

SPORTS

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Rio 2016 Olympic Games special

UK Sport's Simon Timson

“We’ve got 79 really good shots at winning medals in Rio” p10

Inside the Rio 2016 masterplan with AECOM’s Bill Hanway p34

Olympic venues in focus p40



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Keeping faith with the Olympic vision

The Olympic Games is the only event which brings the whole world together to spend positive time playing, sharing and battling for excellence within the context of fair rules. Protecting its integrity has never been more vital

defy anyone to watch an Olympic opening ceremony without a tear or a lump in their throat. Doubts and cynicism melt away in the presence of the athletes, who have devoted such honest, passionate effort to their endeavours.

It's this uplifting spirit which means the Olympic Games continues to delight and amaze, in spite of the commercialisation and battle we have with cheating.

In this issue of *Sports Management* we celebrate Rio 2016 and focus on the people and facilities that have contributed to the UK's participation.

The Olympic Games is the only event that brings the world together to spend time playing in a spirit of peace – men and women, the able bodied and those with disabilities and from almost every nation.

It's something we sorely need at this time when the negatives are threatening to overwhelm the positives. We must guard the Olympics' from the bad intentions which are harming humanity in other arenas. They're precious and must be protected.

Sporting ethics have been headline news for weeks in the run up to Rio, as the international community wrestles with state-sponsored cheating by Russia.

Cheating in sport is an age-old problem, but the commercial value of an Olympic medal, the rise of nationalism and advances in the science of doping, mean it's never been easier to cheat and that the incentives to do so have never been greater.

But although it's the high profile cases which make the headlines, cheating is a continuum and everyone involved can contribute to keeping sport honest, from the grassroots up, by setting and enforcing fair rules.



“

We've heard evidence that athletes are being encouraged to abuse laxatives to lose weight

Much of it is about intention – are we playing by the letter AND the spirit of the law?

We heard evidence recently that athletes training for sports where competition is in weight bands, are being encouraged to abuse laxatives to get their weight down and this is leading to infertility problem in women. The fact coaches are involved, means they're harming those in their charge.

Sport can be a bringer of joy and health, but the actions involved in cheating can destroy lives. This matters at every level, because it feeds its way up.

We have to keep sport clean and the governance of sports bodies needs to be routinely checked to ensure this is the case at every level, not just at the top.

The UK's new sport Code of Governance, due to be published in September, will create a solid foundation and set expectations for sports organisations, to enable them to earn the trust of funders, athletes and stakeholders. It can't come soon enough.

LIZ TERRY, EDITOR, SPORTS MANAGEMENT

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HAVE YOUR SAY

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



Sport can play a role in improving lives of deafblind people

Sense is committed to making sure that deafblind people can live full, independent lives, which is why it's so important to us that we can start creating pathways that open up the joys of sport and physical activity to the people we support.

The UK's growing deafblind population are amongst the hardest to reach and most vulnerable in the disability sector, with an estimated 300,000 people with a combination of sight and hearing loss living in England alone.

Engaging in sport opens up a whole range of social benefits, such as increased confidence, a boost to self-esteem and the chance to make new friends, but for someone who is deafblind the barriers to participating

in physical sport are often complex and difficult to overcome.

Sport can play a key role in improving lives and we've seen first-hand the effect physical activity can have on helping to reduce isolation and build community connections for those we support.

Senses such as touch and smell are heightened with the loss of sight and hearing, so for many deafblind people just the opportunity to encounter a new environment such as a sports centre, park or swimming pool can be an incredibly powerful and rewarding experience.

Alongside Sport England, deafblind charity, Sense, is working to deliver innovative programmes to increase the amount of sport and physical activity opportunities available to people with

sight and hearing loss. We've been able to open up a range of different accessible sports activities, such as yoga, rock climbing, swimming and cycling, for deafblind people in London and the Midlands to enjoy. We've also been developing bespoke training workshops for sports coaches and support workers so that people feel empowered and equipped to offer sports sessions to people with sight and hearing loss.

Together we're committed to making sure that the barriers that prevent deafblind people from being active are removed and that everyone is able to reap the rewards of sporting activity.

Ian Carpenter,
National Sport Manager, Sense





“It’s eight years since we prepared for a summer Games overseas, so this has been a very different experience from London”

**Mark England,
chef de mission, Team GB**

Mark England was appointed chef de mission of Team GB in April 2014, shortly after the Sochi Winter Olympic Games. His first major event in the new role came last year, when he successfully steered British athletes at the inaugural European Games at Baku.

This summer, he will be the man ultimately responsible for everything running smoothly for Team GB athletes during the Rio 2016 Olympic Games. Organising everything from training facilities to travel arrangements on the other side of the world can be a tough task, but England has plenty of experience. Before accepting the top role, England served as deputy chef de mission at the last six Olympic Games, including London 2012.

DIRECTION OF TRAVEL

England acknowledges that this year’s Games – nearly 6,000 miles from home – will be very different from the London Games on home soil four years ago. There are hints, however, that Team GB travels well.

England led Team GB during the 2015 European Games in Baku

“2015 saw a tremendously successful Team GB performance at the Baku European Games, where we finished third on the medal table behind Russia and the hosts Azerbaijan,” he says.

“We came away from Baku in better shape in qualifying athletes for Rio and, just as importantly, those Games helped instil the knowledge across British athletes of what it means to be part of Team GB, and how special it is to be part of that multi-Games environment.

“We’ve had impressive performances last year across a range of Olympic sports. Look at the gymnastics World Championships in Glasgow, where British Gymnasts won five medals – a fantastic achievement.

“Extensive planning for Rio has been underway since the London Games. We’ve got a great preparation camp in Belo Horizonte and we’ve already taken our team leaders there on several occasions.

“Our goal is to give these athletes every bit of support they need to be successful and that is all about detailed planning. It’s eight years since we



Team GB athletes have done their preparation in Belo Horizonte

prepared for a summer Games overseas, so this has been a very different experience from London.”

GETTING READY

Among England’s responsibilities has been to ensure that the facilities in which final preparations are made in Rio are up to scratch. After assessing all options, Team GB opted for private training facilities and will use two separate locations – The British School and the Clube de Regatas do Flamengo (CRF).

The British School, an English-speaking independent school based across the city of Rio de Janeiro, will allow Team GB use of its Barra site, located just 8km from the Olympic Village.

As well as training facilities for a host of sports – including a 25m swimming pool, 3G artificial pitch and multi-use sports hall – the school will also provide key medical, physio and operational areas as well as housing media and the friends and family of athletes.

The British School is part of Team GB’s partnership with UK Sport and the National Lottery Fund to provide a preparation camp which also includes operations at the city of Belo Horizonte, where the majority of sports will have their pre-Games base before flying into Rio for the Games themselves.

The CRF, sitting adjacent to the Lagoa Rodrigo de Freitas in the Copacabana cluster, will offer training

and will act as a key base for the rowing and canoe sprint athletes, who will compete out on the Lagoa once the Games get going.

“Being able to offer high quality dedicated training facilities close to Olympic sites is a fantastic performance gain for Team GB and our athletes,” England says.

“We saw at London 2012 how these dedicated sites helped tweak those crucial final preparations for the team and we’re delighted to be able to offer similar facilities at an away Games in Rio.

“Both The British School and the Clube de Regatas do Flamengo have been incredibly helpful in our preparations for the Games.” ●

Athletes will use training facilities at the British School, which is based in Rio





“Our system is the envy of the world and copycats are springing up everywhere – we’ve got to respond”

**Simon Timson,
UK Sport director of performance**

“We’ve got 79 really good shots at winning medals in Rio,” says UK Sport director of performance Simon Timson. “It will be a challenge to convert all of them, but I think we can confidently say that we would be disappointed with anything less than 48 medals.”

Forty-eight is the magic number for Timson and UK Sport, which is aiming to beat the Beijing 2008 Olympics medal haul of 47 to produce the best-ever away Games for Team GB in Brazil this year.

Following four years of work “refining and refining” medal target ranges based on information and data – as well as detailed conversations with performance directors in individual sports – the quango has come up with a goal of achieving between 47 and 79 medals over 21 sports.

While gaining 48 medals would be a significant achievement, getting closer to the top echelons of the range could be a watershed moment for British sport. If Team GB wins 66 medals or more, it will surpass the 65 won during the London 2012 Games,

Timson joined UK Sport from the ECB in 2013 –and will join the LTA in November

making Britain the first nation to achieve more podium finishes after hosting the Games.

Timson is cautiously optimistic that the level could be attainable, highlighting a “real strength in depth in the high performance systems” which could deliver the marginal gains needed to push those not expected to win medals onto the podium.

“At least 20 of our athletes are expected to finish fourth, which is the second-highest number behind the US and significantly more than our closest rivals,” he explains. “There’s a fingernail difference between bronze and no medal in a number of sports and I think that will see us convert a number of those fourth places into medals in Rio.”

GREAT EXPECTATIONS

The landscape looks even brighter for the Paralympic athletes travelling to Rio this summer, with a London-bettering 121 medals expected over the course of the Games.

Expectations are high and rightly so, after £350m has been ploughed into Olympic sport over the past four



years. Timson will also be keen for the team to do well, considering the Games will be his swansong as UK Sport's performance chief as he gets ready for a move to the Lawn Tennis Association (LTA) in November. However, Timson insists he is feeling "no pressure personally" and that he won't be thinking about tennis until the Olympics and Paralympics are over.

He adds: "It's the athletes that have been training and striving to make the Games and succeed at the Games. They've worked their socks off for at least the last four years and we should be celebrating them – all we can expect of them is to deliver their best on the day and try to fulfil their true potential."

SUSTAINABLE PLATFORM

Timson arrived at UK Sport from the England and Wales Cricket Board in 2013, less than a year after the success of London 2012, and has endeavoured to keep that momentum going looking at Rio and beyond.

He tells *Sports Management* that he is proud of helping to "put high performance sport in the UK on a sustainable platform for the long-term future", explaining his three areas of focus to achieve this.

"The first thing is we continued to make long-term investment decisions over eight years and done a lot of work to educate sports and coaches about attracting and nurturing talent," he says. "Secondly, we now make more evidence and fact-based decisions – rather than make assumptions – and thirdly we don't allow our investment processes to be emotionally hijacked by what does or doesn't happen at the Games."

While cycling, athletics and rowing have been earmarked as potential big winners for Team GB in Rio – with maximum targets of 10, nine and eight medals



Timson expects Team GB's rowing squad to do well at Rio 2016

British athletes achieved 65 medals at London 2012 and 47 at Beijing 2008

respectively – Timson believes the system will allow other sports to flourish in the run-up to Tokyo 2020.

In January Timson told *Sports Management* that he expects a renaissance of swimming and gymnastics in four years time, and he now adds shooting to the list.

"We should be focusing on ensuring an ever stronger and sustainable platform for the sports we currently invest in. I think sports like shooting have a particularly exciting future because of what they've done in the eight-year pathway in terms of attracting talent to its programme and nurturing it," says Timson.

RETAINING MOMENTUM

Despite such an encouraging landscape in elite British sport, Timson has identified challenges for his successor in maintaining and growing the success.

"Athletes are our greatest asset and we can never take them for granted," he says. "We need to ensure we don't only have daily training regimes that provide world-class facilities, but ones that provide world-class environments. High performance sport is very demanding, but that doesn't mean the environments can't be highly supportive, fun and enjoyable."

"We also have to try and maintain the investment, because if we cannot continue to support a broad range of sports with world-class coaching, science, medicine, technology and equipment then others will. Our system has been the envy of the world for the last eight years and copycat systems are springing up all over the world – in Australia, Canada and New Zealand – so it's going to get harder to succeed and we've got to respond to that." ●



Nuzman was a member of Brazil's volleyball team at Tokyo 1964



XINHUA/SPA USA/PA IMAGES

“The Olympics will boost development not only in Rio, but all over Brazil. The Games will make an entire nation’s dream come true”

Carlos Arthur Nuzman, president of the Rio 2016 Olympic Games Organising Committee

Described as the “Seb Coe of Brazil”, Carlos Arthur Nuzman is an experienced sports administrator who combines highly polished political nous with an understanding of what it takes to compete at elite level. A lawyer by profession, Nuzman was a key member of the Brazilian volleyball team at the 1964 Tokyo Summer Games.

After a 15-year playing career, Nuzman’s first taste of sports administration came when he was named president of the Brazilian Volleyball Confederation (CBV) in 1975 – a role he held for twenty years. During

his time at CVB, he oversaw the golden era of Brazilian volleyball, which culminated in the men’s team winning Olympic gold at the 1992 Barcelona Games.

OLYMPIC APPOINTMENT

Nuzman’s successful reign steering the CVB didn’t go unnoticed and in 1995 he was appointed president of the Brazilian Olympic Committee (COB). In his new role, the ambitious Nuzman set out to convince the Brazilian government that hosting the Olympic Games would benefit not just sport, but also raise the nation’s profile on the global stage and provide a



boost to its aspirations of becoming an economic powerhouse.

After two failed bids (Rio was a candidate city for the 2004 and 2012 Games) the Nuzman-led Rio bid team proved that third time can indeed be lucky. On 2 October 2009 the International Olympic Committee announced Rio as host of the 2016 Games and Nuzman went, overnight, from leader of a bid city to president of the Organising Committee of the 2016 Olympic Games.

GAMES WITH BENEFITS

A month before the Games, Nuzman's views remain pretty much the same that they were more than two decades ago, when he first set out on the long journey to secure them. "Rio 2016 will bring opportunities and benefits to society as well as unprecedented improvements in urban development," Nuzman says.

"It will boost development not only in Rio de Janeiro, but all over Brazil. The Games will make an entire nation's dream come true."

He is convinced that the Rio Games – the first ever Olympics to be held in South America – will also benefit the Olympic family, by introducing it to a new continent and by proving that smaller nations can deliver successful, smaller scale Olympics.

"Rio fought for the honour of being an Olympic city because we wanted to expand the frontiers of the Olympic movement," Nuzman says. "We wanted the first Games in Brazil, in South America, so people could witness Olympic history in a new region of the world."

"The Rio Games will also be on a smaller scale than previous ones – such as Beijing 2008 and London 2012 – as we understood that we shouldn't try and repeat the giant scale of those Games. With Rio, the Games have to return to a previous time, when it was possible for cities and countries in any region of the world to become hosts."

POLITICS AND SPORT

Nuzman is confident that there is one aspect of the 2016 Games which will be on a par with London, however – the creation of a lasting legacy post-



The Olympic Torch has been all over Brazil on its final stretch to Rio

Games. A large area of Rio's landscape has already been transformed by Olympic infrastructure and, says Nuzman, there won't be any white elephants.

"We decided to organise Games that are economically sustainable and in keeping with current global conditions," he says. "We are committed to the transformation of Rio because, for us, the core mission of the Games is to deliver a tangible legacy."

The well documented economic difficulties, which have led to a deep recession and resulted in the governor of Rio declaring a "state of financial emergency" just 49 days before the beginning of the Games, haven't deterred Nuzman either.

"The Games will confirm that Brazil will always come out of trouble stronger than before," he says. "We will put on a great Games and Rio 2016 will help our people to feel more confident."

For Nuzman, the Olympics epitomise how sport and politics can be equally effective in delivering positive change. "Sport and diplomacy share values and contribute to social equality in the same magic way," he says. "For me, the power of words equals the explosion of energy of an athlete in crucial moments of competition and the grit and determination of an Olympian equals the stamina of a negotiator."

"Sport and diplomacy, in their respective moments, have halted wars."

The Rio 2016 Olympic Games will run from 5 August, the date of the opening ceremony, until the last day of competition on 21 August. ●



POLICY

Crouch retained as sports minister

Tracey Crouch survived a round of ministerial changes made by new prime minister Theresa May, keeping her portfolio of sport, tourism and heritage.

After succeeding David Cameron, the former home secretary moved quickly to assemble her top team which disposed of many of the old cabinet, including former culture secretary John Whittingdale, who worked alongside Crouch at the Department of Culture, Media and Sport (DCMS). He was replaced by Staffordshire Moorlands MP Karen Bradley.

“I’m absolutely delighted to be staying on as sport, tourism and heritage minister”



PAUL HARDING/PA ARCHIVE/PRESS ASSOCIATION IMAGES

▲ The Chatham and Aylesford MP was first appointed as sports minister in May 2015

Crouch – who was appointed last May – was responsible for delivering the government’s *Sporting Future* strategy, the first piece of sports policy in over a decade which puts wellbeing and society at the heart of the desired targets.

“Absolutely delighted to be staying on as sports minister,” said Crouch via Twitter.

Separately, the DCMS has been meeting with arms-length bodies, such as Sport England and UK Sport, to reassure them that there will not be any “immediate changes” regarding funding in light of Brexit, despite the expectation that the vote will have an impact on public finances.

Read more: <http://lei.sr?a=t0q2K>

Sport England commits to This Girl Can campaign until at least 2020

Sport England has committed to investing in its This Girl Can campaign for at least another four years after recording a spike in female participation figures.

According to the quango’s 2015-16 annual report, its board has agreed to persevere with the campaign until 2020, subject to permission from the Department of Culture, Media and Sport (DCMS).

In 2015-16 Sport England spent £3.1m (US\$4m, €3.6m) on the campaign, with £2.7m (US\$3.5m, €3.2m) going on marketing spend.

The report highlighted a quantitative survey, conducted by TNS/BMRB, which found that 2.8m women had participated in physical activity as a result of the campaign, with 1.6m of those claiming that they had started, or restarted, exercising.

Sport England’s latest *Active People Survey* recorded 148,700 more women being active for at least 30 minutes once a week, every week, closing the gender gap slightly, while 8,000 organisations have signed up as This Girl Can supporters.

Read more: <http://lei.sr?a=D7p6H>



▲ Sport England CEO Jennie Price



STEVE PASTON/PA WIRE/PRESS ASSOCIATION IMAGES



▲ Andy Murray lifted his second Wimbledon championship earlier this summer

LTA to renovate public tennis courts

The Lawn Tennis Association (LTA) will renovate several park courts as it attempts to grow participation following a stellar Wimbledon for British athletes.

Thirty-four sites are being renovated with more to follow as the LTA looks to capitalise on a period of success following the triumphs of Andy Murray, Heather Watson, Gordon Reid and Jordanne Whaley.

Working with grassroots charity Tennis For Free (TFF) and local authorities, the governing body will roll out schemes such as free 'walk on and play' classes and sessions for schools and local clubs.

Alastair Marks, director of participation at the LTA, said the organisations were

"A strong element of free access to park courts is essential in growing participation"

working to raise additional funds to roll the project out further.

"A strong element of free access to park courts is essential in growing participation," added Marks. "We are committed to giving people the opportunity to experience a free, fun and engaging programme."

Read more: <http://lei.sr?a=G2o0e>

Football Association nominates Greg Clarke as new chair

Former Football League chair Greg Clarke has been nominated to replace the outgoing Greg Dyke as chair of the Football Association (FA).

The former Leicester City chair stood down from his position at the



▲ Former Football League chief Clarke

Football League last month and will join the FA during a difficult period for the organisation, following a poor showing by the England team during Euro 2016.

Read more: <http://lei.sr?a=d0H6R>

ANDREW MATTHEWS/PA WIRE/PRESS ASSOCIATION IMAGES

NEWS IN BRIEF



▲ Premiership champion Saracens

Multi-million pound fund for grassroots rugby

Community rugby and the academies of professional rugby clubs will receive fresh investment following a new £200m+ agreement signed between the Rugby Football Union (RFU) and Premiership Rugby.

The pair have committed to a "multi-million pound community programme" as part of an eight-year revenue share deal.

Read more: <http://lei.sr?a=U4Z2R>

MP lobbies for squash's Olympic inclusion

The government has been asked to lobby for the inclusion of squash as an Olympic sport.

During a passionate speech in Westminster Hall, Neath MP and former Welsh number one Christina Rees said that the sport's exclusion was a "complete mystery", highlighting its international reach.

While sports minister Tracey Crouch agreed that Olympic inclusion would be a "great showcase to help grow the sport further" she conceded that it was "inappropriate" for national governments to become involved in the process of lobbying for individual sports.

Read more: <http://lei.sr?a=f6L2u>

NEWS IN BRIEF



▲ Lack of activity costs billions

New physical activity resource published

People living in the UK are likely to be 35 per cent less active in 2030 than they were in the 1960s – unless current trends of increases in inactivity are reversed.

The warning comes from Public Health England (PHE), in the latest edition of its *Health matters: getting every adult active every day* guidance document – a resource designed for health professionals and local authorities looking to encourage more people to become physically active.

In the guidance, PHE calls for renewed efforts to promote physical activity as an integral part of having a healthy lifestyle.

“Lack of physical activity is costing the UK an estimated £7.4bn a year, including £0.9bn to the NHS alone,” the report says.

“Persuading inactive people (those doing less than 30 minutes per week) to become more active could prevent one in ten cases of stroke and heart disease in the UK and one in six deaths from any cause.”

Among the report’s recommendations is the urge to “normalise” physical activity, as people are more likely to be active if their friends and peers are also taking part regularly.

Read more: <http://lei.sr?a=h7z9P>



▲ Ken Skates said that improved sports facilities would allow Wales to host more events

Wales Commonwealth bid scrapped

The Welsh government is drawing up plans to build more elite sports facilities despite conceding defeat in its bid to host the 2026 Commonwealth Games.

While delivering the “disappointing” news about the Games, economy and infrastructure secretary Ken Skates fired the starting gun on a wide-ranging review of the nation’s sporting infrastructure with a “view to increasing our spread of world-class venues”.

“Such venues would benefit the local community and the elite athlete, while

also increasing our capacity to host major events,” said the Labour minister.

Skates said that despite in-depth feasibility work undertaken to scope out the viability of the Games, its cost – which the government said would have been between £1.32bn (US\$1.73bn, €1.58bn) and £1.54bn (US\$2bn, €1.84bn) – was too much of a financial commitment, particularly in light of Britain leaving the European Union.

However, Skates’ concerns were queried by secretary of state for Wales, Alun Cairns, who said that despite uncertainties surrounding Brexit the economic benefits of hosting the Commonwealth Games were “vast”.

“Now is the time to pursue the large economic prizes for Wales,” he said.

Read more: <http://lei.sr?a=Y0B5C>

“Such venues would benefit the local community and increase capacity to host major events”

Link between female career progression and sport studied

Women in Sport has received backing from Investec to publish a report examining the role sport plays in

progressing the careers of female professionals. *Sport for Success* will look at the the skills and qualities women

can develop playing sport which can lead to opportunities at work.

Read more: <http://lei.sr?a=g0D2v>



Turn over: LTA to invest in public tennis courts following Wimbledon success



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GOVERNANCE

Preparation at the heart of BPA plan

The British Paralympic Committee (BPA) has published its latest five-year strategy, which places the emphasis on continued elite success and principles of good governance.

Inspiring Excellence covers the five-year period between 2016 and 2021, taking into account planning for the upcoming Rio 2016 Paralympics.

The strategy has highlighted four areas of priority: delivering a 'best prepared' approach to the Paralympic Games; to positively influence the

"We want to use the lessons of previous Games to ensure we are best prepared"



▲ Paralympics 2012 gold medallists David Smith and Naomi Riches

impact of the Paralympic movement; to demonstrate the power of the Paralympic brand; and an effective governance structure.

Of the former, the document reveals the aim of developing an "optimal Games preparation strategy" which helps athletes perform to their peak.

Tim Hollingsworth, BPA chief executive, said the strategy was designed to "use lessons learned from London, Sochi and Rio in order to ensure that we are best prepared for the challenges and opportunities of competing over the next four years".

Read more: <http://lei.sr?a=s9X9D>



▲ Ex-England star Maggie Alphonsi

Female 15-a-side rugby players turn professional

Elite English female rugby players taking part in the 15-a-side game will be handed professional contracts for the first time as the Rugby Football Union (RFU) aims for more World Cup success.

From the 2016/17 season, 48 players will be signed on professional terms.

Read more: <http://lei.sr?a=G8h6u>

Aberdeen FC stadium plan hits opposition

A group opposed to the development of Aberdeen Football Club's proposed new stadium has claimed the project will cause negative environmental impacts and produce very little value to the city's local economy.

The 'Say No to Kingsford Stadium' group has set up an online campaign where it is trying to raise £3,000 (US\$3,969, €3,593) in donations to commission research via environmental, planning and traffic consultants to assess the impact of the new stadium development.



▲ Aberdeen CEO Duncan Fraser

Last month, the Scottish Premiership team revealed its plans to apply for planning permission in the Kingsford part of the city after originally plumping for Loirston. The proposed development

will include a new stadium, a community and sports campus and an academy.

Chief executive Duncan Fraser had said the project would "deliver wider economic and social benefits to the region", but the claims have been queried by the group.

A consultation period for the project has begun in which supporters, local residents and other stakeholders will be able to air their views.

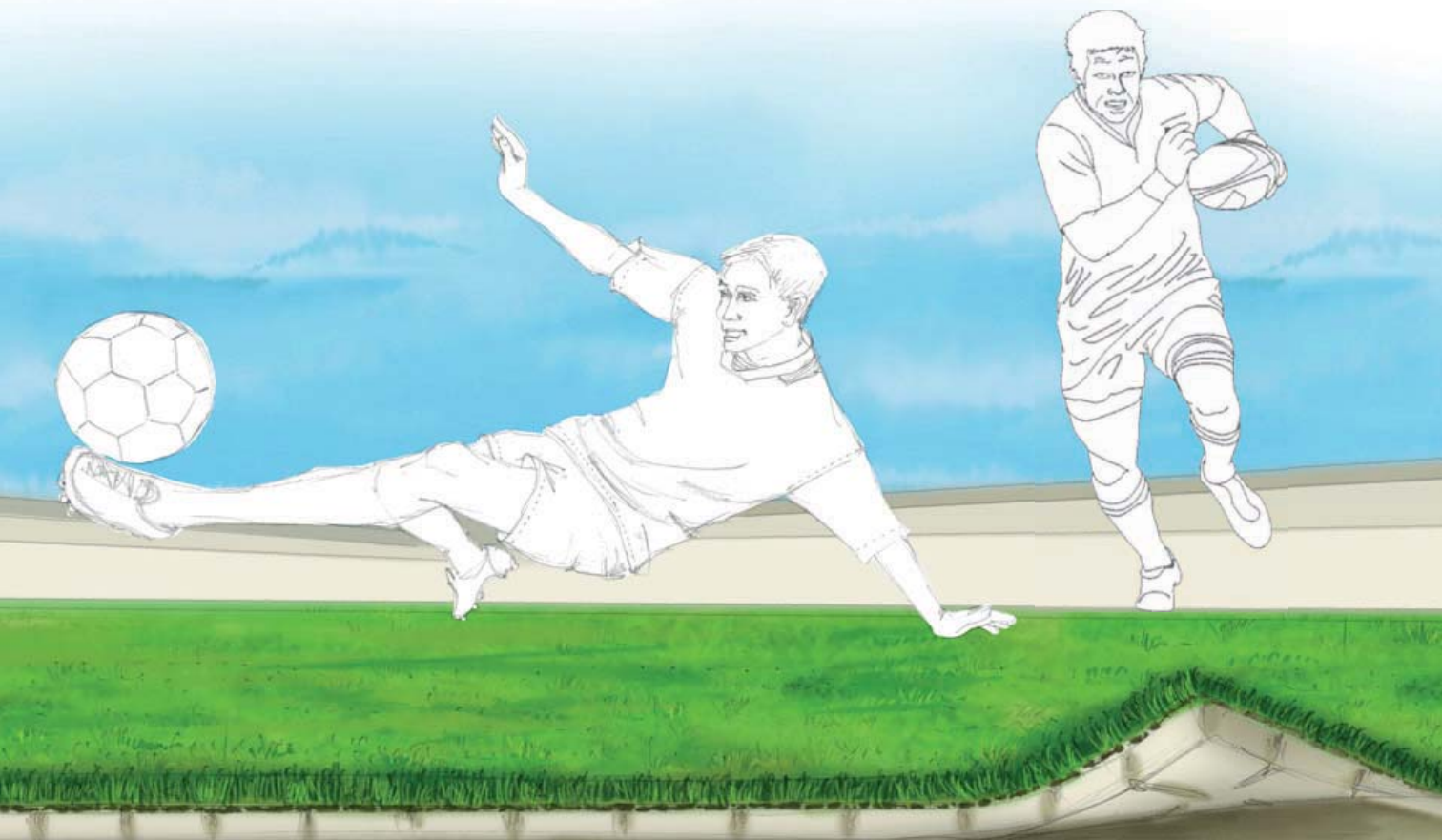
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ELITE SPORT

UK Sport sets Olympic targets

UK Sport has set out its medal ambitions ahead of the Rio 2016 Olympic Games, with the aim of achieving its best ever Olympics performance on foreign soil and to better the Paralympic medal haul from London 2012.

Having initially aimed to become the first host nation to win more Olympic medals at the next Games post-hosting, UK Sport has sought to temper these ambitions by aiming for 47-79 Olympic medals. Outstripping the London 2012 Olympic medal haul of 65 medals

“The targets announced show we are on track to make history once again”



▲ Team GB won 65 medals in 2012 and 47 medals at the Beijing 2008 Olympics

remains a possibility, but a best overseas showing “is a more probable target.”

There is no such caution with the Paralympic medal target however, with UK Sport aiming for a significant improvement on the 120 Paralympic medals won at London 2012. “Our vision at UK Sport is to inspire the

nation through Olympic and Paralympic success, and thanks to the ongoing backing of our government and National Lottery players, the targets announced show we are on track to make history once again,” said Rod Carr, chair of UK Sport.

Read more: <http://lei.sr?a=l4s5u>

Diverse athletes to benefit from UK Sport talent identification campaign

UK Sport’s latest talent identification process will open the door to more young athletes from deprived and ethnic minority backgrounds, according to chief executive Liz Nicholl.

Nicholl says the quango’s #DiscoverYour Gold campaign (see page 52) – which invites young athletes to take part in a selection process after filling in an application form – opens the playing field to a wider section of society by handing the initiative to the potential athlete.

Rather than going through the traditional selection route of a representing a



▲ Nicholl: There will be a rise in BAME funded athletes

club or university, talented individuals are able to proactively declare their interest in the scheme where they are then assessed on their ability, psychology

and genetics, before UK Sport decides whether they should be chosen to train for an Olympic discipline.

UK Sport’s 2015-16 annual report figures revealed

that only 10 per cent of the 1,268 athletes funded by the quango over the 12 months were from a black, Asian or ethnic minority (BAME) backgrounds, below the national population average of 13 per cent.

Talking to *Sports Management* at the launch of the campaign in July, Nicholl said there was “absolutely no question” that the proportion of BAME talent would rise with the implementation of campaigns such as #DiscoverYour Gold.

Read more: <http://lei.sr?a=Z7g4F>



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FACILITIES

Forest Green Rovers and the 'world's first' eco-stadium

Club owner and chair Dale Vince talks about the final leg of the stadium development's design competition

The owner of National League football team Forest Green Rovers hopes the club's ambitious stadium plans will act as a catalyst for the development of more eco-friendly sports facilities.

After tending out a brief to design the stadium earlier this year, Dale Vince and the Forest Green board have whittled the competition down to two firms – Glenn Howells and Zaha Hadid – from an original pool of 60.

Talking to *Sports Management*, Vince credited both designs as being economically and environmentally sustainable and called the project the first of its kind in the world.

Both designs have eschewed the use of carbon-based substances and concrete materials in construction. Vince suggested that wood may be used as the main material for the stadium, while the arena will use solar power to create its own energy and rainwater for the pitch irrigation system.

Vince – who is also the founder and owner of alternative energy company Ecotricity – said he hoped the development would be a catalyst for change in the way stadiums are designed and that a number of football clubs had been in touch to garner advice on environmental matters.

"We've been in conversations with Liverpool FC about electricity supply," he said. "In return they have helped us

"Ecotricity's success has been the catalyst for other energy companies to come down our path, and we want to do the same in football"

develop a capability in-house to analyse players and match day stats to use in recruitment and performance analysis, so it's a bit of a two-way street.

"Our success has been the catalyst for other energy companies to come down our path, and we want to do the same in football."

The ambitions stretches beyond eco credentials, and the owner is convinced that the stadium will be the "best outside the Championship" – a league he envisages Forest Green will occupy in the not-too-distant future.

"We see this as a fundamental ingredient in the success of the club

as we seek to move up the leagues into the Championship," he added. "The 5,000-capacity is expandable up to 10,000, and maybe a few more once we find ourselves in the upper part of League One."

The stadium is part of a larger £100m (US\$131.6m, €118.6m) development which will include a business park and sports facilities, expected to accommodate up to 4,000 new jobs. The club will work with the local college to train people in the discipline of sports medicine and science and "create a real hub for sporting science".

Glenn Howells and Zaha Hadid will find out if they have been successful in late September, and both have been asked to "give a little bit of thought" about how much the stadium will cost to build.

Vince revealed that the club was expecting to receive outline planning consent by November, and then submit a detailed plan to the council.

<http://lei.sr?a=15h4f>



▲ The final two designs: Zaha Hadid (above) and Glenn Howells (below)



Turn over: How many medals does Team GB expect to achieve at Rio 2016?



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POLICY

‘Open more public paths to cyclists’

British Cycling has called upon the government to explore the possibility of opening up more public paths to cyclists to boost participation.

Writing a letter to environment secretary Liz Truss and Welsh environment secretary Lesley Griffiths, the national governing body (NGB) said those cycling responsibly should have the same public access to the outdoor places enjoyed by walkers.

According to statistics referenced in the letter, people using bikes only

“A version of the Scottish Land Reform Act should be explored in England”



CHRISLOFOTOS/SHUTTERSTOCK.COM

▲ Giving cyclists access to more paths would also “boost tourism and the economy”

have access to less than a third of the 140,000 miles of public paths in England and Wales and little access to Open Land Access and Coastal Access sites.

British Cycling highlighted the Scottish Land Reform Act – which gives cyclists freedom to more paths north of the border – as “sustainable,

manageable and highly beneficial to tourism, health and the economy”.

“We believe that a version of this responsible access model should be explored in England,” added the letter, which was signed by British Cycling chief executive Ian Drake.

Read more: <http://lei.sr?a=0b7q7>

Badminton England loses Sport England funds after missing targets

Badminton England has lost 10 per cent of its Sport England funding after failing to achieve required participation figures for the 26+ demographic.

The national governing body (NGB) was informed of the decision in June and will now have £234,000 (US\$303,349, €274,334) of its 2016 funding award decommitted by the grassroots sport quango.

After making the commitment to engage with a certain number of 26+ year-olds over 2015-16, the organisation fell short resulting in Sport England’s decision. The



JARI HINDSTROEM/SHUTTERSTOCK.COM

▲ The NGB fell short in 26+ years-old participation rates

latest Active People Survey results revealed that Badminton England lost 28,300 overall participants between March 2015 and March 2016, with 421,600

active players registered.

Also under threat of losing funding is the Royal Yachting Association (RYA) which has been told it will lose 20 per cent – £193,000

(US\$250,198, €226,319) – of its 2016 award if it does not meet special conditions after it failed to meet the agreed participation figures for 14-25 year-olds.

Badminton England and the RYA were among 20 NGBs that missed at least one NGB target in 2015-16. Within Sport England’s annual report the body revealed that of the 20, eight still showed overall growth in the number of people participating, while 12 attended panel presentations to discuss their performance.

Read more: <http://lei.sr?a=B3A7Q>



Turn over: Inside the Forest Green Rovers eco-stadium project

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FUNDING

WRU ploughs £1m into infrastructure

Grassroots rugby clubs in Wales will be able to bid for infrastructure funding as part of the Welsh Rugby Union's (WRU) £1m (US\$1.3m, €1.2m) facility improvement scheme.

The governing body has earmarked two one-off pots of £400,000 (US\$528,574, €479,351) each to be made available to community clubs across the nation. The first fund will be set aside for improvements to off-field infrastructure such as club houses "in order to improve their community

"We have worked hard in a difficult financial climate to make funds available"



RICHARD WHITCOMBE/SHUTTERSTOCK.COM

▲ Grassroots clubs will be able to bid from a £800,000 pot for facility upgrades

and family involvement and spectator experience", while the second amount of money will be spent on training facilities.

In addition, the WRU has ring-fenced £200,000 (US\$264,287, €239,675) which semi-professional Welsh Premiership clubs will be able to bid for to improve their on- and off-field infrastructure.

It adds to a total of £2.5m (US\$3.3m, €3m) invested in facilities since 2012.

Martyn Phillips, WRU chief executive, said the body had "worked hard" to make the funding available in "what is always a difficult financial climate in a Rugby World Cup season".

Read more: <http://lei.sr?a=z5K4R>



▲ Conservative MP Jesse Norman

Jesse Norman leaves Sport Select Committee

Parliament's Culture, Media and Sport Select Committee is on the hunt for a new chair to replace Jesse Norman, who was handed a ministerial post by Theresa May.

Hereford South and Herefordshire MP Norman was promoted to parliamentary under secretary of state at the Department of Business.

Read more: <http://lei.sr?a=D2H8B>

Council loans Everton £4m for training ground

Everton Football Club has received a £4m (US\$5.3m, €4.8m) cash injection from Liverpool City Council to make improvements to its training ground, including the development of a new show pitch.

Liverpool City Council purchased the Finch Farm training complex in 2013 and subsequently let the facility back to the Premier League football club on a 40-year lease, making a profit from the rental income.

Now the local authority has earmarked the funds



▲ Everton and England player Ross Barkley

after Everton secured planning permission from Knowsley Council. As well as a show pitch with spectator seating – which is being lined up for the club's under-21 fixtures – the improvements will

also include a new recuperation block, education hub, a new groundsman building, classroom space, a media room and additional car parking spaces.

In addition, the investment is expected to support community projects take place at the training complex – including football for children, women and the Everton Deaf team, as well as education for young adults who previously struggled in mainstream education.

Read more: <http://lei.sr?a=l4u0L>

MARTIN RICKETT/PA ARCHIVE/PRESS ASSOCIATION IMAGES



Turn over: Why has Badminton England lost a portion of its funding?

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FACILITIES

Aston Villa builds Indian academy

Aston Villa Football Club is pushing into the Indian football market by building what is expected to be the first of many new academy facilities in the nation.

The first development in the capital New Delhi will include a 3G pitch, offices, changing rooms, a gym and classrooms, while coaches will be trained to work in state schools with children from the age of five upwards.

Tony Xia, who recently acquired the Championship club, said he was keen for “talented Indian footballers” to attend



▲ Xia said he is keen to launch a sister club to play in the Indian Super Club

“Aston Villa wants to open football academies all over India”

the Aston Villa’s academy and play for the first team, adding that he wants to launch academies “all over India”.

Land for the facility has been provided by the municipal council following discussions between Xia and the Indian minister of sport Vijay Goel and minister of education Prakesh Javedekar.

Aston Villa has followed in the footsteps of Liverpool FC which has established its own academy in Pune. However, the Birmingham-based club is also keen on the professional game in India and will launch a club to play in the Indian Super League.

Read more: <http://lei.sr?a=r5r2V>

MLB scraps plans to bring regular season game to London in 2017

Major League Baseball (MLB) has scrapped plans to stage regular season games in London in 2017 – a decision which could impact the growth of the sport in Britain in the short-term.

Earlier this year, the MLB commissioner Rob Manfred said the organisation was “working hard” to stage regular season games in the UK capital, with East London’s Olympic Stadium mooted as a potential destination for the match.

However, the chief legal officer of the MLB, Dan Halem, conceded that there was not enough time to agree

a deal for the 2017 season, although talks were still ongoing. The body is keen to replicate the success of the National Football League (NFL), which has played regular season games in London to great effect since 2007.

The move may also have repercussions for the British governing body – BaseballSoftballUK – which was keen to see MLB matches being played in the country to boost awareness among British sports fans and to create interest around – and increase – participation.

Read more: <http://lei.sr?a=i5a2X>



FRANK GUNN/THE CANADIAN PRESS/PA IMAGES

▲ Talks over the game are ongoing



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INTERNATIONAL



▲ IAAF president Seb Coe

Troubled IAAF proposes substantial reforms

The International Association of Athletics Federation (IAAF) has proposed a number of substantial reforms – including transferring power away from the president – as it attempts to rebuild its reputation following a bruising 12 months.

Reform of the IAAF – A New Era has been unveiled by the governing body, and details 15 key reforms including reducing the powers of the president – a position currently occupied by Sebastian Coe – and moving authority to the IAAF Congress, IAAF Council and executive board.

A maximum term of office of three terms of four years has been proposed for presidents, council and executive board members, while the position of treasurer will “cease to exist”.

To make the operation more transparent, the IAAF has suggested the implementation of an Integrity Code of Conduct, an independent Athletics Integrity Unit and extensive external audits for finance and governance operations.

The composition of the executive board is likely to become more skills-based, with governance and business skills taken into account.

Read more: <http://lei.sr?a=j3Q00>



▲ The temporary 12,000-seat stadium was designed with a local Brazilian practice

Rio handball arena builds four schools

London studio AndArchitects have revealed that the completed handball arena for the Rio Olympics and Paralympics will be dismantled after the Games so that the materials can be used to build four schools.

The temporary 12,000-seat stadium, designed with Brazilian practice Lopes, Santos & Ferreira Gomes, will be used officially for the first time when sport’s biggest event kicks off in August.

The Rio Handball Arena is an example of what AndArchitects describe as “nomadic architecture” – a building which can be taken down and recreated, with minimal waste, to have a different purpose.

“Our knowledge has allowed us to design an arena which contributes to the city of Rio as it grows and develops”

“Our knowledge of temporary structures has allowed us to creatively approach the Rio 2016 brief and design an arena which also contributes to the city of Rio as it grows and develops,” said AndArchitect, who designed similar arenas for the London 2012 Olympics.

Read more: <http://lei.sr?a=X6h3H>

‘Medical professionals should prescribe sport and physical activity’

The prescription of physical activity by medical professionals has been recommended by a new grassroots sport report published by the European Commission.

Grassroots Sport – Shaping Europe



▲ EC commissioner Tibor Navracsics

suggested that member states of the EU should encourage doctors to prescribe physical activity “in place of, or in addition to” medication.

Read more: <http://lei.sr?a=b7w6N>



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FACILITIES

Rossetti designs LA Lakers HQ

The Los Angeles Lakers have called on architects Rossetti and Perkins+Will to design a new training facility and business headquarters.

El Segundo, California will be the home of the 120,000sq ft (11,148sq m) building which the 16-times National Basketball Association (NBA) champions will occupy from spring 2017.

The development – which is expected to cost US\$80m (£61.6m, €72.2m) to build – will include a players lounge, an exhibition court, a



▲ The ambitious development is expected to be ready by spring 2017

“Our design team held several immersive workshops to explore the team’s vision”

treatment training room, hydro and cryotherapy facilities, a video room and an interior courtyard. The facility has been designed to meet LEED Gold standards for energy saving.

It will also be home to the LA D-Fenders, the Lakers’ development league team, who will practice and play

on the 750-seat exhibition court.

Matt Rossetti, president of the studio which bears his name, revealed that the firm organised “several immersive workshops” with Lakers and D-Fenders staff and players to “explore their goals and vision”.

Read more: <http://lei.sr?a=Q3Y1I>

Spanish clubs Real Madrid and Barcelona found in breach of state aid rules

A number of football clubs in Spain – including Barcelona and Real Madrid – will have to pay back millions of euros to the government after breaking state aid rules.

Following “in-depth” investigations, the European Commission found that clubs had accumulated millions in government subsidies and paid less than the required amount of tax over a number of years.

As a result, both countries have been told to recover the funds from the football clubs, which also include Athletic Bilbao, Valencia, Atletico Osasuna, Elche



▲ Real Madrid’s Santiago Bernabeu stadium

and Hercules in Spain.

The Commission found that Real Madrid, Barcelona, Athletic Bilbao and Osasuna have been allowed to enjoy preferential corporate

tax rates of 25 per cent rather than the 30 per cent applicable to sport limited companies since 1990. The shortfall will need to be paid back to the Spanish

authorities by each club.

A land transfer transaction between Real Madrid and the City of Madrid was also scrutinised, which found that the land was overvalued by €18.4m (£15.6m, US\$20.5m), giving the football club an “unjustified advantage over other clubs”. The money now needs to be paid back.

“Using taxpayers’ money to finance professional football clubs can create unfair competition,” said competition policy commissioner Margrethe Vestager.

Read more: <http://lei.sr?a=h1j8H>



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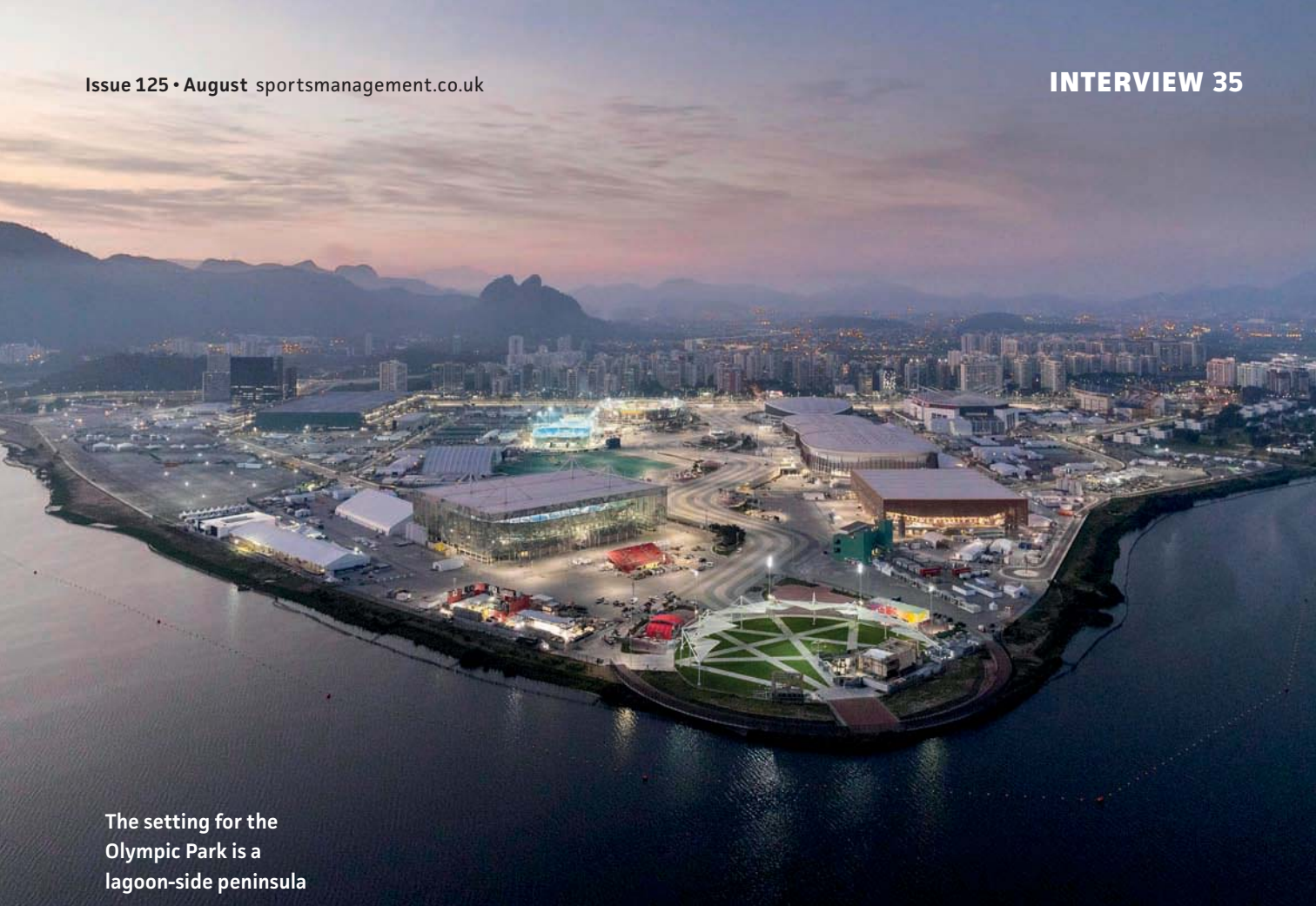
Bill Hanway

The Rio 2016 Olympic masterplan has been hailed for its sustainability and emphasis on creating a lasting legacy – much like the one produced for the London 2012 Games. No coincidence, as both were masterminded by the same team. Tom Walker speaks to AECOM’s Bill Hanway

The man behind the Rio 2016 Olympic masterplan, Bill Hanway, has enjoyed a long career in leisure and sports design. A Harvard graduate, he spent the first 10 years of his career working for New York-based architects Davis Brody Bond (DBB). When the firm, specialising in residential, commercial and cultural projects, was looking to set up shop

in London, UK, Hanway jumped at the opportunity – despite having a young family.

“I moved over to London with my wife and our six-month old son in 1995,” Hanway recalls. “I helped launch DBB’s UK arm and, within six months of arriving, I met Jason Prior and Bob Pell from EDAW – a global land design consultancy based in San Francisco, US – who were also just setting up an



The setting for the Olympic Park is a lagoon-side peninsula

HANWAY ON: THE DESIGN OF THE OLYMPIC PARK

Could you describe the Rio Olympic Park?

The park is located on the site of the former Autódromo Internacional Nelson Piquet – a Formula 1 racing track. It's triangular in shape and about 150 acres in size.

It's a really interesting location and I think the starting point to understand the Olympic Park's plans is to understand the city itself. Rio is arguably one of the most beautiful cities in the world. The way the rainforest and mountains come crashing right down to the beach is breathtaking.

The Olympic Park site is similar to this – it is bound at the north end by mountains and the Atlantica rainforest and in the south by the Jacarepagua lagoon, so it's a natural habitat.

The close connection with nature influenced some of the original masterplanning we did for the park's design competition when Rio first launched its bid for the Games. We took some of our design cues from looking at the structure of the unique plants found in the surrounding rainforests.

One of these was to look at the language of the plants – the stem and the petals – and transform that into the architecture by using it to come up with an idea for a temporary covering for an arena.

office in London. I decided to join them and became EDAW's chief operating officer."

With the move to EDAW, Hanway moved from cultural design to urban planning – and he hasn't looked back since. One of his first projects for EDAW was the regeneration of Manchester City Centre, a complex plan which gave Hanway his first taste of designing infrastructure solutions capable of handling major sporting events.

"Our work in Manchester coincided with the Commonwealth Games being held in the city," Hanway says. "You could say that in some way, the work we did for Manchester opened a door for us to get involved with London's Olympic bid."

LONDON CALLING

"When London mayor Ken Livingstone first decided to pursue the Olympic dream for his city, it was clear that he wasn't necessarily a huge sports fan," Hanway reveals. "But he was very interested in exploring how the Games could be leveraged to help support and develop the East End of London – an ambition he had since early in his political career.

"He saw the Games as an opportunity to provide stimulus for the economic regeneration.



“When the design competition for the Olympic bid was launched in 2003, EDAW entered it and we were up against the likes of Norman Foster, Richard Rogers, Herzog de Meuron and a number of other greats in the world. When we made it on the final shortlist, we were given 100-1 odds by the Evening Standard.”

EDAW’s masterplan for London 2012 placed legacy at the heart of the proposals and included a number of ambitious outcomes for the post-Games era – including the creation of the largest urban park in Europe for 200 years. The pioneering plans won over Livingstone and his team and, despite those long odds, EDAW was selected as the masterplanner.

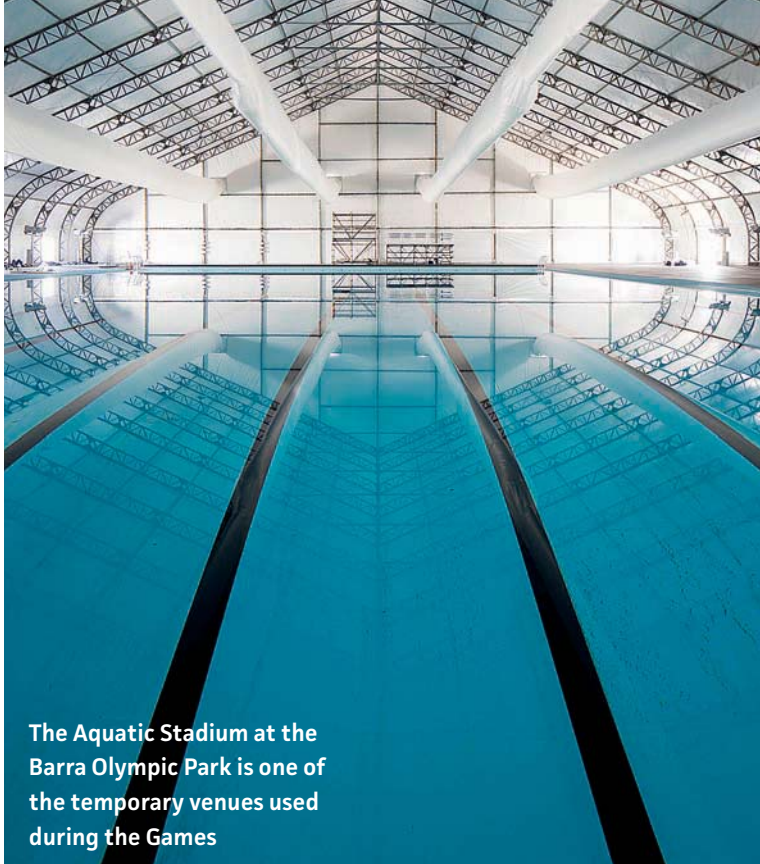
The success of winning the bid opened further doors for Hanway and his team. First, American engineering and design conglomerate AECOM acquired EDAW (in 2005) and soon after the firm was appointed to design a masterplan for Rio de Janeiro – a city which had just announced its intention to launch a bid to host the 2016 Olympic Games.

RIO DREAMS

Hanway says that being selected for the Rio project provided the opportunity to create a continuum between the 2012 and 2016 masterplans – at least as far as legacy was concerned. “We won the international competition for Rio in the middle of 2005, at a time when we were still heavily involved in the London planning,” he says.

“We had confidence in our methodology and approach for London, which we thought was relevant as a starting point for the conversation at Rio.

“When we were working on the London plans, we



The Aquatic Stadium at the Barra Olympic Park is one of the temporary venues used during the Games

were always drawing a transition masterplan and a legacy masterplan at the same time to ensure all of our work was overlapping and connecting.

“We used that same approach when it came to starting the conversations about the Rio bid, so legacy was definitely very much part of our early planning process for the project.”

Hanway adds that there were also a number of learnings from London which he and his team applied for the Rio planning process. One of these, an emphasis on producing sustainable venues which would be in use long after the Games, led to the coining of a new architectural term during Rio.

“One of the key issues we carried on from London was that we didn’t want to be in a position where we



For me the most exciting prospect will be to walk the main site on day two, when the competitions have got going, and to see how people are enjoying themselves





The Barra Olympic Park will house a total of 15 sports venues

had arenas and venues which were abandoned after the Games – or had a capacity which was in excess of what was required,” Hanway says. “We didn’t want a repeat of the problems faced by previous Games.

“In London, it meant that we had a number of temporary venues. The Rio mayor wanted us to take that concept of temporary one step further. That meant that, instead of just thinking about venues which could be demounted, moved to an alternative location and rebuilt in that same form, he wanted to see whether we could design these temporary venues in modular parts – in order to take them apart and then reuse them in an entirely different way.

“As a result, the Future Arena – which will host the handball games and sits in the main Olympic Park – has been designed so it can be taken apart and rebuilt as four primary schools. The mayor has already selected the four sites and the work will be underway immediately after the Games end.”

Another legacy laid out in the Rio masterplan is the setting up of the Olympic Training Centre after the

Games. The centre will utilise six venues used during the 2016 Games – in addition to a number of new facilities created in the Barra Olympic Park footprint.

“We’re particularly proud of the training centre plans,” Hanway says. “The mayor has now set out an academy programme which will see the creation of a high school for up and coming athletes to ensure they stay in education.

“After the games, one of the three indoor halls will also house a secondary school and the steel from the international broadcasting centre gantry structure is being reused as a framework for a residential block to allow students to live on site.”

GREAT EXPECTATIONS

When asked what Hanway is looking forward to most once the Games get going later this month, his answer is immediate. “For me the most exciting prospect will be to walk the main site on day two, when the competitions have got going, and to see how people are enjoying themselves,” he says.

“We designed the plans so that there’s a major live entertainment site down at the southern tip of the triangle, which can hold about 10,000 people. There will be parties down there every night.”

He reveals that he has already had a taste of what is to be expected. “I went to a soft opening party down there and it was a great experience – it’s a beautiful setting along the lagoon. I simply can’t wait. Rio will put on a great show.” ●

AECOM

The company behind the Rio masterplan is the largest engineering consultant in the world. It has offices in **150 countries** and employs nearly **100,000 staff** – ranging from architects, engineers and planners to scientist – and had **revenues of US\$19.2bn** in 2014.





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All eyes on Rio

UK Sports 'no compromise' approach should give British sport something to look forward to in uncertain times

We have been living through what can only be described as 'interesting times' over the last few weeks. Britain's place in the world changed on 23 June with the vote to leave the EU – a subject I will return to as details become clearer about how sport will be able to engage in the Brexit process at Whitehall.

But despite all of the uncertainty in many aspects of sport policy – from Brexit to the future details of Sport England's new strategy – I think there will at least be some certainty in the Team GB medal haul in Rio. It looks as though we could be heading for another record-breaking Olympics and Paralympics.

My confidence comes from UK Sport's 'no compromise' approach and a funding regime which matches the ambition that has been in place since we won the right to host London 2012. Providing the additional funding to UK Sport was one of the things I enjoyed working on while part of the Treasury ministerial team.

FOCUSING RESOURCE

However, merely having the resources in place does not necessarily guarantee success – as the England football team has shown. Indeed, over the last 12 months football teams such as Leicester City, Iceland

and Wales have shown the opposite may well be true, if vast resources are replaced by a work ethic and genuine team work.

But the success of Team GB in London 2012 is no accident. It is a clear example of evidence-based decision making at UK Sport – even when elements of its no compromise approach, which focuses resource on sports which have a chance

fourth with 19 gold medals. At London 2012, the team was third, with 29 golds.

CONSULTATION

UK Sport has been reluctant to alter the no compromise approach; it has been a great success, so why break it? But along with many other stakeholders the Sports Think Tank said that there should be at least a debate to test the public's appetite for a system which only funds a few select sports capable of winning medals at major events.

The consultation revealed 86 per cent of those working in sport and 70 per cent of public respondents endorsed UK Sport continuing its focus on Olympic and Paralympic medal successes.

After the consultation there was a slight softening of the no compromise stance but it does



'No compromise' resulted in London 2012 success

of medaling, has proved controversial.

Since National Lottery funding was introduced following Atlanta 1996 – where Britain won only one gold medal, ranked 36th overall – there has been a dramatic improvement.

At Sydney 2000 and Athens 2004 Britain were ranked 10th with 11 and nine gold medals respectively. With additional Treasury funding at Beijing Team GB finished

appear that, as a nation, we are reasonably content that our sporting success should be measured in the number of medals Team GB wins at the Olympics and Paralympics.

So, as we head to Rio 2016 we should have confidence in the system to produce the best chance for an Olympic team to replicate its home success and possibly, for the first time in history, come back with more medals than at a home Games. Given the rest of the world is trying to catch up and are creating their own systems to match Team GB, this would be a remarkable achievement. ●

“The England football team has shown that merely having resource does not guarantee success”



RIO IN FOCUS

Sports Management takes a closer look at the facilities which will host this summer's Olympic Games

Tom Walker • managing editor • Sports Management

The Rio 2016 Olympic Games will see the return of a traditional “city Games”, with nearly all sporting events – the only exception being football – taking place within the boundaries of Rio de Janeiro.

In total, athletes will compete for medals at 32 venues across the city, while football will be co-hosted by five other locations: Belo Horizonte, Brasília, Manaus, Salvador and São Paulo.

The venues in Rio will be divided into four zones. Most of the Games facilities are spread across two clusters – the main Olympic Park in Barra and the Deodoro Olympic district, located 5m (8km) north of Barra – with the Maracana Stadium and the famous Copacabana beach also hosting events.

BARRA OLYMPIC PARK

The Barra cluster houses the main Olympic park and its nine sporting venues, as well as the Riocentro Conference Centre and the brand new Reserva de Marapendi golf course. The park has been built on the site of the former Autódromo Internacional Nelson Piquet – a Formula One motorsport circuit demolished to make way for hosting the Olympics (*for more, see pp. 34-37*).



The 15,000-capacity aquatics centre

Barra will be the beating heart of the Games, with nine venues hosting 16 Olympic and nine Paralympic sports. The Olympic Park will also house athletes' accommodation, the main press centre and the International Broadcast Centre. There are also large fan zones, designed to create a carnival atmosphere from early morning and long into the warm Rio nights.

DEODORO

Located 5 m (8km) north of the Olympic Park, the Deodoro cluster will host 11 Olympic and four Paralympic sports. Three of the nine venues in the complex were existing ones, a legacy of the 2007 Pan-American Games and the 2011 World Military Games.

In total, four new permanent venues have been built – the Deodoro Arena, Olympic Hockey Centre and the X Park, which includes the Olympic BMX Centre and the Olympic Whitewater Stadium. Two further, temporary structures complete Deodoro – the Modern Pentathlon Arena and the Olympic Mountain Bike Park facility.

One of the most complex facilities, the X Park's Whitewater Stadium, contains 25 million litres



The 2016 Olympic Velodrome



Turn over: Andy Reed on UK Sport, and his expectations for Rio



BARRA CLUSTER

Carioca Arena 1

NEW

Basketball

Capacity: 16,000
during Games, (5,000
post-Games)

Carioca Arena 2

NEW

Judo, Wrestling

Capacity: 10,000

Carioca Arena 3

NEW

Fencing, Taekwondo

Capacity: 10,000

Aquatics Centre

NEW

Synchronized
swimming, swimming

Capacity: 15,000

Velodrome

NEW

Track cycling

Capacity: 5,000

Future Arena

NEW

Handball

Capacity: 12,000

HSBC Arena

(to be called Rio
Olympic Arena
during Games)

Gymnastics,
Trampoline
Capacity: 14,900

Olympic Tennis Centre NEW

Tennis

Capacity: 18,250
(total for four courts),
main court 10,000

Future Arena NEW

Handball

Capacity: 12,000

Reserva de Marapendi NEW

Golf

Capacity: 20,000

Riocentro Conference Centre

Badminton, Boxing,
Weightlifting,

Table tennis
Capacity: 6 pavilions,
each varies between
2,000 and 4,000

**In total, the city
of Rio will house
29 Olympic
venues during
the Games**

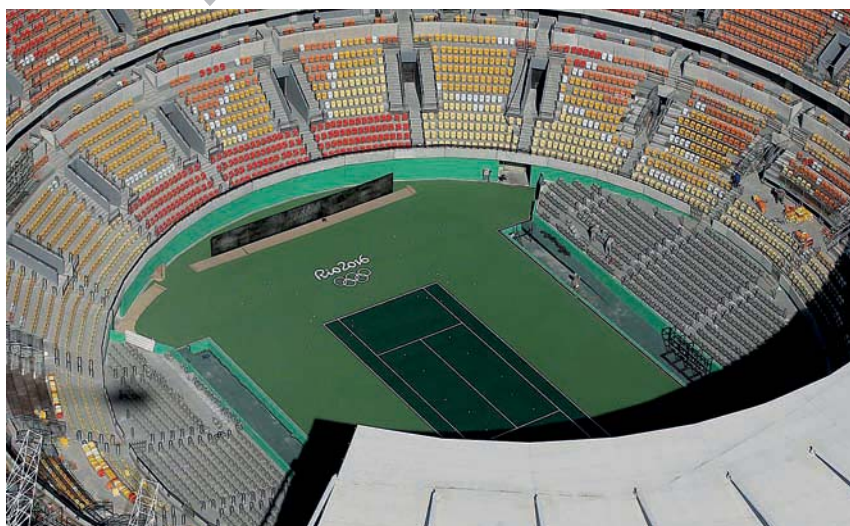
**Rio's Tennis
Centre was built
specifically for
the Games**

of water in its two canoe slalom courses: one for the competitions, measuring 250 metres, and a 200-metre training and warm up course.

LEGACY

The Rio de Janeiro city government placed legacy at the heart of its Games planning from the very beginning. The government has looked to emulate two previous host cities – Barcelona (1992) and London (2012) – which used the Games to successfully regenerate large parts of the cities.

Rio's legacy plans are centred around the two main venue clusters and have been designed to provide future facilities for education, public leisure, elite-



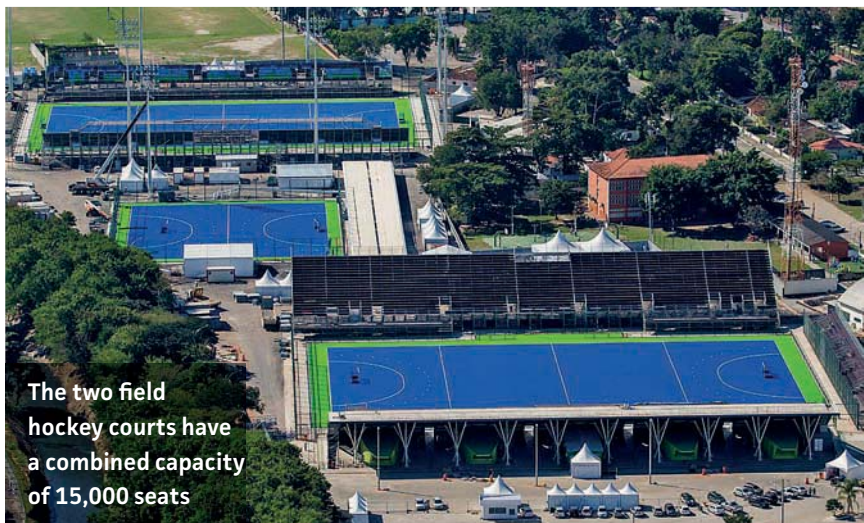
level sports and social projects. “Since the start, when Rio de Janeiro won the right to host the Games, our plan was to invest in the legacy that would be left to the city,” says Pedro Paulo Teixeira, secretary for staff at Rio’s municipal city council.

“If you look around the two clusters, the construction projects are simple and efficient, nothing too far-fetched. Our focus is on the Games, of course, but we are also thinking about the future.”

NOMADIC ARCHITECTURE

The most innovative aspect of Rio’s legacy plans is the way some of the major venues will be reused post-Games. While temporary structures, which can be moved and built elsewhere in the same configuration, are now commonplace, Rio will take the concept of flexible architecture even further.

Of the nine competition venues in Barra Olympic Park, two will be dismantled and rebuilt as entirely new projects, thanks to the concept of ‘nomadic architecture’. The BRR121m (£27m, US\$37m) Future Arena, which will host the handball competition during the Olympic Games and goalball during the Paralympics, will be taken apart and its materials used to construct four new public schools across Rio de Janeiro, each with a capacity of 500 students.



The two field hockey courts have a combined capacity of 15,000 seats

DEODORO CLUSTER

Olympic Hockey Centre NEW

Field hockey

Capacity: 10,000 (main court), 5,000 (court 2)

National Shooting Centre

Shooting

Capacity: 7,600

Equestrian Centre

Equestrian

Capacity: 14,000

Deodoro Stadium NEW (temporary)

Modern Pentathlon, rugby 7s

Capacity: 15,000

X Park bike trails NEW (temporary)

Mountain biking

Capacity: 5,000

X Park BMX track NEW

BMX

Capacity: 6,000

X Park Whitewater Stadium NEW

Canoe slalom

Capacity: 8,000

Dedoro Aquatics Centre

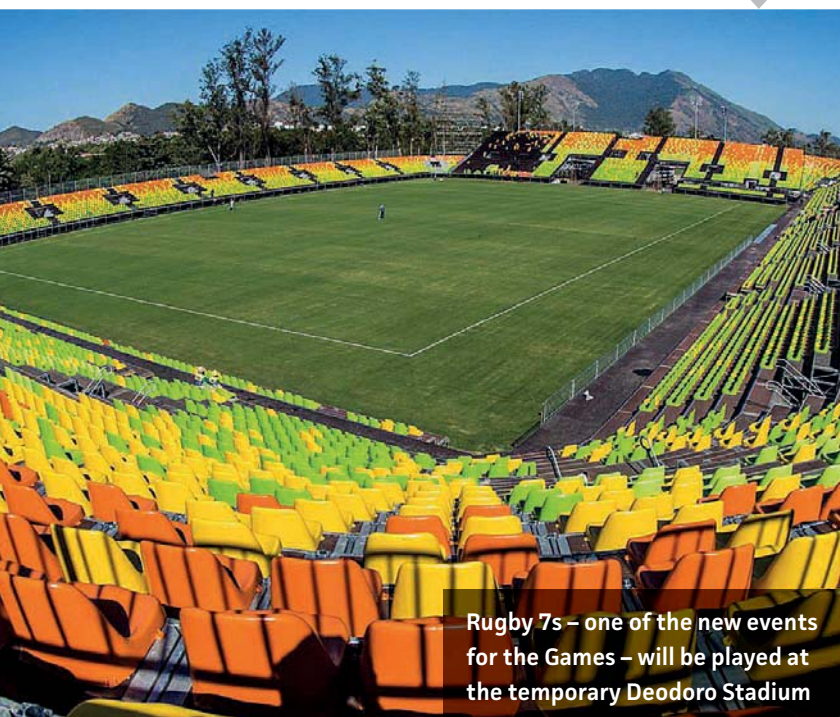
Modern pentathlon swimming

Capacity: 2,000

Youth Arena NEW

Women’s basketball, Modern pentathlon (fencing)

Capacity: 5,000



Rugby 7s – one of the new events for the Games – will be played at the temporary Deodoro Stadium



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The iconic Maracana Stadium, watched over by Christ the Redeemer

“Converting the Rio 2016 handball arena into four schools after the Games is an excellent example of Rio’s commitment to ensuring the 2016 Games leave tangible benefits for the local community,” says Rio 2016 Organising Committee president Carlos Nuzman. “The nomadic architecture concept, defined by our government partners, is a first for the Games and we are proud that 2,000 Brazilian schoolchildren will benefit from it for many years to come.”

The Olympic Aquatics Stadium, meanwhile, will be taken apart and the materials used to construct two new aquatics centres, both of which will have

MARACANA CLUSTER

Sambodromo

Archery, Marathon finish
Capacity: 36,000

Estádio Olímpico João Havelange

Athletics
Capacity: 60,000

Maracana Stadium

Opening and Closing Ceremonies, Soccer
74,700

Maracanãzinho Arena

Volleyball
Capacity: 12,000

The road to Rio

One of the most ambitious infrastructure projects has been the Transolimpica road, which connects the two main venue clusters, Barra and Deodoro. Following a number of disruptions and delays, the 26km (16m) corridor, which is built partly underground, was only inaugurated last month (9 July) after a four-year construction project.

Costing BRE2.2bn (US\$660m) to build, the road includes a Bus Rapid Transit (BRT) expressway exclusively for articulated buses and is estimated to transport up to 70,000 athletes, fans and Olympic officials each day during the Games. It is hoped that the road will cut travel times by up to 60 per cent between the two venues.

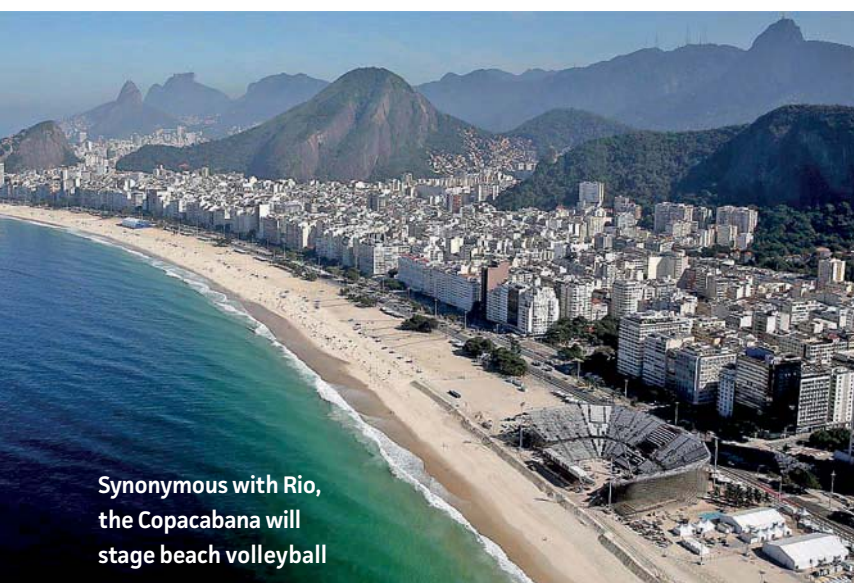
The Transolimpica road has been built partly underground



Turn over: Venues inside the Deodoro cluster



The Marina Gloria – another temporary structure – will host the sailing competitions



Synonymous with Rio, the Copacabana will stage beach volleyball

50m Olympic swimming pools. One will boast a grandstand of 6,000 seats, while the other will have seating for 3,000 spectators.

The other seven venues will stay in place at the Olympic Park, but will be reconfigured in order to create a permanent centre for sports excellence. Carioca Arena 3 – which will host fencing, taekwondo and Paralympic judo – will become an Olympic Experimental School (GEO in Portuguese) with space for 850 full-time students after the Games.

The remaining six venues will form the newly established Olympic Training Centre, providing top-level facilities for a host of sports, including tennis, wrestling, weightlifting, badminton, fencing,

COPACABANA CLUSTER

Copacabana beach NEW (temporary)

Beach volleyball, Marathon start

Capacity: 12,000

Copacabana fortress NEW (temporary)

Marathon swimming, Triathlon

Capacity: 5,000

Lagoa Rodrigo de Freitas

Canoeing, Rowing

Capacity: 14,000

Flamengo Park

Road cycling, Racewalking

Capacity: NA (roadside)

Marina Glória NEW (temporary)

Sailing

Capacity: 10,000

taekwondo, judo and athletics – as well as being available for the GEO students and social projects.

An Olympic-standard athletics track and two beach volleyball courts will be added to the park, as well as a dormitory for high-performance and amateur athletes, which will have 166 twin bedrooms and be built – again using nomadic architecture – from materials used in the construction of the International Broadcast Centre, which will be a fixture of the park during the Games. ●



TECH GAMES

The **Rio Olympics** are set to be remembered as the most technologically advanced Games ever. Tom Walker looks at the innovation

Tom Walker • managing editor • Sports Management

“It totally changes the experience for the audience,” says Sebastián Cuatrin, rowing manager of the Rio 2016 Olympic Games. “It will make it possible to see the different tactics being used by different teams, in particular when there is a change of speed.”

Cuatrin is describing the technology which will help fans follow the canoe and rowing events at the Rio Games in more detail than ever before. Thanks to GPS devices attached to each vessel, spectators will be able to see a number of key data – such as speed, direction and changes in tempo – while watching the live action.

The GPS-based system is just one of the innovations at Rio designed to enhance the Olympic experience for athletes, officials and both live and TV spectators. From improving the way competitions are officiated to making paying for refreshments easier for fans, Rio will be bursting with new tech.



The lap counters will aid swimmers in keeping track of their progress

SPORTS

The Games will be the first Olympics during which full video review systems will be used in a sport. Volleyball players will be able to – if unhappy with a referee's call – challenge a decision and refer it to a second video operating official, who will use television footage to verify any challenged points.

Replays of the review will be shown in real time on the arena screens while the challenge is studied – which will no doubt add to the drama for the fans (and the blushes of the referee, if the call is reversed). “The crowd will be waiting with bated breath,” says Cristiana Figueira, manager of volleyball at the Rio 2016 organising committee. “We are expecting a lot of booing and applause and the reviews will be in use for both volleyball and beach volleyball”.

Technology will also ensure fair play in taekwondo, where special sensors will be placed in athletes' headgear for the first time. The idea is to minimise the chances of refereeing errors, as blows to the head are worth three times more than blows to the torso – and so often decide contests.



The canoes at Rio will be fitted with GPS devices



Turn over: A detailed look at the Rio venues



Rio will be the first Olympic Games to use sensors in all competitors' headgear



The new system identifies the exact point of the arrow in the target within an accuracy of 0.2mm

"New technology has given transparency to the sport," says Philippe Bouedo, technical delegate of the World Taekwondo Federation. "In London, we had sensors into the vests, but not the headgear. In Rio, for the first time in the history of the Games, we will have both."

Meanwhile, in the Rio pools, swimmers will have one thing less to worry about during their performances thanks to technology. Digital lap counters, supplied by Swiss watchmaker and timing specialist Omega, will be installed and used during the long distance 800m and 1500m freestyle events.

It is not uncommon for distance swimmers to lose track of their lap count – even in elite competitions – so the devices will help by automatically updating the lap count each time a swimmer hits the touchpad on the wall at the end of each lane.

Eduardo Gayotto, swimming manager at Rio 2016, says the counters were first installed at a test event at



The targets – supplied by Swiss timing specialist Omega – will speed up the scoring of the archery competition

the Aquatics Centre in May. "The counters mean that athletes can focus more on their own performance," he says.

"As soon as they turn they can see how much they have swum."

Other sports to feature technological first at Rio include archery, where a new electronic scoring system will replace the ancient tradition of a referee deciding the score. The targets are now based on a high-technology sensor system, which – as well as being 100 per cent accurate – will transform the spectator experience of the sport by removing the long delay to find out the score of each arrow.

"When the arrow hits the target, the system shows the score on the big screen immediately," says Rio 2016 archery manager Luiz Eduardo Almeida. "It is extremely accurate and much, much faster than waiting for a referee to examine the hit and then give out the result."

The new system, also supplied by Omega, identifies the exact point of the arrow in the target within an accuracy of 0.2mm, much more precise than the human eye could ever be capable of. The score is displayed on the screen in less than one second after the arrow hits the target.





FLICKR/PESTOVERIDE

BROADCASTING

Advances made in virtual reality (VR) technology since the London 2012 Games mean that the Rio Games will be the first to feature VR transmissions. Olympic Broadcasting Services (OBS), the organisation responsible for sending out the official video feed to national broadcasters, will use Super-Hi Vision 8K video to record the opening and closing ceremonies in VR. It will also broadcast one event per day in VR.

Some broadcasters will be making full use of the opportunity. US-based NBC has already promised to use the feed to broadcast 85 hours of Olympic action in VR, making events available for the Samsung Gear VR headset through its NBC Sports app.

Yiannis Exarchos, OBS chief executive, said: "VR technology carries incredible potential for the sport broadcast industry, offering a truly immersive user experience. It has the power to enable hundreds of millions of people around the world to have a real sense of presence and participation."

ALTERNATIVE GAMES

At Rio, technological innovation won't be limited to the action within the sporting arenas either. During the Games, a partnership initiative between the Rio 2016 Organising Committee and Israel-based Hype Foundation will see eight start-ups compete in the first ever Global Sports Technology Competition.

The aim of the competition has been to uncover the best sports technology innovations from around the globe. The competition has seen the initial group

VR technology carries incredible potential for the sport broadcast industry, offering a truly immersive user experience



Wear your credit

Payment company Visa, in partnership with Brazilian bank Bradesco, will introduce a next generation bracelet which visitors to Rio 2016 can use like a contactless payment card to purchase goods and services. The bracelet uses Near Field Communications (NFC) technology to enable transactions and all 4,000 point-of-sale terminals at Olympic venues will be equipped to work with NFC.

As well as the new bracelet, Visa is also introducing a payment ring backed by a Visa account (picture above). The ring will be given to all of the 45 athletes sponsored by the company at the Games. The ring does not require use of a battery or recharging and is also water resistant to a depth of 50 metres.

of 60 sports technology startups – which showcased their sports-based innovations to panels of elite judges – sized down to the eight finalists, who will now compete for a €100,000 grand prize.

Rio will also push the boundaries of what sport actually is. An international gaming tournament is set to take place alongside the Games, featuring mixed-sex squads of professional video gamers to play in tournaments held in large venues.

The competition, organised by the recently established International eGames Committee (IEGC), will be the first of a programme of tournaments planned to take place in Olympic years in the host cities – with future tournaments planned for Pyeongchang in 2018 and Tokyo in 2020. ●





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From the gym to the race track: Cybex and Williams F1

How Cybex are supporting the Williams F1 drivers, support team and 700+ UK-based staff

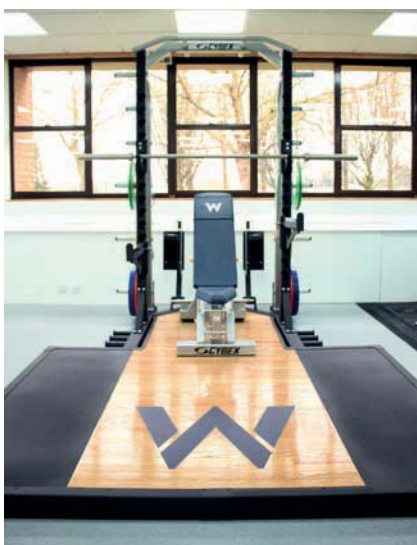
In March 2016, Cybex was named as the Official Fitness Equipment Supplier to Williams Racing, the globally renowned 16-time FIA World Championship winning Formula One team.

The exclusive five-year partnership was announced at the opening of the new Williams Cybex Gym, a 330m² training facility onsite at the team's headquarters in Grove, Oxfordshire.

Home to an extensive range of premium cardiovascular and strength training equipment from Cybex, the new gym will be used by Williams' 700 staff, including the team's pitstop crew and drivers Felipe Massa and Valtteri Bottas when onsite at the team's headquarters.

FIRST-TIME GYM GOERS TO ELITE ATHLETES

Cybex were tasked with delivering a facility that catered for everyone; from Williams' office staff for whom this would be their first experience in a gym, to elite level athletes where physical



The equipment has been custom made to incorporate the Williams logo and branding

conditioning levels are tantamount to their success on the track.

"It's an unusual brief to cover first time gym users, to pitstop crews to F1 drivers so the equipment was carefully selected to not only provide a state-of-the-art training facility that is accessible

to Williams' growing team at Grove, but to also maximise the portfolio of equipment where athlete conditioning is of paramount importance," explained Rob Thurston, Cybex UK sales director.

The gym comprises equipment from Cybex's 700 cardio series and the new SPARC, Cybex's self-powered resisted cardio machine designed for HIIT and circuit-based workouts. The gym also includes equipment from the Eagle NX and Prestige VRS selectorised strength lines, Bravo Functional Trainer, Big Iron lifting platform and a range of plate loaded and free weights equipment. Also installed was a functional training rig, group exercise bikes and a range of functional training equipment in the gym's studio.

READY TO RACE

Physical conditioning forms a significant part of any Formula One driver's race preparation, the outcome of which could mean the difference between success and failure on the circuit.

As an F1 team we're at the pinnacle of motorsport and we ask the best of all of the individuals involved – it's not just performance of the car but also that of the individuals, so we sought out the best kit that we could find. Cybex's equipment is amazing – it's really versatile, it's reliable and it can cater for everybody; from first-time gym goers to elite athletes

Gemma Fisher, Human Performance Specialist, Williams Racing



The studio features the new SPARC – Cybex’s self-powered resisted cardio machine designed for HIIT and circuit training

Today’s drivers are highly-conditioned athletes, who can experience forces of up to 5G under heavy braking; burn up to 1400 calories and lose up to 5% of their bodyweight in water in just one race.

And it’s not just the drivers for whom peak physical fitness is essential; races are often won and lost on the success and speed of a pitstop turnaround. For Williams, they have a reputation to uphold, having achieved the fastest overall pitstop times on numerous occasions during the 2016 Formula One season so far.

“Pitstops in modern day Formula One are complex and require the mechanics to be in peak physical condition,” explained Claire Williams, deputy team principal and commercial director of Williams Racing. “Our team members have thorough training regimes and the Williams Cybex Gym will be the focal point of their fitness work going forwards when away from the track.”

THE TEAM BEHIND THE TEAM

Williams’ Oxfordshire-based headquarters is in operation 24/7; more than 700 employees and contractors work around the clock to deliver car performance of the highest level and consequently, the health and wellbeing of its staff is paramount to the team’s performance on the track, as Nicola Salter, Group HR director at Williams Racing, confirms: “At Williams we encourage a fit and healthy workforce and we truly believe that human performance is an important aspect to delivering world class engineering; having the Williams Cybex gym onsite means that our staff can focus both on their work and their health and wellbeing and we’re very proud to be able to offer this fantastic facility.”

SHARED BRAND VALUES

For both Cybex and Williams, the partnership goes way beyond that of a traditional supplier-customer relationship: “With performance, results

and innovation being key values of both brands, it makes Cybex and Williams a natural fit,” confirms Williams.

This belief is also echoed by Cybex, as Thurston concludes: “The team and the business that has been built around producing racing cars to the highest performance standards is centred around innovation, excellence, precision and world class engineering and we are proud to partner with Williams and proud to work with an organisation that shares so many of our values.”



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Finding Future Olympians

UK Sport has its eyes firmly on future Olympic Games, with an ambitious new talent identification programme. Matthew Campelli reports

As the immediate attention of the sporting world turns to the Rio 2016 Olympics and millions of Brits tune in to cheer on the likes of Jessica Ennis-Hill, Ellie Simmonds and Max Whitlock, a number of young sporting hopefuls will be taking in the action thinking, “that could be me next time”.

There’s never been a better – or more inclusive – time to aspire to become an Olympic athlete, according to the government’s elite sport funding partner, UK Sport.

To make its world-class programme accessible to a widest range of athletes possible, UK Sport has developed its talent identification programme – the biggest of which has been launched to coincide with the Rio Games. For the budding athlete, it involves a simple process of going onto the internet and signing up for an assessment day with UK Sport.

There’s no need to be involved with a club, or come through university or regional channels. All that is required is the right physiology, mindset and work ethic.

UK Sport says the opportunity to aspire to stand on a podium wearing an Olympic medal should not be denied to anyone – regardless of their place in society.

LOOKING TO TOKYO 2020

Sports Management visits the Lee Valley VeloPark in East London’s Olympic Village where so many great sporting memories were made by the likes of cyclists Sir Chris Hoy and Victoria Pendleton. It is here that UK Sport has called a press conference to announce its latest – and largest scale – talent identification campaign, entitled #DiscoverYour.



UK Sport chief executive Liz Nicholl presents the initiative to the media

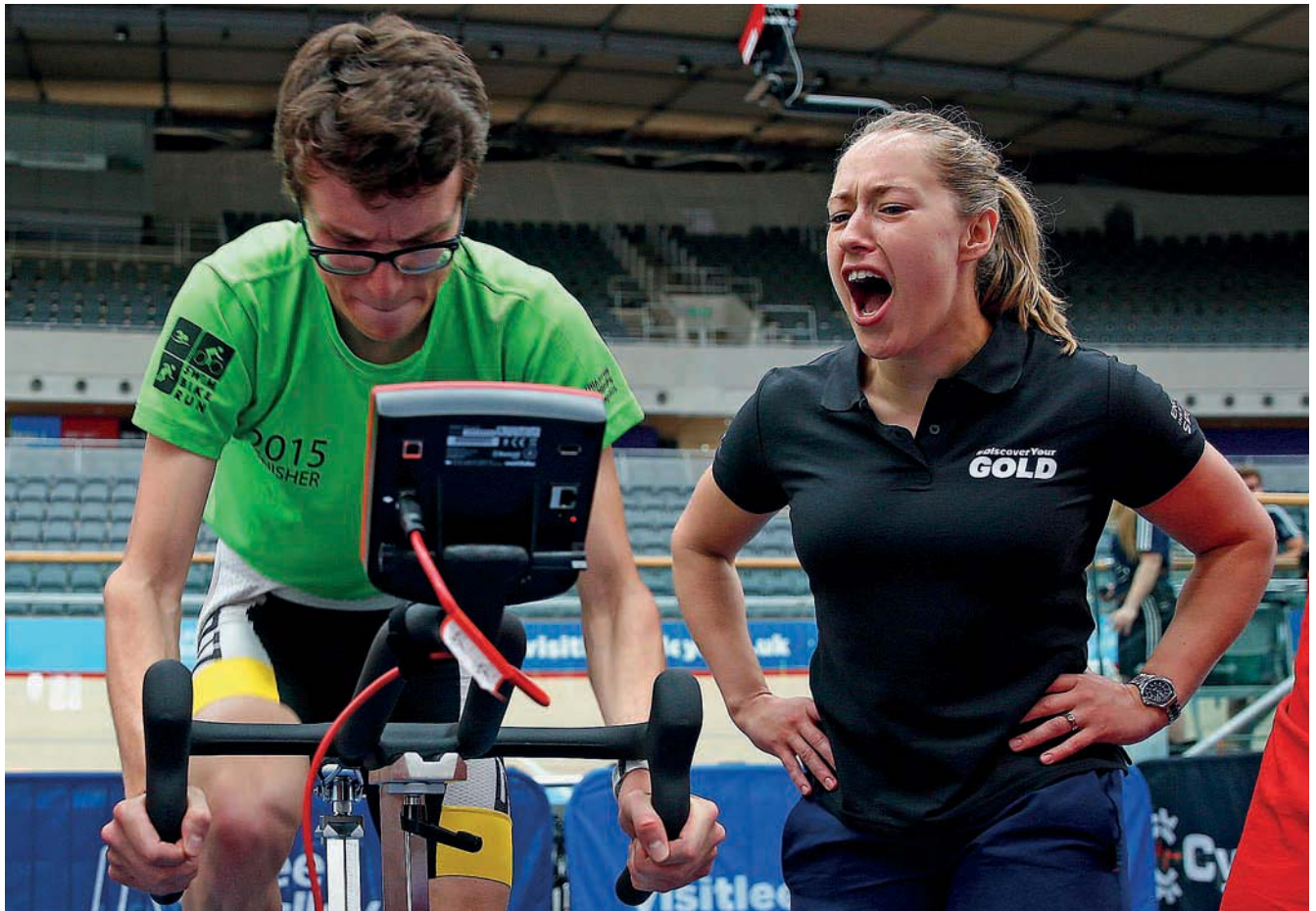
The organisation is on the hunt for talented individuals in 20 disciplines in five strands (see box on page 55), capable of challenging for medals at the 2018 Winter Olympics in Pyeongchang, South Korea and the 2020 Summer Games in Tokyo, Japan.

UK Sport is targeting 15-24 year-old athletes with the right physical and mental characteristics, while some young athletes will be transitioned into new sports which may suit their profiles better.

Liz Nicholl, chief executive of UK Sport, introduces the campaign alongside head of performance pathways Natalie Dunman as the “biggest talent campaign we’ve ever launched”.



Turn over: The technology expected to make waves at Rio 2016



“Other campaigns have been quite selective and targeted to one or two sports,” she adds. “This campaign is an open door to talent from whatever background, whatever the individual’s circumstances, whatever their sport. It’s a great opportunity for individuals to test out personal skills and ability and find themselves a great sport. Maybe they’re in the wrong sport.”

Potential Olympians should apply via the UK Sport website. They will then fill in an application form which will be assessed by coaches and scientists from the organisation and the sport science and medicine specialist the English Institute of Sport (EIS).

Following that, the participants will take part in a number of physical tests, depending on which discipline UK Sport is looking out for. Sports that are regarded as a priority are power-based sports such as cycling, skeleton and canoeing; parasports; fighting sports such as judo, taekwondo and women’s boxing; rowing; and freestyle snowboarding and skiing.

THE ASSESSMENT PROCESS

The heart of the velodrome is the testing centre for the first strand of the campaign – #DiscoverYour

**Lizzie Yarnold
– who came
through a similar
scheme – shouts
encouragement**

Power – which was launched in March by Hoy, who graced the venue to such great effect four years ago. Young athletes are running, taking part in bike simulations and other exercises as they are assessed as potential cyclists, skeleton competitors or canoeists. They will find out in a few months if they will be taken onto UK Sport’s world-class programme and, hopefully, subsequently transitioned into training for elite events.

Dunman talks *Sports Management* through some of the processes the athletes will go through to get to this stage. “A certain number of young athletes will be selected based on our criteria and they’ll go on to more in-depth assessments,” she explains.



This campaign is an open door to talent from whatever background or sport it comes





"It will involve behavioural assessments, skill assessments and physical assessments – so we look at a whole holistic range of attributes each athlete has and then we expose them to the training environment they will ultimately come into.

"We usually run a series of camps, where athletes will come in for five or six days at a time. They'll do some intensive training with some of our world-class coaches and start to see if they can learn the skill of whichever sport they want to go into."

The process is repeated for around six months before a decision is made on the athlete's potential.

While physical attributes are seemingly more apparent than psychological characteristics, UK Sport has devised a series of psychological constructs for each sport to see if athletes' behaviour and motivations are compatible. A framework has been put in place in which athletes' behaviours can be measured day-to-day to see if they have the drive to succeed in the world of brutal training regimes and media scrutiny. "We work with our performance lifestyle team which provides

Olympic hopefuls are put through their paces at the VeloPark in East London

UK Sport head of performance pathways, Natalie Dunman



pastoral support and will interview each athlete as they come through the process," adds Dunman.

"They'll ask about family background and support networks. If we think someone can make it we're very encouraging but, ultimately, it's down to them. We provide a great package of support to make sure every athlete – from whatever background – can unlock their full potential."

Dunman and Nicholl are keen to stress that the programme is "opening the door as far and wide as possible" in order for the demographic make-up of athletes funded by UK Sport can be as representative of the population as possible.

UK Sport's annual report revealed that only 10 per cent of the 1,268 athletes it funded during 2015-16 were from a black, Asian or ethnic minority background (BAME) – down on the national average of 13 per cent of the population.

Nicholl says the barriers of entry to the scheme are very small and that there was "absolutely no question" BAME representation would rise with the implementation of campaigns such as #DiscoverYour.





“This is such an open opportunity,” says Nicholl. “The original talent identification selection process in sport in previous years had been about individuals who choose to participate in sport as they come up through a club, county or region, or rowing at university.”

“Now sports are very open to the opportunity to reach out into much more diverse communities and the best way to do that is through a campaign which is public and that reaches a lot of social media.”

According to Dunman, 90 per cent of elite athletes come through the traditional model of club, university and region, but by the time Pyeongchang and Tokyo come around, that proportion may be a lot smaller.

Highlighting the successes of Olympic taekwondo bronze medallist Lutalo Muhammad and Winter Olympic skeleton gold medallist Lizzie Yarnold – both of whom came through UK Sport talent identification processes – Dunman says: “We know this works, that’s why we keep doing it. We know we have a great population of athletic talent out there and we know that we can keep finding more people to go on this journey and perform for our country on the world stage.” ●

**London 2012
taekwondo
bronze
medallist Lutalo
Muhammad
was discovered
through a talent
ID programme**

#DiscoverYour

UK Sport’s ambitious campaign – which was launched in association with the English Institute of Sport and individual national governing bodies of sport – is made up of five strands with 20 different sports:

#DiscoverYour Power:

Cycling, skeleton, canoeing

#DiscoverYour ParaPotential:

All Paralympic sports

#DiscoverYour Fight:

Judo, taekwondo, women’s boxing

#DiscoverYour Giant:

Rowing

#DiscoverYour Freestyle:

Freestyle snowboarding and skiing





Building a Northern Powerhouse

Rugby league forms part of the government's blueprint to stimulate investment in the north. Matthew Campelli finds out about its £10m infrastructure project

In November last year the former chancellor of the exchequer, George Osborne, produced the last Autumn Statement and Comprehensive Spending Review of his tenure. While his 'u-turn' on tax credit cuts and the protection of policing, health, education and defence budgets grabbed most of the headlines, buried deep in the report were insights into the government's ambition for England to host the Rugby League World Cup in 2021.

Although nothing out of the ordinary – England or Great Britain has hosted the event four times since its inception in 1954, most recently in 2013 – the fact that it was referenced in one of the most important Treasury documents of the year, in relation to Osborne's flagship Northern Powerhouse strategy, gave it a much more significant feel.

However, things move quickly in politics, and following the seismic

Jon Dutton, the RFL's director of projects and planning unveils England's bid for the 2021 World Cup

EU referendum result Osborne became one of the more high profile casualties as Theresa May replaced David Cameron as prime minister.

Also on the way out was culture secretary John Whittingdale – who "championed" the World Cup bid, according to Rugby Football League (RFL) director of projects and planning Jon Dutton. But before leaving

office, the outgoing minister left a £10m parting gift for rugby league infrastructure to go along with a £15m pot to coordinate the bid.

Despite the shifting sands at the top of government, Dutton is optimistic that there will be "no change in the relationship and support the government has provided the sport of rugby league" and is keen to see the Northern Powerhouse initiative – which aims to address the North-South economic imbalance by attracting investment – continue.



Turn over: UK Sport's talent scheme to find the stars of Tokyo 2020 and beyond



"We went to speak with the Treasury last year, very much predicated on the Northern Powerhouse and the contribution we felt the sport could play for that agenda," he tells *Sports Management*. "We had a two-fold plan: to bring the World Cup here in 2021 and to host a really transformative tournament, with the majority of the games staged in the Northern Powerhouse."

"Intrinsically linked" to the bid is the ambitious infrastructure project in which money will be ploughed into the community game and talent pathways. While the full £10m will only be granted by the government if the bid is successful, Dutton reveals that the RFL is working with the Department of Culture, Media and Sport (DCMS) to "work up a proposal of how it is going to be invested".

LACK OF INVESTMENT

Dutton ruled out the possibility of building a new national stadium for the sport – which would cost substantially more than the fund being granted – but has given thought to the idea of establishing a national centre of excellence for rugby league.

"We have to make sure whatever we do has a real benefit for the grassroots of the game," he adds. "We

The RFL will look at the possibility of an artificial pitch project and consider improvements to clubhouses

6

We know the community game has suffered from lack of investment in terms of facility improvements

know the community game has suffered from lack of investment in terms of facility improvements, so work over the next few months is to make sure the money is going to be of benefit to our sport."

Dutton and his colleagues at the RFL will now set out to "build stakeholder relationships" with incoming culture secretary Karen Bradley with a view to getting a plan signed off towards the end of the year. Projects will then be rolled out over 2017 and 2018 in advance of the World Cup in 2021.

Among the RFL's priorities, says Dutton, is the rolling out of artificial turf pitches for community clubs, in a similar fashion to the Football Association and Rugby Football Union, so that games won't be cancelled and facility operators won't lose revenue.

"We would be keen to talk to other sports to see if there's an ability to share facilities – that's something we'd definitely look at," he explains.

Using the money to create "welcoming environments" in the clubhouse is also a priority.

Dutton says: "We know there are a lot of competitions and sport for children. What we need to ensure





is when parents have the choice of where to send their children in their spare time, they see the rugby league environment as being welcoming and full of benefits for their health, wellbeing and development.”

Last February the governing body launched its Sky Try programme with the pay-TV broadcaster as part of the deal for Superleague rights. The initiative has the goal of reaching 100,000 people every year with a huge emphasis on primary school pupils. The seven-year programme is for both males and females, and Dutton is keen to get across that the sport wants to be as inclusive as possible in the way it operates.

CREATING NATIONAL REACH

As part of the World Cup bid, the RFL has committed to establishing a Festival of Rugby League, which included female and disabled competitions.

“Part of our overall strategy is to have more people playing the game in various formats,” he says.

“We are sowing the seeds at the moment and we hope to have some green shoots in the next couple of years, certainly by 2021. We would hope that the programmes would result in more sustainable clubs, more players and more opportunities to play.”

Once the RFL secures the money, it will then launch a bidding process for community clubs to apply, demonstrating their need for a cash injection towards facilities and operations. While the Northern Powerhouse theme runs through the World Cup bid – with the majority of the games earmarked for

Dutton says he wants funding to positively impact participation among younger children



It’s about getting the best value for the sport – £10m sounds like a lot of money but we want maximum impact

northern stadiums – Dutton stresses that the RFL will take a nationwide approach to the funding programme and “spread it geographically far and wide”.

“We have a national footprint,” he adds. “If you look at League One clubs, which is the third tier, we have clubs playing in London, Oxford, Gloucestershire and Coventry. We’re taking our Four Nations Double Header to the Ricoh Arena in Coventry.

“While we have national reach in terms of the clubs playing in our professional structure it has to be underpinned by community growth. To have community growth we need to have good facilities for people to play at. It’s part of a much bigger plan and we believe the World Cup is the pinnacle of the sport – we want it to be seen by as many people as possible and we hope it will result in growing participation and new facilities.”

The challenge, Dutton explains, is making the £10m stretch as far as possible and using the government funding to leverage money from elsewhere.

“It’s about getting the best value for the sport. £10m might sound like a lot of money, but we want to make sure we create maximum impact and we’ll only do that by leveraging other funding – through local public funding or private investment – working in partnership and being really strategic. It’s about getting great value for money for the sport and setting ourselves up for the future” ●



Turn over: RFL is exploring an artificial pitch project as part of the £10m investment

CHARLES LAWRENCE

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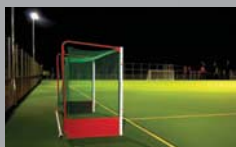
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Bright Hart Lane

It's a great time to be a Spurs fan, with a new 61,000 stadium set to open in time for the 2018-19 season. Simon Lansley speaks to the CEO of the Tottenham Hotspur Foundation, Grant Cornwell, about what this means for the club's community work

As you approach Tottenham Hotspurs' famous old White Hart Lane stadium in North London, the slogans on the boards screening the building work repeatedly scream 'Passionate about Tottenham'. Not unusual, you might think, for a Premier League football club to be shouting about its brand in front of the local community.

That is until, you realise, the slogan is simultaneously referring to the local community.

Tottenham players like Danny Rose are encouraged to take part in community work

Next season Spurs will play its Champions League games at Wembley Stadium and, during the 2017-18 season, have the option to stage both domestic and European matches at the national stadium, as its iconic old ground is transformed into a state-of-the-art 61,000 all-seater stadium.

As part of the preparations, next summer the club's award-winning charitable Foundation will move into a new 'hub' in a Grade II listed restored residential townhouse on Tottenham High Road, bought and donated by the football club and refurbished with a grant from the Heritage Lottery Fund. According to Grant Cornwell MBE, chief executive of the Spurs Foundation, this will serve two purposes – firstly, to provide more 'walk-in' access to the Foundation's services and secondly to demonstrate that, while

Our stadium is available to the local community 365 days a year – we open up executive boxes for health checks





the first team may be temporarily based elsewhere, the club's phenomenal community work is utterly committed to the people of Tottenham.

The new stadium is being seen as the catalyst for the regeneration of east Haringey and south Enfield, with the Foundation's impact across nine wards reported in a 'social audit' published by the

Grant Cornwell
MBE, chief
executive of the
Spurs Foundation

social impact research company Substance in late 2015 – itself a first for a Premier League club's charitable foundation.

COMMITMENT TO WELLBEING

The report calculated that for every £1 invested by the Foundation, there was a social cost saving of £7. Read it and you realise, this goes way beyond the remit of just another club 'doing good' in the local community. It's a major investment and commitment to the health, wellbeing and future prosperity of some of London's most impoverished wards. The audit specifically looks at the work of the Foundation in nine wards identified as part of the North Tottenham Regeneration Programme.

"When that report was finished and launched, it was not a time for everyone to sit back and say 'look how great we are,'" Cornwell says.

"The report highlighted that what we are doing is relevant and is appropriate for the area we represented. It was good to know that the Foundation is having an impact and making a difference.

"The chair and board at Tottenham Hotspur fully buy into the Foundation. There is an acknowledgement that it is an integral part of this





football club, where we use what is a valuable brand to go and do some pretty tough work with some of the most hard-to-reach people in our society.

“The club chair and the board have given a lot of positive support and encouragement for the Foundation to go out and do what it does.

“I have been here nine for years now. We are the biggest employer in Tottenham. You can go all around the world and if you say you come from Tottenham, everyone will immediately say ‘oh, Tottenham Hotspur Football Club’. As a club we have a huge responsibility to our local community and delivering life-changing opportunities to local people.”

Cornwell adds: “Our stadium is a venue that is available to the local community 365 days a year. We open the executive boxes up on weekdays for people to have health checks, for example. The club is committed to investing the time, energy and dedication to deliver the community work – from first-team player and director engagement, right through the very fabric of the club.

“We are in one of the most deprived wards in the country. We have some of the highest rates of obesity and diabetes, unemployment through generations of families, some of the lowest levels of educational attainment – even though we have got some great

According to Cornwell the football club is the biggest employer in the Tottenham area

schools. So building aspirations for young people are a focus for us, for example we are the first club to offer a Foundation degree. We set that up because we want youngsters who can’t usually afford it to still be able to have a university degree.

“All of this contributes to greater community cohesion. There are more than 200 different languages spoken in this borough. With the postcode wars which are going on between kids from different areas, we know that we have got to build confidence and relationships right from the grassroots.

“It’s not as easy as saying ‘build it and they will come’. Getting a kid to go from an activity to a college programme, to university to a job, is not something you can say ‘we’ve got this so come and join in’; it takes time and a huge amount of effort, and really good quality, driven people. The engagement part of it is fundamental to making it work.”

RE-EVALUATION

The audit has also enabled the Foundation to better understand its place in terms of service providers to the local community.

“We have gone through a major re-evaluation and a lot of what we are doing is more than just sport. The Tottenham Hotspur brand is just a catalyst for what we do. So for example we have our own Spurs nurse; a qualified health practitioner who is contracted to go out and undertake health checks. We mainly target men, because a lot of the time it is the men who don’t go to the doctors.

“We were tasked with engaging with 45-year-olds and older, so we send the Spurs nurse in the Spurs

The skillsets here are far beyond traditional football coaching. All of our staff are mentors and have an understanding of the risks associated with young people



We are not going to change the world on our own so we work alongside many other services. What we do has to make a tangible difference

tracksuit to Halfords, B&Q and all the other places where men might traditionally go. She sets up the stand and engages with people and we offer them a tour of the ground if they have a health check. We have done more than 3,500 health checks so far and we have found a percentage of those did need to go to the doctors so we have identified issues.

“None of that is because the men are now doing sport, it’s because they will just come and talk to someone in a Spurs tracksuit.”

SOCIAL OUTCOMES

Cornwell feels there can sometimes be a “reluctance” outside of football to truly embrace the power of clubs in their communities – perhaps in part because of the omnipotence of the Premier League itself. He hopes that the new strategies announced by the government and Sport England over the last six months, which have a greater focus on the social outcomes of sport as opposed to solely driving participation, will open up the sector to more genuine collaboration.

“The skillsets here are far beyond traditional football coaching. All of our staff are mentors and have a deep understanding of the risks associated with young people. We work with all of this borough’s looked-after children – at the last count there were 412. We have got some of the highest rates of teenage pregnancy, unemployment, domestic abuse and young people leaving school early.

“You look at the figures for children in care, they are horrendous and so we have focused on them for the last 10 years – not just the last 10 minutes. They are

Spurs’ White Hart Lane ground is ‘open 365 days a year’ to members of the community

The club’s foundation works within some of the UK’s most deprived areas

the most vulnerable in society. We are not going to change the world on our own so we work alongside many other services, and to properly understand some of these young people and work out if there is anything we can do as a football club, is a really powerful thing. What we do has to be user-led, it has to make a tangible difference. It has to be what this community wants and needs.”

Champions League football, England’s best young players, a new stadium taking shape and the head coach having just signed a new five-year contract; this is “an incredibly exciting time” for everyone involved with Spurs, both on and off the field, says Cornwell.

But when it comes to the club’s role in the community, he adds: “We want it to be real – not superficial – and as a club we are not superficial about any of this; we want this new stadium to genuinely be something for everyone.” ●



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Cornwall Council has approved £7.5m worth of work to extend Bodmin's Camel Trail to the town centre



PEDAL POWER

Best known for the fabled Beast of Bodmin Moor and Du Maurier's novel, Jamaica Inn, Bodmin wants to put itself on the map as being Cornwall's first cycling town

Kath Hudson

It's not on the coast and it doesn't have an internationally famous attraction or a celebrity chef associated with it, so Bodmin isn't top of the list for most visitors to Cornwall. And although in recent years a number of cycling centres have developed on its immediate outskirts, frustratingly the town hasn't reaped the benefits.

Connected by a cycling trail with the more gentrified Wadebridge and the über popular Padstow, the traffic, and the spend, has so far flowed up river, away from Bodmin. Around 94 per cent of trail users between Wadebridge and Bodmin don't continue into the town centre, but turn around and go back. It isn't the fault of the visitors: currently the route to the town centre is neither obvious nor cycle friendly.

CYCLING FORWARD

However, now plans are afoot to change all of that. Cornwall Council has approved a £7.5m package of improvements which will bring The Camel Trail into Bodmin town centre, as well as improve links with the two other cycling hubs on Bodmin's doorstep, Cardinham and Lanhydrock (see boxouts).

Funded through the government's Growth Deal and local transport money, work is underway and slated for completion by next June. Plans involve narrowing carriageways, widening pavements and installing new surfacing to slow down traffic while still keeping it flowing.

"It has long been an aspiration of the town to make the most of The Camel Trail to drive regeneration," says Rebecca Jackson, transport, planning and strategy officer at Cornwall Council. "Now that we have two successful cycle hubs on the outskirts, there is even more impetus to do so. We have some fantastic attractions in Bodmin which we would like to improve access to – including Bodmin Gaol, the steam railway and the military museum – as well as a number of historic buildings."



Turn over: How Tottenham Hotspur's Foundation is aiding the local council



We have taken inspiration nationally from towns which have promoted active travel and we're hoping to create a modal switch

Rebecca Jackson, Cornwall Council



Changes to the trail is expected to bring more visitors to the town and bring in at least £1.2m annually

PEDALLING BENEFITS

Cornwall Council estimates the changes could bring an additional spend of at least £1.2m into the town each year and hopes the cycling network will lead to more tourists using Bodmin – which has beautiful surrounding woods and moorlands – as a base to explore Cornwall.

There are numerous other benefits too. The Camel Trail sparked an influx of independent businesses in Wadebridge and the council is hoping for a similar effect in Bodmin, with cycle hire and food likely to be top of the list.

Further to this, as the town will be so well served for cycle paths, it will make active commuting to work, schools and the new college easy. “Many trips made around the town are localised, so we’re hoping that some of these could be switched to cycling or walking,” says Jackson. “We have taken inspiration nationally from towns which have promoted active travel and we’re hoping to create a modal switch.”

A more active population has knock-on health benefits, so Bodmin is looking forward optimistically to a healthier town, with healthier prospects. Other



THE CAMEL TRAIL


Used by walkers, cyclists and horse riders, The Camel Trail is an 18 mile flat, traffic-free path along a disused railway line between Wenfordbridge, Bodmin, Wadebridge and Padstow. It takes in beautiful woodland and spectacular estuary

views, as well as a Site of Special Scientific Interest and a Special Area of Conservation.

Set up and maintained by Cornwall Council, it has 500,000 users a year and supports five cycle hire companies, bringing an economic benefit of more than £3m to the area.

Cornish towns wanting to make more of cycle tourism, such as Penzance, are now looking on with interest. If Bodmin Cycle Town is a success a similar approach could be taken in other areas.





Cardinham is a track for adrenalin junkies, with two tough red-graded trails

CARDINHAM

Owned by the Forestry Commission, Cardinham is a more adrenalin-fuelled bike track than Lanhydrock (see below). The 12km Bodmin Beast blue trail is moderate enough for the weekend warrior, but the two tough red-graded trails are for more confident mountain bikers.

The Forestry Commission teamed up with the 1 South West off-road cycling project, part of the National Trust, to create the trails. "We saw this as an exciting opportunity to work in partnership to create a different experience of cycle trails," says Forestry Commission spokesperson, Stuart Burgess. "Cardinham offered existing recreation

facilities and a land profile which offered the ideal cycling terrain."

As the bike trails are complemented by walking trails, a café, barbecue areas and an adventure playground, Cardinham has seen an increase in many user groups including cyclists, dog walkers and families. Other services have sprung up including bike hire, bike maintenance and a forest school. "The Forestry Commission strives to ensure all visitors enjoy their experience and Cardinham is big enough to cater for different interests," says Burgess.

Cardinham has 50,000 users a year and brings an economic benefit to the area of £0.39m.

LANHYDROCK CYCLE HUB

Created by The National Trust, with the help of £850,000 of EU grant funding and £1.2m from other unspent projects in the south west, the cycle trails at Lanhydrock House, are open from dawn until dusk and are free to use.

Visitors can bring their own bikes, or hire on site. There are seven trails, which vary from ones suitable for kids and beginners to more difficult and technical rides for more experienced mountain bikers.

There is also a skills track, two practise rollers, rocks, jumps and a pump track.

Young riders are catered for with a balance bike track and an adventure playground, conveniently situated next to a newly developed National Trust café.

"We made the decision to develop the trails to make our land more accessible to a wider audience," says lead ranger, Matt Lewis.

"We wanted people of all ages to get outdoors, active and appreciate our countryside and nature, while having loads of fun."

"The trails were created in an area of relatively new plantations woodland with

“Last year we saw 55,000 visitors enjoying the trails”

very little previous access. Last year we saw 55,000 visitors enjoying the trails, in addition to the 150,000 dog walkers, walkers and nature spotters and 240,000 guests to the house and gardens.

"It is a great facility for both locals and tourists and encourages repeat visits and non NT people. It gets the message across that the NT is all about land as well as houses and gardens." ●



There are a number of trails suitable for children and an adventure playground



Turn over: Cornwall Council makes financial commitment to trail improvements

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Game changers

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



The bikes will be designed Orange – a colour synonymous with Nike products

Nike 'just does it' with bike sharing scheme

Athletics and running goods giant Nike is helping people get more active – by encouraging people to jump on a bike. The company has struck a new partnership with the City of Portland which will see it become the sole sponsor of the city's bike share programme, Biketown.

The US\$10m, five-year partnership is designed to increase the number of bikes in the Biketown initiative from the current 600 to 1,000. Additionally, Nike is contributing a new design for the Biketown stations – where bikes can be picked up – as well as the visual bike identity and digital branding.

The Biketown bikes will be Nike Orange, a colour that has been synonymous with Nike since 1971, when founder Phil Knight and his first employee Jeff Johnson

introduced the hue on the shoebox of the first shoe to bear the brand's trademark "swoosh" logo.

Nike is based in Portland, so helping the city get more active is a natural move, according to Jorge Casimiro, Nike vice president of global community impact.

"We're proud of our long history of partnership with the City of Portland," Casimiro said.

City of Portland commissioner Steve Novick added: "This is how public-private partnerships should be done. We have developed an innovative, next generation bike share system. And in Nike, we have a sponsor that is a global leader in innovation with a distinguished record of supporting sports and physical activity. It's a perfect fit."

www.biketownpdx.com



An Alert Shirt being put through its paces in laboratory conditions

Vibrating football shirts put fans in the action

Football fans will soon be able to 'feel' the game while watching the action, thanks to a new fan shirt loaded with wearable technology.

The Alert Shirt, developed by Sydney, Australia-based Wearable Experiments (We:eX), gives haptic feedback to its user, sending subtle vibrations to the user's chest whenever a goal is scored, a card is shown or any other key event takes place during the game. The technology is based on data from the match – which the shirt wearer is watching – being transmitted via a smartphone app to the electronics embedded within the shirt.

According to Billie Whitehouse, We:eX designer and director, the shirt will become the "fourth dimension of entertainment" by connecting fans to the players like never before.

"The Alert Shirt is completely unlike any other jersey in the sports market," he says. "Wearable technology must be intuitive and seamless within our daily lives, enhancing our life experience while connecting us to other people and the world at large. Our new product is a major first step in the right direction."

www.wearableexperiments.com



Report: Use tech to cut food queues and improve bottom lines

A new study shows that more than 40 per cent of sports fans worldwide regularly abandon concession lines – without making a purchase – due to excessive waiting.

The Fan Experience: Changing the Game with Food and Beverage report, published by Oracle Hospitality Sports and Entertainment, surveyed more than 3,500 sports fans in eight countries – Australia, Brazil, China, France, Germany, Japan, the UK and US – and uncovered the supporters' top priorities.

The survey suggest that venue operators are missing a trick by not employing technology in order to improve the overall F&B experience – with many

stadia and arenas still relying entirely on concourse-based points of sale for their food and drink offer.

For example, a huge majority – 68 per cent of US fans and 60 per cent of international fans – said they would “probably” or “definitely” use in-seat ordering if available at the home stadium of their team.

“Aside from safety and overall venue environment, fans across the world place food and beverage above all else when ranking the elements that are most important to their fan experience,” says Ned Rowland, director of Oracle Hospitality Sports and Ents.

“Solutions such as cloud platforms would



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Solutions such as in-seat ordering could improve revenues

provide operators with the enterprise agility they need to remain innovative.

“The key is to be responsive to change, readily

incorporating the most advanced technologies that come along to improve the fan experience.”

www.oracle.com

Shnarped – the social media revolution for sports?

A Canadian tech startup, founded by college ice hockey players, is aiming to become the “Instagram for sport” after launching a new social media platform for sports video content.

Shnarped – an easy-to-use video editing tool – offers users the opportunity to record their own sporting action and add features such as slow motion, a moving spotlight and music before sharing the footage with friends. The company's first product, a hockey app, has already garnered more than 100,000 downloads and has been adopted by 150 National Hockey League (NHL) players.

“Kids just want to have fun,” says cofounder and CEO Dustin Sproat.

“They told us making cool sport videos was really hard and that there just wasn't a good place to post all their sports photos and videos.

“We built Shnarped for them. It's about finding inspiration, having fun, and building communities through a shared love of sports.”

Shnarped is currently adding around 1,000 users per day.

“The feedback from everyone has really blown us away,” Sproat adds. “Our users tell us Shnarped is going to be huge, and we're just really proud to be able to use social media in a positive way, encouraging youths to live an active and healthy lifestyle.”

www.shnarped.com



The team behind Shnarped (above)



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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

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