their existing structures ahead of consultation meetings with Sport England and/or UK Sport, when they will hope to learn what requirements and timescales for compliance will be set for them in 2017 and beyond.”

A BAME GAME

The code has been widely welcomed by the sector and none of the requirements set out within it have attracted criticism

for being too stringent. In fact, the only criticism is that it might not have gone far enough. Some in the industry fear there are no clear plans for enforcement, while others have expressed disappointment at the lack of measures to help increase the number of people from black, Asian and minority ethnic (BAME) backgrounds being appointed to leadership positions.

“There’s barely any detail on enforcement,” says Bruce. “Sport England and UK Sport have made it clear that, at the highest level, they require formal commitments from governing bodies within set timescales and intend to supplement the code with further resources to assist with compliance.

“It is unclear, however, if and how quickly funding will disappear if governing bodies fail or are slow to comply.”

It is no secret that there is a dearth of ethnic minority board members and executives in the industry. A study by equality body Sporting Equals, conducted

last year, revealed that of the 68 leading NGBs, 61 had no BAME senior leaders – meaning that 90 per cent were exclusively white. Of the 601 board positions, only 26 came from a BAME background.

Many have questioned the decision to implement a 30 per cent gender balance target, but no target for the number of BAME or disabled candidates. “There is no mandatory requirement around BAME diversity and this may need to be revisited as sport lags behind society,” says Nigel Wood, chief executive of the RFL.

UK Athletics’ de Vos agrees. “I do think there’s one aspect in which the code might be slightly deficient and that’s the BAME representation on boards,” he says.

“I think it’s a really critical thing. Particularly if you look at the people who play sport. Many sports have a very high percentage of BAME participants, so for there to still be this great gap between representation at board level and at grassroots level is, I think, wrong.”



MIKE EGGERTON / PRESS ASSOCIATION

What do the experts think?

**Tom Walker asked six industry heavyweights
for their take on the new *Code for Sports Governance***

▲ British Athletics is one of the few sporting bodies whose board already meets the gender balance requirements

Rod Carr Former chair, UK Sport

This code is not being launched into a vacuum. In recent years, the UK's sports sector has shown measurable and substantial improvement in its governance. Many organisations have shown a desire and commitment to control their own governance and to ensure it's fit for purpose.

There is still much to do, though. Diversity in sports sector boardrooms is still an issue and requires sustainable change. We know



for certain that better skilled and better balanced boards will make better decisions.

We introduce this code, then, confident that the

sports sector is well-equipped, and well positioned to use it as a tool to further nurture the growing culture of good governance that we already see on a daily basis. This code is an opportunity for public

investors to work hand-in-hand with the sector to continue this journey.

Some organisations are further ahead than others, and many organisations will be stretched beyond where they are now. We are committed to giving them the support they need to make our sector's governance standards among the best in the world.

We are confident that, regardless of the recent history-making successes at the Rio 2016 Olympic and Paralympic Games, we can be even stronger as a system with better representation and more openness.

Arun Kang CEO, Sporting Equals

This code is long overdue. The sports sector has needed something like a code to push it in the right direction – in terms of diversity on boards – for quite a while.

With the current economic climate, the sector could do with diversifying its talent recruitment by using new, untapped resources – especially BAME communities. The sector has been drilling in the same areas that it always has and those fields are now running dry. It needs to go drilling



somewhere else. I think the code will support it in this.

As for the lack of a quota for representation, the sports sector hasn't exhausted

all the other options available yet and going directly for a target setting approach wouldn't, in my view, be the right way to do it. What we want are individuals coming into the sport sector on merit. We need more people to come into the system organically,

rather than plant people in, who may or may not be right for the positions.

It is important, however, to give NGBs and other sports organisations the help they need in making sure the incoming talent is nurtured. There's no point having a talent pipeline and board-ready individuals from BAME backgrounds coming into leadership positions if the NGBs aren't ready.

The problem for me isn't recruiting BAME talent – I know it's out there – it will be about keeping them in sport. There's a lot of competition for leadership talent out there from other sectors, such as health.



▲ British Rowing will receive £32.1m in UK Sport funding for the next Olympic cycle

Annamarie Phelps Chair, British Rowing

We are very supportive of the new code and the need for a 'gold standard' in domestic sports governance. The sporting landscape has changed considerably over recent years, so it is only right and proper that we have a governance code in place that reflects this.

At British Rowing, we are experiencing this change first hand. Two years ago we embarked on a process of constitutional reforms aimed at modernising our



and dialogue with UK Sport and Sport England, so we are in a strong position to respond to the new governance code.

There's plenty of momentum behind rowing at the moment; following a hugely

governance structure, which has resulted in considerable change to our business. Throughout this process we have had ongoing support

successful summer in Rio by our Olympic and Paralympic rowers. We're in a good position to capitalise on this but we must continue we continue to adapt to maintain this momentum to Tokyo 2020 and beyond.

We will be going through the detail of the code to better understand the implications for British Rowing at board and council, as well as for clubs across the country and how we can take it forward, while keeping aligned to the work already underway. We'll continue to keep the rowing community involved and informed as we work to grow a healthy sport.

Emma Boggis CEO, Sports and Recreation Alliance

We welcome the publication of *A Code for Sports Governance* as it – and the detailed guidance within it – outline a number of important areas that will further enhance the governance, culture and decision making within our sector.

The five principles of structure; people; communication; standards and conduct; and policies and processes cover the crucial elements of a well-run organisation.

The code sets out a positive and ambitious direction of travel for our sector, and



and Sport England to further deliver the highly skilled and transparent culture of decision making that our sector and the public deserve. The approach set out in tiers is particularly positive, and should go a long way to ensuring that the requirements are relevant, proportionate and achievable.

while some of the requirements will be challenging to some, we look forward to working with our members, the wider sector and with UK Sport

Good governance is essential to organisations achieving their full potential and we hope that others will join us in viewing the Code as a significant opportunity to raise our collective game.

The Code acknowledges the strong progress made in recent years, and this is a trend that we want to continue.

The Alliance will also be taking this opportunity to ensure that our own Voluntary Code for Good Governance remains relevant and helpful to our sector, particularly to the large number of sport and recreation organisations who are not in receipt of public funds.

The Street Games board is striving for more diversity, to better reflect the young people it represents



Mark Lawrie Deputy CEO, Street Games

The introduction of *A Code for Sports Governance* is a positive step for everyone involved in the industry to ensure that sporting excellence on the field is matched by excellence behind the scenes. It signifies a need for some areas to up their game.

The code recognises that many sporting organisations have good or developing governance systems in place, but there is always more that can be done to ensure governance in sport matches the excellent practice that exists in other industries.



Having the right skills and experience in the governance of sports organisations is vital to them being well-run and making good, sensible decisions.

At StreetGames, we've worked hard over the past four years to recruit board members with the right skills and diversity of background to help us make better informed and more well-rounded decisions. Our board has a 50-50 gender split, but we are aware we can always do more to strive for greater

diversity and to better reflect the young people we are representing across the UK.

Charities like ourselves also work with commercial partners outside of the sports world. For us, these partners provide vital funds to help disadvantaged young people get active. We know from working with Coca Cola GB that they want to partner with organisations that have strong governance.

The code provides an opportunity for predominantly publicly-funded sports organisations to demonstrate their professionalism and seek out new sources of funding in line with the ambition in both the government and Sport England strategies.

Ruth Holdaway CEO, Women in Sport

The code represents a significant step towards improving and sustaining standards for gender balance in the sector.

We particularly welcome the commitment to make gender balance at leadership level non-negotiable when it comes to funding sport for the future. Applying it in a proportionate way will empower



as many funded organisations as possible to embrace the new code with confidence. The message is loud and clear: if sport wants to be publicly

funded, it must reflect the public it serves.

Increasing diversity in decision making is vital for a successful, sustainable and high

performing sport sector. It is also one of the ways in which the sector can get to grips with addressing the gap of 1.6 million people that exists between women and men playing sport in England each week, and which sees many women missing out on the physical, health and social benefits of sport.

We want all organisations to benefit from greater gender balance in their leadership, regardless of size or income, and fairly representing the public that funds them. ●

A grayscale photograph of a person in a gym, seen from behind, looking at a large screen. The screen displays a grid of percentages: 75%, 77%, 82%, 68%, 72%, and 81%. The person is wearing a dark tank top. The background shows gym equipment and an 'EXIT' sign.

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Jumping for joy

Parkour UK has officially been recognised as a sport by the UK sports councils and the government. Matthew Campelli speaks to chief executive Eugene Minogue to find out what this means for the dynamic organisation

Parkour has become more high profile in recent times



▲ Eugene Minogue, founder and CEO of Parkour UK



▲ Parkour is about moving mindfully, with intent and focus

It's not everyday that you get the chance to see a serious politician hanging from a climbing frame with a dozen schoolchildren. In fact, you'd probably be hard pushed to think of a scenario where that was possible.

But there we are, gazing up at sports minister Tracey Crouch, surrounded by enthusiastic grins during a ceremony in which parkour has officially been recognised as a sport by the UK government.

Joining her and the children on the special parkour apparatus found within the grounds of West London's Westminster Academy is Sebastien Foucan, the founder of the sport. Cameras flash, people smile and the attention is totally fixed on this scene.

However, on the ground, away from the hullabaloo, stands Eugene Minogue – the founder of Parkour UK, the national governing body that has just been recognised. After launching the body in 2009, Minogue spent several long, hard years, trying to get to this stage.

Despite the attention on others, no one else in the country has had a bigger hand in the achievement, but Minogue appears keen to shun the limelight, content in the knowledge that his hard work has been recognised, but driven enough to know that there is still more to come to grow the sport further.

But parkour is more than a sport, says Minogue. It's a way of life. It encourages

the human instinct to move and be free – an urge that has been quelled for far too long.

HUMANISTIC INSTINCT

"Unfortunately, society and social norms have drummed it into us that we shouldn't be jumping, climbing or swinging," he tells *Sports Management*. "I take my children to the playground and most of the other parents taking their children will sit down and read the paper as soon as they get through the gates. Why aren't they playing?"

"Parkour reminds you as a human being that you have an obligation to play. It's human instinct for us to move and interact with our environment. Parkour is the nudge to go and do it. People ask, 'how do I start?' I ask them, 'when did you stop?'"

Parkour UK, says Minogue, was "born out of frustration" at the restriction of public space and the "no ball games culture". He was working on using sport to tackle anti-social behaviour and crime when he found the Channel 4 documentary, *Jump London*.

"It really inspired me," he explains, "and the great thing about parkour was that all you needed was a pair of trainers and imagination and that was it."

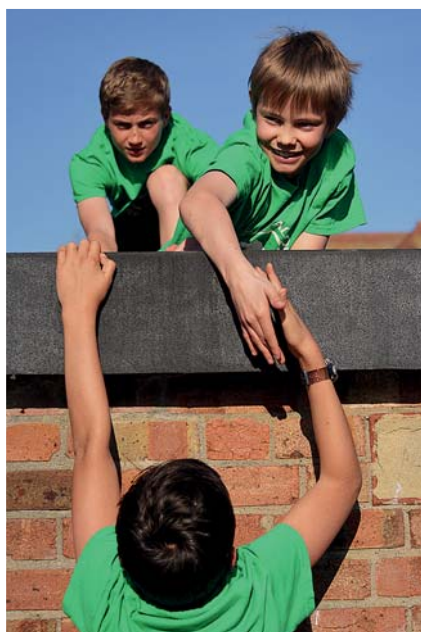
"We really started pioneering parkour from that perspective, and made a documentary called *Jump Westminster* as part of that. It rapidly grew as we were filming it over six months. Then we were



▲ Oxygen Freejumping centres provide a parkour training ground for kids

PARKOUR

Parkour involves running, jumping, climbing, swinging, vaulting, rolling and more



Sports minister Tracey Crouch with Minogue and Foucan

▲ Children can take parkour lessons with the Foucan Freerunning Academy

getting requests from various other parts of the country for us to do the same thing in those areas, so we decided to set up a national governing body.”

But how do you go about launching a new national governing body when you don’t have a traditional sporting offer?

“Where do you start? Nobody had any idea,” Minogue chuckles. “It was definitely a scratch your head moment.

“We set up Parkour UK at the back end of 2008, incorporated it in July 2009 and developed it from there.”

According to Minogue, establishing the body kicked off a “very long process” of working with national partners, awarding

bodies, schools, colleges, universities, police constabularies and local authorities to spread the word about the sport.

Following that, Minogue decided to start the process of achieving recognition for Parkour UK from the British sports councils such as Sport England, Sport Wales, sportscotland and Sport Northern Ireland.

RESISTANCE

That began in 2010, and six years later the dream was realised. Although Minogue admits it wasn’t always smooth sailing.

“We learnt a lot of lessons about how rigid the sector was and what it perceived sport to be. They are set in their traditional ways, and it was difficult to get people to understand a lifestyle sport such as parkour,” Minogue says.

“A lot of the time there was some resistance to it. Sometimes it felt people were confused by it, sometimes they didn’t understand it. It had to be a patient process – getting people to understand just what parkour is and to value it.”

During the ceremony, Crouch stresses the value of parkour, particularly in relation to her and the government’s vision of sport and its desired outcomes. The correlation between physical activity and positive mental health and social cohesion is widely recognised, and the sports minister suggests that parkour ticks a lot of boxes.

Indeed, Parkour UK has been proactive in its approach of targeting hard-to-reach communities and disadvantaged people, with the aim of engaging them and adding more purpose to their lives.

**If you're not mentally
tuned in to what you're
doing physically, you're
not doing parkour,
you're just moving**



**Parkour promotes
social cohesion and
improves mental health**

Parkour UK was one of the first bodies to publish a Mental Health Action Plan as part of the Sport and Recreation Alliance's Mental Health Charter, creating one of its flagship pieces of work.

Affiliated foundation Free Your Instinct was also the first parkour for mental health charity established in the UK.

MENTAL HEALTH

"If you're not mentally tuned in to what you're doing physically you're not doing parkour," Minogue says. "You're just moving."

"Parkour is very much understanding the purpose and the intention behind your move. Sometimes people move to be physically active, sometimes because they want to improve technique. Others simply want to express themselves."

Additionally, Parkour UK has initiatives such as Parkour Dance, which helps elderly people move, and Parle Voi Parkour, which has been designed to teach the French language through the sport.

Projects that focus on people with Parkinson's disease, family parkour and physical literacy for under-fours have all been developed over the last few years.

Minogue adds: "Parkour is not just about activity, it's about the community. And the parkour community is very rich and diverse."

FUTURE GROWTH

That broad offer is sure to stand Parkour UK in good stead if the body wishes to bid for government funding – one of the luxuries allowed to recognised national governing bodies. Sport England, for example, will use

a significant chunk of its funding pot to finance schemes which engage the inactive, the elderly and young children.

So where does Minogue want to see growth and development in the future now that Parkour UK's first stage is complete?

"I want to use the recognition to amplify what we've already been doing," he says. "We want to bring parkour to the masses."

"It is really important for our member organisations to be able to access funding in the same way and on the same level playing field that other sports do. It will give them an opportunity to expand the good work they're doing, to reach more young people, reach more old people, more families and more women and girls to give them all the chance to participate in sport and physical activity." ●

Iceland's Amason attempts to take the ball from England's Alli



Northern lights

Tom Walker discovers that Iceland's remarkable rise to the top of European football is no fluke. Rather, it's the result of a strategy focused on overcoming the challenges posed by its northern location.

For a country bordering the arctic circle, you'd be forgiven for thinking Iceland's most popular sport would feature either skis or skates. However, you'd be mistaken. Football is the most played sport in Iceland and one that everyone living on the island nation seems to have an interest in. When the national team plays, everyone tunes into watch.

Last year, when the country – with its population of just 320,000 – became the smallest (and possibly coldest) nation ever to play at a major football tournament with its qualification for the European

Championships, 30,000 Icelanders travelled to support the team when they played in France.

What makes this tiny island so football mad? "It's a good question," says Arnar Bill Gunnarsson, technical director of the Icelandic Football Association (KSÍ). "We haven't really had any success in football internationally until recently, so that has nothing to do with its popularity. Despite us having one of world's best handball teams (the handball team won silver at the Beijing 2008 Games) and a few other decent teams, nothing could ever rival football as the country's number one sport."



Arnar Bill Gunnarsson of KSÍ



JONATHAN BRADY / PRESS ASSOCIATION



GUINNESS WORLD RECORDS

▲ The Iceland national football team played up through the ranks together

When the country earned its place in Euro 2016, few people outside Iceland gave them any hope of making it past the group stages. The team, however – led by captain Aron Gunnarsson and midfield dynamo Gylfi Sigurðsson – had other ideas.

Some inspired performances saw Iceland make it all the way to the quarter finals. On the way there, they were responsible for delivering one of the biggest upsets in the history of the competition. On a balmy June night in Nice, the vikings from the north beat England in a game which neither set of fans are likely to forget in a hurry.

played at the finals of the UEFA Under-17 and Under-21 tournaments when they were younger. They've played together for a long time – and been successful all the way up to becoming the full national team."

A golden generation, however, does not simply "happen" in any sport. And nor did it in Iceland's case. The country has gradually built a footballing infrastructure and grassroots system which is now being closely examined by countries with far greater resources and talent pools – including England. The "Icelandic system", has been built on two main foundations – providing first-class coaching to players from a very young age and building a network of high-quality artificial turf pitches.

GOLDEN BOYS

The result cost England coach Roy Hodgson his job and solidified the status of the 23 Icelandic players as national heroes. While Iceland fans were able to enjoy the thrill of being cast into the footballing limelight, in England, the predictable soul-searching began. How had a team from an isolated, volcanic outpost in the north Atlantic – with a population roughly the size of Wigan – been able to get the better of a star-studded England national team?

Gunnarsson has the answer. "It's not a big secret," he says. "It's a golden generation of players we have at the moment. Most of the players at the Euro 2016 tournament

TOP COACHES

What makes Iceland's coaching system remarkable is that coaches at all levels of the game – even those coaching the youngest children who are just starting out in grassroots ("especially them", Gunnarsson emphasises) – are required to have a UEFA-accredited coaching qualification. No dads, mums or well-meaning volunteers allowed, unless they have qualifications. Each coach also gets paid for their efforts.

"Seventy per cent of the 600 active football coaches in Iceland have a UEFA B licence and the other 30 per cent have a UEFA A licence," Gunnarsson says.

This means that there is a UEFA A-graded football coach available for every 1,800 Icelanders. For England, with around 1,300 UEFA A coaches, the "people per badge" ratio is more than 45,000.



BRIAN LAWLESS / PRESS ASSOCIATION

▲ England fans were shocked when Iceland beat their team in the round of 16 at Euro 2016



30,000 Icelanders travelled to France to support the national team at Euro 2016

Case study - Stjarnan FC

One of the pioneering clubs of Iceland's success is Stjarnan, which plays its games at the Samsungvöllur stadium in Garðabær. The way artificial turf transformed the fortunes of the club could be seen as a microcosm of the way artificial pitches have helped create the "Icelandic miracle".

In 2004, the club – then considered a regional club with interests also in handball and other sports – made headlines in Iceland after it dug out the natural grass at its main stadium and replaced it with artificial turf.

"It was a controversial move," says Pall Halldórsson, CEO of Reykjavik-based sports turf specialist Metatron. "Some people opposed the idea, but the club persevered and soon began seeing benefits – especially when it came to the way they were able to utilise the pitch.

"Stjarnan was able to use the new pitch not just for first

team games but for community use. The increased hours they could get out of the pitch had a transformative effect on the club."

As well as extra training hours, the pitch provided a guaranteed revenue stream, becoming a catalyst for Stjarnan's success.

Joining the big leagues

In 2006, two seasons after the installation of the pitch, Stjarnan secured promotion to the second tier of Icelandic football – and then to the top tier in 2008. In 2014, the club did the unthinkable and won the Icelandic championship.

"In ten years, Stjarnan went from a decent local side to being one of Iceland's top teams," Halldórsson says. "They now regularly play in Europe – in recent years they've played against the likes of Celtic and Inter Milan. They were extremely brave in the move but since then we've seen plenty of other clubs follow suit, wanting to replicate their success."

"It's not that our coach education system is somehow better than other countries," says Gunnarsson. "We follow the UEFA convention just like other countries and we do the same things as them on our courses."

"The difference is that we simply have more highly-qualified coaches than others. We train so many that even the youngest have high quality coaches.

"In other countries, you can find UEFA B coaches only at academies or at a similarly high level. Here, when my four-year-old son goes to football training, he will get someone with a B badge."

ARTIFICIAL INTELLIGENCE

Another huge factor in Iceland's success has been the large investment made by local authorities and the football association in artificial pitches. Iceland's harsh climate makes growing and maintaining grass a complicated process and grass pitches can only be played on for a very limited time through Iceland's extremely short summer.

The decision to set up a network of artificial turf pitches was made in the late 1990s, following an "investigative field trip" by the KSÍ to Norway. The Norwegian FA had

“In other countries, you can find UEFA B coaches only at academies. Here, my four-year-old son will get someone with a B badge”



The artificial pitch at Grotta FC is made to survive the harsh climate

invested in a number of full-size, indoor artificial pitches in the north of the country, where the climate offered similar challenges to those experienced in Iceland.

Upon the return of the KSÍ delegation, a commitment was made to adopt and expand the Norwegian concept. A plan was hatched to build heated indoor “football houses” (knattspyrnuhús in Icelandic) in every town across Iceland and to support them with a

network of heated, outdoor full-size pitches at clubs. A third strand to the strategy was to establish mini-size artificial pitches at schools – to ensure anyone who wants to play has a facility to use from a young age.

The first football house was built in the town of Keflavik in 2000 and since then 13 indoor arenas have opened – seven with full-sized pitches and six with half-size playing fields. As well as the 13 indoor centres, a

number of clubs have invested – with the help of KSÍ and local authorities – in their own heated, outdoor pitches.

The investment in small-sized pitches also plays a big role in the strategy – nearly every school now has a mini-sized pitch. “The pitches at the schools are used by kids during breaks and after school – they are in constant use,” explains Gunnarsson.

Páll Halldórsson, CEO of Reykjavik-based Metatron – an artificial turf specialist that has installed a number of the pitches over the past 15 years – agrees. “The pitches next to the schools get huge usage,” he says. “I know because I’m called to maintain some.”

Today, as a result of the “artificial revolution”, there are around 200 artificial pitches serving Iceland’s growing and passionate number of footballers – from grassroots to elite players. At the centre of it all are the “football houses”, which, according to Gunnarsson, have been designed to cater to the needs of their individual surroundings.

“Each indoor centre is slightly different in configuration – the only thing they have in common is that they have a full-size pitch: 105m by 68m,” he says. “Two of the football houses have a 20m high clearance so are



The indoor hall at Vestmannaeyjum provides an excellent training ground for up and coming players



A passionate Iceland fan cheers on the national team

“We need three or four more halls – many clubs want to build and operate them, but the costs are high so we need some help from local authorities”

quite a lot bigger than the other five houses, which only have a 12m clearance.

“Some have spectator areas and others don’t. The biggest one can accommodate 1,500 spectators. Five have heated pitches.”

The funding for the pitches has been provided mainly by the local councils – with help from the KSÍ and grants from UEFA and FIFA. The councils then hand over the operations to clubs, who also get to keep any revenues the pitches create, such as player membership fees and hiring the pitches out to smaller clubs.

Alex Stead, UK and Scandinavia sales manager for Tarkett Sports – a company that has delivered a number of its 3G FieldTurf pitches to Iceland – says that the success

and sustainability of the pitches is partly down to Iceland’s dedication to produce and set up quality facilities. “They are building some excellent projects,” he says. “We recently supplied one of our top level systems to a club called FC Grotta. It isn’t a leading club – the team currently plays in the third tier – but they invested in both a match pitch and training facilities. So it’s not a case of low quality going in.”

Halldórsson adds that the high ratio of artificial, indoor pitches has been crucial in the development of players. “It’s no coincidence that there has been an increase in the number of exceptional players the country has been able to produce. We’re now seeing what happens when young players

have the opportunity to spend hours and hours practicing and playing football.”

FUTURE PLANS

While the results achieved by the national team have exceeded KSÍ’s wildest dreams, there is no sign of complacency. The plan is to widen the network and increase the number of artificial pitches.

“We need more halls, definitely,” Gunnarsson admits. “For example, in the Reykjavik area there is really only one hall. Each club only gets very few hours per week in the hall. We need maybe three or four more halls so we reach a satisfactory level. Many of our clubs are wanting to build and operate them, but the costs are high so we’d need a bit of help from local authorities.”

And is there a plan to convince the local authorities to do so? “Well, let’s hope our success at Euro 2016 will help convince them that football is worth it!” ●



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This year's event will host more than 200 speakers and 150 exhibitor stands

ELEVATE 2017

Taking place at ExCeL London on 10–11 May, Elevate will explore the ways in which physical activity, health and performance connect. We look at what's in store at the show

The UK's largest cross-sector event focused on tackling inactivity, Elevate brings together experts from a wide range of backgrounds.

This year's attendees will hear from over 200 speakers from the physical activity sector, academia, healthcare, government, commercial industry, local authorities and human performance. Speakers will share perspectives, ideas and the latest innovations to help people get more active.

Name of event: Elevate

Date of event: 10–11 May 2017

Venue: ExCeL London, Royal Victoria Dock, 1 Western Gateway, London E16 1XL

Website: www.elevatearena.com

Registration: This event is free to attend

Twitter: @elevatearena

Facebook: Elevate

LinkedIn: Elevate 2017

ELEVATE
10-11 MAY 2017 | EXCELLONDON

In addition to the free presentations and workshops running throughout the two days, attendees can also visit the expanded exhibition space, which will include nine feature areas, three attractions, a dedicated stage and over 150 stands – all with a focus on physical activity, health and performance.

Explaining the need for a conference such as Elevate, Dr Justin Varney of Public Health England – a speaker at this year's event – says: "If it were as simple as a single barrier, or even just a couple of barriers, we might have tackled physical inactivity years ago. However, much like obesity, inactivity is a complex problem that requires action across the whole system to change the environments in which we live, as well as the cultural norms relating to physical activity."

The business of activity

Alongside the existing three seminar streams – Future Performance; Inclusivity: Creating an Active Nation; and Physical Activity for Health and Wellbeing – this year's event sees the launch of a new seminar stream: The Business of Physical

Activity. The wide range of seminars in this stream will consider how marketing, finance, policy, digital and facilities management are transforming the physical activity business to meet the needs of the consumer.

Opening this seminar stream will be a roundtable discussion entitled 'The changing shape of the industry', which will consider how the fitness sector is evolving and segmenting. With contributions from companies such as Tough Mudder, David Lloyd Leisure, Heartcore, activbod and Fitbug, it will look at the new competition, what this means for traditional operators, and how the sector can evolve and adapt.

Meanwhile Nick Perchard, head of communities at the Premier League, will join a session looking at the relationships between big brands and physical activity promotion. Perchard says: "As an industry, sport has so much to offer, but can do more to engage with health professionals in particular. To do that, we need to learn to communicate using their language. At the Premier League, we really focus on making sure activity is enjoyable first and



“I’ll be discussing how we can collectively support people with arthritis to become physically active”

**Dr Benjamin Ellis,
Arthritis Research UK**



“Nurturing our workforce is the most important asset we have in tackling inactivity”

**Sarah Broad, Greater
Manchester Leisure
and Cultural Trust**



“Inactivity is a problem that requires action to change the environments in which we live”

**Dr Justin Varney, Public
Health England**



“Elevate will grow by 65 per cent in 2017, hosting more exhibitors, expert speakers and the latest innovations”

**Max Quittenton,
Director of Elevate**

foremost. There’s a tendency to forget that if it’s not fun, young people in particular will simply choose to do other things.”

Activity for health

Physical activity for health is another key element of the event and Dr Benjamin Ellis, senior clinical policy advisor at Arthritis Research UK, says anyone interested in learning about the benefits of physical activity for the millions of people suffering with arthritis should attend his session.

“I’ll be discussing how we can collectively support people with arthritis to become physically active, so they can enjoy the benefits of reduced pain and disability. Working with the Department of Health,

Public Health England and NHS England, Arthritis Research UK has developed a tiered framework for what should be provided to deliver this support. We’d like to discuss how physical activity and fitness communities can support making this widely available.”

Asked how we can best promote physical activity in the UK, Dr Joe Piggin – programme director at Loughborough University and another of the event’s speakers – says: “For me, an important aspect to develop are opportunities for older adults. Sport and physical activities often focus on young people. Of course, young people are important, but this emphasis on youth can leave older adults marginalised from marketing, facilities, services and funding.”

Meanwhile, with her experience of working at Greater Manchester Leisure and Cultural Trust, with its workforce of over 4,000, Sarah Broad will join a panel on how to create more productive, sustainable and responsive workforces. She says: “Nurturing our workforce is the most important asset we have in tackling inactivity.”

Explore the floor

With more exhibition space available than ever before at this year’s new venue, Elevate 2017 will feature several new attractions.

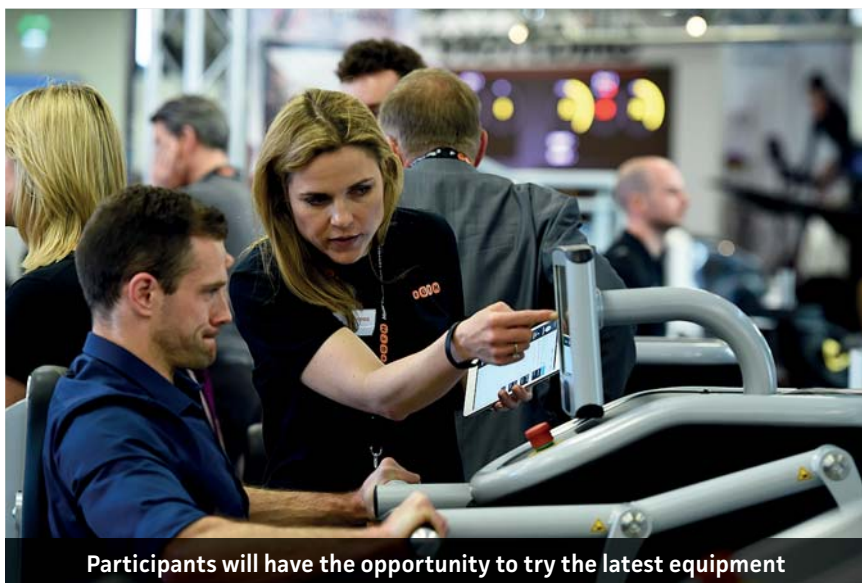
The Stage will host a programme of demonstrations that focus a range of topics, including group exercise, active ageing, inclusivity and functional training.

The Tech Lab will include a variety of presentations on a wide range of fitness, sports and health promotion technology.

The Evidence Base will return for 2017 to consider the latest research to support the health benefits of physical activity.

Max Quittenton, director of Elevate, says: “As activity continues its bold ascent up all manner of social, political and commercial agendas, we’re delighted to announce that Elevate will grow by 65 per cent in 2017.

“Remaining completely free to attend and now moving to ExCeL; Elevate 2017 will host more brilliant exhibitors and expert speakers, who’ll be presenting a huge variety of carefully selected content, alongside the very latest innovations designed to get people moving more.” ●



Participants will have the opportunity to try the latest equipment

The School Games

The aim of the School Games is to create an Olympic-style event to put competitive sport back at the heart of schools. Six years on, is it achieving its mission? Youth Sports Trust head of sport, Emily Reynolds talks to Kath Hudson

In the run up to the London 2012 Olympics, when the Department of Culture, Media and Sport was keenly focused on legacy and “inspiring a generation”, the School Games were created to bring competition back into school sport, broaden participation at grassroots and create another talent pathway to spot potential international athletes.

“The School Games are a bottom-up approach, to drive an increase in participation and a greater diversity in school sport,” says Emily Reynolds, head of sport at the Youth Sports Trust, which is the delivery partner for the School Games. “They aim to inspire a breadth of opportunity, and hook more children in, with both traditional and non-traditional sports. Another main driver was to provide a competitive opportunity for young people with special educational needs and disabilities.”

There are four levels: level one is intra-school competition; level two is inter-school and level three is a county event, run by a Local Organising Committee. These three levels run on from each other, with children/schools qualifying through the levels. However, level four, the National Finals, features fewer sports and just 1,500 children who have been picked through community sports clubs affiliated to national governing bodies. Some elite international athletes are already coming via this route.

Backed by the DCMS, DH and Sport England, in 2011 the Youth Sports Trust appointed 450 School Games Organisers (SGOs) to facilitate competitions, as well

as engage with and support schools in improving their sporting offer and delivering the Department of Health’s Change 4 Life programme. Participating schools have access to tool kits and advice in introducing new sports, and are encouraged to sign up to the School Games Mark. This is a Kitemark style standard, which benchmarks each school’s performance in inclusivity and fostering the spirit of the Games. There are three levels: bronze, silver and gold.

Emily Reynolds, Youth Sports Trust head of sport says the Sports Games is still succeeding in engaging children

STATS



SIMON COOPER / PRESS ASSOCIATION

NGBs try to ensure school formats ease the transition to club events

- 86 per cent of schools (21,190) participate in the School Games
- In 2014/15, 8,162 schools were awarded the School Games Mark, up 38 per cent from the previous year
- On average there are 75 competitions in each area
- More girls than boys take part in the county festivals
- 18 per cent of those who took part in the national finals progressed to international selection
- At the 2014 Commonwealth Games, 166 School Games alumni took part, with 59 taking home 84 medals
- School Games alumni won 17 medals in Rio 2016, including gymnast Max Whitlock
- 25 per cent of Paralympics GB members were School Games alumni



The School Games are a bottom-up approach, to drive an increase in participation and a greater diversity in school sport

REDEFINING COMPETITION

However, the School Games aren't just about creating more competitions, and achieving the gold standard is not just about having the most successful children engaged. Schools need to embrace the process to get the most out of it, which might mean leaving the sporty kids at school and taking the less physically able to an event.

"It is competition with a new purpose, with the School Games' values of self belief, passion, respect and teamwork at the core," says Reynolds. "Schools are being asked to be more inclusive, which means having to choose which events they will field the

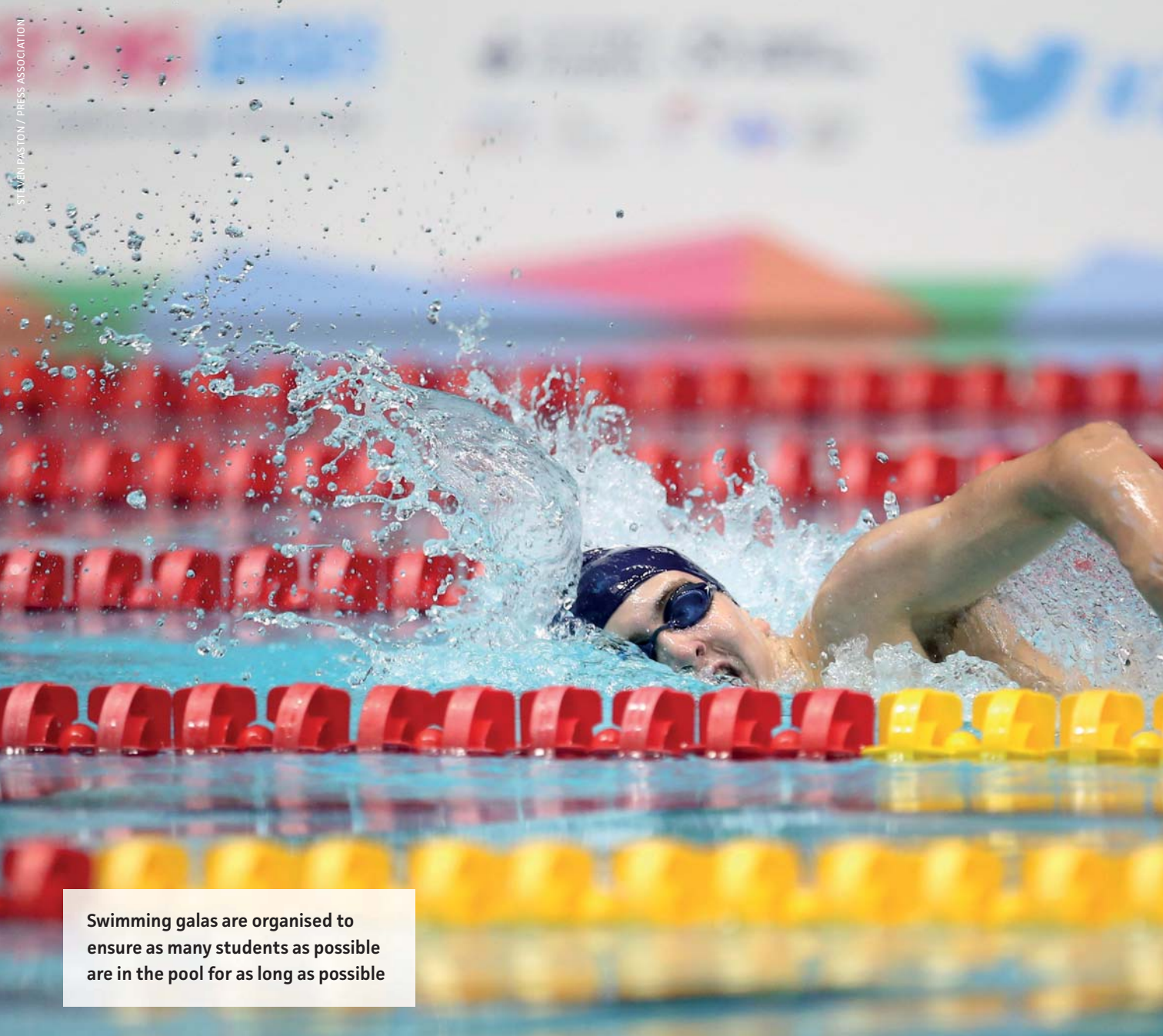
A team to try and win trophies, and which events are simply about giving all children the chance to participate in sport."

This approach has also led to schools introducing more sports to cater for the motivations of different young people. Handball, dodgeball, American football and dance have all grown in popularity. Another way that secondary schools can achieve the higher School Games Mark is by involving children in the decision-making process, giving them the chance to help run the competitions and inform the activities.

The involvement of the students has shaped the way the School Games has

evolved and has led to the introduction of sports which reflect their interests, resulting in increased participation. For example, surfing featured in the level three (county level) competition in Cornwall. Through Sport England funding, the Youth Sports Trust is working with new sports as part of the Schools Sport Hubs programme. Sports such as kiteboarding, scooting, skateboarding and BMX, may succeed in being included in the School Games.

"Schools have been required to embrace more sports," says Reynolds. "There are 42 different sports to choose from, and for each of these the national governing bodies



Swimming galas are organised to ensure as many students as possible are in the pool for as long as possible

have come on board to create competition cards on how best to engage with young people, run events and set up a competition structure. There are plenty of resources and easily accessible tools to bring curricular and extra curricular opportunities to fruition and make activities more palatable for less able children, or to inspire them through sports they haven't experienced before."

It sounds great, but is this putting extra pressure on hard-pressed teachers? According to Reynolds, the response from schools has been overwhelmingly positive, with some 10,000 having now signed up to the School Games Mark and the number growing each year. "This is a very positive benchmark for us in terms of the impact the

Games have had and schools' desire to be engaged," she says. "Schools really want to be recognised for their competitive sport offer, but also the progress they have made in applying for the School Games Mark."

Thanks to the Primary PE Premium, there has been an injection of cash into primary school sport – each school gets around £9,000 a year – and this has generally removed the funding barriers. However, other barriers do remain. Reynolds, who began as an SGO, says that staff capacity, confidence, skills and knowledge in introducing new sports are commonly seen as barriers in some schools. "The SGOs are there to support schools in this respect, and bring competition cards and toolkits to life,

but sometimes staffing remains a problem," she says. "For example, in some cases it may be difficult to spare staff to accompany children to inter-school competitions."

SPORT ENGLAND REVIEW

Sporting Futures, released in December 2015, recognised the contribution that the School Games had made, but also said the time was right to review the priorities. A Sport England task force released its review in July, which was positive, stating that the School Games are well placed to make a strong contribution to delivering the strategic outcomes of *Sporting Futures*.

Going forward, in order to maximise its impact, the taskforce called for the School



▲ The Games are an excellent gateway to competitive sport for disabled children



▲ Hockey can be modified for the School Games, with games of 10-12 minutes

Games to engage even more children in competitive sport by engendering a sense of competence, enjoyment and also avoiding negative experiences of competitive sport.

There are plans to use digital technology to reach out to those who see themselves as less sporting and to extend the opportunities for personal best challenges, in the way that parkrun and Race for Life do. It was also suggested that case studies are shared from the most successful county events to inspire sustained participation.

"The review showed a year on year growth in participation, both in the number of schools and children," says Reynolds. "The breadth of the Games and the sporting opportunities offered was also regarded

as positive. Now the Youth Sports Trust is looking at how to take on board the recommendations going forward, in order to further improve the reach and experience that the School Games offer."

The School Games provide the scope for both facility operators and community clubs to engage with schools and to get more children active. The review has called for further connectivity with community partners, for example, asking sports clubs to run taster sessions at schools. It also noted that having access to facilities, such as swimming pools, is very important for allowing competitions to go ahead.

As well as helping to diversify school sport, The School Games are acting as

a springboard for talented individuals: paralympic gold medallists Ellie Simmonds, Hannah Cockcroft and Jonnie Peacock, as well as GB sprinter Adam Gemili and heptathlete Katrina Johnson-Thompson, have come through the system.

One of Team GB's breakthrough stars at Rio 2016, gymnast Max Whitlock, is a School Games alumni and says the events are a great training ground for elite athletes. "Going to an Olympic, Paralympic or Commonwealth Games is an incredible experience but it can also be a daunting one. The School Games provides young athletes with a taste of what a major multi-sport event is like and that can only help them in their future sporting careers," he says. ●

The changing landscape of sport funding

Sport England's new funding model signals decreased money – and less responsibility – for governing bodies, with funds now being allocated from three pots: sport, beating inactivity and facility development. Matthew Campelli reports on what this means for the sector

Last April, when Sport England announced that it was ripping up its existing funding model and replacing it with a system that adequately represents the government's *Sporting Future* strategy, the sector braced itself for some big changes.

The grassroots sports quango was transparent about what it needed to do; *Sporting Future* had changed the focus from purely counting the number of participants in sport to taking a holistic view of the affect that physical activity has on variety of factors, including mental wellbeing, social cohesion and the economy.

In response, national governing bodies (NGB) – the traditional guardians of sport – were prepared to lose a substantial amount of the funding they had previously received from the government, via Sport England.

And so it came to pass, with the first raft of funding decisions revealed before Christmas with £88m handed out to 26 NGBs over the next four-year period. In February, Sport England announced its latest tranche, with a further £101m split between 25 NGBs. While there are still a few decisions to be made, the total will be somewhat short of the £467m that comprised Whole Sport Plan funding between 2013 and 2017.

Sports minister Tracey Crouch says that sports bodies “must reshape and refocus”, but what does this mean for NGBs and the funding of sport and physical activity?

At face value, it looks as though some sports will be losing out, with a number of NGBs not even attaining half of the funding they received over the last four years.

However, the scenario is not black and white. While NGB funding will go down substantially, their responsibilities will also decrease, with most tasked with focusing on retaining their core market rather than looking after everything.

LOOKING AFTER THE CORE

“This isn’t a cut,” says Adrian Christy, the chief executive of Badminton England, which was awarded £7.25m over the four-year cycle compared to the £18m Whole Sport Plan grant it received during 2013-2017.

“It’s really important that there is a clear recognition of this in how it is reported,” he tells *Sports Management*. “It’s less money, but we are focused on a very specific area.”

“We’ve always been honest. Supporting some of the elements Sport England asked us to oversee were probably outside of our skillset. We’re more than comfortable with people or organisations that have more experience getting inactive people active taking over that responsibility rather than the governing bodies of sports.”

To give an example, Badminton England will now place resources on a select number of initiatives, with a greater focus on getting young children involved in the sport. The



Badminton England will focus on bringing children and teens into the sport



“We’re comfortable with organisations that have more experience in getting inactive people active taking over that responsibility”

**Adrian Christy, CEO,
Badminton England**



“I’m unsure whether [NGBs] can fulfil the government’s requirements to reach inactive groups. It’s more likely other providers will succeed with that audience”

**Phil Smith, Director of
Sport, Sport England**

idea, says Christy, is to make sure every primary school in the country has a link with a local club. The body will also establish new junior clubs across the country.

“Our investment over the last five years has predominantly been aimed at secondary schools, Key Stage 3 and 4,” Christy explains. “We have been incredibly successful with that, with two out of three secondary schools playing badminton, while the National Schools Championships has grown to over 40,000 young people.”

He adds that Badminton England’s Smash Up programme targeted at 14-16 year-olds



**Part of a facilities
grant will be spent
on BMX pump tracks**



**Disability ambassador Alex
Buesnel is part of British
Gymnastics' disability
programme, which is supported
by Sport England funding**

has enticed 45,000 teenagers, but now the focus was on Key Stage 1 and 2 children.

A YOUTHFUL FOCUS

Accommodating and increasing the participation of children is a key area for British Gymnastics as well. While the NGB saw funding decrease from £11.8m during 2013-2017 to its current grant of £8.3m, British Gymnastics chief executive Jane Allen points out the need for a “significant volume of extra gymnastics classes for children” to whittle down the current waiting list of “over one million people”.

“Our work with existing delivery partners will continue, but we will also focus on recruiting and supporting them to deliver a high-quality gymnastics experience,” Allen tells *Sports Management*.

She adds: “In the latest funding award, Sport England recognised the important role gymnastics can play in providing children with foundation skills for life and the positive impact gymnastics has on young people’s lives. We want to build more awareness of how gymnastics can help children develop physical competence and a positive attitude towards sport.”



British Gymnastics plans to provide enough children's classes to satisfy the 1 million children on the waiting list

Despite losing £3.5m of Sport England funding, Allen insists that the body was “fortunate to receive an allocation which will allow us to continue to deliver our plans”.

The £11.8m 2013-2017 investment was awarded to British Gymnastics to support talent development, fund new or refurbish facilities and design programmes to keep children and young people involved in the sport. Whether the body can continue to commit to these requirements with less money remains to be seen.

One area British Gymnastics has excelled in over recent years is its engagement with disabled people. Since launching its ‘I’m In’ initiative in 2013, more than 1,500 disabled people have taken part in the activity more regularly. Allen is keen for this to continue with the new investment.

“There are now 200 of our registered clubs offering gymnastics to people with learning or physical disabilities, sensory impairments or health conditions,” she says. “We’ve recently appointed seven disability ambassadors to help us encourage more participants to get involved.”



“Sports bodies must reshape and refocus, thinking less about those that already play sport and more about those who don’t, or who do but infrequently.”

Tracey Crouch, Minister for sport

INACTIVITY FUND

But where will the rest of Sport England’s £1.1bn funding pot go over the next four years, if not to sporting bodies?

Well, a substantial amount will go towards inactivity, or in other words, engaging those who are sedentary in regular physical activity. In fact, almost a quarter (£250m) will go towards achieving that very aim over the coming years.

Talking to *Sports Management* at the end of last year, Sport England chief executive Jennie Price revealed that the funding body was talking to organisations such as the National Trust, the Youth Hostels Association, the Royal Society for the Protection of Birds and the government’s

Troubled Families Unit about potential investment with the aim of reaching a larger proportion of inactive people.

While NGBs are permitted to bid for other pockets of funding separate from the core sport grants they have received, Sport England director of sport Phil Smith is unsure whether they can fulfil any of the requirements, including reaching the inactive and hard-to-reach groups.

“Most governing bodies will acknowledge that if you’re going to encourage someone who is doing nothing to do something, you wouldn’t start by putting them in a team for one of those sports,” he says.

“It’s not their natural territory, and I’d be surprised if that money finds its way

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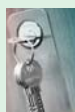
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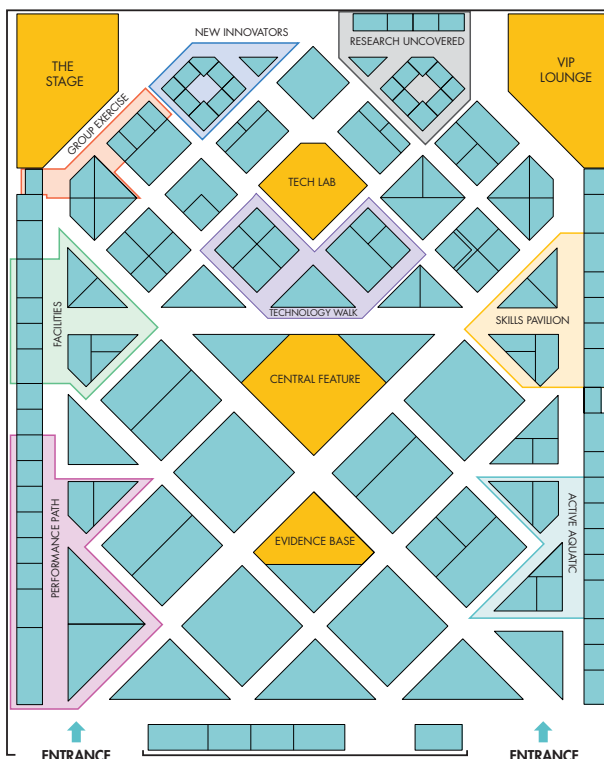
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We've got a Ride Smart programme teaching core market people to ride in safer ways

to governing bodies. It's more likely other providers will succeed with that audience."

However, some governing bodies with slightly enhanced responsibilities have been compensated to reflect this. British Cycling will have to retain its core market, but will also be responsible for the mass market.

The mass market, says British Cycling recreation and partnership director David Bourque, is "the revolving door" – "a combination of new people and people dipping in and out". To accommodate this segment, the organisation is introducing more group riding opportunities, which makes cycling more of a sociable activity, as well as being safer for participants.

Although British Cycling hasn't quite garnered the £32m it received from Sport England over the course of the last Whole Sport Plan, its £17.3m grant is the largest distributed to a single NGB thus far.

Part of that money will go towards technology, with a new 'club finder tool' in the works. There is also a big push to increase the number of volunteers to "keep people affiliated within the core market".

"The idea is that Sport England wants us to address the major life disruptions of people in our core market, so if they're moving house, changing job or starting a



▲ British Cycling is being funded to introduce more group riding opportunities

family, it will still be easy for them to remain as part of a cycling club," says Bourque.

"We've got a Ride Smart programme teaching core market people to ride in safer ways and we're establishing a load of member benefits that will keep people engaged. We've so far pushed through 130,000 members – a good amount."

FRESH FACILITIES

British Cycling has been helped with a separate £15m grant for facilities, which was provided by the government after Yorkshire won the right to host the 2019 World Road Championships.

According to Bourque, money will be spent on BMX pump tracks, closed road circuits and velodrome facilities. Also high on the agenda is a plan to accommodate more mountain biking – a facet of the sport that is becoming increasingly popular.

But other NGBs will not benefit from that kind of extra funding unless they secure sponsorship money. So where will this leave the funding of facilities?

Some money from NGB grants will be focused on the creation and improvement of facilities. Badminton England will use £250,000 of its overall award to invest in local hubs that would create a designated space for the development of coaches, volunteers, officials and players. The hubs will be geographically spread, and Christy is optimistic that a successful return will see further long-term investment in a funding scheme from Sport England.

Sport England will continue to provide facilities grants through a Community Asset Fund and the new Local Delivery Pilots, which will be rolled out later this year.

However, while everything has been mapped out, it is still unclear exactly what impact the new funding model will have on sport. A year after the publication of *Sporting Future*, sports minister Tracey Crouch says the government and Sport England's vision of the sporting landscape will only begin to take shape from this April when all the funding has been announced.

If national governing bodies can get on with the task of retaining their core market, and discover that the money granted by Sport England allows them to do this with aplomb, and other organisations can succeed in truly engaging the inactive, then the funding model will be rightly deemed a success. Only time will tell. ●



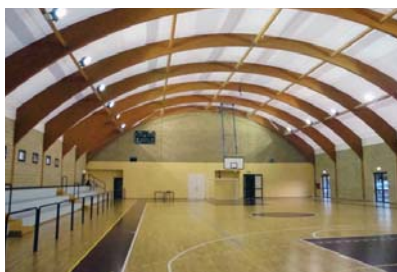
An extra £15m facilities grant was awarded to British Cycling

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COURTING POPULARITY

With evolving participation programmes, incentives, game-changing coaching technology and a growing number of players, squash is experiencing a revival.

Chris Peddy from England Squash explains why the sport is turning heads.

Squash has been played in front of famous backdrops such as Dubai's Buruj Al Arab, New York's Grand Central Station and Egypt's Pyramids of Giza, delivering excitement and energy to huge audiences.

In the 1980s the sport attracted full house crowds to London's Wembley Arena, with people often coming to watch Pakistani Jahangir Khan in his incredible 555-game winning streak over five years – a feat yet to be matched by a top-level athlete in any sport. Since then, squash has left the limelight. But England Squash now aims to bring the glamour back to the sport.

Today, England is home to two of the sport's biggest stars – three-time world champion Nick Matthew and former world number one Laura Massaro. And we're committed to ensuring the next crop of young talent is well-equipped to take over the mantle.

Recent studies have found that playing squash is one of the best ways to keep fit. And for the first time in decades, participation numbers have increased, with more than one million people stepping onto a squash court each year in England. Studies have shown that more than 200,000 of these people play the sport at least once a week. This is happening on more than 4,500 courts at 1,600 venues across the country.

GROWING IN POPULARITY

Encouragingly for those of us involved in the sport, participation began to grow in 2015 following a total overhaul of the way the game was operated and delivered. England Squash has since made huge efforts to increase numbers further by improving the sport's accessibility at grassroots level, despite increasing financial pressures due to lack of funding.

Squash 101 is a fun, social introduction to the sport, where participants learn and practice all the basic skills



England's Alison Waters and Peter Barker won silver in the 2014 Commonwealth Games in Glasgow



PETER BYRNE / PRESS ASSOCIATION

Part of this improvement was the introduction of our new nationwide participation programme, Squash 101, which provides a fun way for people to socialise and improve their fitness through squash. Sessions are coached by England Squash-approved trainers, who teach participants how to play and help them enhance their skills in individual, team and match situations.

Crucially, the programme increases the number of players on a court at one time to six or eight – allowing more people to be active at one time. After listening to feedback, we have altered the training to cater for three different environments – clubs, public facilities and universities. Trainers are supported through an app that will soon be updated with a variety of videos and lesson plans, giving them everything they need to deliver fun, social sessions. We believe this service helps to make the sport more attractive to young people.

We have also taken a more youth-oriented approach when producing content. On Twitter, for example, we have made great strides in producing more engaging, shareable tweets. We now ensure every social media post is constructed with a top-quality image or video clip and in response we have seen a 40 per cent increase

“ We now ensure every social media post is constructed with a top-quality image or video clip, and in response we have seen a 40 per cent increase in our Twitter following ”

in our Twitter following. We are aiming to grow this even further, along with our following on other social networks, including Facebook and Snapchat.

Our new website, launched in June last year, engages users by allowing them to start a profile and account where they can book into tournaments online and receive the latest news and information from England Squash. This is a vast improvement on our previous service and one we plan to develop further.

GIRLS ON COURT

Another of our key campaigns over the past year has been the Squash Girls Can programme, which is aimed at promoting the game to women and girls. England Squash teamed up with Sport England and our registered

GROWING THE GRASSROOTS

charity, the England Squash Foundation, to deliver the project. Women and girls who are new to the game can take part in this course of between six and eight sessions that equips them with the knowledge and skills they need to start playing and enjoying the sport – from serving to scoring. As a result, we saw 2,300 new female players take up the sport last year.

Our foundation has also recently launched a project to provide free squash lessons to children who otherwise would not have access to courts. Children at the Anglo European School in Essex receive transport to and from squash lessons at Brentwood School, as well as extra tuition, all free of charge. The foundation is working to secure further funding to expand this to other schools and areas.

THE WORLD STAGE

England is hosting two world championships this year – the WSF World Doubles and PSA World Championships, both in Manchester – showcasing top players such as Nick Matthew, James Willstrop, Laura Massaro and Alison Waters and inspiring the younger generation to follow in their footsteps.

Also this year was the Blowers Jewellers National Squash Championships, which took place in February and was described by eight-time masters winner Nick Taylor as “the best ever” – further evidence that the sport is moving in the right direction in this country.



▲ The Squash Girls Can initiative has resulted in 2,300 new female players taking up the sport



◀ Laura Massaro playing in the women's doubles pool match at the 2014 Commonwealth Games in Glasgow

England Squash's performance programme is a success story that would be the envy of many sports. Currently we boast the Men's World Team Champions, Women's World Team silver medallist and European champions at every level of the game from seniors all the way through to U19, U17 and U15.

We are working to develop a new generation of world class players at the England Squash Academy, now based at the National Squash Centre in Manchester, which houses seven courts, sports science facilities and medical support. The centre enables players with the highest potential between 18 and 24 years of age to train with the world's best squash coaches.

The elite pathway is made up of the Aspire and England development programmes, which ensure a clear progression for young players who harbour ambitions of becoming professional players. They also provide coaches with opportunities to spot such talent early in a player's development. Aspire is led by eight qualified coaches and targets young players at county level to encourage them into the England development programme – the gateway into the national academy.

The results have been clear to see, with England represented in five semi-finals and two finals in the British Junior Open this January. This was the first time since 2001 that England had two finalists in the competition in the same year, and a good sign that a winner could be on the horizon next year. We have also seen fantastic performances in the World Junior Championships over the last two years. This bodes well for future success and our chances of bringing world, European and Commonwealth medals home.

▼ Squash57 – formerly racketball – is played with a larger racket head and a bigger, bouncier ball





Interactive Squash helps players train by projecting images on the front wall

NEW WAYS TO PLAY

We have attempted to streamline the sports provided by England Squash by rebranding racketball – which is played on a squash court but uses a larger racket head and a bigger, bouncier ball – as Squash57. The added mobility of the ball and the extra head space on the racket make the sport both an ideal gateway into squash and a way to extend the careers of older players. We believe that by marketing the two together, we can entice more players into both sports.

But enjoying squash does not end on court. We are aware that one of the biggest challenges facing the sport is access to courts. So we developed a partnership with Street Games, a charity set up to encourage 14 to 25-year-olds to play sport where they want, when they want, and to reach young people in inner city and rural areas who do not have access to facilities. The programme retains the key elements of squash but allows for it to be played in other environments.

We aim to deliver the sport through Street Games' tutor networks and have begun to equip them with the knowledge to roll out coaching at their 'doorstep clubs', of which there are more than a thousand.

LOOKING AHEAD

England Squash strives to grow the sport and has many exciting developments in the works, including a new membership scheme, the completion of a new commercial strategy and a major events strategy that

We are aware that one of the biggest challenges facing the sport is access to courts. The Street Games programme retains the key elements of squash but allows for it to be played in other environments

will attract a major international event to the country each year until 2022. We have also developed close partnerships with seven major operators who collectively manage 150 courts across the country, where initiatives including Squash 101 and Squash Girls Can are promoted.

Another exciting development is the creation of technology that could change the way the game is played forever. The Interactive Squash system projects images and games onto the front wall of the court and can be used both to engage children and help elite players train, with games and activities designed to test people at all levels. We have teamed up with our national forum and will soon be installing this exciting new technology in a squash venue in England.

We at England Squash believe that these amazing initiatives and projects will continue to increase the number of people enjoying the sport and ensure it continues to be played on the world's biggest stages. These are exciting times for the sport, for everyone involved in it and all those who will one day discover it. ●

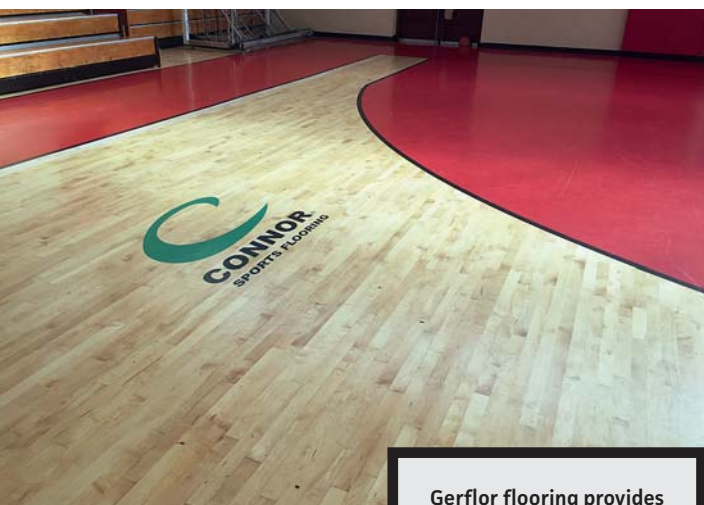


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PRODUCT INNOVATION

Tom Walker takes a look at the latest technology and innovation currently making waves across the world of sport

Bertrand Chaumet Gerflor is bringing maple back



Gerflor flooring provides a high quality surface for sports at Prince William of Gloucester Barracks

Flooring specialist Gerflor's acquisition of US-based Connor Sport Court International in November 2014 has played a "crucial" role in expanding the firm's global market reach and sports product range, says Gerflor's managing director Bertrand Chaumet.

Founded in 1872, Connor Sports is the US market leader in hardwood sports flooring and currently has two manufacturing sites in the US. The company has built flooring systems for



Bertrand Chaumet, Gerflor MD

a number of elite sporting leagues – including the NBA, in which more than 14 of the 30 teams play their matches on Connor hardwood courts.

Last summer, the 2016 Rio Olympic Committee selected Connor's QuickLock floors as the surface that would be used throughout the Games' eight basketball and wheelchair basketball courts.

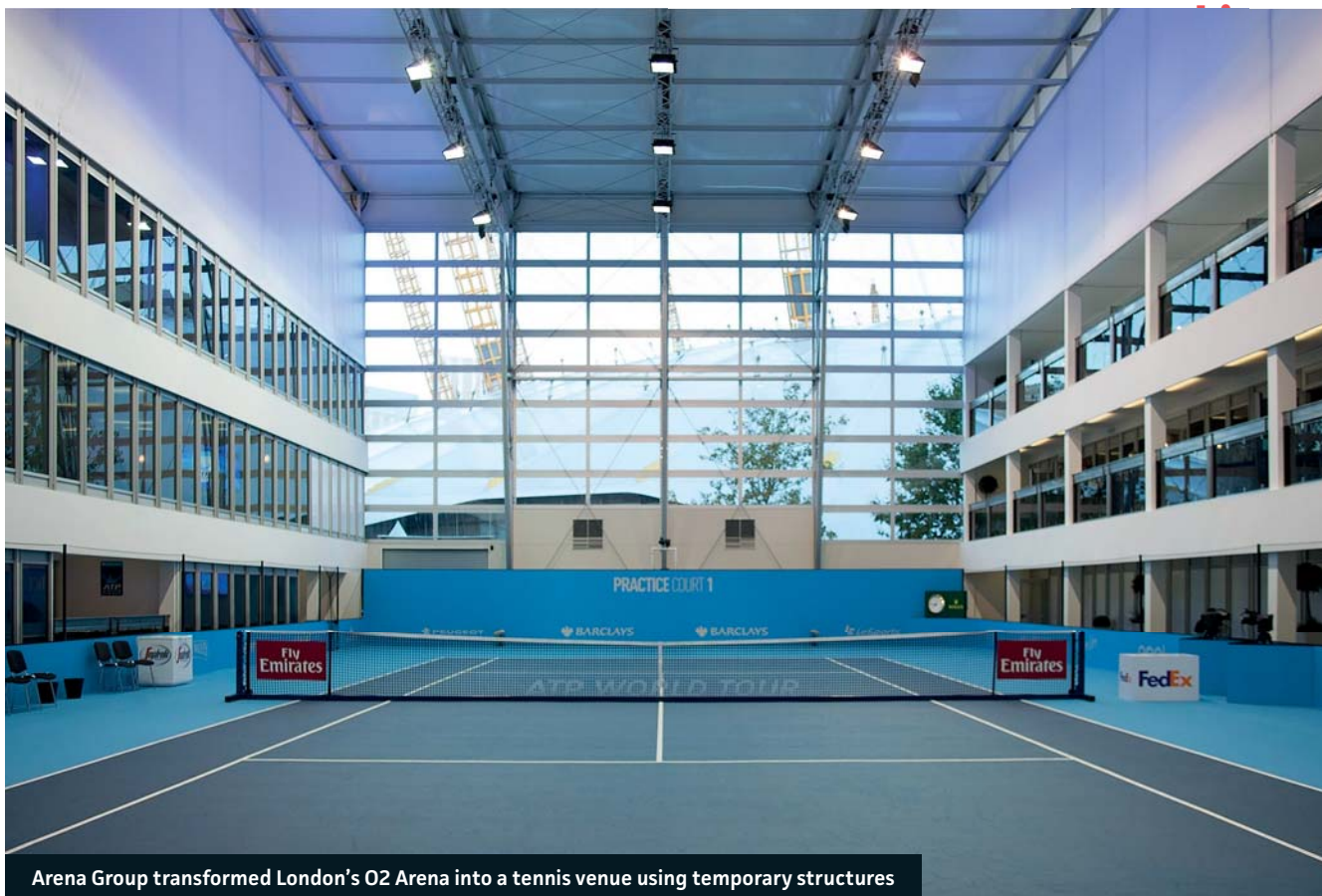
"Being involved with the Summer Olympic Games in Rio was a testament to the quality of our overall sports flooring offer and the ongoing development we undertake as company to produce the very best products that we can," Chaumet says.

"Four new Connor sports flooring systems are being introduced into the UK market this year – Neoshok, Rezill Sleeper, QuickLock portable system and Alliance."

SPORT-KIT KEYWORD

Gerflor





Arena Group transformed London's O2 Arena into a tennis venue using temporary structures



Dave Withey, marketing director of Arena Group

Dave Withey Temporary structures becoming a trend

“There’s definitely a trend emerging as an increasing number of facility operators and event organisers are opting for temporary infrastructure when creating – or improving – fan experiences,” says Dave Withey, marketing director at Arena Group.

Arena recently completed an ambitious project at London’s O2 Arena, where the company’s new I-Novation temporary building helped transform O2 into a tennis venue capable of hosting the Barclaycard ATP World Tour Finals – where Andy Murray cemented his World no 1 ranking (see *Sports Management 2016 Issue 128*).

Arena also recently worked on Bath Rugby’s new grandstand at the historic Rectory ground. The company’s contribution went beyond merely installing 14,000 seats.

“The work we did at Bath involved refurbishing an environmentally sensitive site and creating a facility fit for elite level rugby,” Withey says.

“The Rectory ground’s renowned West Stand now combines a permanent substructure with a semi-permanent seating grandstand incorporating custom media. We were able to offer a unique stand at a fraction of what a club could expect to pay for a new stadium.”

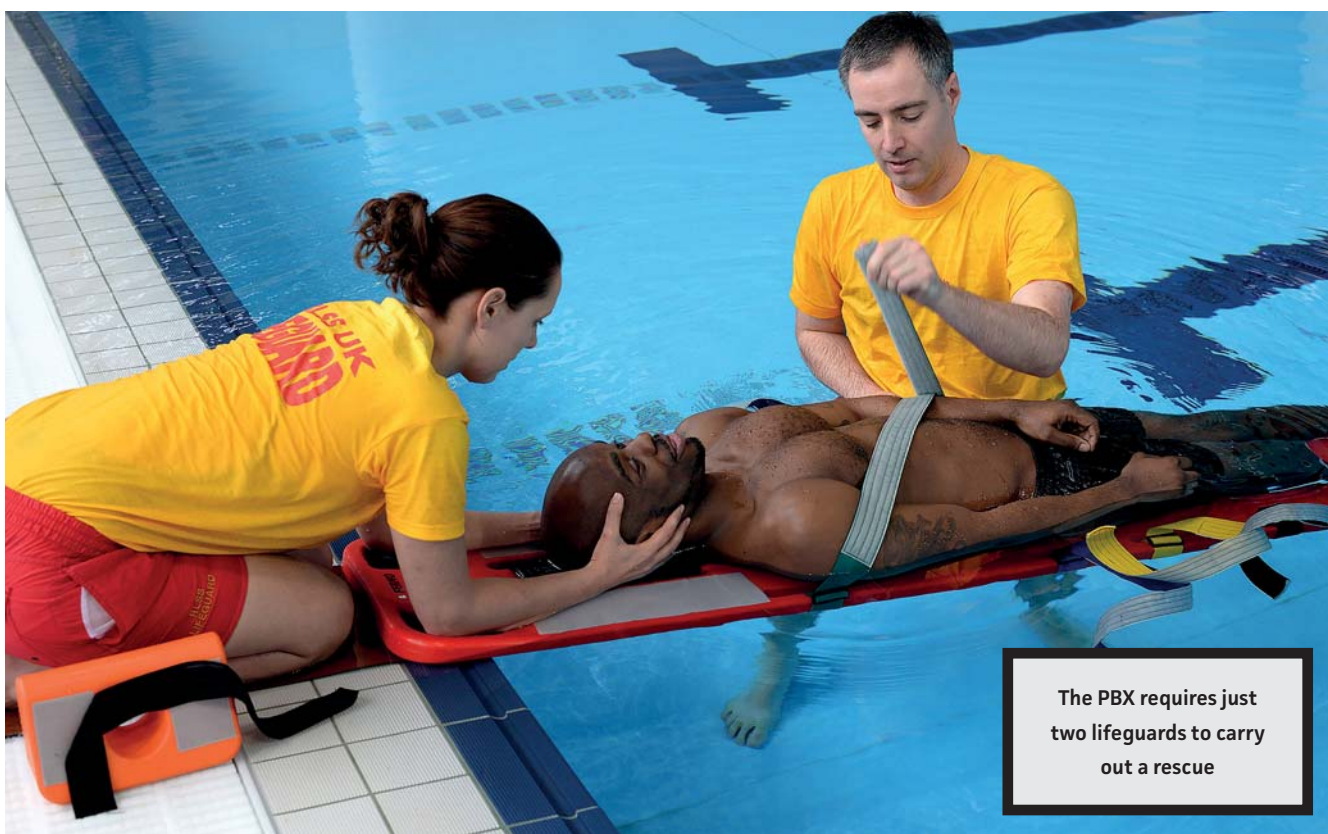
To help cater for the increased demand for temporary structures, Arena Group recently acquired RIM Scaffolding – a specialist event scaffolding provider – to expand the group’s services.



Bath Rugby Club received a semi-permanent seating structure with camera platforms and dugouts

SPORT-KIT KEYWORD

Arena Group



The PBX requires just two lifeguards to carry out a rescue

Martin Symcox Launch of new extraction board completes a “three-year journey” for the Royal Life Saving Society

The Royal Life Saving Society (RLSS) has launched its new Pool Extraction Board (PXB), which is set to transform the way swimming pool rescues are carried out.

“We spent almost three years reviewing models from around the world, working with medical experts and safety equipment specialist Ferno to design what we believe is the best extraction board on the market,” says Martin Symcox, director of RLSS’s trading subsidiary IQL UK.

According to Symcox, the new design creates faster rescue times, offers

improved safety and has the potential to reduce the demands placed on staff.

“The PBX requires just two trained users to carry out a pool rescue for deck level pools, as opposed to the traditional four,” he says. “This means fewer lifeguards are drawn into a rescue, enabling them to manage the emergency, other pool users and perform other



Martin Symcox of RLSS says the new PBX will transform rescues

key roles in a rescue situation.

“It can also be used in place of an assisted lift and accommodate heavier or pregnant swimmers, reducing the manual handling risk of injury to a lifeguard or staff.”

The new board has so far been well received by the leisure sector.

“Within its first six months, more than 450 boards have been sold and delivered to leisure centres across the UK and around the world, including Europe, China, Thailand and United Arab Emirates.

“The demand has been high from leisure centres across the country with over 1,600 RLSS UK Pool Lifeguard Trainer Assessors qualified to deliver training on the PBX.”

The new Pool Extraction Board enables faster rescue times and improved safety



SPORT-KIT KEYWORD

RLSS

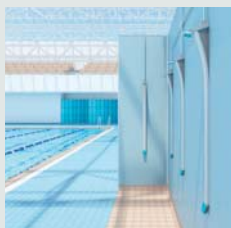
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Eric O'Donnell hails new laboratory as a “great moment”

Sports Labs, Scotland's only FIFA-accredited football turf test institute, has opened a new test laboratory in Livingston. The 20,000sq ft facility houses a sample preparation room, heat and humidity controlled specialist testing rooms, a physical properties lab, five Lisport XL wear simulation machines, a research and development laboratory and store and quarantine areas.

“The new laboratory provides a modern set up in which to efficiently deal with customers' samples,” says O'Donnell. “It offers the capacity to deal with larger volumes. The handling and processing of the samples has been streamlined to reduce the time it takes to test and report the results.”

Founded by O'Donnell in 1998, Sports Labs offers sports surfaces testing and certification, as well as goal-line technology testing, to clients all around the world.



Eric O'Donnell of Sports Labs

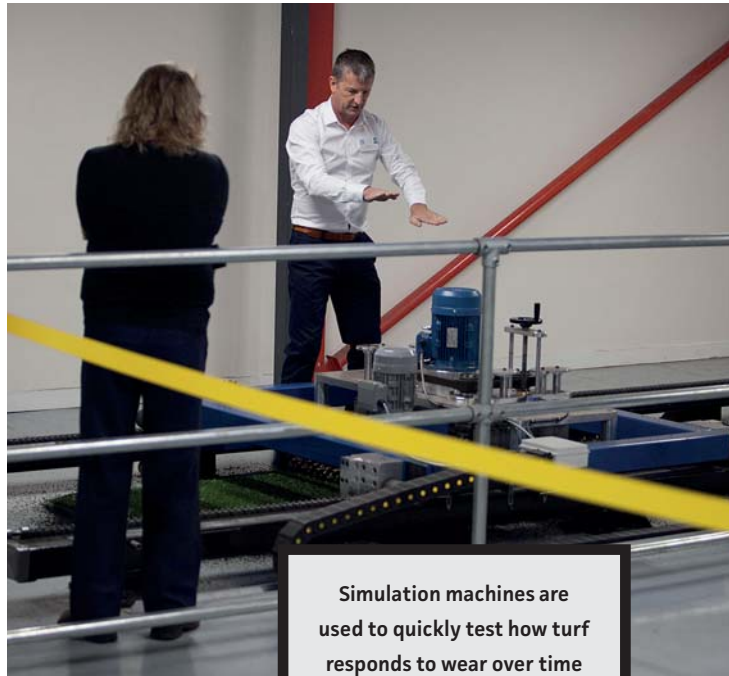
O'Donnell adds that the new facility will enable the company to develop and begin offering new services – as well as speed up existing testing practices.

“The new laboratory will allow us to expand our services and offer a much more efficient service to clients,” he says.

“We will be able to increase capacity, conduct R&D work and bring innovation to the sector – we're looking forward to setting a benchmark for other labs to aspire to.” ●

SPORT-KIT KEYWORD

Sports Labs



Simulation machines are used to quickly test how turf responds to wear over time



Sports Labs' new laboratory houses specialised and efficient testing equipment



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- Experience in working with local communities and partners
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REGIONAL FACILITIES AND INVESTMENT MANAGER

Salary: Competitive

Company: The Football Association

Location: Home Based (South East), United Kingdom

Type of contract: Full Time

Our Organisation:

The Football Association (The FA) is the governing body of football in England. We are responsible for promoting and developing the game at all levels; from grass roots through to the professional game, The FA Cup and the England International teams, and has two core assets: Wembley Stadium and St George's Park.

Overview of the role:

To manage the strategic development of grassroots football facilities and Parklife investment in line with The FA's National Facilities Strategy and National Game Strategy within regional groupings of County FAs (CFA) and target Authorities

Key responsibilities include:

- Lead the strategic identification and development of grassroots and Parklife facility investment
- Lead the implementation of the FA Facilities objectives within the National Game Strategy (NGS) and the FA's National Facilities Strategy in partnership with regional and national teams and relevant County FAs
- Work closely with the Regional Parklife Managers to coordinate the implementation of the individual Parklife projects across target Local Authorities and officers representing the other funding partners
- Provide a high quality support service to County FAs to enable the delivery of the facility projects and programmes to meet targets within County FA strategies
- In partnership with CFA colleagues, identify a portfolio of facility developments that will support the delivery of the national and county strategies ensuring that each County FA adopts an appropriate balance of investment into parks, school and clubs facilities to meet local need – including support with County HQ developments from time to time.
- To be responsible for delivery of facilities services to a variety of football stakeholders including clubs, leagues and local authorities. All services to be aligned with FA National Facility Strategy headings.
- To identify and negotiate suitable investment opportunities for prioritised projects based on knowledge of national, regional and local funds and in so doing, contribute to annual delivery of projects through the Football Foundation valued at least £50m pa and Parklife £200M. This should include a contribution to ongoing M&E offering feedback to Football Foundation and County colleagues.
- To be responsible for the project management and delivery of identified schemes throughout the pre-application stage to ensure that they adopt the key Parklife principles and are scoped to deliver optimum

football returns for the proposed investment.

- Ensure that the projects meet The FA's relevant technical standards and are underpinned by a robust and sustainable financial business plans
- Where appropriate support the protection of playing fields under threat from inappropriate development by working with colleagues in CFA's Sport England and Local Planning Authorities to form robust, evidence based objections through the agreed Memorandum of Understanding (MoU). Negotiate mitigation packages for the benefit of local football arising from the planning process.
- Lead CFA's in the development of strategic relationships with target LA's and other facility providers to mitigate the effect of changes in public funding regarding facilities and to shape and influence the development Local Authority strategic plans, identifying and implementing footballs specific requirements for facilities.
- Execute additional tasks as required in order to meet FA Group changing priorities



What we are looking for:

- Knowledge of the project development lifecycle and developing capital projects
- Demonstrate success in providing customer service to a range of customers
- Track record of delivering results within established targets
- Excellent Project management skills
- Experience of working in a multi stakeholder environment
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- Experience of financial and business planning
- Knowledge of local government

What we can offer:

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
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