

# SPORTS

## MANAGEMENT

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@sportsmag

## Joe Anderson


MAYOR OF LIVERPOOL

Securing the Commonwealth Games would offer the opportunity to regenerate our city

Is Stoke Gifford Parish Council right to charge a fee for parkrun? p32

Line of duty: Meet Tanni Grey-Thompson's Duty of Care working ground p34

How are county cricket clubs sweating their assets to top up revenues? p40



Cover star: Syrian-born refugee Yusra Mardini aiming for the Rio Olympics p36

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News and analysis:  
West Ham's  
stadium deal and  
sport's impact on  
the economy

p12

Why Maggie Alphonsi  
thinks rugby can  
change people's lives

p6



Talking point: Is Stoke  
Gifford Parish Council  
right to impose  
charges on parkrun?

p32

Tanni Grey-Thompson  
and her seven  
colleagues in the  
government's Duty of  
Care working group

p34







Interview: Liverpool mayor Joe Anderson on his commitment to bid for the Commonwealth Games

p26

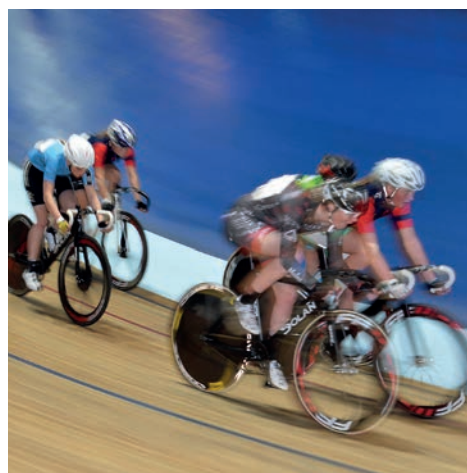
Sweating the assets: How county clubs are using their grounds to curb their reliance on ECB grants

p40



Medical excellence: Inside Atlanta Hawks' "first of a kind" medical training facility

p44



Game changers: The latest technology and innovation in the world of sport

p55

## IN THIS ISSUE

### 06 PEOPLE

Maggie Alphonsi, Ralph Krueger and Henk Comeyne

### 12 NEWS & ANALYSIS

### 26 INTERVIEW

Joe Anderson, Liverpool mayor

### 31 ANDY REED COLUMN

"The battle of the sugar levy is far from over"

### 32 TALKING POINT

Stoke Gifford Parish Council versus parkrun

### 34 LINE OF DUTY

Meet Tanni Grey-Thompson's Duty of Care working group

### 36 SYMBOL OF HOPE

The refugee athletes hoping to make the Rio Olympics

### 40 COUNTY CRICKET

Generating non-ECB revenue

### 44 ATLANTA HAWKS

New medical training centre

### 50 HACKATHON

Tech and physical activity

### 52 TOUR DE FORCE

Inside Haute Route

### 55 GAME CHANGERS

Innovation in sports services, equipment and products

### 57 DIRECTORIES

Key contacts for buyers

### 62 RECRUITMENT

Find your next challenge

# health sport activity



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# 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](mailto:sm@leisuremedia.com)



## Elite or grassroots, the welfare of participants is vital

We're pleased the government has launched the Duty of Care review because sport and recreation should be a safe and inclusive environment for all. (see report, p34)

The consultation will gather information from existing practices in sport, other sectors and other countries to produce recommendations that will support the government's aim of getting more people engaged in physical activity and maintain the position of the UK at the top of the medal tables.



**Duty of care chair Tanni Grey-Thompson**

We are particularly pleased that as well as considering elite athletes the review will also consider those who participate in grassroots sport.

Looking after everyone at every level is vital to ensure a more regular and sustained involvement in physical activity. We will be responding to the call for evidence – in particularly drawing on the work on concussion and mental wellbeing we have been engaged in recently – and are already working with Tanni to ensure that the views of our members on all the important issues are heard.

**Emma Boggis, chief executive of the Sport and Recreation Alliance**

## Coventry has the credentials to be City of Rugby

We've been delighted with the reaction and coverage Coventry has received following the launch of our City of Rugby initiative, as we aim to establish Coventry as one of the leading cities in the world for every level of the sport by 2023 across Rugby League and Union.

But why rugby and why Coventry?

Well, our City of Rugby partnership believes that the core values of the game (Teamwork, Respect, Integrity, Enjoyment and Discipline) can have a great impact on young people, families and their communities.

Every sport has its challenges but our goal, initiated via a newly developed educational programme called Engage!, aims to use the core values of rugby for social and educational enrichment.

The sport and its values are unique and can have a huge impact in developing healthy, well-rounded, confident youngsters who have greater access to opportunities to help develop a sense of belonging within their local communities.

The City of Rugby seeks to build upon this by introducing the sport and its values into more schools and neighbourhoods. We are working alongside partners to address the social, health and educational challenges that impact the wellbeing and prospects of young people.

Coventry has a proud rugby heritage, dating back to 1874 with Coventry Rugby, where at its most successful period in the 1960s the majority of the national team came from the club.

From a Rugby League perspective, in Coventry Bears we have the only

**With a 10-year strategy for sport, it's exciting times in Coventry**

professional club in the Midlands, and with Wasps moving from London to base themselves at the only Olympic venue in the Midlands, the Ricoh Arena, we've had the opportunity to seize a unique moment, as various factors have aligned to make this initiative possible.

With a 10-year strategy for sport, it's exciting times in Coventry and through promoting the values and our unique rugby heritage, there's no sport better placed to make an impact across our City.

**Tom Clift, strategic co-ordinator, City of Rugby at Engage! Coventry**

“Rugby has changed my life and can do the same for others”

**Maggie Alphonsi, former England international rugby player**



After 70 caps for England, Alphonsi wants to inspire others to change their lives through sport



Alphonsi is ambassador for the RFU's Spirit of Rugby initiative

“do inspirational talks for businesses, schools, universities – basically anyone who will listen,” says Maggie Alphonsi with a chuckle, before reverting to a more serious tone. “I try and highlight the fact that I’ve come from a really challenging set-up and managed to maintain a career in rugby and earn a Master’s degree while doing so.”

Alphonsi talks candidly about growing up on a council estate in North London and the fact that she was born with a club foot. But despite describing herself as a “horrendously naughty kid at school”, the Women’s Rugby World Cup winner overcame the obstacles to carve out a successful career – something she has continued into retirement. Those experiences, she says, will stand her in good stead in her new role as ambassador for the Rugby Football Union’s (RFU) Spirit of Rugby initiative, which aims to entice 16–24 year-olds in deprived and isolated areas into taking up the sport.

“I’ll work with the volunteers on the project, tell them about my journey and give them advice to keep going,” Alphonsi explains. “I will emphasise that rugby has changed my life and it can do the same for them. They don’t have to be good at it, it can change their life as a volunteer, coach or referee.”

The two-year scheme, funded by Spirit of 2012, launched last August in 15 locations around the country – from Cumbria to East Kent. It aims not only to increase participation within the 16–24 demographic, but also to boost the number of







Alphonso in her playing days – which culminated in England winning the World Cup in 2014

volunteers and give youngsters the chance to have careers in rugby away from the field of play.

Alphonso says that while the improvement of mental wellbeing and physical fitness was an important aspect of the scheme, she is keen to highlight the “transfer of skills” that can be brought from rugby into a working environment such as “leadership skills, management skills and discipline”.

Her first engagement as an ambassador was meeting volunteers at the game’s spiritual home of Twickenham who were learning about such career opportunities. Alphonso gave a speech to youngsters alongside RFU chief executive Ian Ritchie and rugby development director Steve Grainger.

The former England international, who won 70 caps, reveals that her main goals are to increase the profile of the sport with non-rugby people and to engage with people in communities such as Eastern European and South Asian who haven’t traditionally had a close relationship with rugby.

Alphonso pinpoints Liverpool – “a massive football area” – as a location she’s keen to target, as well as people with disabilities and those from lower

socioeconomic groups. The importance of increasing participation among girls and young women is also stressed, and Alphonso talks about an innovative project in Darlington, called Scrum Down, Scrub Up, in which beauty therapists are being targeted to take part.

Post-retirement (Alphonso retired shortly after England’s World Cup win in 2014) has been a busy time for Alphonso, who has taken on a number of endeavours “out of my comfort zone”. She initially tried to qualify for the 2016 Rio Olympics in the shot put discipline, but found the transition of going from a team sport to a solo sport “really challenging”.

An appearance on BBC One’s All Star Choir for Children in Need also beckoned, with Alphonso reminding *Sports Management* that the subsequent single Wake Me Up went to number one in the charts.

But for now the ex-Saracens flanker is happy to concentrate on her motivational speaking engagements and her burgeoning career as a pundit after debuting on ITV during the 2016 Six Nations.

“Ideally I want to become a very good pundit, become a more regular, feature on TV and encourage more women to take those steps,” she says. ●



“There’s so much opportunity in the way countries like China and India would like to learn to develop football players”

**Ralph Krueger,  
Southampton FC chair**

**F**ast-forward to mid-September and all eyes will be on the maiden few weeks of the 2016-17 Premier League season. Leicester City may well be in the early stages of an improbable title defence, Pep Guardiola will be adapting to life at Manchester City, while the Spaniard’s long-time rival Jose Mourinho may well be in the opposing dugout when City face rival Manchester United.

One man who will be watching the action from afar during the last two weeks of September will be Southampton chair Ralph Krueger, who will be managing Team Europe at the 2016 World Cup of Hockey. It might seem like a strange endeavor for a Premier League chair at such an important stage of the season, but Krueger doesn’t really do convention.

The World Cup of Hockey is returning after a 12-year hiatus and Krueger – who had a successful career in the sport – will lead a group of European National Hockey League (NHL) players from nations such as Switzerland, Germany and Norway, who will not take part in the tournament with their home nations.

Before joining Southampton in March 2014 the German Canadian had no previous experience in



ANDREW MATTHEWS / PRESS ASSOCIATION IMAGES

Krueger, a Canadian, came into football from ice hockey

football and had devoted the majority of his life to ice hockey, helping Canada win gold at the 2014 Sochi Winter Olympic Games.

During his first summer transfer window with Southampton, the south-coast club lost its young and innovative head coach Mauricio Pochettino to Tottenham Hotspur, as well as a number of key players including Adam Lallana to Liverpool, Luke Shaw to Manchester United and Calum Chambers to Arsenal. Many pundits thought the writing was on the wall and that relegation beckoned.

However, Southampton brought in respected Dutch coach Ronald Koeman, and under his and Krueger’s watch the club was steered towards European football via a seventh-placed finish and remains on course to repeat the feat this season. Following a number of seasons of Premier League stability, Krueger is keen to push Southampton on and build its brand globally.

“Right now we’re a local brand,” he says. “If we’re realistic about where we’re positioned there are



**Turn over:** World Cup winning rugby star who is inspiring others





clubs in the relegation zone (Aston Villa, Newcastle United, Sunderland) that are way bigger than us. That is the reality of it and we want to become a bigger club and be able to compete regularly.”

After signing the club’s “biggest ever commercial deal” with Under Armour (see page 16), Krueger is planning to use the capabilities of both organisations to open football schools in the US and in China. Krueger says he sees Southampton as a “teacher of football” and will employ coaches to work in international markets. It’s new partner, Under Armour has 200 grassroots partners in the US.

“We’re just starting to have conversations in China,” he reveals. “It’s just the beginning and there’s so much opportunity in the way countries like China and India would like to learn to develop football players.”

Despite being candid about Southampton’s global ambitions, the chair is cautious about not “losing the eye on the ball here at home”. He believes that Leicester’s incredible exploits this season – which has the club on the brink of winning its first-ever league title against all the odds – can act as inspiration for Southampton when taking on the traditional big boys such as Manchester City, Chelsea and Arsenal.

### **Southampton has ambitions of becoming a global brand**

“We feel proud that we broke down some barriers last year by staying in the Champions League spots until January, but Leicester has taken things to a whole new level,” say Krueger with a chuckle.

“We are happy for them. Of course it helps the situation that there’s parity in the league now.”

Krueger reckons that they’ll be even more twists and turns next season, once the league’s record £5.1bn (US\$7.2bn, €6.4bn) domestic television rights deal kicks in, bringing some “crazy players” to England during the summer.

The increase in money for Premier League teams also ramps up clubs’ responsibility in investing in its local community, according to Krueger. The deal with Under Armour will see the growing sportswear firm donate 5,000 kits to deprived children in the surrounding community. In addition, Southampton will maintain its investment in community programmes such as the 20,000 hours of football training it gave to children over the past year and its work with local people in drug rehabilitation centres.

“We will never take our eye off that [supporting the local community],” he explains. “We’re going to stay humble with our feet on the ground.” ●



# “It’s important to keep traditional sports alive as they offer such wonderful riches”

## Hein Comeyne, chief coordinator, Confederation for Traditional Flemish Games

In an age where media coverage of sport is dominated by a handful of team sports and the main Olympic disciplines, it is easy to forget that there is a plethora of historic sports and games still played actively around the world. Different forms of shooting and throwing, combat sports and tugs of war are not only the forefathers of many modern sports, but continue to be eagerly contested in their own right.

### KEEPING TRADITIONS

The need to protect historic games was recognised by UNESCO, which in 2003 published its convention for the safeguarding of intangible cultural heritage (ICH). Within its document, UNESCO states how “traditional sports and games are part of our intangible heritage and a symbol of the cultural diversity of our societies”. As a result, the European Traditional Sports and Games Association (ETSGA) was set up to protect and promote traditional sports across Europe.

One of its member organisations is Vlaamse Traditionele Sporten (VlaS) – the Confederation for Traditional Flemish Games. Headquartered in Belgium, VlaS predates ETSGA – it was set up in 1988 – and has been used as a template for any organisation wanting to help with the conservation of traditional sports. It currently acts as an umbrella organisation for more than 20 types of traditional games.

### ENDANGERED SPECIES

An important aspect of VlaS’ work is to make the players themselves aware of the cultural significance of their activities – and to encourage others to take part. “Among the sports we represent are bottle shooting, vertical archery, krulbol, jay bowling



Comeyne says old sports have cultural significance

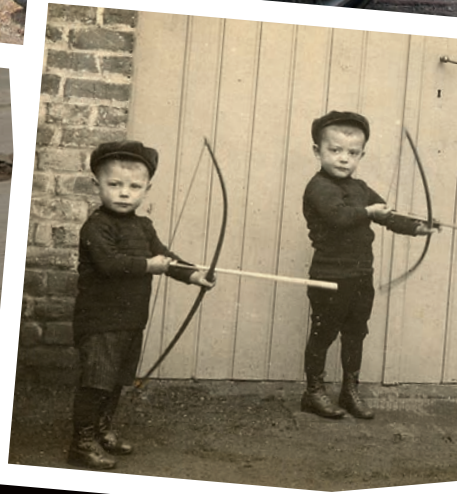
and shuffle board,” says Hein Comeyne, VlaS’ chief coordinator and a traditional sports enthusiast.

“We organise events which bring a number of the disciplines together to showcase them to the public. We demonstrate the sports through small tournaments and let the public try out the games.”

Comeyne compares the work that VlaS does to that of organisations which protect endangered wildlife. “Why do we fear the dying out of unknown species? Because we would lose diversity which we value as being a treasure. It’s important to keep these traditional sports alive because of the riches offered to us all by having a diversity of games to share,” he says. ●







The organisation represents 20 sports and traditional games, such as vertical archery, bottle shooting, krulbol, jay bowling and shuffle board





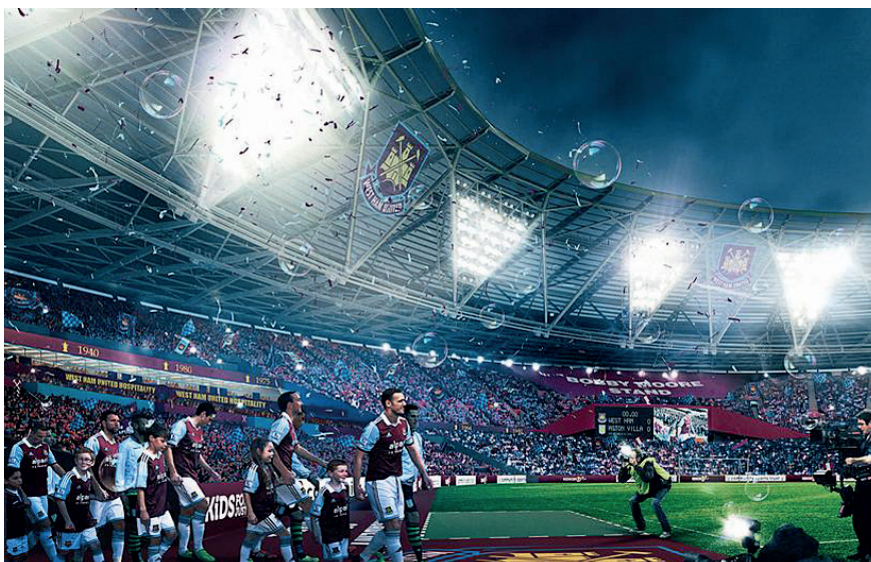
## FACILITIES

### West Ham stadium deal revealed

West Ham United will pay £2.5m (US\$3.5m, €3.1m) a year to rent the Olympic Stadium in East London, although all running costs for the stadium will be covered by the taxpayer-subsidised London Legacy Development Corporation (LLDC).

The LLDC – which operates the Olympic Park on behalf of City Hall – published the full details of the deal it struck with its new tenants following a court order, which will see the Premier League club move in for the 2016-17 season.

**“The ruling will result in challenges given the realities of a highly-competitive market”**



▲ West Ham United FC is due to move into the Stratford-based stadium in August

Running costs such as under-soil heating and floodlighting, changing room and toilet maintenance, security, and cleaning will be covered by the LLDC.

The 207-page document revealed the operator will keep the first £4m (US\$5.7m, €5m) of any naming rights deal West Ham can strike for the stadium.

The LLDC said it was “disappointed” that it had been forced to reveal the details, adding: “The ruling will result in significant challenges given the commercial realities of a highly competitive market, which could amount to many millions of pounds being lost.”

Read more: <http://lei.sr?a=k7t2o>

### Government urges parish council to “reconsider” charging for parkrun

Acting sports minister David Evennett has urged Stoke Gifford Parish Council to “reconsider” its proposal to begin charging participants to take part in parkrun activities.

Talking in parliament on 21 April Evennett, who is covering the maternity leave of Tracey Crouch, said that while the matter was ultimately for the council and parkrun to thrash out, the government objected to barriers to physical activity participation.

“The decision to charge for an event that is free in locations across the UK and around the world is one that

we as a government think should be reconsidered,” said Evennett. “We want to remove barriers to participation and encourage more and more people to get involved in sport. This is the key message the government wants to get across.”

Last month it emerged that the parish council wanted to impose a fee on runners using the local Little Stoke Park to pay for “wear and tear” on paths.

Several members of parliament have since signed an Early Day Motion expressing disappointment with the proposal (for more see pages 32-33).

Read more: <http://lei.sr?a=N0r6f>



▲ Acting sports minister Evennett





SCOTT HEAVEY / PRESS ASSOCIATION

▲ Wasps back row Guy Thompson has given his backing to the initiative

## Premiership clubs launch training course

Several Premiership Rugby clubs have joined together to back an initiative aiming to improve the health and wellbeing of fans.

Bath Rugby, Newcastle Falcons, Northampton Saints, Saracens and Wasps will be launching an online course titled *Move Like A Pro*, in collaboration with the Movember Foundation, which gives men tips to lead happier, healthier, longer lives.

Fans signing up for the initiative will be able to access 12-week direct delivery programmes designed by trainers and nutritionists, while the five clubs will deliver training sessions at their home grounds.

"The rugby community has raised masses of funds and awareness for men's health

**"We look forward to the rugby community enjoying and benefitting from this new programme"**

over the years and we look forward to them enjoying and benefiting from this exciting new programme," said Movember Foundation's UK director Sarah Coghlan.

Wasps player Guy Thompson and Saracens coach Alex Sanderson have given their backing to the initiative.

Read more: <http://lei.sr?a=00e6K>

### Bill Hellmuth promoted to CEO at architecture studio HOK

Bill Hellmuth has taken over as the new CEO of global architecture practice HOK as part of a planned succession process which also sees his predecessor Patrick MacLeamy become the company's chair.



▲ HOK chief executive Bill Hellmuth

Hellmuth's promotion completes a reshuffle announced in January and marks the first time since 1990 that the firm has been led by a design principal.

Read more: <http://lei.sr?a=k3l6S>

### NEWS IN BRIEF



▲ Chief executive Emma Atkins

### Dame Kelly Holmes Trust launches new strategy

The Dame Kelly Holmes Trust – the charity which matches up athletes with disadvantaged young people – has launched a four-year strategy with a focus on improving its mentoring programmes.

Chief executive Emma Atkins told *Sports Management* that *Go The Extra Mile* emphasises the development of "high impact empowerment programmes".

Read more: <http://lei.sr?a=A7a9X>

### Retail funding plan for £10m Cornwall stadium

A proposed 6,000-seater stadium for Truro, Cornwall has moved a step closer with local retailers on board to bankroll the £10m (US\$14.2m, €12.6m) project.

The Stadium for Cornwall will be home to the Cornish Pirates and will be a permanent base for the Truro College's business centre, elite sport, hospitality and catering facilities. It will also hold a 200-capacity conference centre for meetings and functions. The facility will have an initial capacity of 6,000, but there is the option to increase that to 10,000.

The project was given the green light by the council last July.

Read more: <http://lei.sr?a=R1D8D>

## NEWS IN BRIEF

ANDREW MILLIGAN / PRESS ASSOCIATION



▲ Rowsell-Shand at London 2012

### 'Britain needs more cycling facilities'

An increase in the number of indoor velodromes and outdoor road circuits would give British cycling the platform to improve further, according to Joanna Rowsell-Shand.

The World Champion and London 2012 Olympic gold medallist acknowledged that while cycling had "boomed" in recent years both in terms of grassroots participation and elite achievement in the wake of a highly successful Olympic Games four years ago, an increase in quality facilities would be the catalyst for continued improvement.

Talking to *Sports Management*, Rowsell-Shand said: "I'd like to see more facilities in the UK. We've currently got five indoor velodromes, but [I want] more road circuits. There are facilities in Hillingdon and Lea Valley in London which are really good for teaching youngsters or beginners of any age."

Rowsell-Shand's sentiments echo observations made within British Cycling's 2013-17 strategy. According to the governing body the "lack of sustainable multi-discipline cycling facilities throughout Britain is the single biggest barrier to young people".

Read more: <http://lei.sr?a=V5v0U>



▲ School children got active via initiatives including Sainsbury's School Games

## Dinner ladies delivering activity sessions

A new Sport England-funded programme has engaged more than 15,000 school children in regular activity by upskilling lunchtime assistants and other school staff to deliver sessions.

Led by youth activity specialist Fit For Sport, the Engage To Compete programme trained more than 700 school staff in the boroughs of Tower Hamlets and Sandwell to deliver regular physical activity sessions. Lunchtime assistants, teaching assistants, teachers, PE coordinators and senior leadership

teams were shown how to engage all children in activity and help them achieve the CMO guidelines of 60 minutes of activity a day for every child.

With a focus on lunchtime activity – a key time to get children active – 44 schools across the two regions benefited from training and guidance on how to increase physical activity, develop competition and deliver the Engage To Compete challenge: a set of simple challenges to measure children's physical literacy and fitness levels including stamina, agility and co-ordination.

"As well as improvements in the playground, Engage To Compete has resulted in a more positive atmosphere in the classroom too," said Joanne Hingley, a PE teacher at St Hubert's School in Sandwell.

Read more: <http://lei.sr?a=b9s1T>

**"Engage to Compete has resulted in a more positive atmosphere in the classroom"**

### Populous-designed Bristol Arena given the green light by council

Proposals to build the £92m (US\$130.4m, €115.8m) Populous-designed Bristol Arena have been given the

green light by Bristol City Council.

The 12,000-capacity multi-use arena is set to be built on the site of

the former diesel depot close to Temple Meads train station.

Read more: <http://lei.sr?a=u7i9r>





# WINNING MINDSET

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## FOOTBALL

## Southampton eyes US academies

Premier League football club Southampton is planning to launch grassroots football academies in the US and Asia to build its global presence after signing a long-term deal with kit supplier Under Armour (see page 8).

As part of the seven-year partnership the pair will work to grow the club's presence in the US and China.

Southampton chair Ralph Krueger said that the club would be recruiting new coaches for the international market to teach in the "Southampton

**"Right now we're a local brand and we want to become a bigger club"**



▲ Southampton FC chair Ralph Krueger (left) has global ambitions for the club

way". Under Armour will provide its own expertise in this field: the company has 200 grassroots academy partners in the US, providing kit for 50,000 kids young people.

"Right now we're a local brand," Krueger told *Sports Management*. "We want to become a bigger club."

The Canadian added that conversations about launching in the Chinese market were "just starting", adding: "There's so much opportunity in the way that China and India would like to learn and develop football players. The sport is just booming right now."

Read more: <http://lei.sr?a=p3N3k>



▲ FIFA president Gianni Infantino

FIFA will set up an independent body to monitor the working conditions for migrant construction workers in Qatar ahead of the World Cup 2022.

President Gianni Infantino announced the initiative following a damning Amnesty International report alleging human rights abuses for workers.

Read more:

<http://lei.sr?a=x1S1N>

## Peer-led grassroots football scheme for Wales

One thousand young people in Wales will be provided facilities, equipment and training in order to run football activities in their secondary schools following investment from supermarket chain Lidl.

Lidl Play More Football was launched in Wales with the ambition of enabling 30,000 young people to play football over the next three years in activities overseen by their peers.

The 1,000 'Directors of Football' will be supported by teacher mentors and taught leadership skills. Peer-



▲ Wales coach Chris Coleman helped launch the initiative

led secondary school sessions are expected to introduce 10,000 children aged 7-16 to football, while additional sessions – launched in September 2016 – are expected to engage a further 20,000

There will also be an increased focus on encouraging more young girls to participate in football, while the move is part of an overall strategy of boosting the number of children playing football from 67,000 to 200,000.

Wales coach Chris Coleman, who launched the scheme at the national team's training centre Dragon Park, said it was a good time for the Football Association of Wales (FAW) to "capitalise" on Wales' qualification for Euro 2016.

Read more:

<http://lei.sr?a=Q6K6I>



**Turn over:** Who thinks Britain needs more cycling facilities to increase success?



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## ATHLETICS

## Mental health support for clubs

Grassroots athletics clubs across England will support members – and people in their wider community – with mental health problems by appointing designated volunteers.

The Mental Health Ambassador programme has been launched by governing body England Athletics and mental health charity Mind. An initial 128 ambassadors have been appointed by 91 clubs to help people start running, continue running, and look after the wellbeing of existing members.

**“We have been humbled to hear the difference running has made to lives”**



KVREN KALINBAČAK / SHUTTERSTOCK

▲ The scheme will encourage people with mental health issues to start running

Practical tasks the ambassadors will carry out include creating a mental health action plan for their club, organising specific related events and creating links with local mental health services.

“We have been really humbled hearing and reading the stories about

the difficult times that many of our ambassadors have experienced personally or through family and friends and the difference running has, and continues to, make to their lives,” said Liz Purbrick, national disability manager at England Athletics.

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

## AFC Wimbledon boss calls on mayoral hopefuls to ‘ok’ stadium dream

AFC Wimbledon chief executive Erik Samuelson has called on supporters of the club to lobby London mayoral hopefuls Sadiq Khan and Zac Goldsmith to secure approval for the club’s proposed new stadium.

Outgoing mayor Boris Johnson elected not to ratify Merton Council’s approval for the 11,000-capacity ground, leaving the issue in the inbox of the candidate who will enter City Hall after 5 May.

Samuelson said: “Please send separate emails, one to Sadiq Khan and another to Zac Goldsmith, simply saying: ‘Please support AFC Wimbledon’s plans for a new



DANIEL LEAL OLIVAS / PRESS ASSOCIATION

▲ Candidates Sadiq Khan (left) and Zac Goldsmith (right)

stadium in Plough Lane’. And add your name and address.”

Samuelson’s rallying cry has been backed up by a group of AFC Wimbledon supporters

dubbed Bring The Dons Home (BTDH), who have criticised Johnson’s decision to put the proposal on the back burner.

“The same mayor who

called in this proposal recently approved Tottenham Hotspur’s new stadium plans and presided over an arrangement to allow West Ham use of the Olympic Stadium at allegedly advantageous rates to the club,” said a BTDH spokesman.

“BTDH is delighted for the supporters of both teams, but would hope that all football fans would agree that a small community-owned club with significantly smaller revenue streams should be treated equally as fairly by the mayor of London as multi-million pound Premier League entities.”

**Read more:** <http://lei.sr?a=z1a0Y>







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## RESEARCH

## Investment in sport saves billions on health and crime

**What effect does sport have on the wider economy and society? Sheffield Hallam University has attempted to find out**

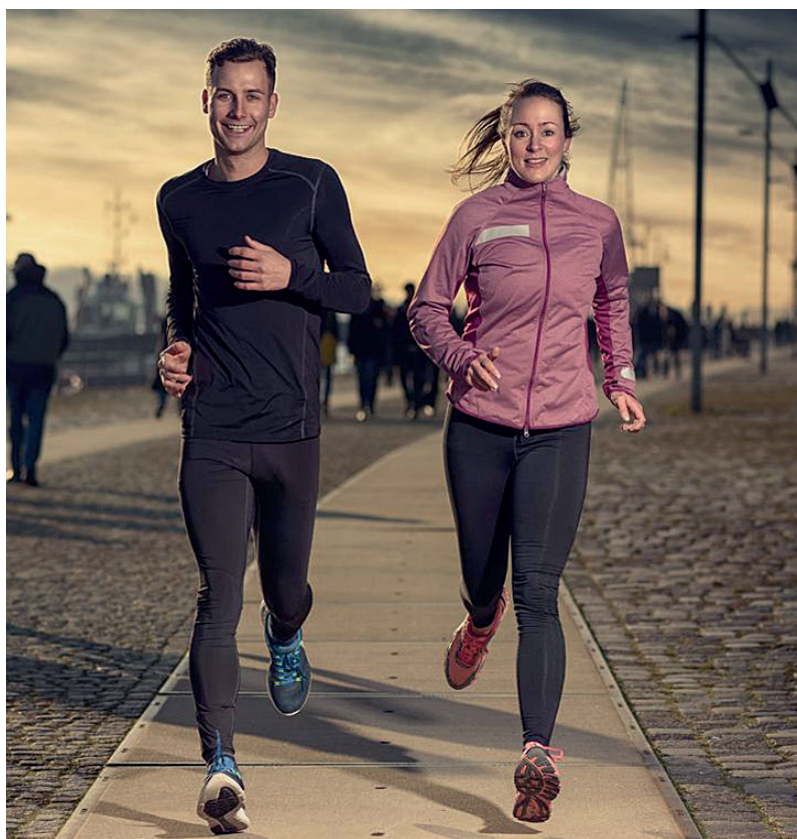
**A**lmost £45bn was saved in England over a 12 month period on health, crime and education as a result of the country's investment in sport.

According to a new study compiled by Sheffield Hallam University – *Social Return on Investment in Sport* – the £23.46bn (US\$33.68bn, €29.86bn) spent on sport during 2013-14 contributed to a £44.75bn (US\$64.24bn, €56.95bn) “outcome”, with six of the outcomes relating to health, two to education and a further three to social outcomes.

In terms of health, the study found that participation in sport and exercise at “moderate intensity” for adults reduced the risk of coronary heart disease (CHD) and strokes by 30 per cent, colon cancer by 24 per cent, Type 2 diabetes by 10 per cent, dementia by 30 per cent and breast cancer in women by 20 per cent.

In addition, 14.1 per cent of adults participating in sport and exercise were more likely to report good health than non-participants.

As a result £1bn (US\$1.43bn, €1.27bn) was saved on the reduction of CHD and stroke risks, £132m (US\$189.5m, €168m) on breast cancer, £239m (US\$343.1m, €304.2m) on Type 2 diabetes, £2.2bn (US\$3.2bn, €2.8bn) on dementia, while £1.5bn (US\$2.2bn, €1.9bn) was saved because of reported good health.



LARSZ / SHUTTERSTOCK.COM

▲ Increased subjective wellbeing related to sport contributed £30.4bn

**“This research is to enable policy makers to present a case for supporting investment in sport by demonstrating its value to society”**

The biggest economic impact was the £30.4bn (US\$43.6bn, €38.7bn) derived from participants’ “higher subjective wellbeing”. A 1 per cent reduction in crime over the period resulted in £41m (US\$58.9m, €52.2m) savings, while improvements in education attainment for those taking part in physical activity netted the country £5m (US\$7.2m, €6.4m).

Finally, work done by volunteers in sport contributed to £7.8bn (US\$11.2bn, €9.9bn) in economic impact.

The study – funded by the Higher Education Investment Fund (HEIF), the Department of Culture, Media and Sport

(DCMS) and Sport England – found that by dividing the value of outcomes (£44.75bn) by the value of inputs (£23.46bn) a Social Return on Investment in Sport of £1.91 (US\$2.74, €2.43) was generated for every £1 (US\$1.43, €1.27) spent.

Researchers – Larissa Davies, Peter Taylor, Girish Ramchandani and Elizabeth Christy – said that the study was “the start of a journey, providing a platform for improvement in evidence on the social impacts of sport”.

“The purpose of the research is to enable policy makers to present a case for supporting investment in sport, by demonstrating its wider contribution and value to society,” they added.

“Furthermore, from an educational perspective, it is to lay down the basis for a research programme in this area, and a platform upon which to build and improve estimates of social impact and value in the future.”

<http://lei.sr?a=Z9P3k>



**Turn over:** Athletics clubs to take on mental health ambassadors



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## FACILITIES

### AS\$1.6bn Sydney stadium strategy

The New South Wales (NSW) government has confirmed plans to undertake an ambitious AS\$1.6bn (£870.4m, US\$1.2bn, €1.1bn) stadium strategy in Sydney which will see three grounds altered or rebuilt.

As part of the proposals, which were unveiled by NSW premier Mike Baird, the Populous-designed Olympic Stadium – now called the ANZ Stadium – will be downsized from a 83,500-capacity venue to a 70,000-seat stadium and reconfigured as a rectangle football stadium.



ADNAN VEZOVIC / SHUTTERSTOCK.COM

▲ The ANZ Stadium will be downsized and reconfigured as a rectangle ground

The Allianz Stadium, also known as Sydney Football Ground, is going to be refurbished. The 44,000-capacity stadium was built in 1988 and hosts both codes of rugby and football.

In addition, the 20,000-seat Parramatta Stadium – which houses rugby league team Parramatta Eels,

A-League football club Western Sydney Warriors and rugby union side Greater Sydney Rams – will be knocked down and rebuilt as a 30,000-capacity venue.

“The best city in the world deserves the best stadiums in the world,” said Baird via his Facebook page.

Read more: <http://lei.sr?a=P1g6T>

**“The best city in the world deserves the best stadiums in the world”**

### HOK designs “first-of-a-kind” Atlanta Hawks training and medicine centre

Sports architecture firm HOK have designed a “first-of-its-kind” training and sports medicine centre for National Basketball Association (NBA) franchise the Atlanta Hawks. (See page 44)

The privately-funded facility will be the first NBA training centre to be co-located with a sports medicine centre, which will home Emory Healthcare.

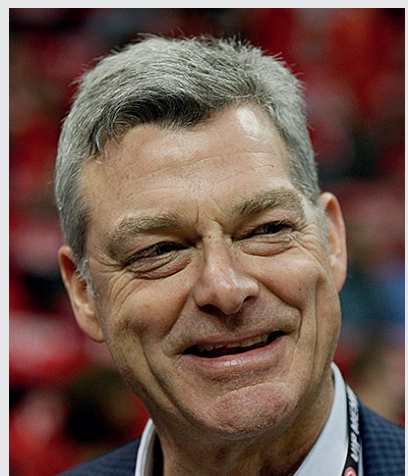
According to a statement made by the franchise, Emory will provide the “most advanced technology in sports medicine and athletic care”, such as the 3 Tesla MRI scanner which provides diagnosis for soft tissue and bone

bruise injuries, dedicated recovery areas and sensory deprivation tanks.

Athletes will also benefit from individual health and recovery plans based on blood and sweat tests which analyse nutritional deficiencies.

“When we became owners, one of our top priorities was to provide the resources necessary to build a world-class training facility – a key element of being a first-class franchise that consistently competes at the highest level,” said Atlanta Hawks principal owner Tony Ressler.

Read more: <http://lei.sr?a=W9f2m>



NBA

▲ Atlanta Hawks owner Tony Ressler



**Turn over:** How does investment in sport contribute to wider economy and society?



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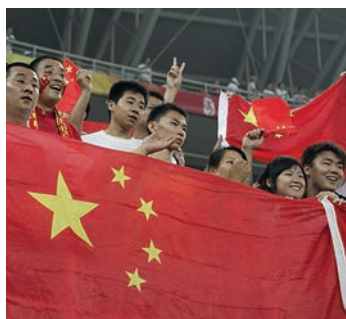
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## INTERNATIONAL



▲ Chinese football supporters

## China lays out ambitious football facilities plan

China is planning to build 20,000 football training centres and 70,000 pitches by 2020 in its quest to become a “world football superpower”.

The Chinese Football Association published its bold plan, which includes getting 50m children and adults playing football in the next four years and ensuring there is one football pitch for every 10,000 people by 2030. China has a population of 1.4bn.

The ultimate ambition is for the men’s football team to become one of the best in Asia and the women’s team to be ranked as “world-class” by 2030. By 2050, the association expects China to be a “first-class superpower” that “contributes to the international football world”.

The Chinese have made no attempts to disguise their ambition to create a thriving football nation in recent times. Current president Xi Jinping is a fan of the sport and has outlined his desire to see China host and win the World Cup in the future.

Last month giant Chinese conglomerate Wanda became a top-line commercial partner of world governing body FIFA.

Read more: <http://lei.sr?a=x108A>



▲ The ambitious US\$23.5m (£16.5m, €20.8m) facility is due to open in spring 2017

## Ohio youth sport centre breaks ground

Ground has been broken on a US\$23.5m (£16.5m, €20.8m) “high end” youth sports centre in Ohio which will include facilities and fields for several different sports.

The ambitious Cedar Point Sports Center – which will be built on the site of the old Griffing Sandusky Airport – will include nine multi-purpose synthetic turf fields, four National Collegiate Athletic Association (NCAA) regulation baseball fields and a championship baseball and softball stadium.

Eight NCAA regulation soccer and lacrosse fields, training areas and a community use field will also make up part of the development, which is due

**“Our mission to combine sports and family will bring young athletes and their families from across the country”**

to open in Q1 2017. Sports Force Parks will manage the facility.

“Our mission to combine sports, family and fun will bring young athletes and their families from across the country,” said Jim Arnold, Sport Force director of business development.

Read more: <http://lei.sr?a=8k2Z4>

## Sir Craig Reddie to address International Sports Convention 2016

Sir Craig Reddie – the president of the World Anti-Doping Agency (WADA) – will give a keynote speech at this year’s International Sports Convention (ISC) in Geneva.

Reddie will deliver



▲ WADA president Sir Craig Reddie

his address during the Sports Law Conference, which forms part of the 18 conferences taking place over the 7-8 December event.

Read more: <http://lei.sr?a=N5V8D>



**Turn over:** Sydney has a major new stadium strategy – find out what it entails



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# Joe Anderson

**The mayor of Liverpool has made his city the first to enter the bidding for the Commonwealth Games in 2026**

Tom Walker • managing editor • Sports Management

Speaking to *Sports Management* a day after he announced his city would launch a bid to host the 2026 Commonwealth Games, Liverpool mayor Joe Anderson is in buoyant mood. Listing the city's sporting achievements, he's confident that the people of Liverpool will get behind the bid.

"Sport is in the DNA of our city," Anderson says. "Our football clubs, Liverpool FC and Everton, are world famous and we've produced countless athletes – swimmers and boxers particularly. Some of the country's finest golf courses are located within the Liverpool City Region and we also have great racecourses in Aintree and Chester. Sport is a crucial aspect of life for the people of Liverpool."

With a population of around 465,000, Liverpool would be the smallest city to host the Games since the 1974 edition was held in Christchurch, New Zealand. Anderson is keen to point out that, despite

its size, the city already boasts many of the elements which would underpin the Games. "We have the infrastructure needed to bring people in," he says.

## CONNECTED CITY

"We have excellent transport connections and an international airport. In that regard, we're as good as any other city in the world. We also have enough hotel capacity to deal with the visitors and within the university campuses we have ready-made accommodation for athletes and officials."

Anderson adds that a large part of the sporting infrastructure – especially the supporting and training venues – would also be in place. "As well as our football stadiums, we have the Wavertree Sports Park and athletics club, an Olympic pool at the Liverpool Aquatics Centre and a number of other, national standard centres which would act as training facilities. It's pretty much all ready to go."


While many of the components are in place, Anderson says the city would also utilise the opportunity to use the Games to stimulate significant regeneration and redevelopment – for which there are plenty potential avenues to explore. "Securing the Games would offer an opportunity to regenerate parts of the city and the surrounding region," he says. "We've got a coastline, running all the way up to Southport, where we could do the sailing events."

"Everton FC is about to build a new stadium in the next few years, so we could look at whether we could include a Games element in the design there."

**Anderson says Liverpool has produced countless great athletes**





A close-up portrait of a middle-aged man with a balding head, smiling broadly. He is wearing a dark blue pinstripe suit jacket over a light blue shirt and a dark blue tie. The background is blurred.

Anderson says a successful  
bid could pave way for major  
regeneration for Liverpool

“  
**We want to launch the  
bid under the Northern  
Powerhouse badge – a  
government initiative  
to promote and develop  
the north of England**



"We've got plenty of space for development in the Wirral in Knowsley, at St Helens and in Huyton. These are areas which make up the city region, so we'd have opportunities to do something similar to Manchester when it worked with the Greater Manchester area during the 2002 Commonwealth Games."

### NORTHERN POWERHOUSE

Anderson announced Liverpool's bid via an open letter to culture secretary John Whittingdale. Liverpool has darted out of the blocks early – the Commonwealth Games Federation has yet to officially open the bidding process for 2026 and is not expected to announce the host until 2019.

**Tony Bellew (right) is among a long line of elite athletes produced by Liverpool**

The reason for the early announcement was, according to Anderson, to get the ball rolling and prepare the ground for a bid which will seek to involve partners from all areas of sport and industry. "We know that the bid process hasn't opened yet, but we're simply putting a marker down and saying that we're serious about a bid – and that we want to talk to the government about it," he says.

"We're also keen to work with the private sector on this. In the letter to the minister I mention that we want to launch the bid under the Northern Powerhouse badge – an initiative which the government launched last year to promote and develop business in the north of England."

### Commonwealth rivalry

Liverpool could face competition from Belfast, Birmingham and Cardiff in its bid to become the UK entry to host the 2026 Games. Belfast is already bidding to host the 2021 Commonwealth Youth Games and has hinted at making a bid for 2026, while two Birmingham MPs – Khalid

Mahmood and Liam Byrne – have publicly encouraged the city to bid. Meanwhile, Cardiff has a staunch supporter for a bid in Paralympic legend Tanni Grey-Thompson, who said Cardiff's recent hosting of the World Half Marathon should prompt an attempt to bring the Games to her home country.

### BUILDING ON SUCCESS

Liverpool's track record in successfully hosting a diverse range of major events is another factor which Anderson hopes will boost the city's hopes for improvement. The city is active in the major events market – it was European Capital of Culture in 2008 and will host the 2019 Netball World Cup.

"Securing the Netball World Cup was a huge vote of confidence, for Liverpool" Anderson says. "We're confident of our abilities to deliver major events. We're ambitious about our city and I think it's the right time for us to be making a major bid." ●



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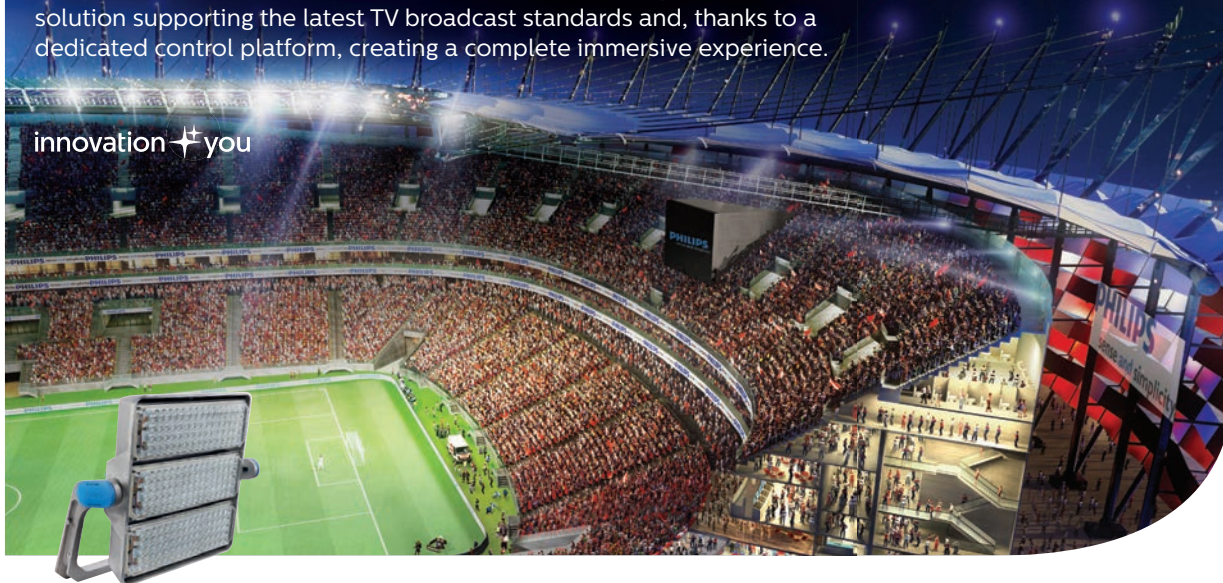
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# The battle of the sugar levy is far from over

In his first column for *Sports Management*, the director of Sports Think Tank and former MP, gives his view on the “welcome measures” announced by chancellor George Osborne during the last Budget

**L**ike so many of you I’m slightly overwhelmed by the number of hot topics hitting the sector at the moment. There’s a new government sport strategy with a Sport England strategy to follow this month. We had a Budget with a series of sports measures in it just a few weeks ago, and sport itself is all too often hitting the front and back pages due to corruption, cheating and drug scandals appearing on a weekly basis. I’m told by reliable sources there’s lots more to come.

Over the coming months in this column I want to highlight what happens in policy making in sport. The old quote reinvigorated by *The West Wing* about the two things in life you never want to see being made – sausages and legislation – is disturbing because of its accuracy. Having spent two years inside the Treasury, budgets are always fascinating to me. They are a heady mixture of economics and politics.

The chancellor came into the March Budget riding high with one eye on his leadership bid. While the political classes and media concentrated on the big stories of the day there is always a group of us scanning for the fine detail from the hundreds of pages of documents released after the chancellor sits down. We’re looking to see which of the many sports bids, tax breaks and changes have made it into the Budget each year.

Thankfully this year – perhaps with an eye on pleasing as many lobbies as possible ahead of a leadership bid – there was a series of welcome measures, the progress of which will be watched through parliament with interest.

For many the biggest surprise was the sugar levy and its £520m link to school sport, PE & physical activity. Sources close to the Department of Health had told me in February that they were not giving in to the anti-sugar tax lobby and commitments were being made to

I would genuinely like to change this culture in our sector.

Even though I knew something was coming I was still taken by surprise at the scale of the measures announced. Governments hate hypothecation – raising taxes and allocating to specific spend so these linked tax and spend announcements are rare. It is also very brave for a Tory government to risk accusations of promoting a ‘Nanny State’ by acting in this way. I’m delighted they are taking on the sugar problem.

Indeed a poll after the Budget showed overwhelming support on the Labour benches for the levy and overwhelming opposition on the Tory benches. So the battle of the sugar levy is far from over. There is a long parliamentary process to come and with the

chancellor diminished after the Budget by Iain Duncan Smith’s resignation we will need to see how this policy looks at the end of the Finance Bill.

Other measures included a longer school day, every school to become an academy by 2022, £1.5m for child prosthetics, £500k for the Tour of Yorkshire, supporting a bid for the Rugby League World Cup and a consultation on changing the corporation tax system for grassroots sport. I will return to some of these over time as they play out inside and outside of Westminster. But a busy year of change is ahead for us all. ●

**“My hope is that as a sector we work together to decide how sugar tax money can be used most effectively”**

school sport the School Games. Much of this is because Jeremy Hunt served as culture secretary at the DCMS during the Olympics. He realised the legacy of those games would be lost with cuts in school sport, and with it his own contribution to legacy. This is why the DoH has increasingly been involved in joined up funding.

My hope is that we as a sector will genuinely work together to decide how this new money could be used most effectively. But I fear “how do we get our hands on the money” will have been the first response.



# Should we be charged for running in a park?

A parish council has decided to charge the popular parkrun movement for the use of its open spaces.

Stoke Gifford Parish Council near Bristol feels parkrun should contribute to their upkeep as local sports clubs do. The decision caused a furore, with everyone from Paula Radcliffe to Tracey Crouch wading in. Was the council right to ask for a contribution, or was it a short sighted move which places a barrier between people and physical activity?

## Ernest Brown

Chair, Stoke Gifford Parish Council

The Parish Council has hosted parkrun for the last three years. With the increased wear on the park, we've requested parkrun contribute a small monetary amount towards the upkeep.

Parkrun is an organised group and – like any other group using the facilities – it should contribute towards maintenance. The Parish Council recently spent £55,000 on resurfacing the car park and will shortly need to repair the path at a cost of £60,000. As parkrun is a significant user of the path it should contribute to the cost.

As a parish council we're proud of our green open spaces. We believe in giving value for money to our residents and through stringent fiscal control this has been achieved by keeping the precept to a minimum over several years.



**Parkrun is an organised group and should contribute towards maintenance**

Should we continue to support 'free of charge' groups then it's very likely the precept will increase each year, resulting in residents funding repairs caused by runners from outside our area.

Parkrun maintains it's their ethos to remain free of charge and has repeatedly stated it'll not pay towards the upkeep, even when the council offered to complete a grant application on their behalf and all that was required was their signature.

We will not stop people from using the parks for exercise, but it is unfair to expect residents to pay for an organisation with paid directors.

**Parkrun route planners may need to work more collaboratively with the park owner in future**



## Toby Kingsbury

Principle consultant, The Sport, Leisure and Culture Consultancy

The Stoke Gifford parkrun furore has highlighted important issues relating to the role of local authorities in public health.

Public health is now a local authority responsibility, but whole systems thinking does not often cascade down to parish level. Parishes are increasingly responsible for many green spaces, highlighting a need for greater collaboration between local government and parish councils – often a challenge in this current climate.

The parkrun organisation itself may benefit from undertaking more research on the socio-economic and demographic makeup of its runners. Using the evidence to make the case for the wider benefits to target groups in communities could help join up thinking, attract funding from Public Health England and avoid future Stoke Gifford scenarios.

Parkrun route planners may need to work more collaboratively with park owners in future to ensure wear and tear is managed and routes are rotated.

This incident could inadvertently deliver some greater longer term benefits to ensure a more collaborative and joined up approach – we may end up thanking the good citizens of the Stoke Gifford Parish Council after all.





The free parkrun sessions are growing in popularity across the UK

### Steven Ward

Executive director, ukactive

Ukactive supports any measure which proves successful at getting people more active. At a time when we are faced by the most inactive generation in all of human history, community-driven grassroots success stories like parkrun should be celebrated, rewarded, and held up as pillars of good practice.

We can see through the outpouring of support for parkrun that communities, advocates and runners are flocking to keep the events free, with good reason.

There's a wider issue here, however. No local authority in the UK wants – through any measure – to discourage the use of their facilities or to prevent a barrier to a scheme which promotes health and wellbeing of the population.

The fact is, local authorities are facing very real pressures to keep their parks open, well maintained and accessible to the public. The situation



**The fact is, local councils are facing very real pressures to keep their parks open**

for some local authorities over the coming year – if we're not very careful – is that they'll have to make the harrowing choice between keeping parks maintained or keeping health and social care services functioning.

This underlying debate, which has been brewing for some time, now gives us the perfect opportunity to open a dialogue between providers, government, local authorities and the general public to build a robust forward plan for how we will protect our parks and make them safe, sustainable and enjoyable for future generations.

It's a debate we need to have and one we look forward to facilitating, along with the physical activity sector.



**As a nation we must make a decision about whether we want to be healthier or not**

### Tom Williams

Chief operating officer, parkrun

“We are extremely disappointed that Stoke Gifford Parish Council has voted to impose a charge at Little Stoke parkrun. We've had unprecedented success in engaging the least active and encouraging them to exercise regularly. Providing free weekly access has been fundamental to this and we are disappointed the opportunity has been removed for Stoke residents.

Our aim is to break down barriers to participation in, and delivery of, physical activity and this is consistent across 850 parkruns worldwide, which are all delivered by volunteers and are free to take part in. Imposing a charge at one event is something that contradicts our founding principles and would set a precedent that threatens our future.

As a nation we must make a decision about whether we want to be healthier or not. The costs to all of us of inactivity and poor health are immense. Parkrun has had enormous success at bringing communities together and promoting physical activity in safe and welcoming social environments.

The past six months have been a difficult time for everyone involved with the Stoke parkrun and our global community of more than 2 million runners is behind them as we discuss the next step.

# LINE OF DUTY

Seven professionals from the world of sport, health and wellbeing have been selected to sit on Tanni Grey-Thompson's Duty of Care working group. Matthew Campelli explores their credentials

Matthew Campelli • news editor • Sports Management

Last month Baroness Tanni Grey-Thompson – with the support of the Department of Culture, Media and Sport (DCMS) – laid out the terms of reference for the Duty of Care working group referenced in the government's sport strategy.

The task of the working group is to compile a comprehensive report which addresses the safety,

health and wellbeing of elite and grassroots athletes.

Issues such as education, concussion, anti-doping, mental health support and the needs of minority groups will be chewed over by a panel of eight experts, chaired by former Paralympian Grey-Thompson. Sports Management takes a look at the members of the working group.

## Annamarie Phelps

British Rowing chair



After competing at the 1996 Olympic Games in Atlanta in the women's eight, Phelps joined the governing body becoming its lead safeguarding officer for 11 years overseeing its anti-doping, governance and equality policies. She was the first female board member of The Boat Race Company and has been chair of British Rowing since 2013.

## John Amaechi

Former basketball player



Amaechi made headlines and history when he became the first National Basketball Association (NBA) player to come out as gay. He has been vice-president of the English Federation of Disability Sport and won 18 caps for England, representing his country at the 2006 Commonwealth Games in Melbourne, Australia.

## Baroness Sue Campbell

Youth Sport Trust chair



The former netball player was chair of UK Sport during the London 2012 Games when Team GB and ParalympicGB exceeded all expectations with a record medal haul. Campbell has more than three decades' experience in sport and was named the Football Association's head of women's football.

## Paul Farmer

Mind chief executive



Farmer has been chief executive of the mental health charity Mind since 2006 and is chair of the NHS England Mental Health Taskforce, creating a five-year plan for mental health treatment. Also chair of the Association of Chief Executives of Voluntary Organisations.







## Anne Tiivas

Director of child protection, Sport Unit, NSPCC



Tiivas has overseen the children's charity unit – which helps sporting organisations such as national governing bodies and County Sports Partnerships to minimise the risks of child abuse during sporting activities – since 2008. She is also a board member of Safe Sport International which aims to end violence towards athletes.

## Tanni Grey-Thompson

Former Paralympic athlete

Chair of the working group and one of the most decorated athletes in British history with 16 Paralympic medals, including 11 golds, as well as winning six London Marathons. Grey-Thompson chairs ukactive and is on the board of several organisations, including London Marathon, the Sportsaid Foundation, the Duke of Edinburgh Awards and Join In. She became a parliamentary cross-bench peer in 2010 and has regularly campaigned for the rights of disabled people.

## Brian Moore

Former rugby union player



A campaigner on concussion awareness and prevention in sport, Moore played for Nottingham, Harlequins and Richmond, winning 64 caps for England. A trained solicitor, he also worked as a pundit for the BBC and writes a regular column for the *Daily Telegraph*. His autobiography was voted as sport's best in 2011.

## Jason Roberts

Former Premier League footballer



Founded the Jason Robert Foundation in 2007, which organises football based on social inclusion projects. The foundation has recently introduced projects focusing on mentoring, education and training. Played in the Premier League for Wigan Athletic, Blackburn Rovers and Reading FC.



# Symbol of hope

**With its team of Refugee Olympic Athletes set to compete at Rio, the IOC is showing how sport can be a powerful tool for good.**

**Kath Hudson • journalist • Sports Management**

All eyes will be on the penultimate team entering the stadium at the opening ceremony of the Rio Olympic Games. Refugees will be hitting the headlines again, but this time for positive reasons: reflecting the athletes' verve to continue with their sporting ambitions, despite being made stateless.

In a move which reflects the unifying power of sport, the International Olympic Committee (IOC) is supporting a team of Refugee Olympic Athletes (ROA) in Rio.

The IOC has identified 43 athletes with promise, who are vying for places on the team, to be announced in June. The team is expected to comprise of between five and 10 athletes, all of whom must have official refugee status verified by the United Nations, and who have been nominated by National Olympic Committees for their sporting ability.

Given the athletes don't have a nation to represent, they will march under the Olympic flag and Olympic

anthem. As well as helping talented refugees to fulfil their sporting dreams, the IOC is hoping the ROA will shine a light on the refugee crisis.

## BUILDING IT UP

Pere Miró, director of Olympic Solidarity and NOC Relations, says: "We believe they will send a clear message to the world that the refugee situation exists, and all of us together should do something about it. It is global and it is very important."

"Through the ROA, we can demonstrate that sport has values, which these days are sometimes put in doubt for various reasons. By bringing these athletes back to the Games, back to sport, back to life, and by bringing sport to the refugee camps to improve the quality of life, we can believe we are going back to our roots and demonstrating that sport can serve society."

Having faced terror and life threatening circumstances, we might assume that having Olympic athletes to represent them might not be top of the list for refugees. But global campaigning network, Care 2, says it will give them a sense of belonging: "For refugees seeking normality and a place in the world, validation at the Olympics carries powerful symbolism. Moreover, it sends a message to a global community that has not always welcomed refugees: they, too, are human, with the same dreams and potential as everyone else."

The move has also been welcomed by Toby Green who runs a refugee football team in Swindon: "The fact the team will walk in the opening ceremony will put the refugee crisis into the media – but this time in a positive light: showing the public that refugees are often intelligent, athletic and hard working."



Competing at the Olympics will carry powerful symbolism for refugees



**Turn over:** Meet the people tasked with defining duty of care for athletes





The IOC is talent spotting refugee athletes to create a representative team to compete at the Rio Olympics





**When you have a problem in your life, it doesn't mean you have to sit around and cry like a baby. The problem is the reason I'm here and why I'm stronger and want to reach my goals**

Yusra Mardini, swimmer and Syrian refugee

## ROA Olympic Hopefuls

**Behind every refugee athlete is someone who has suffered but overcome huge adversity through sport**

Syrian-born swimmer, Yusra Mardini, represented her homeland at the short course World Championships in Turkey in 2012. Mardini says the war made training difficult, and sometimes there were bombs in the swimming pool. Last August she fled Syria, boarding a small boat headed for Greece. When the vessel started taking on water, she swam the final 3.5 miles in open water. Having made her way to a refugee centre in Germany, she was introduced to the Wasserfreunde Spandau 04 swimming club, which has led to her gaining a grant from the Olympic Solidarity Fund and to be shortlisted for the ROA.

"I want to inspire everyone," she says. "When you have a problem in your life, it doesn't mean you have to sit around and cry like a baby. The problem was the reason I am here, and why I am stronger and want to reach my goals."

Athletes with refugee status making an appearance at Rio will also include Iranian-born Taekwondo player Raheleh Asemani – who currently works as a post woman in Belgium. She's being supported by the Olympic Solidarity fund and qualified for the Olympics via a tournament in Istanbul, where she competed under the flag of the

international governing body World Taekwondo Federation (WTF).

Others yet to confirm their sport include Misenga Popole and Yolande Mabika, two judokas who escaped the war in Democratic Republic of Congo three years ago and sought asylum in Brazil during the 2013 World Judo Championships in Rio. They escaped coaches who locked them up when they lost and sometimes failed to feed them for days.

Both have tragic back stories and still have difficult lives, but say judo has helped them forget the horror of war and the sadness of leaving families and loved ones behind. ●



Syrian swimmer, Yusra Mardini, swam part of the way to Greece and is now living in Germany



**Turn over:** Why having refugees at the Olympics is a symbolic move





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# Self sufficient cricket

County cricket clubs are investing in their grounds in a bid to boost revenues and guard against a reliance on ECB grants. Matthew Campelli reports

Matthew Campelli • news editor • Sports Management

Who's the odd one out: Elton John, Tom Jones or Alastair Cook? On the face of it, the question is a fairly elementary one. The former two are indisputable icons of modern music, both are knights of the realm and on the wrong side of sixty.

Cook can claim none of those accolades, but can count himself as one of the greatest English batsmen of all-time, winning two Ashes series as captain and holding the record for Test match runs. If asked to name his greatest hit he may plump for his 235 not out against Australia in 2010, while Sir Elton and Sir Tom may go for Rocket Man and Delilah respectively.

However, what all three men have in common is that they will all grace English county cricket grounds at some point during the summer of 2016.

While England Test captain Cook will be wielding his bat for Essex in the County Championship Division Two, the two musicians will have mics in hand when serenading capacity crowds during concerts at Leicestershire's Grace Road and Sussex's 1st Central County Ground in Hove respectively. Hosting events of this magnitude is a feather in the cap for both clubs and illustrates a deliberate strategy of extracting as much auxiliary revenue as possible from their stadiums, whether or not a match is being played.

## SWEATING THE ASSETS

Boosting revenue generation and becoming less reliant on England and Wales Cricket Board (ECB) grants is an important priority for each of the 18 first-class counties – and using grounds as assets to sweat is emerging as the most effective way of bridging the financial gap.

Indeed, in 2013 the ECB announced that it would be ploughing £18m into a scheme which made money available for the improvement of professional cricket facilities. Money from the scheme has allowed Somerset to build a new pavilion, while Lancashire's Old Trafford and Warwickshire's Edgbaston have gone through major refurbishment works.

Earlier this year, Leicestershire County Cricket Club was given the green light to install floodlights, which the club purchased through a £1m grant from the ECB. Leicestershire was one of two first-class clubs without floodlights (the other being Worcestershire) and club CEO Wasim Khan stresses the importance of the work in terms of the club's financial ambitions.

"We know through research that having floodlights on and starting a Twenty20 (T20) Blast match an hour later enables the capacity to be increased – and in turn allows us to sell more food and drink," he says.


Improving the customer experience for both spectators of the four-day county game and the more dynamic limited overs discipline is crucial says



Khan is strengthening Leicestershire's financial position







“We’re doing a huge amount to maximise non-match day income, which is critical for us in becoming more sustainable as a cricket club”

Wasim Khan, CEO,  
Leicestershire CCC

Leicestershire will be able to begin T20 matches an hour later due to the installation of floodlights, which should generate more revenues



Khan, who explains that the bulk of the investment received was being spent with the supporters in mind.

A superfast wifi system is being wired up for the ground, while parasols are being installed to guard members and fans against sun and rain. Khan also highlights the variety and quantity of the food and beverage on offer as a key part of the improved customer experience which is on offer.

"We needed to become better in terms of the variety of food we offered punters, so we're going to have street food-style stalls set up across designated areas to provide a greater variety than just greasy burgers and chips," says Khan.

### COMMUNITY ENGAGEMENT

To engage with the city's local community the club threw open its doors for its first home Division Two match against Kent in April, allowing locals to enter for free, while stalls and activities were set up for non-cricket fans and families with children.

"Part of our plan is to become more engaged with communities in Leicestershire," the former Warwickshire batsman explains.

"A lot of the time with cricket clubs people who live in the vicinity are surrounded by the walls of the club and nobody ventures in; we've knocked down one of

**Leicestershire CCC's Grace Road ground will benefit from superfast wifi and parasols this season as a result of the investment**

the main walls to make it part brick, part railing so people can look into the ground."

Leicestershire is also keen to capitalise on the growing stature of the T20 game – a discipline the club has pedigree in having won the T20 Blast tournament three times since its inception in 2003. For the first time it has launched a T20 season ticket and has partnered with local universities Leicester and De Montfort by providing a special student ticket offer to drive attendances.

### DIVERSIFYING THE OFFER

Away from the pitch, Leicestershire has modernised its Charles Palmer banqueting suite which was "booked out from the beginning of last season until the end of January", and the club makes use of hospitality suites and hosts companies using the facility for away days. Elton John has been booked in for June as part of his Wonderful Crazy Night tour.

Khan reveals that he is also eyeing facilities around the ground which can be developed further. Plans for the next 24 months include the creation of a 160-seater function hall for private events.

"We're doing a huge amount to maximise non-match day income which is critical for us in terms of becoming more sustainable as a cricket club," says Khan. "Our goal is to reduce the level of income from





“We’re gearing up to compete with the best. Our ambition is to be the most successful Derbyshire side ever”

Simon Storey, CEO, Derbyshire CCC



ECB as an overall percentage of annual income.” He adds that around 70 per cent of the club’s income currently comes from the ECB.

Khan’s sentiments are echoed by Simon Storey, CEO of Derbyshire County Cricket Club, who would like to bring non-ECB grant revenue to the 65 per cent mark. The club in the second stage of an ambitious £4.5m three stage redevelopment process which is being spread over five years.

A £2m “world-class” media facility is currently being built. Funded by Derby City Council, it includes a top floor commercial office which will be let to insurance

**Simon Storey, CEO of Derbyshire CCC, has actioned a £4.5m revamp of the club’s facilities**

broker Bell & Co. Once complete, it will generate rental income for the club throughout the year.

The first stage of the plan – a new elite performance centre, the £1.4m refurbishment of the pavilion and a 300-seat conference room – has already borne fruit. Of the investment, £1m came from the ECB, with £400,000 from the Derby Enterprise Growth Fund.

“We’ve been able to create a £1m turnover business in conference events, weddings and catering since it was built last April,” Storey explains. “By investing in infrastructure you improve customer experience.”

All of which is geared towards success on the pitch.

Both Leicestershire and Derbyshire have struggled in Division Two, with the former failing to win a match in the 2013 and 2014 seasons.

Khan and Storey believe by generating funds to plough back into cricket they’ll be able to compete.

“We started this year believing we can win all three competitions. We want to be promoted,” said Khan, and Storey has similar ambitions.

He said: “Having tasted Division One cricket in 2013 we believe we’re gearing up to compete with the best. Our ambition is to become the most successful Derbyshire side ever.” ●



# Medical excellence

**NBA franchise Atlanta Hawks and Emory Healthcare have teamed up to build a “next generation” medicine centre and training facility. Designed by architects HOK, the US\$50m project is seen as groundbreaking in sports**

Tom Walker • managing editor • Sports Management

**W**hen it comes to success on court, the National Basketball Association's Atlanta Hawks haven't had much to cheer about – and not just recently.

The team won its first and only championship in 1958 and since then achieved an unwanted NBA record of going 48 years without advancing past the second round of the playoffs – until finally breaking through last year (2015).

Things are looking up for Hawks fans though. A new ownership group – led by businessman Tony Ressler and former NBA star Grant Hill – took control in 2015 and the duo, alongside CEO Steve Koonin, have made winning a championship the franchise's long term goal. They have also brought with them fresh ideas on running the Hawks as a successful business and have already undertaken a rebranding which included a new logo and team colours.

## NEW IDEAS

As part of the new owners' plans to make Hawks a force to be reckoned with, the team earlier this year revealed a pioneering partnership deal with medical company Emory Healthcare. As part of the deal, the two organisations will build and operate a US\$50m, 90,000sq ft medical centre which will also host the team's new training centre.

The centre will boast the “most advanced technology in sports medicine and athletic care”, such as the 3 Tesla MRI scanner – providing diagnosis for soft tissue and bone bruise injuries – dedicated recovery areas and sensory deprivation tanks. Athletes will also benefit from individual health and recovery plans based on blood and sweat tests which analyse nutritional deficiencies.

Located in Brookhaven in the north of the city, the facility has been described as first of its kind and is



**Professor Scott Boden, vice chair of Emory Healthcare's orthopaedic surgery department**

expected to open in time for the 2017-18 NBA season – the 60th anniversary of the Hawks' only championship win.

## UNIQUE PROSPECT

“What makes it unique are several things,” says Pro. Scott D. Boden, vice chair of Emory Healthcare's department of orthopaedic surgery. “First, most of the other NBA practice facilities have little or no medical care integrated at the site and often do not house exclusively sports medicine physicians. The Emory/Hawks facility is the first to locate the

entire sports medicine division – 12 physicians – on the same site as the training centre and only two blocks away from the main orthopaedic department with the rest of the staff.”

According to Boden, this setup means that the specialised doctors will be able to see their normal patients at the centre while supporting the professional athletes. Cooperation will also be strengthened by the permanent presence of the Hawks' own medical staff.

“The primary Hawks team physicians will be there but also other sports medicine subspecialists for virtually every body part and type of injury,” Boden says. “As well as strengthen cooperation, it allows co-localisation of the latest imaging technology, research facilities and full physical therapy services.”

Another unique aspect is Emory's partnership with pioneering sports science specialist P3. Located in Santa Barbara, California, P3 has become a leader in sports science research and athletic performance measurement and already has a strong record of





The Atlanta Hawks' new medical centre – designed by HOK – will host the team's training centre

;







assisting NBA players – having worked with more than a third of the players currently in the NBA.

“P3 (peak performance project) has agreed to partner with us and make our facility their east coast base of operations,” Boden says. “They will use the centre to service professional athletes from the eastern half of the US as well as western Europe.”

### CHANCE ENCOUNTERS

The blossoming partnership between Emory Healthcare and the Hawks is an example of the power of networking. “I was introduced to Hawks CEO Steve Koonin at a social dinner,” Boden reveals. “We each talked about projects we were working on and before we knew it, the possibility of building a new medical/training centre came up.

“Following initial talks, we visited several NBA practice facilities together – along with a small group from the Hawks and from Emory. It was on that trip that I developed a vision for a more medically

**The Emory Healthcare centre was designed by sport architects HOK and will be located in the Brookhaven region of Atlanta**

integrated and sports science integrated practice facility for the Hawks.”

According to Boden, the friendship formed with Koonin has helped ensure the success of the partnership – especially when it came to agreeing the details of the deal. “It was complicated at first, because it required multiple pieces to come together in a compressed time frame – including the land purchase by Emory at Executive Park – and getting everyone comfortable with a long-term partnership,” he says.

Under the partnership deal, the land – which is owned by Emory University, the parent of Emory Healthcare – is leased to the Hawks. The Hawks are financing the building and the training facility with Emory Healthcare being the naming rights sponsor for the training centre, for which it pays an annual sponsorship fee to the Hawks. In addition, the Emory Clinic – a subsidiary of Emory Healthcare – will lease the medical office space for the sports medicine centre, physical therapy and sports performance enhancement from the Hawks.

### WAY FORWARD

Boden says that the deal is unique in its nature and could pave the way for similar deals in other professional sports. “There are now a few NBA teams which have health care sponsors for their training facilities, but in many cases it is a pure sponsorship deal and not even with the entity which provides medical care for the players,” Boden says.

“Also, some of the medical offices located at the training facilities used by other teams are not exclusively for sports and don’t comprise an entire sports medicine physician division – coupled with research and sports science as we do.” ●



**Hawks players will benefit from advanced medical care**



**Turn over:** Find out about Atlanta Hawks’ new combined medical and training centre





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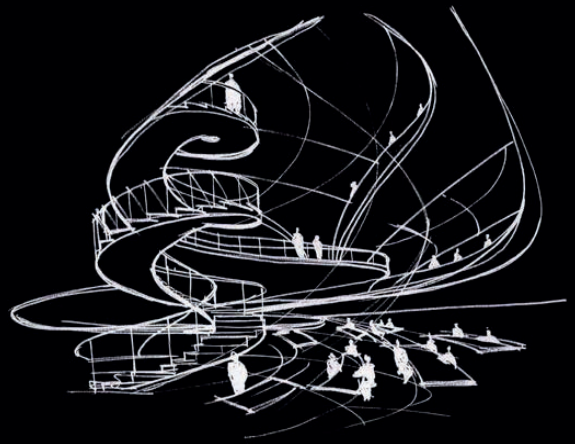
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CEO of the Sports Technology Awards Rebecca Hopkins was the driving force behind the first ever sports hackathon

# Hacking it

**Up Your Game – an app designed to get young people active – won the UK's first ever sports hackathon. The team behind it is now working to bring it to market**

Tom Walker • managing editor • Sports Management

**M**obile developers, coders and programmers from across the UK were invited to take part in the UK's first ever sports hackathon in October 2015. With a brief to create an app capable of facilitating social change through sport, 10 teams took up the gauntlet and travelled to the Sport England HQ in central London.

During the 24-hour event – organised in partnership by Sport England and the Sports Technology Awards – coders were asked to come up with a solution which would encourage NEETs (young people not in education, employment or training) to get more physically active by playing sport.

From the 10 teams taking part, three were shortlisted and offered guidance on how to develop their ideas further. Following a six-month evaluation period, an app called Up Your Game was declared winner at the Sports Technology Awards event last month (15 April). The young innovators behind Up Your Game – led by programmer Rich Salt and

inventor Emily Cummins – have now been given a £10,000 grant to help turn their idea into a business.

## GETTING STARTED

The driving force behind the hackathon is Rebecca Hopkins, CEO of the Sports Technology Awards. She says the time was right for a competition which would tap into the burgeoning talent base of young programmers in the UK.

"I had a conversation with a friend in the US in early 2015 and he said we should look at the possibility of a hackathon," Hopkins says. "After he explained what one was, I thought he was right – we should do one and include it as part of our annual awards.

"We pitched the idea to Sport England and they bought into it immediately, seeing the vision behind it. As an organisation they are very committed to sports tech and are very forward thinking. They've been amazingly supportive in terms of the subject we decided to tackle – youth inactivity – and of course hosting it and moving it forward as a concept."





## The winner: Up Your Game

Aimed at 16-24 year olds, the winning app looks to get youngsters physically active by encouraging peer inspiration – while also utilising existing social media platforms. Up Your Game prompts friends to nominate each other for sporting challenges and to share their progress for “bragging rights”.



## ICY INSPIRATIONS

According to Salt, the winning app took inspiration from the wildly successful “ice bucket challenge” – a charity campaign for motor neurone disease which went viral in 2014. “We looked at the success of the bucket challenge and wanted to do something similar, but in a more controlled way,” Salt says.

“Our app is based on the concept that users can challenge others to match a physical activity challenge they’ve set themselves. A user could, for example, do 10 press ups or run 5 miles and then challenge their friends to do the same. The idea is to create challenges within social circles, which a group of people then see and want to get involved in.”

Salt adds that what makes the app different is that it hasn’t been created as be a piece of technology which attempts to solve a problem directly. Rather, it was conceived as an idea which is supported by tech.

“There are already a lot sports apps out there,” Salt says. “So our starting point was more on the lines of what do people do on a day to day basis? What kind of lives do they have and how could they be inspired to get more active? We wanted to find a way to tap into that and support it using technology.”

Up Your Game also looks to harness the power and reach of existing social media platforms. “We want the users of the app to

## The hackathon was organised in partnership with the annual Sports Technology Awards

be able to use their social media profiles and pull them all into one place.”

Sport England executive director, Tanya Joseph, says the app ticked all the boxes when it came to meeting the hackathon’s objectives. “Technology is key to getting young people active – and the hackathon was a great way to throw the challenge out there and see what came back,” she says. “The team behind Up Your Game stood out from the crowd because they really understood their target market and what makes them tick. We liked the idea behind the app because it promotes the have-a-go-attitude that is really important when trying to get people active.”



**Rich Salt (right) receiving the hackathon award from Kate Dale, Sport England’s head of digital**

## NEXT STEPS

For Salt and his team – none of whom had taken part in a hackathon before – the experience has been inspiring. “We decided to sign up mainly because we thought it would be fun,” he says. “We didn’t set out with the attitude of desperately trying to get an end product out to market.

“There was no pressure on us to perform, which made us rather chilled about everything on the day. There might have been other groups who entered the process with the mindset of winning being a way to start a business, but for us it was quite a relaxed experience. Probably why we ended up winning it.”

Salt is now busy taking Up Your Game to the next level. “We need a bit more cash to develop the app, so we need to decide whether we go down the social enterprise route or set ourselves up as a private company,” he says. ●

# Tour de Force

**Replicating the Tour de France experience for amateurs, Haute Route is hitting the sweet spot for cycling enthusiasts. Event director, Julie Royer, speaks to Kath Hudson about how cycling is the new golf**

Kath Hudson • journalist • Sports Management

**D**riven by MAMILs (middle-aged-men-in-lycra), road cycling is enjoying a boom time and it looks set to continue, with China tipped to join the party next. Although predominantly a male sport, more and more women are taking to two wheels, especially in North America.

Global sports marketing and events company, OC Sport, has responded to this trend with Haute Route: a staged road race which follows many of the Tour de France routes through the iconic mountain scenery of the Alps, the Pyrenees and the Dolomites.

"It's a bucket list experience for many people and that's how we sell it," says Royer. "The reason for starting was quite simple: cycling was booming all over the world, but especially Europe. Although there were many one day sportives, we realised what was missing was an event to give amateurs the experience the pros get on the Grand Tour: a staged race, fully timed, ranked and supported. We give them access to a dream, allowing them to be in the skin of a pro."

## THE HIGH WAY

Haute Route was born in the Alps in 2011, with 250 riders. There was clearly an appetite for it, because when entries opened for the 2012 event, they sold out in eight hours. "We saw the potential of the race and the expectation of the riders for more," says Royer.

The team set to work adding more events to the portfolio. In 2013 a race across the Pyrenees, from Barcelona to Anglet, was launched and this was followed in 2014 by a third race through the Dolomites, from Venice to Geneva. In just five years



**Haute Route offers amateur cyclists the chance to "be in the skin of a pro"**

the number of riders have swelled to 1,500.

Royer says each race has the DNA of the Haute Route, but its own personality: "The Alps is the most popular, because it's a classic. The Pyrenees is the wildest and very popular with newcomers and the Dolomites, through Switzerland, is the highest with the most dramatic scenery."



**OC Sport's Julie Royer talks to Sports Management**

This will be the third year that all three races will run back to back. They are each between 700 and 800 kilometres, with 20,000m of climbing, spanning seven days and seven stages. The competitors only need to worry about pedalling, OC Sport takes care of everything else: food, accommodation, sports massage (with 30 masseurs on hand), mechanical and medical attention.

Only a handful of cyclists do all three events together, but the overall return rate is 60 per cent and, having just opened entry to its latest event, Mavic Haute



**Turn over:** Find out who won the UK's first ever sports hackathon





# “Cycling is the new golf”

Route Rockies, in the US, the team expects returnees to be even higher next year.

## RETURNS OF INVESTMENT

Even at €1,400 (£1,090) per event, Royer says it's proving to be an easy sell: “Cycling is the new golf. Many men are finding it easier to get out on the bike for a few hours and get back to the family. It's easily accessible, although not necessarily cheap, because they like to spend a lot of money on their hobby.”

Currently only 10 per cent of the riders are women and this is something Royer is keen to change. “We would love to see that number grow, but appreciate it's hard for women to take the necessary time away, not just for the event, but also to train. We suggest they leave the men at home,” she jokes.

“Female cycling is big in the US and we think the Rockies event might inspire more to do it. Cycling has been a men's sport for many years, but women are starting to realise that it's great for fitness.”

Royer and the team are excited about launching



**Each race is between 700 and 800 kilometres long, contested in breathtaking scenery**

the Rockies event in 2017 – their first foray outside Europe – and already have a list of other places they would like to stage events at. “The world is very big so there's a lot of potential to expand, we have a long list of projects,” says Royer. “The Haute Route cycling series will definitely grow: the market is there and people are keen to take on the next challenge.”●





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# Game changers

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



**Players will be able to find matches on suitable days, times and locations**

## Get your boots on

A regional football association is tackling falling participation numbers by launching an innovative 'match-maker' app in order to attract lapsed footballers back in the game.

Birmingham County Football Association's (BCFA) Get Your Boots On is a new platform designed to help grassroots footballers find a "perfect match" for them and could transform the way the grassroots game connects.

The system brings players and teams together based on preferred playing times, locations, and formats, ultimately helping them find a suitable match for them on their mobile, tablet or smartphone.

Players who register their details onto the platform can select a

specific format of football they wish to play; along with suitable days, times and locations.

The 4,000 BCFA teams which will adopt Get Your Boots On will, in turn, be able to look for players to join them, making access to the game easier for players who might otherwise turn to other forms of recreational sport for fitness and to socialise.

Chad Ehlertsen, BCFA chief executive said: "There is real focus to support the male grassroots game by ensuring teams have large enough squads and we see a real opportunity to develop women's participation. We believe this new website can make it simple for those who want to join or get back into the game to 'get their boots on'".

[www.gybo.org.uk](http://www.gybo.org.uk)



**HOK will use EDGE on five projects**

## Green designs

Global architects practice HOK has become the first design company to adopt the International Finance Corporation's (IFC) Excellence in Design for Greater Efficiencies (EDGE) certification system.

EDGE is supported by software which enables project teams to determine the financial viability of sustainable strategies early in the design process. After determining the most cost-effective options to reach the EDGE standards – such as reducing energy and water use by 20 per cent – project teams are able to use the certification system for verification.

Certification is administered by the Green Building Certification Inc. (GBCI) – the body which certifies LEED projects.

HOK has signed a one-year deal to use EDGE and has committed to using the software on at least five projects in emerging markets over the next year.

Anica Landreneau, HOK's director of sustainable design, said: "EDGE will be especially valuable for the design of sport, retail, residential, office, and healthcare buildings in developing countries, where passive design and practical solutions are essential strategies for sustainability."

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



## Legendary solutions

The operator of the National Cycling Centre (NCC) in Manchester has a new membership system which will capture all relevant information about how its customers engage with the facility and its services.

Eastlands Trust, which manages the NCC on behalf of the City of Manchester, has installed Legend Club Management Systems' membership management and online booking system – bringing it in line with the other facilities also managed by the trust.

The new system will offer improved data and information on how customers use the wide range of NCC's facilities – which include a velodrome track, an indoor BMX facility and public mountain bike trails – and will allow the trust to move to customer-centric decision making.

"The NCC is not a traditional venue," said Eastlands Trust manager Shaun Brennan. "We're the home of British



**The system will produce data on how customers use the NCC's range of facilities**

Cycling, but also deliver a range of elite events alongside the provision of local community access, club nights and school holiday access.

"We do this across the range of our facilities – from the velodrome itself, BMX and mountain biking to bespoke

cycling training courses. We want to increase engagement and be in a position to further promote cycling as a sport; having greater insight and an accurate picture of who our customers are is obviously key to this."

<http://www.nscda.ie>

## Going pro

US-based video eyewear and smart glass tech developer Vuzix has become one of the first companies to have access to the GoPro Developer Program toolkits. The partnership will allow GoPro wearable cameras to connect with smart glass technology developed by Vuzix.

Linking wirelessly with Vuzix glasses will allow users of GoPro cameras complete hands-free viewfinder and control capability. Control of

the camera will also utilise advanced speech recognition capabilities built into the Vuzix products.

"Connectivity with GoPro products through the Developer Program is a significant advance," said Paul Travers, president and CEO at Vuzix. "In the prosumer space, the combination of our glasses with GoPro cameras is a perfect tool for the creation of immersive content."

"The connectivity can also be used to achieve an increase in productivity in

other areas of industry. With the video capability, users who work remotely can see and

experience the offsite location as if they were actually there."

[www.sc.qa/en](http://www.sc.qa/en)



**The eyewear allows users to work remotely and experience offsite locations as if they were physically there**





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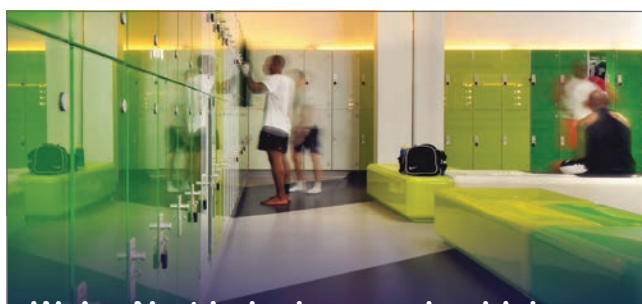
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# The American School in London

## Aquatic and Fitness Manager

**Salary:** Competitive  
**Location:** London  
**Hours:** Full time, including evening and weekend hours where required  
**Contract:** Permanent  
**Start Date:** 1 June 2016

The Aquatic & Fitness Center Manager will lead the development and management of a dynamic new aquatics and fitness center which will serve the entire school community. S/he is responsible for the day to day operation of the sport center ensuring the health and safety of staff and customers, and guaranteeing the highest standards of service. The Aquatic & Fitness Center Manager will support the operations of the school's physical education and athletics programs, S/he will also envision and create a highly effective and profitable fee-based community fitness program that uses the pool, fitness room, multipurpose studio and gyms. Responsibilities will include membership management, program development, and planning for growth. Key responsibilities include allocation, supervision and appraisal of staff, administrative management of the Aquatic & Fitness Center, general management of the facility and special events, dealing with the technical aspects of the plant room and fitness provision and administering first aid.

The ASL Aquatic & Fitness Center includes a 25m swimming pool, male and female changing rooms, a fitness room and a multipurpose studio. Staff includes 1x Assistant Fitness Center Manager, 4x Recreation Assistants and a bank of Recreation Assistants.

This position description is current at the date shown but following consultation may be changed to reflect or anticipate changes in the role that are commensurate with the job title and salary.

**For more information visit:** [www.leisureopportunities.co.uk](http://www.leisureopportunities.co.uk)

The American School in London is committed to safeguarding and promoting the welfare of children and young people and expects all employees and volunteers to share this commitment. Safer recruitment practice and pre-employment checks will be undertaken before any appointment is confirmed. A disclosure from the Disclosure and Barring Service will be requested for all successful applicants.

*Diversity and equality of opportunity are cornerstone values of The American School in London.*



**Apply now -** <http://lei.sr?a=r4K8v>

## SPORTS COORDINATOR SCHOOL GAMES ORGANISER

**Salary:** £21,120-£25,620/annum pro rata

**Location:** Merton school sport partnership

Are you keen to make a difference to grass roots school sport?

At the Merton School Sport Partnership we



take pride in our programmes and are looking for a reliable, motivated and organised sports coordinator to join our dynamic team. Your main focus will be to support your cluster of primary schools as they strive to improve sporting opportunities and PE within their schools. You will coordinate and deliver cluster festivals and sports competitions, mentor and deploy sports leaders as young officials and work on other sports development programmes and initiatives. The post holder will also lead on our School Games for Merton. You will need to be a great communicator, very well organised with strong writing skills and competent at using Excel. Experience of delivering sports events or similar would be very useful in this role.

The post holder must also be willing to undertake further training opportunities and mentoring which form a crucial part of the role. An enhanced DBS check will be required for this post.

**Apply now:** <http://lei.sr?a=S7W3e>



## Active Lifestyles Officer

**Winchester City Council**

**Salary:** Scale 4 - £20,254 - £26,293

**Location:** Based at River Park Leisure Centre and Winchester City Council Offices, Winchester

We are looking for someone with the ability to motivate and support behavioural change relating to physical activity and other related lifestyle issues.

You will be responsible for coordinating and promoting an exercise referral scheme, a health walks programme and community classes in the Winchester District. Based at River Park Leisure Centre and at the Winchester City Council Offices you will be the main point of contact between referring agents, referral patients and trained instructors. You must be an excellent communicator, with a high level of organisational skills, have experience of exercise referral work and hold the necessary professional and statutory qualifications (Exercise Referral, REPs level 3). The ability to work flexible hours that may include evenings and weekends is a requirement. Marketing and administration skills are required to ensure that the scheme is well attended and that it is effectively monitored and evaluated.

**Closing date:** Sunday 8th May

**Interview date:** Wednesday 18th May

\*This post is subject to an Enhanced DBS Check.

**Apply now:** <http://lei.sr?a=Q5W2b>



## Coventry Sports Foundation is seeking to recruit two key managers to join their energetic team

Benefits include the free use of facilities over three sites (Xcel Leisure Centre, Alan Higgs Centre and Centre AT7), Excellent training and development prospects and working within a lively setting.



More than just sport...

### CENTRE MANAGER

**37.5 hours pw - Salary: Competitive depending on experience**

The Alan Higgs Centre is located in the South East of Coventry and provides a wide range of both indoor and outdoor sporting and community facilities. Currently, there is feasibility work being undertaken to explore the potential for significantly expanding the facilities at the Centre.

The successful candidate will have a proven record of management within the Leisure Industry and ideally hold a relevant Sports/Leisure Management qualification. They will have good organisational, planning, administration, IT and communication skills and be able to work on their own initiative.

Reporting to the Foundation's Operations Manager, the Centre Manager will be responsible for all aspects of the day to day management of the Alan Higgs Centre and should therefore be able to demonstrate a good knowledge and understanding of Leisure Centre management.

Applicants should possess the necessary range of management skills, have a proven ability to manage people and be self-motivated, enthusiastic, reliable and committed to the social objectives of the Foundation.

### SWIMMING DEVELOPMENT MANAGER

**37.5 hours pw - Salary: £21,500pa**

Would you like to become part of an extremely successful Community Development Team?

The successful candidate will hold a Level Two swimming teacher qualification, and will ideally have previous experience in coordinating and managing a swim school. In addition to managing and coordinating the aquatics programmes for Coventry Sports Foundation and Coventry Sports Trust, the successful candidate will be required to teach some swimming lessons and increase usage across all swimming development activities.

The Swimming Development Manager will be confident, outgoing, self-motivated and possess strong administration skills, in order to liaise and work closely with professional partners and local people at various forums within the city. The ability to travel between the various swim sites will be a daily requirement.

The hours will vary over days, evenings and weekends to meet the needs of the swimming programme, therefore a flexible attitude to shift work is essential.



To download an application pack for either post please visit [www.covsf.com/jobs](http://www.covsf.com/jobs)

**Closing date for applications: Friday, 20th May 2016**

## Sports and Leisure Manager

**Job reference:** RCC0000139

**Location:** south east London, United Kingdom

**Salary:** £31,788 - £37,398 plus PrP/Bonus Opportunities

Regeneration, Communities & Customer Service

Communities, Libraries, Leisure and Parks

Fixed Term until September 2017

**Hours:** 36 per week

**Location:** Bexleyheath

**L**ocated in south east London, Bexley is within easy reach of central London, rural Kent and the continent. It is a diverse borough incorporating the best features of both town and country. An exciting opportunity has arisen for an energetic and resourceful person with experience in the leisure industry to join a highly successful, experienced and motivated Leisure team.

As a senior manager within the Communities and Leisure team, the Sport and Leisure Manager will lead projects and explore opportunities for community management and outsourcing of outdoor sports sites. You will lead project teams to identify new opportunities for service delivery and establish sustainable management models, involving property, legal and leisure colleagues. You will also oversee a small experienced team responsible for driving up physical activity and sport levels through existing projects, sports development and PE and School Sport programmes.

You will also play a lead role in developing effective partnerships to support the implementation of strategic objectives and priorities for physical activity and sport in the borough.



LONDON BOROUGH OF  
**BEXLEY**

You will continue the teams successful track record of developing and securing external funding bids linked to wider health and physical activity objectives and also support the wider Sport and Leisure team with business planning and identifying more efficient ways of working.

You will be educated to degree level and possess significant experience in the leisure industry. Experience of project management with a good understanding of the principles of business planning, managing project teams and developing community based sport and recreation services. You will possess practical and working knowledge of current physical activity and sport strategies and funding opportunities. You will be a natural problem solver and strong communicator with the necessary gravitas and influence to manage project teams to achieve successful outcomes. This is a short term post currently concluding at the end of September 2017 (this coincides with existing external funding streams but could be extended pending outcome of other funding opportunities).

We offer attractive benefits, including flexible working and job sharing, performance related pay, a generous holiday allowance, a career average revalued earnings pension scheme, a generous relocation allowance and ample training and continuing professional development opportunities.

**Apply now:** <http://lei.sr?a=o3K5N>

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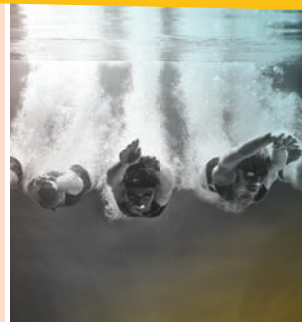
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