

# SPORTS

## MANAGEMENT

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@sportsmag

## Alastair Marks

LAWN TENNIS  
ASSOCIATION

“Winning the Davis Cup gave us a golden opportunity to inspire a future generation”

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# KELLY HOLMES

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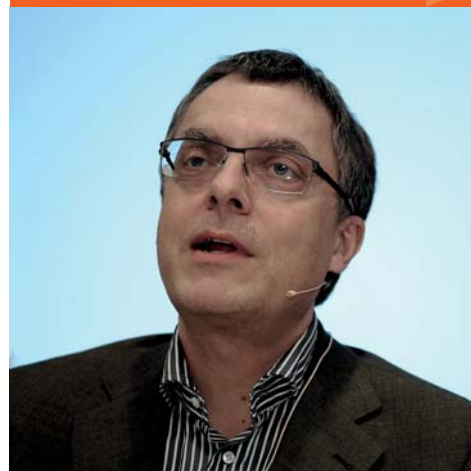
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# HAVE YOUR SAY

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)



## George Osborne must clarify details of apprenticeships levy

**A**t Icon Training, we welcome the news of a 10 per cent top up on the levy contributions for employers. Apprenticeships are the cornerstone of front line roles in the sport and physical activity sector and offer the best opportunity for effective, on the job training when utilised correctly.

We are, however, calling on George Osborne to provide greater clarity, as there are far too many unanswered questions – such as how the government plans to administer the levy and how it will affect the 98 per cent of employers left outside of it.

Our sector is at risk due to lack of unity and a long-term overreliance on bodies which have failed to engage with employers' needs. The only ray of light



### Apprenticeships are increasingly popular

we've seen recently has been the work CIMSPA has carried out in uniting large employers to support the development of our current trailblazer.

There is, however, still work to be done on gaining the support of SMEs. At Icon, we believe the sector needs to

develop standards at all levels in order to professionalise itself and gain greater credibility in line with other sectors. Work by organisations such as the Chartered Management Institute, through its Chartered Manager Degree Apprenticeship, is showing us the way.

Ultimately, employers need to embrace the changes as there is a need for greater skill levels and management competencies delivered through a level 1 to 7 career pathway – as suggested by recent workforce development research.

With a forward thinking sector we can ensure the futures of the next generation.

**Gary Denton**  
Director of Marginal Gains  
Icon Training

## Sugar levy can help develop the physical literacy of young people and reverse inactivity

**T**he chancellor's best-kept budget secret – a sugar tax on soft drinks, to pay for a doubling of the PE and Sport Premium – has the potential to make a transformational change and maximise the health and wellbeing outcomes for young people.

This investment will help schools get the support they need to develop the physical literacy of young people. We hope this will enable all children and young people to become competent and confident movers as they progress



through school – which we know can improve academic achievement.

There will also be an annual £285m investment for schools in the secondary sector to opt into a longer school day. This investment will enable schools to offer a wide range of sporting activities and help to reverse the trend of inactivity that sets in as young people progress through secondary school.

The Youth Sport Trust stands ready to support schools to maximise this investment and

**We hope this will enable all children to become confident movers at school**

we hope that more join our membership so that they can access works leading professional development, programme interventions and inspirational athlete mentor support.

**Phil Chamberlain**  
External Relations Director  
Youth Sport Trust

“No matter what your role, you have the opportunity to ensure sport is what it should be – a force for good”

**Jens Sejer Andersen**



Andersen launched Play the Game in 1997

“We’ve definitely played our part in shining a light on FIFA’s dark side, but it’s for historians to decide whether our role contributed 5 or 25 per cent of it,” says Jens Sejer Andersen, international director of Play the Game, an organisation dedicated to strengthening the ethical foundations of sport.

Play the Game was founded in 1997 by a group of Danish sports journalists and academics aiming to improve democracy, transparency and freedom of speech in international sports. Through its biannual Play the Game conference – and a plethora of other activities – the organisation’s mission is to create networks and partnerships across national borders and professional boundaries and to facilitate debates on the challenges faced by an increasingly globalised sports sector.

Funded entirely by public money and operated as an independent arm of the Danish department of culture, Play the Game has become a place for sports professionals – and anyone wanting to improve the governance of sport – to gather, swap ideas and discuss problems they have encountered within their roles working in sport.

“At the beginning our aim was to simply improve sports journalism, to make it more inquisitive, rather

than fight corruption,” Andersen says. “But you could say that reality pushed us in another direction.”

### TROUBLEMAKERS

What started as an initiative to improve sports writing has become a forum at which the threats to – and weaknesses of – global sport are openly discussed. When it comes to lifting the lid on malpractice at sports organisations, Play the Game has a proud record. Andersen says most of the individuals unearthing inconvenient truths have attended a Play the Game conference at some point.

“I know we have served as a source for inspiration and encouragement for the likes of (investigative journalists) Andrew Jennings and Declan Hill as well as whistleblowers such as Sandro Donati, (former athletics coach and Italian Olympic Committee member) and Mario Gojman (former president of the Argentine Volleyball Federation).”

“For years these people were labelled as troublemakers and had a hard time being heard or believed. Throughout that time we welcomed them to air and share their views, so you could say we became the home for the homeless questions about sport.”

### WIDESPREAD PROBLEMS

While the revelations at FIFA – and more recently at the IAAF – have been at the forefront of headlines







Play the Game  
conferences  
attract people  
from all sectors  
of sport



dealing with bad governance, Andersen says the problem is more widespread. “FIFA isn’t the only problem child – there exists a wider challenge to sport in general,” he explains.

“The main problem is that sport, thanks to its attractiveness to the masses, can be a very valuable commodity. It is a commodity, however, which isn’t sold like other goods. It’s not dealt in by commercial businesses, but by associations, which often aren’t subject to the same legislation, governance and scrutiny as ordinary businesses.

“The problem is that sports rights holders shouldn’t really be treated as associations, especially when they start making international, big money deals. Unfortunately, we’ve seen how the association structure – which often protects it from scrutiny – can become a shield for all kind of malpractice,” Andersen says.

He adds that while there are a number of Olympic sports with well documented issues, there are many more which have yet to be discovered. “You sometimes wonder whether the only reason there aren’t more sports federations and associations being exposed is that no one has looked at them yet.”

## EVERYONE ON BOARD

For Andersen, corruption and bad governance at international sport federations aren’t merely an unfortunate outcome of a weak structure. They are the result of deliberate actions from “a number of very intelligent and smart sports business people”.

Therefore, it isn’t enough to simply adjust the structures of the federations. “You have to replace the old generation with new people,” he says. “Sport needs people who haven’t been infected by the virus of greed that we’ve seen over the past 30 years.”

Andersen adds that striving for good governance is everybody’s responsibility – from grassroots up.

“No matter what your role is within sport, you have the opportunity to ensure sport is what it should be – a force for good,” he says. “Be brutally honest with your own organisation. Look at it with an outsider’s eye – or invite outsiders to have a critical look at how things are run.

“It’s also important to learn to appreciate discussion – and not regard any critical questions as attempts to kill the organisation.

“Any sports director who believes that it would be unfortunate to publish the organisation’s accounts, should reconsider their position.”



“By far the majority of our technical education has been made possible by contributions from the EU”

**Danny Kazandjian**



RLEF general manager Danny Kazandjian

In December 2015, the Rugby League European Federation (RLEF) announced that it had been awarded its biggest-ever fund of €466,000 (£365,883, US\$552,334) by the European Union's ERASMUS+ programme.

The money, RLEF general manager Danny Kazandjian tells *Sports Management*, will go towards the implementation of a Training and Education Portal, which will provide a standardised set of protocols around coaching and match officiating across Europe.

Created in January 2003, the RLEF originally had eight members, three of which were full members – England, Russia and France. In the subsequent 13 years the “game has grown so quickly” says Kazandjian, pointing to a current membership of 10 full members, nine affiliated members and 13 observers.

This explosive growth and the need for devolution of responsibility was the catalyst behind the RLEF's bid for European Union money to create the platform which “makes sure standards don't slip” and that “bastardised versions” of rugby league are not being created within member nations.

“In the past there was a tendency, due to lack of resources, to deliver education in the field then almost just wish people ‘good luck’ and then expect them to produce rugby league teams and championships,” Kazandjian explains. “Implementing a comprehensive monitoring and assessment regime is essential, and this is what the new project gives us.”

The way the project works is that 17 partner nations have been split into five clusters, with one nation acting as a mentor, a nation below acting as a leader country and one or two nations as the learner nations.

For example, France will be a mentor nation, passing down its coaching and match officiating experience to leader nation the Netherlands, who will in turn pass that information down the learner nation Belgium. Candidates put forward by the nations will then be able to take RLEF qualifications, and will receive long-term professional development from Super League clubs Leeds Rhinos (coaching) and St Helens (match officiating).

“The first thing to say is that all of the qualifications will be standard RLEF qualifications,” says Kazandjian.







### Both England and France will act as mentor nations in the Training and Education Portal initiative

“We’ve done a considerable amount of work on match officiating to make a unified approach. It’s the first time you’ll see a multilateral approach to a universal set of qualifications, which is the way the sport should be progressing on the education side.” The target is to qualify 100-250 people across both disciplines.

In receiving the ERASMUS+ grant, the RLEF training scheme can count itself as one of only 22 projects receiving funding from 330 applications. It is the third European Union grant the body has accepted after funds of €80,000 (£62,712, US\$89,656) in 2011 and €298,000 (£233,585, US\$333,906) over 2012-13.

Kazandijan acknowledges that the sport has benefitted greatly since the launch of the Lisbon Treaty in 2007 – which made sport a competency for the EU. “External funding from the EU has been a magnificent contributor to our operations,” he says.

“We’re not dependent on the EU grants by any means, but if we didn’t have them we wouldn’t have been able to expand to the extent we have. By far the majority of our technical education has been made possible by contributions made by the EU.”

In addition to its work overseeing and governing rugby in Europe, the RLEF looks after the sport in Canada, Lebanon and Jamaica, to name a few nations, as well as Ghana in Africa.

The general manager explains: “We had a pilot project in Ghana, which is an isolated nation for rugby league, but that’s opened the doors in Sierra Leone and Nigeria. Hopefully that will grow into a sustainable corner of the game.”

But there are challenges to face, Kazandijan concedes, particularly around the availability of facilities and the lack of government recognition of the sport in some nations.

“As non-traditional rugby league nations mature, facility provision is becoming an increasingly important part of the agenda,” he says. “Getting access to playing fields in countries like Jamaica, Serbia and Lebanon has become an important objective, as they’re spending a lot of money on hire charges and don’t have control over an expanding domestic championship. Where we can provide technical expertise we will.” ●



“We are a museum. We have to show all facets, good or bad, of the development of FIFA”

**Stefan Jost**

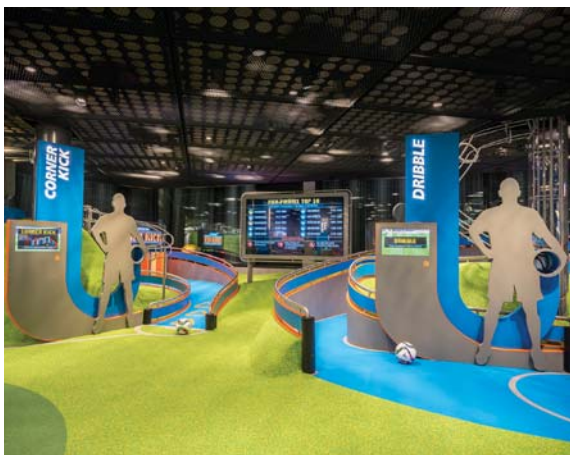


FIFA Museum managing director Stefan Jost

The CHF30m (US\$30.2m, €27.5m, £21.7m) FIFA World Football Museum opened in Zurich, Switzerland, on 28 February – just days after Gianni Infantino was elected new president of the world’s football governing body.

First announced in 2012, the 3,000sq m (32,300sq ft) museum is part of a larger CHF150m (US\$151.1m, €137.7m, £108.6m) development which includes luxury apartments, a restaurant, a sports bar, a shop, FIFA office space and a conference centre.

*Sports Management* spoke with the new museum’s managing director, Stefan Jost, and he says he’s not pulling any punches when it comes to FIFA.



Inside the £21.7m FIFA Museum in Zurich

#### **What is the museum’s mission statement?**

We want to bring people closer to football through knowledge, understanding and enjoyment. You want to do that through an exciting experience to show how football inspires the world and touches people’s lives. It’s not FIFA who are at the centre of the museum, it’s football.

#### **But will you be covering FIFA and the controversies involved? Is there anything in the museum covering that at the moment?**

We are a museum. We have to show all facets, good or bad, of the development of FIFA. With the recent turbulences within FIFA, it’s difficult for us because we don’t have the distance. Because it’s an ongoing case we don’t know everything about the investigations so it would be premature to say something right now and then one or two months down the line say ‘oh well that’s wrong or that’s changed’. It will come and we will definitely be presenting it.

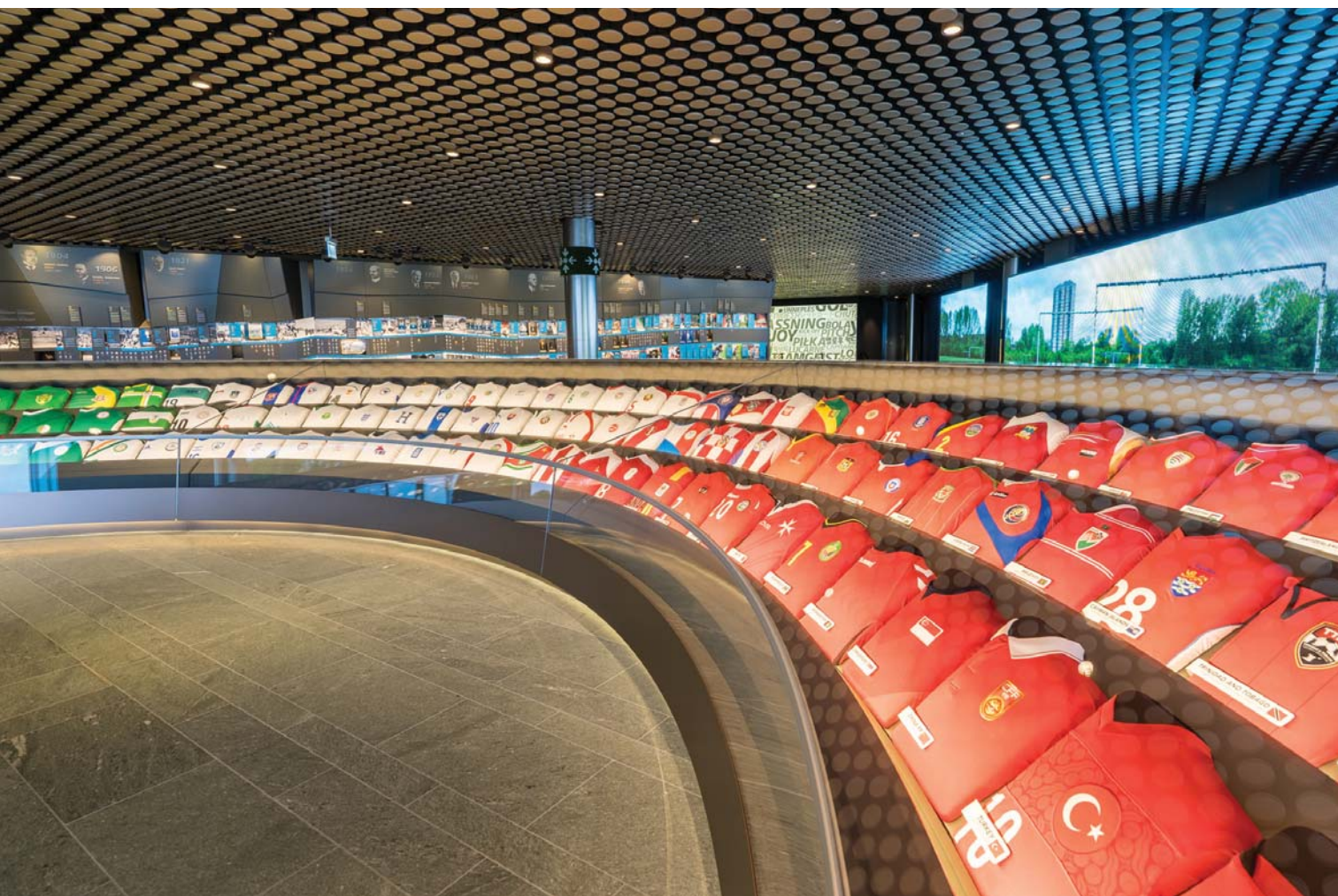
We have an important role to be critical of our own organisation. We’re not the mouthpiece of FIFA. That is not the idea of a museum.

#### **How are you involving and engaging the visitors in the experience?**

Interactivity and connectivity are a big part of the experience. We have an area we call memory jar







One of the museum's highlights, the Rainbow, which showcases 209 national jerseys arranged by colour

where we invite people to bring us their football experiences which we will then put on show. We want to connect with people and give them a great experience. Not just by hammering down information – that's not what people want anymore. You have to give them the information and education while entertaining them at the same time.

#### **What kind of exhibitions and displays are included in the museum?**

One of the highlights is the Rainbow. It's a big exhibition showcasing the 209 national jerseys arranged by colour. It's got a lot of symbolic value because it's not ordered by the biggest or most valuable. It's done by colour with each having its own place, representing the democratic nature of FIFA with each member country holding one vote.

We're also big fans of The Pinball Machine, where you use an actual football to play a giant game of

pinball. If you go to a museum about football you're going to want to play and touch a ball. This offers that.

There are also other stations where you can be a commentator or referee. Soccer dance – where you mimic how real people celebrate the goals using kinect technology to create a dancing avatar – is also popular.

#### **What will be your relationship with the city of Zurich?**

We have a key partnership with the Zurich tourism organisation. For Zurich it's a unique thing the city has. The museum can be a deciding factor for some tourists deciding where to visit in Europe.

#### **How does this compare to other museums?**

We've benchmarked, gone around the world, looked at museums. There are elements of it elsewhere, but there's nothing like this. It's truly one-of-a-kind.



## SPORT STRATEGY

## Sporting Future results in 2017

The initial impact of the government's sport strategy on levels of engagement in sport and physical activity will be revealed in the document's first annual report in early 2017.

Published in December last year, *Sporting Future: A New Strategy for an Active Nation* set a number of desired targets around wellbeing, social and economic development, as well as an increase in overall participation.

While a number of data collection methods will be used to measure

**"New data collection is in place to measure engagement in sport with first results in 2017"**



PRESS ASSOCIATION

▲ Sports minister Tracey Crouch unveiled the sport strategy in December 2015

certain Key Performance Indicators (KPIs) – such as Sport England's Active Lives Survey gauging participation and the number of volunteers in physical activity – the Department of Culture, Media and Sport (DCMS) will publish a yearly overarching report of the progress made, starting in early 2017.

Within its *Single Departmental Plan: 2015 to 2020*, the government department states: "New data collection is in place to measure engagement in sport. It is expected that the first results will be available in early 2017."

Read more: <http://lei.sr?a=p2Y5o>

## London 2012 legacy "done down" as participation was "undercounted"

The legacy of the London 2012 Olympic Games was "done down" because sport participation figures were "undercounted quite dramatically", according to the former sports and Olympics minister.

Sir Hugh Robertson said that the nature of the *Active People Survey*, collected by quango Sport England, rendered arguments about participation following London 2012 "useless".

He said that certain individuals were not counted in the survey's measure of taking part in sport three times a week for



▲ Robertson was sports minister during the 2012 Games

half an hour, even when they were regular participants in sporting activities.

"These people were not showing up in the

participation figures because they weren't always doing these strict three half-hours a week," he said.

Robertson criticised the

fact that data was collected via landline telephone, adding: "I always used to say to people: 'have you ever met anybody who took the survey?' It happened to my wife a month or so ago as she was running to pick my son up from school. She said they did their utmost to persuade her that she hadn't done her three half-hours of exercise."

"When I look back on my time as minister the one thing I really, really regret is we didn't tackle the measuring system," he said. "We'd really done ourselves down."

Read more: <http://lei.sr?a=R8V4U>



**Turn over:** FIFA Museum won't cover up scandal, says managing director





▲ The new Palau Blaugrana will host FC Barcelona's handball and basketball offshoots

## HOK lifts the lid on Barcelona project

The new Palau Blaugrana – a multi-sports and concert arena in FC Barcelona's €600m Espai Barca district – will be a 365-day-a-year venue, according to one of the project's lead architects.

Talking to *Sports Management*, HOK director and lead designer John Rhodes revealed that the design would bring together outdoor restaurants and bars, an ice rink, a 2,000-capacity auxiliary court and two football fields.

"We wanted to respond to the wonderful Mediterranean climate and leverage it to an arena experience," he said.

Rhodes added: "To do this, we've looked to create a public realm around

**"We wanted to respond to the wonderful Mediterranean climate and leverage it to an arena experience"**

the building so spectators can move around the outside of the building in a controlled environment.

"This gives FC Barcelona the opportunity to ticket people at the entrance to the public realm, rather than the entrance to the building.

Read more: <http://lei.sr?a=x2v5o>

### London 2012 stadium architects Populous reshuffle board

Populous – the architects behind the London 2012 Olympic Stadium – have appointed ex-Informa chief executive Peter Rigby as co-chair.

Rigby joins existing chair Rod Sheard, who is



▲ Former Informa chief executive Peter Rigby

the founder of the studio, in overseeing its business in Europe, the Middle East and Africa (EMEA).

Christopher Lee has also been promoted to managing director.

Read more: <http://lei.sr?a=u7Q3p>

### NEWS IN BRIEF



DNA DEFINITIVE

▲ Thomas starts in his role in April

### Sport Wales names Paul Thomas as its new chair

Strategic leadership expert Dr Paul Thomas has been appointed as chair of Sport Wales by the Welsh government.

Thomas will take up the position for three years from the beginning of April 2016, taking the reins from Professor Laura McAllister who served as chair for six years.

He said he was "privileged" to take up the position.

Read more: <http://lei.sr?a=e7Y3Q>

### World Archery sets up crowdfunding scheme

World Archery has invited members of the public to contribute to the development of its "multi-million pound" Excellence Centre in Lausanne, Switzerland via a crowdfunding platform.

The governing body for the sport has set a US\$50,000 (£34,852, €44,208) target over the next two months, which will contribute to additional decoration inside the building.

Money raised will not go towards the construction of the Tardin & Pittet-designed centre, which has been fully-funded by World Archery, Easton Foundations, SporToto and the Canton de Vaud.

Read more: <http://lei.sr?a=P6j3n>

## NEWS IN BRIEF



▲ Kelly Simmons of the FA

## FA commits £8m to grassroots pitches

More than 2,000 grass pitches across the country will be improved as a result of an £8m (US\$11.3m, €10.2m) fund set aside by the Football Association (FA).

The Pitch Improvement Programme (PIP) is a “central pillar” of the governing body’s 2015-19 Strategy for Participation and Development. PIP will provide support services to grassroots clubs, club volunteers and groundsmen, which includes on-site evaluations, practical advice and recommendations.

The fund was earmarked as a result of a survey undertaken in January, in which the FA asked its affiliated clubs to give an update on pitch provision.

Kelly Simmons, the FA’s director of participation and development, said that 30,000 people offered their views.

PIP’s rollout follows “extensive piloting” in which £1m (US\$1.4m, €1.3m) has already been invested, with 800 visits to grassroots football pitches by trained experts. According to the FA, 83 per cent of grassroots football pitches are publicly-owned and face budget freezes in the face of local authority austerity.

Read more: <http://lei.sr?a=V3h4E>



▲ An artist’s impression of the surrounding area, which includes a park and office space

## New £3.5m home for Sheffield Sharks

A new £3.5m (US\$4.9m, €4.4m) arena for British Basketball League (BBL) club Sheffield Sharks has been approved for construction on the city’s Olympic Legacy Park (OLP) site.

Sheffield City Council has given the green light to the development, which will include a 3G sports pitch, a public park, private sector business headquarters and an Advanced Wellbeing Research Centre (AWRC).

The 2,500-capacity Park Community Arena is expected to be built this autumn. The

facility will also be home to procurement and delivery company MLS Contracts.

Sheffield Sharks head coach Atiba Lyons said the facility “heralds a bright new future” for the club and will provide a “fantastic home for all forms of basketball from junior to senior level”.

The arena has been designed to sit alongside the OLP’s existing sports facilities, including the English Institute of Sport and iceSheffield. It will provide a sports facility and event space for the local community, as well as those based at the AWRC and Oasis Academy school.

The 35-acre OLP – the biggest London 2012 legacy project – is a joint-venture between Sheffield Hallam University, Sheffield Teaching Hospitals NHS Foundation Trust and Sheffield City Council.

Read more: <http://lei.sr?a=P7v6I>

**“The arena will provide a fantastic home for the Sharks and all forms of basketball”**

### ‘No plans’ to play Euro 2016 matches behind closed doors

UEFA has claimed that there are “no plans” to play Euro 2016 matches behind closed doors following terrorist attacks

in Brussels last month.

The federation said it was “confident all security measures will be in place for a safe

Euro,” which is being held in France between 10 June and 10 July.

Read more: <http://lei.sr?a=N1D8I>



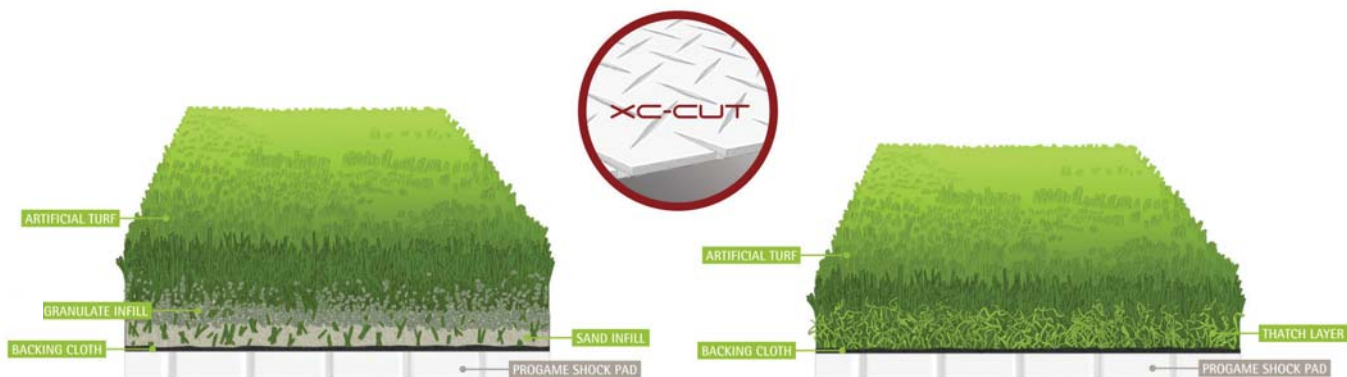
**Turn over:** HOK – architects behind FC Barcelona’s Palau Blaugrana – discuss the project



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## FACILITIES

## Wasps planning new indoor arena

Aviva Premiership club Wasps is looking into the possibility of building a second arena close to its Ricoh Arena home to continue its expansion following its move to Coventry in 2014.

Wasps chief executive David Armstrong said the club was “looking carefully at potentially building a second arena” that would act as an indoor sports and music facility.

He told *Sports Management* that while plans were still in the very early stages, he envisaged breaking ground on the

**“We’re hosting events 364 days a year. That’s a model that is so important going forward”**



PRESS ASSOCIATION

▲ Wasp Rugby Club has been playing at the Ricoh Arena since November 2014

project within two or three years.

The facility will include activities such as indoor surfing, trampolining and climbing and will be connected to a separate leisure facility, Armstrong revealed during Rugby Expo last year.

According to the chief executive, two-thirds of the 1.4m people who

visit the Ricoh Arena attend the venue for non-sporting reasons.

“We’re hosting events 364 days a year,” he said. “That’s a model that is so important going forward. The Ricoh Arena is the perfect sports venue because it is so much more than sport.”

Read more: <http://lei.sr?a=l1V6h>

## RYA achieves diversity standard award

A commitment to engaging women and underrepresented groups has resulted in the Royal Yachting Association (RYA) being recognised by the Sports Council.

In fact, the RYA has become the first national governing body in the country to be awarded the Advanced Level of the Sports Council’s Equality Standard for Sport.

The Equality Standard for Sport is a framework for assisting sports organisations to reduce inequalities and provided access to sport and physical activity for



▲ The RYA demonstrated an increase in female participants

underrepresented demographics of society.

The achievement reflects the RYA’s work in increasing diversity among participants in sailing and boating, its staff and committees and

the progress achieved in attaining all four levels of the Standard over a 10-year period.

In its report, the Sports Council Equality Group highlighted the RYA’s achievements in the areas of disability and gender – with a “demonstrable increase in the number of women and girls participating in the sport”.

Programmes such as OnBoard and Push the Boat Out had a “significant potential” for welcoming underrepresented groups.

Read more: <http://lei.sr?a=j1V20>

PRESS ASSOCIATION



▲ Bournemouth chair Jeff Mostyn

Premier League team AFC Bournemouth is poised to submit plans to increase the capacity of its 11,464-seater Vitality Stadium.

The plans, which include the development of a new permanent South Stand and the southwest and southeast corners being filled in, will see capacity increase to 14,529.

Read more: <http://lei.sr?a=m109g>



**Turn over:** The Football Association makes financial commitment to grassroots pitches



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## NEWS IN BRIEF



ROME 2024

▲ Co-ordinator Diana Bianchedi

## Rome 2024 searches for athlete facilities

Officials behind Rome's bid for the 2024 Olympic and Paralympic Games have instructed 20 architects to find suitable sports facilities for athletes to use during the games.

The Bid Committee, led by Olympic gold medallist and general co-ordinator Diana Bianchedi, has launched technical inspections on existing grassroots and sports facilities in the region.  
Read more: <http://lei.sr?a=o5Q1C>

## Loss-making FIFA boosts development fund

The corruption crisis engulfing FIFA has hit the beleaguered organisation in the pocket, with its 2015 financial results revealing a loss of US\$122m (£84.5m, €108.2m).

Despite its first deficit since 2002 FIFA – now with Gianni Infantino at the helm as president – has revised its budget and pledged to increase its spend in football development around the world. While the original football development fund stood at the US\$900m (£623.5m, €798.4m) mark, that has now been boosted by US\$517m (£358.2m, €458.6m) to US\$1.4bn (£969.9m, €1.2bn).  
Read more: <http://lei.sr?a=c0R3q>



▲ The quango has spent £7.5m launching 153 hubs in Scotland since 2010

## Sportscotland to launch 50 sports hubs

Sportscotland will invest £6m (US\$8.5m, €7.7m) to establish 50 new Community Sports Hubs across the country by 2020.

The national sports quango will plough £1.5m (US\$2.1m, €1.9m) of its National Lottery funding per year over the next four years, as it attempts to grow its existing 153 hubs to 200.

Since 2010, sportscotland has spent £7.5m (US\$10.6m, €9.6m) launching 153 hubs, with at least one in each of the nation's 32 local authorities. By the end of 2020, the body will have spent £13.5m (US\$19.1m, €17.2m) on the centres.

Stewart Harris, sportscotland chief executive, said the Community Sports

**“Community Sports Hubs offer an innovative approach to the development of sport in local clubs and communities”**

Hubs were a “great legacy success story” of the 2014 Commonwealth Games.

“Community Sports Hubs offer an innovative approach to the development of sport in communities across Scotland,” added Scottish sports minister Jamie Hepburn (for more see p.26).

Read more: <http://lei.sr?a=j0N2P>

## Tanni Grey-Thompson backs Welsh Commonwealth Games bid

Baroness Tanni Grey-Thompson has thrown her weight behind a Welsh bid for the 2026 Commonwealth Games.

The Paralympic gold medallist – who was born in the Welsh capital Cardiff – said



▲ Cardiff-born Tanni Grey-Thompson

the country had to be a “bit brave and a bit bold and go for it”, and should use its successful hosting the World Half Marathon as the catalyst for the bid.

Read more: <http://lei.sr?a=t4L7n>



**Turn over:** Wasps Rugby continues to ramp up after its move to the Ricoh Arena





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## BUDGET 2016

## A budget to bring optimism to the sport sector?

**Osborne's latest statement brings increased school sport funding and potential tax relief for grassroots clubs**

**T**he aftermath of the 2016 Budget will not be remembered as the smoothest of periods for chancellor George Osborne, who has held the position since the coalition government won the election in 2010.

After Work and Pensions secretary Iain Duncan Smith resigned over what he described as "indefensible" cuts to disability benefits – which were subsequently withdrawn – and his announcement regarding transformational school academisation reforms were derided by those in the teaching profession, it's fair to say questions were being asked about whether he should maintain his position.

However, one section of society should be able to look through the document the Treasury published on 16 March with some optimism – that being the sports sector. The headline figure, undoubtedly, was that from 2017 government funding for PE and primary school sport will be doubled from £160m (US\$225.7m €203.7m) to £320m (US\$451.3m €407.3m) as a result of a new levy being applied on sugary drinks.

Additionally, a quarter of secondary schools will be able to bid from an annual pot of £285m (US\$402m €362.8m) to opt into longer days and offer activities including sport and physical activity.

Baroness Sue Campbell, who chairs the Youth Sport Trust, was quick to



PRESS ASSOCIATION

▲ Chancellor George Osborne delivered his latest budget on 16 March 2016

**"To double the investment in the primary PE and sport premium has the potential to make transformational changes in schools"**

label the move "transformational" for the development of children's physical literacy, while Emma Boggis, CEO of the Sport and Recreation Alliance, said the initiative created an "opportunity for the education sector to engage with many of our members".

Elsewhere, there was more promising news in the announcement, and subsequent launch, of a consultation process which will examine the feasibility of lowering or scrapping corporation tax for grassroots sports clubs.

Originally floated in Osborne's Autumn Statement to the parliament last November, consultation submissions will be taken until 15 June 2015.

Finally, the government has also pledged to provide £1.5m (US\$2.1m €1.9m) in Treasury funding to give "hundreds of children" with limb deficiency access to sports prosthetics.

<http://lei.sr?a=Q8E5a>

### THE BUDGET 2016 AT A GLANCE

**£320**

The PE and primary school premium from September 2016.

**£285**

The annual amount schools will be able to bid to host after-hours activities including sport and physical activity.

**£1.5m**

The fund government has pledged for sports prosthetics for children.



**Turn over:** Sportscotland and Scottish government makes sports hub pledge



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## DEVELOPMENT

## Jaguars pounce with new project

A 5,500-capacity amphitheatre and indoor training facility has been designed by Populous for National Football League (NFL) franchise the Jacksonville Jaguars.

Located at the south end of the Jaguars' EverBank Field stadium, the amphitheatre and training facility – named Flex Field – will be housed under one roof. The amphitheatre can host concerts and events, while Flex Field will also be used for additional fan entertainment on game days.

**“We shouldn’t be satisfied with where the Jaguars are. We have a vision”**



POPULOUS

▲ The amphitheatre and Flex Field training facility will be built under one roof

The development was approved by Jacksonville City Council in December last year, and it will pay US\$45m (£63.9m, €80.6m) of the US\$90m (£31.9m, €40.3m) outlay for the facilities, with Jaguars paying the rest.

“We want to thrive and be respected,” said Jaguars owner Shahid

Khan. “We shouldn’t be satisfied with where the Jaguars are commonly associated as a member team of the NFL. We have a vision to share on how to get that done so that we have a franchise that is not only stable here in Jacksonville, but also promising.”

Read more: <http://lei.sr?a=W1D7T>

## Rugby union bodies to deepen reporting on artificial turf effects

The Rugby Football Union (RFU) is investigating whether professional clubs are holding players back from competing on artificial turf due to medical or management advice.

Compiled by the RFU with Premiership Rugby and the Rugby Players Association (RPA), the 2014/15 Professional Rugby Injury Surveillance Project revealed that while there was “no clear difference in the incidence, severity or overall injury burden” between matches played on artificial turf and natural grass during the 2014/15 season, more



▲ Premiership club Saracens plays on artificial turf at home

research needed to be done during the 2015/16 season.

“What this survey cannot monitor is the extent to which players are not

selected to play on artificial pitches on specific medical/ player management advice within clubs and the strategies of club medical

and conditioning teams in managing the effects of playing on artificial pitches,” states the report. “It is intended to capture this information during the 2015/16 season.”

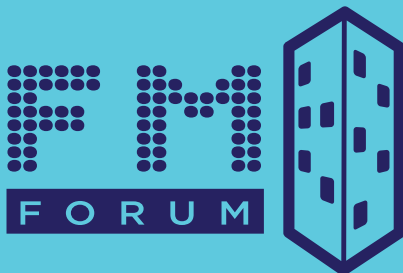
The report found that players competing on artificial turf reported a “small increase” in muscle soreness, particularly in the lower back, and with less readiness to return to training.

Two Premiership teams – Saracens and Newcastle Falcons – play their home matches on artificial turf.

Read more: <http://lei.sr?a=x5N5e>



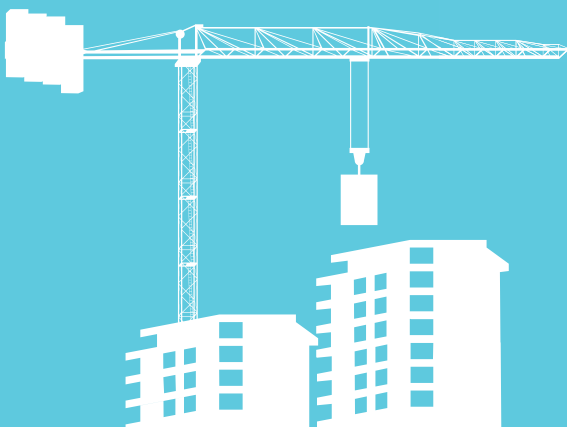
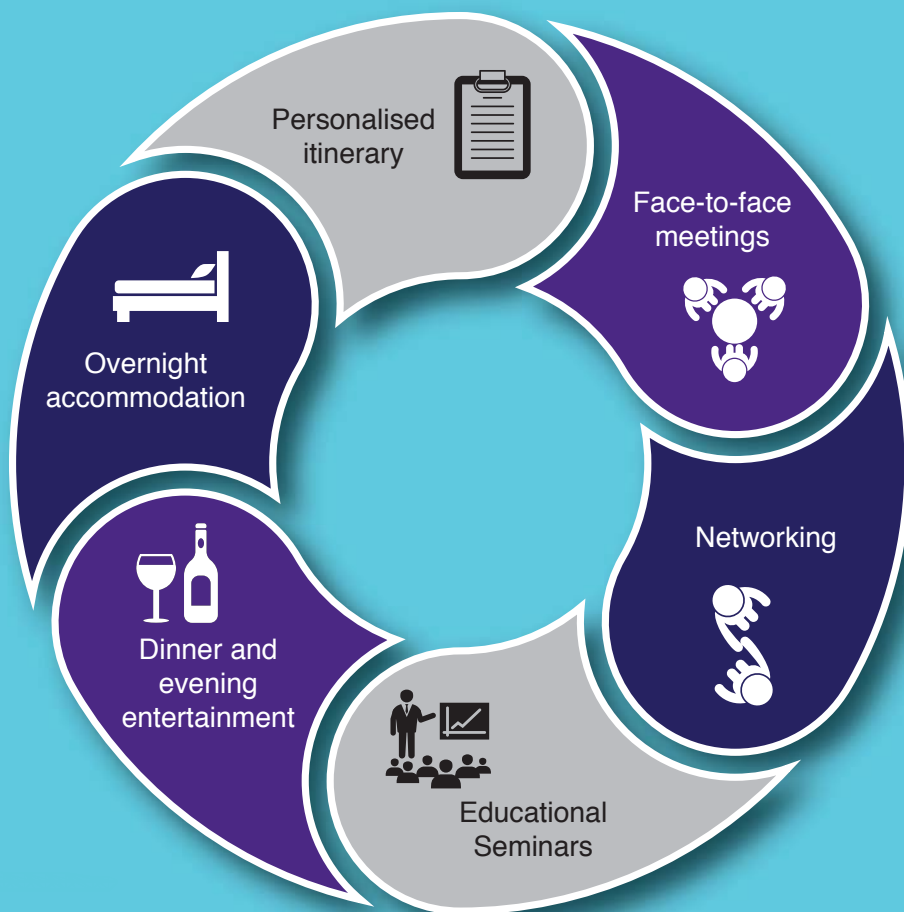
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## NEWS IN BRIEF



▲ BBF chair Nick Humby

## British Basketball opens consultation

Stakeholders and members of the public can have their say on the future of British basketball following the launch of a consultation.

Interested parties are invited to comment on the status of the game and its future ambition, with an emphasis on clubs, facilities, coaches and officials, as well as performance and participation.

In a year of transition for British basketball, the British Basketball Federation (BBF) will take up its membership of the international federation FIBA in October 2016, taking the place of individual memberships held by England, Wales and Scotland. As a result, the national teams will unify under Team GB.

The BBF – chaired by former Football Association (FA) executive Visit Nick Humby – held its fourth board meeting on 11 March 2016 at Sport England's London office.

As a result of strategy work led by Deloitte, the BBF has identified six strategic theme to develop both the men's and women's game: performance, talent development, professional leagues, participation, commercial/broadcast/promotion, and governance/operations.

Read more: <http://lei.sr?a=i6n8k>



▲ Prince Harry is the patron of the Invictus Games Foundation

## Toronto to host 2017 Invictus Games

The 2017 edition of the Invictus Games – the international para-sport event for wounded service people – will be held in Toronto, Canada.

Revealed by Prince Harry, the patron of the Invictus Games Foundation, the event will take place in September 2017, and coincides with “a year steeped in rich Canadian military history” and its 150th anniversary of confederation.

Toronto won the right to host the Games as its infrastructure “offers competitors and their families a real Canadian experience”. The city hosted thousands of visitors during the 2015 Pan American and Para-Pan American Games.

**“The last Invictus Games inspired tens of thousands of people and was enjoyed by millions of others”**

“The last Invictus Games (in London 2014) inspired tens of thousands of people and was enjoyed by millions of others around the world,” said Prince Harry. “I had always hoped the Invictus story would continue after the London 2012 Games.”

Read more: <http://lei.sr?a=e7w10>

## Switzerland searches for Winter Olympics 2026 candidate city

Switzerland will seek out an appropriate candidate city to bid for the 2026 Winter Olympic and Paralympic Games.

During a meeting between Swiss minister of sport Guy Parmelin



▲ Swiss cross-country skier Dario Cologna

and representatives from Swiss sporting federations, a clear majority was achieved to pave the way for the nation's candidacy for the Games.

Read more: <http://lei.sr?a=Z5w2L>



**Turn over:** Rugby Union bodies to dig deeper into effects of artificial turf





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# Stewart Harris

The CEO of Sportscotland reveals how a new strategy to develop sport – coupled with the boost given by Glasgow 2014 – means that the future is bright for Scottish sport

Tom Walker • Managing editor • Sports Management

“**T**he biggest change has been the one we’ve made to our approach,” says Stewart Harris,

Sportscotland CEO, when asked to describe the changes he’s seen during his 24-year career at the organisation.

“We’ve gone from a project-based, funding stream approach to a system which places more emphasis on local partnerships and the creation of sustainable opportunities,” he says.

“We now have a clear vision, which is to create a world class sport system for everyone in Scotland across three key development areas – schools and education; club and community; and high performance. This vision offers us a narrative, which sits underneath everything we try and do.”

## INCREASING PARTICIPATION

Harris, a former PE teacher and coach of the Scottish women’s basketball team, took over as



**Harris first joined Sportscotland in 1991 and was appointed CEO in 2005**

Sportscotland CEO in 2005. He stepped into the role having spent 14 years with the organisation in a number of positions – including a stint as director of widening opportunities.

He describes the Sportscotland’s approach, developed as part of a re-organisation which began in 2009, as a system which aims for three outcomes. “We want to get more people playing sport, make sure those who already take part keep playing and also offer opportunities for high performance progression for those with talent and ambition,” Harris says.

“That’s what drives us and over the past eight years we’ve built a stable platform from which we can put our plans into action.”

The new strategy seems to be working. Government figures show that more than three-quarters of Scottish adults (78 per cent) now participate in sport and exercise at least once a month – up from 72 per cent in 2009. The high figure does include walking, but even if walking is excluded, statistics show that 51 per cent take part in organised sport or exercise on a monthly basis.

“We were also really encouraged by the Global Observatory for Physical Activity’s recent report, which showed Scotland having 64 per cent of its population engaging in 150 minutes of moderate exercise a week,” Harris adds. “We’ve worked hard on getting the message of physical activity out there, so seeing figures like that are encouraging.”

## COMMUNITY MATTERS

An integral part of Sportscotland’s system is the way it engages local communities and utilises local expertise and partnerships. At its heart lies the newly-established community hubs – a key



Scotland has a rich sporting landscape – from climbing to team sports







programme announced by the Scottish Government as part of its Glasgow 2014 Commonwealth Games legacy strategy.

The Lottery-funded hubs aim to bring together sport clubs and key local partners who want to develop and grow the sporting offering in the community. The focus is on sustainable, community-led facilities which get clubs working together to provide welcoming, safe and fun environments for sport.

“It’s a really simple concept and sustainable as it uses existing facilities. A community sport hub can be set up in a school, at a club, a community centre – the idea is to set up a hub by bringing together different sports and clubs and putting them in charge of their own destiny.”

Last month, Sportscotland surpassed the government’s target of reaching 150 hubs by 2016. There are now 153 operational hubs across the country with at least one in each of Scotland’s 32 local authorities. Harris says that a new £6m investment over the next four years will further develop existing hubs – and help reach a new target of 200 hubs by

**There are now 153 community sports hubs – with plans to have 200 by 2020**

2020. The new target means that by 2020, £13.5m will have been invested into the hub project.

“There are almost 1,000 clubs and 115,000 members across the hubs, which offer a wide range of sports and activities, and this is providing more and better opportunities for people of all ages and abilities to take part,” he says.

## LEGACY PLANS

The community hubs are just one of the success stories coming out of the Glasgow 2014 legacy and Harris says the effects of the Games will be felt for years to come.

“The government had a very good legacy plan, which covered an entire set of portfolios from transport and education to business and sport,” he says. “One of the targets for sport was to create excitement in communities across the country and we’ve done that through the hubs.

“But the coaching stats are also very impressive. From having just under 5,000 Level 1 qualified sports coaches in 2009, we’ve gone to now having more than 19,000 post Glasgow 2014. The number of the more advanced







Level 2 coaches has more than doubled in the same time frame – from just under 2,000 in 2009 to 4,500.

“It’s important to remember that these aren’t just numbers. These are people who are now being deployed at community sports hubs, at clubs, at schools – people who are making a real difference at every level.”

**The new strategy will look to make Scotland an active nation at all levels**

### INTO THE FUTURE

Looking ahead, Harris is confident that the system will continue to deliver success. Sportscotland published its new corporate plan last year and in it the organisation lays out a clear blueprint for the organisation’s work until 2019. Entitled *Raising the Bar*, the document calls for increased emphasis on local partnerships and further cooperation between national and regional partners.

For Harris, the ultimate goal is clear. “I’ve always wanted to see Scotland being an active nation and a very positive sporting nation,” he says.

“We’ll have to work hard as a nation to achieve that and maintain the gains we’ve already made – but I think we have the right ingredients, the right partners and the right direction.

“Our approach means that there are now real synergies – at local level – between PE teachers, schools coordinators, sports development staff and national governing bodies. It is my belief that Sportscotland has been a catalyst for that. It’s something we’re really proud of.” ●



Curling – one of the sports Scotland has become a leading nation in



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INTELLIGENT LOCKING SYSTEMS

# Is violence at grassroots threatening the future of football?

Violence against referees and linesmen at children's football games hit the headlines recently when *The Times* published details of a letter sent to parents and clubs by the chair of a youth football league.

In his letter, Surrey Youth League's Graham Ekins claimed incidents involving adults on the sidelines are getting so bad he fears someone may be killed if something isn't done. At the very least, he predicted that volunteers would no longer feel safe, therefore jeopardising the future of volunteering in football.

We asked our panel how bad the situation is and what can be done.

## Graham Ekins

Chair, Surrey Youth Football League



**T**he level of outright violence, abuse and disrespect has to stop.

We're now in a situation where in some cases, adults have removed the ability of a

children's football league to function in its current form – being run by volunteers.

In a single weekend, I've received emails reporting head butting and abuse towards linesmen; two parents fighting on the touchline; two teams abusing a referee under the age of 18; a referee being threatened with a stabbing by a parent and at least three games being abandoned.

This cannot continue, clubs and volunteers running children's football need to take back control from the people who are spoiling Sunday mornings for children. Shortly the volunteers will walk away and I am

**This can't continue, clubs and volunteers running kids football need to take back control**

questioning my own future with the league. While I accept the problems are caused by a minority, why would I – or anyone else – want to have my name associated with a children's competition that resulted in the death of someone as a consequence of violence?

And don't just say the worst could never happen. A linesman in the Netherlands was attacked and kicked to death after a match between two junior teams near Amsterdam in 2012. If the violence is allowed to continue here, I fear that this maybe the result.

It's football for children – we need some perspective.

**The main issue is the managers, who prove a bad influence on the players**



## Tom Cable

Referee, Cheshire

**F**rom my experience, violence can be an issue in grassroots football. Many referees every year quit the beautiful game due to the violence and verbal abuse they receive from managers and players. It's harmful to self confidence and destructive to our game.

The main issue is the team managers, who are a bad influence on the players, who then feel it's acceptable to act in the same way.

Having been a football referee for the best part of five years now, I've had a few issues with managers and players where I've had to intervene to prevent a potentially destructive situation. In some instances I've had to follow it up with the local Football Association in order to report senior figures from local clubs for bad behaviour.

One of the ways that we can prevent abuse is to heighten the punishments. The fines and bans that are already in place are not effective, because they don't act as a deterrent.

I also find that referees aren't sufficiently trained in how to deal with abuse. They aren't told how to handle stressful situations and if the FA introduced these training methods and fines I'm sure we would see a decrease in the number of cases of violence and abuse in football.







Actor Ray Winstone appeared in the FA's *Respect* campaign adverts in 2009

### Kelly Simmons

Director of participation and development  
Football Association



**Examples of violence are rare, but the problem of overly aggressive parents needs to be dealt with.**

**E**xamples of violence are rare, but the problem of overly aggressive parents needs to be dealt with.

We have to keep trying to get the message across that it has a really negative impact as it ruins the enjoyment for children and it's not helping their learning and development.

The only person they should be listening to is their coach, who has probably gone through at least 30 hours if not a lot more of training to support those kids. I'd urge parents to think about what is in the best interests of your child and that is that they go and enjoy their football and have a referee who is protected and supported.

There's no indication to suggest that the situation is getting worse, but that said it's a continual process of supporting clubs and leagues to get across the ethos of the Football Association's *Respect* campaign and make sure we provide the right learning environment for young players to enjoy the game and develop.

We also have to protect our referees, which is absolutely fundamental. We've gone up to 28,000 referees now but we need to support and protect them, so it's ongoing work.

There's a new strategy coming out, which will be a chance for us to draw breath on it and ask what we can do going forward to keep driving home the message and supporting clubs to put the children's enjoyment and learning first and let the coaches do their work.

We've just been through a big reorganisation at the FA to invest more money into the grassroots game and thinking about how we're going to support and invest in grassroots and this will involve reviewing *Respect*.

It's time to assess how we refresh the campaign and the programme to give it the biggest impact we can to get those messages out there, which is all part of looking ahead to the next four years.

**This kind of behaviour cannot and should not be condoned, however, it's rare to see extreme violence at a grassroots football match**



### Paul Kirton

Spokesman, Grassroots Football (GRF)

**T**here are so many positives about grassroots football. Not only does it create lasting friendships, it provides a place where football is inclusive to all youngsters, whatever their ability.

We know a lot of parents are passionate when watching their child play, and sadly that passion can manifest into incidents where referees have been verbally abused or anger has flared up between parents. This kind of behaviour cannot and should not be condoned. However, it's rare to see extreme violence at a grassroots football match and there are a lot more positive aspects to grassroots football that don't get the coverage they deserve.

Over the years we've seen friendships made on and off the pitch, the confidence of youngsters soar and memories being made for families that are irreplaceable – not to mention the health benefits of keeping children active and developing good exercise habits.

The number of people playing grassroots football is high and no sport is without its problems. We can understand a linesman being beaten to death in the Netherlands being used as an example to drive home the message of the consequences, but it's an extreme example to say the least. All it has done is led to fears of violence in football being blown out of all proportion – when there are so many more positive benefits linked to the sport. ●



# Dame Kelly Holmes Trust

**L**aunched by the double Olympic champion, Dame Kelly Holmes Trust uses the skills and attitudes of world class athletes to transform the lives of young disadvantaged people.

Currently operating in across 39 locations across the UK, it is the only charity that offers a pathway

to athletes from all team GB sports when they're post-retirement and tackles issues around youth unemployment. Founded in 2008, it has impacted the lives of more than 300,000 young people.

As part of a new strategy, published last year, it announced it will expand its reach to 104 locations. *Sports Management* spoke

Tom Walker • managing editor • Sports Management





**DAME KELLY HOLMES**

Chair/president

**“I’m proud to say we’re doing something unique to help society and improve lives”****What motivated you to launch the trust?**

World class sports people have such amazing attitudes, which can make a significant difference to the lives of others, but too many of these athletes find themselves lost after having the structured world of training and competition removed when they are injured or when they retire.

That’s why I created the Trust; to close that gap. Eight years in, we have more than 200 athletes a year utilising their skills and giving back to society via our programmes, helping thousands of young people to change their attitude towards life. I got lucky early in my life and was set on the right path, but sadly not everyone has that chance. That’s where we can make a difference.

**What are your future plans for the trust?**

What we’ve achieved is just the beginning. It’s my dream that our work continues to grow and that we



help even more young people to go on and in turn, to inspire positive change in others.

I’m as committed as ever and look forward to pushing ourselves even further over the next four years to reach more young people and athletes than ever before across every area of the UK.

As a charity, we’ve been on a journey a lot like the athletes and young people we support –

We’ve grown, but our mission and values remain firmly the same. I am proud to say that in partnership we’re doing something unique to help society and ensure the groups we work can live positive lives.

**How big a role do your local partners play in the work you do?**

It is because of our partners and supporters that we’ve been able to reach over 300,000 young people and hundreds of athletes and why they are a fundamental part of the wider Trust family.

I certainly wouldn’t have won my two gold medals without the amazing team behind me and this is still the case now with my charity.

**The trust has helped more than 300,000 young people in the UK**



**EMMA ATKINS**

CEO

**“Kelly had this vision that no athlete should feel lost when they finished their career”**

**Career journey**

I started as a sports development officer (SDO) in a local authority in Leicestershire – I was the authority’s first SDO so they didn’t really know what to do with me – so shoved me into the planning department!

After leaving Leicester I went to become regional manager at the National Coaching Foundation – now called Sports Coach UK. I worked my way through the ranks over 10 years there. The highlight was leading a national programme with DCMS to put coach development officers into every county in England. It was while at Sports Coach UK, in 2008, that I got a call from a “head hunter”, found myself speaking to Kelly Holmes and joined the trust as sport director. I’ve been here since we launched and became CEO last year.



part, so it became unbelievably tough to start up and keep things moving forward. Kelly was so passionate about it, however, that she put her own funding in to begin with. We weathered the storm and here we are – still going strong.

**What does the trust do?**

Kelly had the vision that no fellow athlete should feel lost when they reached the end of their career and she didn’t want athletes to be wasted to society. She wanted to combine that with helping young people facing disadvantage – another area she has personal experience of.

We began building systems around the athletes to improve their welfare and wellbeing, with the aim of eventually enabling them to give back to young people facing disadvantage.

How the cycle works is that we start with the athletes. We have athletes come (or be referred) to us, we then assess them – as they could be at a point where they have no money or a place to live. We then help them realise they’ve got all these amazing attitudes which helped them in sport and that can work for them in life.

When they’re ready and have gone through our rigorous assessments, we deploy them to work in our young people programmes, so they can unlock these attitudes in them. As a result our athletes become amazing vehicles for change in others.

We’ve been working really closely with UK Sport and since 2008 we’ve helped more than 400 athletes through our system. We currently have about 250 athletes receiving support through their transition and training. Around half of those are deployed in projects at the moment.

**Why do you think you are so successful in what you do?**

Our research shows the athletes who work with young people find it easier to adapt to their new life.

When we launched, I interviewed a lot of athletes who’d come to the end of their active career. Pretty much all said they felt as if they’d had all their friends taken away from them – their coaches, physios, trainers. Therefore, everything we structure around the athletes is done using a sense of community.

**The launch of the trust was somewhat interesting?**

The day we launched, in 2008, was the day the banks crashed – quite literally. At the time our offices were hosted by a large financial company in the middle of the City of London and as we were setting up, people around us were clearing their desks and going home with their belongings in boxes.

It had a massive impact on us too. We had a business plan where corporate giving played a major

**Working with young people makes it easier for athletes to adapt to their new lives after competitive sport**





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**NED BROWN**

Head of policy and impact

**“What’s important to us in our partnerships is that there’s a common understanding of values”**

**Describe your role**

The main focus of my work is around research – and I also evaluate the effectiveness of our programmes. This means providing people with the information they need to design and deliver a programme and then make sure we’re measuring the projects. That way we can tell whether a programme is working or not.



local partners to develop at local level. That way we can guarantee that they are tailored for the exact needs of the young people they are working with, wherever they are.

**What’s the best thing that’s happened so far in your work at the Trust?**

A stand out individual moment was in Leeds at a “Go” event – which marks the end of the intensive part of our Get on Track projects. A number of young people stood up and talked about the journeys they’d been on and how their athlete mentor was influencing their lives.

It was an exceptional moment. I remember getting on the train back to London that night and not really reading or doing any work – I just stared out the window and reflected on the power that our athletes have in helping young people to be the best they can. To be able to witness that happening, is a real privilege.

**How are programmes developed?**

We start with a learning framework – a structure with which that programme will be delivered – and a set of outcomes we want to achieve. Our athletes then work with local partners to turn those into a detailed plan.

In other words, we have the intellectual property of the programme, the outcomes, the framework and structure. We then simply give it to athletes and



The senior management team will be kept busy by plans to expand operations from 39 to 104 locations across the UK



**Turn over:** How the trust was launched on the day of the 2008 banking crash



**ADAM WHITEHEAD**

Head of athlete programmes

**“Post retirement, athletes often feel lost and struggle with a lack of identity”**

**Could you describe your career journey**

I was an international swimmer for 10 years, which allowed me to train full time and compete in major championships. My career highlights were becoming European and Commonwealth champion.

After retiring at 26, the trust retrained me to become a mentor and start supporting young people on our programmes – I joined in 2012.

**What does your role involve?**

I lead on everything to do with athletes. This includes athlete transition support, training and development as well as writing new programmes.

**What are the main challenges you face with working with athletes?**

Each athlete is different, but there are some common themes. Often athletes feel lost and struggle with a lack of identity post retirement. Often their sport has led them to become almost institutionalised and created a very narrow identity.

Sometimes this results in mental health issues, but also a new search for fulfilment. That's why working on our programmes really benefits the athlete, as they feel they're contributing to society.

**How do you identify the athletes to take on?**

We work with organisations like UK Sport, the British Olympic Association and the English Institute of Sport to ensure athletes know about us.



**Adam Whitehead (below) is a former European and Commonwealth champion**

**BEN HILTON**

Head of young people programmes

**“Lots of the young people we work with face multiple barriers to achieving”**

**What does your role involve?**

Making sure our young people's programmes are working effectively and that the people on the programmes are seeing an impact on their lives.

I also need to make sure that our partners are delivering and working well with our athletes.

**How do the programmes work?**

Our flagship programme is Get on Track, a 14-month personal social development scheme delivered with our partners to recruit young disadvantaged people. The programme starts with “On Your Marks”, three days of quick, high intensity, personal social development. It uses lots of physical activity to support those young people to form a team.

At the end of the three days there's a big challenge where the youngsters have to, as a team, plan and achieve a challenge we set them. The success rate for that challenge is around 40 per cent – so the most important learning isn't instant success, but the process of reflection.

The second stage of the programme is called Get Set, during which the young people deliver a community-based social action project. They decide on the issue they want to tackle – such as providing disability sport sessions. The team then finds a venue and we help them organise it.

After they've delivered the project, we connect them with employers and take them to meet businesses, where they can – often for the very first time – talk to employees about how they got their job and what their career paths were.

Get on Track takes eight weeks to complete and after that we set them on their way to achieve. For the next 12 months we keep in touch and support them in their progress.



**KAMAL CHADHA**

Head of finance

**“75 per cent of our revenue goes back into the programmes – which is more than most”**

**What does your role involve?**

I manage the finance department, so I do all the reviewing when it comes to our delivery partners, to make sure we're spending the money appropriately. I also do the management accounting, budgeting and forecasting as well as payroll and VAT returns.

**How important is having water-tight finances in the current climate**

I think it's crucial. Personally, I've always questioned spending money excessively – especially when there is public money involved. Charity money should be spent on the issue the charity is trying to improve.

**Does Dame Kelly ever get involved in finances?**

She has her head very much screwed on and will grill you in the board meetings about everything we do. She questions everything and is very focused – she reads every report to the minutest detail, so she's a great president/chair to have.

I met her on my second day in the job and from the very first conversation it was obvious just how passionate she was about the trust.

Around 75 per cent of our revenues go back into the programmes – a high return. We certainly don't have any marble floors and we don't send our senior management team on expensive away days – our senior staff meetings are held in a function room above the pub across the road.

**The interaction between young people and athletes is beneficial for both**

**TRACEY CARTER**

Head of fundraising

**“Managing a charity's fundraising is all about managing the risks”**

**Where does your funding come from?**

As well as public funding from Sport England, the key income sources are trusts, foundations, companies and individuals.

We've got a really good range of partnerships with companies and trusts. For a charity our size, it's important to maintain a really diverse

spread of income sources. We don't want to be too dependent on funding from a single source because that's how you manage risks. Securing a charity's fundraising is all about managing the risk.

**What does having Dame Kelly's name attached to the charity mean?**

It can have a huge effect – we had a lifeline appeal on *BBC One* last year and a lady who'd seen it called us directly. She had been blown away by what we do as it reflected her personal experiences.

As a young person she had turned her life around thanks to having a person in their life who provided her with a positive influence – similar to what we do with our athletes.

She's in her late 70s and has now made a legacy to us in her will – simply because the way she connected with us and the way we help young people.

We're very proud of our brand and when it comes to funding, we like to work with partners on a brand level – in sponsorship for example. We're always looking to work with brands where we can add value and vice versa. ●





# health sport activity



“Working together for a brighter future”



# Elevate: The arena of health, exercise & performance

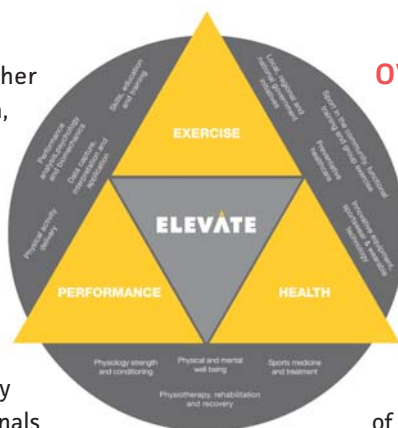
London's Olympia in May will be the venue for Elevate 2016, the UK's largest trade event dedicated to physical activity, bringing together a range of leaders and specialists from all disciplines

**P**hysical inactivity is moving higher and higher up the public agenda, presenting the physical activity sector with significant opportunity. An opportunity to further raise industry standards, collaborate with healthcare and connect with those responsible for the highest levels of human performance.

Taking place at Olympia, London, on 4–5 May 2016, Elevate will bring together professionals from these different sectors to learn more about how exercise, health and performance connect.

Elevate is a trade event designed to bring together industry leaders, academics, practitioners, policy makers and sport scientists to focus on tackling physical inactivity.

Max Quittenton, director of Elevate, comments: "Tackling physical inactivity is widely recognised as politically, economically and socially more important than ever. An independently researched, balanced, free-to-attend event of scale, in London, will help accelerate progress first regionally, then nationally – and in the near future, internationally."



## OVERVIEW

Over the two-day event, thousands of attendees will be welcomed, all benefiting from a free exhibition and seminar programme boasting hundreds of speakers and exhibitors.

Prof Fares Haddad, ISEH clinical director, says: "The ISEH – which aims to translate between elite sport, amateur sports and exercise prescription, with the ultimate aim of both health and performance gains – is pleased to support Elevate. We believe London is the best place for the major stakeholders to learn more about the ways in which exercise, health and performance connect."

## SEMINARS

Elevate will run three seminars covering Future Performance, Physical Activity for Health and Wellbeing, and Inclusivity Strategies to Increase Participation. Speakers represent a range of organisations including EIS, UK Sport, Intelligent Health, Public Health England, Juniper Research and TfL.

Professor Charlie Foster from the University of Oxford is a leader of physical activity and public health in the UK, and will be chairing a talk on physical activity as preventative care. Foster comments: "The UK Chief Medical Officers have prioritised physical activity and the new infographics for adults, children and young people will be essential tools for all health and fitness professionals to use to promote physical activity. Elevate brings together different sectors which, working together, have a much better chance of achieving success than working in silos."



**Technology will be a key theme at Elevate in May**





**Name of event:** Elevate  
**Dates:** 4–5 May 2016  
**Venue:** Olympia, London, UK  
**Website:** [www.elevatearena.com](http://www.elevatearena.com)  
**Registration:** Free to attend  
**Twitter:** @elevatearena  
**Facebook:** Elevate  
**Press enquiries:** Promote PR  
[catherine.russ@promotepr.com](mailto:catherine.russ@promotepr.com)  
+44 (0)1628 630363



## EXHIBITION

With seven feature areas, two attractions and 150 exhibitors and sponsors – including Matrix Fitness, Technogym, Precor, Pulse Fitness, Origin Fitness, Les Mills, Wattbike, TRX, Octane and Power Plate – attendees will learn more about how the connections between exercise, health and performance are developing. With inspiring attractions, demonstrations and innovative solutions feature areas, including a skills pavilion and technology walk, attendees can immerse themselves in the latest products and research designed to facilitate future cross-sector collaborations.

Zak Pitt, MD of Jordan Fitness, which will be exhibiting at the show, comments: “As Europe’s

### **The connections between exercise, health and performance are strengthening**

leading functional fitness equipment and education specialist, we’re committed to working closely with organisations such as Elevate to provide a platform where experts from the leisure sector, academia and healthcare can come together to help tackle the enormous challenge that is physical inactivity within the UK.

“Everything we do reflects our passion for fitness and education, while encouraging continuous improvement, which is why we feel an event such as Elevate is the perfect opportunity to encourage future health innovation.”

## SUPPORTERS

Supporters of the event include Public Health England (PHE), London Sport, the Institute of Sport, Exercise & Health (ISEH), the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA), SIBEC, Parkour UK, and the National Centre for Sport and Exercise Medicine (NCSEM) among others.

Barry Kelly, strategic lead for Physical Activity and Health at London Sport, comments: “Elevate provides a chance for all stakeholders to contribute and learn more about how the connections between exercise, health and performance are strengthening. I look forward to discussing these topics and addressing the importance of collaborative approaches at the conference in May.”

**For more information, visit [www.elevatearena.com](http://www.elevatearena.com)**

### Exhibition Features

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- Active Aquatic
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### Five Seminars not to miss

- Digital and wearable technology and behaviour change
- Understanding inactivity and how to increase participation
- How can advances in elite performance inform and support public health?
- Active ageing – using physical activity to optimise health and wellbeing in older adults
- Understanding the role of physical activity for health and wellbeing of children

# Alastair Marks

**Great Britain's Davis Cup win last November ended a 79-year drought and captured the nation. The LTA's director of participation wants to use that inspiration to cultivate the next generation of tennis players**

Matthew Campelli • News editor • Sports Management

**T**he date 29 November 2015 is one which will likely be etched into the collective memory of British tennis fans everywhere, particularly the 1,300 who travelled to Belgium to see Britain's Davis Cup team, led by Andy Murray and coach Leon Smith, break a 79-year drought to claim the title against home opposition. It was a glorious achievement for Murray, who also made history two

**Marks is hoping it won't take another 79 years for Britain to win the Davis Cup**

years prior when he became the first British man since Fred Perry in 1936 to win Wimbledon.

Victory after such a long period of underachievement should have heralded a wave of positivity, but in the aftermath of the win Murray – who won the title alongside brother Jamie, Dan Evans, Dom Inglot, James Ward and Kyle Edmund – used the platform to criticise the sport's governing body, the Lawn Tennis Association (LTA), claiming that it was failing to build on his success and develop the next generation of elite tennis player.

## GETTING THEM ACTIVE

However, LTA director of participation Alastair Marks reckons the organisation has since “got its act together” and put participation at the heart of everything it's doing. While Murray's ire was to some extent directed at chief executive Michael Downey, who joined in January 2014, Marks told *Sports*

**“The LTA has woken up and become organised”**

*Management* that the LTA's strategy of “participation first” has filtered down from Downey, who has made positive cultural changes to the organisation.

“The LTA has woken up and become organised,” he says. “We're creating connections with coaches and creating more partnerships with local authorities to get stuff happening back in park courts.”

In order to boost participation and engagement, Marks and his team have devised the Tennis for Kids initiative to capitalise on Britain's historic Davis Cup win. As part of the initiative, 1,000 Level Two tennis coaches are being mentored to run courses for 10,000 children aged 5-8 in schools up and down the country. “Coaches have been recruited on the





**Andy Murray used the British Davis Cup win as a platform to criticise the Lawn Tennis Association, claiming it's failing to build on his success in developing the next generation of elite players**

”





PRESS ASSOCIATION

basis that they are already in the game and very much at the start of their coaching journey,” Marks explains. “We focused on Level Two coaches because they have all been DBS checked (formerly CRB) and have done a base level number of hours coaching kids, but they need a bit more support from the LTA kick on in their coaching career.”

Coaches will be mentored by the likes of Smith and former British number ones Greg Rusedski and Annabel Croft. They will be provided equipment by the LTA and additional customer service support. Following the conclusion of their training in early April, the coaches will then travel to local schools to see if they can encourage sign-up.

According to Marks, the coaches will cover a wide geographic area and are representative of the racial and gender demographic split in the UK. Children will not be required to pay for the six-week course, and will each get a free racket. He also reveals that each coach will teach at least 10 children each and the initiative has cost the LTA over £1m.

**The Davis Cup win, led by Andy Murray, has had a positive effect on tennis participation**

Schools deemed as “hard-to-reach” will be targeted, and each venue that will be chosen by the coaches for the courses will be required to offer a follow-on option for those keen to continue participation.

### A SPORT FOR ALL

The aim on the LTA’s part is to break down the perception of tennis as a sport for “white middle-class folks who play in a club and wear white”. While the latest Active People Survey figures from Sport England revealed that 22,800 more people played tennis between October 2014 and September 2015, Marks is not content to rest on his laurels.

Last year, under his watch, the LTA reviewed its whole programme for children’s participation in which its mini tennis programme – which coaches 140,000 kids nationwide – began to focus on training children based on their abilities and not their age, and working out how to get their parents involved.

But there are further barriers to participation that the LTA will need to counter concedes Marks.





The success of Britain's Johanna Konta could result in more girls playing tennis



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The grassroots facilities landscape is “evolving”, and while there is a stock of 23,000 courts – 15,000 in traditional clubs, 7,500 in local authority parks site, plus an additional 12,000 in education establishments – the lack of undercover courts (1,500) have given tennis a “weather surety” problem. Additionally, 65 per cent of courts could do with improvements.

“We have quite a big capital programme in terms of servicing, lights and installing cafes, but in reality we don’t have enough money to do everything we’d love to,” he says. “We probably put £5m a year into grant funding for facilities but if you equate that to the landscape I’d say it goes far, but not far enough.”

However, Marks reveals that later this year the LTA will announce a facilities plan that will detail how it will go about things in a “bigger and bolder way”. “Fundamentally, it will be founded on good people first and built around them.”

### BAD INFLUENCES

Unfortunately, tennis has not made the best of starts in 2016 with high-profile match-fixing allegations coming to light and the sport’s poster girl Maria Sharapova failing

## “ Later this year, the LTA will announce a bigger, bolder facilities plan ”

a drugs test at the 2016 Australian Open. Can such publicity affect participation? Marks isn’t sure.

“We tend not to see a correlation between adversity and participation quite so starkly. Look at Lance Armstrong. Has that affected people’s desire to cycle? Absolutely not.”

Marks is more concerned with looking at the positives and the opportunities of Britain’s Davis Cup win. He has optimistic hopes that a second title can be delivered to give his scheme another shot in the arm.

“Winning the Davis Cup gave us a golden opportunity to inspire a future generation and to get fans thinking about tennis.”

If Marks’ participation plan comes to fruition, you can be sure it won’t take Great Britain another 79 years to emerge triumphant from the Davis Cup or 87 years to deliver another Wimbledon champion. And hopefully, the LTA’s endeavours will not go unnoticed by Murray. ●



PRESS ASSOCIATION

The tennis world was shocked by Sharapova’s drug admission



# The Halo effect

**Halo Neuroscience has created a device which can improve athletic performance by applying an electrical waveform to the brain. Halo co-founder, Daniel Chao, explains**

Kath Hudson • journalist • Sports Management

Halo Neuroscience has come up with an innovation which makes it easy to apply electrical waveforms to the brain – and the company intends to educate us on the benefits.

Halo Sport looks like a set of headphones, with spikes on the inside. Athletes wear it for 20-30 minutes before training, or for the first part of their session, and the positive effects last for an hour after it is removed.

## MAKING WAVES

Halo Sport has been shown to dramatically improve sports performance by accelerating gains in strength, explosiveness and even skill, when paired with athletic training. So far it has been tested on college athletes who, after two weeks of training, saw a whopping 12 per cent improvement compared to 1.7 per cent in the control group.



**Halo founder Daniel Chao says the reaction to Halo has been very positive**

The US ski team used it in 10 sessions over three weeks and those who used the device saw improvements in the propulsive force of their jump of 31 per cent, compared to 18 per cent in those who were doing the same training while receiving sham stimulation.

Now Halo Neuroscience is working with Major League Baseball teams, two NBA basketball teams and number of athletes, including a swimmer currently training for the Rio 2016 Olympic Games.

Halo co-founder Chao explains: “Halo Sport applies an electric field to the motor cortex of the brain. This puts it in a temporary state of hyperplasticity – which is when we find it easy to learn things.”

The motor cortex is both the mission control and the battery for muscles – and while it is in a state of hyperplasticity it can be exercised to make new circuits. “Having an athlete with their motor cortex in a state of hyperplasticity, paired with athletic training is a powerful combination,” says Chao. “The technology piggybacks on the training to accelerate strength and skills acquisition.”

## MEDICAL APPROACH

A medical doctor by training, with a Masters degree in neuroscience, Chao’s first innovation was with his previous company, NeuroPace, which developed a device to be surgically implanted in the brain to cure epilepsy.

“It was heartening to be part of a team which developed a novel treatment for epilepsy and to see firsthand the impact neurostimulation can have on people’s lives,” he says. “However, I also discovered what an undertaking it is to have it surgically installed,



**Halo uses spikes to deliver electrical waves to the athlete’s brain**



**Turn over:** LTA participation director Alastair Marks talks about its new scheme





**Athletes wear the device for 20-30 minutes before training and the positive effects last for an hour**

so wanted to address this with Halo and set out to develop a stimulator which doesn't require surgery."

Halo Neuroscience set out to develop the most advanced device of its kind. After testing the product on more than 1,000 people, they found the research area of the brain which generated the best data was the programme which targeted the motor cortex, which was a natural fit for elite athletes. "The data found the market," says Chao. "We could never have predicted that we would be selling to professional and Olympic teams."

### POSITIVE RESPONSE

Although Chao admits he had sleepless nights worrying about the reaction to Halo Sport, he says the response has been overwhelmingly positive.

"It was as though they had been waiting for something like this to come along," he says. "The neurologic brain is the part of the athlete which has not been addressed before now."

At the moment, supply is constrained: pro-teams can request a demo, but there is a queue. This does present the question of whether it gives those competitors using the technology an unfair advantage.

Chao doesn't believe it does: "There are a lot of legal performance enhancing products and technology already being used, such as supplements and liquid nitrogen tanks which could be deemed as giving an unfair advantage," he says.

"Having tested the product on 1,400 people, we believe we fall into the category of devices which help the athlete which are both safe and legal. I think it will raise the bar of athleticism and can help unlock human performance, to see how far we can go."

Even if it does give competitors an advantage, priced at US\$750 (£521), the device should be within reach of most, if not all, elite athletes. Consumers can make a pre-order now and Chao believes it will also be of interest to people who like to compete or race against themselves: "We believe there is an athlete in all of us."

Going forward, the team are also looking at how to use the device for a medical application. A clinical trial on stroke rehabilitation is underway. Says Chao: "Sport is sexy, but there is a thread of altruism in the company which is very much alive. We want to use our success in the sports field to expand the possibilities on the medical side, to those who really need it." ●



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Smartphones now form a part of the match day experience for most fans

# Keeping them hooked

In the second of a series of three articles on fan engagement, we look at how clubs and rights holders get fans connected and add value to experiences during match days

Tom Walker • managing editor • Sports Management

**H**ow should sports clubs and venues engage fans while a game or event is taking place? Are activities which look to gain fans' attention during a match intrusive or are they a welcomed addition to the live action?

According to Neil Smythe from Football Republic, a network of social media channels owned by global content company Fremantle Media, clubs should not hesitate to speak to their fans at any time.

"Entrepreneur Gary Vaynerchuk's *Jab, Jab, Right Hook* book explains the principle quite well," Smythe says. "If you want to sell a product to your audience, don't punch them in the face. You need to jab, jab and jab again. What that means is a consistent, continual conversation which offers something to your audience."

"From a fan engagement perspective, it means that you should have a constant conversation with your fans. Fans want to be engaged with – but they'd also like a certain amount of openness and honesty from their clubs. Jab rather than punch."

## PUTTING UP A SCREEN

While many stadiums now offer fast Wifi connections – allowing tens of thousands of users to engage in social media in real time by tweeting, snapping and posting about their experience – it is in the venue owners' interest to encourage fans to not only transmit their own messages but to consume content during their visit to the venue.

For this, digital displays are providing an increasingly popular method of keeping fans connected. Advances in LED technology have made



even the largest of screens more affordable, while the cost of installation can also be significantly offset by advertising revenue.

The Heat Group, owners of the Miami Heat NBA basketball team and the AmericanAirlines Arena in Miami, Florida, has invested in digital displays – and it has also found a way to use them to generate income. The company recently utilised an under-used smoking area, by turning it into a large fan-engagement space (see photo). Now known as the Xfinity East Plaza, the 23,000sq ft space creates a unique atmosphere for fans to enjoy during Heat games.

As well as a fully-stocked bar, the space boasts six giant LED displays – supplied by NanoLumens – suspended over the crowd. The screens offer highlight reels and interactive fan content, while also acting as a revenue generator for Heat through revenue from advertising sold to support the content.

## UP OFF THE COUCH

Eric Woolworth, president of Heat Group's business operations, said: "We've always been a technology-driven franchise and the new Xfinity East Plaza creates an oasis for ticketed guests to enjoy the Florida weather, while not missing a minute of the action. We can show guests what's going on inside the arena with live action and instant replay, while offering other entertainment options, as well as showing money-spinning sponsor advertisements."

NanoLumens' VP of sports and arenas, Rob Jackson, adds that providing the action on the field of play is no longer enough for today's fans. "Sport is more expensive to watch live than ever before," he said. "Teams and venues not only have to create value for that big spend, but also have to compete against a great in-home experience."

"The 'man cave' reference isn't just a bad joke; the home television – combined with the ability to watch many games at once – makes for a competitive playground when trying to get fans off their couches. To combat it, sports teams today have to create an experience that fans will be telling their friends about for weeks to come – creating lifelong memories and lifelong fans."

Jackson adds that the creating income from fan engagement is an added plus: "The solutions we provided for Heat are not only providing a 'wow' factor for the guests within the new Plaza, but also are creating entirely new streams of revenue for them."



JAY THOMAS

**Xfinity East Plaza uses LED screens to keep fans connected to the action while they are out of their seats**

## SARACENS AND ELEVEN SPORT

Combining technology and fan engagement elements to secure advertising revenue is also making waves in the UK. Aviva Premiership Rugby club Saracens recently partnered with Eleven Sports Media to create a stadium-wide digital communications platform at Allianz Park in North London. The Saracens StadiumTV and StatZone deliver live match stats and partner messages to fans during the game – while offering advertisers an opportunity to reach fans.

Saracens CEO Heath Harvey says developing fan engagement is priority. "The StatZone and StadiumTV products provide another key service for those enjoying the Saracens experience – within the physical stadium or online. They also provide a great opportunity for additional companies to join the Saracens family as clients."

## PART OF THE TEAM

While technology offers significant opportunities for engagement, there are a number of approaches which do not rely on tech but can create great interest and turn casual fans into loyal supporters. One of these is offering exclusive access to the focal point – the field of play and the facilities in which the sport takes place.

Anaheim Ducks of the National Hockey League (NHL) have taken this to a new level, offering fans the opportunity to buy tickets for quite literally the "best seat in the house" at their







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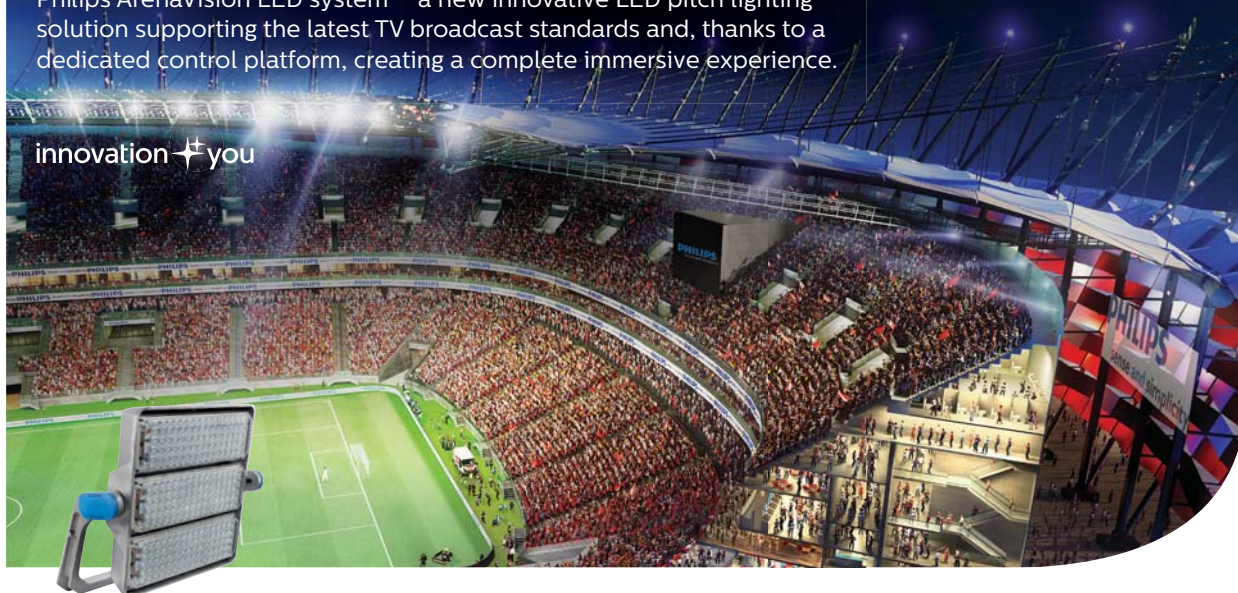
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Honda Center arena. During the 2015 off-season, the franchise built a four-seat area between the two team benches, placing fans just inches from the action and both sets of players.

Meanwhile the Premier League's Manchester City – often hailed as a pioneer in fan engagement – has introduced “The Ultimate Football Day Out” for its supporters. The behind-the-scenes experience aims to offer fans a glimpse into the life of a player during a match day and enable supporters to become an honorary part of the team for a day.

### MAKING THE TEAM

When it comes to fans being part of the team, not many can rival the National Football League's (NFL) Seattle Seahawks. The fans are famous for their vocal support and hold the official world record for the loudest crowd roar at a sports stadium. As a result the fans have become known as the 12s – for being the team's “12th man”.

Such was the impact of Seattle fans on the success of the team in the 1980s that Seahawks president Mike McCormack made the decision that the number should be retired, meaning that no player should ever wear the shirt again. A special flag with the number 12 is now hoisted above the stadium during each home game.

**Fans of the NFL's Seattle Seahawks are the loudest in the world and have been acknowledged as a reason for the team's success**

### CONSTANT CONVERSATION

But it's not just when a team is winning that a club should talk to their fans. Football Republic's Smythe says: “When a team isn't doing well it's the clubs which are most open with their fans who maintain most loyalty. They should keep talking to their fans, listen to them and make them feel close to the club,” he says.

Smythe suggests that fans whose clubs fail to engage with them will find another forum to communicate on – such as Football Republic. Most of Football Republic's content is generated by fans, making it honest and topical – a sure way to engage the target audience.

When asked about how Fremantle plans to monetise the high level of engaged fans it has on Football Republic, Smythe says “We're looking to work with brand partners who are excited to work with what is a very keenly contested area – young, passionate male sports fans.

“If you have a vertical market where you have potentially hundreds of millions of avid fans – and you know how to talk to them – it opens up a lot of opportunities. Creating an engaged audience around that demographic is very exciting for brands and for us. From our point of view, a strategic move into this space is well worth the investment,” he adds. ●





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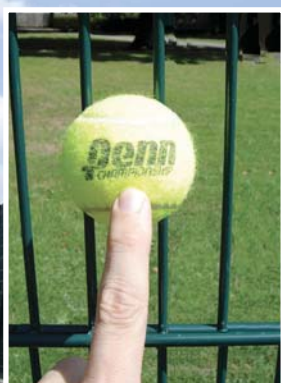
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# Game changers

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



Wasps players will use FitBit technology in training and performance analysis

## Wasps recruits Fitbit as wearable technology

### Aviva Premiership Rugby club

**Wasps** has signed a unique partnership with **Fitbit**, which will see the fitness tracking provider become the club's official wearable technology partner.

Fitbit will work closely with Wasps, supplying their devices to the senior and academy squads and provide coaches with a comprehensive data management dashboard to further develop and enhance their performance, while ensuring personal goals are being achieved.

Wasps' group commercial director, Luke Organ, said: "As a club, we're continuously exploring ways in which we can develop our performance on the pitch and in business through the use of technology.

"This is another step in Wasps' ambition to work alongside global

brands, which successfully push the boundaries and are leaders in their fields. The partnership with Fitbit will create a platform to further improve our ability to deliver live analytics and provide clear visualisation of players' physical performance and development.

"We look forward to working with Fitbit, which joins a strong portfolio of brands who will help us achieve our ambitious goals."

Gareth Jones, general manager for Fitbit EMEA, said: "Our trackers are designed to be worn all day, not just on the field, monitoring key data such as heart rate and sleep patterns is now much easier. Via an app and dashboard Wasps can make smart training decisions and push team performance harder."

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



The Braves' stadium will open in 2017

## Atlanta Braves stadium to feature zip line ride

The new **Populous**-designed home of Major League Baseball (MLB) team **Atlanta Braves** will boast a zip line across its concourse. Derek Schiller, the franchise's executive vice president of sales and marketing, confirmed the attraction for the forthcoming SunTrust Park while speaking at a Business of Sports Summit in Atlanta.

The zip line – which will begin from behind the ballpark's video board – will be installed as part of a strategy to cater better for families visiting the venue.

"We are very family friendly, and that is a significant portion of our audience," Schiller said. "Well over 50 per cent of our fans are families that come with their child to a game."

The 41,500-capacity SunTrust Park and a connected mixed-use facility called the Battery Atlanta will feature restaurants, bars and retail outlets, alongside a hotel, plaza and theatre, which the Braves will run with music promoters Live Nation.

The properties will form an important revenue stream for the club, which is investing US\$622m (€555.2m, £435.6m) in the project. Construction work is well underway, with the franchise hoping to move into its new home in 2017.

[www.atlanta.braves.mlb.com](http://www.atlanta.braves.mlb.com)

## New playground for Ireland's Olympic hopefuls

A new €4m high performance training facility – designed to help Ireland's Olympic hopefuls win medals at major events – has opened its doors in Dublin. More than 180 elite athletes from 18 different sports will be based at the centre, located on the National Sport Campus in the capital city.

The centre will offer athletes elite physical conditioning, testing, rehabilitation, nutrition, physiology, medicine, precision analysis, education and life skills. Facilities include a four-lane indoor 130m track with performance analysis equipment, integrated long jump and a fully equipped world class physical conditioning area.

There is also an integrated medicine and rehab area, athletes' kitchen with nutrition demonstration and education area and social ecology space where athletes and coaches can rest from training.

In addition to supporting high performance athletes, coaches and



**Ireland's high performance centre will be home to 180 athletes from 18 sports**

support staff, the facility will also support the Irish Amateur Boxing Association's high performance programme. With a fully specced out Boxing Gym, the facility will include four training rings and a full-size competition ring, analysis equipment and coaches' offices.

Kieran Mulvey, chair of Sport Ireland, said: "Our new High Performance Centre will provide a world class environment where our elite athletes can prepare and train at home, to realise their performance potential on the world stage".

<http://www.nscda.ie>

## Qatar looks to tents for World Cup 2022 accommodation

Qatar may accommodate thousands of fans in Bedouin-style tents in the desert after declining oil prices have forced the nation to rethink projects including the building of hotels.

In the lead-up to its successful World Cup 2022 bid in 2010, officials from the Gulf state said it would build 55,000 hotel rooms to house supporters, however that has now been altered to 46,000 rooms following the dent in its oil-dependent economy.



**Qatar won its bid to host the 2022 World Cup in 2010 after pledging that 55,000 rooms would be built**

"At the heart of this World Cup is a commitment to showcase the hospitality and friendship in the Middle East. As a result, we are actively researching the concept of

supporters sleeping under the stars," a spokesperson for **Qatar's World Cup Supreme Committee** (QWSC) said.

FIFA requires 60,000 rooms to be available during the

World Cup, and according to Reuters the organisers are looking at tents as a potential way to meet the requirements.

A QWSC spokesperson said Qatar was on track to deliver the required rooms, but it's unknown if the camps will permit alcohol consumption. Public drinking is banned in the country, but the camps could host a designated fan zone where the law could be relaxed.

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





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# SPORTS MANAGEMENT DIRECTORY

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# TWO POSTS, ONE GOAL

We are an award winning Leisure Trust intent on making Aberdeen the Most Active City in Scotland by 2020! No easy task but with our Company enjoying a broader remit, which includes leading the 'Active Aberdeen Partnership', we are determined to achieve this goal. To help, we are seeking 2 Directors to operate at a Corporate and Strategic Level.

These roles will provide you with a platform to create an impact and enhance your reputation further. By bringing an established track record of success, entrepreneurial flair and a touch of panache, there should be no limit to what you can achieve. The rewards for your endeavours will be tangible and there really is a fantastic opportunity waiting here in Scotland's North East.

## Director of Operations and Asset Development Salary Up to £65k + benefits

You will oversee the following areas:

- Leisure & Sports Facility Management
- Asset Investment & Capital Projects
- Community Interface
- Grounds Maintenance, golf operations & outdoor recreation
- Quality Assurance, Health & Safety and Environmental Management
- Workforce development

## Director of Sport and Active Lifestyles Salary Up to £65k + benefits

You will oversee the following areas:

- Sport, Health & Wellbeing - development programmes and projects
- Community Planning Partnership
- Strategic Partnership Management
- Service Commissioning
- Inward investment
- Workforce development

To request further details about either role please email : [bryony@strictlypeople.co.uk](mailto:bryony@strictlypeople.co.uk)

Closing date for applications is  
Monday 11th April 2016



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### Sports Coach - Level 2

*£22,912 pro rata rising to £25,023 or from £11.88 per hour (Variable Hours) again depending upon experience and availability*

### Oxford Brookes University has an exciting opportunity for swimming teachers.

BrookesSport has recently launched its exiting new BrookesAqua programme, and is seeking teachers to join us. If you are an experienced or more highly qualified teacher, your starting rates of pay spine point will be negotiable.

This role may be working exclusively with adult or child learners, following the national plan. For those with the interest and background it may also include primary schools, synchronised swimming, rookie lifesaving or competitive swimming.

#### If you wish to join us on this journey, you will:

- deliver coaching sessions in swimming specialism, both curriculum and ASA national plan
- prepare formal lesson plans tailored to the progressive needs of the group or individual, in line with safe and equitable coaching practice
- modify lessons as they progress to match the pace of the participants level of training
- monitor and evaluate to ensure the nature of the sessions are progressive
- guide the actions of any Level 1 coaches or other assistants involved in the sessions
- gather feedback from participants on sessions, in order to evaluate and improve lesson plans
- be responsible and accountable for your own qualification revalidation, CPD and other relevant industry supporting learning e.g SCUK professional membership.

#### You should have:

- a minimum of a UKCC Level 2 in Teaching Aquatics
- hold professional aquatic membership, such as RAPs
- clear DBS check in place prior to commencing work, or existing portable DBS
- a passion for sport, with ongoing interests in participating in the sport(s) of choice.

#### Benefits:

- free staff uniform
- trade discounts on sporting goods
- free sports facility membership
- free access to staff training, including IOS and CIMSPA courses/CPD
- generous holiday allowance
- expenses related to taught courses e.g. travel.

The successful applicant will be subject to a background disclosure check by the Disclosure and Barring Service (DBS) before any appointment can be confirmed.

International applicants from outside the EU will need to demonstrate their eligibility to work in the UK.

Apply now - <http://lei.sr?a=8t9h2>





**St Mary's School Sports Centre**  
Calne Wiltshire SN11 0DF

## Facility Officer (Sports Development)

**Salary:** £17,744 - £20,196 p.a (Full Time)

**Company:** St Mary's Calne

**Location:** Wiltshire, United Kingdom

We have a vacancy for an enthusiastic, conscientious and motivated team member to join our prestigious Sports Centre. This swimming pool and fitness suite facility is set in the private grounds of St Mary's School in Calne which opens its doors to community members during peak times. Other facilities include a dance studio, therapy suite, outdoor tennis courts and AstroTurf pitches.

You will be expected to provide a warm and welcoming service, promoting culture and ethos of health and well-being and expected to create a dynamic and engaging atmosphere and strive to improve members' health and well-being.

St Mary's School Sports Centre is committed to safeguarding and promoting the welfare of pupils and members. Due to the nature of the work involved, the successful applicant will be required to undertake an enhanced clearance via DBS.

Further details and an application form are available on request from the Sports Centre office on 01249 857335.

**CLOSING DATE: 11 APR 2016**

**Apply now - <http://lei.sr?a=A7K7V>**

## Duty Supervisors / Sports Attendants



**Location:** Stanley, Falkland Islands

**Closing date:** 13 Apr 2016

**Fixed term appointments for 12 months with possible extension up to 2 years.**

**Duty Supervisor salary** £19,920-£24,611 P/A

**Sports Attendant salary** £14,883-£19,587 P/A

We are currently recruiting for Lifeguards (Sports Attendants) and Duty Supervisors at Stanley Leisure Centre in the Falkland Islands.

Both vacancies will be based at Stanley Leisure Centre, which is currently undergoing a period of renovation and refurbishment to enhance the facilities available.

Stanley Leisure Centre is the only leisure facility in the Falkland Islands and is operated by the Falkland Islands Government. It is an extremely popular and vibrant wet and dry side facility that offers a number of different clubs, activities and programmes.

Investment into professional development is available for all staff members to develop and grow a sport and leisure career.

We're seeking experienced, dynamic and responsible staff that can add to the leisure team. Passion and personality combined with knowledge of the workings of a wet side facility as well as a National Pool Lifeguard Qualification are all essential requirements.

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## General Manager

**Salary:** Competitive

**Company:** Jump Arena

**Location:** Milton Keynes, United Kingdom

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For more information got to [www.leisureopportunities.com](http://www.leisureopportunities.com) or click link below.

**CLOSING DATE: 20 APRIL 2016**

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