

SPORTS

MANAGEMENT

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to the action – for €15

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Liz Terry
editor
@elizterry

Sports Management is gearing up

This year marks the 20th
year of publication for Sports
Management magazine.

In that time we’ve seen sport
go from amateur to professional,
from public sector to all sector
and to become part of people’s
lives when it comes to both
spectating and participating.

It’s been an amazing ride and
now it’s time for us to change
too, in response to your growing
appetite for news and analysis.

From this issue,
Sports Management will
accelerate from being
published every quarter
to being fortnightly

From this issue, *Sports Man-
agement* will accelerate from
being published every quarter
to being fortnightly, with 26
issues published each year.

We’ll continue to bring you
the latest interviews, research,
features and analysis as we’ve
always done, but our increased
output means we can ramp up
our live news reporting.

Our focus will remain firmly
fixed on sports facility provision
and everything which spins off
that, from policy to funding,
best practice to people.

We hope you enjoy the new
format and welcome feedback to
theteam@leisuremedia.com.

PEOPLE

“The Super League will take women’s cricket to another level”

Clare Connor, OBE

“Put it this way – I wouldn’t get anywhere near being selected for the current England team,” says former England cricket captain Clare Connor, when asked to describe how women’s cricket has developed over the past decade.

“The last few years have been remarkable. We’ve gone from being a completely amateur sport to having a fully fledged, professional England team. We used to have very little televised cricket, but last year every ball of the women’s Ashes was televised live on Sky Sports and broadcast on BBC radio.”

SUPER STUFF

Connor, who received an OBE for captaining England to victory against Australia in 2005, is now the person tasked with taking the women’s game to the next level. She’s the director of women’s cricket at England and Wales Cricket Board (ECB) – responsible not only for the national team, but also for the women’s domestic league set up and for growing the number of female cricketers at grassroots level.

As part of her plans to improve the sport, she’s masterminded the new Women’s Cricket Super League, a six-team tournament set to launch in July this year. The ambition is for the new league to attract the best cricketers from around the world, creating a more competitive environment for English female players and increasing the visibility of women’s cricket.



Connor played for England 111 times in her career

Connor says getting the league up and running has been one of her greatest career achievements. “It took over, probably, a third of my working life over the last year,” she says. “It’s been really challenging and we’ve had a lot of work to do – preparation, planning and contractual work with the tender process – without ever being 100 per cent sure whether the league would happen. There were many things which could have derailed it along the way – if the bids from the teams hadn’t been good enough, for example.

“I’m really proud that we’ve made it and once the competition gets going I won’t be as hands-on as I was in the planning stage – although ultimately I’ll be accountable and the buck will stop with me!”

THREE PS

Connor says the league will be based on three ‘Ps’ – “Performance, profile and participation – that’s how we’ve approached the concept,” she explains. “Performance obviously encompasses everything that goes on the pitch. By profile we mean the efforts to really keep up the momentum behind the women’s game. The international women’s game has a big





Members of the England Women's cricket team are likely to play in the Super League with its cash prizes

profile at the moment – in terms of increased media interest and commercial investment – but there isn't a high-profile domestic product, so the women's game is relying heavily on the international game.

"Hopefully the Super League, with the best female players from around the world, will take women's cricket to another level, from which we can really push and drive the profile for women's cricket."

"The third 'P' is participation," Connor adds, and explains how the aim of attracting more youngsters to cricket is enshrined in the foundations of the Super League. Teams wanting to join the competition were asked to include in their bids clearly identified proposals which would inspire growth at grassroots level, reach more women and girls in their communities and grow female audiences for the sport.

All six women's cricket teams which were selected for the competition did this successfully. They are Hampshire Cricket, Lancashire County Cricket Board, Loughborough University, South West, Surrey County Cricket Club and Yorkshire County Cricket Club.

Hampshire, for example, will play its Super League games based on a "road show" model, working with

local partners, such as Berkshire Cricket, the Dorset Cricket Board and Southampton Solent University.

EYES ON THE PRIZE

The ECB will invest £3m (US\$4.3m, €3.9m) in the Women's Super League over the next four years, with host teams being awarded an annual grant. Some money will be held centrally to develop logos and kits for the players, while a "big chunk" will go towards prize money – this is the first time cash has been awarded to women for playing English domestic cricket.

Connor reveals that the ECB is having "really positive conversations" with broadcaster Sky about televising the competition, with inspiration for a possible contract for TV rights being drawn from the successful agreement for live coverage made by the Football Association's Women's Super League.

As for measuring success – does Connor have a target in mind? "It would be fantastic to reach an average attendance of 1,000 for first round games," she says. "That would make me very happy, and for finals day we'll hope to get nearer to 4-5,000. We'll do our best to make the most of this opportunity."

“The social value of sport and its role in people’s lives is being recognised more than ever before”

Andrew Moss, chair, Sports and Recreation Alliance

Emma Boggis, CEO of the SRA has said you’ll help the organisation reach the “next stage of its development” – what does that mean?

The backdrop to the next stage has to be the government’s new sports strategy. SRA played an important role in the consultation and we want to play an equally important role as the plans turn into action.

And we should bear in mind that the world changes fast. So it’s important for any organisation to take a step back now and again and make sure it’s relevant and doing what its stakeholders want.

What are your thoughts on the new sports strategy?

I’m very positive about it. The social value of sport – and the role sport plays in people’s lives – is being recognised more than ever before by the government.

There will be challenges and the government clearly recognises that different departments need to work together more closely than they have in the past, but the next few years offer the exciting opportunity of measuring the benefits of sport and recreation and using those measures to ensure more



Moss spent five years as CEO of insurer Aviva

resources are allocated to the sector. That has to be our goal – our members will be fully engaged with this process and responsible for some of the delivery.

You began your three year term as chair of SRA in January. How have the first weeks been?

For me the most important thing is to go out and meet people. To find out what our members see as the important issues and also to establish what we, as an organisation, can do over the next few years.

SRA has around 330 members, ranging from the largest, such as the Football Association and the Rugby Football Union, to much smaller members such as Quidditch UK (for more on Quidditch, see *Sports Management Issue 1 2015 pp. 62-64*).

The membership is broad, covering outdoor activities like caravanning and camping, as well as dance and movement organisations. So there’s lots to do and our job is to act as their voice where needed and to support them in every way we can.



Quidditch – a new and rapidly growing sport





WAVEBREAMEDIA/SHUTTERSTOCK.COM

One of the key goals of SRA is to help its members increase participation at all levels

Your appointment is seen as a strategic move to support SRA's plans to grow its commercial activities. What's the plan with this?

I think there may well be commercial opportunities for the SRA, but it's important to keep in mind the key aim of SRA is to provide an independent voice for the sector, so we need to find a balance – we'll explore commercial opportunities but won't get involved with anything which will compromise our independence.

How will you approach your role – as a strategic, background position or a hands-on operational one?

SRA has a very capable executive team and is looking to strengthen it further. The board's role is to set a strategy and oversee its execution. I'm there to support the executive and represent the organisation.

I want to make sure my face is seen frequently around the organisation and, as far as possible, with members. That has to be part of the job and I'm looking forward to getting out and meeting people.

What do you see as the strengths of British sport?

I think sport is incredibly important to Britain and as a nation we love the values of sport – fair play and reward for effort and talent.

I think that's what lies behind our fantastic record of participation and achievement: the breadth of British commitment to sport – from grassroots level to our elite world beaters – is our greatest strength.

How important are role models when it comes to inspiring young people to get into sport?

Hugely important. When I was young I'd pick up a tennis racket during Wimbledon and hit a ball against the wall pretending to be the champion. To this day I remember watching Lynn Davies winning the long jump at the 1964 Tokyo Olympics. I was six years old but these things stay with you forever.

Children today aren't any different – they feel the same excitement when they see Team GB stars run, jump, swim, row or cycle themselves onto the podium.



“After seeing Lomu play, media baron Rupert Murdoch was convinced rugby could find a global audience”

Jonah Lomu

Former All Black Jonah Lomu died suddenly in November. Just 40 years old at the time of his death, Lomu was rugby's first global superstar and played a crucial role in professionalising the sport and establishing rugby union as a truly global game.

DEMOLITION JOB

Lomu played as a winger but at 6ft 5in tall and 19st, he was the size of a forward. He burst on to the scene at the 1995 Rugby World Cup in South Africa, where New Zealand beat England 45-29 and Lomu – barely 20 years old – scored four unforgettable tries.

Lomu didn't just run past the England players that day, he ran over them. After the game, a bewildered England captain Will Carling said Lomu was “a freak and the sooner he goes away the better.”

It was Lomu's pace that astounded everyone – he had a 100m personal best of less than 11 seconds. Teams, at the time largely consisting of amateur players, simply weren't prepared for somebody like him and had no way of stopping him.

The 1995 World Cup propelled him into the international spotlight and his performances on the pitch, coupled with an endearing humility off it, directly led to the sport of rugby union finally turning professional a year later.

It was after seeing Lomu play that media baron Rupert Murdoch was convinced that there was money



Jonah Lomu, rugby's first superstar

to be made in galvanising rugby union, turning it into a fully professional sport and making broadcasts available to a global audience.

Lomu's universal appeal and the increased broadcasting revenues helped take rugby to an audience it had previously been unable to reach. It's no exaggeration to say that Lomu transformed rugby – on and off the pitch – and turned it into a global sport.

Commenting on his career shortly before his death, Lomu said the influence he had on rugby had only dawned on him after his retirement.

“The World Cup in South Africa changed everything,” Lomu told *The Guardian* in an

interview in August 2015. “When I look at it now, I understand my impact more. When they show clips of me on the TV, my sons turn and look at me in awe.”

BIGGEST BATTLE

On the pitch, Lomu found running past opponents effortless, but he faced his biggest battle off it. He was diagnosed with nephrotic syndrome, a condition that severely truncated his career and by 2001 – at the age of 26 – was no longer an automatic pick for the All Blacks. He was left out of the 2003 World Cup squad.

After his retirement, aged just 32, Lomu took part in initiatives that promoted sport as a force for good. He became a Unicef ambassador and a member of the Champions for Peace club, a group of 54 elite athletes committed to peace in the world through sport.

health sport activity



“Working together for a brighter future”



ELITE SPORT

UK Sport chief: We can't be distracted

UK Sport must guard against overstretching its resources after being told by the government to share its expertise with non-Olympic sports, according to chief executive Liz Nicholl

The *Sporting Future* strategy tasked the quango with making available its knowledge of "science, medicine, technology and competition support" to sports outside its Olympic remit.

Nicholl told *Sports Management* that the organisation would have to "balance" the requirement "really carefully with the resources available".

"We can't be distracted from Rio 2016, so if we have the right resources

to provide support, that needs to be carefully built in to our business plan for the next cycle," she said.

UK Sport received a welcome boost during last November's government spending review, when it was told it would receive a 29 per cent funding boost in the run-up to the 2020 Tokyo Olympic Games.

However, Nicholl said the increase equated to "the same amount of money to invest" after it drew down on its National Lottery reserves to prepare for this summer's Olympic Games.

UK Sport is aiming for a medal haul of 47-69 with a Paralympic target of 122-174. Final targets will be revealed in July.

Read more: <http://lei.sr?a=1H3Q3>

"If we have the resources to provide support, that needs to be carefully built in to our plan"



▲ The quango will have to "carefully balance" requests for its resources (UK Sport)

Tokyo 2020 swimming success eyed by UK Sport performance director

Progress made by British Swimming since its management restructure in 2013 has given the sport a real chance of success at the Tokyo 2020 Olympics, according to UK Sport's director of performance.

Simon Timson hailed the work done by head coach Bill Furniss, head of science Karl Cooke and elite coach development manager Nigel Redman, since they joined the organisation.

He said the changes resulted in a better-than-expected



▲ Adam Peaty won three gold medals last year in Russia

medal haul of seven at the 2015 World Championships in Russia, with Adam Peaty leading the charge with three gold medals.

The performance chief said swimming is 2/3 years into a process gymnastics went through after a poor 2004 Olympics. British gym-

nasts won 26 medals in 2015, and Timson thinks swimming will be in similar shape going in to Tokyo 2020. "They've reviewed the whole competitive structure in order to enable our athletes to peak for World Championships and reduced the number of athletes they support to focus resources on a smaller number with greater potential," he told *Sports Management*.

The current crop of young swimmers coming through have the "potential to be even better" than "current stand-outs" such as Peaty.

Read more: <http://lei.sr?a=L4g4Y>



Turn over: Jonah Lomu's lasting impact on the game of rugby



▲ Greg Dyke joined the FA as its chair in 2013, taking over from David Bernstein

FA chair Dyke steps down over reform

Greg Dyke, the chair of the Football Association (FA), has announced he'll step down in the summer after conceding the governance reforms he desires are unlikely to be implemented.

Dyke will bring his three-year tenure to an end after July's FA Council meeting.

The former BBC director general has called for reforms to the FA's structure of governance which would release more funds for grassroots and coaching.

Announcing his decision to leave, Dyke said it was "clear" that there would not be a "unanimous position

"I fully support this [proposed reform] but I recognise it is going to be a fight to get through the FA Council"

on governance reform in the board".

"What now appears to be the case is that there is a majority position on the board for much needed, significant reform," he said. "I fully support this, but I recognise it's going to be a fight to get through the FA Council."

Dyke will be replaced after the summer.

Read more: <http://lei.sr?a=f5N1c>

Campbell to head up women's football development for the FA

Baroness Sue Campbell, the former UK Sport chair, has been appointed to oversee the development of women's football for the Football Association (FA).

Campbell will officially take the head of



▲ Campbell will join the FA in March 2016

women's football title in March and will be tasked with driving participation in girls' and women's grassroots football and fostering success in the elite game.

Read more: <http://lei.sr?a=L2h2G>

NEWS IN BRIEF



▲ EFDS aids activity for disabled

EFDS secures £4.5m Spirit of 2012 grant

A consortium headed up by the English Federation of Disability Sport (EFDS) has bagged a £4.5m (US\$6.4m, €5.9m) grant to get disabled people active across the UK.

Get Out & Get Active will focus on "fun and inclusive" activities in 18 locations around the country.

Read more: <http://lei.sr?a=7L2c8>

Olympic torch to pass through refugee camp

A refugee centre in Greece will host part of the Olympic torch relay ahead of the Rio 2016 Games – with the torch carried by a refugee.

A team of refugee athletes will also march behind the Olympic Flag during the August opening ceremony in the Brazilian city.

Read more: <http://lei.sr?a=u1f2A>

Facebook gets sporty with second-screen hub

Social media giant Facebook has launched into the sports market by creating a second-screen hub for televised sports matches.

Facebook Sports Stadium brings together posts from friends related to the game, commentary from experts and live scores.

Read more: <http://lei.sr?a=C9Y7g>

NEWS IN BRIEF



▲ Ennis-Hill at the EIS Sheffield

Sheffield EIS upgraded for 2016 Rio Olympics

The indoor track which will be used by Jessica Ennis-Hill in the run-up to Rio 2016 has undergone a “major upgrade” to simulate conditions for the Rio Games. UK Sport and Sport England have invested in the 130m track at Sheffield’s English Institute of Sport (EIS).

Read more: <http://lei.sr?a=2p8B5>

N. Ireland gets 2021 Youth C’wealth Games

Northern Ireland has been selected as the host for the 2021 Commonwealth Youth Games.

The nation was the only bidder after Jersey and Botswana withdrew. 1,000 athletes will participate in the event taking place between 27 July and 1 August.

Read more: <http://lei.sr?a=6h0w7>

IOC creates public affairs department

The International Olympic Committee (IOC) has established a Public Affairs and Social Development through Sport department – headed up by former government advisor Philip French – to define plans for the development of grassroots and peace projects..

Read more: <http://lei.sr?a=L1w6W>



▲ Tracey Crouch highlighted Medway as a council benefitting from investment in sport

Councils must keep investing in sport

Sports minister Tracey Crouch has urged local authorities to continue investing in sport despite large cuts to the DCLG in the latest spending review

During Crouch’s first Select Committee hearing since the publication of the government’s sports strategy – *Sporting Future* – she said that local government was expected to play its part as the “largest public sector investor in sport”.

The Department of Communities and Local Government spends around £1bn (US\$1.5bn, €1.4bn) per year on sport and physical activity, excluding capital spend.

“Medway Council kept its free swimming and as a consequence people are still participating”

Crouch said that despite a budget reduction of up to 30 per cent for the DCLG – announced by chancellor George Osborne last November – the Department of Culture, Media and Sport had not audited the effect the cuts would have on local authority sport delivery.

She said local councils in Kent – the county of her Chatham and Aylesford constituency – “had not taken an axe to their sports facilities” and saw improvements to health as a consequence.

“It’s controversial to say but Medway kept the free swimming for under-16 and over-60s and as a consequence people are still participating,” she added.

Read more: <http://lei.sr?a=j7Q6z>

CORRUPTION ‘EMBEDDED’ IN THE IAAF, SAYS WADA REPORT

The second part of the World Anti-Doping Agency’s (WADA) independent commission has damned the International Association of Athletics Federation (IAAF)

– claiming that “corruption was embedded in the body”.

It said that the IAAF Council “could not have been unaware of the extent of doping in athletics”. WADA

added the IAAF was also “insufficiently firm” in dealing with a number of countries regarding non-compliance.

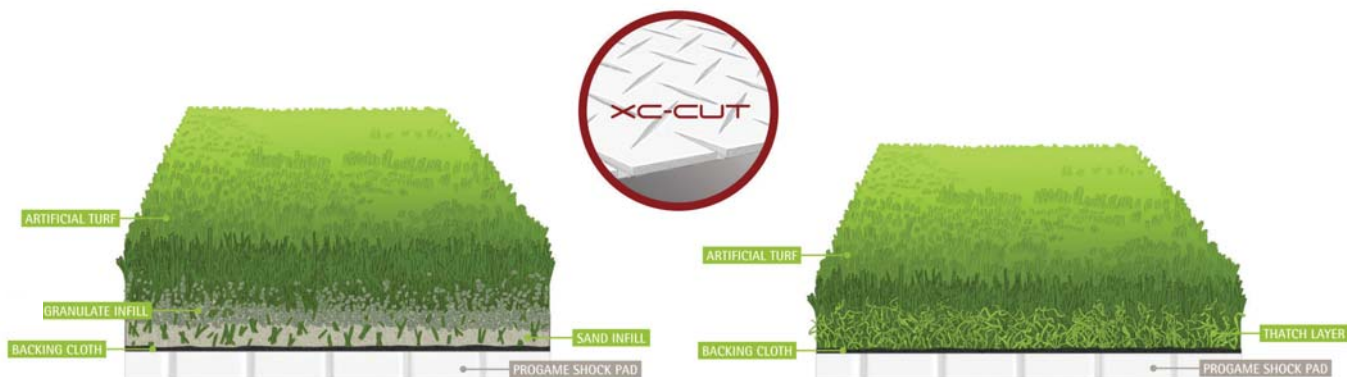
Read more: <http://lei.sr?a=N108m>



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VENUE DEVELOPMENT

Scottish centre in £12m revamp

The £12m (US\$ 17.3m, €15.8m) SportScotland National Centre Inverclyde – billed as the UK's first “fully-inclusive” residential sports training facility – has been granted planning permission by North Ayrshire Council.

Funded by the Scottish government and SportScotland, the venue will provide opportunities to host international sporting and para-sport events, accommodation for athletes and scope

“National Centre Inverclyde will be a major addition to Scotland’s sporting landscape.”



▲ The National Centre Inverclyde is expected to be redeveloped by March 2017

for community and school projects.

Sports minister Jamie Hepburn said the facility would “be a major addition to Scotland’s sporting landscape”.

The centre will include a gymnastics training facility, an indoor 3G pitch, a multi-purpose sports hall, a dance studio and a large fitness studio.

Five full-sized grass football pitches, a synthetic hockey pitch, four tennis courts, a golf course and trail paths make up the centre’s outdoor facilities.

Reaich and Hall, the architects behind Aberdeen Sports Village and the Oriam centre, have designed the facility.

Read more: <http://lei.sr?a=r4W1n>



▲ 2014 Commonwealth Games

Glasgow is among the cities in the frame to stage the 2019 European Athletics Indoor Championships.

The 2014 Commonwealth Games host will bid against Apeldoorn, (Netherlands), Minsk (Belarus) and Torun (Poland) to stage the event. The European Athletics Council will vote on 23 April following an evaluation process.

Read more: <http://lei.sr?a=L2h2G>

‘Too much focus’ on equality in sport, say SGBs

A number of sports bodies in Scotland feel there is “too much focus” on equality, with senior staff and board members struggling to grasp the importance of equal opportunities, according to a report.

SportScotland’s *Equality and Sport Research* report, funded by the Equality and Human Rights Commission (EHRC), found that while some Scottish Governing Bodies of Sport (SGBs) were “positive” about equality, others felt the overall emphasis was too great.

Research highlighted a



▲ Jamie Hepburn said work had begun to close the equality gap

“lack of ownership” of the equalities agenda within some SGBs, with some feeling it was “driven by other organisations”.

Indeed, the research revealed that in 2015/16 11 SGBs had no women

on their boards, although the overall picture had slightly improved with the number of female board members, increasing from 24 per cent in 2014/15 to 29 per cent in 2015/16.

“Some [SGB] staff reported challenges getting senior staff and board members to understand the importance of equality,” the report states.

Sports minister Jamie Hepburn said work was “already under way” to close the equality gap with projects and funding for hard-to-reach groups.

Read more: <http://lei.sr?a=G3g7P>

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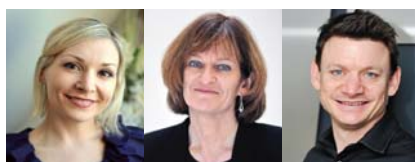
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GOVERNANCE

Tennis to review corruption arm

Tennis governing bodies have fired the starting gun on an independent review into their anti-corruption operations, amid claims of high-level match-fixing.

The chairs and executives of the Association of Tennis Professionals (ATP), Women's Tennis Association (WTA) and International Tennis Federation (ITF), as well as the Grand Slam Board, have signed off the review on the "appropriateness and effectiveness" of

"We call on all governments worldwide to make match-fixing a criminal offence"



▲ Novak Djokovic said he was offered, and declined, money to fix a match in 2006

the Tennis Anti-Corruption Program.

Adam Lewis QC will head up the Independent Review Panel (IRP) which will look at the processes and resources of the Tennis Integrity Unit (TIU).

"Given the seriousness of the issue, we call on all governments worldwide to make match-fixing a criminal offence,

resourced by national crime-fighting agencies working in cooperation with sports integrity boards and other relevant stakeholders," said the authorities.

Lewis will select two assistants to the IRP, which will publish its findings and make recommendations for change.

Read more: <http://lei.sr?a=p4M8z>

Headingley redevelopment plans ready for public unveiling

Ambitious plans for the redevelopment of Leeds' Headingley Stadium complex will be revealed in February during a host of exhibitions.

The facility is the home of Yorkshire County Cricket Club, the Leeds Rhinos and Yorkshire Carnegie rugby and is one of the "biggest visitor attractions" in the city.

The clubs will now embark on a consultation process which will inform the final planning application. Exhibitions will take place this month, with feedback accepted until 16 February.



▲ An artist's impression of the redeveloped North Stand

As part of the proposed redevelopment, the capacity of the cricket ground will be expanded beyond its 17,500 seats, new practice

and training facilities will be built alongside corporate and media facilities. The rugby stadium capacity will be increased, with improve-

ments being made on the North and South stands for players and fans.

Yorkshire County Cricket Club and Leeds Rhinos will fund the improvement work along with some designated public money – the cost of the project has not yet been revealed. Any shortfall will be made up by the Rhinos through the sale of two of its sites located off Weetwood Avenue, Weetwood and Old Thorpe Lane, Tingley. One hundred per cent of the funds from the sale will go into the redevelopment.

Read more: <http://lei.sr?a=t4Q7w>

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FACILITIES

Facility ownership is key to the future success of British basketball

British basketball is increasingly looking to develop purpose-built arenas for its professional clubs in order to safeguard their future with secondary revenues and community engagement programmes.

Two of the biggest clubs in the country – Leicester Riders and Newcastle Eagles – are at different stages of venue development. The former moved into its £6m (US\$8.5m, €7.8m), 2,500-capacity Community Sports Arena late last month, becoming the first team in the league to own its own facility, while Newcastle is “18 months away” from opening a venue.

Paul Blake, Newcastle Eagles owner, told *Sports Management* that the seven-time British Basketball League (BBL) champion has a £6.5m (US\$9.3m, €8.5m) project lined up for a 3,000-seater, three-court arena on the city’s Scotswood Road.

Blake said the “owner-occupier model” was the only route for British basketball, citing the current difficulty in launching community projects, fostering grassroots and competing in Europe. The majority of British teams play in busy university or college-owned facilities, meaning that booking their venue for mid-week European competition is not always possible.



▲ Nick Humby said Leicester’s model could be replicated (WBBL/Ville)



▲ Leicester Riders played the first match in its new arena in late January

“Replicating this in all the cities over the next 10 years would be a fantastic achievement. Bring in the kids and make something more of the sport in that city”

“Building facilities is a scalable opportunity,” he said. “It will open us up to all sorts of income streams – the same as European teams. If we can properly look after our destiny the sport will grow.”

Leicester Riders chair, Kevin Routledge, added that the club’s “transformational” move will help it to entice better players and give local people a space to engage with basketball, with the majority of court time earmarked for community use.

“We have control over our use of the facility and we will benefit from the food and beverage sales,” he said. “The plan is to replicate this. Teams want to move

towards having a degree of control, from secondary revenue to community reach.”

Routledge said that 80 per cent of the arena’s finance came through the public sector in the shape of Sport England and local enterprise partnership grants – the same model Newcastle is looking at.

The sport is going through a transitional period, with a new-look governing body – the British Basketball Federation (BBF) – and a confederated approach to the national team, with England, Scotland and Wales merging as Team GB from October.

BBF chair Nick Humby, who will oversee the sport’s governance restructure, said that the development of facilities gave basketball clubs the chance to commercialise and not be so reliant on grants.

Talking to *Sports Management*, Humby said: “Replicating this in all the cities over the next 10 years would be a fantastic thing to achieve. Bring the kids in, bring the professionals in and make something more of the sport in that city.”

Read more: <http://lei.sr?a=e5i2c>

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NEWS IN BRIEF



▲ Real Madrid: Europe's richest

Europe's 20 richest clubs worth £5bn+

Europe's 20 richest clubs broke the £5bn (€6.5bn) mark for the first time, with English Premier League teams accounting for almost half of the list. Real Madrid topped Deloitte's *Football Money League* with Barcelona leapfrogging Manchester United into second.

Read more: <http://lei.sr?a=V8e4I>

Tennis set for Ryder Cup competition

Andy Murray could line up alongside Novak Djokovic as tennis prepares to launch its own version of the Ryder Cup. The Laver Cup will kick off in September 2017 and will pit a team of European players against a Rest of the World squad over a three-day competition.

Read more: <http://lei.sr?a=p6q3H>

Derbyshire CCC builds £2m media centre

Work has started on the £2m (US\$2.8m, €2.6m) media centre being erected at Derbyshire County Cricket Club (DCCC) as part of its 3aaa County Ground development plan. The Pick Everard-designed building will be ready to use in mid-August 2016.

Read more: <http://lei.sr?a=g2K4Y>



▲ The Play To Your Strengths campaign aims to get 25,000 women into rugby by 2017

RFU fund for female Saturday games

The Rugby Football Union (RFU) is bidding to increase female participation by offering clubs funds to stage and advertise women's Saturday matches.

The initiative is part of the governing body's Play To Your Strengths campaign, which is attempting to hit a target of 25,000 women playing rugby by 2017.

Saturday games are traditionally the preserve of the male game, but the RFU is looking for a more integrated approach to provide a boost for the female game.

Talking at the latest Rugby Expo at Twickenham, RFU head of rugby growth

"We know that not every club will be able to do that – it's about thinking within your clubs"

Ben Lowe said the fund was part of the body's aim to "push a message out about giving females a game on a Saturday".

Grassroots clubs are being asked to host at least one women's Saturday match a year initially so that the RFU can monitor the impact they make on participation.

"We obviously know not every club will be able to do that and facilities won't be able to support that capacity, but it's about thinking within your clubs," he said.

Raising the visibility of female rugby, allowing men and women to socialise on the same day, and freeing up women to coach minis and juniors on Sundays are among the impacts that will be measured.

Read more: <http://lei.sr?a=C7T0P>

SPORT ENGLAND CONSULTS SECTOR ON 2016 STRATEGY

Sport England has launched a consultation as it prepares to develop its plan to fulfil the government's comprehensive physical activity strategy – *Sporting Future* –

published last December.

Stakeholders will be asked to contribute ahead of the quango publishing its strategy in April. The consultation process will be ongoing

until the end of February.

For the full interview with chief executive Jennie Price, go to pages 24-26.

Read more: <http://lei.sr?a=n5h8v>



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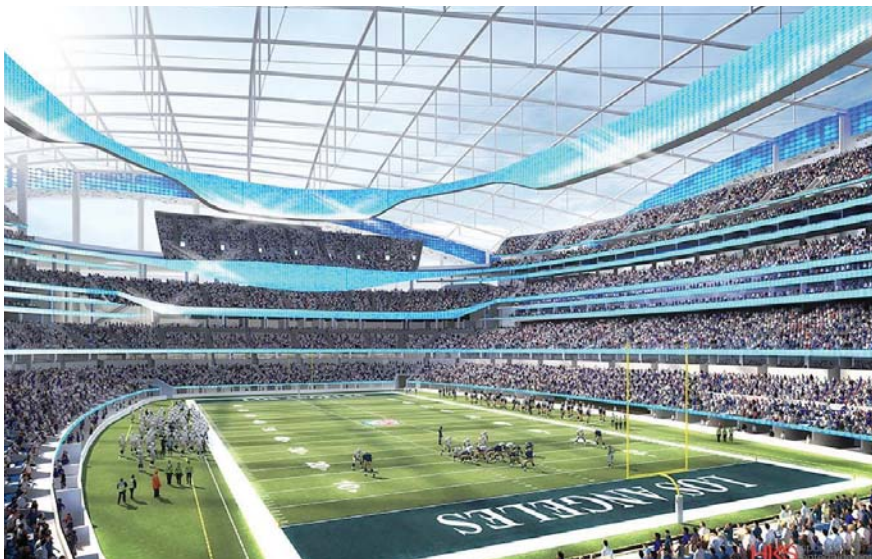
NFL RELOCATION

“Bittersweet” LA move for Rams

National Football League (NFL) franchise the St Louis Rams has been granted permission to relocate to Los Angeles following a decisive vote by the league’s board.

NFL owners voted 30-2 in favour of the move, with the Rams paying a US\$550m (£380.3m, €508.4m) relocation fee. Owner of the franchise, Stan Kroenke, said the move from the Missouri city would be “bittersweet” due to opposition from the team’s fans.

Kroenke: “We worked hard, got a little lucky and had a lot of people help us with the move”



▲ The HKS-designed stadium in Inglewood will be built in time for the 2019 season

In moving to Los Angeles, the Rams turned down US\$150m (£103.7m, €138.6m) of public money from the state of Missouri to build a new US\$1.1bn (£760.5m, €1bn) state-of-the-art stadium in the city of St Louis.

The Rams – who played in LA between 1946 and 1994 – will return to the city

for the start of the 2016 season. The franchise’s new US\$1.86bn (£1.3bn, €1.69bn) stadium in Inglewood is due to open in 2019 and the team will play all home games at the LA Coliseum until the arena is built. They saw off competition from two other teams to win the LA site.

Read more: <http://lei.sr?a=F3Q4o> ?



▲ Baseball chief Rob Manfred

Major League Baseball (MLB) may be about to follow American football and stage a regular game in London, according to the body’s commissioner.

Rob Manfred said the MLB was “working hard” on organising regular-season games in the UK capital from 2017, but played down the prospect of the creation of a permanent franchise.

Read more: <http://lei.sr?a=u5e5s>

Irish publish 10-year physical activity plan

The Irish government has ring-fenced an initial €5.5m (£4.2m, US\$6m) for 2016 in a bid to get 500,000 more people involved with regular physical activity over the next 10 years.

Ireland launched its first ever National Physical Activity Plan, which aims to join the dots between sport and physical activity, health, social care and mental wellbeing to increase participation and counter health concerns. Evidence shows that only 32 per cent of Irish



▲ Paschal Donohoe, the Irish sports minister, unveiled the strategy

adults are meeting the national physical activity recommendations, while one in four children are overweight or obese. Around 19 per cent of primary and 12 per cent of post-primary school

children meet the physical activity recommendations, while 10 per cent of active sports participants at primary school level have dropped out of sport a year after leaving. Sport Ireland and governing bodies will distribute the fund, with an emphasis on engaging with “disadvantaged communities” which are more likely to be inactive. “Targeted initiatives may be required to boost participation,” said Ireland’s sports minister Paschal Donohoe.

Read more: <http://lei.sr?a=w8G2W>

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INTERVIEW

JENNIE PRICE

Sport England's CEO talks to *Sports Management* about the challenges and opportunities opened up by the government's first sports strategy in a decade

Sport England, it's safe to say, is gearing up for a busy 2016. Those who've had the time and desire to read through the government's new 10-year sports strategy, *Sporting Future*, will have realised that the quango will be responsible for knitting together many of the threads highlighted in the document. Indeed, its name is mentioned 90 times across the report's 82 pages.

Sport England's new remit – which has been significantly expanded – includes developing and implementing a broader equivalent to its Active People Survey, overseeing the out-of-school physical activity of the over-5s, working with Public Health England (PHE) to raise awareness of underrepresented groups and developing a new coaching plan, among other things.

Speaking to *Sports Management* days after the strategy was published, chief executive, Jennie Price, is a picture of calm. Charming, and focused, she talks about the “opportunities” the document presents, rather than focusing on unmanageable workflows or lack of funds.

“The government went through a real mind-clearing process and said: ‘OK, if we're starting from scratch what do we want? Why does the government put any public money into sport at all?’” she says.



▲ Price will lead Sport England into an era of change

For the first time, privately-owned companies may be allowed to apply for Sport England finance if the government relaxes the relevant laws

“Having a national commitment to activity and the remit being beyond sport is where this strategy's going,” she says, conceding that doing more with roughly the same budget will be a “challenge”.

Sport England has been allocated a £1.4bn (US\$2bn, €1.8bn) budget for the duration of this parliament – a number which is flat on the previous five years – and Price points out the importance of “spending it well” and “thinking intelligently about the balances and trade-offs”.

“The first thing to say is that the money remaining the same in this climate is a big win for sport and physical activity,” she enthuses. “The fact that sporting bodies are having their public investment protected is very significant and it's a big responsibility; we have to take it seriously at a time when many public services are having their funding reduced.”

That said, the strategy makes a point of blurring the line between sport and physical activity to remove “unhelpful, outdated and irrelevant” distinctions, meaning the number of organisations Sport England could fund has multiplied. As long as they demonstrate a “meaningful and measurable impact in improving people's lives” – not only from a physical point of view, but also from a mental and social perspective, organisations can apply for and potentially be granted funding.



▲ Sport England will change its Active People survey to Active Lives, which will measure all activity, not just traditional sports

In addition, Price indicates that for the first time, privately-owned companies may be allowed to apply for finance if the government relaxes the relevant laws, potentially putting the funding of traditional sports governing bodies at risk.

"Inevitably where funding is concerned there will be some winners and losers, but you're not a winner and loser because of the type of organisation you represent," she says. "It will all be about delivery."

Delivery will equate to meeting key targets as defined in *Sporting Future*, not only in relation to participation, but also when it comes to the effect they have on health, society, mental wellbeing and personal development. While the targets for the latter three are still to be thrashed out, health impacts will be measured against the Chief Medical Officer's (CMO) existing physical activity guidelines.

Moving from Active People to the Active Lives survey

Sport England's new data collection method, Active Lives, will measure the activity of people taking part in activities such as cycling, walking and dancing, as well as traditional sports. It will be rolled out alongside the last-ever Active People Survey this year.

Price says the new survey will take a snapshot of people's activity for the past

28 days, as well as the past 12 months to "paint a more rounded picture" if they drop off for a particular reason during the year as they vary their routine.

"Our modern habits are much more varied," she says. "We want to be able to do something competitive for three months, then go and do yoga for six months, then go and run a marathon."

Sport England and Public Health England will work together to get the message to the public about the connection between being active and being healthy. This change comes as part of the government's work to harness sport and activity as preventative measures to ease the burden on the NHS.

"Health and sport have been brought together for the first time," says Price. "We're on a good road with Public Health England; it has its Change for Life campaign, we have This Girl Can. We're both publicly-funded bodies that are communicating to the public in compelling ways." ►



SAMARA/SHUTTERSTOCK.COM

▲ Price says the most important things for young children to learn are movement and the basic skills of physical literacy

- This Girl Can – she explains – is a “good example of sustainable investment” which has created a different way of talking about women in sport. “It repositioned activity in many people’s eyes, as well as delivering a critical shift in the number of women playing sport,” says Price.

The latest Active People Survey showed 148,700 more women were active at least once a week in the six months between April and October 2015, while 2.8m women have been encouraged to exercise more since This Girl Can launched in January 2015.

Next up for Price is targeting other underrepresented groups such as disabled, black, Asian and minority ethnic (BAME) and those from lower socioeconomic backgrounds, as well as keeping an eye on participation among young children.

Being “physically literate” is crucial for those in younger age brackets, says Price, after she reveals that Sport England is doing a “very rapid review” of insight into activity for children aged 5-11 years.

Jennie Price on...

Sports minister Tracey Crouch:

“Sporting Future is very much her vision – it wouldn’t have happened without her drive.”

Measuring mental health impacts:

“We’re going to have to understand how what we do contributes very specifically to mental health. There will be loads of activities which improve mental health, but if you’re a child being yelled at during a football or netball match that won’t really help.”

Using insight to make funding

decisions: “For any major strategic investment we need a strong evidence base. What’s needed and how the programme will respond to customer demand – that’s the starting point for grant funding now.”

“Although our previous remit was 14+ we’ve done a lot of work with younger children in secondary schools,” she explains. “Our new responsibility is for the 5-11s, and all evidence shows that at that age the most important things are movement and the basic skills of running, balance, throwing and making sure they’re comfortable within their own body.”

A mix of environments, including the winning and losing dynamic of team sports and unstructured activity will be encouraged, as Sport England supplies the funding to inspire a generation of youngsters to become, and remain, active.

Price concludes: “What we owe children is the opportunity to develop basic skills, make the most of their abilities and develop a love of sport. If we can achieve that, it will make a massive difference.”

Matthew Campelli is news editor of Sports Management magazine
Twitter: @matthewcampelli



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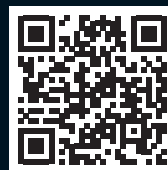
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What impact will increased Premier League funding have?

One of the stand-out points from the government's sports strategy – *Sporting Future* – was the commitment it drew from the Premier League to more than double its investment in grassroots football after signing a bumper domestic broadcasting deal worth £5bn. The richest league in the world will now hand over at least £100m annually to grassroots football, exceeding its current yearly fund of £52m. But will the increase make football more accessible and halt participation declines for the nation's premier sport? Time will tell.

Tracey Crouch Sports minister

I'm pleased we've come to an agreement with the Premier League, as part of our new sports strategy, which will see it at least double its investment in community football.



It's right that with increased revenue, the Premier League increases its contribution

It's only right that, with increased revenue coming into the game as a result of its domestic television deal, the Premier League increases its contribution to grassroots football. I'm delighted it will invest at least £100m a year, over three years.

The Premier League can make a significant contribution towards helping deliver the government's new sports strategy – the focus of which is to get more people active and to use the power of sport as a force for social good, bringing people and communities together to volunteer and participate.

Premier League clubs are focal points for communities up and down the country and many already have

excellent projects in place that get people playing the game and helping change lives for the better. The League's commitment to at least doubling its investment in community sport and facilities will mean so much more can be achieved at grassroots level.

The government has a strong relationship with the Premier League, working with them, the Football Association and the Football Foundation to build state-of-the-art, 3G pitches to strengthen the game at the grassroots, encouraging participation.

The Premier League's increased funding will make a real difference to the game at the grassroots and I look forward to continuing our work with them.

Creating opportunities for young people to play football is incredibly important



Richard Scudamore CEO, English Premier League

Premier League clubs have always stepped up to the plate when it comes to sharing their success. They appreciate that the development of the Premier League is contingent on keeping grounds full and vibrant, as well as a strong and healthy football pyramid when it comes to talent development.

Creating opportunities for young people to play football and get involved with other sports is incredibly important in developing a taste for sport and exercise and all the benefits that brings to life. It also forges stronger bonds between communities and the professional football clubs that are sustained by them.

Since 2000 the Premier League has invested in facilities, coaching projects and school tournaments, as well as 500+ artificial grass pitches in schools and local communities. Last season our clubs delivered PE and school sport lessons that benefitted 125,000 primary school children.

The success of the Premier League competition, allied to the profile of our clubs and their players, creates a great opportunity to grow the game at all levels. We want to use the excitement of our competition to make a positive impact on as many people as possible – especially young people – at a time in their lives when sporting choices are being made.



Jamie Vardy went from Sunday league hero to Premier League top scorer in six years

Paul Thorogood
CEO,
Football Foundation

The future looks bright for the grassroots game as 2016 heralds a significant step-change in funding.

Successive reports by different organisations over many years have consistently found that improving the desperate state of facilities is the most critical change that needs to be made for the grassroots game to flourish. So the fact our funding partner – the Premier League – is increasing the amount it will invest over the next three years is fantastic news.

This means there's now one single capital investment plan for football, with the Football Foundation coordinating the different elements of infrastructure investment. This includes the Parklife hubs which are planned for inner-cities, as well as our core funding programme, the Premier League and the FA Facilities Fund.



This additional funding will help us accelerate our 3G pitch programme

Using our advanced delivery and monitoring systems, we'll ensure value-for-money investments are made to achieve maximum long-term impact. Investment will be targeted into areas where it's most needed and where it will achieve the best outcomes.

Over the past three years we've delivered 108 third-generation (3G) artificial pitches with floodlights, through funding provided by the Premier League, the FA and the government via Sport England. The additional funding will enable us to accelerate this programme considerably, giving more grassroots footballers access to the good quality, well maintained, all-weather facilities they need.



Liz Bishopp
Business manager,
The Blandford School

The Premier League and the FA Facilities Fund have transformed things for us at the Blandford School, so it's really great to hear the Premier League intends to increase investment in grassroots football.

We received £350,000 from the fund to build our 3G pitch, so we can guarantee local clubs training times throughout the year, no matter what the weather. What the pitch allows us to do in partnership with the community is astonishing.

One of the biggest winners is girls' football. Dorset FA now holds its skills development sessions and county trials here, so the new pitch has been instrumental in increasing participation.

Aside from the important social responsibilities – helping more people get more active – investing in the future makes perfect commercial sense. If the Premier League wants to continue to be successful and attractive to watch, then it has to invest, and if it wants to make sure it has access to the very best footballing talent, then it has to grow its own.

The job of providing support for grassroots sport, however, is the responsibility of everyone in the industry. I can understand the argument that the Premier League is there primarily to provide for the business of football so understand it wanting to see funding of community facilities also being taken seriously by central and local government



runDisney hits its stride

Entertainment giant Disney is utilising its powerful brand to get people more active

What began in 1994 as a single race at Walt Disney World has grown into a line-up of nine race weekends at Walt Disney World Resort in Florida, Disneyland Resort, California and – new for 2016 – Disneyland Paris.

In 2010 the runDisney brand was created with the inaugural Disneyland Half Marathon and last year saw a record number of participants, with some 250,000 people taking part in the events, making Disney one of the largest race organisers in the US.

With an aggressive growth strategy, record-setting participation and an expanding line of merchandise, runDisney has emerged as a successful business model and a powerful sports brand in its own right.

“Disney parks offer the perfect setting for themed running events,” says Geoffrey Pointon, public relations manager for Disney Destinations, “By designing destination races which are uniquely Disney, runDisney races appeal to a broad range of runners. The unique landscape and backdrops provide stunning visuals to



Runners often dress as characters from Disney films

help make a runDisney race fun and memorable for participants and help encourage repeat runners and new runners alike to participate.”

Races meander through the theme parks, and sometimes beyond, with Disney entertainment

Nine runDisney race weekends will happen in 2016:

- Walt Disney World Half Marathon takes runners through Magic Kingdom and Epcot.
- The Star Wars Weekend at Disneyland Resort, California, includes a 10k and half marathon.
- The Disney Princess Half Marathon Weekend at Magic Kingdom has a princess party.
- Star Wars Half Marathon with Darth Vader and Storm Troopers.
- Tinker Bell Half Marathon goes through Never Land.
- Mickey and Pluto cheer runners on at the Disneyland Half Marathon Weekend at Disney California Adventure Park.
- The Disneyland Paris Half Marathon will launch in this year.
- Disney Wine & Dine Half night-time Marathon Weekend finishes with a party at the Epcot International Food & Wine Festival.
- Avengers Super Heroes Half Marathon Weekend at Disneyland has a superhero party



Runners and characters meet at after parties



Turn over: How the Premier League is supporting grassroots football



runDisney events have a significant economic impact on the community – the Disneyland Half Marathon weekend brought in US\$20m for the local economy

very much the USP. Runners are entertained and cheered on by Disney characters during the race, and whether they meet Darth Vader or Tinker Bell depends on the theme. The events culminate with a family reunion area full of Disney characters and live entertainment – and often there is a finishers' party as well.

Lengths vary from 5k family runs and 10ks to the more hardcore half marathons, marathons and even ultra marathons, with the 48.6 mile Dopey Challenge.

Participants earn Disney-themed medals and goodies, such as T-shirts and personalised bibs, and often celebrate the achievement with a Disney holiday.

According to Pointon, the main aim of the events is to encourage active lifestyles and broaden participation in road running. "Disney parks provide unique settings which help to motivate runners to go that ex-

Race lengths vary from 5ks to ultra marathons and attract runners of all abilities

tra mile, to see what magic or character is waiting for them around the turn as they run through the Magic Kingdom or any other Disney park at Walt Disney World or Disneyland," he says. "We're committed to creating one-of-a-kind experiences through our race weekends which runners can't get anywhere else and which are uniquely Disney, providing runners and guests with the ultimate destination race experience and an extraordinary Disney vacation option."

The events are lucrative as well, not just for the parks, but for the charities they work with and the local area. "runDisney events have a significant economic impact on the community," says Pointon. "In Anaheim it's estimated the Disneyland Half Marathon Weekend drives more than \$20m in additional economic activity locally, by attracting thousands of out-of-area runners to Southern California."



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A collaboration between the UK's University of Nottingham and Life Fitness has seen the creation of a new outdoor training space, featuring nine SYNRGY BlueSky training stations across five sites on the University Park campus. The 1.7-mile outdoor Active Trail represents the university's continuing investment in sport and outdoor functional training and has proved hugely successful.

Samantha Bell-Minogue, assistant director of sport participation at the university, comments: "The Active Trail provides students and staff access to free fitness equipment at a time that's convenient to them, as well as delivering limitless options and creating an inspirational exercise space. This has resulted in all of our sports clubs and societies having access to an additional training space for their squads, and giving individual athletes another option to train outside of their fixed sport specific sessions.

"Squads including rugby, lacrosse and American football have used the trail as part of their strength and fitness sessions, and our strength and conditioning coach has been using it with elite scholar athletes. University staff from various departments have also participated in scheduled weekly Active Trail sessions. I'm sure this activity will only increase as the days get longer and lighter."

Fitness trail users reference either placards on the SYNRGY BlueSky stations that clearly outline proper form, or use QR codes to access exercise tutorial videos through the Life Fitness LFconnect mobile app.

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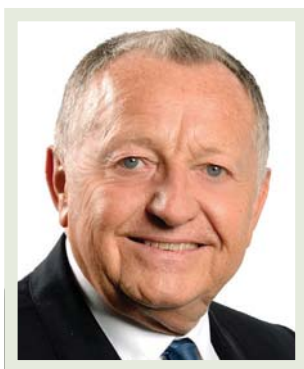
The opening of the Parc Olympique Lyonnais stadium is a feat of innovation on two fronts. While the design makes it a highly flexible venue, the way the project was funded has been equally innovative, reports Tom Walker

Parc Olympique Lyonnais, the futuristic new home of French football club Olympique Lyonnais (OL), is the centrepiece of a 45-hectare, mixed-use development called Parc OL – the club's new commercial hub.

The €450m (US\$490m, £347m) complex, located 6km outside the city of Lyon, includes a training ground, as well as a sports museum, sports medicine centre, a spa, leisure centre and 150-bed hotel.

The project is the brainchild of the Ligue 1 club's majority owner and president, Jean-Michel Aulas, an ambitious software entrepreneur who bought Olympique Lyonnais in 1987 when it was languishing in the French second division.

It took Aulas less than 10 years to turn the club into the most dominant force in French football, both on and off the pitch. The club won a record seven championships between 2002 and 2008 and was the first French club to be listed on the stock market.



Jean-Michel Aulas, owner of Olympique Lyonnais and driving force behind the stadium

By the time the club won its seventh title in 2008, Aulas had decided that its ageing home – the 43,000-capacity Stade de Gerland, which was built in 1926 – was getting too small and antiquated for his long-term ambitions. As part of his research into how other leading European clubs had developed their stadiums, Aulas was invited to take a closer look at the way English Premier League team Arsenal was building its new home – the Emirates Stadium.

He was impressed by the multi-purpose design of the stadium, created by architects Populous, and concluded that to build something similar in Lyon would secure the club's long-term future and establish it as a leading European powerhouse.

"One of the first things he asked us was whether we could build him an 'Arsenal stadium in Lyon,'" recalls Garry Reeves, Populous' project architect on the Parc Olympique Lyonnais design team. "We said no, because what they really needed was an Olympique Lyonnais stadium in Lyon."

CLOUDS GATHER

By September 2008, having appointed Populous, Aulas was ready to announce plans for the stadium. "Our new home will become an iconic destination for the city and the wider community of Lyon," he said. "With a capacity of more than 59,000, the new stadium will be inspired by the unique culture of Olympique Lyonnais, its fans and the city."

To fund the project, Aulas had secured a €260m (US\$289m, £198m) deal whereby the French government would provide an €180m (US\$196m, £139m) funding package – approved by both local and central governments – with a further €80m (US\$87m, £61m) coming from the Urban Community of Lyon.

But not even Aulas – a shrewd entrepreneur who had made his millions by investing in the fledgling computer software sector during the 1980s – could have foreseen what happened next.



The elevated concourse around the stadium creates a civic space for fans



Turn over: Disney's now one of the biggest organisers of marathons in the US



Parc Olympique Lyonnais

Cost: €300m (stad) €450m (Parc OL)

Capacity: 59,200

Architect: Populous

Construction: Vinci

Operator: Olympique Lyonnais

Location: Décines, Lyon

Construction began: Initial works 2012, stadium work summer 2013

Opened: 9 January 2016

In short: A total of 8,000 tons of steel were used in construction – the same as the Eiffel Tower

- One of 12 stadiums to be used during the UEFA European Championships 2016

- Third largest stadium in France after Stade de France, Paris and Stade Vélodrome, Marseille

“The plan was to create a year round destination – and not just for football. The club wants the stadium to generate revenue all year round and on every day of the week”

Just weeks after his stadium announcement, the entire global financial sector collapsed into chaos and the somewhat vague term “US credit crunch” was replaced in news headlines by “global recession”.

As the financial crisis took hold of Europe, it became clear that the club's plans to fund its stadium with the help of public money were no longer viable.

REINVENTING FINANCE

It took Aulas and the club a further four years to finalise a workable funding plan without public money – a period of time when many fans doubted whether the stadium would ever be built. When it was announced, the proposal Aulas finally came up with to raise the €450m (US\$490m, £347m) needed for the project was as bold as the stadium itself.

The flexible seating bowl design allows the hosting of concerts during the football season

Together with Jérôme Seydoux – Olympique Lyonnais' second largest shareholder and president of French film production giant Pathé – Aulas created a wholly-owned subsidiary for the stadium project, called Foncière du Montout (FDM). The plan was to stump up enough cash – around €200m (US\$258m, £154m) – to convince the banks to lend the rest.

The club's chosen construction partner, Vinci, was instrumental in making the deal a reality. The multi-discipline company, which operates stadiums as well as builds them, provided €80m (US\$87m, £61m) towards the €200m and – with nearly half of the estimated construction cost of €450m in place – Aulas was able to sit down and convince the banks to lend the remaining amount. While similar arrangements are relatively common when it comes



Sing your heart out

Populous' creative design has enabled Olympique Lyonnais fans' tradition of singing at each other – which was born at the old Stade Gerland – to continue. By not building in any hospitality areas in the north or south stands, the design allows a "continuous wall of people" at both ends.

"The way the north stand chants to the south is one of the most endearing aspects of the club's culture," says Garry Reeves. "The idea was to hold the sound in and the more sound you have, the more atmosphere you have."



Aulas (fifth from right) alongside dignitaries before the stadium's opening match

to property deals in other sectors, the model is rare for the sports sector and Parc Olympique Lyonnais is the first stadium in France to have been built entirely without any public sector funding.

LOCATION AND DESIGN

According to Reeves, the stadium's out of town location posed opportunities as well as challenges. "From a transport point of view, it's always best to put a stadium in the centre of a city so it will be easier to get to by every means," he says.

"For Parc Olympique Lyonnais, the plan was to create a year-round destination – and not just for football. Having the other leisure and retail facilities at Parc OL helps with that, because the club wants the stadium to generate revenue all year round.

"To utilise the space outside the building, we came up with a unique roof structure which extends over a large part of the concourse surrounding the stadium. The overhanging roof creates a civic space below, which can be used for a range of activities on non-match days – such as pop-up events, children's six-a-side competitions and music events. There are also cafés and restaurants, merchandising units and retailing areas which are open seven days a week."

Reeves adds that the flexibility of the stadium's interior spaces will further assist the club's plans to operate a multi-functional venue. "Inside, all the large hospitality spaces have been designed with a level of flexibility in use, allowing a number of configurations for conferences and events," he says. "The large auditorium, used for press conferences during match days, is a wonderful space for congresses and summits.

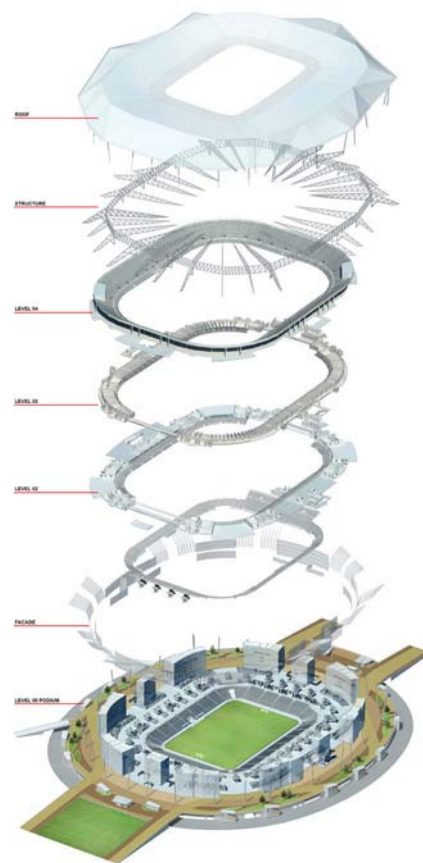
"In terms of the seating bowls and the pitch, the lower tier at the north end of the stadium is retractable and has removable seating sections. That means the size of the open space can be controlled and a stage built off the pitch – allowing concerts to take place during the football season."

GREEN PARKING

Reeves says the location of Parc Olympique Lyonnais – in the middle of tree-covered hills – also resulted in one of his favourite design innovations, the radical design of the car park.

"We were required to include parking for 6,500 cars, which at every other stadium would probably have ended up being a huge area of tarmac with large floodlights," he says. "We wanted to avoid that, so we teamed up with Paris-based landscape architects AIA Associés – and designed the parking areas as actual parks.

"Rather than use tarmac, we stabilised the ground underneath and covered the entire area in grass, interlacing it with trees which were specially planted. So while it functions as a car park during matches and large events, for most of the year this huge area becomes a lovely green space where people can



The flexible design will allow the stadium to host a wide range of events

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wonder around – it has a real feel of a public park. It also fits into its surroundings perfectly and becomes a continuation of the rolling hills around the venue.”

EURO 2016

The first game took place on 9 January and Olympique Lyonnais celebrated moving into its new home in style, beating bottom of the table club Troyes 4-1.

While the stadium passed its first trial with flying colours, the venue will face its toughest test later this year when it will host six games during the UEFA European Championships 2016. The first five games of the contest will take place in just 13 days.

Reeves says the design of the stadium will complement the festival atmosphere expected during the event: “Normally, when you’re outside a stadium you can’t see what’s going on inside,” he says, “But we elevated the lower tier in as many places as we could and this has created a series of apertures which allow people views into the stadium while they’re outside on the concourses. So even if you’re not inside, you can still feel a part of the main event.

“We’ve also installed 25,000 WiFi nodes inside the stadium and around the concourses, so connectivity

The club celebrated the opening of the stadium with a win (above) the innovative green parking space (right) will become a public park when not in use



won’t be a problem. It should help to enable plenty of social media activity during the games.”

The stadium will host one of the semi-finals during Euro 2016. And home nation France’s first knockout game is likely to take place there in late June. Whatever the outcome of the match, Parc Olympique Lyonnais is being given the opportunity to be the stage for the making of European football history just months into its opening. ●

Tom Walker is managing editor of Sports Management



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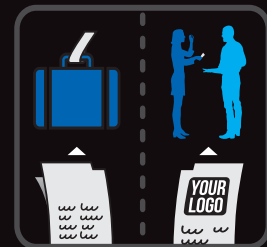
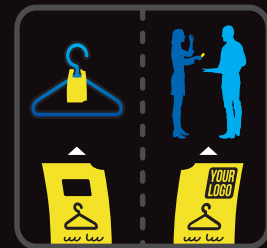
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Sharing skills

Looking for fresh ideas? How about seeking the solution overseas? Skills sharing with counterparts in Europe is a growing trend which can pay dividends.

Kath Hudson looks at some successful initiatives

Hannah Crane

StreetGames

director of sport and workforce

We've found there are many valuable lessons to be learned from studying a different approach, so skills sharing is something StreetGames has been involved with and will continue to do. Other countries do some things better than us, but similarly we have strong points to share, particularly regarding inclusion.



they can't specialise until they've done a great deal of training in the fundamentals of movement.

EUROPEAN PARTNERSHIP

Our current project started in July 2015 and will continue until December 2017. We're working with partners in Germany, Sweden and Poland to co-write six training modules to develop youth leaders with a European angle. This is the first time our training standards will be recognised across Europe.

Most of the people we work with don't have the opportunity to do a European exchange or go on holiday, but we want to give them the skills and confidence to organise exchanges in their capacity as youth leaders. Added to this, we're discussing other themes which are common to all partners, such as girls' empowerment and getting the inactive active.

It's been straightforward to set up the skills sharing projects. Initially we were contacted by an

AUSTRIA AND SPAIN

Our first project worked with four partners in Austria and Spain on the development of youth leaders. One key learning point was that whereas in the UK coaches specialise in a chosen sport early on, overseas

Knowledge sharing can help broaden coaches' skill sets



organisation from Austria called Sport Tirol, who found us on Google and do similar work. We've since built up more European contacts by attending conferences organised by the International Sports and Culture Association.

The main challenge is finance: we got Erasmus funding and I wouldn't underestimate the paperwork for European funding. Other than that, it's just dealing with different time zones and holidays. Luckily everyone tends to speak English and everyone we've met has been warm and welcoming and keen to achieve things.





As well as teaching new skills, cross-border initiatives can create long-term partnerships

We learned that Scandinavian countries are strong on participation because they put clubs at the heart of the community – something we aim to replicate here

Simon Hall

**BeActive Partnership
director**

Last year we set up study tours to Denmark and Norway in partnership with the County Sports Partnership Network (CSP), Join In, the Dame Kelly Holmes Trust and the Association of Colleges.

Supported by Erasmus funding, the project focussed on learnings around sports club and volunteer development, which could be applied to delivery in England.

Scandinavian countries are strong on participation, as they put clubs at the heart of the community, which is something we aim to replicate here.

In Scandinavia people feel a sense of responsibility to serve their community which we have lost in some parts of this country: in Copenhagen one in four corporate managers volunteer in sport. Similarly, they're way ahead of us with their tools for community engagement and marketing.

However, we also have some strengths. For example, our partners were learning from us about integrating immigrant communities. We also profiled Sport England's highly successful This Girl Can campaign at a Norwegian conference about women in sport leadership. As a result of the study tours, we've run a campaign with CSP about talking



to volunteers and finding out their motivations for volunteering, which can then be used to market the opportunity to attract more volunteers. We're also helping our partner organisations to develop a more customer-centric approach to their work.

A really productive working relationship has developed since the tours and we've now moved into a pattern of sharing ideas. Also, the different organisations that came on the tours have developed closer links for information sharing.

So often we look within our sector for the answer to challenges so it's great to look beyond that. By learning from others, we can see what we can apply. Similarly we can understand what sort of issues and challenges other countries face.

NEXT STEPS IF YOU WANT TO GET INVOLVED

Skills sharing doesn't have to involve European funding and trips abroad, it can be as simple as finding like-minded organisations online and swapping emails.

If you do want to take it further, however, there are organisations which will help. **The International Sports and Culture Association** has 180

member organisations and was created in 1995 to support cross-border understanding through sport and culture.

The European Non-Governmental Sports Organisation is the voice of voluntary sports organisations in Europe. It leads skills sharing projects as the voice of European sports organisations.

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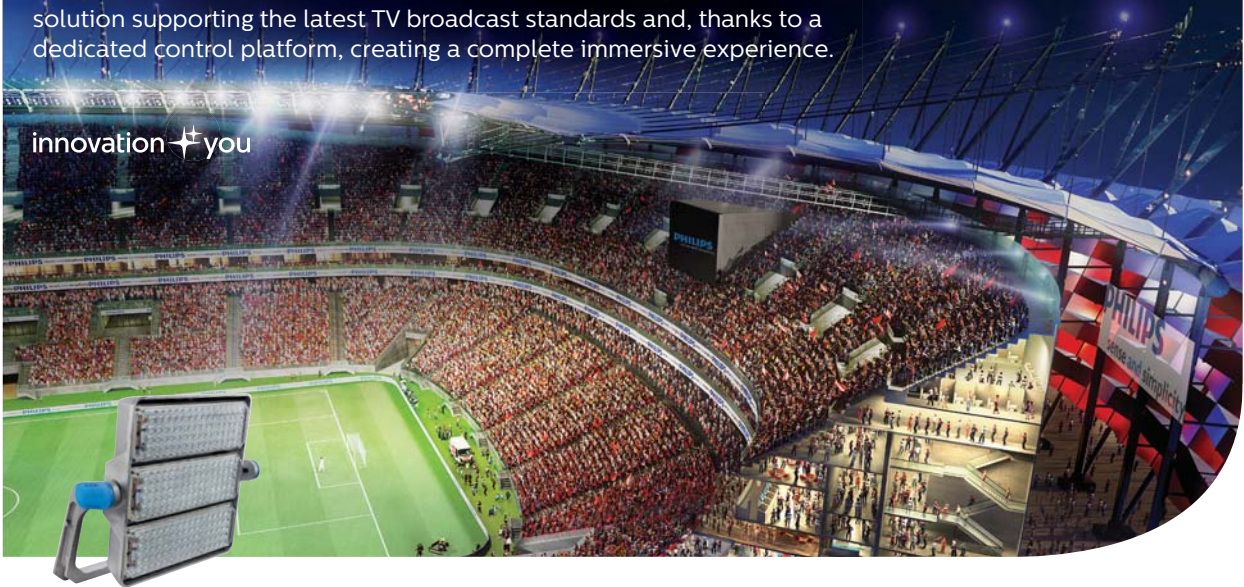
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Sporting Future

Mike Hall from FaulknerBrowns Architects shares his thoughts on the important relationship between sport, education and community

Reflecting on the recently published government strategy, *Sporting Future - A New Strategy for an Active Nation*, it become apparent that the wider social benefits of sport are very much at the top of the political agenda.

The report has been widely consulted upon and subsequently well received by the industry. It places fresh emphasis on joined-up thinking across key government agencies and takes a more holistic view of the powerful social benefits of sport and leisure.

Unfortunately, the document stops short of discussing the key role that facilities can play in the journey to a more active and healthy population.



Mike Hall,
Faulkner Browns
Architects

Typically, sport and leisure buildings have a lifespan of 30 or more years and while the pendulum of Government initiatives may swing from time to time, it's difficult to adapt buildings at the same speed without significant expense. Couple this with the fact that there appears to be no additional funding available and it's hardly surprising that facilities get little mention in the report. Despite the omission, it's possible to speculate on some of the key themes that will arise from this new strategy.

TECHNICAL GUIDANCE

Like many of the recommendations in *Sporting Future*, measurable metrics have a part to play. Sport England technical guidance has been a valuable reference point for clients and design teams involved in new buildings. We need to provide greater focus on the desired outcomes from facilities, rather than focusing on compliance with a narrow set of guidelines.

That said, the use of simple measurement metrics such as throughput figures can be equally misleading, especially when they can be affected by geography and pricing strategy, or where health objectives are focused on a particular target group.

Compelling a new group of users to abandon the couch and jump into a pool is an interesting challenge for all involved in the design and procurement of sport and leisure facilities. However, flexibility and multi-use design are key attributes that should be considered when planning any new facility.

Creating carefully considered internal environments which offer a mixture of activities, including learning opportunities and retail alongside sport and leisure, can – in our experience – help to create a more cohesive customer experience.

Sporting Future is a great challenge for the industry and one in which design can play a major role in helping to achieve social good and providing facilities which truly serve their communities. ●



Design can play a role in providing facilities which truly serve communities

We need greater focus on desired outcomes from each facility



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Prince Harry rallies Invictus challengers

Prince Harry made a surprise visit to the University of Bath last week, to attend the UK Team Trials for the 2016 Invictus Games and to show his support for the athletes.

With under 100 days to go until the games at the ESPN Wide World of Sports at Walt Disney World, Orlando, the 31-year-old royal gave a

rousing address to the assembled athletes.

"You're now ambassadors for the Invictus spirit, and the Invictus shirt," he said. "Wherever you go and whatever you do, take every opportunity to spread the word. The most important thing is to enjoy it, make the most of it and appreciate how much support there is out there for disability sport."



Prince Harry with Cain Berry, performance support manager for the Tennis Foundation

Due to be held from 8 - 12 May, the second Games follow the successful debut event which was staged at London's Queen Elizabeth II Olympic Park in September 2014.

ENCOURAGEMENT

The trials, organised by Help for Heroes, with support from the Ministry of Defence and the Royal British Legion, were hosted at the university over

three days. They saw wounded, injured and sick (WIS) military personnel and veterans compete across 10 sports for one of 100 places on the UK team.

Timing his visit for the first day of the trials, Harry – who co-founded the event in 2014 with Sir Keith Mills – met and supported Invictus Games hopefuls as they tried out for athletics, cycling and track and field events as well as wheelchair tennis.

"The excitement is building, not just here, but also across the pond," said Harry. "You'll be amazed by the amount of support there is out there for you."

POWER OF SPORT

Named after Invictus, the Latin for "unconquered, undefeated" the event was inspired by the Warrior Games, a similar event held in the United States. The first Games were funded in part by the UK Treasury, with money generated by fines imposed on banks as a result of the Libor scandal.

The Invictus Games uses the power of sport to inspire recovery, support rehabilitation and generate a wider understanding of and respect for wounded, injured and sick servicepeople. Following the success of the first event, the Invictus Games Foundation was set up to develop a legacy, select the hosts of future games and oversee their delivery.



Track and field team trials involve people with a range of disabilities





The Invictus Games support wounded, injured and sick military personnel. The event was inspired by the Warrior Games in the US

The first Invictus Games were funded – in part – by the UK Treasury, with money generated by fines imposed on banks as a result of the Libor scandal

Describing the event, Harry said: “These Games shine a spotlight on the ‘unconquerable’ spirit of servicemen and women and their families. We want to build on the success of 2014 and broaden the concept.”

The inaugural Invictus Games attracted 413 competitors from 13 nations: Afghanistan, Australia,

Prince Harry addressed competitors at the Invictus Team Trials in Bath

Canada, Denmark, Estonia, France, Georgia, Germany, Iraq, Italy, Jordan, The Netherlands, New Zealand, The UK and the US. Athletes competed for gold in nine sports over five days. This list will increase to ten this year, including athletics, archery, indoor rowing, powerlifting, road cycling, sitting volleyball, swimming, basketball, rugby, tennis, and triathlon.

More than 79,000 spectators attended the sporting events and opening and closing ceremonies, which were widely covered by the media, with more than 10m viewers watching the Games on the BBC.

As co-founder, Harry spent the entire week at the Games and was actively involved in the organisation. His presence ensuring wide media coverage.

“The Invictus Games is about inspiring people to overcome their challenges and raising awareness of the issues,” he said. “I believe we’ve achieved this, as public support for the Games is phenomenal and the impact it has on competitors is unforgettable.”

The British team for the Invictus Games 2016 will be announced later this month. ●



Turn over: Prince Harry makes a surprise visit

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Game changers

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



Fans will be about to see live TV during sports events

Viuing launches disposable €15 TV screens

Viuing, a technology company based in Barcelona, Spain, has come up with a way of adding to fans' experience of live sports events.

It's developed a disposable device with a built-in screen, offering spectators a live TV feed of the event and giving them an alternative viewpoint of the proceedings.

One of the founders, Marc García, used to work for motorcycle giant Yamaha and often worked at motorsport events. "I used to go to the races all the time," he says, "but given my job, I had access to areas



The disposable devices will cost fans around €15 to buy

that others didn't. One day I decided to watch the race from the stands and realised how little the public can actually see from there."

Once Viuing is opened, the user will begin receiving a TV signal and will be able to see every second of the event, providing further, real-time information and footage with replays.

Viuing utilises RF technology and has a battery power of six hours. Water resistant and recyclable, the €15 devices are being made available at a number of sporting events.

Details: www.viuing.com

Xtraction saves money by repairing artificial pitches

A pioneering approach by Sports Maintenance Services (SMS) has saved Middlesbrough College in the UK an estimated £150,000 by rescuing a 3G artificial sports pitch ruined by recent floods.

The 7,000sq m (75,300sq ft) playing surface seemed destined for landfill after the River Tees in northern England burst its banks and washed over it. An early inspection confirmed that the carpet had been rucked in several places, the sub-base was compromised and some of the rubber infill had been washed away.

A new on-site reclamation and reinstallation process – called **Xtraction** – brought the pitch back to life and halved the cost of replacing it with a new surface. The SMS team cut the carpet's seams, rolled it and separated 320 tonnes of infill from it – all without damaging the existing shock pad underneath.

SMS then reinstalled the entire carpet system, which was later certified as fit to use for matches up to World Rugby standards by Sports Labs testing.

SMS' Jason Lewis-Lamb said: "The monetary saving was impressive, but the real value was in the reuse of materials and the project's sustainability. The economically-friendly Xtraction process prevents waste and eliminate carbon emissions throughout the entire supply chain within the synthetic turf industry."

Details: www.xtraction.com



Xtraction is able to rescue damaged turf



2018 World Cup final to be played on hybrid turf



The new SISGRASS system in place

The football World Cup final will be played on a part-synthetic pitch for the first time in history, after British firm **SIS Pitches** won the contract to lay the surface at Russia's 2018 Luzhniki Stadium venue.

SIS clinched the multi-million pound deal to install its "new grass innovation", known as SISGRASS, in the stadium. The facility will host the opening match and one semi-final of the World Cup.

The grass consists of 95 per cent natural turf, which is reinforced with plastic.

"Footballs haven't been made of leather for a long time and now the grass isn't quite what it seems either, but this new surface actually improves the game," said SIS chief executive George Mullan.

"It's the first time a World Cup final has been played on anything but all-natural grass and we've come a long way to get this system to the pinnacle of world sport."

The patented system was created after SIS Pitches approached Dutch engineers to design a 'giant sewing machine on tracks.' The machine used in the process crawls across a pitch, implanting or stitching laser guided precision rows of 240 million lengths of two-tone green synthetic yarn 180mm deep into the sub-surface.

The surface can take between three and seven times as much use as a regular natural grass pitch – depending on weather – and can be laid in a week.

Details: www.sispitches.com



The company has worked with US tennis star James Blake's cancer charity

A new way to raise funds for sports charities

New York-based **Weinstein Carnegie**, an agency specialising in philanthropy and CSR, is coming up with alternative fundraising methods – with the help of athletes and celebrities.

Rather than inviting stars to speak at an auction or gala dinner, Weinstein Carnegie are matching them to charities.

Explaining the concept, co-founder Harrie Bakst

told *Sports Management*: "We service non-profit organisations, brands and talent, with a specific focus on marketing, fundraising and partnerships.

"Where we differ from others is that we work with and represent the stakeholders – non-profits, brands and talent – under one roof," she said.

"It enables us to understand the different sides of the equation and what the value is for each party."

Initiatives include setting up a celebrity tennis match in the



The tennis court inside Manhattan Armory

Manhattan Armory, persuading one of the world's greatest baseball players to pitch calls at an investment bank and inviting a contemporary artist to produce limited-edition skateboards for the Museum of Modern Art.

The agency also develops strategies for athletes' charities – such as tennis player James Blake's cancer charity and NYC Marathon organiser Mary Wittenberg's work to improve opportunities for women in sport.

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SAPCA briefing

Much of SAPCA's work is underpinned by its technical programme, which draws on industry knowledge to develop new guidance and standards. Chris Trickey, SAPCA CEO, gives an overview of the key areas of work for the year ahead

1. Standards

As well as producing its own specific codes of practice, SAPCA is involved in developing and updating a number of British and European Standards.

On this front, work is nearing completion on the review of the standard for indoor sports floors, which should be published later this year. A new specification for synthetic turf used indoors will also be updated, setting new requirements for the performance, quality and durability of shockpads.



Chris Trickey,
SAPCA CEO

heavy weather. The findings of the study will improve the future design of drainage systems for pitches.

Another research project is taking place at the Crownpoint Athletics Track in Scotland, exploring the viability of a synthetic turf being able to withstand the impacts of hammer and javelin – allowing its use in the infield areas of an athletics track.

3. Recycling

The issue of recycling synthetic surfaces is of increasing importance and SAPCA has formed a Recycling Working Group to coordinate work in this area. Guidance notes have been provided to SAPCA members on the legal aspects of the handling and disposal of waste and work will continue during 2016 to identify and examine alternative solutions for the reuse and recycling of products.

2. Research

SAPCA has been working on a three-year project with technical teams at Loughborough University, which will lead to improvements in the drainage of both natural and synthetic sports pitches.

Laboratory models and mathematical modelling were used to predict how pitch systems perform in

4. Maintenance

There's no such thing as a maintenance-free sports surface and SAPCA is keen to ensure that all facility owners and managers should have access to high quality information and advice on upkeep and servicing. Accordingly, SAPCA has recently formed a new Maintenance Working Group to review and update guidance on maintenance.

The existing SAPCA Code of Practice on maintenance will be enhanced, to produce a dedicated new section of the SAPCA website, which will provide a valuable resource covering requirements for different surfaces and the selection of maintenance equipment.

To access technical information provided by SAPCA visit the Technical Guidance section of the website, www.sapca.org.uk

Technical Guidance

In 2016, SAPCA will update its Codes of Practice on:

- Multi-use games areas
- Athletics tracks
- Synthetic turf pitches
- Natural sports turf surfaces
- Sub-bases for outdoor synthetic surfaces
- Outdoor lighting
- Sports facility equipment



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The Sports and Play Construction

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

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

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

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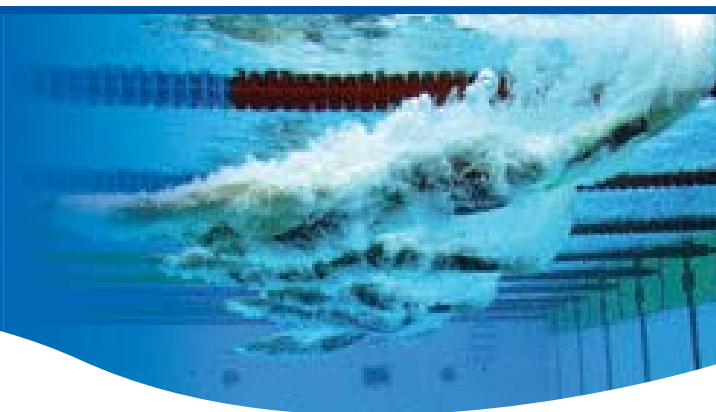
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Location: London / Bromsgrove, UK

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- Proven ability to lead and manage teams to deliver strategy
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- Have a sound understanding of the aquatics industry within England
- Proven ability to lead and manage teams to deliver strategy
- Be commercially aware with the ability to influence stakeholders and operators
- Be a strong communicator, able to forge good working relationships with both internal and external stakeholders

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Location: Herts (with travel throughout the UK)
Salary: £18,000 - £22,500 + expenses

The contract will begin in April/May and run until the end of September on a full time basis. The exact start date can be agreed with the successful applicant.

Swim Safety is looking for a bright & enthusiastic individual to join us for the 2016 Summer season as part of our core team. You'll get an insight into the workings of a small, niche company providing water safety management & consultancy services to the events industry.

The Role

To manage the water safety at a portfolio of mass participation events, largely open water swims & triathlons, some of which can expect to see several thousand participants. This includes pre-event planning & communication, operational delivery & post event debriefing and follow-up. All of which must be delivered to the company's existing high standards.

As part of the role, you'll be required to undertake a wide variety of tasks, including but not limited to preparing written documentation for events, undertaking site visits, recruiting & liaising with personnel to join our water safety teams for specific events & preparing & maintaining equipment. Budgeting will be a key part of the role; the ability to ensure events are delivered within budget is essential.

To apply use the following link - <http://lei.sr?a=w4g1n>



Sports Events Officer

Salary: £30,978 to £34,746

Nottingham City Council is looking to appoint a passionate, experienced and dynamic individual to lead the delivery of major sporting events in the city.

We are interested in hearing from individuals who can:

- Manage a diverse portfolio of high class sporting events
- Grow the Nottingham 'offer', building on Nottingham's reputation as a national leader in sporting events
- Bring their creativity and energy to inspire and engage partners, communities and the city.

You could be part of England's official Home of Sport! In 2015 Nottingham was voted the country's Home of Sport through Visit England's campaign, and it's an accolade that is well deserved.

With a proud sporting heritage, Nottingham is currently the UK's first City of Football, and has more sporting venues per head than any other city in Europe. The city offers a diverse range of sports including ice skating, archery, rugby, football, tennis, water-sports, ice hockey, cricket and croquet.

Join our talented and ambitious team, and be part of Nottingham's world-class sporting offer. If you believe you have the qualities and experience to take on this exciting role we would like to hear from you.

To arrange an informal and confidential discussion, please call Nigel Hawkins on 0115 876 4969.

To Apply for this role please click on <http://lei.sr?a=A4C4i>

CLOSING DATE FOR APPLICATIONS: 17/2/2016



**Nottingham
City Council**

Sales Director

Salary: c£60,000 with OTE and benefits
Location: Worcester, United Kingdom



Parkwood Leisure is one of the most successful UK leisure services provider, currently operating 87 mixed facilities on behalf of 26 Local Authority partners across England and Wales.

The Sales Director is an exciting new role within Parkwood Leisure, designed to focus and strengthen the sales culture and to develop growth from the core revenue streams within the organisation. Reporting to the Director of Sales and Marketing, the post holder will take full responsibility for achieving the national sales targets that underpin business growth and profitability.

As a member of the senior management team, the Sales Director will be required to make a real difference to the organisation. They will be involved in high-level sales strategy, whilst remaining hands on and personally involved in motivating and leading each of the local sales teams.

Candidates looking for an exciting and progressive career should send a CV and cover letter to Lucy Clayton-Smith, HR Assistant, Parkwood Leisure, Attwood House, John Comyn Drive, Droitwich Road, Worcester WR3 7NS or apply online.

Closing date: 15 Feb 2016

MORE INFORMATION CLICK LINK - <http://lei.sr?a=q9t2F>



leisurecentre.com



General Manager

Salary: Competitive
Company: Jump Arena
Location: Luton, United Kingdom



ABOUT OUR COMPANY

Double your excitement, the bouncy trampolines are here to give you a thrill ride. Our wide range of activities are way too special to be missed. With over 50 interconnected trampolines, you will just be seen bouncing off the walls. Sounds crazy! Our indoor parks boast of dodgeball courts, free jumping foam pits, basketball hoops and much more.

We are looking for a **General Manager** to operate and manage our new indoor trampoline park in and Luton.

For more information got to www.leisureopportunities.com or click link below.

CLOSING DATE: 20 FEB 2016

APPLY: <http://lei.sr?a=z9EOo>

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Custom designed affordable sports facilities

The design flexibility, speed of on-site construction and cost effective operation of Rubb sports buildings can help your organisation meet its goals with a competitive edge.

- Relocatable
- Extendable
- Quality materials
- Bright open space
- Clear spans
- Custom designs
- Fast project times
- Affordable
- Fire safety benefits

