

SPORTS MANAGEMENT

sportsmanagement.co.uk

Issue 4 2018

Volume 22

@sportsmag

NIGEL WALKER

"The public often haven't heard of us, but our work leads to the success of GB athletes" p28

Jon Dutton

Rugby League World Cup
chief on the sport's
'biggest ever' event p38

ON THE COVER

Laura Kenny

"I wanted a baby –
but why should I let
it end my career?" p10

BREXIT

Identifying the key
challenges for sport p60





Gamify your club: Your customers will love you for it!

Myzone is a leading wearable and technology solution designed and built for the fitness industry. Myzone amplifies the group exercise experience and provides valuable data for clubs with built-in challenges, personal goals, gamification, and an online social community.

Benefits of Myzone

-  Get results your customers can trust with **99.4%** EKG accuracy.
-  Connect to 3rd party equipment and other wearable devices for maximum versatility.
-  Customers can view their effort in real time on their smartphone or on club tv.
-  Myzone allows customers to earn points, gain status rankings and compete with friends.
-  Help your community flourish with in app social features which allows engagement and motivation outside of the club environment.

Learn more at myzone.org or info@myzone.org



[@myzonemoves](https://www.instagram.com/myzonemoves) | [#myzonemoves](https://www.facebook.com/myzonemoves) | [#myzonecommunity](https://www.facebook.com/myzonecommunity)





Time for collaboration

Many people's experience of sport lacks joined-up support from sports clubs, governing bodies, schools and colleges and local authority and trust facilities. It's time for that to change

Exciting new initiatives promise to unlock more potential across the sports and activity markets by harnessing the power of collaboration for the greater good.

In our news pages this issue, we report on a new partnership which has been agreed between a number of the larger sports governing bodies and the leisure sector (see page 14).

Five organisations – Badminton England, British Gymnastics, British Weightlifting, British Tennis and Swim England – have all become members of ukactive, the not-for-profit body which represents the activity sector, with a view to broadening their engagement with the wider sports, fitness and activity market.

The aim is for the governing bodies to work more closely with the sector to increase participation.

In announcing the tie ups, ukactive's public affairs director, Huw Edwards, said: "Together with Sport England, we want to work with NGBs, leisure centre operators, gym and health club operators and other community facility owners and operators to bring sports and services to more people in more locations."

This kind of joined-up thinking is exactly what we need in these times of reduced budgets.

Governing bodies, sports clubs, schools, colleges and local authorities have long skirted around each other, with there being very little true, deep and enduring collaboration between them.

It's all part of an old order, where each established its own power base and hierarchy and then defended it.



If we can use these lean times to remake the industry in a more streamlined and collaborative vein, when the good times come again, we'll be in better shape

It's taken austerity to open the door to this kind of joined-up thinking and to create a climate where we can finally start to overcome these old barriers.

It's to be hoped that this ukactive initiative will lead us into a new era where each plays to its strengths for the greater good, rather than simply fighting to protect its patch and ringfence resources.

Austerity has hit parts of the sports sector hard and there are – no doubt – further tough times ahead as we grapple with the beast that Brexit has become.

However, in the longer-term, if we can take a philosophical view and use these lean times to remake the industry in a more streamlined and collaborative vein, then when good times come again, we'll be in a far more powerful position to be a force for good in the world and to offer people of all ages a more joined-up experience of sport and activity – from the youngest age and throughout their lives.

Time to join together to shape the future.

LIZ TERRY, EDITOR, SPORTS MANAGEMENT

Choose how you read Sports Management magazine



PRINT

leisuresubs.net



DIGITAL

sportsmanagement.co.uk/digital



PDF

sportsmanagement.co.uk/contents



ONLINE

READER SERVICES

Subscriptions

Denise Adams

+44 (0)1462 471930

Circulation manager

Michael Emmerson

+44 (0)1462 471932

EDITORIAL TEAM

Editor

Liz Terry

+44 (0)1462 431385

Managing editor

Steph Eaves

+44 (0)1462 471934

News editor

Tom Walker

+44 (0)1462 471934

ADVERTISING TEAM

Advertising sales

Michael Emmerson

+44 (0)1462 471932

WEB TEAM

Tim Nash

+44 (0)1462 471917

Michael Paramore

+44 (0)1462 471926

Emma Harris

+44 (0)1462 471921

Dean Fox

+44 (0)1462 471900

Sport-kit.net

Lauren Heath-Jones

+44 (0)1462 471927

DESIGN

Sharon Hale

+44 (0)1462 471924

RESEARCH

Joe Neary

+44 (0)1462 431385

FINANCE

Denise Adams

+44 (0)1462 471930

Rebekah Scott

+44 (0)1462 471930

Leisure Media

Portmill House, Hitchin,
Herts, SG5 1DJ, UK

+44 (0)1462 431385

leisuremedia.com

firstlast@leisuremedia.com



People profiles:
Susanna Dinnage
takes over at Premier
League and Q&A
with Laura Kenny

p8

News and analysis:
Catch up on the
latest sports
news from around
the world

p14



Leisure diversified:
Life Leisure CEO
Malcolm McPhail
explains how choice
can lead to excellence

p54

Getting accessible:
Find out how
operators can
support people
with disabilities

p68





Nigel Walker:
The science and
technology behind
Olympic and
Paralympic success

p28

**Rugby World
Cup 2021:**
Chief exec Jon
Dutton has big plans
for the tournament

p38



Blind to Barriers:
Metro Blind Sport's
Martin Symcox
on making sport
available to all

p64



Sharing is Caring:
Could opening
up data be the
key to getting
people active?

p72

**08 PEOPLE**

Julie Schladitz, Laura Kenny
and Susanna Dinnage

14 NEWS & ANALYSIS**27 ANDY REED**

We need to tackle concussion

28 NIGEL WALKER

The national director of the EIS
on the Institute's success

34 DEMOGRAPHICS

Helping the less affluent
groups get more active

38 RUGBY WORLD CUP

The chief exec explains why it
will be more than just rugby

44 DIGITAL INSIGHTS

Sports marketers share their
insights on digital marketing

48 PRODUCTIVITY

Using sporting principles to
improve office productivity

54 LEISURE DIVERSIFIED

Life Leisure CEO Malcolm
McPhail on diversification

58 NEWS REPORT

A look at the NHS' Healthy
New Towns initiative

60 SPORT AFTER BREXIT

How will the sports industry be
impacted by Brexit?

64 METRO BLIND SPORT

CEO Martin Symcox on sport
for the visually impaired

68 DISABILITY

How schemes such as IFI is
making a huge difference

72 OPENACTIVE

How can sharing data help get
people more active?

76 PRODUCT INNOVATION

The latest innovations in sport

78 DIRECTORY

HAVE YOUR SAY

Have you got a view on the state of the sports sector? A topic you want to discuss? An opinion on an article featured in *Sports Management*? Write to us at: sm@leisuremedia.com



Selling Wembley – was it the only way to save grassroots football?

Since the news of the potential sale of Wembley Stadium broke, it drew a passionate response from all those involved in the beautiful game. At one point, a sale price of up to £900m was kicked around, with US billionaire Shahid Khan looking certain to add the venue to his roster of Fulham FC and the Jacksonville Jaguars.

The news came at a time when investment in grassroots football has been lacking far behind the growth in the professional game. A recent FA-commissioned survey revealed startling facts: only one in three community pitches is of an “adequate” standard; 150,000 matches were cancelled in the 2017-18 season due to poor facilities; and one in six matches was abandoned due to poor pitch quality.

The survey also highlighted that 33 of 50 county FAs are without their own 3G pitch and that England has half the number of 3G pitches that Germany does. These artificial pitches handle adverse weather conditions and provide better surface for teams development.

The FA argued that selling Wembley was the best way to help ensure that the future of the sport remains in good health. Sport England, which partially funded the building of the stadium agreed with the decision to sell, but only if the money was reinvested back into the sport.

Current issues

A solution is needed, but was selling Wembley the only way? If the money didn't come from selling a national asset, then where?

Only 5 per cent of football venues take their bookings through an online calendar, and 45



The sale of the national stadium could have provided much-needed funds



The equivalent of one school playing field has been sold off every two weeks since London 2012

per cent of venues manage bookings through a paper diary or a computer spreadsheet. Much remains unknown about people's playing habits and there are gaps in our understanding of how the game can be improved. The Football

Foundation, the largest sports charity in the UK, produced an extensive report, which found that 43 per cent of organisers are frustrated with not being able to see which pitches are available when trying to book. The demand for modern technology is there, but the speed at which it is catching up means we're missing out on valuable data that could help us to understand how to improve participation.

Since the London Olympics, the equivalent of one school playing field has been sold off every two weeks, leaving many schools with no facilities at all. Schools would often use facilities at times when other players would



Promoting small format football is a way of maximising participation

not, yet they receive little or no resource to subsidise their usage of public facilities. When I see a school give up their booking at a football pitch due to financial reasons I'm heartbroken, and it's hard not to worry for kids who are being turfed off the pitch and into the living room.

Small format football

The FA can more actively promote smaller formats as a way to maximise participation. Eleven-a-side games are usually played on weekends between 10am and 2pm, leading to bottlenecks and periods of intensive use.

Association football also involves fewer players on the same pitches over longer periods. By splitting an 11-a-side pitch into three 7-a-side pitches you can get 42 people playing at the same time, and rather than the standard two hours, the time could be reduced to one hour, giving more people access to these facilities.



Improving the stock of facilities would be a huge step forward and help realign us with countries like Germany

The small-sided game is more flexible and this matters when people are turning to more flexible activities. For instance, lunchtime five-a-side games would mean that pitches are fuller during off-peak hours, and would provide a way for offices to enable their workforces to be active.

Saving grassroots football would need more than just diverting funds from the now mothballed sale of Wembley into new facilities, as there are other areas in the landscape that are desperately lagging behind and need support.

Some of these are on a wider government level and are about assisting the future generations as we plough through years of austerity and local government budget deficits. However, improving the stock of facilities would be a huge step forward and help realign us with countries like Germany. ●

Jamie Foale, CEO, MyLocalPitch



You are in charge of how you prepare for life after sport. Don't leave your future up to fate. Be proactive

JULIE SCHLADITZ • CAREER COACH AND AUTHOR OF CAREER AFTER SPORT



As a career coach, Julie Schladitz has worked with many athletes

Why do athletes need help transitioning out of sport?

Retirement from professional sport is challenging. Stories of stars fallen on hard times appear frequently in the news. Research published by the world players' union FIFPro in 2015 showed that depression and anxiety issues affect over one third of former footballers. It's clear that there's an ever-growing problem.

For professional athletes, sport doesn't just provide financial rewards. They also stand to lose their status, feelings of entitlement, identity,

camaraderie, routine, goals, social support, security, self-confidence and a feeling of being better than anyone else at what they do. The list is long.

How can athletes prepare for the transition?

We all want to have some control over our lives with the possibility to make our own free choices. After all, autonomy and self-determination are essential to our wellbeing. You may not be able to control your retirement – an injury or de-selection from a team may take that decision away

from you – but you are in charge of how you prepare for life after sport. Don't leave your future up to fate. Be proactive. In order to continue your growth and personal development, start planning the next phase of your life now.

What's the first step in planning the next phase?

The better we know ourselves, the easier it is to find out what we want to do next. Insight into your personal values will enable you to regain a sense of meaning and purpose in life. It will help you take the right decisions, leading to life satisfaction and happiness.

What is really important in your life? Differentiate between what matters to you and what doesn't. Let this knowledge influence your goals and act on them. Remember, if the going gets tough, you're more likely to stay on track if you're heading in a direction that is valuable to you, rather than one that is not personally meaningful.

What sort of support do athletes need?

Transition out of sport can be tough emotionally: feelings of despair, frustration, and anger are common. The right support network is critical.



Professional athletes benefit from status, routine, camaraderie and more



While injury might dictate when an athlete's career is over, their preparation for life after sport is within their control



Athletes have always had goals to work towards, so also setting goals outside of sport is vital

Role models are important, so see if you can talk to someone who has been through a similar transition and succeeded. In addition to close family and friends, it is also important to have someone impartial to confide in when needed. And know when to seek out professional help – being able to ask for assistance is a sign of strength.

How does goal setting help?

In their sporting careers, athletes have always had a goal to work towards. Setting goals outside of sport is vital too. The period of transition out of sport may feel very uncomfortable. You don't quite know what you are going to do, you

feel out of your comfort zone, and your confidence may have taken a knock.

Setting goals is a proven, successful way to focus your mind, take control of your circumstances and help you anticipate setbacks. Moreover, achievement of goals reinforces your self-confidence and self-esteem. Pursuing meaningful goals, in line with your values, will help you develop as a person.

How can athletes learn to embrace change?

We all know that life has its ups and downs. Resilience is the ability to bounce back irrespective of what life throws at you. Athletes should try viewing setbacks as occasions to learn and remind themselves that out of difficult situations come new opportunities.

Be appreciative of life. At the end of each day, identify what went well for you. Be grateful for what you have. And quite simply, just quieting your mind through activities such as walking, gardening or meditating while taking time out to reflect on the small pleasures in life builds resilience. ▶

CAREER AFTER SPORT

Career After Sport is the result of twenty years of experience from professional career coach Julie Schladitz, who has counselled countless executives and athletes in professional development after they've left the sports industry.



With this book, Schladitz is sharing her experience, helping retired athletes around the world move on to new careers and become self-reliant in a new workforce.



As a female athlete, I wanted a baby, and I thought, ‘why should I let it end my career?’

Laura Kenny • OLYMPIC CYCLING CHAMPION

How did you first get into cycling?

I'd always been sporty. I'd always been into all the team sports and I really enjoyed it. But it was actually my parents that got me into cycling. My mum chose cycling as a way of losing weight when I was eight years old, and that was it, really. My sister and I really enjoyed it, so we just carried on doing it.

From there, what was the journey to the top of the sport like?

I just did it because I enjoyed it – it was fun. And then, I guess it's a bit like football, in that you get scouted. I did a test when I was about 13 to get onto a programme called Talent Team, which was my first stepping stone to the Great Britain team.

They have different academies for different ages and then once you're 18

© DOUG PETERS/DOUG PETERS/EMERCS ENTERTAINMENT



Laura Kenny is a four time Olympic Gold Medallist in cycling

you can get onto the GB programme. I basically just went through the system, literally from the bottom to the top, through British Cycling.

Obviously, cycling isn't easy, but in terms of moving through the system, I didn't really have any hiccups. I had it quite smooth onto the senior programme, and then my Olympic day came around so much faster than I thought it was going to.

How important is sport to you, personally, on a day-to-day level?

It's always been important. I always loved having an active life. That's what I want for my son, Albie, when he's growing up. I think it's a really healthy way of living. It's not even the fact that I do it because I love it – because I obviously do

© JOHN WALTON/PA WIREIMAGE



Kenny (far left) in the Women's Team Pursuit final at the 2018 European Championships



© JOHN WATTOUR/WIREIMAGE

Kenny is Great Britain's most successful female Olympic competitor of all time

love cycling – but I also do it because it makes me feel good about myself.

How have you found getting back into training after having a baby?

I always thought, as a female athlete, that I wanted a baby and why should I let it end my career? So I always planned that I would have one during my career.

I'm not going to lie, it's certainly tough. In the beginning, it was hard because you're thrown in the deep end. I had no idea how my body would react. And my body is completely different to what it was before, but I'm adapting to it, and I'm feeling more and more like myself every day.

It may be that I end up getting back to what I was before, but if I don't, then that's just life isn't it? I can cope with that.

Do you think big sporting events can inspire people to become more active?

Yeah, definitely. I think these events provide a huge boost. Because seeing it gives people encouragement and they think,



Female sporting role models can be incredibly powerful. The more women's sport we can get on TV, the better

"Oh, I can do that". The more we can get sport on telly, especially women's sport, the better. Because I do think female sporting role models can be incredibly powerful.

You recently spoke at Active Uprising. What are your recommendations for getting more people active?

Personally, as a cyclist, I would say we need more clubs, because getting people into the clubs is a massive thing. That's how I started, I just joined a club with my family. You get all the advice and coaching and join a community. And I think that's really important, to get that encouragement.

But I think school also has an important part to play. I think it's too easy to say, 'Oh well, there's only an hour in the curriculum that they have to do a week'. I think children need more than that. Not even sport, but activity – outdoor activity. I do feel that it's really important to have an outdoor lifestyle.

What do you think sports clubs can do to attract total beginners?

Beginners' programmes are obviously great. I remember at some of the clubs I went to you had to be a certain standard, it wasn't open to everyone. So I think if more clubs could have different groups to suit different abilities, that would be perfect. Then beginners can move through and learn from everybody.

I think that's important, because you don't want to be thrown in the deep end, people want to feel like they're part of something. They want to feel like they have a place there. ▶



The Premier League means so much to so many people. It represents the pinnacle of professional sport and to lead this organisation is a great privilege

SUSANNA DINNAGE • CEO, ENGLISH PREMIER LEAGUE

The English Premier League has appointed Susanna Dinnage as its CEO. Dinnage – who will become the league's first female chief – has been seen as a left-field appointment as she has no previous experience of the football industry.

She has spent her entire career in broadcasting and joins from media organisation Discovery, where she was the global president of the Animal Planet channel. She started her career at MTV and also spent 10 years at Channel Five.

She will replace current CEO Richard Scudamore, who stepped down in



Susanna Dinnage comes to the league from a career in television

December after 19 years at the helm. "I'm excited at the prospect of taking on this fantastic role," Dinnage said.

"The Premier League means so much to so many people. It represents the pinnacle of professional sport and the opportunity to lead such a dynamic and inspirational organisation is a great privilege.

"With the support of clubs and the team, I look forward to extending the success of the League for many years to come."

Bruce Buck, chair of the Premier League's Nominations Committee, described Dinnage as a "leading figure in broadcasting".

"We had a very strong field, but Susanna was the outstanding choice, given her track record in managing complex businesses through transformation and digital disruption," Buck said.

"She is a leading figure in the broadcasting industry, a proven business executive and a great developer of people. She is ideally suited to the role and we are confident she'll be able to take the Premier League on to new heights."

Buck's comments reflect the importance that the League now places on broadcasting – as opposed to footballing matters – as it competes against other European football leagues to secure lucrative TV rights deals. ●



The Premier League's latest domestic TV rights deal has decreased in value

SHIFT TO REAL RIDING

GEAR

1 2 3 4 5 6 7 8

36/23 36/23 36/19 36/17 52/21 52/17 52/17



REAL GEAR SHIFT
PATENT

SKILLBIKE™

The first stationary cycle with a REAL GEAR SHIFT (Patent), SKILLBIKE™ challenges your riding skills in real hill climbs and famous races thanks to its MULTIDRIVE TECHNOLOGY™ (Patent). Improve your riding speed, power, stamina and agility with SKILLATHLETIC TRAINING: technogym.com/HCM1

Integrated with Garmin, Strava and Zwift

TECHNOGYM

The Wellness Company

NEWS + ANALYSIS



Swim England is one of the NGBs to make the pledge



NGBs are beginning to see the potential of partnering with the industry

Huw Edwards

Five NGBs pledge 'greater alliance' with leisure sector

Five national governing bodies (NGBs) have pledged to work 'more closely' with the wider leisure sector in order to increase sports participation numbers.

As part of their commitment to a "long-term strategic alliance with the wider physical activity sector", the five organisations – Badminton England, British Gymnastics, British Weightlifting,

British Tennis and Swim England – have all become members of ukactive, the not-for-profit body representing the sector.

The move will allow the five to forge closer relationships with ukactive's membership network of gyms, leisure centres and physical activity providers.

The move comes as ukactive's public affairs director Huw Edwards called for all

NGBs to make better use of existing facilities within the sector, as well as finding new opportunities to collaborate.

Edwards said: "NGBs are beginning to see the powerful potential of partnering with the wider physical activity sector in order to boost participation in their sports.

"We stand at the start line of a marathon to shift the way

we think about sports facilities and participation, with the power to re-imagine existing leisure centres and be more creative in designing new ones.

"Together with Sport England, we want to work with NGBs, leisure centres and operators to bring these sports and services to more people in more locations."

More: http://lei.sr/N8x8U_P

'Challenging times' for rugby as RFU reports £30m losses



RFU invested a record £107.7m during the financial year

The Rugby Football Union (RFU) has posted losses of £30.9m for 2017-18 – a year in which the national governing body also made 54 staff members redundant.

The financial statement for the year ending 30 June 2018 reveals that the RFU invested a record £107.7m in the English game during the financial year – despite income falling by £12.5m. Outgoing CEO Steve



Looking back, 2017-18 clearly marks a transition point for the RFU

Steve Brown

Brown said the RFU faces 'testing times' ahead.

"Looking back, 2017-18 clearly marks a transition point for the RFU, as it moves from a period of high

growth and investment in the game to a more challenging time," Brown said.

Chair Andy Cosslett added that the sport's landscape was "rapidly changing" – and that the organisation must adapt to the changing tide.

This will include the need to reduce RFU's level of annual investment in rugby from the current average of £100m to around £95m.

More: http://lei.sr/r3b6w_P



The ski centre has been designed by Faulkner Browns Architects

Swindon's £270m ski dome plans approved by council

A major new indoor snow centre and leisure destination has been given the green light by Swindon Borough Council.

Designed by sports and leisure specialists Faulkner Browns Architects, the £270m project will include a 2,00sq m (21,500sq ft) snow centre featuring two real-snow slopes – measuring 75m and 170m in length.

It will also house a 12-screen cinema with the largest IMAX screen in the UK; a bowling alley; an indoor trampolining



This facility has been a vision for Swindon for more than six years
Dale Heenan

centre; a 130-room hotel; and a variety of shops, bars and restaurants.

"This ski facility has been a vision for Swindon for more than six years, but we've now passed the final gate," said councillor Dale Heenan.

More: http://lei.sr/M2w3c_P

Surrey CCC's Kia Oval expansion gets green light

Surrey County Cricket Club (CCC) has received full planning permission for the redevelopment of its Kia Oval ground, which will increase the venue's capacity to 28,000.

The project will see a new three-tier stand built in between the existing Micky Stewart Members' Pavilion and the Peter May Stand, which will introduce a range of new facilities – from conference spaces to hospitality areas.

Construction on the stand, designed by architects Rolfe Judd, will begin in October 2019, following the conclusion of the cricket season.

Work will be phased over 18 months and is due to be completed by the start of the 2021 season.

As well as extra seating and rooms for conferencing and events, the new stand will include two roof terraces.

More: http://lei.sr/v9N8N_P



The new name is far more representative of our members' work
Cate Atwater

Sporta rebrands as Community Leisure UK

Sporta, the body representing charitable leisure trusts across the UK, has rebranded as Community Leisure UK as part of efforts to "tackle a false perception of being a solely sport-focused body".

According to CEO Cate Atwater, the new name "better reflects" members' focus on improving the physical and mental health and wellbeing

of communities across the UK. "The new name, brand and proposition for the association came from bespoke research and is far more representative of our members' work," Atwater said.

"Our members are there for everyone in the community, whatever they want to do in their leisure time."

More: http://lei.sr/z9N5z_P



The scheme encourages fathers to better support their daughters

Initiative to help dads and daughters get active together

Women in Sport has teamed up with the Fatherhood Institute, Fulham Football Club and the English Football League Trust to help fathers and daughters from low income families in London get physically active.

The partnership has received £118,301 of National Lottery funding from Sport England for a project which will encourage fathers to play

a greater role in supporting their daughters to develop physical confidence and competence. Designed for girls aged between five and 11, the scheme is based on a concept designed by the University of Newcastle in Australia.

Overall, only 26 per cent of girls aged 5-7 meet guidelines for physical activity outside school.

More: http://lei.sr/G3G7A_P



A third of children lead inactive, sedentary lives

Childhood inactivity levels ‘a national disgrace’

The most recent Sport England figures show that 82 per cent of young people fail to hit recommended activity levels

Less than one in five (17.5 per cent) of children and young people are meeting the Chief Medical Officer’s guidelines of more than 60 minutes of activity a day, every day of the week.

Perhaps most worryingly, a third of children (32.9 per cent) now lead inactive, sedentary lives, doing fewer than 30 minutes of physical activity a day.

The figures come from Sport England’s *Active Lives Children and Young People Survey*, published on 6 December.

The survey is the largest ever of its kind and gives a comprehensive insight into how children in England are taking part in sport and physical activity, both in and out of school.

The report is based on responses from more than 130,000 children in England, aged between five and 16, during the academic year from September 2017 to July 2018.

Other findings include that nearly a fourth of children (23 per cent) leave primary school unable to swim 25 metres unaided.



These figures a national disgrace and show the failure of successive governments

Baroness Tanni Grey-Thompson

Responding to the survey results, Baroness Tanni Grey-Thompson, chair of ukactive, said: “These figures are a national disgrace and show the long-term failure of successive governments to prioritise the health of the most vulnerable people in society – our children.

“We now have the opportunity to work alongside Sport England to make sure

that government prioritises this issue and provides the critical investment and resource to transform Generation Inactive into Generation Active as a matter of urgency. We want to see Government support every community to make better use of our parks, open spaces, school facilities and leisure centres, so that children from all backgrounds have equal opportunities to live happy, active and social lives every day of the year.”

Sport England CEO Tim Hollingsworth agreed that urgent action was needed to tackle childhood inactivity.

“I am calling for a national focus on the health and wellbeing of our nation’s children and for the whole system to be united in delivering change,” Hollingsworth said.

“Our children deserve better and Sport England is determined to play its part. Parents, schools, the sport and leisure industry and government all have a role to play in addressing and increasing childhood activity.”

More: http://lei.sr/a5m5s_P



GB Snowsport's goal is to become a 'top five' nation by 2030

British Ski and Snowboard rebrands as GB Snowsport

British Ski and Snowboard has revealed a new name and brand identity, four months after the national governing body took over responsibility for parasnowsports.

The new name, GB Snowsport, will be implemented with immediate effect and has been designed to help bring together every skiing discipline under one brand.

Announcing the new brand, GB Snowsport CEO Vicky Gosling

reaffirmed the organisation's strategic goal of becoming a top five snowsport nation by 2030.

"Most people are now aware that we have talented individuals competing and winning across all the major snowsport disciplines," she said.

"Great Britain is already a leading snowsport nation and today our new identity brings together these athletes under one brand." More: http://lei.sr/c7g2q_P

Oxygen Freejumping opens new site at London's O2

The newest venue of Oxygen Freejumping has opened at the O2 Arena in London, UK.

Created by Zynk Design and Lunar Trampolines, the flagship 30,000 sq ft (2,787 sq m) indoor park features over 150 trampolines, dodgeball and volleyball courts, a ninja warrior course, and a foam pit.

Other attractions include a six-metre-high

suspension ropes course and interactive 'Reaction Walls'.

Stavros Theodoulous, managing director at Zynk Design said: "It is great to see the Oxygen brand evolve to become a complete family entertainment centre.

The project, in planning since 2014, is Oxygen and Zynk's eighth collaboration. More: http://lei.sr/9U6e9_P



I will leave feeling proud of the success we achieved

Martin Glenn

FA chief Martin Glenn resigns – will step down after 2018-19 season

The Football Association (FA) chief executive Martin Glenn has resigned and will step down at the end of the 2018-19 season.

The announcement will bring an end a four-year tenure, during which the FA has experienced significant successes both on and off the field.

The FA has seen a 40 per cent increase in revenues during Glenn's time at the helm, while

on the field, the England's men's and women's teams both reached a World Cup semi-final.

The FA also credited Glenn with "changing its culture", citing figures which show that 34 per cent of its staff are now female and 12 per cent from a BAME background.

"I have chosen to step down, having delivered much of what I came here to do," Glenn said.

More: http://lei.sr/Q6u9N_P

First look at University of Warwick's sports centre



The university wants to have the most physically active campus community in the UK by 2020

The University of Warwick has released an in-depth fly-through video of its soon-to-be-completed sports and wellness hub in Coventry, UK.

Set to become one of the largest sports and fitness facilities in Britain, the David Morley-designed complex will span 16,684 sq ft (1,550 sq m) and feature a 12-court sports hall and 230-station gym, as well as pools, indoor climbing



walls, fitness suites, studio spaces, and outdoor sports pitches. The £49m project, which ties in with Coventry's tenure as the 2019 European City of Sport, is also part of the university's push to become the "most physically active campus community in the UK by 2020".

More: http://lei.sr/g4Y7W_P

Surfing among 14 sports to share £3m Aspiration Fund

Surfing, skateboarding and climbing are among the 14 sports to have received investment from UK Sport's new £3m Aspiration Fund.

The fund, launched in October, has been designed to help support smaller sports – those which do not receive full UK Sport funding – with their ambitions to qualify and prepare for Tokyo 2020.

The list includes archery, artistic swimming, badminton, beach volleyball, climbing, fencing, goalball, karate, softball, table tennis, weightlifting and wheelchair rugby.

The decision to launch the new fund is widely seen as a softening of the elite sport body's "no compromise" approach, under which only



Surfing will receive £192,500 from the funding pot

sports with an expectation of winning a medal at Olympic or Paralympic Games receive support.

Grants from the Aspiration Fund are capped at £500,000 for team sports and £275,000

for individual sports, while they will run to the end of the Tokyo 2020 cycle.

"The Aspiration Fund is a fantastic opportunity for these athletes and sports to get on track for the Tokyo Games,"



The fund is a great opportunity for sports to get on track for Tokyo

Liz Nicholl

said Liz Nicholl, UK Sport CEO. "Many of the sports we are currently unable to support, while further away from reaching the podium, have the potential to inspire new audiences." More: http://lei.sr/£3D4w_P

ECB to make 2,000 British Asian women community sports leaders



Up to 2,000 British Asian females will be trained as ECB 'Activators'

Cricket's national governing body ECB will invest £1.2m in engaging women from British South Asian backgrounds to become sport and community leaders.

Up to 2,000 British Asian females will be trained as ECB 'Activators' over the next four years thanks to a grant from Sport England.

The Activators – volunteers in a role designed for beginners, or those undertaking their first involvement in coaching – will work in eight urban areas across the country.

The project is estimated to benefit up to 15,000 children aged between five and eight years old, and is part of the ECB's South Asian Action Plan that was launched in May. The



The project is estimated to benefit up to 15,000 children aged between five and eight years old

initiative aims to transform the way cricket engages with British South Asian communities.

Two of the plan's key priorities are to attract more women to playing cricket and inspiring them to be involved in the running of grassroots sport.

The South Asian Action Plan has already seen the installation of 64 non-turf pitches and 14 turf pitches in the 2018 Core Cities. More: http://lei.sr/Z3Q2p_P

Financial incentives – key to getting people active?

A study by research institute RAND Europe has suggested that there is a guaranteed way to dramatically increase people's physical activity levels – by offering them tangible financial rewards.

Described as the "largest behaviour change study on physical activity" RAND charted the behaviours of more than 400,000 people in the UK, US and South Africa.

The study examined the effect of a physical activity rewards programme ran by health insurer Vitality. Vitality traditionally offers its customers "treats" – such as cinema tickets – in return for trips to the gym, which are verified by swiping membership cards.

For the study, however, Vitality launched a new incentive with a direct financial benefit.



The study examined the effect of a physical activity rewards programme



Participants taking up the Apple Watch offer increased their physical activity levels by 34 per cent

Called Vitality Active Rewards with Apple Watch, the programme allowed members to acquire an Apple Watch by paying a minimal up-front amount – and then reducing their monthly payments to zero by meeting their physical activity goals.

Participants taking up the Apple Watch offer increased their physical activity levels by 34 per cent. Crucially, activity levels increased across the customer spectrum, regardless of health status, age or gender. More: http://lei.sr/U2Y6k_P

£40m inland surf park planned for north London

Lee Valley Regional Park Authority (LVRPA) and inland surfing company The Wave have unveiled plans to create an inland surfing venue in London.

To be located at the Lee Valley Athletics Centre in Edmonton, North London, the £40m venue will be developed jointly by the two partners and will allow people of all ages and abilities to have a go at surfing.

At the heart of the project will be a surfing lake powered by Wavegarden Cove technology, which creates up to 1,000 waves per hour.

The project is at an early stage and a programme



The Wave London will reinvigorate the region and encourage more people to get outside

The Wave

of consultation with local communities and interested organisations is set to take place in the new year – alongside comprehensive site analysis.

A planning application will then be submitted following the analysis.

In a statement, a spokesperson for The Wave



London will be the first capital city to have an inland surfing centre

said: "We are extremely excited to announce that we are partnering with Lee Valley Regional Park Authority to develop a planning application for a world-class surfing destination in London.

"The Wave London will reinvigorate land adjacent to the Lee Valley Athletics Centre and encourage more people to get outside in nature and get active." More: http://lei.sr/b7n7V_P

INTERNATIONAL NEWS

Helsingin IFK creating 'new kind of recreational hub'

Finnish ice hockey team Helsingin IFK (HIFK) is leading a development team aiming to build what could become one of Finland's most popular leisure attractions: Garden Helsinki.

The complex, major parts of which will be situated "almost entirely underground", will feature a number of sports, hospitality, and recreational facilities – including an 11,000-seat indoor arena, 200-room hotel, ice rink, gym, hotel, and spa.

On-site restaurants and residential apartments will also be constructed on the premises.

As well as becoming the new home for HIFK, the arena could house the capital's basketball team Helsinki Seagulls. The main owners of



The complex will include a sports arena and ice rink

the Seagulls, Janne and Sinikka Kulvik, have made a "significant investment" in the project.

Co-designed by architecture firms B&M, Populous, and PES-Architects, the new space – which will be built on the northern side of the Helsinki

Olympic Stadium – will be realised by YIT, Finland's largest construction company.

Speaking on the development, Juha Kostiainen, executive vice president of urban development at YIT said: "The Garden Helsinki project perfectly embodies our



The project embodies our vision of more life in sustainable cities

Juha Kostiainen

vision of more life in sustainable cities. It will combine several different functions at a location that benefits from excellent public transport connections." More: http://lei.sr/T4W5s_P

Real Madrid to begin work on 'best stadium in the world'

Real Madrid president Florentino Perez has revealed that work on a €400m (US\$429.5, £344.7m) redevelopment of its Santiago Bernabéu stadium will "begin soon".

Designed by a team of architects – which includes L35, Ribas & Ribas and GMP Architekten – the renovation will increase the venue's capacity by more than 5,000, to around 90,000. There will also be improvements to fan experience, the technology infrastructure and broadcasting facilities, as well as hospitality areas.

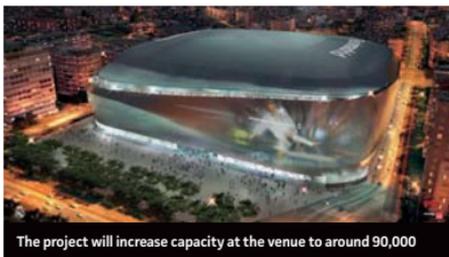


The stadium will offer new resources and revenue sources for the club

Florentino Perez

The exterior of the stadium will be coated in LEDs, effectively turning it into a huge digital canvas which can be used to air everything from commercial messages to the club's greatest moments in history.

According to Pérez, the work will result in "the best stadium in the world".



The project will increase capacity at the venue to around 90,000

"The redevelopment work on the Santiago Bernabéu is set to begin very soon," he said.

"This work will see the arena become the best stadium in the world and one of the leading cutting-edge

architectural icons in Madrid, while it will also offer new resources and revenue sources for our club. This heritage adds to that offered by our Real Madrid City." More: http://lei.sr/t9T4z_P

DON'T MISS

ELEVATE

8-9 MAY 2019 | EXCEL | LONDON

THE UK'S LEADING TRADE EVENT FOR PHYSICAL ACTIVITY

Elevate is the most cost-effective route to the UK's fitness club market, the UK's fastest growing business sector - now valued at over £5.1bn. Over two days 1,000's of senior decision makers from leisure centres, health clubs, independent and multi-site gyms, hotels, sports clubs, schools and universities attend to source the latest equipment, whilst learning more about best practice from thought-leading speakers.

HEADLINE SPONSOR

fibodo

COLOCATED WITH

COPA

ELITE SPORTS UK



LIMITED EXHIBITION
SPACE STILL
AVAILABLE

The floorplan for 2019 is already 80% full, if you have products and services you are looking to promote book now to secure your stand space and take advantage of the early bird rates expiring soon.

350+
EXHIBITORS

1000+
PRODUCTS

5 INNOVATION
AWARDS

300+
SPEAKERS

FANTASTIC
NETWORKING

LEAD SUPPORTERS:



FEATURED EXHIBITORS:



BOOK YOUR STAND NOW - ELEVATEARENA.COM



The Bjarke Ingels-designed stadium will be located on Oakland's waterfront

Oakland to get 'intimate' baseball stadium

Architect Bjarke Ingels creates designs for ambitious waterfront stadium, set to become home to Major League Baseball (MLB) franchise Oakland Athletics

Major League Baseball (MLB) franchise Oakland Athletics has revealed detailed designs for an ambitious waterfront stadium.

Designed by Danish architect Bjarke Ingels and his BIG practice, the 34,000-capacity stadium is being planned for a site at Port of Oakland's Howard Terminal.

The expansive project includes two connecting elements.

The site of the MLB team's current stadium, the Coliseum – where the club has played since 1968 – will be redeveloped in a way that will "benefit the community", while also providing resources for the privately financed stadium.

The Coliseum site will adopt a new identity by "absorbing the character" of the neighbourhoods around it, while the field will remain as a focal point honouring Oakland's sports history. The parking lot will become a central park, containing a ballfield amphitheatre, event spaces, and restored wetlands.

Meanwhile, the stadium itself will have views of the city and water, as well as new



Our design seeks to return the game of baseball to its roots

Bjarke Ingels

civic, educational, cultural and recreational amenities for the local community.

Costs of the project have not yet been disclosed.

BIG is working on the designs of the stadium in collaboration with local architect Gensler and landscape experts Field Operations.

According to Bjarke Ingels, the ballpark will offer "the most intimate

baseball experience in the world".

"Our design for the A's new home at the heart of Oakland's revitalized waterfront seeks to return the game to its roots as the natural meeting place for the local community," Ingels said.

"An elevated tree-lined promenade frames the ballpark on all sides, dipping down to meet the public square and open the field to the water and city views.

"The perimeter park connects a cascade of social spaces for the fans to enjoy the sport on gamedays and extends the urban fabric with a neighbourhood park to be enjoyed all 365 days a year. In other words – we are bringing the 'park' back in 'ballpark'."

Oakland Athletics' president Dave Kaval said the venue would be "bigger than baseball."

"We are excited to build a bold, iconic ballpark at Howard Terminal," Kaval said.

"This design will allow us to blur the boundaries of a traditional ballpark and integrate into the surrounding neighbourhood."

More: http://lei.sr/A8e2G_P



The stadium features a number of gaming and social spaces

Populous-designed “epicentre for esports” opens its doors

Esports Stadium Arlington, the largest video gaming stadium in North America, has opened in Texas.

Designed by international architecture firm Populous and built by Shawmut Design and Construction, the new 100,000 sq ft facility features eight tea rooms, a player lounge, and a competition space amplified by surround sound.

The venue, which will be able to accommodate

up to 2,500 people, will also utilise broadcasting technology supplied by Grass Valley systems, allowing international competitors to engage in real-time.

Commenting on the opening, Jeff Williams, mayor of Arlington said: “With Esports Stadium Arlington, we have positioned ourselves as both a national and international leader in the emerging esports industry.”
More: http://lei.sr/T2a9Q_P

Calgary public votes ‘no’ to 2026 Winter Olympic Games

Canadian city Calgary’s hopes to host the 2026 Winter Olympics Games are all but over, after a public vote saw the city’s residents reject the plans.

The city conducted a plebiscite to gauge public opinion on whether or not there is sufficient interest to submit a bid. The final result showed 56 per cent had voted against hosting the Games.

The vote is seen as another embarrassing rebuke for the International Olympic Committee (IOC), as Calgary becomes the fifth candidate to pull out of the race to host the 2026 Games. There are now just two candidates left for the 2026 Games – Swedish capital Stockholm and an Italian bid from Milan and Cortina.

More: http://lei.sr/7H7W5_P



Securing the site for the Miami franchise is a dream come true
David Beckham

Miami says ‘yes’ to Beckham’s Freedom Park and Soccer Village

The City of Miami has thrown its support behind Freedom Park and Soccer Village, David Beckham’s long-awaited stadium and training facility.

The proposed complex, which has been a subject of media speculation since it was first announced in 2013, will be the home of Beckham’s Major League Soccer (MLS) team, Internacional Club de

Fútbol Miami. Designed by Miami-based architecture firm Arquitectonica, the development will include a 25,000-seat stadium and a 24-hectare public park, as well as extensive space for football pitches, offices, hotels, and commercial facilities.

The new public realm will also feature a waterpark.
More: http://lei.sr/w8z3m_P

Dubai firm to build the ‘world’s largest sports mall’



The Sports Society will feature an ice rink, trampoline park, a martial arts dojo and bowling

Emirati real estate developer Viva City Developments has announced that it will supervise the creation of a record-breaking sports complex in Dubai.

Dubbed “The Sports Society”, the three-storey structure will occupy 3,717sq m of space and a feature number of leisure attractions, such as an ice-skating rink, trampoline park, martial arts dojo, bowling alley, and cricket simulator, as well as multiple climbing walls and retail shops.



The project will include a number of sports

Other amenities in the new community space will include spa and beauty studios and a physiotherapy clinic.

The project is being spearheaded by Edgar Bove, Head of Design at Viva City, and conceptualised by design company DLR Group.
More: http://lei.sr/c8W2h_P

Standard Practice

The sports construction industry works hard to create safe and high-quality sports facilities – playing an important role in getting more people physically active

A lot of work takes place 'in the background' in order to design and build safe, quality environments for sports, both at grassroots and elite level. There's a plethora of industry standards covering all aspects of a typical facility – from playing surfaces and equipment to lighting and building regulations. Sports facility builders and equipment manufacturers also work in partnership with testing laboratories, to ensure that all products and materials used within sports are safe.

As the trade association for the sports construction industry, SAPCA and its members are actively involved in creating safe, inspiring environments for physical activity. At the heart of SAPCA's work to improve quality is its

“
We provide vital input into the processes through which British and European Standards are developed

ongoing Technical Programme, which drives higher standards in the industry.

“As well as developing our own standards for use within the industry – through the series of SAPCA Codes of Practice for the design, construction and maintenance of facilities – we work closely with sports organisations and other bodies,” says Mark Oakley, chair of SAPCA's Technical



Mark Oakley is the chair of SAPCA's Technical Committee

Committee. “We also provide vital input into the processes through which British/European Standards are developed.”

BREXIT – WHAT WILL CHANGE?

As a member of the European Union, the UK's industry standards for sports – just like other sectors – are linked to European regulations and guidance. The British Standards Institution (BSI) is responsible for channelling the UK's input to the process. As part of this, numerous industry experts participate as members of the various British and European technical committees.

This system is set to continue, whatever the final outcome of the Brexit negotiations, as BSI intends to remain a member of the European Committee for Standardisation (CEN), which is not restricted to member countries of the EU. Future trade between the UK and the continent will continue to be based on compliance with agreed standards.

KEEPING UP WITH CHANGE

To keep up with the rapidly changing sporting landscape, the sport industry's safety and quality standards are constantly being revised. These changes are driven by a number of different factors and industry bodies. In the last few months alone, there have been updates to a number of existing standards.

In November, UK Athletics announced plans to make all throwing cages in the UK compliant to IAAF standard specifications



The specification for throwing cages was redefined due to a near-miss incident



The safety guidance for sports facilities is constantly reviewed

over the next few years. In June, BSI published a new British standard for goalposts. In October, The Sports Grounds Safety Authority published the sixth edition of its Green Guide – seen as the industry bible – used around the world by architects and designers as a best practice guide for the development of stadiums.

These three changes in standards give a flavour of the varied way in which guidance can change – one initiated by a sports governing body, another by BSI/CEN and the third by a non-departmental public body.

Further changes are on their way, too. At the European level, work is taking place to create new standards for playing pitch shockpads, the use of synthetic turf indoors, and the methodology for sampling infill materials. And despite only having been published this year, the standards for goalposts are also under review, with SAPCA taking a leading role on the work within the UK, through its goalpost working group.



We defined a new specification that will provide increased safety for all users

LEADING THE WAY

Some of the updates to standards – especially to do with safety – come as a result of particular incidents, as was the case with the throwing cages.

“Earlier this year there was a near miss incident involving a hammer at a league fixture, where we were fortunate not to see a serious injury,” says Michael Hunt, UK Athletics facilities and health & safety manager. “Following the incident we conducted a thorough review of all UK cages. As a result, we defined a new UK cage specification, that will reduce the

‘danger zone’ of all cages and will provide increased safety for all facility users.”

The incident is an example of the ways SAPCA actively engages in the process of delivering safe spaces.

“We know that new throwing cages are costly,” says UK Athletics’ Hunt. “So we worked with SAPCA and its specialist contractors and manufacturers to develop a programme of cage modification – as opposed to replacement, which has been endorsed by facilities providers.” ●



For more information on SAPCA, its Technical Programme or safety at sports facilities in general, contact us at: info@sapca.org.uk or 024 7641 6316 www.sapca.org.uk

Pitch Perfect...

from concept to construction, we design and build all **Synthetic and Natural Sports Surfaces**

Our expert team will work with you, to complete any sports pitch requirement:

- ▶ Football pitches
- ▶ Hockey pitches
- ▶ Multi-use Games Areas
- ▶ Rugby pitches
- ▶ Athletics tracks

Get in touch

01926 319 724



info@obriencontractors.co.uk



www.obriensports.co.uk





TACKLING CONCUSSION

We need better education and protocols to protect against concussion, says Andy Reed

The benefits of sport are many – it does wonders for us physically and mentally. This is why I evangelise about it daily. However, when you're faced with evidence of sport being harmful, it's right to take action.

In my era, as an amateur rugby player, concussion was sadly something we joked about. However, as I've learnt more my attitude has changed dramatically.

The real wake-up call for me was when I came across a campaigner – Peter Robinson – who had tragically lost his 14 year old son, Ben, to concussion in a rugby match.

It has become clear that it isn't just high impact sports like rugby that put players at risk. The family of footballer Jeff Astle launched the Jeff Astle Foundation after it was confirmed that he had died at the age of 59 as a result of chronic traumatic encephalopathy (CTE), a progressive, degenerative brain disease found in individuals (usually athletes) with a history of head injury, often as a result of multiple concussions. In Astle's case, this was believed to have been caused by the repeated heading of footballs.

SLOW PROGRESS

The dangers of concussion are something sports organisations need to take seriously. At one stage I was warned off by an NGB for becoming too vocal, as they worried it may put people off the sport.

We ploughed on, however, with the Sport and Recreation Alliance creating the *Concussion Guidelines for the Education Sector*.

Despite this, we recently polled our members at the Sports Think Tank and found that 48 per cent don't believe our



More needs to be done at a grassroots level to prevent and safely manage concussion



The dangers of concussion are something that sports organisations need to take seriously

sector is doing enough to combat the issue. Some professional sports seem to be moving in the right direction. In rugby the Head Injury Assessment is now commonplace. In football, the FA and PFA have launched joint research into the prevalence of dementia among former players.

SAFETY FIRST

Our survey found that sports need to move much more towards prevention rather than just treatment. In rugby, if the evidence suggests lowering the tackle area, then the authorities should follow suit.

Labour has pledged to intervene and has promised it will bring the sports together and ensure effective standards are introduced at all levels. This last point is key. Although we have seen major improvements in player welfare at the professional level in some sports, the level of knowledge at grassroots and schools needs improving. I've seen too many incidents at grassroots rugby that are still laughed off as they always were.

The danger, of course, for all sports is that a lack of action will lead to informed parents and consumers making up their own minds and walking away from sports that may be perceived as dangerous. Now is the time for sports to take the lead and show that they care about player welfare. ●

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

NIGEL WALKER

In the past decade, the English Institute of Sport has played a large part in the success of athletes from Great Britain at the Olympic and Paralympic Games. National Director Nigel Walker talks about the institute's progress and his plans to build on it

What exactly does the EIS cover?

It's quite broad, but in simple terms, we're responsible for science, medicine, technology and engineering delivery to the British Olympic Team and the British Paralympic Team. We also work with a couple of English sports, netball and squash.

So, across the 30+ Olympic and Paralympic sports we provide science, which includes strength and conditioning coaches, physiotherapists, nutritionists, physiologists, psychologists, performance analysts, biomechanics and performance lifestyle, medicine and doctors.



EIS strength and conditioning coaches work with athletes in 30+ sports



We're working more closely with the sports now, across areas they wouldn't be able to themselves

The technology engineering could be as simple as aerodynamic helmets or suits for the cycling or skeleton team, or it could be the bikes or sleds themselves.

How did you come to head up the EIS?

I'm a former track and field athlete, I ran for Great Britain in the Olympics and World Championships, then retired from athletics and took up rugby. I played rugby for six years, playing for Cardiff and Wales.

I then worked in broadcasting, as a commentator, presenter and reporter. After that, I worked for the BBC – I was head of sport at BBC Wales and I was also head of change and internal communication.

At the same time, I was a UK Sport board member and during this time the national director post at EIS came up and I was asked to apply, which I did. I became the national director in 2010.

How does your background as an athlete influence your role?

As an athlete myself, and having been around Olympic and World Championship gold medalists, I feel I know what it takes for an athlete to be successful – even



London 2012 was, at the time, GB's most successful Games since 1908

© DOMINIC PENNISON/ARCHIVE PHOTOS

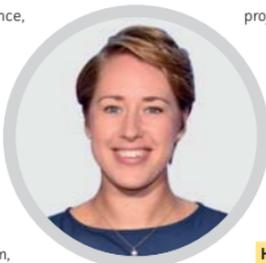
though it was quite a few years ago that I was competing. I always try to put the athlete and the coach first in everything we do and make it an athlete-centred and coach-centred approach to training and preparation, and I find that's invaluable.

How has the organisation evolved over the years?

It was established in 2002, and I am reliably informed that at the Christmas party that year there were 37 people. At our most recent national conference there were 400 people in attendance, including just under 350 members of staff.

We've also grown the level of impact we have in our relationships with sport, across optimising training programmes, maximising performance in competitions, identifying and developing talent, improving health and wellbeing and at the same time minimising training days lost to injury and illness.

For instance, as far as identifying talent is concerned, we have a performance pathways team, which has run a series of talent identification programmes over the course of the last few Olympic cycles. Two of the best known and most successful people identified by these programmes include world and Olympic rowing champion, Helen Glover, and double Olympic champion in the skeleton, Lizzy Yarnold.



Glover (top) and Yarnold were found in EIS talent ID programmes

What changes have you made during your time as national director?

We're working more closely with the sports and have moved to the centre ground in the high-performance system, so we're working across those areas that the sports have told us they couldn't do themselves. These are areas where it is more efficient and effective for it to be done centrally, such as cross-performance innovation and athlete health.

We've got a project on the go at the moment, for example, which is a respiratory tract infection project. We're looking to identify the people who are most susceptible to respiratory tract infections and to try to reduce how often they contract them. We're then looking at when they do get them and how to reduce the amount of time they're away from training and competitions.

This is a project that couldn't be done individually by one sport, but it's done by the EIS for the benefit of all sports.

How do you undertake research?

We have more than 20 PhD students who are doing various research projects. This research is driven by performance issues that have been identified by the sports. We have links with the universities, and we commission individuals to undertake a Masters or PhD based on these performance issues. So we don't ▶

© SHUTTERSTOCK/FEATURERUBELASH/PHOTOAGENCY



Nigel Walker playing rugby for Wales in a match against France in 1993

► do research for research's sake, we do research to find solutions for problems identified by sports.

Have there been any big advances recently?

I don't mean to sound like somebody out of MIS, but when we do make advances we tend not to talk about them! We only talk about them when we've squeezed every last pip of benefit out of it, so that we don't give any information away to our competitors.

Does this research eventually filter down to benefit grassroots sport?

Yes. For example with the respiratory project, if we make a breakthrough there, and we can minimise the incidence of upper respiratory tract infections in our competitive cohort, there's obviously a benefit for grassroots athletes and even non-athletes. That's why we're currently working with the Royal Brompton Hospital – so that any advances can automatically be used for the wider population.

How does the EIS compare to other countries' sports institutes?

Well, it's interesting that when we were established, the first national director, a woman called Wilma Shakespear,



Rather than following the pack, now the pack wants to know how we've been so successful

had been working in the Australian system before she came across and set up the EIS in 2002.

Now, we have requests from our contemporaries in Australia to come across and look at what we're doing, as well as requests from Denmark and Holland, and India and China, and other countries. And I'm not saying we're the best institute in the world, but we're certainly in the leading group. Rather than following the pack now, a large part of the pack is following what we're doing, to understand how we have been so successful across Beijing, London and Rio.

So you've caught up to other institutes over the last three Olympic cycles?

Definitely. We were learning and developing before that, but in 2008 we had the big breakthrough in Beijing, in terms of medals won across Olympic and Paralympic sport. London was better again, and then Rio was better again. For a country of our size, we're ►



EIS researchers are working to better understand respiratory illnesses

BREATHE EASY

The EIS, in collaboration with the Institute of Sport Exercise & Health (ISEH), Royal Brompton & Harefield NHS Foundation Trust and Imperial College London, is working on a project aimed at optimising respiratory health in a large cohort of elite athletes known to be susceptible to respiratory illness.

The collaborative project is one of several EIS Athlete Respiratory Health initiatives aimed at reducing the impact of respiratory illness on training and competition availability. The results are likely to have wider public application, with respiratory illness being a major economic and healthcare concern in the UK.

The project will evaluate and support improved care in the prevention, detection and diagnosis of respiratory illness in over a hundred athletes identified as being

susceptible to respiratory illness from a cross-section of Olympic and Paralympic sports.

Respite from respiratory illness

Dr James Hull, consultant respiratory physician at Royal Brompton Hospital and Imperial College London, and an expert in athlete respiratory health, said: "Respiratory illness is the most prevalent health issue in athletes. This project offers a great opportunity for us to really understand this area properly, to help athletes remain fully available for training and competition.

"We plan to work with the EIS to apply the world-leading clinical and research expertise at Royal Brompton & Harefield NHS Foundation Trust and the National Heart and Lung Institute to inform best care for athletes, by identifying and supporting the application of state-of-the-art assessment and treatments."

No time to be unwell

In the two-year period to 20 July 2017, there were 630 respiratory illnesses recorded in 402 athletes, with an average of nine days of restricted training per occurrence. This totalled around 5,800 days – nearly 16 years of training days – that were impacted.

Over 30 per cent of the affected athletes had repeated occurrences in the two-year period with the diagnosis of upper respiratory tract infection (URTI e.g. sinusitis, laryngitis and the common cold) accounting for 85 per cent per cent of respiratory illness occurrences, followed by asthma with 11 per cent.

It is also likely that under-reporting and self-managing of respiratory illness means that the rate and impact of respiratory illnesses is higher still.



© SPORTS ILLUSTRATED/GETTY IMAGES

As well as working with Team GB, the EIS also supports England Netball, which won Gold at the 2018 Commonwealth Games

▶ certainly punching above our weight. Yes, we're well resourced, but that money is targeted and used effectively and efficiently for maximum effect.

Sport England is now focusing on physical activity rather than traditional sport. How do you think this shift in focus might affect elite sport in years to come?

Sport England is still considering what its future programme should be. We know there's a split between Sport England and UK Sport. UK Sport is at the performance end; Sport England is at the recreation end, primarily.

The performance end focuses on athletes who are within eight years of potentially winning medals at World or European level. But there is some overlap – both UK Sport and Sport England run programmes to reach those who are nine to 12 years away from podium potential.

There's an ongoing conversation around how the two organisations can work most effectively to make sure that the nine to 12 years – and immediately below that – is as strong as it possibly can be. So, it is about the health of the general population, but it's also about the first stages of the performance pathway. And if those two continue to work together there will be no detrimental impact on what happens at Olympic and Paralympic and World level, irrespective of how the programmes change within Sport England's remit.



A lot of the public wouldn't have heard of the EIS, but our work leads to the success of GB athletes

What are your future plans for the EIS?

For us to continue to impact on sports programmes when they compete at Olympic, World and Paralympic level. For example, in London we worked with 27 of the 29 sports that won medals, and we worked with 86 per cent of the athletes that won medals. In Rio, that increased to 93 per cent of the athletes that won medals and 31 of the 34 sports that won medals. We would like to continue to increase the number of athletes that we work with, so that every penny the government gives us is having maximum impact.

The EIS worked with 93 per cent of athletes that won medals at Rio 2016

Lastly, how important do you think the EIS is to the public image of sport?

A lot of the public wouldn't have even heard of the EIS, and that's not a bad thing. I think in terms of the success of GB, we know the impact it had on the country in London 2012 and again at Rio 2016. It's not necessarily the EIS itself, but it's our work that leads to the impact those athletes have. I'd like to think we're at the heart of the high performance system, and we'll continue to work hand in glove with sport to give athletes their best chance of succeeding on the world stage. ●



PREMIER GLOBAL SETS KITE MARK IN S&C COACHING WITHIN PROFESSIONAL SPORT

Drawing on the success in the United States, Premier Global NASM is on a mission to standardise the quality and application of strength and conditioning coaching available to athletes and players affiliated to professional sports clubs.

Currently, in the UK, strength and conditioning coaches arrive in their roles from a number of education routes. This means that, while the quality of the education is not in question, there is huge variation in the methodology and practical application.

Within a controlled environment, for example a single, professional sports club, this does not present any issues. The problems arise when players transfer between clubs. In this scenario, a player is likely to have to adapt to a completely new training regime influenced by the training route of the strength and conditioning team. This interrupts training continuity and has the potential to negatively impact performance.

In the United States, every major league baseball and NFL club employs an NASM



Premier Global NASM's new programmes ensure S&C coaches receive uniform education

qualified strength and conditioning coach. Designed by one of the world's top physical therapists, Dr. Mike Clark, NASM's Optimum Performance Training (OPT™) model has become the industry standard, creating uniformity in philosophy and delivery to ensure players can seamlessly move between clubs without interruption to training schedules.

Premier Global NASM has recently signed a partnership agreement with an English Premier League football club to deliver its Corrective Exercise Specialism

(CES) and its Performance Enhancement Specialism (PES) programmes, both based on the principles of the highly successful OPT model. Over the next few years, the ambition is to create a network of clubs offering this education to their coaching, physiotherapy and rehabilitation teams, standardising the support offered to players both cross-club and cross-sport. ●

For more information, please contact Premier Global NASM on 020 3797 2512 or visit premierglobal.co.uk



The Corrective Exercise Specialism and Performance Enhancement Specialism will ensure players can seamlessly move between clubs

HEALTHY BENEFITS

A new report from Sport England shows that the poorest groups are still much less active than affluent groups. We take a look at why targeting this demographic not only benefits these individuals, but can also provide financial growth for leisure centres

According to Sport England's latest National Benchmarking Service (NBS) report, the leisure industry still isn't reaching the lowest socio-economic groups. The low representation of these groups has not significantly changed over the last few years, which means it's a demographic the leisure industry must actively attempt to engage in order to increase levels of participation.

Worryingly, the NBS report found that only 54 per cent of people from the lowest socio-economic group (NS-SEC 6&7) who

attended leisure centres were active for at least 150 minutes per week, compared with 70 per cent of the higher socio-economic groups (NS-SEC 1&2).

Leisure-net, which carried out the study in partnership with the Sport Industry Research Centre (SIRC) at Sheffield Hallam University on behalf of Sport England, provides customer insight to the UK's active leisure, fitness and cultural service industries. Director Mike Hill says: "This is a significant and meaningful difference. On a simple level, the NBS identified that barriers to participation in physical

54% of people from the lowest socio-economic group (NS-SEC 6&7) were active for at least 150 minutes per week.

In comparison, **70%** of the higher social groups (NS-SEC 1&2) achieved this level of activity

Data sourced from Leisure-Net Solutions Ltd & NBS



According to the NBS, group workouts are less attended by lower socio-economic demographics

activity include high costs and poor access to facilities. However, there is much evidence to suggest issues relating to social identity and self-esteem have a great influence too."

The London School of Economics Housing and Communities research department carried out an in-depth study on the impact of poverty on access to sport in 2015, on behalf of the sports charity Street Games. It found that, as well as the financial restrictions, emotive factors including fear of failure, a lack of role models, stigma and peer pressure played an important part in young adults' low participation levels in sport in the poorest areas of the country.



“ This Girl Can was a success due to its carefully targeted approach. A similar model could work for other groups

LEARNING FROM THIS GIRL CAN

The NBS previously identified a low score for women's participation in physical activity; insights that confirmed Sport England's own findings of how the active leisure industry was failing women. "The Sport England 2015 This Girl Can campaign was very successful, changing consumer behaviour and inspiring women to be more active by breaking down barriers and preconceptions, using strong and focused marketing messages to target a group," says Hill.

As a result of the campaign, Sport England's *Active People Survey* found the number of women playing sport began increasing faster than men. The latest NBS also found women are now over-represented in visiting public sport and leisure centres. "The leisure industry could look at this approach and apply it to low income groups," says Hill. "This Girl Can was a success due to its carefully targeted approach. A similar model could work for other underrepresented groups."



The 'This Girl Can' campaign successfully targeted women, who previously were not as active as men



Health messages aren't reaching this group. Failure to engage them is leading to long-term health implications

A SOCIETAL ISSUE

Leisure operators agree that low income groups are difficult to reach and that eliminating barriers to physical exercise among low income communities is a multifaceted challenge. However, it's also an area for potential financial growth, with the additional possibility of funding from government think tanks and schemes.

Hill believes operators must refine their offers, marketing strategies, opening hours and staffing policies to make exercise and healthy lifestyle choices more attractive and less intimidating to this socio-economic group. "This isn't just a leisure centre problem, this is a societal issue," he says. "Health messages in general aren't

reaching this group. The active leisure sector must work out how to target this group, as its failure to engage with the less affluent classes is leading to long term health and societal implications."

DataHub's head of sales, Chris Phillips, agrees that understanding your market is essential. "We operate in a data-rich, information-poor sector. Data is at the heart of any successful leisure operation, and any potential marketing strategy."

GEO IMPACTS

DataHub's Geo Impacts uses national and regional data based on throughput and percentage increase in participation from more than 500 million visits to leisure

facilities in the UK. It utilises the data for live mapping and demographic profiling in order to identify potential customers and the activities they want to take part in. It can accurately identify locations with underrepresented demographic groups, as well as trending sports and activities. It can also specifically help identify where there are customers in high deprivation or at high risk of inactivity – as well as understand the type of activities that bring those customers to physical activity.

Geo Impacts shows that the top participation sports for people in the most deprived areas are football and swimming, and that group workout classes are less attended by these groups. It also tells us that, although women's presence in physical activity rates has increased, there is still a significant difference – 33 per cent – between women in the most and least deprived areas across all participation levels.

"Our data backs the NBS findings that overall participation is higher for those who live in the most affluent areas," continues Phillips. "It shows there's no 'one stop shop' solution for people in low socio-economic groups, as age, gender, race and disability also impact participation data for this group. But this snapshot of participation data can be used by leisure operators to design and develop targeted offers and activities."

TARGETING PROGRAMMES

Places for People Leisure (PPF) is a great example of how targeting specific groups and activities can increase participation,

Top trending participation sports for the most deprived areas are **football** and **swimming**

Group workout classes are **less attended** by lower socio-economic groups

Data sourced from DataHub & Leisure-Net Solutions Ltd



Classes targeted at young mums can be a good introduction to a centre



Female-only bootcamp sessions have been used to target less affluent women

“ Using the NBS on a local scale allows us to better understand participation, and to use this data to target certain groups

having used the NBS alongside strategic cultural tactics and trends in deprived areas across its Rotherham contract with some impressive results.

Mark Rawding, Rotherham contract manager for PFP explains. “Using the NBS on a local scale allows us to gain an understanding of participation, and in turn use this data to devise a plan to ‘enable’ hard-to-reach target groups.”

The NBS identified the exact participation in the community surrounding each leisure centre. PFP then developed a strategy to target activities aimed at various underrepresented groups. It ran a variety of taster sessions, including tennis sessions for teenagers, Bollywood Dancing for black and minority ethnic (BME) women and boot camp sessions for females and the over-50s.

“We created a link with a local United Multicultural Centre, which aims to generate participation opportunities for those

facing religious or cultural barriers, and conducted two lots of eight-week dance classes, signposting participants back to the same session with the same instructor at a discounted rate within our centre,” states Rawding. “As a result we activated 27 BME families in an area of deprivation, improved our internal stats on Social Class 6 & 7 participation and now expect to increase our NBS score in both areas.”

ATTRACTING NEW CUSTOMERS

The team at Aston Leisure Centre ran a music and movement session for preschool-aged children, initially operating from a local Sure Start hall in a deprived area. Thirty-two families participated, and of those, eight families have continued the sessions in the leisure centre.

So it seems there is no single, simple strategy for reducing physical activity disparities between the socio-economic groups. A multifaceted group will require



Places for People ran Bollywood Dancing sessions for BME women

a multifaceted solution. Data analysis can, however, help operators develop relevant offers and target marketing.

Phillips concludes: “Whether it’s to attract new customers or retain existing members, knowing the right activities and channels of communication that are specific to your target groups ensures reduced costs and increased customer satisfaction. Having decisions informed by strategic intelligence makes for a much smarter operator.” ●

MORE THAN JUST RUGBY

As the Rugby League World Cup 2021 organising committee prepares to reveal the final venues for the tournament, **Tom Walker** speaks to chief executive Jon Dutton about the plans for the event

“I see our task as being to create and host a sports and entertainment event – and not ‘just’ a rugby league tournament,” says Jon Dutton, chief executive of the Rugby League World Cup 2021. “We’ve received a large amount of public funding, so I think that alone means we have an obligation and a duty to go beyond the five or six weeks of competition of the tournament.

“So that’s exactly what we’re doing. We’re going to use rugby league to engage with a number of towns, cities and communities across the country.”

Dutton, who took up his role as CEO on 1 February 2018, says the tournament’s mix of sport, culture and entertainment will help achieve one of the organising committee’s primary objectives.



“We want to take the game to new audiences,” he says. “So the 2021 World Cup will be about much more than just the sport.”

SUPPORT STRUCTURES

England secured the right to host the 2021 World Cup following a keenly contested bidding process, which included a joint bid from the US and Canada. Announcing the winner, the Rugby League International Federation (RLIF) said that the wide support for the sport in England – at both grassroots and government level – had ensured the bid’s success in the final assessments.

The tournament certainly has the support of the government, which has committed £25m to hosting the tournament. Of that total, £15m will be spent on the staging of the event, while £10m will be invested



Dutton and UK Sport’s Esther Britten launch ‘Inspired by 2021’ in London

Dutton says the 2021 Rugby League World Cup will target new audiences, such as children



in improving rugby league's facility infrastructure – in order to grow the game across the country.

The tournament has also featured heavily in the government's Northern Powerhouse plans. While Brexit has meant the initiative, which aims to address the North-South economic imbalance, has had minimal media coverage lately, Dutton says the project is still very much alive – and plays a big part in planning for the Cup.

"Around 80 per cent of the tournament will be hosted within the designated Northern Powerhouse area," he says. "So it's very much at the heart of plans."

AUDIENCE CREATION

The exact venues are yet to be decided – the final venue plan is due to be published in January 2019 – but Dutton says there has been plenty of interest to take part. ▶

JON DUTTON: A CAREER IN RUGBY

A "life-long rugby league fan", Dutton was named CE of the 2021 World Cup on 24 August 2017 and took on the role in 1 February 2018. The 46-year-old led the successful bidding process for the 2021 tournament as director of projects and people at the RFL and has previously worked for organisations that include the PGA European Tour and UEFA.

He was also the operations director for the Rugby League World Cup 2013 and more recently director of readiness for the Tour de France Grand Depart in 2014.





► “We have 40 towns and cities that have expressed an interest in hosting games, training facilities or the teams during their stay here,” he says.

He adds that while the Northern Powerhouse region – where rugby league is already popular – will host most of the tournament, the selection process will focus on making the game available for potential new fans.

“One of our tournament values is to be authentic,” he says. “And we have to be authentic in our venue selection too. So it won’t be about simply taking a map and putting a lot of pins on it to ensure we have coverage in all the different regions.

“We have to make sure that we go to locations where we believe the best offer is. We want to use the tournament to take rugby league to new audiences, so we will be looking at locations where we can get new fans – rather than just existing ones – to come and watch the games.

“To be able to do that we need to select the right venues in the right locations and get the right games hosted in those venues, in order to attract interest and target those new audiences.”

BIGGER AND BETTER

England will host the World Cup for a record fifth time in 2021. The tournament was last held on these shores as recently as 2013. But while the previous tournament is still fresh in most rugby league fans’ minds, Dutton

Australia, New Zealand and Papua New Guinea hosted the last tournament in 2017

says the 2021 event will be fundamentally different.

“I was involved in 2013 and spent three years of my career working on that tournament – and I’m very proud of what we achieved,” says Dutton, who worked as operations director for the 2013 tournament.

“But I would suggest this tournament will be radically different. That’s not to say we didn’t do a great job in 2013 – because we absolutely did, and did so with really small resources.”

LASTING LEGACY

The World Cup’s legacy programme will look to use the tournament as a catalyst to develop the game and “engage with the widest possible audience”.

“Our programme will be far reaching as we aim to engage with people in different ways,” Dutton says. “Our aim is to transcend the sport and act as a springboard, not only for Rugby, but also for the wider social benefit.

“The legacy plans can be divided into three strands. The first, ‘Empowered by’, is about sourcing our volunteer workforce from local communities during the tournament – and retaining them in the sport after the event.

“The second is ‘InspirationALL’ – our engagement programme – which ranges from public health initiatives and cultural projects (such as dance and singing) to international development programmes.

“The third one is ‘Created By’, which is all about improving and creating new facilities for the sport.”

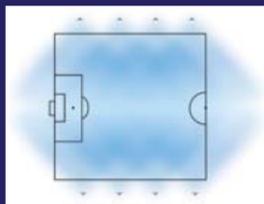
20,000 Lumens Rechargeable Lighting Kit

The Sport Star is the newest Sports Floodlight in our range and has been designed to give maximum performance with safety in mind. With its new Air Cushioned 3.5m aluminium tripod it is now very safe to use, the 4 sections will collapse down safely and slowly to a compact 96cm length. It's supplied with a waterproof kit bag with light head, tripod, battery pack and other accessories which easily fits into the boot of most cars.



Sport Star Kit Includes:

- 20,000 Lumens floodlight head, which runs for 1.5 hours on full power and 23 hours on the lowest power setting.
- 3.5m Air Cushioned Aluminium Safety Tripod.
- Lightweight lithium rechargeable battery pack.
- Set of 3 Stability ground pegs.
- Supplied in a red weatherproof sports bag, which easily fits in the boot of a car, with shoulder strap's and carry handles for easy transportation.



Eight units will illuminate a 60 x 40m area (a standard size of a sports training pitch/half a full sized football pitch).

KEY FEATURES:

- Fully rechargeable means no expensive, noisy generator required
- No planning permission required
- Set up in 1 minute
- Impact resistance light head
- Perfect for outdoor use in all weathers
- Runs up to 23 hours



3 x Stability ground pegs included.



Customers' expectations will be different compared to 2013, as there's been significant growth in tech

▶ "This time around we will be much more ambitious and the journey planning already began in 2015 when we went to the Treasury to talk about having a role in the Northern Powerhouse agenda and asked the government to support the bid in a significant way.

"We are also delivering the tournament in a completely different tech environment to last time. There has been significant growth in digital environments – which are still evolving – so the expectations of customers will be very different in 2021 than they were in 2013."

Dutton adds that the 2021 edition will also be much larger in scale. In 2013, the men's tournament included 14 teams, while a separate Women's Rugby League World Cup, consisting of four teams, was held earlier in the year as a 'pre-event'.

For 2021, the men's tournament has been increased to host 16 teams and the women's tournament will be held simultaneously. But that's not all.

"2021 will mark the first time that the men's, women's and wheelchair tournaments will be staged in the same place at the same time," Dutton says. "It's a brave decision but one we absolutely think is the way forward.

"Having all three formats, being played out on the same platform, provides an unprecedented opportunity for us to build excitement around this great sport."

A bigger tournament also means bigger venues. In 2013, just five of the 18 group stage stadiums had a capacity of more than 20,000 – with 11 only capable of housing 15,000 fans or less. The facility mix for 2021 will, according to Dutton, be different.

"We're in talks with some Premier League and Football League venues," he says. "In the main, we'll move from small towns to large cities and from small to large stadia."

This is reflected in the ambitious ticket sale targets. "The 2013 tournament attracted a total of 458,000 spectators to go through the turnstiles," Dutton adds. "For 2021 we've set ourselves the goal of growing that audience by about 50 per cent.

"That's a sign of the scale of our ambition and what we are attempting to do. I know it's a cliché, but the 2021 tournament will really be the biggest and best Rugby League World Cup ever." ●

Suppliers of Sports & Gym Flooring

TVS also supply impact noise & vibration damping materials, acoustic floors for cinemas, bowling alleys & gyms, as well as TVS ABSorb wall panels for sports halls.

Contact us now:

Office: +44 (0) 1706 260 220
Email: Sales@TVS-Group.co.uk
Web: www.TVS-Group.co.uk



TVS GROUP

SPORT | FITNESS | PLAY | ACOUSTICS

www.TVS-Group.co.uk

MAINTENANCE FOR ALL SYNTHETIC SPORTS SURFACES

REPLAY.

REVOLUTIONISING MAINTENANCE

www.replaymaintenance.co.uk

The 3 R's

REPAIR



However the damage has occurred - it needs to be fixed as soon as possible to avoid more serious hazards. **REPLAY REPAIR** is all that's needed to get the problem sorted - within 24 hours if that's what you need!

REVIVE



Our **REPLAY REVIVE**® multi-brush process penetrates the surface, decompacting and agitating the infill whilst removing dust, dirt and detritus leaving a cleaner and safer facility.

REJUVENATE



The unique **REPLAY REJUVENATION**® air extraction process will restore contaminated and compacted carpet to a clean 'as new' condition - extending the life of the facility at a much lower cost than replacement.



IOG



01636 640506 | info@replaymaintenance.co.uk

DIGITAL INSIGHTS

Marketers from some of the biggest professional sports clubs in the North West share their knowledge on the challenges of fan engagement in a digital world, highlighting the importance of customer insight in sports marketing

Mobile technology and social media are transforming sports businesses and opening up greater access to potential customers. Digital channels can also be measured and valued. So what are the tactics being employed to drive success?

A round table event, hosted by Manchester-based digital development and marketing communications agency Access, brought together representatives from Everton Football Club, Stockport County, Manchester Giants, The Jockey Club, Manchester Thunder, Manchester City Council, UMBRO and Activity Alliance to discuss some of the challenges professional sports clubs face in today's digital world. They also shared their experiences of successful digital techniques that have been transformational for their businesses.

Chairing the event was Richard Kenyon, director of marketing, communications and community at Everton FC. He kicked off the discussion by sharing how enhanced customer insight and investment in a data insight team had been a game changer for the organisation.

"Digital channels have opened up the opportunity to talk to audiences in a much more targeted and relevant way," said Kenyon.

"We've always had a huge amount of customer data, but the real step forward has come from the creation of an insight team that analyses the data to create audience segments and personas.

Digital channels allow us to talk to audiences in a more relevant way

– Richard Kenyon, Everton FC



Marketers from a variety of sports organisations discuss digital

Everton FC's Richard Kenyon chaired the round table event



"These segments are also based on behaviour, rather than the more traditional way of segmenting audiences, and this has been vital. For us the value is not in how old they are or where they live, it's what they want from the club. We're now looking at fans in a much more insightful way."

He continued: "We've seen commercial value and much greater levels of fan engagement from approaching our communication in this way.

"We're fortunate because our fans are very willing to share their thoughts and opinions with us and this insight can be gained through regular surveys. We also have monthly meetings with a core representation of our fan base and we're able to get a deep understanding of how we can shape our activities to cater for the ever-changing needs of our audiences."



© SHUTTERSTOCK/ANDREW HARRIS

The World Cup 2018 in Russia was said to be 'the first digital world cup'

Getting to know the customer

Customer segmentation and customer journey mapping was highlighted as a technique that's helped The Jockey Club achieve sell out events.

Researching the motivations of each of its audience segment types has allowed The Jockey Club to translate valuable insight into new campaigns and propositions, and talk to audiences in a way that motivates them.

Mike Sarath, head of regional marketing at The Jockey Club also discussed the importance of a free wifi offering for capturing data. He explained that many customers bought multiple tickets, which meant that this data capture element was limited in terms of what it was showing. By gathering data from all race goers who log onto the wifi, they've been able to expand their understanding of their audiences.

Widespread engagement

For some smaller organisations this level of customer segmentation and personalisation is not possible, so the discussion turned to how sports clubs can use



social channels and mobile technology to engage both existing fans and new prospects.

The importance of mobile communication was something the entire panel agreed on, including the point that providing audiences with relevant and fast information via devices was business-critical. Consumers expect to be able to do everything on their mobile devices – none more so than the younger generations of event goers.

Commenting on 'the first digital world cup', the panel highlighted the issues associated with 'multi-screen' audiences and how much content is required to reach audiences who are using widespread channels – from websites through to Facebook. ▶

By gathering data from all race goers who log onto wifi, we've expanded our understanding of our audiences

– Mike Sarath, The Jockey Club

Customer insight challenges assumptions and long standing practices

– Phil Fraser, Access

▶ Again customer insight was identified as a key way to select the most relevant touchpoints, something that's especially important for clubs with limited marketing resource and budgets.

All about the experience

James Gordon, business manager for the Manchester Giants, illustrated the club's challenges around attracting new audiences to games and also in selling tickets where the audience isn't as defined as it is at larger clubs like Everton. He revealed that the club's approach is to focus on selling the experience and using content to generate excitement around both the game and the team.



The Manchester Giants' James Gordon



Many sports clubs are now developing their own apps

In agreement, Sarath pointed out how The Jockey Club's race day experience app, which is used across its 15 race courses, has helped to engage social race goers by allowing them to access everything they need to plan their day through the app. UMBRO's head of marketing Jonathan McCourt said that customer-centricity and finding where the brand fits in with an audience had helped the company to generate an authentic identity. He explained



UMBRO's head of marketing Jonathan McCourt stressed the importance of customer-centricity



© SHUTTERSTOCK/ANTONIA2

UMBRO successfully generated conversations around the World Cup 2018 by creating an authentic identity

how UMBRO has been successful in generating conversation around the World Cup and tapped into its audiences by having a voice around the tournament that resonates with them.

Stronger insights

Summing up the discussion, Phil Fraser, head of account planning & management at Access, said: "Like with many businesses now using digital to garner a deeper level of understanding of different customer groups, sports clubs such as Everton and The Jockey Club are seeing much more commercial value from their marketing and communication.

"Digital insight takes the guesswork out of marketing communication and delivers a stronger proposition and strategy. Digital also allows more testing, measurement and agility to adapt campaigns in-line with ever-changing customer needs and trends.

"The benefit of customer insight is that it often reinforces what marketing teams already think, but it also challenges assumptions and long standing practices. Many businesses still approach their marketing in a certain way based on a hunch, but those organisations that are excelling are certainly the ones that are shaping their experiences around real-time, real user feedback.

Businesses now have access to more information about customers than ever before, but the challenge is how to drill down into the data

– Phil Fraser, head of account planning & management, Access

"In the age of social media and big data, businesses have access to more information about customers and prospects than ever before, but the challenge is how to drill down into the data.

"Personalisation in the online world isn't just about knowing the customer's name, it's about listening to what they want so that communication can be helpful.

"A good CRM system will help to deliver these tailored messages. The obstacle for many businesses is how to use the software correctly, and the process can seem daunting.

"But effective digital marketing is not just about the technology, it's about using platforms and technology as a way of solving problems, creating unique experiences and accelerating business change." ●



Phil Fraser from event host, Access

For more insights, visit: www.weareaccess.co.uk

WORK LIKE AN ATHLETE

With UK productivity levels trailing behind other European economies, companies are looking for ways to improve output levels. Could sport and high performance coaching principles offer the answer?

The UK is in the grips of a "productivity puzzle". Figures from the Office for National Statistics (ONS) suggest that the UK's output is so poor that the average German worker could go home on a Thursday afternoon, having produced as much as an average Brit who works the full week. In the time a British worker creates £1, a German one makes £1.35.

While the UK has lagged behind other developed nations in productivity levels since the 1980s, the 2008 banking crash seems to have hit Britain particularly hard. In 2007 – the year before the crisis – British productivity was 9 per cent below the average for the 35 OECD (Organisation for Economic Co-operation and Development) countries. By 2015, the gap had widened to 18 per cent.

SPORTING PRINCIPLES

When looking for ways to get the best out of people, could elite performance principles used in sport be harnessed to increase output levels? Colin Wilson,



Any type of employee can benefit from using sporting principles



“

Everyone's performance demand is different, so plans must be individualised

COLIN WILSON, THE BUSINESS ATHLETE

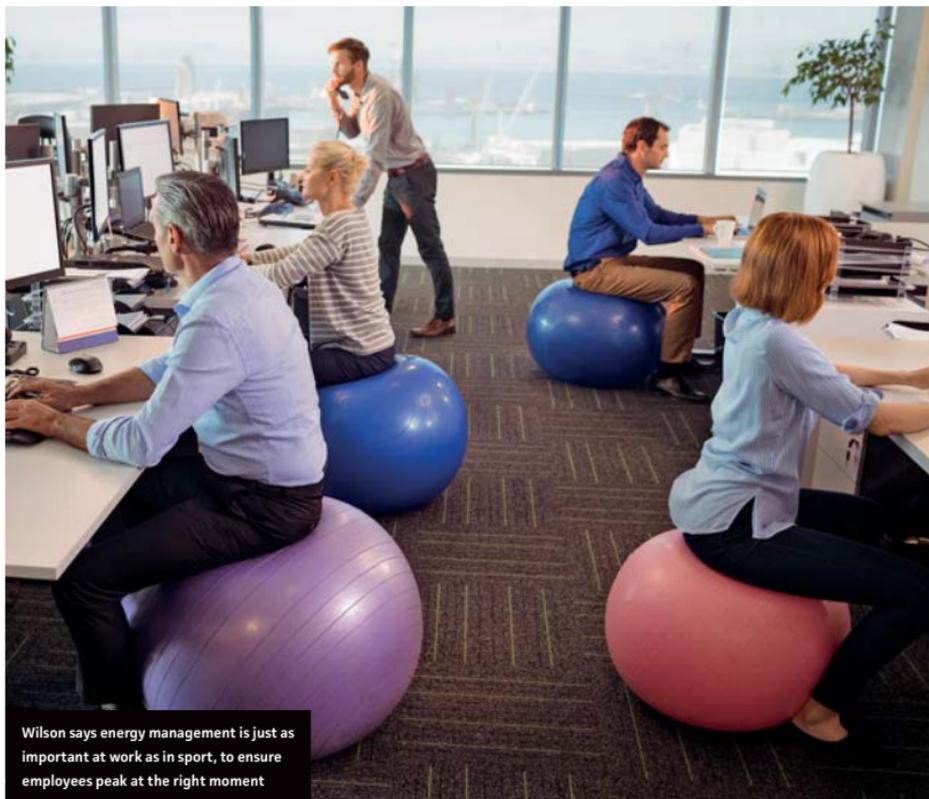
co-owner of The Business Athlete – a company helping business leaders and executives improve their performance – certainly thinks so.

"The purpose of The Business Athlete is to assist organisations to fulfil their potential, using methods from sports and other high performance fields to improve productivity," Wilson says.

"Our aim is to help companies create a high performance culture, but also a highly satisfactory culture. Our goals aren't about achieving short-term, quick win successes, but about long-term, sustainable success."

Wilson explains how The Business Athlete has taken 35 aspects of performance – adopted from specific principles or items from sport – and translated those into a corporate context. Each can be applied at either organisational level, team level or individual level.

He adds that the productivity challenges within companies can vary hugely – and often call for



Wilson says energy management is just as important at work as in sport, to ensure employees peak at the right moment

bespoke solutions. The more personal the programme, the better the results.

"A general rule of thumb is to understand what you can, can't, should and shouldn't take from high performance sport," Wilson says, and offers two examples of the methods used by The Business Athlete.

"One of our principles is that each individual development plan within an organisation should be just that – individual – because everyone's performance demand is different. In sports, you wouldn't have a striker and a goalkeeper doing the same training routine, even though they both play for the same team.

"Another principle we use a lot is energy capacity and management. We encourage people to manage their energy levels and peak at the right moment.

"For example, you could have a sales person, all pumped up and waiting to make a pitch. They might use lots of energy to get everything ready – going

“ Our aim is to help companies create a high performance culture, but also a highly satisfactory culture

through their presentations, etc. But by the time they actually get to 'perform', their energy levels might be depleted. That's one of the things we can learn from sport, managing your energy so that you peak at the right moment.”

FULLY ENGAGED

Another initiative looking to utilise knowledge of elite sports training in the workplace is The Corporate Athlete Performance (CAP) programme, developed by US-based Johnson and Johnson. It takes techniques used in the ▶



The Human Performance Institute was founded by Dr Jim Loehr and Dr Jack Groppe as a place to work on the body and mind of elite athletes

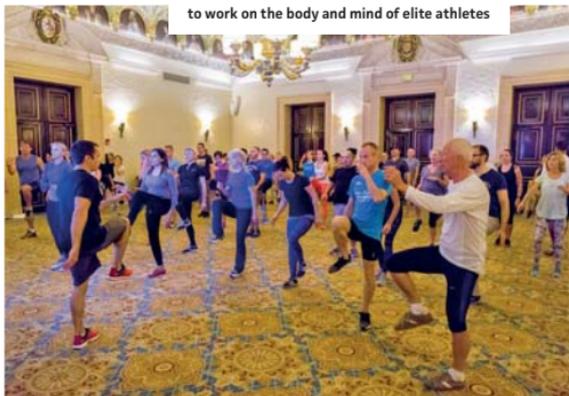
► development of top level individual performance and applies them to the corporate environment.

CAP's exercise and movement components – including the increasingly popular 7-Minute Workout – were designed by Chris Jordan, director of exercise physiology at Johnson & Johnson Human Performance Institute (HPI).

"CAP looks to integrate performance psychology, exercise physiology and nutrition in order to improve performance and productivity," says Jordan.

"The programme uses a number of principles. One of these is 'Manage Energy, Not Just Your Time'. It's based on the principle that by merely being present doesn't necessarily mean you are engaged or performing at your best. So it's all about making the most of the limited time you may have – such as a working day – by bringing your best energy and being fully engaged in the moment.

"Another principle is that we believe energy to have four dimensions – physical, emotional, mental and spiritual – and each can influence the other. For us, the ►



“

One of our principles is about making the most of your limited time by being fully engaged

CHRIS JORDAN, CAP

JOHNSON & JOHNSON HUMAN PERFORMANCE INSTITUTE (HPI)

HPI was founded by Dr. Jim Loehr, a sports/performance psychologist, and exercise physiologist Dr. Jack Groppe. The pair initially combined forces to work on the mind and body of professional athletes to help them perform at the highest possible level.

They then developed the Corporate Athlete Performance (CAP) programme, which teaches participants how to manage and increase their energy levels – physically, emotionally mentally, and spiritually – so they can consistently perform at their best.

CAP looks to integrate performance psychology, exercise physiology and nutrition in order to improve performance and productivity.



Our bespoke sports structures use natural light and ventilation to create incredible spaces to play in year round.

We install both single-use and multi-use sports structures across the UK to schools and sports organisations. Our turnkey service covers every aspect, including playing surfaces, optional changing facilities, viewing galleries and **flexible finance options**.

Call 01380 830 697

www.coprisystems.com
sales@coprisystems.com



ICG® COACH BY COLOR®

**EXPLOSIVE
POWER-BASED
COACHING**



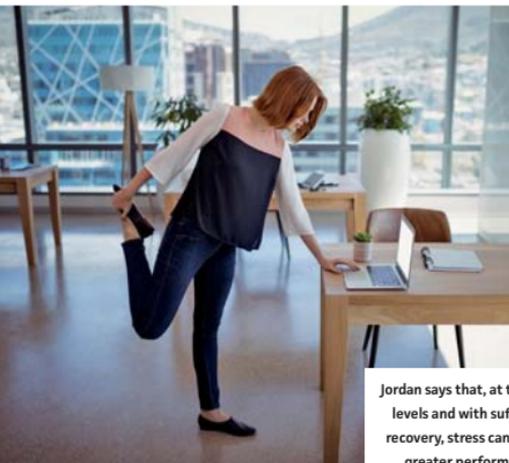
Maximise your group cycling classes by incorporating the Coach By Color® training system - our unique method of accurately managing intensity through power training.

Exclusively available on our IC5, IC6 and IC7 indoor cycles, Coach by Color delivers real-time individual zonal training using colour, ensuring that every member works at optimum intensity levels and achieves their fitness goals quicker.

LifeFitness.co.uk/ICG

INDOOR CYCLING

LifeFitness®



Jordan says that, at the right levels and with sufficient recovery, stress can lead to greater performance



“

For a sports-related approach to work, you need to contextualise the methods to the company and its environment

COLIN WILSON, THE BUSINESS ATHLETE

- ▶ sweet spot of human performance is being fully/totally energised in all four dimensions.”

EMBRACE THE STRESS

CAP also looks to turn a condition often seen as a hindrance – stress – into a positive force using elite training methods.

“Stress actually provides the opportunity for growth,” Jordan says. “Too much stress – such as one large dose or chronic stress – can be harmful. But too little stress can cause a decrease in capacity and performance.

“Stress must be coupled with sufficient recovery, but can lead to a greater capacity to perform. If you want to expand your capacity and improve your performance, you must push beyond your comfort zone regularly and recover – we see it as training.

“Just like training a muscle to become stronger, you must stress your emotional muscle to become more resilient and your mental muscle to become more focused and mentally tough.”

LONG-TERM BENEFITS

Achieving long-term results is at the heart of both The Business Athlete and CAP. The Business Athlete’s Wilson says that to achieve lasting results in improving productivity, it is important to install a high performance culture throughout a business.

“There is a very strong, values-laden aspect to The Business Athlete, which isn’t about the quick successes – which can be relatively easy to reach. It’s about achieving sustainable improvements for every organisation we work with.”

Wilson emphasises the importance of a focused, individual approach to help ensure a lasting impact. “For a sports-related approach to work, you need to contextualise the methods to the company and its environment. You should start with the organisation or individual, then see how sport and the various sport principles could help.

“It’s not just about using sports psychology, saying stuff like ‘control the controllables’, and expect everyone to perform better. It’s fine to give motivational messages, but they don’t last if you don’t have the reinforcement. It’s about achieving results across the organisation, from top to bottom.” ●

Community Leisure UK

The voice for community leisure trusts across the UK

The community leisure trust collective has launched a new brand that seeks to support and develop our public leisure and culture services. **Community Leisure UK** - formerly Sporta - is the association that specialises in charitable leisure trusts across the UK, enabling networking and knowledge sharing with peers and external stakeholders.

Collectively, member community leisure trusts manage a **combined budget of more than £1.6bn, employ over 67,000 people,** and receive **233million visits per year.**

Charitable trusts are key community anchors who **reinvest every penny** into developing services focused on their local people across the life course. Trusts are working with more and more partners to develop supported routes to **mental and physical health improvement,** while reshaping services to meet local strategic objectives.

The ultimate aim of community leisure trusts is to **engage all people across the community,** whether that is having a health check, a coffee in a safe and warm space, going for a swim, taking a walk in the park, borrowing a library book or becoming a member of a gym.

Community Leisure UK are keen to help organisations who would like to know more about the public leisure landscape and / or the charitable trust model. Please do get in touch at:

www.communityleisureuk.org

@CommLeisureUK

cateatwater@communityleisureuk.org

Thank you for reading.



LEISURE DIVERSIFIED

Life Leisure's Stockport Sports Village (SSV) facility was recently named National Leisure Centre/Health Club of the Year at the ukactive Awards, and the organisation has just won its first out-of-area contract. CEO Malcolm McPhail explains how these successes boil down to business agility

There are now more than 7,000 gyms in the UK; one in every seven people living in Britain is a member. With new entrants – whether boutique or budget – emerging from every corner and big players continuing to expand, the market for operators is both buoyant and challenging. Differentiation in such a competitive landscape dictates who sinks and swims. But how?

For many, diversification is key. Ensuring we continue to engage and attract new audiences in new and diverse ways has always been a key driver for our industry – for us that has often involved thinking and delivering beyond the confines of our 'comfort zone' in order to respond to and capitalise on both current and future consumer trends with agility. This has involved thinking of avenues to help those

who are more difficult to convert to a healthier lifestyle or who face barriers to getting more active. It's something we have had a lot of previous success with, for example our Avondale Health Hub was designed with people who "hate gyms" in mind.

But there is a caveat: the process can't be forced. Customers will spot a cynical attempt to 'cash in' a mile off.

LOGICAL BUT BRAVE

Diversification into new areas works best when it follows a logical decision path, one that usually comes with some level of risk. For instance, in creating our Obstacle Course Racing (OCR) training facility, we analysed the training styles and activities (group exercise, boot camps, resistance, etc.) that are most popular at our facilities, along with trends emerging elsewhere, and matching that with the rise in popularity of OCR.



Malcolm McPhail has embraced diversification at Life Leisure

We also considered the lack of provision in our region and the ground-space we had available, and decided that not only did it make sense for us to launch an OCR brand and event – Tough Tribe – we needed to take things a step further. It made sense to create a permanent OCR training facility; one that would appeal to members already training with us, but, more importantly, one that would allow us to attract a completely new audience.



After seeing the trend grow, Life Leisure created an Obstacle Course Racing training facility and event at Stockport Sports Village

I should stress that I don't believe successful diversification always means investment in new facilities or infrastructure. It can be as simple as seeing existing services in a different light, or tweaking programming to suit different audiences.

Ask the question 'what if we just did that a little differently?' and the answer will open up entirely new income streams. But you have to be brave, it won't happen by chance.

For example, our trainers are always talking to members about their whole lifestyle approach, including advising on nutrition that will benefit their workouts and exercise objectives. So why, we asked ourselves, stop at advice? How could



Ask the question: 'What if we just did that a little differently?'

we develop our product and support them further? So, we diversified into clean eating meal prep, to make healthy food more convenient for members by providing our own 'Life Kitchen' brand.

This was a logical step based on knowing what would appeal to and attract

consumers, rather than a leap of faith just for the sake of change. Overall health is, after all, becoming a high street trend – we simply recognised that we had the ideal target market regularly using our facilities.

ATTENTION TO DETAIL

There is an important point to be learned here. Successfully diversifying into new services is not something you can go into without commitment to detail.

Yes, the clean eating meal prep idea ticked all the right boxes. We knew it was something existing members wanted and that it would actually help many achieve their 'joining mission' – to lose weight/improve fitness. We knew the concept was starting to have a much wider appeal with athletes, with many Premier League footballers buying into the idea, as well as with the public. It reflected a key consumer trend and so, in theory, would appeal to new audiences. Building clean eating provision into our service offering



Obstacle Course Racing has allowed Life Leisure to attract a completely new audience



We found a smarter way of working that balances both personalisation and socialisation



Life Leisure helps members identify which community they will thrive in most



► would also support the key fitness industry trend of one-stop wellness – the desire for, and expectation of, wellness support factors linked and provided cohesively to individuals as a convenient package.

But even with all these plus points, these factors alone were not enough to

guarantee the best chance of success. You need to do more.

We researched high street clean eating providers and their menus, consulted our customers, prepared our own samples and ran focus groups. We looked at branding, promotional materials and staff advocacy

and were clear about the financial markers we needed to hit. In short, it was pretty much the same approach to launching a new business, just on a micro level.

Diversification is a way to thrive. It's also a lot of effort, so you really need to get it right. Don't get me wrong, you will and can make mistakes, but try to do this in the testing and development phases and also learn from the errors others make.

A NEW WAY

Another lesson we've become acutely aware of is that successful diversification isn't always about delivering a new thing. It can be about delivering things in a new way – such as looking at customer trends and being open to flexibly adopting new operational processes where needed.

Take personalisation and socialisation, for instance. Personalisation refers to our hunger for 'me-centric' products and services – our expectation of receiving something tailored to individual needs. This is by no means unique to leisure, though in this context it commonly manifests in the shape of tailored plans, goal-oriented programmes and one-to-one progress check-ins, etc.

Socialisation, in contrast, is a term increasingly used in a sport and leisure setting to highlight the fact that exercising



Exercising is now widely regarded and enjoyed as a social activity



Group exercise members are loyal – one of the benefits of creating a community



is now regarded and enjoyed as a social activity, one that plays to the energising value of being part of something bigger; a 'community' or a 'tribe'.

In looking at how we could capitalise on these trends it became apparent that we could adopt a new, smarter way of working that would balance both personalisation and socialisation. We've changed our staffing structure and activity planning to recognise, cater for and even create specific social groups or 'communities' – characterised by common likes, dislikes and collective goals.

Individuals joining us to improve their overall sense of wellbeing have very different exercise drivers, social interests and attitudes to, say, those who are training to be better at certain types of events or sports. We've simply implemented steps to identify which community new and existing members will thrive most in, and tailor their experience accordingly.

Again, our thinking behind this was logical. It was a business decision ultimately driven by recognising the retention benefits. We knew that group exercise members are our most loyal customers and brand ambassadors. They were already part of something bigger and therefore more invested with us.

Now our community members are also part of something bigger, yet individually



I strongly believe in prioritising attributes and skills that reflect brand values

they feel that their experience is being tailored to them. Two trends combined to create one fact-backed solution that has taken us down an exciting new path.

SUCCESS IS BUILT ON PEOPLE

One final, but crucial, point to make is that when it comes to diversification, it is staff that will ultimately dictate success.

Team members have to be able to adapt with agility and confidence in order to support business evolution. I strongly believe in prioritising, supporting and rewarding attributes and skills that reflect brand values over and above adherence to job specifications, which are overly narrow in scope. At Life Leisure, for instance, we've actually scrapped job descriptions and traditional evaluations to focus on a 'preferred behaviour model'

that encourages staff to be their 'personal best'. The initiative recognises and rewards staff that embody what we've termed our WATCH principles (Winner, Authenticity, Together, Caring and Happy). Through this behaviour programme any staff member at any level can become a company champion – referred to as Sentinels – and be part of steering groups on new business development areas.

What this approach delivers is a workforce that can do anything. If you commit to helping your team to be the best they can be, they will, in return, want to help, which is hugely valuable. Let's not forget that in a competitive and crowded market staff retention can be challenging. While diversification is possible with a high staff turnover, it is much, much easier with a loyal team that feels engaged and involved. ●



Cranbrook in Devon is one of the 10 Healthy New Town sites

PRESCRIBING WELLBEING

We know that where we live affects how healthy we are, but never before have they been prescribed quite like this. Stu Robarts walks the streets of the Healthy New Towns initiative to find out more about its progress

It's perhaps unsurprising that the National Health Service (NHS) has never got involved with building a town before. Coughs and colds have naturally taken precedence over homes and roads.

But there's an increasing recognition that fixing people can only go so far in progressing public health. Instead, the NHS is seeking a more proactive, preventative approach to healthcare. The thinking goes that fewer people will need fixing if health is embedded more fundamentally into our lifestyles. And where better to embed it than the places we live? The Healthy New Towns initiative, which is being driven by

the NHS, seeks to do just that. It will see 10 new towns designed around the healthy lifestyles of residents.

Making health a local business

The Healthy New Towns scheme was launched in March 2016, with NHS chief executive Simon Stevens talking of an opportunity to 'design out' obesogenic environments, and 'design in' health and wellbeing. Expressions of interest had been sought the previous summer, resulting in a remarkable 114 responses from the likes of local authorities, housing associations and developers.

Responses were whittled down to 10 and "demonstrator sites" were chosen to be built across the country.

The developments range in size from 800 to 15,000 homes and there was no blueprint provided as to how they should be built. The developers of each site simply had to show an understanding of their own wellness priorities and provide rationales for radical new approaches to address them.

Ideas to spark wellbeing

The proposed ideas for promoting healthy lifestyles at the various sites range from the obvious and practical – such as the provision of ample green space – to the more considered and involved, like building multidisciplinary health and wellness centres and designing their



© MARK ELLIOTT/SHUTTERSTOCK

The Runnyhoneyes are a running group based in Bordon



Barking Riverside will see 10,800 homes built on London's biggest brownfield site by the River Thames

operations from the ground up to ensure people can be seen for multiple different, but related, appointments all on the same day. To enable people to see a doctor, for example, and then to get exercise prescription.

Other features include infrastructure for children to walk or cycle to school and to encourage play along the way, fast-food-free zones near schools and dementia-friendly street design. Each set of features reflects the unique health and wellness challenges that the different sites will be tackling.

Healthy place plans

Perhaps the most notable of the demonstrator sites is Halton Lea – the first location to be chosen. Its “Halton Connected” concept will see health-focused ideas integrated into the new development with a view to supporting people of all ages. Amongst them are a mobile app that will reward users for walking by giving discounts at local shops, an urban obstacle course connecting sports facilities around the town and free bikes at new housing developments.

A community kitchen will serve healthy food to local schools and hospitals, as well as offering healthy cooking lessons for all residents.

Building a legacy

Buoyed by the positive response to Healthy New Towns, the NHS is laying the groundwork for the scheme’s legacy. In the belief that housing developers and associations have a big part to play in shaping the health of new communities, it has assembled a network of 12 organisations to implement and promote the principles on which it is based. As the network grows, it’s hoped that the approach to building healthy new towns becomes a healthy habit within the industry. ●

“ An urban obstacle course will connect sports facilities and free bikes will be offered



Elmsbrook Healthy New Town in Bicester, Oxfordshire has extensive wellness offerings and is also a UK government Eco Town



SPORT AFTER BREXIT

As Brexit talks continue, Leigh Thompson, policy manager at the Sport and Recreation Alliance, looks at how the sporting world might be impacted and what is needed for our industry to thrive in coming years

The two-year Article 50 process is now entering its final, decisive phase. At the time of writing, Parliament has been preparing for a vote on the government's proposed Brexit deal.

While sport is unlikely to be uppermost in MPs' minds when they file through the lobbies, the impact of their decision will be felt across the sector.

Assessing the precise impact of Brexit on sport is rather more art than science at this stage, in large part because the terms of withdrawal have not yet been formally agreed and the shape of the future relationship remains somewhat vague.

Indeed, the draft political declaration on the future UK-EU relationship runs to just 26 pages and encompasses everything from trade to security



Leigh Thompson,
policy manager
at the Sport and
Recreation Alliance

cooperation. A lot of fine detail will therefore need to be thrashed out once the UK formally leaves the EU on 29 March 2019 and enters a transition period until the end of 2020.

Given such a fluid political context, the Sport and Recreation Alliance has been engaging with its members to identify the key challenges and opportunities Brexit presents.

As a result of this work, we've set out six tests for government to make sure the sport and recreation sector can thrive in a post-Brexit future:

- Provide flexible immigration rules so the sector can attract the skills it needs to grow and secure reciprocal arrangements to ensure that UK nationals in seasonal sports – such as sailing and snowsports – can continue to work across the EU
- Exploit the opportunities created by Brexit to create a fair return from gambling to sport and use repatriated agricultural funds to provide more and better opportunities for outdoor recreation
- Maximise the soft power of British sport by continuing to fund elite success, bidding for major sporting events and exploiting Britain's global sporting influence to build new international relationships
- Keep the UK the destination of choice for sports fans and visitors by making short-term travel to and from the EU simple, cheap and easy
- Minimise barriers to trade in sporting goods and services to keep prices for everyday sports items affordable, facilitate the cross-border transport of sports equipment and support the growth of UK sports businesses





© ODEAN LEWINS/AAFP/PAINTER5

The Netball World Cup, to be hosted by the UK in July 2019, could be impacted by a no deal Brexit

- Enable UK sports bodies to have continued access to dedicated EU sports funding or introduce a replacement domestic scheme using repatriated funds

Deal or no deal?

Yet while we continue to plan on the basis that there will be an agreement on the UK's withdrawal and an orderly transition to a new relationship, there remains the distinct possibility of a no deal Brexit in which the UK crashes out of the EU on 29 March 2019.

So, what would be the practical implications of a no deal Brexit for sport and recreation?

A quick glance at the government's technical notices in the event of no deal indicates that in the short-to-medium term, there would be significant disruption to the flow of people, goods and services across borders – coupled with significant legal and regulatory uncertainty for organisations operating in the sector.

This disruption would pose particular challenges for sporting events taking place around Brexit day, which could involve British teams and large flows of fans between the UK and other EU member states.

British teams and fans travelling to sporting events around Brexit day could experience disruptions

High profile fixtures falling into this category include the quarter finals of rugby's Champions Cup (29-31 March) and the quarter finals of the UEFA Champions League (9-17 April). The UK is also hosting the Netball World Cup and Cricket World Cup between May and July 2019.

The government's no deal advice makes clear that UK citizens seeking to travel to the EU after Brexit should ensure passports have at least six months validity remaining to comply with expected border checks and, if necessary, to renew as soon as possible to avoid the expected high demand on the passport issuing service.

With only four months left until Brexit day, that's not much time. As third country nationals, UK citizens would also be subject to additional border checks entering and exiting the EU. ▶



The Cricket World Cup 2019 could be affected by Brexit-related travel issues

© SHUTTERS/TOC/KANT/TOC/DAUN

▶ Travel issues

In addition to tighter border controls, athletes and sports fans may even find themselves unable to travel to and from the continent in the event of a no deal Brexit.

In a no deal Brexit, airlines would lose the automatic right to operate air services between the UK and EU. Airlines wishing to operate flights would instead have to seek individual permissions to operate from the respective countries involved. In the worst-case scenario if such permissions were not granted, flights would be disrupted.

The temporary movement of sporting goods would also be affected in the event of no deal. The UK would be considered a third country for customs purposes in the EU and any movements of sporting goods – even for temporary or non-commercial use – to and from the EU would be subject to customs controls.

Data-driven

UK sports bodies would also be affected by a no deal in less obvious ways. A huge amount of sport-related activity is now underpinned by data.

As a member of the EU, the UK benefits from a common data protection framework – principally the General Data Protection Regulation (GDPR) – which supports the free flow of data between organisations based in different member states and

A huge amount of sport-related activity is now underpinned by data. In a no deal scenario, the UK would fall outside the the GDPR

UK nationals in seasonal sports such as sailing need flexible immigration

other influential countries – such as the US and Canada.

In a no deal scenario, the UK would become a third country from March 2019 and therefore fall outside the legal framework provided for by GDPR.

For data transfers between the UK and EU to continue uninterrupted, they would need to be underpinned by an alternative legal basis. This could prove a significant challenge for UK sports governing bodies, which, as regulators, rely on access to personal data – often from overseas bodies – to investigate breaches of integrity rules relating to doping and betting.

Clearly these are just some of challenges that could be thrown up by a no deal Brexit.

The next few months will be critical to whether no deal remains just a nightmare before Christmas or becomes a frightening new reality, but either way, it's important that organisations within the sector understand the risks to every aspect of their business and put in place contingency plans to mitigate the impact. ●



FUNCTIONAL
FLOORING

POROUS
PAVING

RECREATIONAL
SURFACES

CONICA®

SPORTS
SURFACES

HIGH PERFORMANCE FLOORING by CONICA

CONICA has long been recognised for its expertise as a manufacturer of innovative flooring solutions for sports and play facilities around the world. Now CONICA is bringing its advanced knowledge and experience to functional flooring for industrial and public spaces. Schools, hospitals, libraries, warehousing and parking areas can all benefit from products such as CONIFLOOR and CONIPROOF. For more information please visit our website www.conica.com, email enquiry@conica.com or call us on 01636 642 460.

CONICA LTD Jessop Way Newark Nottinghamshire NG24 2ER
Phone +44(0)1636 642 460 Fax +44(0)1636 642 477



NEPTUNUS

structures

TEMPORARY SPORTS BUILDINGS

Multipurpose and performance Sports Halls

- Hire or Purchase
- Fast Design & Build
- Flexible and Adaptable
- Sustainable
- Cost Effective
- High Quality Finish

neptunus.co.uk



BLIND TO BARRIERS

Metro Blind Sport has been supporting Londoners with vision impairment to play sport for 45 years. Newly appointed CEO Martin Symcox discusses the importance of such organisations to the lives of members, and how he plans to make even more of an impact

What does Metro Blind Sport do?

Metro Blind Sport is a small but dynamic charity that opens up sporting opportunities to blind and partially sighted people of all ages and sporting abilities, primarily living within Greater London. Our core sports include archery, athletics, bowls, cricket, football and tennis.

Metro Blind Sport engages qualified coaches who make small adaptations to sports to allow visually impaired people to take part. In addition, through fundraising initiatives we purchase specialised equipment such as sound balls for tennis, and tripod alignment aids for archery.

Metro can also offer financial support to members by way of subsidies.

Our sports are open to all ages and abilities, and participants can take part just for fun or to compete. Several of our members regularly take part in regional, national and international events.

How and when did the organisation start? And how has it evolved over the years?

Metro Blind Sport was founded in 1973 by an inspirational group of young blind and partially sighted people who were not prepared to accept the expectations

and restrictions of the day – chess and country walks were not enough for them! This group of people arranged to play cricket and football matches between themselves, before expanding it to playing in knockout competitions with other teams and taking part in league matches.

Over the years other sports teams were created under the Metro Blind Sport name. The first Metro annual athletics event took place in 1977 and has continued each year. The event was started – and continues to be organised – by Roy Smith MBE, a former Paralympian.

One of the greatest achievements was the influence Metro Blind Sport had in bringing VI Tennis to the UK. VI Tennis began in the UK in 2007 and was driven by volunteers from Metro. It started out with practice games between Metro members and soon became an event that was enjoyed up and down the country. Metro organised the regional and national tournaments before handing over the responsibilities to the Tennis Foundation a few years ago. The UK now boasts the largest number of players actively practising Blind Tennis and the largest number of tournaments.



This year, more than 80 VI athletes took part in the annual Metro athletics event



Metro Blind Sport began when a group of VI people arranged to play cricket and football matches together

It's an exciting time to be working in disability sport, as the government is supporting work that engages under-represented groups

You recently became CEO. What attracted you to the role?

I was particularly attracted to the breadth of sports that Metro Blind Sport delivers and the variety of opportunities that are available to support individuals.

Having worked previously as a director for the Royal Life Saving Society UK, I'm passionate about effecting change that improves people's lives. I feel I have an opportunity here to really benefit people with a visual impairment.

It's an exciting time to be working in disability sport, with the government and Sport England supporting work that engages people from under-represented groups in sport and physical activity.

How do you attract members?

We receive a lot of members through word of mouth. Metro Blind Sport has benefitted from strong connections – being established over the past 40 years. With little sporting provision available in the past, we have often been the starting point for participation. As those that have participated have seen the benefits, they have been our best advocates.

In more recent years we've attended a significant amount of networking events in the sight loss sector and the sport and leisure sector to share the work that we do. It is hoped we can continue to have an increased presence at these events to not only talk about Metro Blind Sport but also



Martin Symcox is CEO of Metro Blind Sport

increase the awareness of the barriers that visually impaired people face in accessing physical activity opportunities.

How do you attract volunteers?

Volunteers are key to our success and we couldn't achieve as much if we didn't have this loyal group of people supporting us.

Volunteers are required to help in several areas and they don't always need ▶

Research has shown that 57 per cent of visually impaired people felt their sight loss was a barrier to being physically active

▶ to be knowledgeable about the sports that we deliver. We need volunteers to act as pilots for our tandem cyclists, to identify where a bowler has landed their shot, to guide people to events and activities, to run alongside competitors at our annual athletics event and much more.

One great example of a partnership is through our tennis programme. One volunteer has linked directly with the local Duke of Edinburgh scheme. Each week we have student volunteers helping collect balls, set up and set down courts as part of their Duke of Edinburgh Award.

How does sport impact the lives of people with vision impairment?

Royal National Institute of Blind People (RNIB) research has shown that 64 per cent of VI people would like to be more physically active and 57 per cent felt that their sight loss was a barrier to being physically active. Around two million people in the UK are living with sight loss that significantly impacts upon their lives, with the number of people potentially denied the ability to

maintain or improve their health being substantial.

Many visually impaired people are constantly told they can't do sport. Mainstream PE teachers can often be unsure how to integrate VI students into their sessions. Some VI people may not have tried sport since school.

Sport can have many benefits for people living with a visual impairment. Aside from the obvious health benefits that come with taking part in physical activity, sport can improve social interaction and increase opportunities to interact inside and outside of a sporting environment. It can improve a person's self-efficacy, which will have considerable benefits in everyday life as well as helping with improvements in balance and sensory awareness.

One member has said: "I didn't just discover cricket at Metro Blind Sport, I discovered independence, freedom and a new lease of life. Cricket became the vehicle to greater things in life, such as

university, volunteering, employment, living on my own and the greatest achievement of all, representing my country".

What are your plans for Metro?

I aim, alongside my newly appointed sports development officer, to be focused on providing support for our core sports, as these are the foundation of our activity. I would like to see the expansion of these sports and introduce new sports to our members.



Metro members can either play sport for fun or they can compete



Participating in sport can increase confidence, improve social interaction and help improve balance and sensory awareness



Metro helped introduce VI Tennis to the UK, which now has more players and tournaments than any other country

Like many smaller charities, we're reliant on volunteer support and it's my intention to work alongside partners to increase the number of people volunteering for Metro.

Early in the new year we'll be launching a series of sporting videos for VI tennis, cricket, bowls and tandem cycling that aim to not only raise awareness of the sports, but also to highlight rules, coaching tips and what you need to get started. Adaptations to sports are often minimal and while some specialised equipment is necessary, it is not expensive to set these sports up in facilities.

I would also like to tackle some of the barriers to participation for VI people, such as lack of transport to venues/ activities, cost of participating, low confidence, concerns about the level of ability, awareness of opportunities on offer, matters of safety and accessibility of suitable facilities and visual awareness knowledge of staff. ●

Adaptations to sports are often minimal and while some specialised equipment is necessary it's not expensive to set up

FIT FOR VI USE

At the beginning of this year Metro Blind Sport was involved with research on inclusive fitness equipment for visually impaired people. The project was commissioned by Thomas Pocklington Trust and conducted by RICA (Research Institute for Consumer Affairs). The research objective was to investigate the development and provision of electronic fitness equipment for visually impaired users, with a specific focus on the accessibility of screen-based consoles, and the needs and experiences of users.

The recommendations of the report highlighted that there's an increased need to introduce audio output and voice-over technology for electronic fitness equipment; improve staff training and communication procedures; and implement a voluntary buddy scheme at all public sector leisure centres to assist visually impaired users and other disabled users.

Metro plans to tackle these recommendations to ensure that VI people can benefit from the advantages that are gained from physical activity.

LET'S GET ACCESSIBLE

In the final part of a series on accessible sport and activity, we take a look at operators doing an exceptional job of supporting people with impairments and long-term health conditions

The Activity Alliance has been supporting sport and leisure facilities to be more welcoming and accessible to people with disabilities for more than 10 years through its Inclusive Fitness Initiative 'IFI Mark' Accreditation.

One of the IFI Mark facilities – [EN]GAGE at the Edinburgh Napier University – undertook the accreditation last year. As part of Sport England's quality assurance and continuing development programme, Quest, [EN]GAGE achieved 'Excellent' in the Engaging with Disabled People and People with Long Term Health Conditions module.

[EN]GAGE has a membership of 1,000, made up mostly of students, but is also open to staff and the local community. Manager Kevin Wright has no idea what percentage of those members have a disability.

"When people join a club they are immediately given a form that allows them to point out their differences, but a key thing for me is not highlighting conditions or disabilities," he says.

I just never understood why any form of disability should be a barrier to exercise

– Kevin Wright, [EN]GAGE



This has been made possible by ukactive's Health Commitment Statement, which enables operators to be more inclusive by allowing users to opt into exercise, rather than ticking boxes to highlight conditions that would see them sent back to their doctor for 'permission' to exercise.

"Both my parents have long term conditions and I've watched them deal with day-to-day access issues and trying to stay fit," he tells. "Over the past 20 years I've also worked with a range of people with additional support needs, such as vision and hearing impairments, and I just never understood why this should be a barrier to exercise.



SportsAble runs a school outreach programme, which offers 9 to 13 year olds with impairments the chance to play adaptive sport



The average SportsAble member remains with the club for an average of five years

"So when I became manager at [EN]GAGE my aim was to make the gym accessible in the broadest sense of the word, including illness, disability and gender. It didn't seem that difficult. Rather than making assumptions, I talked to our members and asked how we could help them. I also thought about people I'd worked with in the past and what would make it easier for them."

Learning from Hope

In his previous role as strength and conditioning coach for Stirling Amateur Swim Club, Wright met Hope Garden. Garden now works at [EN]GAGE, setting up equipment and working on reception, as well as undertaking gym instruction. "Hope had chronic pain in her leg," Wright says. "It caused a great deal of problems and sleepless nights, and I was inspired by how she approached each challenge with a growth mindset; adapting and finding ways to progress regardless. Yet getting Hope in and out of the gym, which should have been a very simple thing, became a challenge."

Making the gym accessible became key to [EN]GAGE's redevelopment and by the time the tender went out in 2016, Wright had a clear idea of what he wanted from the space. "Hope was a key influence in shaping the new facilities at [EN]GAGE. I learned more through Hope and other disabled athletes than anywhere else. Getting out and speaking to people is where you do the real learning. ▶



Belonging to a sports club can have multiple benefits on members' physical and mental wellbeing



Twenty-five per cent of SportsAble members travel more than 10 miles to participate

► This, coupled with the input and knowledge from Quest, helped make the new facilities a reality. It didn't add any additional cost and wasn't particularly onerous, but it's an ongoing project I feel very strongly about."

Wright believes the support he received from the Activity Alliance, IFI and Quest – alongside his equipment provider, Matrix – was also pivotal to the success of the redevelopment. "The tenders continually mentioned DDA compliance," he adds, "but in my experience that doesn't necessarily make an area accessible, so it was eye opening going through the IFI element of Quest, looking at every aspect of the customer journey, right down to how they travel to us, and this is something we've used in broader terms for the whole university too."

A growing membership

Another notable operator is SportsAble, a dedicated multi sports club, established 40 years ago to enable people with a sensorial or physical disability to enjoy quality, coached sport and physical activity sessions, 365 days of the year. While the focus is on community provision, the charity has helped develop many successful Paralympians.

Attracting new members remains an important focus, explains CEO Kerl Haslam. "Retaining members isn't an issue. The average member remains with us for over five years, with 26 per cent staying for more than a decade."

Membership fees need to be heavily subsidised to keep SportsAble accessible

– Kerl Haslam, SportsAble



While these are enviable statistics compared to most fitness facilities, attracting 16-24 year-olds is a priority, as more than 40 per cent of the membership is aged 60 or over. "Membership fees need to be heavily subsidised to keep SportsAble as accessible as possible," says Haslam. "Growing the membership from the current 530 to 750 will add valuable funds to alleviate some of this pressure."

Reaching out

With an estimated 190,000 people living with disability in Berkshire alone, SportsAble shifted its marketing and community outreach strategy. It went from targeting individuals to working with other community organisations which support people with a disability, promoting the benefits that physical activity can have on their members' mental and physical wellbeing.



"This has been a much more effective use of resources," continues Haslam. "For example, we've partnered with two local hospitals via the NHS Frimley Health Foundation Trust. Recent amputee patients are now referred to SportsAble to play wheelchair basketball as part of their rehabilitation. Once here, they're introduced to our whole range of sports and many patients have since joined the club."

"The activity has a hugely positive effect on the patients involved," says Nicola Bobyk, senior occupational therapist at one of the participating hospitals.

"The sessions really lift their mood and help instil a sense of achievement and self-fulfilment – emotions many may not have experienced since their amputation."

The charity also runs a school outreach programme, offering nine to 13 year-olds with an impairment the opportunity to play adaptive sport, both at their school and at SportsAble.

More than 40 per cent of the SportsAble membership is age 60 or over

Haslam says: "These are just two examples of how we're working with community organisations to improve awareness and access to our disability sports provision. We also invite other charities to use our facilities for a nominal fee, in return for actively promoting SportsAble."

"It's proved a highly successful way to recruit new joiners, despite the issues disabled people face with travel: only 43 per cent of our members live within 5-miles of SportsAble, with 25 per cent travelling more than 10 miles." ●

10 PRINCIPLES FOR INCLUSIVITY

The Activity Alliance's *Ten Principles* film helps providers to deliver more appealing and inclusive opportunities, highlighting how to remove barriers that can deter disabled people from playing sport or being active.

Presented by fitness instructor and wheelchair user Kris Saunders-Stowe, it introduces viewers to approaches that can drive awareness, engage, support and reassure participants with impairments and long-term health conditions. From a sunny afternoon at a Salford Wheels for All cycling session to a cold morning running on Southport Promenade, the film captures the principles in real life environments.

Originally released in the *Talk to Me* report back in 2014, the principles are widely used across the sector and are at the heart of programmes like Get Out Get Active, as well as being referenced in the Government's 2015 strategy, *Sporting Future*.

You can watch it here:
www.youtube.com/watch?v=wp-CF81hQU



The club aims to grow its membership from 530 to 750 people

SHARING IS CARING

OpenActive is a community-led initiative with the ambition of helping people in England get active using open data. Sports Management talked to Allison Savich, Sport England's strategic lead for data and innovation to find out more



Why did you launch OpenActive?

Something we hear quite often is that people want to get active, but it can be a frustrating experience to find accurate and up-to-date information that helps them decide which activity is right for them – even just the basics like what the activity entails, where it's located and what it costs.

This information does exist, but it tends to be hidden away on websites that are difficult to use, in disparate social media groups, or printed flyers and brochures.

As a sector, we know that physical activity must compete for people's leisure time. And

in this digital age, there are many sectors that are making it a lot easier for people to find alternatives – such as the transport, restaurant and travel sectors. For example, when the travel sector's data was unlocked several years ago, this revolutionised the experience for holidaymakers, making it far easier for them to book holidays using sites like lastminute.com.

OpenActive aims to do the same for the sport and activity sector by ensuring that gyms, leisure centres and sports clubs keep up with the digital expectations of our consumers by putting the data people

need to make an informed choice on the websites, apps and services that they already use, such as Airbnb.

Sport England's ultimate aim is to help more people get active. According to the most recent *Active Lives* survey, currently over a quarter of the population in England are inactive, which means they do less than 30 minutes of moderate intensity activity each week. We believe OpenActive can help remedy this.

Is this the first time you have tried to solve this problem?

No. Our first attempt in 2012 was called Spogo, which was in partnership with ukactive. This aimed to capitalise on the legacy of the 2012 Olympics, but it didn't achieve this for several reasons.

Spogo aimed to create a single website for consumers to find and book physical activity online. But we quickly came to the realisation that the marketing costs



OpenActive aims to help customers find sporting activities





Over 100 different organisations have signed up to OpenActive, meaning more opportunities for customers

“ Unlocking the travel industry’s data revolutionised the experience – OpenActive aims to do this for activity

needed to ensure all of England was aware of Spogo were prohibitive and not sustainable. It was also clear from our consumer research that a one-size-fits-all approach was simply too limiting. A digital product or service that works for someone who is already active is unlikely to provide the right experience for someone who’s taking their first steps into activity.

We also learnt that the data needed to create Spogo – the times, locations and prices of activities (among other things) – was not available in high enough quality to ensure a strong experience for the consumer. This data is critical for consumers, so we knew we needed to look at other models to make it available in a format that our sector can use. This led us to speak to the Open Data Institute (ODI) and explore the creation of the data ecosystem that underpins OpenActive.

How is OpenActive different?

While Spogo sought to create a new solution, OpenActive was developed from a grassroots movement and took valuable lessons from other sectors. It is also a community-led initiative, which involves organisations from all parts of the active leisure sector – such as leisure operators, booking systems, strategic influencers, national governing bodies (NGB), CSPs and start-ups – which will all benefit from the open data, but in different ways.

OpenActive, at its heart, is also a sector change programme. Rather than starting with the solution like Spogo did, we are working collaboratively with our sector to overcome the barriers that prevent us from moving forward. We are focusing on listening to our consumers and solving their problems.



Sport England and the ODI will help providers get set up

Which organisations have signed up to OpenActive so far?

More than 100 different organisations have signed up to support the OpenActive initiative. These include both owners of the open data – like NGBs, large leisure operators, booking systems, local authorities – and new activity providers in our market, such as National Trust and Good gym. ▶



The Hoop app, which helps families find activities with their kids, has signed up to OpenActive

► But, importantly, we also have a number of data users signed up who want to use the data. These include Public Health England with its Change4Life campaign, Ordnance Survey, the Richmond Group of Charities and increasing numbers of start-ups which all see potential to grow our market through the use of open data.

Startups include Healum, which designs apps to help GPs prescribe physical activities, and Hoop, whose app helps families find activities with their kids.

Why should operators share their data?

There are 18 million reasons why sport and activity providers should embrace OpenActive and share their data. That's the number of adults in England who would benefit from maintaining an active lifestyle, and who, for a number of reasons, are not as active as they'd like to be.

One of the biggest barriers for these people is finding relevant opportunities. No matter how much quality provision there is out there, if people can't find out about it then engagement levels will never reach their full potential.

Addressing this barrier means more customers and – because of the variety of products and solutions being developed by the start-ups – the potential for new partnerships and revenue streams, as a result of creating relationships with audiences who may not have traditionally considered their activity.

There will also be internal efficiencies for many activity providers – I can only imagine the number of hours that are

spent sharing this data manually via spreadsheets and if the information changes, such as the date or time of the activity, this will need to be updated and shared manually again. Open data removes this cost and inefficiency and allows us to focus on ensuring the experience that gets delivered to the consumer is the best it can be.

What's next?

In terms of innovation with the data, Sport England is working closely with ten start-ups on the OpenActive Accelerator programme, each with its own unique approach to providing a product or service to a set of consumers. We've been sharing essential knowledge about our sector, as well as specific insights into the role that behaviour change tools and techniques like personalisation and nudging can play, to make their digital products and services as engaging as possible.

As a result, we are now looking into ways that we can mentor more start-ups in the near future.



One of the biggest barriers to activity is that people can't easily find relevant opportunities. OpenActive aims to rectify this



The next phase of investment will seek to ensure data is of a high quality, which can be used quickly and easily

With the Open Data Institute (ODI), we are also scoping the focus of the next phase of investment into OpenActive. We will seek to ensure that the data we're providing to innovators is of a high quality, so that it gets used as quickly and easily as possible, in order to demonstrate the vital role the data plays in getting people active. We also want as many start-ups or businesses to use the data so that we can improve the data standards, which are critical to getting this data onto the internet, so the information can be found.

How can providers get involved?

By opening their data! An organisation that wants to open its data needs a booking system that is open data enabled. Sport England and the ODI will support organisations in this. We're also working to find solutions for the smaller activity providers, such as local clubs and single instructors, to ensure that they can get their services in front of more people as well. Two such solutions are Open Sessions, and for group exercise instructors, ClassFinder. ●

OPEN YOUR DATA!

There's lots more information on how activity providers can become open data enabled at www.openactive.io/getting-started. Sport England and the ODI are offering all activity providers free consultancy, via the phone or workshops, on how to become open data enabled, so please do get in contact so that we can help more people get active.



For full company and contact details of any of the products and services featured here, please visit www.sport-kit.net

PRODUCT INNOVATION

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

SwipeStation gives clubs 'valuable insight' into fan buying patterns, says Adam King

UK start-up SwipeStation has developed an innovative app-based solution that claims to shorten queue times for F&B offerings at sports grounds and stadia to just 15 seconds.

Supported via a SEEDRS crowdfunding campaign, the system, also called SwipeStation, allows fans to order and pay for food via the app. Once their order has been placed users are given a QR code, which they scan at designated stations before

collecting their orders from the counter via a dedicated fast lane.

Currently installed at four leading sports grounds in the UK – including Welford Road (Leicester Tigers) and Stadium of Light (Sunderland) – the system is able to operate independently of an internet connection, and is designed to enhance the overall fan experience.

In addition, the company claims that it has the potential to increase sales, due to the reduction in wait times.



SwipeStation gathers order data, giving insight to buying patterns

Adam King, SwipeStation CEO, says: "The ease and speed with which fans can order has an impact on sales, so SwipeStation reducing queue times to less than 15 seconds means a more profitable venue. We also gather

order data, which gives clubs valuable insight into fan buying patterns, thereby allowing managers to plan better."

SPORT-KIT KEYWORD
SWIPESTATION

Polycam One solution creates dynamic visual experience, says Assaff Rawner

Nikon Group company Mark Roberts Motion Control (MRMC) has launched Polycam One, targeting the live sports capture market. A portable, multi-camera solution, the Polycam One enables a single operator to record a match from multiple camera positions simultaneously.

The system can accommodate up to 12 robotic cameras, and works by mapping out the playing area and the camera locations, to capture complementary shots of the action, including wide and high-tactical views, while the operator

records the match on the main camera. Designed to provide a dynamic visual experience, the cameras are IP connected, so can be used by a remote operator, who can adjust and control the cameras and footage in real time.

"Polycam One is an ideal solution to adding more camera angles to what would normally be a single camera operation," says MRMC managing director Assaff Rawner. "Its innovative design means it can easily



Assaff Rawner, MRMC managing director



The system allows a single operator to control up to 12 cameras

be deployed, configured and operated by one person and, with our robotic heads providing up to 12 additional cameras, it gives users more options for capturing the action."

SPORT-KIT KEYWORD
MARK ROBERTS MOTION CONTROL

Halo shirt is a new approach to protecting athletes from injury, says **Charles Corrigan**

Canadian tech company AEXOS (Advanced Exoskeletal Systems) has developed an innovative compression shirt that is designed to reduce the risk of

injury in contact sports. The company, which was founded in 2015 by brothers Charles and Rob Corrigan, specialises in the design of 'biomechanically assistive technology' that

allows wearers to challenge their physical limits while reducing the risk of injury.

The shirt, called Halo, supports the movement of the cervical spine, reducing stress and fatigue on the head and neck, and offering neck and postural support.

It features innovative technology that enables the collar of the shirt to stiffen during a whiplash event, therefore improving neck stability and reducing causal factors of whiplash injury and concussion.

The company worked on Halo with design-firm Tactix, ballistic testing facility



Charles Corrigan, CEO, AEXOS

Biokinetics and researchers at the University of Waterloo.

"We've spent the last three years developing lightweight high-performance protection for athletes that is unlike anything else available today," said CEO Charles Corrigan.

SPORT-KIT KEYWORD

AEXOS



The halo will support the movement of the cervical spine

GumGum Sports determines media value for club sponsors, says **Sam Grimley**

GumGum Sports has announced a new partnership with Scottish rugby team Glasgow Warriors, which will see the sports AI company capture data on the club's

sponsorship partners across broadcast and social media.

GumGum works by determining a media value based on impressions across broadcasted games and social media, measured against equivalent advertising costs. The app accounts for exposure from all content creators, not just channels owned by Glasgow Warriors, and will assign value to every related post that's uploaded.

By searching social platforms, including Facebook, Twitter, Instagram and Youtube, alongside televised broadcasts, the technology is able to quantify these impressions



The system assigns a value to the club's social media exposure

against a Media Value Percentage, a methodology that accounts for a number of factors including clarity, prominence and share of voice.

Sam Grimley, commercial director of GumGum Sports, says: "The way in which fans consume rugby is rapidly changing,

meaning the way in which clubs measure and monetise their sponsorship offering requires a new approach. It's an exciting time for the sport and we're looking forward to help." ●

SPORT-KIT KEYWORD

GUMGUM SPORTS



Sam Grimley, commercial director, GumGum Sports

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

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

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

PRINCIPAL CONTRACTORS

CHARLES LAWRENCE
SURFACES

tel: +44(0)1636 615866
www.charleslawrencesurfaces.co.uk

AB C D O Q

Charles Lawrence
Tennis Courts

Tel: 0800 294 8066
Fax: 01509 558691
email: allcourts@btinternet.com

A D I J K P

Chiltern Sports Contractors

Honours Yard, Lodge Lane, Chalfont St Giles, Bucks, HP8 4AJ

T: 01494 766673 F: 01494 766674
E: sports@thechilterngrp.co.uk
www.chilternsportscontractors.co.uk

A D I J K O P Q S

CLS SPORTS

Natural & Synthetic Sports Facility Specialists

Design • Construction • Maintenance

01642 488328 | info@cls-sports.co.uk
www.cls-sports.co.uk

A B C D E F O Q S

etc sports

Design, Build & Maintain the Finest Tennis Courts & Sports Surfaces

01621 85 86 86
www.etcsports.co.uk

A B D

Fosse Contracts Ltd
28 Cannock Street
Leicester LE4 9HR

Tel: (0116) 246 0500 Fax: (0116) 246 1561
Email: info@fossecontracts.co.uk
www.fossecontracts.co.uk

A D I J K O P S

Hunter Construction (Aberdeen) Ltd,
Centaur House, Thainstone Business Park,
Inverurie AB51 5GT

HUNTER

Tel: 01467 627290 Fax: 01467 625791
E-mail: info@hunter-construction.co.uk

B D

O'BRIEN
Pitch Perfect...

01635 345210
www.sandcslatter.com

A B C D E Q

LAND UNIT
CONSTRUCTION LIMITED

NATURAL SPORTS GROUND CONSTRUCTION
Tel: 01908 260217 Fax: 01908 261659
Email: sales@landunitconstruction.co.uk
www.landunitconstruction.co.uk

E

MCARDLE

SPECIALISTS IN SPORTS PITCH CONSTRUCTION

Design and construction of 3G football & rugby pitches, all-weather hockey surfaces, multi-use games areas, synthetic tracks and more, for sporting clubs, local councils, universities, colleges & schools

T: 01491 827810
E: enquire@mcardslesport.co.uk
www.mcardslesport.co.uk

B C D

S&C SLATTER
SPORTS CONSTRUCTION SPECIALISTS

Exceptional Sports Facilities

Tel: 01635 345210 www.sandcslatter.com

D F

PLATT CONSTRUCTION
Play & Recreation Limited

Unit 32, Chryd Close, Howarden Industrial Est, Manor Lane, Howarden, CH5 3PZ

T: 01244 533184
F: 01244 533184
E: Sales@plattconstruction.co.uk

www.plattconstruction.co.uk

A D J K P Q

polytan

POLYTAN SPORTS SURFACES LIMITED
Phone: 0845 224 1416 Fax: 0845 224 1617
Email: info@polytan.com
www.polytan.de/en

B C D O

CONICA

HIGH PERFORMANCE FLOORING FOR SPORTS & PLAY FACILITIES AROUND THE WORLD.

www.conica.com
Phone: 01636 642 460
Email: enquiry@conica.com

O

Quality contractors at affordable prices

WHITE HORSE CONTRACTORS

tel 01865 736272
www.whitehorsecontractors.co.uk

B D E

ANCILLARY CONTRACTORS, MANUFACTURERS & SUPPLIERS



B&L Fencing Services Ltd
Tel: 01527 882101
Fax: 01527 882123

www.blfencing.co.uk
Fencing Specialists to the Sports Industry

J



Bridome Ltd, The Courtyard, Wisley, Surrey GU23 6QL
Tel +44 (0)1932 350365 Fax +44 (0)1932 350375
e. info@bridome.com w. www.bridome.co.uk

L



ADVANCED COATING SYSTEMS

T: 01606 834015
E: sales@britanniapaints.co.uk
www.britanniapaints.co.uk

M P

Resipol Sports flooring · Sports surfaces

Tracks for champions



www.berleburger.com
Tel: 01422 200 143
Email: maguirejbswuk@aol.com

O



Tel: 0800 9886370 www.collinson.co.uk

L



CopriSystems
covering technology

01380 830 697 www.coprisystems.com

L



LEADING AIR DOME MANUFACTURERS

T: 01883 743988 F: 01883 744076
E: johnwright@covairdomes.co.uk
www.covairdomes.co.uk

L

Leading in Artificial Turf Systems



Phone: +31 (0) 384250050
E-mail: info@edelgrass.com
www.edelgrass.com

O



Suppliers of Adhesives for all applications in the sports surface industry

Tel: 01889 271751
www.envirostik.com

G



A Tarkett Sports Company

Tel: +44 (0) 131 629 0437
www.fieldturf.com

O

The leading manufacturer of netting, posts & sports ground equipment



www.harrod.uk.com • Tel: 01502 583515

I

HEXA SPORTS

Manufacturers of high quality sports equipment and tennis court products

T: 0121 783 0312
F: 0121 786 2472
E: sales@hexasports.co.uk
www.hexasports.co.uk

I



PRODUCTS FOR SPORT

01502 710039 • www.markharrod.com

I



Polyurethane Systems built to ADAPT

Tel: +44 (0)1625 575737 www.mri-polytech.com

O

KEY

- A Tennis Courts
- B Synthetic Pitches
- C Athletics Tracks
- D Multi Sports
- E Natural Sportsturf
- F Play Surfaces
- G Adhesives
- H Aggregate Producers
- I Equipment Suppliers
- J Fencing Systems
- K Floodlighting
- L Indoor Structures
- M Paint Manufacturers
- N Screening/Windbreaks
- O Sports Surface Suppliers
- P Surface painting /Line Marking
- Q Civil Engineers & Groundworks
- R Irrigation & Pumping
- S Maintenance
- T Professional services

The Specialists in Synthetic Grass and Artificial Sports Surfaces



ASTROSPORT

+44 (0)800 9788 140 info@astroport.co.uk

O

MULTI-USE SPORTS FLOORING FOR ALL ROUND PERFORMANCE



TARAFLEX™ COMMUNITY

Call: +44 01926 622600
Email: contractuk@gerflor.com
Visit: www.gerflor.co.uk

O

luminance pro
lighting systems

floodlighting systems

T: 01276 855 666
www.luminancepro.co.uk

K

ANCILLARY CONTRACTORS, MANUFACTURERS & SUPPLIERS CONTINUED

PLANT FENCING
Sports Fencing Specialists

www.plantfencing.com
T: 01780 740 940 E: enquiries@plantfencing.com

L

Murfit's Industries Ltd
Station Road, Lakenheath, Suffolk IP27 9AD **mi** MURFIT'S INDUSTRIES

Tel: 01842 860220
Fax: 01842 863300
Email: info@murfitindustries.com

O

NEPTUNUS
structures

Temporary buildings

www.neptunus.co.uk

L

PROGAME

www.progame-shockpads.com
Contact: Martin Laidler - Sales Manager
Tel: 07831 178690
Email: mlaidler@trocellen.com

O

REPLAY.
PRESERVING PLAY

01636 640506 info@replaymaintenance.co.uk
www.replaymaintenance.co.uk

MAINTENANCE FOR SYNTHETIC SPORTS SURFACES

I P S

SPORTS LABS
surface testing & consultancy

Tel: 0845 602 6354
Email: louise@sportslabs.co.uk
Web: www.sportslabs.co.uk

T

Celebrating 20 years providing durable, resilient & quality multi use sports floors

SPORTS SURFACES UK

01244 321200
info@sportssurfacesuk.com
www.sportssurfacesuk.com

O

Synthetic multi-sport surfaces

Northern Office
11 Enterprise Way
Jubilee Business Park
Derby, DE21 4BB
0800 587 0290
info@sport-top.co.uk

SPORTTOP www.sport-top.co.uk
INVEST IN BETTER PLAY SURFACING, FROM THE GROUND UP.

K S

STRI

Sports Turf Research Institute
DESIGN & ADVICE FOR SPORTS SURFACES

t. +44 (0)1274 565131
e. info@stri.co.uk
www.stri.co.uk

T

TECHNICAL SURFACES

Synthetics sports pitch maintenance experts
tel:// 08702 400 700 fax:// 08702 400 701
email:// info@technicalsurfaces.co.uk
web:// www.technicalsurfaces.co.uk

S

TigerTurf™ UK LTD

t: +44 (0)1299 253966
e: ukinfo@tigerturf.com
www.tigerturf.com

O

VELDEMAN | Sports Buildings
STRUCTURE SOLUTIONS

+44 28 9264 8344 | sport@veldemangroup.com
www.veldemangroup.com

L

WHITE LINE SERVICES

Cleaning, lining and resurfacing of sports surfaces
T: 01342 851172
E: info@white-line-services.com
www.white-line-services.com

I P S

THE SPORTS AND PLAY CONSTRUCTION ASSOCIATION CAN BE CONTACTED ON:

Tel: 024 7641 6316
Email: info@sapca.org.uk
www.sapca.org.uk

SAPCA MEMBER



SPORTS MANAGEMENT DIRECTORY

To advertise, call now on +44 (0)1462 431385 email: theteam@leisuremedia.com

AV/Lighting/Sound

AV / SOUND

Lightmasters

Audio Visual Systems
Effects & Mood Lighting
PA Systems

info@lightmasters.co.uk
www.lightmasters.co.uk

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

WWW.LIGHTMASTERS.CO.UK

Sports flooring

Temporary buildings



www.neptunus.co.uk

Sports pitches

O'BRIEN
Sports Limited



Pitch Perfect...

Football pitches
Hockey pitches
Multi-use Games Areas
Rugby pitches
Athletics tracks

Get in touch

01926 319 724

info@obriencontractors.co.uk

www.obriensports.co.uk

Lockers & changing rooms

RIDGEWAY
furniture manufacturing
ridgewayfm.com

tel. 01525 384298 sales@ridgewayfm.com

Sports equipment suppliers & manufacturers

Ready for a new experience?

PRECOR

precor.com • 08448 480101 • info@precor.com

MARK HARROD
PRODUCTS FOR SPORT

FOOTBALL	HOCKEY	RUGBY
TRAINING	SHELTERS	BOOT WIPERS

We also supply products for athletics, badminton, basketball, cricket, handball, lacrosse, netball, rounders, table tennis, tennis, and volleyball.

Call for more info or request our catalogue **01502 710039** or visit www.markharrod.com

BE SEEN BY OVER 5,500 **ACTIVE BUYERS** IN EACH ISSUE

To advertise here, call us now on +44 (0)1462 431385

Email: theteam@leisuremedia.com

To advertise, call now on +44 (0)1462 431385 email: theteam@leisuremedia.com

Sports equipment suppliers & manufacturers (continued)

PRICES INCLUDE FREE DELIVERY to England, Wales and southern Scotland*

THINK SPORTSEQUIP

Save Time, Save Money, buy your tennis court equipment online from sportsequip.co.uk

Think sports equipment, think sportsequip

Tel: 01856 545789 | info@sportsequip.co.uk | www.sportsequip.co.uk/tennis

Sports flooring

DORRELL

SPORTS FLOOR CARE

SANDING | SEALING | COURT MARKINGS
NATIONWIDE SPECIALISTS

Tel: 01684 567504
Email: info@peterdorrell.co.uk
www.peterdorrell.co.uk

TARAFLEX
SPORTS

High Performance Fitness Flooring
Recognised Brand Trusted Quality

www.gerflor.co.uk

Gerflor
the flooring group

Sports lighting

the night sky in safe hands

Tel: 01623 511111
Email: sales@abacusinghting.com
www.abacusinghting.com

Abacus
LEADER IN LIGHTING

Photo courtesy of Chester County Sports Club

tennis hockey football netball rugby cricket
basketball
athletics
skate parks
mnuogas

luminance pro
lighting systems

LED & Sports Floodlighting
Indoor and Outdoor

Tel: 01276 855666
info@luminancepro.co.uk
www.luminancepro.co.uk

HiLux™

Sports retail

SRS Leisure

YOUR COMPLETE RETAIL SOLUTION

CELEBRATING 25 YEARS

PROUDLY SUPPLYING

POOL
SPECIALISTS

HEALTH CLUBS

0121 550 2700
sales@srsleisure.com
www.srsleisure.com

Sports surfaces & maintenance

The Specialists in Synthetic Grass and Artificial Sports Surfaces

A/S

ASTROSPORT

+44 (0)800 9788 140 info@astroport.co.uk

The new **3 R's**

REPLAY. PRESERVING PLAY

MAINTENANCE FOR SYNTHETIC SPORTS SURFACES

REPAIR
REVIVE
REJUVENATE

info@replaymaintenance.co.uk 01636
www.replaymaintenance.co.uk 640506

SMG Pioneer and Leader in Track & Turf Equipment

SMG Sports Technology Services GmbH

1000 Series M1000
PianoMatic P128
StrukturMatic S122

SMG Sports Technology Services GmbH
Helmweg 10
D-42699 Solingen, Germany
Tel: +49 (0)2125 120-10
Fax: +49 (0)2125 120-10
www.smg.de

SMG
© 2010 SMG Sports Technology Services GmbH

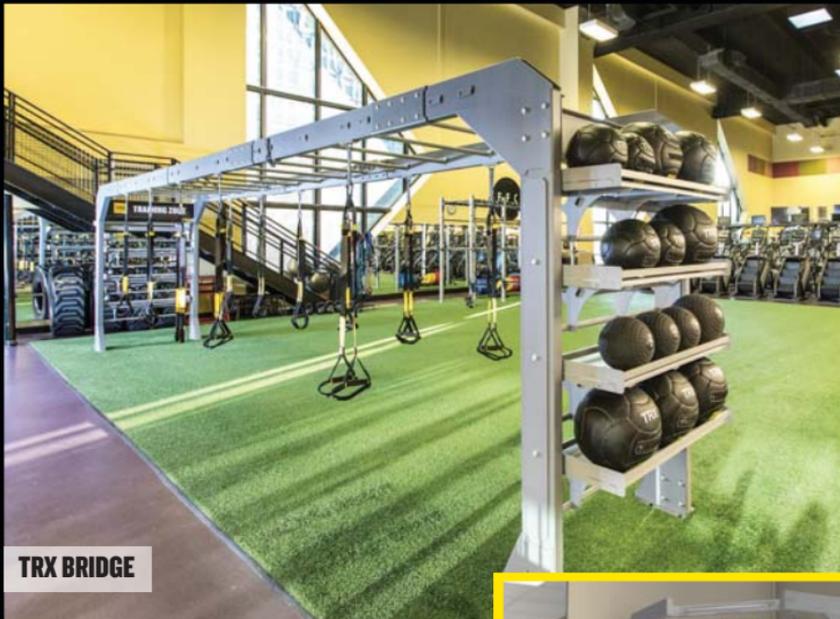
WHITE LINE SERVICES

Cleaning, lining and resurfacing of sports surfaces

T: 01342 851172
E: info@white-line-services.com
www.white-line-services.com

TRX

TRX STUDIO LINE



TRX BRIDGE

TRANSFORM THE SPACES IN YOUR FACILITY

Create the ultimate Functional Training Zone in your facility. These highly customizable suspension anchoring and storage systems maximize space efficiency and exercise functionality, while emphasizing design and aesthetics to suit the needs of each unique member, space and activity.



TRX CORNER UNIT

CONTACT YOUR REP TO ORDER

jwoolley@trxtraining.com

trxtraining.co.uk/commercial/trx-training-zone-solutions

CHAMPIONS TRAIN ON KEISER



DID YOU KNOW?

- More than 80% of the world's top professional sports teams train on Keiser.
- The reigning champions of all four major North American pro sports leagues use Keiser equipment.
- EXOS relies on the versatility of Keiser equipment to prepare world-class athletes for everything from the NFL Combine to baseball's Spring Training.
- For over a decade, World Cup champion Germany has shipped Keiser equipment around the globe to train for tournaments.

KEISER®

BECAUSE...
**'GOOD
ENOUGH'
ISN'T.™**

Contact Keiser UK now
t: 01666 504 710
e: sales@keiseruk.com