

SPORTS MANAGEMENT

VOLUME 14 Q4 2010



LONDON 2012
FACILITY UPDATE



HUGH ROBERTSON

shares his views
on the sporting
landscape after the
spending review

**Twickenham tackles
carbon issues**



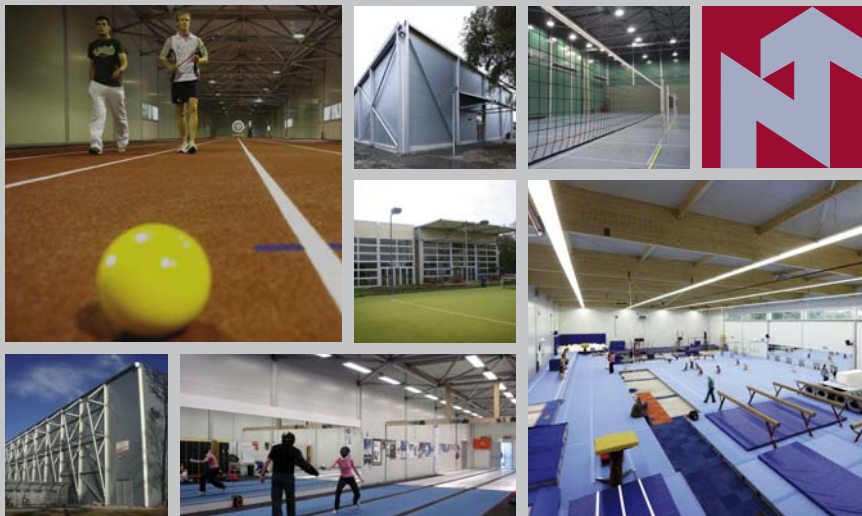
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BACK ON TRACK?

PricewaterhouseCoopers'
outlook for the global
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*New Zealand's Ma'a Nonu
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PwC sport research released

Organisations in the sports sponsorship, broadcast and media market have weathered the recession in reasonable shape, leaving the sector on track to maintain steady growth over the next three years, according to a new report – *Back on track? The outlook for the global sports market to 2013* – by PriceWaterhouseCoopers (PwC) and IFM Sports Marketing Surveys.

Back on Track? shows that the worlds of sponsorship, facility provision and participation grow ever closer. Researchers polled 426 sports marketing professionals worldwide to establish their views on the future of sponsorship deals. The good news for those involved with facility development and community sport is that they found an increasing role for grassroots programmes and corporate social responsibility in major corporations' sponsorship portfolios. Around half of the respondents said they feel 'strongly' that sponsorship at an elite level must also engage with grassroots initiatives.

This is excellent news, given that some large businesses have sponsorship budgets which far exceed the level of funding allocated by entire governments to the development of facilities and participation.

However, the links between the grassroots sports market and private sector sponsorship are not that well developed, and the majority of sponsorship is still being captured by higher level sporting events. This indicates there's work to be done if the sports sector is to take advantage of this interest in investing in CSR and grassroots sport by major corporations. If these links could be cultivated – and this is the right political climate for this to happen – then it could be just what sport needs.

People changed their buying habits during the recession, seeking out the same or better experiences at a cheaper price and they'll continue to compare prices, irrespective of economic conditions

In addition to looking at sponsorship, PwC examined trends in other areas, including ticket sales. Despite being outpaced by the growth in sponsorship spending, gate revenues are forecast to remain the biggest component of the global sports sector, with 37 per cent of the market by 2013, ahead of sponsorship at 26 per cent. The report says the industry faces a price versus volume issue if it wants to get the highest ticket price while still generating the crowds needed to fulfil broadcast requirements by creating lively, dynamic events with a good atmosphere and a satisfying spectator experience.

PwC says new approaches are being adopted to strike a balance between premium and standard seating – particularly in the US, where operators are using dynamic ticket pricing 'similar to the yield management models used by airlines and hotels', to optimise ticket sales. Under this model, prices change constantly depending on seat availability and the time remaining until the event.

A further significant finding is a 'new wave of interest in combining fans' passion and engagement across sport and entertainment'. Researchers found half the sports marketing professionals interviewed believed the future involves linking together fans' individual entertainment profiles and their 'sporting passions'. PwC says sports brands are currently 'missing opportunities to incorporate entertainment to reach the mass market'.

Back on Track? says people changed their buying habits during the recession – seeking out the same or better experiences at a cheaper price via the internet and that they'll continue to compare prices irrespective of economic conditions, so the health of the sector looks robust, but there must be a drive to innovate and remain competitive.



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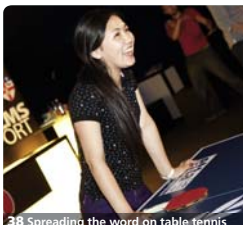
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global brand awareness

Speaking at the recent Global Sports Industry Summit in London, National Football League (NFL) commissioner, Roger Goodell, announced his plans to take American Football into Europe.

This bold move will require specialist event planning to ensure this US brand travels the Atlantic intact. It will involve not just the movement of staff and equipment, but the shift of a sporting culture wrapped up in the star-spangled banner of the USA.

My personal experience of bringing the Tour de France to London in 2007 – a sporting event wedded to the Gallic mountains and wide continental roads – taught me that you need to add to,

rather than take away from, the brand. We did this by adding a new community spirit to the event with pop-up screens across the capital showing the event in people's neighbourhoods.

The day before the 31 October NFL game at Wembley, Trafalgar Square was given an all-star American make-over and flooded with cheerleaders and giant screens. This resulted in the fourth straight sellout of American Football at the venue. To best build on this success the NFL needs to think strategically about how it can start adding to its UK brand, so when the novelty runs out the seats will be filled with Brits who've turned terrace chants into NFL cheers.
Will Glendinning, CEO, Allium Opus



Michael Crabtree, San Francisco 49ers

More investment needed in women's sport

Even with the FIFA World Cup now behind us it is difficult to forget the media coverage and general hype that surrounded this sporting event. In this respect, it is the polar opposite to women's football. How many of us could name a member of the British Women's team or know that they were runners up in the European Championships? In short, women's sport in the UK is hugely overlooked.

This was the discovery made in a report released by the Commission on the Future of Women's Sport, *PrimeTime: The Case for Commercial Investment in Women's Sport 2010*. The report shows that even though women's sport is more

popular than ever, it still faces the challenge of turning this increased interest into commercial investment and greater media coverage. A team of leading figures including Baroness Grey-Thompson, Minister of Sport Hugh Robertson and cricketer Clare Connor have all lent their support to the findings that reveal strong demand from UK sports fans for greater coverage of women's sport, but which also show that the commercial sport sector is failing to capitalise on the opportunities presented by this fast-growing and uncluttered market.

The report also suggests that the lack of investment and marketing in women's sport has significant health

implications as many women are exercising too little to actually benefit their health. More focus on women in sport might encourage more females to become physically active.

By encouraging a greater number of corporate companies to invest in women we can provide the younger generation with a variety of sporting role models. Without which, girls will not experience the sports bug and grow up dreaming of being a sports star as so many boys do around the world.

This is essential for the grassroots of any sport and a reason why the law firm Charles Russell LLP is committed to the development of sailing, from supporting reduced-rate community sailing initiatives through its sponsorship of the Weymouth and Portland National Sailing Academy, to sponsoring Paralympian Helena Lucas. Keir Gordon, head of the Sports and Media Group, Charles Russell LLP

“By encouraging a greater number of corporate companies to invest in women, we can provide the younger generation with a variety of sporting role models”



John Goodbody reports on

How the CSR will affect sport

So how was the Comprehensive Spending Review (CSR) for you? For many in British sport it could have been a lot worse. There is an understandable sigh of relief that given the policy of the Coalition to cut the country's debt sharply and quickly, many areas remained immune to the huge reduction in the money allocated by the Treasury to the Department of Culture Media and Sport (DCMS), £1.9bn to £1.1bn. Sport still seems to look forward to a future buoyed up with more than adequate resources, munificent even when you compare the money available now, and in the next few years, with, say, that in 1990.

Once again, it has been the National Lottery that has been the saviour of sport and, in this case, the saving of much embarrassment of the government.

Twenty years ago, as Margaret Thatcher was resigning as Prime Minister, Colin Moynihan, then Minister for Sport and now chair of the British Olympic Association, was asked what major change for sport would result from her departure. He replied with prescience: "The introduction of a national lottery." And so it proved. With Exchequer funding being reduced over the next five years, the Lottery can more than make up the short-fall. The reinstatement of 20 per cent in lottery money funding after 2012-13 means that the cash available will either stay the same or even rise. So, Sport England's projected budget this year is £262m, made up of £134m from the Chancellor and £128m from the Lottery. In 2014-15, this will increase to £284 million, consisting of only £86m from the government but £198m from the Lottery.

It was always expected that the money for the preparation of competitors for the 2012 Olympics would be sacrosanct because of the public prestige involved in getting medals. However, what wasn't expected was that similar



With Exchequer funding being reduced over the next five years, the Lottery can more than make up the short fall

amounts of cash would still be available for the training of leading competitors in successful sports after 2012. Yet UK Sport, which will continue distributing the money after 2012, projects the figures for 2012-13 will be £110m, about the same as 2010-2011. Again, a big thank you to the Lottery.

It was also suspected that the Olympic budget of £9.3bn for the Games and the regeneration of East London, would not be trimmed by much. After all the capital projects are already being built and most contracts finalised. In fact, there has indeed just been a shaving off the budget.

So where's the bad news? Well, both Sport England, responsible for the grassroots, and UK Sport, responsible for the elite, will have to cut their administrative costs savagely and some people will clearly lose their jobs as the two merge. The government, however, has ducked the obvious way to make further savings at the top of both organisations and of the DCMS by having direct control of both bodies and ministers chair the rump that's left. At a time when there's been such a reduction in the number of

quangos, its curious that Sport England and UK Sport are going to survive as entities, even if many of their highly-qualified staff should remain in such a scenario.

The cutbacks on local authorities are clearly going to affect grassroots sports. Clearly charges for entering swimming pools or sports centres may rise and provisions of facilities are bound to decrease.

However, the most obvious loser in the CSR has been the loss of £162m from the budget of the Department for Education which funded the Youth Sport Trust – responsible for the network of School Sport Partnerships and 501 Sports Colleges. It's clear that although individual headteachers will be able to continue with a commitment to sport out of their own budget, the money is no longer ring-fenced and headteachers may choose to spend the cash on things other than sport.

The task, therefore, is to persuade those headteachers that money spent on sport is worthwhile, not only for its own sake but also because it helps academic attainment and alleviates social problems. ●

New home for London 2012 gymnastics facility

The future of London's Europa Gymnastics Centre has been secured with the unveiling of plans to build a new home for the facility in Crayford.

The new venue is to be built on the Samas Roneo site, which has been donated to the London Borough of Bexley by the housing developer and landowner, Barratt Homes.

The new Maiden Lane facility will improve access for the entire community and will include a martial arts and a dance, boxing and weights studio. A fitness suite and gymnastics hall are also proposed as part of the venue, which will be capable of hosting a range of competitions.

Barratt Homes will contribute funding towards the new Europa Gymnastics Centre, which has also been handed a £200,000 grant by London Mayor Boris Johnson. In addition to the council, the project team includes Len and Yvonne Arnold, Formation Architects, Stace LLP, Whitecode Design Associates and RLT Engineering Consultants.



An artist's impression of the new facility planned for Crayford

Sport England, the Olympic Delivery Authority, the Amateur Boxing Association of England, Cory Environment Trust in Britain and British Gymnastics are also backing the scheme. It follows the London Organising Committee of the Olympic Games and Paralympic Games' (LOCOG) decision to name the centre as a 2012 Games Time training venue.

LOCOG chair Sebastian Coe said: "As well as delivering new facilities for elite athletes, the centre will enable others inspired by the Games to develop their gymnastic potential."

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New swimming venue for Southend

Southend Borough Council (SBC) has confirmed that a new £13.5m swimming and diving venue at Garon Park will be open by mid November.

Ipswich-based ISG Jackson commenced work on the Archial Architects-designed Southend Swimming and Diving Centre in July last year. Sport England has part-funded the development.

Facilities will include a 25m, eight-lane competition pool and a diving pool, which has fixed platforms at 1m, 3m, 5m, 7.5m and 10m and three springboards; two at 1m and one at 3m.

The new complex also includes a dry-dive training facility with harness and trampolines; 374 tiered seats – including 22 wheelchair spaces; and a small fun pool complete with a water slide.

Moveable floors have been installed to allow for swimming lessons and exercise classes to take place, in addition to a water agitation and air cushion system. British Swimming will be using the venue



The new centre includes a 25m pool and spectator seating area

as a training base for the Team GB diving team ahead of the 2012 Games.

SBC executive councillor for culture Derek Jarvis said: "This pool is a fantastic sporting and leisure asset and I hope it will provide enjoyment for residents and visitors to the town for decades to come."

"We now have a truly world class swimming and diving arena in Southend."

Cuts to affect council leisure investment

Public spending cuts will make it difficult for Scottish local authorities to invest in leisure provision, according to a report by Audit Scotland.

The study found that a quarter of council-owned facilities were in poor condition, despite annual investment of around £656m in infrastructure and services across the country. Physical Recreation Services in local government found that only two-fifths of adults did enough exercise, but also said that attendances at facilities had increased.

Audit Scotland has urged councils to gather information on residents not using the services to encourage more people to become active.

Accounts commission chair, John Baillie, said: "Councils need to make best use of their resources. Many are already looking at their physical recreation services and facilities to consider how sustainable they are."

2012 may miss green targets

Significant work is still needed to ensure the 2012 Olympic and Paralympic Games meets environmental aims set by organisers, according to the London Assembly.

A study by the environment committee – *Going for Green* – commends efforts to make the event sustainable but issued a warning that it might not be as “transformative” as first hoped.

In the report, the failure to provide more electric vehicles for the ‘Olympic fleet’ has been labelled a “missed opportunity”, while it is yet to be set out how carbon emissions will be reduced.

Recommendations laid out in the study include the production of a plan by organisers to promote sustainable modes of transport at the point of ticket



There are concerns over the Olympic Park's sustainability

sales for spectators travelling to events. Organisers are also urged to explain how future carbon savings will be quantified, while targets should be set for the recycling of temporary materials.

Darren Johnson, chair of the assembly's environment committee, said: “We

fully support London 2012's ambition to be the most sustainable Olympic and Paralympic Games in recent history, and there has been some excellent work towards that goal. However we don't want to see environmental standards compromised in the run-up to the Games.”

Work begins on extreme sports facility in Herts

Work has begun on an extreme sports venue in Hemel Hempstead, Hertfordshire, which will feature an indoor skate park, climbing wall, indoor caving and high ropes course.

The development – Sportspace – which will be operated by Dacorum Sports Trust, is currently working under the name Extreme Connexions and is due to open in July 2011.

The facility, which is being built on disused land, will also feature a music recording studio, a band rehearsal room



The centre is scheduled to open in July 2011

and an internet cafe as well as a teen focused health centre with counselling rooms. The centre, which has secured £5m worth of government funding, will also include a 60m x 15m indoor climbing area – supplied by UK-based Entre-Prises – and one of the largest indoor, combined timber and concrete skate parks in the UK.

GB Building Solutions will manage the build – working closely with Sportspace and Youth Connexions Service to create work experience and learning opportunities for youngsters in the build process.

HOUSE OF LORDS COMMITTEE LAUNCHES SPORTS INQUIRY

A new inquiry has been launched by a House of Lords committee into the relationship between grassroots sports and the European Union (EU).

The EU sub-committee – social policies and consumer protection aims to look at the benefits of grassroots sports and how the EU's ‘competence’ in sport can help drive up participation. Other issues to be debated include

whether sport is given enough recognition across relevant EU policy areas and how the new EU Sports Programme should be organised.

Committee chair Baroness Young of Hornsey said: “We want to get to the heart of how participating in grassroots sports helps individuals, communities and society. However, we are aware that there are sometimes

obstacles or barriers to people participating, particularly for minority groups, thus preventing sport from fulfilling its potential in all spheres.”

The committee is now inviting contributions from a range of sector agencies, with written evidence to be submitted by the end of November.

It is hoped the committee will be able to report its findings in early 2011.



The centre offers a range of activities to help teach youngsters life-long skills

£8m Sutton Life Centre opens

A new £8m leisure and learning centre, which aims to teach young people about citizenship, has been opened in Sutton, London.

Deputy Prime Minister Nick Clegg attended the launch of the Sutton Life Centre, which includes one of the largest climbing walls in the UK – measuring 20m x 10m – and sports courts.

London-based Curl la Tourelle Architects and Land Design Studio were be-

hind the design of the new facility, which also includes a Life Skills Zone. The zone comprises an indoor street in the style of a movie set and a multi-media studio, including 360-degree screen projections to create a number of virtual worlds.

Clegg said: "Growing up today isn't easy, as life has become more complex for young people to navigate. We want to wipe the slate clean so young people are free from the burden of our failings."



£1.1m sports hub unveiled in Lincoln

A new £1.1m environmentally-friendly sports hub has been unveiled at Yarborough Leisure Centre in Lincoln.

The hub building incorporates six changing rooms and two officials' changing rooms, in addition to a 60sq m (646sq ft) training and meeting room with catering facilities.

Air source heat pumps, together with underfloor heating and solar thermal hot water and rainwater harvesting, form part of the building's design to ensure energy efficiency.

The hub also complements recent work to improve football pitches and athletics facilities at the complex.

MCFC handed keys to new football hub

Manchester City Football Club (MCFC) has been officially handed the keys to its new 'City in the Community' hub at East Manchester Academy, Beswick. Pupils will be provided with two after-school coaching sessions per week, in addition to free Community Soccer Schools for boys and girls during holiday periods.

Badminton, table tennis and volleyball sessions will also be held as part of MCFC's PL4Sport initiative, while three enterprise days are to be held for each year group from 2011.

MCFC chief executive Garry Cook said: "Our City in the Community staff will be working closely with the new Year 7 intake on a daily basis, and Manchester City Ladies FC and our Academy scholars will train here."

Funding for London sports facilities

London mayor Boris Johnson has announced that 13 sports schemes are to be the first to benefit from a new fund to help transform the capital's community facilities.

The Playsport London Facilities Fund has been set up by the mayor as part of a bid to establish a grassroots sports legacy from the 2012 Olympic and Paralympic Games.

It is hoped that investment in sports schemes will also help to address a "significant shortfall" in community facilities across the capital, with many venues oversubscribed.

Redbridge Sports Centre (£200,000) and the Europa Centre in Bexley (£200,000) – both confirmed as 2012 Games Time training venues – are among the recipients of funding.

Haringey Council will net £250,000 towards a multiple pool redevelopment scheme, while Coolhurst Lawn Tennis and Squash Club will receive £100,000.



Facilities across the capital will benefit from the new funding

Enfield's Queen Elizabeth II Stadium will benefit from a grant worth £250,000 towards revamped changing facilities, while Camberwell Baths has been awarded £50,000. Epping Forest, on behalf of Orion Harriers running club, has been awarded £50,000 towards a new clubhouse and Westway Sports Centre has been handed £42,000.



S&P architects designed the complex

All set for Luton Aquatics Centre

A groundbreaking ceremony has been held to officially mark the start of work on the construction of a new £26m Aquatics Centre at Stopsley Common, Luton.

Luton Borough Council (LBC) is leading the project along with Luton Learning and Community Partnership (LLCP) and Surrey-based contractor Wates Construction.

The new Aquatics Centre will boast a 50m, eight-lane swimming pool with a diving facility and spectator seating for 400 people, as well as a 20m, five-lane

community pool with moveable floor.

A 100-station fitness suite and a large sports hall will also feature as part of the S&P Architects-designed complex, along with a dance studio; a spinning room; a multi-use activity room and a café.

Due to open in 2012, LLC general manager Pip Hesketh said: "This is the most recent of a number of projects being delivered in partnership with the council, which are designed to dramatically improve the quality of life for Luton communities."

Snowdome planned for Weston

Leisure Dome UK is in talks to purchase land on the airfield in Weston-super-Mare in order to build a multi-million pound snowdome.

Discussions have been taking place with North Somerset Council regarding the slope, which would boast the longest indoor ski slope in the UK.

Leisure Dome director Clive Hamilton-Davies said: "Extreme sports is a

growing industry and one the South West must tap into.

"North Somerset has actively sought to assist us in delivering these exciting proposals in Weston-super-Mare."

The development is also thought to include a hotel, a pub, a restaurant, a gym, a health spa and a skateboard park and if planning permission is granted, could be operational within two years.

INDUSTRY COMMENT

With local authorities around the country facing budget cuts of 28 per cent over four years, not-for-profit leisure trusts and social enterprises fear their public services may now be in the firing line.

Sports is concerned that discretionary services such as leisure and community centres may be seen as soft targets by hard-pressed councils. Any closures or cutbacks in service would be a huge loss to communities around the UK. Not only do our members provide a range of affordable and accessible health, fitness and cultural facilities for people unable to afford private health clubs and sports centres, but they also reinvest their surpluses in service development, while providing an innovative range of community outreach programmes.

Councils who currently run their own sports and leisure services would be well advised to consider the not-for-profit model pioneered by sports members over the last 10 years. The model is based on effective social enterprise and it can enable tax savings. The reinvestment of surpluses also leads to income generation, efficiencies and development opportunities only open to social enterprises.

There is enormous potential for community leisure centres to do much more. As independent local centres, they are engaged with their communities and well placed to become or help create community hubs, tailored to the needs of their areas. Many are already in partnership with a range of local projects, as well as supporting local sports teams and budding Olympic and Paralympic stars. They are willing and able to host, collaborate with and support the wide range of small community and voluntary organisations that are expected to form part of the 'Big Society'.

sports is the representative body for leisure trusts and social enterprises

sports chair
Craig McAteer

MP: FOOTBALL 'INCAPABLE' OF SELF-REGULATION

Bob Russell, the Liberal Democrat MP for Colchester, has called for a royal commission to look into the governance of UK football.

Speaking in Parliament on 25 October, Russell said that the footballing authorities were "incapable" of self-regulation and urged Sports Minister Hugh Robertson to launch an inquiry.

Russell said: "The minister has no doubt discovered by now that those at the top of football are as impotent as a room of eunuchs, that financially

they have regimes that would make bankers blush, and that, with greedy footballers and parasitic agents, the game is being ruined. Is it not time that the government held a royal commission, because the game is incapable of regulating itself?"

Robertson accepted that there was cross-party agreement to reform football governance, but added that due to the "disparate nature" of club ownership, there is no "one silver bullet" to rectify the situation.



Deloitte in 2012 'wake-up call' to UK firms

Deloitte has urged UK business to 'wake up' to the economic benefits that are set to be generated as a result of the hosting of the London 2012 Olympics.

According to research by the professional services firm, more than two thirds of companies in the UK do not see the Games as having an impact on their ability to operate as normal. Deloitte also said that more than 50 per cent of businesses in the hospitality, tourism and leisure industry did not predict any significant impact as a result of the event.



The plans for an Olympic-sized pool have finally been approved

Aberdeen pool backed by LA

A new 50m swimming pool is set to be built in Aberdeen after plans put forward by Aberdeen Sport Village were backed by the local authority.

Aberdeen City Council (ACC) has confirmed the Faulkner Browns Architects-designed plans were considered by the development management sub-committee in October. Proposals will see the former Linksfield Academy demolished to make way for a Commonwealth/Olympic-standard pool with related facilities, such as a health suite and a café.

The development will feature two elements – a main pool hall to the north of the site and a diving hall, which will be closer to Aberdeen Sports Village and linked to the complex.

In a report, ACC head of planning Margaret Bochel said: "The proposal represents a welcome investment for appropriate community and public use."

Soton Ice rink operator named

Warburg Property Developments (WPD) has announced that Hertsmere Leisure is the preferred operator for the new Olympic-sized ice rink currently being developed in Southampton. Negotiations between the two parties are at an advanced stage and the two are currently working on a bid for support funding through the Sustainable Facilities funding, administered by Sport England.

WPD received the green light for its ice rink plans in July. The project, which will transform two vacant sites – including the former Chantry Hall – will comprise a four-storey mixed-use development. A dance studio, a 40-station fitness suite and a restaurant also form part of the scheme, which will provide the city with its first permanent ice rink for 20 years.

£5.3m complex for Durham University

Durham University has officially unveiled a new £5.3m sports complex at its Queen's Campus in Stockton-on-Tees – part of a wider £12m facilities investment by the institution. The new centre includes a health and fitness suite equipped with 17 cardiovascular and seven resistance machines supplied by Technogym, as well as an ergo room with 12 rowing ergometers and 12 spinning bikes.

Indoor facilities also incorporate a free weights and a strength/conditioning room; an eight-court sports hall and a multi-purpose room with a dance studio.

Exterior facilities created as part of the scheme – designed to preserve Durham University's sporting reputation – include a floodlit synthetic pitch and a new boathouse on the River Tees.

In addition to students and staff, the Queen's Campus facility will be available for use by local community organisations and fitness programmes provided for



Facilities include multi-use sports courts and a large fitness suite

specific user groups. Durham University director of sport Dr Peter Warburton said: "Having this facility next door to the white water complex opposite the Campus on the River Tees makes this a particularly exciting development and helps us build upon the university's already considerable success in sport."

Seminar details for Twickenham exhibition

The Sport and Play Construction Association's (SAPCA) Sports Facility Construction event, at Twickenham Stadium on Tuesday 23 November, will include an expanded programme of educational seminars. The event is supported by both Sport England and the Royal Institute of British Architects (RIBA) and a number of key sports governing bodies and organisations will participate.

The programme includes:

- National strategy for sports facilities
- Sports project funding
- Planning for sport facilities
- How to choose the right sports surface
- Design, construction and maintenance of synthetic surfaces
- Sports facilities for a modern school
- Raising standards of natural sports turf
- The Football Association's (FA) technical standards for football facilities
- Making the most of your playing field
- Surfaces and structures for indoor sport
- Design of community tennis facilities
- Natural sports turf in the stadium environment



The Twickenham event will be supported by the RIBA, the FA, the RFU and the LTA

- Facilities for Rugby Union – the next steps
- Temporary spectator facilities
- The development of sports facilities for London 2012

Seminars on football, rugby and tennis facilities will be presented by the FA, the Rugby Football Union and the Lawn Tennis Association.

Geraint John, convener of the RIBA's Sports Forum, will lead a workshop

discussion on temporary spectator facilities and a session on the development of sports facilities will be presented by Tom Jones of Populous, the official architectural and overlay design services provider to the London 2012 Olympic and Paralympic Games.

Attendance is free. Registration in advance via www.sapca.org.uk or telephone +44 (0)24 7641 6316.

BETTER IN BELFAST

The King's Hall in Belfast was the latest venue to host SAPCA's Sports Facility Construction exhibition programme, with a successful event presented in collaboration with Sport Northern Ireland (SNI) last month.

More than 150 delegates from across Northern Ireland (NI) visited the show, and attended a series of seminars that outlined and examined the funding, design, procurement, construction and maintenance of sport facilities.

Sport Northern Ireland architect Carl Southern presented an update on SNI's Capital Works Programmes and an overview of recent procurement policy applicable to NI government funding awards. Stephen McIlveen, SNI facilities development officer, outlined SNI's overall Strategy for Sport.

Copies of all the presentations from the event are available to view in the Technical Guidance section of the SAPCA website: www.sapca.org.uk



Stephen McIlveen, SNI facilities development officer, outlines the strategy for sport

SAPCA's strategic review

SAPCA's board of directors has announced that it will undertake a thorough review of the association's strategic objectives.

The exercise has been undertaken twice before, since SAPCA was formed in 1997, to ensure that the association continues to develop with a clear vision, agreed objectives and a sound business plan.

SAPCA chief executive Chris Trickey says: "As a membership body representing over 200 companies and organisations, it's essential that we fully understand the needs and views of the industry, in order to prioritise our future activities – especially at a time when the marketplace faces new challenges.

"As well as determining the association's future strategic direction, the review will also consider external perceptions of SAPCA and the positioning of the association within the marketplace."



MCEWAN ELECTED FEI VICE PRESIDENT

The International Equestrian Federation (FEI) has elected John McEwan as its new First Vice President during a landmark Congress where HRH Princess Haya Al Hussein (JOR) secured a second term as FEI president.

Current world class director of equine Sports science and performance and British team dressage vet, McEwan says: "It's a great honour, after working in equestrian sport for over 30 years, to support our president, to achieve her mandate for change and modernisation. There could be no more opportune moment for me with our sport at the heart of the London 2012 Olympics."

ODA appoints new chief executive

Dennis Hone has been named chief executive elect of the Olympic Delivery Authority (ODA) after it was announced that David Higgins is to leave the role to become chief executive at Network Rail in February 2011.

Hone will take up the position after serving as director of finance at the ODA during the last four years, before which he held the role of chief operating officer at English Partnerships.

ODA chair John Armitt said: "David leaves with the project on time, within budget and on the verge of completing



the first major venues on the Olympic Park, while driving forward innovation in terms of sustainable construction."

Hone said: "This is a change of CEO but it doesn't mean a change of direction."

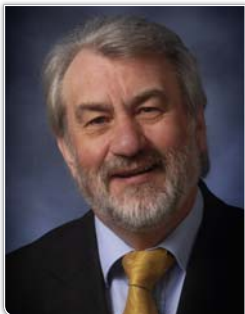


NEW TEAM IS APPOINTED TO QUEST

Five new people have joined the Quest and National Benchmarking Service (NBS) following Sport England's recent appointment of consultants Right Directions and Leisure-net Solutions as scheme managers.

Dave Monkhouse (above) and David Constantine have been appointed by the Quest team as regional managers while in the Quest office, Jenny Hawtin has been appointed as the new Quest manager.

Carrie Stroud, previously with training provider Rising Stars, becomes the Quest coordinator and Alison Dack assumes the role of NBS coordinator.



MULVEY: IRISH SPORTS COUNCIL CHAIR

Ireland's minister for tourism, culture and sport, Mary Hanafin, has appointed Kieran Mulvey as chair of the Irish Sports Council (ISC) for a five-year term.

Mulvey, who replaces Ossie Kilkenny, has been chief executive of the Labour Relations Commission since 1991. He has also served on a number of public bodies including the Independent Radio and Television Commission, the National Economic and Social Council and the Governing Bodies of University College Dublin and Dublin City University. He is a former General Secretary of the Association of Secondary Teachers, Ireland and Irish Federation of University Teachers.

Hanafin said: "I am sure that [Kieran's] wide range of skills and experience will be of tremendous value to the Irish Sports Council as it works with the national governing bodies of sport."

Hanafin also thanked the outgoing chair for his contribution to Irish sport, during which improvements had been made in key areas, such as the rollout of garda vetting, improved strategic planning and the completion of the roll out of Local Sports Partnerships.

ISC has been allocated £49.6m (£41.4m) for the current year to help plan, lead and co-ordinate the development and sustainability of Irish sport.



The Olympic Legacy Company (OPLC) CEO

Andrew Altman



What is the OPLC's ultimate vision for the Queen Elizabeth Olympic Park post 2012?

At the Olympic Park's core will be the creation of family-focused neighbourhoods; making the park a top visitor destination; ensuring the venues provide a lasting sporting legacy; the creation of commercial and job opportunities and joining the area's communities, through new transport connections.

The new mixed-housing will boast 11,000 new homes, including flats, within the Olympic Village. Together with commercial developments a network of schools, health, faith and community centres will sit within 250 acres of open spaces, 3km of rejuvenated waterways and sporting venues. It'll encompass everything that people need to live and work and enjoy life.

How have you used your previous development experience to input ideas into this project?

Every project is unique, I think that it's a mistake to come from the outside and say: "I've done this before". I've worked

The park will encompass the best of London in one place and is destined to be one of the UK's premier visitor attractions

in Washington DC, Philadelphia and New York – which are really special places and of course I've brought with me the experiences gained along the way. But London is an extraordinary city so I think the inspiration for the planning of the site is London itself. The park will encompass the best of London in one place and is destined to be one of the UK's premier visitor attractions.

How is the OPLC ensuring a successful park legacy and what does the future hold for the organisation after the government's Comprehensive Spending Review?

The thing about a project of this scale and complexity is that there are so many stakeholders. We've been working with the government, the London mayor, the surrounding boroughs, the private sector and sporting entities:

that's what makes it exciting. It takes enormous effort to make this project work. It's not just one single organisation that can achieve this objective – it needs a strong partnership.

New legislation from the government means that the OPLC will evolve into a Mayoral Development Corporation. Set up by the mayor in conjunction with the surrounding London boroughs, this will allow for greater flexibility and efficiency over planning issues.

Has your vision for the park changed since it was set out during the Olympic bidding process?

After listening to community opinions, private investors and analysing the market, we found that there was a resounding need for family housing within the park, due to a critical shortage in the London area. This opportunity has allowed us to create something unique for the site that will help communities grow and develop over time.

We've also fine-tuned the park's usage by locating an entertainment centre around the Olympic sports venues in the south to offer sport, culture and a rolling programme of events. This area will sit next to the largest urban shopping centre in Europe.

The north of the park will feature a river valley, centred around waterways, parkland and greenspace – with the commercial and family housing area situated west of this site.

The big legacy was about how sport has the ability to transform and this is very much about implementing this vision.



An impression of the Olympic Park's south plaza



Karen Maxwell talks to the Sports Minister on the importance of harnessing and preserving the power of sport, particularly in the shadow of the coalition government's recent spending review

HUGH ROBERTSON

Hugh Robertson has assumed his role as Minister for Sport during an exciting era for British sport, but also at a time when its funding inevitably comes under pressure, as preparations for the 2012 Games and plans for its legacy enter a crucial phase.

With just six months under his belt, he's confident however, that his previous five years as shadow sports minister has given him a huge advantage in his understanding of the country's sporting landscape. A sentiment echoed by many in British sport; impressed by his progressive understanding of the sector since he came onto the sports scene as shadow sport spokesman for the then Shadow Sports Minister Colin Moynihan in 2004 – rising to Shadow Sports and Olympics Minister the year after.

"I don't think there's any national governing body of sport (NGB) in the land that I haven't been to visit or met and interacted with," he explains. "I've been to two Winter Olympics, a Summer Olympics and countless World Championship sporting events so I'm absolutely familiar with the Olympic budget – both the original and the updated one that emerged in 2007. I've also replied to all the statements in opposition. So instead of having to take these past six months to get up to speed, I've been able to hit the ground running, and I think the benefit of that has been apparent during the Comprehensive Spending Review (CSR)."

Funding issues

Convinced that sport has received a "good settlement" during the review, Robertson says his two priorities in the

lead up to the cuts were to preserve athlete funding towards 2012 as well as Sport England's Whole Sport Plans [funding packages given to NGBs to drive up participation].

Among the announcements made by the Chancellor of the Exchequer, George Osborne, was the ongoing provision of £9.3bn public funding to deliver a safe and successful London Olympic and Paralympic Games in 2012. The funding to NGBs of Olympic sports and elite athletes has also been safeguarded through a combination of Exchequer and Lottery funding.

"We needed to ensure that we have the very best team to cheer for at the Olympic and Paralympic Games," Robertson explains; adding that although government funding will be cut post 2012, an increase in Lottery money



Above: Hitting targets at the Street Games and Coca Cola partnership.

Above right: School cricket promotion

would guarantee £111m annually – the same level as Olympic sports receive now – in the run-up to the 2014 Winter Olympics in Sochi and the 2016 Summer Games in Rio de Janeiro.

"We [the DCMS] told the Olympic sports we would do everything in our power to protect elite athlete funding so I'm pleased to confirm that this is now in place," he said.

Sharing the load

However, in the face of these cuts in Exchequer funding – Sport England has seen its budget reduced by a third and UK Sport by 28 per cent – the solution is to merge the two organisations and



Every headteacher I spoke to wanted more control of their budgets and to set their own priorities and targets, without being interfered with by the Local Education Authority

locate the combined, streamlined office set up away from the high rental areas of central London.

"In this era of looking increasingly hard at the bottom line, it didn't make sense for the two organisations to occupy separate London offices with separate back office functions. Particularly when the only people who interact with government are the CEOs and occasionally the directors," Robertson explains.

"The crucial thing, is that I'm pretty satisfied with the operation of both UK Sport and Sport England. There are things that they could both do to improve but broadly speaking they are both good bodies and perform well.

"We've been through the whole CSR process collaboratively – they were both at the press briefing and we've worked through the implications day-by-day, hour-by-hour with the CEOs of both organisations. It makes perfect sense to ensure that the maximum amount of money that goes into them, goes out to sport at the front line. In other words, put them together under one roof in a location where it costs less than an address in central London."

Robertson said that a number of potential sites had been discussed, particularly those that would co-locate the combined office with other centres of sporting excellence – suggesting that the Sport England-owned sites such as Lilleshall or Bisham Abbey National Sport Centres have come into consideration, as well as an office within the Queen Elizabeth Olympic Park development.

Lost opportunity?

The biggest victim of the spending review, is the loss of Department of Education ring-fenced funding for Youth Sport Trust (YST)-led School Sport Partnerships (SSP), which the organisation warns could "put the future of school sport in jeopardy and betray the promises made to secure the London 2012 Games, with less than two years to go".

However, Robertson is keen to point out that the funding hasn't actually disappeared. "Sport in school is delivered by PE teachers, who are funded by the Department of Education – that remains 100 per cent untouched," he says.

"Every time I stepped into schools, as I did regularly in opposition, every single headteacher I spoke to wanted more control of their budgets and to be able to set their own priorities and targets – without being interfered with by the department or the Local Education Authority."

Understandably, the YST has publicly condemned the loss of direct SSP funding, stating that it had exceeded every target set by the previous government to engage more children. In an open letter to the Secretary of State, Michael Gove, the trust highlighted the fact that in 2002 only an estimated 25 per cent of all five- to 16-year-olds participated in two hours of PE and sport each week, with particular challenges being faced at Key Stage 1 and Key Stage 4. By 2009, this had increased to 90 per cent with significant improvements throughout all Key Stages. This, it stated, was "mostly due to the tireless efforts of the professional



Chelsea FC's Frank Lampard and Hugh Robertson launch the FA Tesco Skills programme. (Right) A Chance to Shine



➔ staff employed by the SSPs and the volunteers that worked with them to deliver school sport, and that there is a very real danger that everything that has been achieved thus far will be lost."

Although he has sympathy with the YST, Robertson says the fact now is that where the initiatives work, individual headteachers will have the power to fund them. "That's where the judgement lies if we're honest about it," he says. "It's a bit harsh but these initiatives must be judged absolutely by the headteachers on the results that they achieve. It's actually quite easy for headteachers in specialist sports colleges to make a pooled contribution to run the YST programmes – however, if they're not prepared to do this then there will be a reason for it. We've done what headteachers wanted us to do; now it's up to them to spend the money. If the YST wants this to work in its favour then perhaps it should ring round all the headteachers and specialist colleges and ask if they'd be prepared to continue funding."

Facility investment

In view of the reduced budgets, there's an even greater need to ensure that public funds are invested wisely – particularly when it comes to facility development that's fit for purpose. Now that the NGBs often have a financial say in facility procurement, Robertson says that in the main he has confidence in their necessary expertise to do so effectively.

"Sport England is responsible through the Whole Sport Plans for setting targets for individual NGBs, and ensuring they meet them, if they don't, they'll have their funding cut," he says. "If NGBs thought they were being encouraged to go for the cheaper, less good facilities because of

One of the challenges is to bring together a procurement policy to deliver the best facilities

budgetary pressures I can promise you that they would complain to me very quickly indeed. I see NGBs every single week of the year and they would be straight in there to complain about this if it was happening – and not a single one has."

So are exceptional facilities held up as models of best practice? "Interestingly enough that's one of the challenges for us moving forward to see if we can sensibly bring together facility procurement policy to ensure that we can achieve economies of scale and deliver the best facilities at the end of it," he explains "I have an in-tray full of issues, problems and worries of individual sports moaning about this or the other – actually the quality of facility development is not one of the issues at the moment."

Olympic legacy

So funding towards a successful Olympic Games is intact, support for elite athletes will continue towards 2016, the organisation of sporting bodies' back of house operations will be streamlined for cost-effective efficiency and facility development is ticking the right boxes for

both elite and community use. So how is he hoping to drive a lasting legacy of sport off the back of the Games?

"I want and expect this country to host a tapestry of major sports events after London 2012. In fact one of the things we did in the review was to use some of the extra money released by our Lottery reforms to beef up UK Sport's Major Events budget from £1.5m to £5m to help back bids for major international events."

Looking forward, we may have lost the bid to host the 2014 World Hockey Championships but we've already secured the 2015 Rugby World Cup and UK Athletics has now turned its attention from 2015 to hosting the 2017 World Athletics Championships.

Right now, Robertson says that his current priority is winning the bid to host the 2018 FIFA World Cup. "We have the stadium built already, we have the fans that love football to fill the stands and because of the marketing that lies behind this country's bid, we could deliver a guaranteed financial return to FIFA and use the power of the Premier League to drive an international legacy. The challenge now is to win the football politics." ●



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- Pressure cleaning/Aqua Vacing sports surfaces and marking tracks
- Repairing/resurfacing running track surfaces or Mondotrack FTX
- Line painting – using a high-quality paint made specifically for running tracks

Main pic: Bristol Filton College track has now been extended to an eight-lane track. Surveyed and painted by White Line Services with our stainless steel event plates
Below: Gloucester Park Arena at Basildon We cleaned, partially resurfaced and installed eight new long jump boxes and then repainted the lines



- Line marking on all man-made surfaces

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London 2012 Olympic and Paralympic Games

FACILITY UPDATE

London is set to be at the centre of the global stage in less than two years' time. Karen Maxwell checks up on the Olympic Park's progress

According to chair of the Olympic Delivery Authority (ODA), John Armit, with less than two years to go until the London 2012 Olympic and Paralympic Games, the venues and infrastructure needed for the Games, and the legacy thereafter, are on schedule and within budget.

"We have hit all of our milestones to date and the area is being transformed with the new venues, homes, parklands, bridges, roads and other infrastructure we are putting in place," he says.

The skyline of east London has changed dramatically over the last few months as the venues take shape. The Olympic Stadium is structurally complete, the seats are being installed and work is underway on the field of play. The Aquatics Centre roof structure and swimming pools are in place, and work is proceeding on the timber ceiling and permanent and temporary seating. The Velodrome structure is complete with work already started on installing the timber cycling track. The Media Centre buildings are structurally complete, as are more than 75 per cent of the new homes in the Olympic Village. Work is also well underway on the landscaping and planting which will turn the Olympic Park from brown to green.

However, Armit is not complacent. "We're entering our biggest year with construction activity and workforce size on the newly-named Queen Elizabeth Olympic Park," he says. [More than 10,000 people are now working at

the park and Athletes Village.] "There are challenges ahead but we're due to complete the structures of the main sporting venues on the park and the majority of the Olympic Village by next summer – a whole year before the Games. There's still a long way to go but the foundations for success are already in place."

Testing testing

Once the venues are complete, a programme of testing procedures will then take effect to ensure that they are fit for Olympic and Paralympic purpose.

According to the London Olympic Games Organising Committee's (LOCOG) head of sport competition, David Luckes, some venues will host World Championship sporting events while others will host lower-key invitational ones.

Although existing international-standard sports facilities such as Wimbledon and Wembley Stadium already meet the criteria for hosting major international sports events, the new sporting venues – such as the Olympic Stadium, the Aquatics Centre, the Hockey Centre, the Basketball Arena, the Handball Arena and the Velopark – will all undergo rigorous testing on areas such as the field of play, stadia technology and operational procedures. The Athletes Village will also undergo safety inspections.

"The main thing for us is that we learn from the test events and actually give ourselves enough time so that we can implement any changes we need to in time for the Games," says Lucke.



OLYMPIC PARK VENUES

OLYMPIC STADIUM

SPORTS: Athletics, Paralympic athletics and host to the opening and closing ceremonies

The Olympic Stadium will have a seating capacity of 80,000 during the Games: 25,000 seats in its permanent lower tier and a lightweight steel and concrete upper tier holding a further 55,000 spectators. The proposed 20m-high, 0.9km long wrap that was designed to encircle the stadium's upper tier, has been shelved however, to save £7m as part of the coalition government's spending review.

According to Philip Johnson, principal at stadium architect company Populous, the stadium was designed with athlete performance a main priority. "Achieving calm wind speeds on the field of play is really important if realistic records



The anticipated final cost of staging the 2012 London Olympic Games has come down by £29m to £7.232bn

are to be broken during the Games," he explains. "We were able to control the wind speed threshold within the structure by modeling the building design in a wind tunnel using computer software, so the amount of roof cover was designed to reach that threshold and not beyond."

"The stadium is effectively structured like a bicycle wheel on its side. The rim of the wheel is the truss that runs around the outside of the stadium and the hub of the wheel is the inner cable ring. The spokes are the individual cables that run between the two, which allows for a massively reduced tonnage of steel."

Populous has been working with artist and sculptor Sophie Smallhorn to include

the four London 2012 brand colours into the stadium design. "We've got ballustrades for the staircase and around the wheelchair platforms and the colours of those gradually change around the stadium," he explains. "These vibrant colours look fantastic against the black and white neutral background. Then there are the white seats which display a scattering of black fragments – portraying the moment of sporting impact."

Located in the south of the Olympic Park on an island site, surrounded by waterways on three sides, spectators will reach the venue via five bridges that link the site to the surrounding area. Facilities for athletes within the stadium include

changing rooms, medical support and an 80m warm-up track.

Spectator services, refreshments and merchandise outlets will be located outside the venue on temporary pods that surround the stadium. According to Johnson these individual pods can be removed and used at country-wide sports, music or cultural venues after the Games.

AQUATIC CENTRE

SPORTS: Diving, swimming, synchronized swimming, Paralympic swimming, modern pentathlon

Designed by acclaimed international architect Zaha Hadid and functional spaces by S&P architects, the Aquatic Centre is situated at the gateway to the park and will be the most recognised and iconic 2012 venue – due to its spectacular 160m long and 80m wide, wave-like roof. It will play host to 17,500 Olympic and Paralympic spectators in two temporary wings. ➔

The Olympic Stadium was designed with athlete performance a main priority by controlling the wind speed threshold within the structure

The Aviva UKA Academy



The Aviva Academy is a fresh, new approach to grassroots sport. It's designed to give every child in the country the opportunity to get involved in athletics by 2012, creating a long-term legacy for the sport, whilst helping the next generation to stay healthy and active.

Something for everyone

The Aviva Academy provides something for everyone, from those who want to have fun, to those who aspire to be the next British champion. Comprised of six programmes, it engages and attracts children to athletics, regardless of age, level or ability.



An introduction to competitive athletics delivered in indoor sports halls on a local, regional and national scale



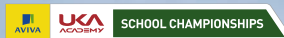
Year round coaching and training opportunities designed for youngsters to have their first taste of athletics after school, at weekends or during holidays



Resource packs and workshops designed to assist teachers and coaches in planning fun, engaging and relevant sessions for kids of all abilities



An individual awards programme used by clubs and schools to recognise and reward personal development in athletics



A programme of cross country and track & field competitions, providing the most talented young athletes with the chance to compete for their home country and earn a 'national vest' for the first time



A scheme aimed at uncovering talented disabled athletes, supporting them onto the paralympic pathway



To find out more about
the Aviva Academy visit
www.uka.org.uk/academy



Above: Paralympian Ade Adepitan in the Basketball Arena and Michael Johnson in the Olympic Stadium



The aim is to create the world's fastest cycling track by tailoring the slope and setting the right temperature and environmental conditions

➤ The venue will feature a 50m competition pool, a 25m competition diving pool, a 50m warm-up pool and a 'dry' warm-up area for divers.

The temporary **Water Polo Arena** will be constructed next to the centre, which will host both the Men's and Women's Water Polo competitions during the Olympic Games. This venue will contain competition and warm-up pools and will have seating capacity for 5,000 spectators.

After the Games, the Aquatics Centre will be transformed into a facility for the local community, clubs and schools, as well as elite swimmers. The temporary wings will be removed, leaving 2,500 seats – although it will be possible to increase the capacity to 3,500 for major competitions. It will also offer family-friendly facilities and a café alongside a new public plaza in front of the building.

THE BASKETBALL ARENA

SPORTS: Basketball, handball, wheelchair basketball and wheelchair rugby

Located in the north of the Olympic Park, near the Velodrome and the BMX circuit, the Basketball Arena (pictured right) is set to be one of the largest-ever temporary venues built for any Olympic Games.

It will offer a 12,000 seating capacity during the Games, reducing to 10,000 during the Paralympics. The venue will also house the athletes before they make

their way down to the Olympic Stadium's opening and closing ceremonies.

During the event there will be a period of just 22 hours to transform the venue from the basketball competition to the handball competition finals. This will include removing the basketball posts and installing the handball goals and field of play mat. During the Paralympic Games, there will be just 12 hours to get ready for wheelchair rugby after the wheelchair basketball competition finishes, with similar changes needed.

The venue's back of house area will be shared with the VeloPark venues to make the most efficient use of resources. This will include two courts in temporary accommodation and areas for catering, security, waste management and the media.

THE VELODROME

SPORTS: Track cycling, Paralympic track cycling

The 6,000-seat Velodrome is on target to be the first Olympic Park sporting venue to be completed, early in 2011. The distinctive roof has been covered and the building is watertight, which has allowed work to begin on the timber cycling track.

The ODA is aiming to create the world's fastest cycling track by tailoring

the slope of the track and setting the right temperature and environmental conditions within the venue for record-breaking conditions. The 3,500-capacity seating has also been designed to curve all the way round the track to create the best possible crowd atmosphere. A further 2,500 seats will be suspended in two upper tiers within the two curves of the venue's roof – giving spectators a 360 degree view across the Olympic Park.

The track is being built from sustainably-sourced Siberian pine, specially selected because the trees are known for being straight and tall, making them suitable for the lengths of timber required. The extreme Siberian climate means the timber is very stable and will not shrink or contract in the environmental conditions inside the venue.

After the Games, the Velodrome will be used by elite athletes and the local community and will include a café, bike hire and cycle workshop facilities.

In addition, an internationally renowned BMX track designer has been appointed to the 4,000m, 6,000-seat temporary **BMX circuit** project. It is due to be completed by summer 2011 and will combine to form a new mountain bike course and road-cycle VeloPark after the Games. ➤



PROGRESS SO FAR...

OLYMPIC STADIUM

The 2,012th seat within the stadium has been fitted (by Jacques Rogge, International Olympic Committee president), additional seats have been fitted at a rate of 700 a day, and the stadium roof structure is now complete



An artist's impression of the 80,000-seat Olympic Stadium in 2012



Olympic gold-medal cyclist Chris Hoy tests the 6,000-seat Velodrome

BASKETBALL

The external cladding of the 12,000-seat Arena has been finished

HANDBALL

The roof is now complete and main structure in place for the 7,000-seat arena

VELODROME

The final timber panels have been lifted into place on the Velodrome's roof, making the building watertight as work continues inside

AQUATICS CENTRE

With the wave-shaped steel roof structure in place, the roof covering work is well underway. The concrete dive pool and two 50m competition and training pools have also been dug out, lined and tested

OLYMPIC VILLAGE

Five of the 11 residential plots are structurally complete

INTERNATIONAL BROADCAST CENTRE

The wall and roof cladding on the International Broadcast Centre (IBC) has been finished and the Main Press Centre (MPC) is structurally complete

ETON DORNEY

Enhancement work on the rowing and canoe sprint venue was completed in May 2010

WEMBLEY ARENA

Venue confirmed for badminton and rhythmic gymnastics

GREENWICH PARK

Planning permission has been obtained for temporary structures and facilities for equestrian, modern pentathlon and Paralympic equestrian.

THE ROYAL ARTILLERY BARRACKS

Planning permission has been obtained for temporary structures and facilities for shooting, Paralympic shooting and Paralympic archery

NORTH GREENWICH ARENA

Planning permission has been obtained for temporary structures in existing venues for artistic gymnastics, trampoline gymnastics, basketball and wheelchair basketball

HADLEIGH FARM

Excellent progress is being made on the London 2012 Olympic Mountain Bike venue, with some of the course's key features now complete

EXCEL

Planning permission has been obtained for temporary structures in this existing venue for 11 Olympic and Paralympic sports

CITY OF COVENTRY STADIUM

New venue for Olympic football has been announced

EARLS COURT

Planning permission has been obtained for temporary structures for volleyball

➔ HOCKEY CENTRE

SPORTS: Hockey, Paralympic five-a-side football, Paralympic seven-a-side football

Featuring two separate pitches – one with spectator seating – the Hockey Centre's main competition pitch will have a capacity of 16,000 while the second pitch will be a warm-up and contingency pitch with 300 seats.

After the Games, the Hockey Centre will move to the north of the Olympic Park, joining a group of facilities in the area known as Eton Manor. It will have 3,000 permanent seats with the ability to increase to up to 15,000 for major events.

HANDBALL ARENA

SPORTS: handball, goalball, modern pentathlon

Featuring more than 3,000sq m of external copper cladding – mostly recycled – to give it a distinctive appearance that will develop a rich natural colour as it ages, the 7,000-capacity permanent venue will host the preliminary rounds and quarter-finals of the handball competition during the Olympic Games (the semi-finals and final will be held in the larger Basketball Arena). It will also be the venue for the fencing discipline of the modern pentathlon.

In the Paralympic Games it will be the venue for goalball. Behind the scenes a 13,700sq m back-of-house area will include facilities for catering, security and the media. There will also be two temporary warm-up courts – over 1,600sq m and 10m high

After the Games, the arena will be adapted to become a multi-use sports centre for community use, athlete training and small- to medium-sized events. It will cater for a wide range of indoor sports including basketball, handball, badminton, boxing, martial arts, netball, table tennis, wheelchair rugby and volleyball. It will also include a health and fitness club with changing facilities and a café for use by the local community. Retractable seating will offer a flexible capacity of up to 6,000 seats, allowing the venue to be used for activities ranging from community sports to international competition. ●

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BACK ON TRACK?

The global sports market felt the impact of the recession with economic conditions cutting into gate revenues, sponsorships and merchandising in 2009. However, according to a new report by PricewaterhouseCoopers, the industry is now staging a gradual but robust recovery. Julie Clark reports

According to PricewaterhouseCooper's (PwC) report: *Back on track? The outlook for the global sports market to 2013*, it is forecasted that this market will grow by a modest 3.8 per cent CAGR (Compound Annual Growth Rate) this year, as it achieves a gradual but robust recovery from the impact of the 2008-2009 economic slowdown.

The Latin America region will achieve the highest growth rate (4.3 per cent CAGR), with the larger and more mature markets of North America (US and Canada) and Europe, the Middle East and Africa, as well as the smaller market of Asia Pacific, all continuing to see modest growth.

Sport and technology

In addition to the growth that results from an improvement in economic conditions, the report also highlights a number of other positive drivers and considers what other challenges the industry may face going forward. One key driver will be major events that will boost media rights fees and sponsorship

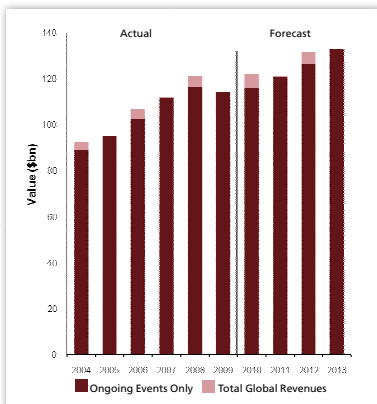
revenues along with supporting gate revenues and merchandising. In the UK, the events that form part of the 'golden decade of sport', headlined by the London Olympics in 2012, will provide a great opportunity to the whole market.

Signs of the increasing globalisation in the sports market are also emerging. The National Football League (NFL) and National Basketball Association (NBA) now host regular games in London, the Brazilian national football team plays many of its matches in Europe, and Asia and the Middle East account for seven of the 19 races on the Formula 1 calendar, compared with two in Asia and none in the Middle East a decade ago.

The way in which the sports business marketplace operates confirms that technology has contributed to the globalisation of both the industry and specific sports.

The digital revolution is here and ongoing innovation in sponsorship models and broadcasting rights are blurring the once clear divisions between different revenue streams as sponsors and broadcasters seek more value in a multi-platform world and subscription television challenges traditional advertising-funded models. For example, Sky TV's coverage of the English Premier League includes television (with high definition and 3D offerings), online and mobile content. New technologies are accelerating these shifts and amid this sweeping change, sports brands are facing new challenges in growing and monetising their supporter bases.

Value of the global sports industry 2004 - 2013



Revenue components

Gate revenues will remain the biggest component of the global sports market by a significant margin throughout the forecast period, although its growth will be the slowest, with sponsorship being the fastest growing segment through to 2013.

Each of the key revenue components of the market will face different challenges in the four-year forecast period but the impact of the recession already appears to have driven a change in industry behaviours with a number of new approaches being adopted to generate revenues. Sports teams in the US, for example, were the first to use dynamic ticket pricing, similar to the yield management models used by airlines and hotels. We are now seeing this, albeit slightly less formalised, in the UK, with football clubs significantly altering ticket prices according to the strength of the opposition, the day of the week, the match time and whether the match is broadcast on television, in an attempt to boost attendance and secondary spend.

New England Patriots played against the Tampa Bay Buccaneers at last year's annual NFL game at Wembley Stadium



Spending on media rights for ongoing events is forecast to be healthy as they are less susceptible to near-term economic developments

Sponsorship: smaller brands facing an uphill battle

Globally, sponsorship is the second biggest component of the sports market, although there has been a shift in sponsorship trends since 2008. At the top end of the market, the biggest sports brands with global reach and pulling-power have achieved record deals as seen for both Manchester United and Liverpool – in respect of their shirt sponsorship deals with Aon and Standard Chartered.

However, the mid-level brands have found it harder to attract major sponsors, while sponsorship of the smaller local sports brands has been hit by potential backers reducing discretionary spend in the economic downturn. For example, after the rescue of the Royal Bank of Scotland by the UK government,

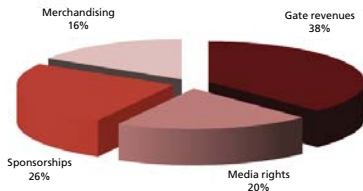
the bank announced a 25 per cent reduction in sponsorship outlays for 2009 with a further 25 per cent in 2010. These cuts resulted in the bank ending its sponsorship of the Williams Formula 1 team. Alongside this shift, sponsors are also demanding more clarity and specific measurement of the value they get in return for their investment and the bigger sports brands are generally more able to provide this.

Gate revenues – striking the right balance

The gate revenue market varies widely from country to country, reflecting local economic factors including disposable income, economic confidence, and the strength and competitiveness of the sports and leagues on offer. In some countries, such as the US and UK, attending live sport is an integral part of the culture; in others, especially emerging markets where tickets are less affordable, far fewer people go to events. Failing to understand local economic and cultural factors can result in sports bodies setting prices too high for the local economy when entering new geographical markets.

A further challenge facing the global gate revenue market is how to strike the right trade-off between charging premium prices for seats (including those for corporate hospitality) and attracting higher attendance at games. The corporate hospitality market is a vital source of gate revenues for Formula 1 and tennis in developed markets, and is sometimes used to subsidise affordable seats in football. But corporate hospitality is underdeveloped in many – especially emerging – countries. More generally, attempts to boost gate revenues by raising

Sector share of total global revenues 2009



The ability of the industry to adapt to the changes that the digital revolution brings will be critical to achieving future growth

► ticket prices risks reducing attendance and creating a lack of atmosphere for TV viewers, undermining the value of broadcast media rights. For example, 15,000 (16.7 per cent) of the 90,000 capacity at Wembley Stadium are premium seats that have been sold on a 10 year licence. Although these sales have been important in helping to fund the facility, there has been criticism when the seat holders do not attend lower profile games – leaving visible gaps in the stadium.

Broadcast media rights in a multi-platform world

Spending on media rights for ongoing events is forecast to be healthy, partly reflecting the fact that they are less susceptible to near-term economic developments, because many rights are locked in to long-term contracts. The wide array of issues impacting media rights – including economic factors, competition regulation and changes in delivery technologies and platforms – makes it an especially complex marketplace.

Currently, the overarching challenge for all parties in the media rights market is how to protect and monetise rights in a multi-platform world of pervasive (and often freely-available) digital content, echoing the problems encountered by music and, to a lesser extent, movies. The negative impact of the economic downturn on advertising spending, and the resulting shift towards subscription models, has seen pay TV companies become the main driver of rights deals. However, while exclusive rights deals may be more lucrative for sports bodies, they risk driving up the costs of players' salaries (as seen in the Premier League), and can attract attention from competition and media regulators.

Sky TV is currently appealing to the Competition Appeal Tribunal against a ruling made by media regulator Ofcom in March 2010 that forces it to cut the price at which it sells its sports channels to rivals. Sky TV, backed by a number of sporting bodies, argues that this move could reduce Sky TV's investment in sport at grassroots level. Sky TV and Ofcom subsequently agreed an interim deal at the end of April that means Virgin Media, BT and Top-up TV are able to offer Sky Sports 1 and 2 at a reduced price – but with the difference in cost put into an escrow account pending the appeal. If Sky TV wins its appeal, the escrow money will be awarded to the satellite broadcaster and if it loses, the rivals will get it. It is thought that the appeal could take more than a year to be resolved.

Merchandising towards consumer confidence

The global merchandising market is heavily dominated by North America, which will continue to account for around three quarters of total global spending throughout the forecast period. This underlines the impact of local cultural and behavioural factors, such as the tendency for North American consumers to buy apparel at games. Merchandising will continue to be the smallest of the four components of the sports market.

This component is more exposed than the other categories to economic conditions, owing to its heavy reliance on consumers' disposable income. Major events also play a significant role, limiting growth in odd numbered years (non Olympic and non FIFA

Minnesota Timberwolves and the LA Lakers at the O2 Arena during their pre-season tour



PIC: JAMES SHORT

World Cup). The challenges faced by the industry include the risk of losing revenues through counterfeiting – a threat that is especially apparent in emerging markets such as Asia.

Where next?

As the global sports market gradually recovers from the economic slowdown, stripping out the effects of major one-off events, an underlying trend of steadily rising spending is emerging. Long-term contracts will to some degree, insulate media rights from the downturn and as a result media is the only category where spending for ongoing events increased in 2009.

The ability of the industry to adapt to the changes that the digital revolution brings will be critical to achieving future growth along with its ability to answer questions such as: how will accountability, measurability and transparency of their return be given to sponsors? How will price sensitivity be managed to achieve the largest attendances in respect of numbers and yields? How is conflict between media rights regulators and sports bodies resolved and managed? And how can consumer appetite for merchandising outside of the US be enhanced?

In conclusion, in order to win in sport it is vital to think globally and act locally. ●

Julie Clark is UK sport and leisure sector leader at PwC. The full Back on Track? report can be found at www.pwc.co.uk

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A PASSAGE FROM INDIA

Brigid Simmonds shares her Delhi 2010 Commonwealth Games experience and believes that although the country has much to learn as a host nation it's certainly heading in the right direction



The press and media frenzy before the Commonwealth Games began was entirely negative and even once it was over many asked whether India was right to take on its first ever multi-games international event. But for me, visiting India for the first time, there was much to be positive about and I can't wait to go back.

After the success of Melbourne as host for the last Commonwealth Games in 2006, everyone said India would be last minute. It was perhaps much more last minute than expected and bad workmanship – a collapsing bridge and a Games Village which clearly needed more time before its occupants arrived – was not good for anyone. But my welcome was wonderful, I didn't get food

poisoning, I did see and was nibbled by a mosquito but didn't suffer from Dengue fever and the people were so keen to help, it made up for so much.

As chair of the Sport and Recreation Alliance (the new name for CCPR, the umbrella organisation for the governing bodies of sport and recreation), we have been helped for the past two Commonwealth Games by Jersey providing our accreditation. Inevitably there were too many people keen to represent England and perhaps as a UK organisation it was only fitting that our badges represented a member of the Commonwealth outside the British Isles. Speaking to Jersey's Chef de Mission, who was living in the Athletes Village, he was quite clear that when they arrived not everything in the

athletes, living quarters was right, but he also said that when they asked for it to be put right, it was done so immediately and with much enthusiasm.

Before going to India I was hit by a taxi when running in Barcelona and broke my left leg. No plaster, but pinned internally. I have to admit to being a hopeless patient. I hate sitting still and then wondered why every night my leg was swollen because I had spent too much time hopping up and down.

India to my mind was likely to be more restful. Staying in a hotel with no cooking obligations, accredited transport between venues and six days of watching sport was bound to be easier. And so it proved, but perhaps not quite in the way I had expected!



PC: BRIGGSIMMONDS



SEDMAN/SHUTTERSTOCK/SHUTTERSTOCK

Spectators at some venues may have been in short supply but the opening and closing ceremonies proved popular and set the stage for things to come

Bureaucracy rules

You have to remember that India was once British. From the 'Lutyens' design of the government buildings to the soldiers in the Indian army, there is a British heritage that was much stronger than I expected. Then there's the bureaucracy. I'm sure this was British too, but maybe we have moved on, whereas India perhaps has not. The transport was a typical example. The volunteer drivers from Delhi apparently gave up fairly quickly because they were not allowed water in the car, food or breaks. So the organisers brought in and paid for drivers from outside Delhi. Unfortunately few spoke English and most did not know the area, so a typical half-hour journey took an hour and a half! There also seemed to be an inability to say 'no'. Your car would be promised in five minutes, and half an hour later, still no car. Then it arrived but wasn't allowed to stop and wait for you.

There was no doubt that security had to answer for a great deal and the threat



All the venues were excellent, many were new and all – as long as someone finds the money to keep them open – will provide a legacy for the people of Delhi

was very real. I'm sure at least 10 per cent of the Indian army must have been in Delhi – on Commonwealth Games' routes, there was a soldier almost every 100 yards. Soldiers with machine guns were situated behind piles of sandbags outside many venues and at road intersections and even with VIP accreditation you went through three check points to enter a venue with women being checked behind a screen. In hotels too all your hand luggage and briefcases had to go through airport-style luggage machines.

Whether it was security or bureaucracy that prevented the sale of tickets, I'm not sure, but no venue I visited was more than a third full. People complained they were told the venues were sold out, local people demonstrated outside the Commonwealth Games headquarters because either they wanted to have tickets, or wanted school children to have free tickets. Whatever the problem, it didn't seem to improve throughout the Games. All the venues however, were excellent; many were new and all (as long as someone finds the funds to keep them open) will provide a legacy of facilities for the people of Delhi in the future.

The family games

The sport was of course wonderful. The Commonwealth Games are often called the 'Family Games' and are an opportunity for athletes to meet and compete against each other from around the Commonwealth. I'm not of the view that they are something of an anachronism, and because the Olympics is only for those really at the very pinnacle of their sport, the Commonwealth Games provides an

opportunity for many more athletes to feel that thrill of achievement. For the Indian public, they came alive watching their athletes win. I was in the stadium when Kavita Raut made history by being the first Indian woman to win a medal in an individual track event – winning bronze in the 10,000m. The stadium just erupted. Like everyone else there I was wishing this girl to hang on and was delighted to read in the local paper next day that the government will pay for the education of all the Indian medal winners in the hope that it will inspire others to achieve at this level.

Green appeal

India was far greener than I expected. The local taxis and tuk tuks ran on gas, which really has reduced the pollution in Delhi. As someone a little nervous about fast traffic, Delhi is extraordinary. You can't imagine how cars do not crash, but in actual fact they do not go that fast. Women and babies are carried side-saddle on the back of motorbikes and bicycles carry unimaginable loads of goods which somehow do not fall off.

If you watched the opening ceremony, the BBC did a quick tour of Delhi and its people. A reminder perhaps of the exposure to the world we will achieve in London in 2012. It is this exposure, for those who did not go to Delhi, coupled with warm weather, kindness and a true welcome for those of us who did go which will encourage us to go back again. India and the Games were great and I for one can't wait to return.

Brigid Simmonds OBE is chair of the Sport and Recreation Alliance

STRATEGIC PLANNING FOR SPORT

Neil Allen looks at how Sport England's new framework can help organisations involved in sport improve the way they plan facilities provision and drive efficiency savings

Any objective analysis of the past few months might lead readers to conclude that there's very little future in sport – given the changes being driven through by the new coalition government and set against the backdrop of the enormous financial challenges facing the local authority sector.

In July of this year, Eric Pickles, secretary of state for communities and local government, set out the coalition government's direction for the planning system, which many saw as the beginning of a dismantling of the current planning regime – certainly at regional level. Gone are Regional Spatial Strategies (except in London), regional housing allocations and Regional Development Agencies. At local level, the Local Development Framework (LDF) process remains for now but there is uncertainty over the future of core strategies. Planning Policy Guidance Note 17 has been under review for a considerable time and the signs are that anything that emerges will say little in terms of sport, recreation and culture – lost in a more generic national planning framework.

At the same time, many of the traditional drivers for local authorities to get

their strategic planning policies in order are disappearing on the wave of change. Comprehensive Area Assessments (CAA) and the cry that "the inspectors are coming" will no longer provide the stimulus for authorities to get their strategy house in order. Similarly, the catalyst of Building Schools for the Future (BSF) for authorities to take a strategic approach to the planning of the sport and leisure estate, and more latterly playing pitches, has now all but gone as a driver for the time being.

Future challenges

Faced with the changing landscape it is tempting to sound the death knell for strategic sport and leisure planning. In the new landscape, however, the role of strategic planning and the identification of objective needs and evidence for sport will be arguably even more critical in the sense that we will no longer be developing strategic facility plans for sport, which are often consigned to sit on the shelf but instead the sector will need to undertake strategic planning that will drive the future shape and delivery of our sport and leisure services.

As highlighted in a previous edition of *Sports Management*, the recent

The government is committed to easing red tape in the planning system

National Facilities Inquiry set out the critical role of strategic planning to drive re-investment, rationalisation and the desire for better-placed and a better-used sports facility infrastructure. (See Q3 2010, p24).

Strategic commissioning

This policy theme is now being developed by the Local Government Improvement and Development (LGID) as part of the drive towards strategic commissioning in public services.

Strategic commissioning puts users and communities at the centre of the process of decision-making to produce better outcomes for communities as part of an approach which considers strategic needs assessment, options appraisal, monitoring and managing performance. The LGID consider strategic needs assessment as the foundation

The identification of objective needs and evidence for sport will be even more critical in the new landscape



STRATEGIC PLANNING FRAMEWORK PANEL MEMBERS

Strategic Planning: Continuum Sport & Leisure, Kit Campbell Associates, Leisure Futures, Neil Allen Associates

Needs Assessments: Kit Campbell Associates, Knight, Kavanagh & Page, Neil Allen Associates

Playing Pitch Strategies: Knight, Kavanagh & Page, Neil Allen Associates

Town Planning Support: Bidwells, Entec, Impact Consulting, Land Use Consultants, Martin Elson, Nathaniel Lichfield & Partners

Sport Specific Facility Strategies: Knight, Kavanagh & Page, Neil Allen Associates, Trio Plus

PHOTO: GETTY IMAGES/ALAMY

of the commissioning process and the baseline from which future outcomes and impacts will be measured.

The sport sector is in a unique position to develop a robust approach to strategic needs assessment as part of the wider strategic commissioning process. The sector is now data rich; Active People, Active Places Power, market segmentation and the Facilities Planning Model (FPM) – and the very recent local authority profiles – represent powerful tools on which to develop robust and objective strategic needs and evidence.

The approach to rationalisation highlighted by Rotherham Metropolitan Borough Council (MBC), where the authority rationalised from 11 pools to four, relied heavily on the use of planning tools to make the case for change and demonstrate high quality provision well located would have a positive

impact on participation as well as the bottom line. Phil Rogers, director of leisure at Rotherham MBC views as critical the intervention by Sport England and the use of the Facilities Planning Model (FPM) techniques to help provide the objective analysis of current and future needs. This was particularly critical to sway member views to help deliver what were viewed as radical and challenging proposals. Robust needs and evidence, supported by hard data and tools, can help to cut through political and often subjective notions of need.

The New Localism Agenda

Not only in the new world of strategic commissioning will the development of robust and objective needs and evidence be paramount, the new planning system will also be reliant on strategic needs and evidence. The coalition government

is committed to easing red tape in the planning system and decentralising decision making to local communities. While the localism agenda may not drive the need for centrally-led flowery strategies, objective needs and evidence will still be a fundamental element of the decision making process. Strategic needs and evidence will be central to the new localism agenda. Objective and robust needs and evidence will help to protect and determine 'joint needs' between local communities with potentially differing views and local authorities.

Supporting strategic commissioning, asset transfer and the new era of localism, strategic planning will therefore be even more fundamental. Since the October Comprehensive Spending Review, there are more positive catalysts. It is evident in the run up to 2012 that the government will continue to see the value of



Community Sport – In It For The Long Run answers key questions during public sector budget reductions

➔ sport and the critical role of sport and leisure facilities. Potential new capital and revenue programmes are mooted, new funding for schools and a return to the four Lottery good causes will all require clarity around needs and priorities.

Using assets innovatively and effectively, asset transfer will also be a key new delivery option which will emerge over the next few years. Encouraging local communities to maximise the use of assets to deliver community benefits will require a clear and objective understanding of needs and priorities. Strategic planning, utilising the tools and data in the sector will help to determine the right long-term future choices for sport.

A Bright Future

The future of strategic planning for sport will undoubtedly be different but it will be even more pivotal as part of a wider process about whole service delivery; safeguarding and ensuring the right facilities to drive participation in the context of efficiencies and savings, making the case to protect facilities and services, supporting the prioritisation of resources as part of the commissioning agenda and acting as 'referee' to deliver the localism agenda.

While the world is certainly changing, the need for objective needs and evidence will be even more critical, so

Asset transfer will also be a key new delivery option, which will emerge over the next few years

the future role of strategic planning for sport is positive and exciting. Using tools innovatively and 'doing it for real' to help define services as opposed to producing the dusty tomes which sit on the shelf.

Sport England Strategic Planning Framework

In recognition of this future, Sport England has launched a number of resources to help. *Community Sport – In It For The Long Run* is a new online resource to help local authorities answer the key questions being asked right now about community sport in the face of public sector budget reductions.

In addition, it has announced the Strategic Planning Framework for Sport and the creation of five new groups of approved suppliers to help organisations involved in sport improve the way they plan facilities provision and drive efficiency savings along the lines set out. The five panels cover strategic planning, needs assessments, playing pitch strategies, town planning support and sport specific facilities strategies.

Partners such as local authorities, following the signing of an agreement with Sport England, can access a pre-procured list of consultants to carry various projects, whether they be options appraisals, PPG 17 compliant needs assessments or a planning feasibility study for a new sports facility. Accessing the framework can save time and costs in relation to procurement.

Charles Johnston, property director at Sport England said: "At a time when public sector finances are under increasing pressure, it's important that we do everything we can to secure value for money from every pound spent. That's why we're helping our partners to be more efficient. We want them to get the best possible advice to ensure that the right facilities are built in the right places for people to continue to use for years to come." ● Further details on the Framework can be found at www.sportengland.org
Neil Allen is director of Neil Allen Associates and a Sport England-approved supplier. www.neilallenassociates.co.uk

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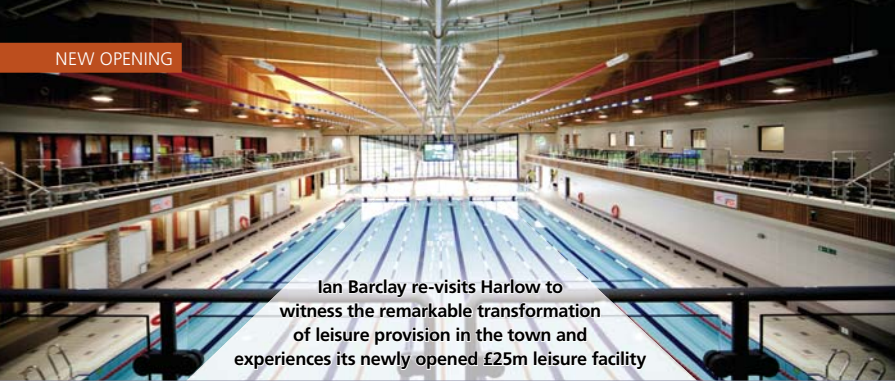
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Ian Barclay re-visits Harlow to witness the remarkable transformation of leisure provision in the town and experiences its newly opened £25m leisure facility

HARLOW LEISUREZONE

In many ways Harlow in Essex is the spiritual home of Torkildsen Barclay. My late but great business partner, George Torkildsen, was the first manager of the first purpose-built UK leisure centre here in the 1960s.

When, inevitably, his leisure expertise was sought on a wider stage, he set up his international consultancy, based at the same Harlow Sports Centre. In the early 1990s I was director of leisure for Harlow before moving into the private sector, then joined George in the consultancy partnership in the late 1990s – again in Harlow.

We moved away from this location many years ago, so it was with a great deal of interest that I returned to find out what changes had occurred in the area in the intervening period.

Harlow is a new town, built after the Second World War to ease overcrowding in London and is now home to some 80,000 people. For many years it was at the forefront of leisure provision. The Harlow Sports Trust, established in 1959 to develop and manage the sports centre, worked hard, and largely successfully, to be creative in its use of the facility over a 40-year period; but outside of this, many of the other local authority

centres became tired and dated. As time moved on, Harlow remained in its bubble, and the developments taking place elsewhere in the country left it largely in a leisure backwater.

A sporting heritage

Now the old Harlow Sports Centre is disappearing; its site sold for housing as well as the council's swimming pool. However, both of these have been replaced by a stunning £25m wet and dry leisure complex at a new location in central Harlow.

The Harlow Leisurezone is part of a wider regeneration of Harlow – bringing new homes and leisure facilities to the town. Entitled the Harlow Gateway project, the £50m redevelopment is a partnership between Harlow Council, The Homes and Communities Agency, Harlow and District Sports Trust, the East of England Development Agency and the Department of Communities and Local Government (DCLG), which contributed £11m to the project.

The main focus has been the reuse of the original Harlow Sports Centre's 30-acre brownfield site for 530 new flats and houses. In order for this to occur, not only was a new leisure centre required to replace the old facility, but

also a new football stadium and athletics track which had previously been located on the sports centre site.

In order to commence the development, a new 3,000-seat, £3m football stadium with conference and entertainment facilities, improved changing facilities for players and officials, flood-lighting and a high grade playing surface was completed in the summer of 2006 on the outskirts of the town. A £1m, county-standard, eight-lane athletics track was also provided as part of a wider, separately funded sports development at Mark Hall Community School and Sports College and opened in 2007.

Partnership investment is also going into the regeneration of playing pitches around the town. The relocation of these facilities enabled development of the site to commence, with the old Harlow Sports Centre being kept operational





until the Leisurezone was ready to open. This will now be demolished to make way for the completion of the housing on the site – a sad, but necessary end to part of the UK's sporting heritage.

The site of the former council-owned swimming pool has also been allocated for housing development and when housing provision on both sites has been completed will provide some 600 new homes, including about one third affordable homes for people on Harlow's housing register.

New for old

Outside the centre, the towering statue by figurative sculptor Clare Bigger entitled 'Energise' immediately sets the tone and expectations of what awaits within. What's within is a huge 13,000sq m (140,000sq ft) mix of indoor sport and leisure areas.



The new £25m Leisurezone features a mix of high-quality indoor sport and leisure areas across 13,000sq m

The core sports facilities around which the Leisurezone revolves are a 25m, eight-lane pool with learner pool, overlooked by a 200-seat spectator balcony and served with a Daktronics In-deck Electronic Swim timing system complete with relay take off platforms and full-colour matrix display. The eight-badminton court sports hall features 500 retractable bleacher seats and is equipped with a Daktronics FIBA L2 compliant scoring system to host national standard basketball. Then there's three indoor tennis courts, four squash courts – three with glass backs – and a 150-station fitness facility spread over two levels with three studios – one dedicated solely to indoor group cycling.

There's also a wide range of ancillary and support facilities – a spa, two café/bar areas, a conference room, an office suite, and a separate strength and conditioning room – as well as outsourced services such as a day care nursery, a six room physiotherapy and treatment clinic and a hairdressing salon.

The Leisurezone also incorporates a substantial space for Science Alive! – an interactive science and technology facility managed by a separate registered charity. Its declared purpose is to provide "a focal point for businesses and educational establishments to work together for mutual benefit enhancing delivery of science, technology, engineering and mathematics". Additional office space has also been provided with planned use by an external agency.



Starting out

The Harlow Leisurezone opened its doors to the public in June this year. It already has just over 5,000 "pay as you go" members (of which only 1,600 were members of the old sports centre) and just under 2,000 direct debit members. Access to all activity areas – whether pay as you go or direct debit – is controlled by barcoded tickets and cards.

The centre is designed to cater for both mass participation and excellence and is a designated 2012 pre-Games training camp for 11 Olympic and Paralympic sports. The building itself is spacious and with finishes, fixtures and fittings that make a clear statement of quality.

The transformation of Harlow's leisure landscape is indeed remarkable. That the original cradle of modern public sports and leisure facilities is once again at the forefront of sports provision in the UK is hugely satisfying. The Leisurezone is indeed a fitting legacy to the old Harlow Sports Centre and one of which my colleague and friend, George Torkildsen, a trustee of the centre for 45 years, would have been immensely proud. ●

Ian Barclay is managing partner of the sports and leisure consultancy Torkildsen Barclay



TABLE TENNIS

The English Table Tennis Association (ETTA) promotes the social aspects of the sport to encourage long-term participation



Table tennis evolved in England during the nineteenth century, on the dining room tables of the upper class and was originally played under the names of Gossima and Whiff-Whaff – the latter made popular in the media by London Mayor Boris Johnson, in his London 2012 statement at the Beijing Olympics that “Whiff-Whaff is coming home”! The names table tennis and ping pong joined the fray at a later date.

The sport entered the Olympic movement at the 1988 Seoul Summer Olympic Games and since its international recognition, Asian nations, in particular China, have become the dominant force – compelling the rest of the world to work harder at developing their athletes.

Although many of the top international players are aged between 20 and

40, players within both the England and Great Britain squads are a relatively young force, with an age range from the mid-teens to late-twenties. However, the English Table Tennis Association's (ETTA) widening promotion of the sport could lead to a fresh batch of inspired young players nipping at their heels.

According to the ETTA, introducing the sport to a wider base of participants will increase the pool of players, which in time, should show an increased output at the top of the pyramid and a larger elite force of players in the future.

Developing grassroots

Currently, the ETTA has three key development projects aimed at the grassroots level of the sport to encourage the general public to pick up a bat. These programmes include Change 4 Life, the Social

Media Sports Hub and Ping! Although initially promoting the social aspects of the sport, these initiatives are also intended to have an impact on the competitive nature of the sport, with players being drip fed into table tennis clubs.

Change 4 Life

The Youth Sport Trust (YST) has offered pupils at 800 English schools and colleges the choice of three sports from table tennis, handball, volleyball, fencing, badminton, boccia and wheelchair basketball, with the aim of attracting young people who might be inspired by the 2012 Games to take up and participate in an Olympic or Paralympic sport. Out of those 800, 775 schools/colleges chose table tennis as one of their sports.

Each school within the scheme benefits from a range of grants for coaching



Main pic: Table tennis players Darius Knight and Daniel Reed create a sporting spectacle in St Pancras station.

Left: Former England No 1 Matthew Syed vs Jean-Philippe Gatien



courses, equipment and club set-up costs, along with support from the ETTA.

Building this network of school clubs is an integral part of a school to club framework and the YST hopes that this initiative will engage those not currently taking part in sport out of school hours.

These clubs are intended to attract and engage young people and give them a sense of belonging within a club setting – encouraging the regular participation that is associated with future community club membership and lifelong participation.

The target market for this project is the 13-19 age group, which, when combined with the other projects, gives the ETTA a wide range of age and demographics playing and encountering the sport, and covers the target range of young people aged 13 to 30.

Social Media Sports Hub

Using social media to maximise participation in the higher education (HE) sector, the ETTA is one of the select national governing bodies (NGBs) that currently work with Sport England, facebook and British Universities and Colleges Sport (BUCS) on the collaborative Social Media Sports project. The HE sector has been identified as traditionally encompassing a 'lost' age group across many sports.

The ETTA has been deliberately different from the other NGBs involved in the project – identifying a clear desire to be delivered within social spaces rather than the classic sports hall environment. Examples include within the student union, halls of residence and break out spaces. This is a factor that not all sports can offer, purely due to the nature of specific environmental and equipment requirements.

Placing tables within social spaces offers significant advantages in encouraging students to participate, compared with the traditional sports hall model. The table can become a central social object, an icebreaker or meeting place for students and provides activity, camaraderie and an informal level of competition.

The ETTA supplies the equipment, the support and the coaching expertise, while the universities are committed to looking after the tables and running a big event each term, along with regularly updating its facebook pages.

The focal point of university activities are joint table tennis and music events run once a term. Event games include 'beat the robot' – where each player returns as many balls as possible to the ball-firing robot in one minute; and 'around the table' – where 12 people ▶



Left: Enjoying the game at a university sports hub. Above: Taking the opportunity to play table tennis in a public space

Table tennis is one of a few sports to have continually received favorable results within the Active People Surveys

- ▶ take turns circling the table, hitting the ball at alternate ends until only two are left – a player is out after three miss hits. However, social knockabouts are also encouraged, while a DJ supplies the event's background music.

Ping!

This three-year project engages members of the public – many of whom would not otherwise have picked up a bat or considered taking part in a particular sport – with free table tennis opportunities to play both indoors and out.

The project kicked off in London with 60 temporary tables (supplied by Cornisleau) and 47 permanent concrete tables set up in high-profile and community locations – including Heathrow Airport,

Trafalgar Square, the South Bank and St Pancras Station. During its three-year duration, Ping! will move to four other cities across England before returning to London for the Olympic Games in 2012.

Positive results

Table tennis is one of only a few sports to have continually received favorable results within Sport England's regular Active People Surveys, which measure the numbers of people from varying demographics and environments who take up particular sporting activities on a regular basis. The latest set of quarterly results is based on data from October 2009 to July 2010, which was conducted prior to the launch of Ping!, which is already having a big impact on increased interest in the sport.

Ping! has already attracted tens of thousands of people to pick up a bat,

with initial figures received from 33 of the 97 tables showing that more than 30,000 people played the game 124,000 times. The ETTA also hosted 340 Ping! coaching events with 2,810 people attending. As a result of this increasing popularity, 27 out of the 50 temporary tables are to remain in place; this will include the tables at St Pancras International Station, Regents Park and the O2 Arena, with the rest being donated to local community groups.

Commenting on the success of this initiative, Sport England chair Richard Lewis said: "Thanks to Ping!, more than 30,000 Londoners have got back into table tennis and become part of the 2012 sporting legacy. "With three-quarters of the tables staying exactly where they are, this table tennis craze is set to grow and grow."

Outlining the sport's wide appeal, ETTA's chief executive, Richard Yule said: "The success of Ping! highlights the demand for our sport at all levels and demonstrates the fantastic value it presents as a vehicle to get people active."

With the start of the new educational year there will also be a large number of new students introduced and reacquainted with the sport as the Social Media Sports Hub continues and Change4Life starts, giving the grassroots an even greater boost.

This increase in participation has had a knock-on effect to both the grassroots and competitive table tennis, with an increase of more than 60 teams taking part in league competitions, which is the first time that has been seen since 1978. With momentum in the sport's favour, along with the growth of public awareness and availability of equipment, the ETTA expect this trend to continue as the three projects progress. ●

Schoolchildren play on outdoor tables as part of the Change4Life programme





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Standards for INDOOR SURFACES

SAPCA's Colin Young discusses the flooring requirements needed to meet the existing European Standard and how it helps to evaluate indoor surfaces for specific sporting use

The surface of an indoor sports hall is arguably the most important aspect of the facility. The flooring should be capable of providing the performance requirements for the different sports which are likely to be played on it as well as non-sporting applications. With so many factors to consider, choosing the right surface can be difficult.

To help with this decision, indoor flooring standards exist, which have been produced for surface manufacturers to use in order to evaluate their products and help categorise their performance, quality, longevity and safety.

However, in recent years there has been a change in the standards used to evaluate these surfaces. The old British (BS 7044) and German (DIN 18032) standards have both been superseded by the European Standards EN 14904.

The EN 14904 is aimed at indoor facilities for multi-sports use (it is not aimed at elite sport-specific venues such as tennis centres) and hence is applicable to almost all sports halls within the UK.

For sport-specific surfaces, the international or national governing body of each sport will normally have its own performance standards that have more stringent requirements.

What are European Standards?

European Standards supersede National Standards (British Standards) where there are conflicting equivalents. They are

produced by the European Committee for Standardization or Comité Européen de Normalisation (CEN) in Brussels.

The CEN was formed in 1961 with the aim "to foster the European economy in global trading, the welfare of European citizens and the environment by providing an efficient infrastructure to interested parties for the development, maintenance and distribution of coherent sets of standards and specifications". In other words, the aim is to normalise British (BS), German (DIN) and other countries of the European trade zone; and to remove conflicting or duplicating

“With the publication of EN 14094 in 2006, the old British Standard BS 7044 was withdrawn and new facilities should be built to the new standard”



FIG. WWW.SPORTINGMIND.CO.UK

Sports hall flooring should be chosen to provide performance requirements for a variety of sports

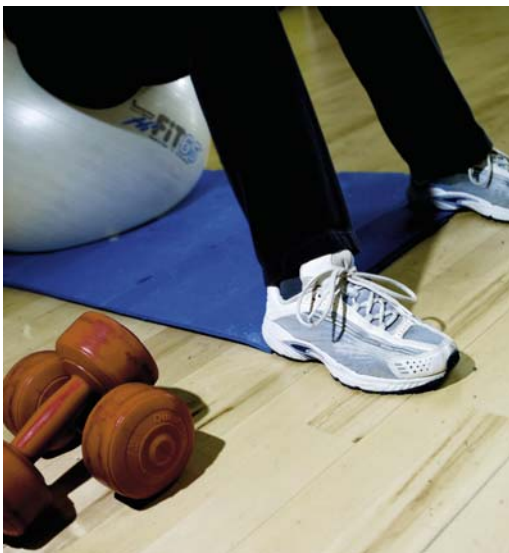


FIG. WWW.SPORTINGMIND.CO.UK

- national standards. CEN members are bound to comply with the CEN internal regulations, which stipulate the conditions for giving each standard the status of a national standard without any alterations. Standards are prepared under a mandate given to CEN by the European Commission and the European Free Trade Association.

Therefore, with the publication of EN 14094 in 2006 the old British Standard (BS 7044) was withdrawn and new sports facilities should be built in accordance with the new European Standard.

The Technical Committee CEN/TC 217 is responsible for all standards related to 'Surfaces for Sports Areas'. The committee was formed in 1988 and due to the complexity and politics of the countries involved it took 18 years to publish its first standard for indoor surfaces. The UK has a shadow committee (PRI 57), which reviews proposals to standard changes and ensures British interests are considered. The Sports and Play Construction Association (SAPCA) is the secretariat of this committee.

Types of indoor surfaces covered in EN 14904

There are four floor categories covered by this European standard:

Area-elastic sports floor

A sports floor to which the application of a point force causes deflection over a relatively large area around the point of application of the force

Point-elastic sports floor

A sports floor to which the application of a point force causes deflection only at or close to the point of application of the force

Combined-elastic sports floor

An area-elastic sports floor with a point-elastic top layer, to which the application of a point force causes

both localised deflection and deflection over a wider area

Mixed-elastic sports floor

A point-elastic sports floor with a synthetic area-stiffening component

Requirements of the Standard

The requirements within EN 14904 can be split into three main parts:

• Requirements for safety in use

This includes tests such as shock absorption and vertical deformation

• Technical requirements

This includes tests such as vertical ball behaviour and resistance to a rolling load

• Evaluation of conformity

This includes type testing and factory production control

Sports surfaces, when subjected to a dynamic load, will undergo a complex reaction. During this impact the surface's ability to deform, absorb and return energy to the user is vitally important for performance and sporting locomotion. In addition, the grip between the footwear and sports surfaces is important as insufficient grip can result in the user slipping on the surface; and too much

Insufficient grip can result in the user slipping on the surface and too much grip can place high levels of stress on the user's joints, which may result in injury

grip can place high levels of stress on the athlete's joints, which may result in injury to the user. The tests within the standard will help evaluate the surfaces to measure these characteristics.

Aftercare

While the initial choice of the surface and standards are very important, one should not overlook the ongoing maintenance and use of the facility as this will have a huge impact on the longevity and quality of the surface. There should be appropriate provision for the maintenance requirements of the surface, which if not done correctly can significantly reduce the life expectancy of the facility.

Many companies supplying, manufacturing and installing surfaces will often quote their products that have been tested and conform to the standard. A list of SAPCA members providing indoor surfaces can be accessed from: www.sapca.org.uk/results.asp?id=5&ref=27 ●

The full standard can be downloaded from BSI online www.bsigroup.com

Dr Colin Young is technical and training manager at SAPCA.

International upgrades for Riversmeet Leisure Trust and David Lloyd Leisure

Gerflor's leading the way in flooring – as an innovator, not an imitator

Riversmeet Leisure Centre in Gillingham Dorset and the David Lloyd Leisure in Derby have both delighted their customers by installing internationally approved badminton surfaces from Gerflor. However, the improvements [both refurbishments] were poles apart with regards to project execution.

In 2008, Dorset District Council agreed to release the balance of £4m to the Three Rivers Partnership, which had been set aside to refurbish and remodel the Riversmeet Leisure Centre. The building had been closed for many years and the scope of the project involved a complete refurbishment, in order to provide a fitness suite, a heated pool, a café and four-court sports hall for local users.

The main hall floor was made up of old Granwood tiles; one court had actually fully deteriorated and had to be completely removed. The Gerflor solution was to prepare and level the existing floor and install a new Taraflex Sport M+ sports floor directly onto the existing surface. On top of this, a Dry-Tex fast track method of installation was added, which is fully guaranteed to be laid directly onto Granwood-type composite tiles. The whole work was completed over a period of four days, saving both money and time, as well as reducing

the risk of environmental impact, as the existing floor was left in situ.

John Havill, chair of the Three Rivers Partnership commented *"When I think how bad the floor looked before and how it looks now it's quite remarkable. Gerflor assisted in the entire project management of the scheme and the sports hall floor refurbishment came in on time and on budget."* Havill says the customers love it. *"In particular the badminton club users, some even hinting that this is the best sports floor that they have ever played on."*

David Lloyd Leisure in Derby, a premium health and racquets operator, wanted to improve its badminton facilities for strategic reasons. The facility boasts excellent academies in both squash and tennis but badminton was being played at a recreational level on a tennis carpet. The operator was determined to change this and so sports manager Gavin Bailey began sourcing a new surface while he also implemented the Badminton All Stars programme. This is aimed at children aged six- to 12 years and offers a progressive coaching plan in place, as well as drills and fun games.

The club opted for a Taraflex Combisport 28. This is a low profile under carriage system with Taraflex Sport



David Lloyd Leisure in Derby opted for a Taraflex Combisport 28

M+ laid on top. It provides high levels of force reduction and excellent freedom of foot movement. Combined systems of this nature are widely regarded as the best sports flooring on the market for user safety, comfort and sporting performance.

Bailey said: *"David Lloyd Leisure aims to deliver products and services in line with high consumer expectations. The use of Taraflex sports flooring in our badminton hall helps to meet and exceed this expectation by giving our customers a quality sporting experience. Feedback from our members about the surface has been superb and we are witnessing many newcomers to badminton, which has not been seen before."*

Taraflex flooring is approved by the World Badminton Federation and Badminton England national governing body. It can be used for both permanent and temporary installations.

There are also a number of fast track overlay options for refurbishment projects. A surface treatment called Protescol®, patented exclusively by Gerflor, is applied at the manufacturing stage – this provides easy maintenance, with no sanding and no polishes required for the entire life of the product and with no unexpected increase in operational costs. For further information on Gerflor's latest innovations, specifications or project advice, contact Darren Wood at Gerflor on +44 (0)1926 622 600 or +44 (0)7836 366579, email contractuk@gerflor.com or visit www.gerflor.co.uk

Riversmeet's sports flooring, before and after refurbishment



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Kicking the carbon habit into touch

Mark Johnson offers advice on how sports facilities can use carbon management to reduce costs and earn an improved perception in the minds of their supporters and wider stakeholders

The global demand for energy is continuing to soar as populations increase and the world's hunger for power rises at an alarming rate. According to the International Energy Agency (IEA), world energy consumption is set to grow by 49 percent from 2007 to 2035. There is also a clear need to move away from the use of fossil fuels, to a broader future low-carbon energy mix – incorporating renewable technologies such as wind, solar and combined heat and power.

A wider issue is sustainability – as much a source of debate in sport as in other industries at present. There is a real need to use our resources more efficiently,

to use less energy and to work towards a broader future that's based on low carbon technologies. The sport industry is naturally a big energy consumer due to the large buildings it uses. It also requires significant infrastructure to serve its needs. It regularly pursues a mantra of bigger and better: of bigger stadiums, more spectators and increased footfall that can be at odds with a theme of using less energy, less resources and ultimately, less carbon production.

Can sport be sustainable?

So can we foresee a future of stadia with solar panels covering an entire roof, wind turbines protruding from

the main structures, or even water self-sufficiency through an in-house supply? Actually it's already happening.

Dartford FC's stadium in Kent incorporates rain water catchment within its design to help offset water usage of up to 20,000 litres a day, and solar panels that supply most of the hot water and clubhouse heating requirements. The multi-use GelreDome Stadium in Arnhem, the Netherlands, makes most of the energy required for operation from natural light and boasts 112m of solar panels and 320m of photovoltaic cells. GelreDome's energy system also uses thermal storage in the ground, in which the groundwater goes through an exchanger to warm the floor of the hall in the winter and cool the air in the inner rooms in the summer.

The stadium and clubhouse at Dartford FC is covered with a hydro-seeded sedum green roof system, which reduces noise and acts as an insulator. Recycled water from two rain harvesting ponds is used for irrigation and maintains two full-sized pitches



CASE STUDY TWICKENHAM STADIUM

The Rugby Football Union (RFU) has been working on an environmental plan to reduce its carbon footprint at Twickenham Stadium. This goal is embedded in the RFU's eight-year strategic plan – it's a fundamental element of its business operations and part of a wider strategy in preparing the organisation for the 2015 Rugby World Cup.

In 2009, the RFU worked to develop a carbon policy and reduction strategy and an Environmental Management System (EMS) to support its membership of the Mayor of London's Green 500 scheme.

As a large energy user, the RFU also participates in the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme. The management team has designed a CRC strategy to ensure it meets legislative requirements by delivering its CRC annual and footprint reports by July 2011. The aim is to ensure genuine reductions in carbon, year-on-year.

Key successes include ensuring improvements are made to the current transport service so the number of spectators travelling to the stadium via public transport increases. It has also achieved a reduction in utility usage through a review of alternative utility provisions and a waste recycling programme. This has diverted 100 per cent of event day waste from landfill and is currently at 90 per cent diversion for day to day waste. The RFU's long-term aim is to achieve year-on-year improvements on their recycling ratio, which at present is more than 60 per cent.



- ▶ The organisers of the 2012 London Olympics have also gone to great lengths to ensure that these are to be the greenest and lowest possible carbon Games. Suppliers and contractors are being encouraged to source materials locally for both new and existing venue adaptation. Solar panels will play a big role with 5,000m planned, and biomass

boilers, using waste wood, will reduce the energy requirement from conventional sources. A 20 per cent renewables target had been proposed, but this now looks unlikely given the recent rejection by the Olympic Delivery Authority (ODA) of plans to build a wind turbine.

Legacy plays a major role, with emphasis on adapting existing buildings, finding uses for structures post 2012, and using temporary structures, which can be relocated. Hard lessons have been learnt from the legacies of previous games, such as Athens 2004 where, bar a few exceptions, the buildings have not been used and the developments have resulted in a poor outcome for local ecosystems and water conservation.

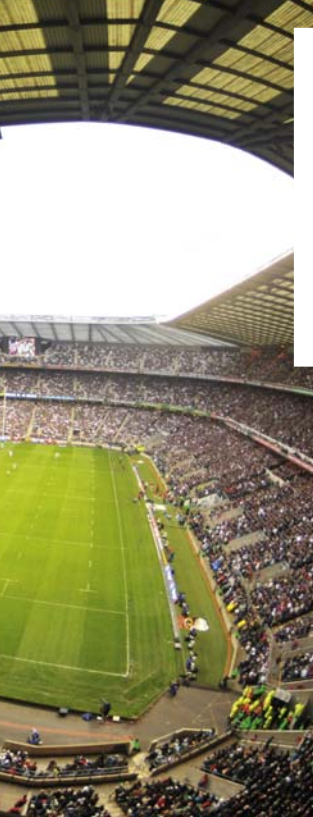
Left: The GelreDome generates 30,000kWh surplus from its photovoltaic cells

Government push to reduce carbon

Buildings currently account for 40 per cent of our carbon output in the UK and more than half of this comes from commercial and non-domestic properties. The Carbon Trust believes that they can play a big role in reducing UK emissions by 80 per cent by 2050 – a target pledged by the government in 2008 – and that a combination of retro-fitting existing buildings and ensuring that new buildings are made from low carbon materials and processes will help us achieve this ambitious goal.

There have been two key incentives introduced in the past year, aimed at driving organisations to reduce their carbon usage through energy. These are Feed in Tariffs (FITs) and the CRC Energy Efficiency Scheme.





Consumers are buying 30 per cent more products and services from businesses that care for the environment

act in this regard, committing to targets of delivering 15 per cent of our energy in 2020 through renewable technologies. This is a seven-fold increase over today's levels and a much more significant increase than many European counterparts. The second phase of the FIT scheme is the Renewable Heat Incentive, a similar measure for heat which is due to be introduced in April 2011.

For the sport industry, the renewable opportunities are large – due to the infrastructure in place and the space available to implement it. The Gelre-Dome Stadium in the Netherlands has quickly become a net exporter of electricity, generating a 30,000kWh surplus from the photovoltaic cells on its roof.

The CRC Energy Efficiency Scheme was also launched on 1st April this year, but participants in the scheme had until a 30 September deadline to ensure they were registered. Participation was mandatory for around 5,000 organisations in this ground-breaking initiative to tackle carbon emissions. It is a legally binding, energy efficiency climate change mitigation scheme, affecting the public and private sectors – some of the country's biggest brand names are involved, including football clubs and rugby clubs.

If the CRC works well, the government may be tempted to reduce the energy consumption threshold in future and bring in many more organisations. Although currently fixed at 6,000 MWh, the threshold was originally going to have an upper limit of 3,000 MWh.

Responsible consumers

As well as the financial business case, we should not forget the reputational advantages that involvement in carbon

savings can bring to employees, spectators and broader stakeholders alike.

There has been a significant growth demand side from consumers who want to associate themselves with organisations that are seen to be 'low carbon'. This has become more mainstream in our society where it is a lifestyle choice to seek brands that match their personality to a low carbon mantra. Supporting this, a recent consumer study of 2,000 UK adults by AEA found that consumers are buying 30 per cent more products and services from businesses that have a good reputation for caring for the environment.

Sustainable future

Given the need to adapt and mitigate the impact of climate change, carbon regulation is here to stay. The CRC Energy Efficiency Scheme and FITs represent a step change in policy to reduce organisations' carbon impact and the sport industry should take advantage of these initiatives to ensure they are exploiting the financial opportunities of sustainability.

The key for any organisation now and in the future is to see beyond a perceived challenge and to use carbon management to their advantage in order to reduce cost and earn an improved perception in the minds of their supporters and wider stakeholders. This will pay dividends far beyond the initial outlay by delivering a sustainable brand as well as a sustainable organisation in a low carbon economy. ●

Mark Johnson is knowledge leader for emissions trading at AEA, an energy and climate change consultancy and principal technical advisor to the Department of Energy and Climate Change (DECC)

Above and top right: An enhanced transport plan to and from Twickenham has increased the number of spectators travelling to the stadium via public transport

The FIT scheme, whereby organisations can generate electricity of their own and 'feed' what they do not use back into the grid, has made renewable technologies more affordable and accessible. This incentive can make an organisation a net generator of energy rather than a consumer and can significantly reduce the payback period of renewable technology investment.

FITs were introduced in the UK in April 2010 by the government to help increase the level of renewable energy in the UK towards its legally-binding target from less than 2 per cent in 2009. The UK government has recognised the need to

The European Sports Development Network (ESDN)

Chris Mackintosh, Spencer Harris and Chris Cutforth explain how the network is building bridges between academics and practitioners in sports development

Sports management and sports development are two areas of professional practice and policy development that are increasingly closely intertwined. However, in much of Europe, sports development is a little understood and rarely used term. This is not to say, however, that the inherent issues are of little interest to European governments, or that public and voluntary sector agencies in those countries are not involved in similar kinds of work, along with a growing interest and involvement from academic institutions.

SHARING IDEAS

In response to these issues, academics from a range of UK and European universities, along with some industry partners and practitioners, are now engaged in an informal European Sports Development Network (ESDN).

Founded in 2008, the network was created by Chris Mackintosh, an ex-sport development practitioner and now lecturer at Nottingham Trent University (NTU), who felt that there was a need for a forum where sport development

teachers and practitioners could share ideas, problems and solutions.

NETWORK OBJECTIVES:

- 1 To encourage collaboration and partnerships in Europe and beyond
- 2 To share theoretical and conceptual developments
- 3 To set up symposiums, seminars and events to share discourse, debate and to challenge the traditional boundaries
- 4 To develop a longer-term, sustainable network of members in the field
- 5 To share good practice between practitioners and academics to enhance learning in the profession

EVENT HIGHLIGHTS

This year, it was the University of Hertfordshire's turn to host the September event, jointly organised with the Leisure Studies Association (LSA) and supported by Street Games. The aspiration was to build on last year's event at the NTU, by bringing together academics and practitioners to share research that aids sports development practice and/or supports teaching and learning.

The symposium had three keynote speakers — Dr Kevin Hylton from Leeds Metropolitan University, Dr Vassil Girginov from Brunel University and Professor Fred Coalter from the University of Stirling. Entitled: Sports development — a profession in waiting, Dr Hylton asked if sports development has a 'professional' status and whether the new Chartered Institute of Sport may look to address this issue as part of its remit in the future. Professor Coalter asked: What is Sport, What is Development?, underlining the need to move away from assumptions and generalisations to a more genuine approach where questions about what conditions are necessary for sport to have beneficial outcomes are asked more frequently. Dr Girginov used the event to discuss what is meant by 'sustainable sports development' — using examples from the 2012 Olympic Games' legacy plan.

RESEARCH INTO SPORTING LEGACY

Given its European appeal, one of the research themes highlighted the lessons to be learned from alternative, international perspectives on sport management and sport development. One example addressed the importance of public sports development policies by presenting a case study of municipal sport in Porto, Portugal. This study suggested that there was a strong streak of autonomy in municipal politics in relation to sport and that these interventions were negotiated within four key areas: the municipal sports programmes; informal infrastructures; parks and recreation; and sporting events organised for worthy causes.

Women's leadership through football was also highlighted. In this case study, involving a coaching project in South Africa, female empowerment, local cultural sensitivities and leadership development were brought to the fore. The session also examined the





The ESDN addresses a need for a forum where sport development teachers and practitioners across Europe could share ideas, problems and solutions



possibilities of sport and policy aimed at using sport as an agent for change.

The growing political and sporting importance attached to Olympic legacy was also discussed, particularly the issues associated with tracking the impact of a 'soft legacy' from London 2012.

Presentations focused on sporting communities in East Cheshire and Manchester highlighted the challenges that go hand in hand with the legacy concept and its potential impact. Early findings from other studies also indicated that little is being done to learn from the lessons of previous Olympic events and that the collective approach required to deliver the legacy goals will be difficult to achieve – given the structure and nature of sports institutions in the UK. It was suggested that the Comprehensive Spending Review announced in October, and the structural and organisational changes to UK Sport are likely to be highly significant in this regard.

Perhaps the most localised theme to those working in the UK was the changing local political dynamics of sports development policy and practice. Here recent qualitative research into sport development officer identity and implications for practice were outlined via research data collected towards the end of Labour's 13-year term of office. Furthermore, case studies from County Sport Partnerships' research were presented, in which it was considered just how dynamic and complex relationships are between centralised sport policy and sub-regional County Sport Partnerships.

The Sports Industry Research Centre (SIRC) from Sheffield Hallam University also presented some interesting monitoring data from the Sport Unlimited

It is through the growing network beyond the UK where there is the greatest potential for learning

programme, which indicated the issues involved in incorporating the 'young person's voice' into local sport development programmes. This provoked debate as to whether more should be done to ask young people about what they want, when and how, and if they want traditional club-based sport at all?

GOING FORWARD

To conclude, Chris Mackintosh led a session on the future direction of the ESDN and the potential for greater collaboration between sports development academics and practitioners. The feedback suggested that delegates were positive about the need for the network and for sharing research between institutions, projects and agencies. Some academics also expressed an interest in a collaborative future funding bid focusing on sports development policy and practice knowledge sharing.

A key issue that emerged was the need for the ESDN to work more closely with industry practitioners to feed into the already growing area of applied work it does, such as linking to evaluations of national governing body programmes, local authority research exercises and providing practitioners with a one-stop shop to the latest existing academic research. For example, some ESDN members now liaise closely with Street Games, national governing bodies of sport and the Institute for Sport, Parks and Leisure (ISPAL) in an advisory and research sharing capacity.

The ESDN will continue to build on this event to provide the opportunity to generate and share research that can enhance our collective knowledge, aid teaching and learning and enhance sports development policy and practice.

Likewise the previous year's symposium attracted examples from sports practice in Finland, Japan and Germany. Interest has also come from organisations as diverse as Nike, Indian charities and Iranian and Chinese academics. It is through this growing network of people beyond the UK where there is perhaps the greatest potential for learning to take place. The fact that it's often not defined as 'sports development' is less relevant than the point that practitioners and academics in the UK must learn lessons from others and share knowledge with their European partners and colleagues in order to generate more participants, deliver more medals or tackle the questions around crime prevention, healthier lifestyles or community cohesion. After all, this is and must continue to be the core business of sports development. ●

For more information contact christopher.mackintosh@ntu.ac.uk or join the network at www.esdn.webs.com

Chris Mackintosh is PE and sport research leader at Nottingham Trent University, Spencer Harris is senior lecturer in sports development at the University of Hertfordshire and Chris Cutforth is senior lecturer in sports development at Sheffield Hallam University.



LIW REVIEW

Leisure Industry Week (LIW) 2010 delivered a great show at the NEC Birmingham in September this year, with a variety of educational conferences, dynamic demonstration areas, networking events and a new world record in marathon running

Seminars highlight the need to reshape community sport in the run up to 2012

As the 2012 London Olympics draw nearer, the plethora of organisations clamouring to be a part of the action continues to increase.

The Games present the health and fitness industry with a significant opportunity, which is not surprising given that it boasts almost 3,000 swimming pools and 2,200 halls where sports like badminton, indoor football and volleyball are played daily. Not to mention the 5,800 gyms across the UK helping athletes of all abilities, however aspirational, to stay in shape.

In recognition of this fact, Sport England and the Fitness Industry Association (FIA) joined forces at Leisure Industry Week (LIW) in September to organise three panel discussions on improving the quality of delivery of sport through the fitness industry.

The seminars marked the start of a strategic partnership between the two organisations, which will focus on delivering a digital facilities and participation legacy using the FIA's 3,000 members.

The first panel discussion challenged delegates to exploit new technology to make it easier for the consumer to play sport. In comparison with other leisure pastimes like eating out or going to the

theatre, sport has a lot to learn. How can it be so hard to find and book a badminton court or football pitch, when a few clicks on a smartphone is enough to book a table in a restaurant, tickets to the theatre, a taxi or a hotel for the night? Mobile applications like Splashpath (www.splashpath.com) are starting to fill this space, but more investment is necessary.

With Sport England's director of property, Charles Johnston, in the chair, the next panel focused on the role of standards for the effective design of facilities and the delivery of services. Delegates were given the challenge of bringing down the cost of building new facilities into line with their utility to consumers.

Touching on a hot topic, the question of quality marks was also debated by the panel. One panellist pointed out that audits and benchmarking tools are very valuable, but not cheap. To lessen the burden on operators, the group discussed the possibility of reducing the number of quality marks and improving their relevance to all operators.

With two national governing bodies of sport (NGBs) represented on the final panel – Badminton England and the Amateur Swimming Association – this session looked at ways for the industry to drive participation in sport

through initiatives such as No Strings Badminton. A franchise model, this is currently being rolled out by a number of local authority operators. NGBs can also help to improve the provision and quality of facilities, and are a key stakeholder in that respect.

To download a copy of the presentation visit www.fia.org.uk

AROUND THE SHOW

Marathon Man

Mike Buss completed his 100th Marathon in the same number of days on the last day of LIW and visitors gathered round him to support and celebrate his mammoth achievement. Sponsored by Star Trac, Jeep, Brooks, Timex, Juice Performance and Gatorade, the challenge raised money for Help for Heroes.

Wavesurfer

Exhibiting for the first time in the UK, Wavesurfer encouraged visitors to don their wetsuits and have a go at surfing. Several professional demonstrations took place, showing visitors a number of techniques that can be used while on the wave. The 9m portable installation is perfect for body boarders, surfers, wake boarders, skate and snowboarders.



This year saw an increase in key decision makers visiting the event, with over 20 per cent having purchasing authority in excess of £250,000

EnviroZone

LIW hosted a new EnviroZone in the Leisure Facilities sector, which held a number of presentations by energy saving companies. Exhibitors included PowaSava, Thermo Pool, Calorex, MHA Lighting, Pulse Commercial Utilities and Riva Global.

PTontheNet Functional Training Zone

A number of products that could transform small, unused areas of a gym area were on display in the PTontheNET Functional Training Zone. The zone provided an informative area for personal trainers to experience innovative products and programmes. Exhibitors included Leisure Lines, Jordan Fitness, Escape Fitness, Keiser, FitPro, Fight Fit, Thump Boxing, Padbox, Premier Training and Nordic Walking.

PRODUCT NEWS

PLAY PANELS FROM HIPPO

Showcasing its latest designs in interactive water play, **Hippo Leisure** used the show to introduce its brand new multi-sensory play panels.

Developed to appeal to the toddler, mother and baby and less able-bodied swimmers, the panels are bright, interactive and easy to install. They encourage water confidence and help parents explore water play with their children. As well as being used within the pool environment, the panels can also brighten up a dull wall in dry areas within the leisure centre. **More information at www.hippoleisure.com**



BOXING CLEVER WITH ADIDAS



Adidas UK distributor Cimac showcased a new line of products for combat sports with a range of boxing equipment.

Researching requirements with those who practice the sport and working with top athletes to design, create and manufacture new ranges of equipment, Adidas' new moulded gloves use I-PROTECH+ technology gel to absorb shock. In addition, CLIMACOOL technology – already used in other Adidas-manufactured sports equipment – provides better ventilation and most of the boxing head guards benefit from I-COMFORT+ technology – an antiskid and hygienic lining material. **More information at www.cimac.net**

A BLAZING SUCCESS FOR AUDIENCE SYSTEMS

Audience Systems showcased its new Blaze seat at the show.

A unique spectator seat for use within sports venues, arenas and stadia, Blaze is competitively priced and ergonomically designed to maximise seat comfort. It has been engineered for fast and efficient installation and its rail-mounted design provides flexibility in seat spacing.

Other features of the seat design include auto-tip armrests and a large position suitable for bold seat numbering or sponsors' graphics. The chair is suitable for indoor or outdoor use.

More information at www.audiencesystems.com



SPEEDO'S ONE-STOP SHOP

Sea Squad Learn To Swim products, Aquafitness training aids and the Aquabeat waterproof MP3 player took pride of place on the **Speedo** stand this year.

Tim Ives, head of UK sales and marketing, said: "The breadth of the Speedo product offer, coupled with brand credibility and quality assurance, offers a comprehensive and appealing one-stop-shop swim solution for both the private and public sectors. **More information at www.speedo.co.uk**



SPORT FLEXOLUTION FROM NEPTUNUS

Show newcomer **Neptunus** showcased the latest addition to its temporary, semi-permanent building portfolio.

Taking a step closer to the characteristics of a permanent building with the easy dismantling benefits of a temporary structure, the Neptunus Flexolution is compliant with building regulations and energy efficiencies.

The company has recently used a 24m x 48m Flexolution system for a semi-permanent gymnastics hall at the Hague in the Netherlands.

Neptunus managing director April Trasler said: "The advantage of the structure is that it can be supplied and built quickly, used for as long as necessary and then dismantled and re-used elsewhere. It has the characteristics and the appearance of a permanent building so no compromise is made in terms of comfort."

More information at www.neptunus.co.uk



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TENNIS FACILITY INVESTMENT TO GROW THE SPORT

In the second of a two-part series on tennis facilities, Phil Sandilands from TrioPlus Tennis throws further light on the on-going need for greater investment in GB tennis infrastructure

In the last issue of *Sports Management*, I referred to the need for a clear understanding of the role of tennis facilities in order to justify investment and underpin the sport's future development. A focused capital investment programme from the governing body and its partners aligned with 'do-able' supporting sports development strategies over an appropriate period will help achieve more capacity and playing time. It will deliver more locally-accessible venues for competition and training and, most importantly, provide a better quality of 'tennis experience' for existing players and attract and retain new ones.

To further support this position, according to Sport England's *Sport Satisfaction Survey 2010* undertaken by Ipsos MORI, the area of 'facilities and the playing environment', scores the second highest in terms of having the most impact on overall satisfaction with tennis.

This is based on input from a representative section of tennis players – general participants, club members and from the tennis talent pool. The highest impact area is judged to be, perhaps surprisingly, 'officials' with 'facilities' higher than 'people and staff' and 'performance'. 'Release and diversion', 'social aspects' and 'value for money' are judged as medium impact. While 'exertion and fitness', 'ease of participating' and even more surprisingly, 'coaching' being the lowest impact areas. 'Facilities' was also the second highest impact in 2009.

Improved facilities

Drilling down into the facilities assessment, the three aspects judged to

have the highest satisfaction impact are: 'the quality of the environment', the 'quality of surfaces', 'safety', 'cleanliness' and the 'quality of the non-sporting facilities' (changing rooms, catering and car parking etc).

This illustrates the point that while the quality of tennis court surfaces is very important because correct surface-player-ball performance interaction is critical for the sport, the other qualitative factors that are part of the built environment are as important to participants. The scope and quality of the clubhouse, in particular, should not be underestimated, as tennis remains a strong social activity and requires reasonable comfortable environments to foster that sense of club loyalty and ownership.

In considering the relationship between facility types and tennis activity, the role of improved facilities in sport development outcomes is depicted in the table below:

Facility development type	Increasing participation	Developing stronger and more sustainable clubs and venues	Providing more coaching opportunities	Improving performance	Supporting talent ID
Court upgrading		●	●		
Additional tennis courts	●	●	●		
Floodlighting	●	●	●		
Performance surfaces				●	●
Mini tennis markings	●		●		●
Practice walls	●				●
Covered courts	●	●	●	●	●
Pavilions / modernisation	●	●	●		



ALL PICS: WWW.SPORTTENNISLANDS.ORG

The LTA suggests that one existing court can be covered from £55,000 for a single skin airhall to £450,000-plus for a building using traditional construction methods

The costs of improvements?

When it comes to budgeting for improvements, the range and costs of tennis courts in particular vary widely. Ignoring regional variations and site specific issues, indicative costs for the various facility types as described in the table are as follows:

- Court upgrading – resurfacing and upgrading existing porous macadam courts to the same surface type – approximately £18,000 for a block of two courts
- Construction of a block of two new tennis courts – porous macadam or artificial grass – approximately £48,000 and £64,000 respectively
- Floodlighting a block of two existing courts – around £20,000
- Performance courts – the Lawn Tennis Association (LTA) views these as being clay and impervious acrylic courts, but there are now many variations of these two types of courts which, according to the suppliers, have similar performance characteristics. The range of variation is also reflected in the range of costs, where acrylic courts (similar to those at Flushing Meadows) can start at £30,000 per court and clay courts can be anything up to a staggering £60,000. It is not surprising therefore that Britain has only a modest number of outdoor performance courts. There are less than 30 in the whole of Scotland
- Mini tennis markings – cones or plastic temporary lines can be used effectively, otherwise around £300

for the permanent marking of playgrounds or hard surface areas

- Practice walls – greatly dependant upon type and size of construction but costs from £3,000
 - Covered courts – considerable variance in costs depending upon the type of construction and the number of courts. The LTA suggests that one existing court can be covered from £55,000 for a single skin airhall option to £450,000-plus for a building using traditional construction methods
 - Pavilions – again, costs are dependant upon the scope, size and materials used, but off-site modular buildings are now of more interest to clubs and venues where sites are appropriate and square metre costs for a modular timber construction can be around half that of a traditional construction. With further cost efficiencies realised if standardised designs can be maximised
- These can only be viewed as guide budget costs (excluding VAT, which of course is set to increase to 20 per cent in 2011) and assume normal site conditions. More detailed expert guidance should always be sought. Life cycle costs should also be evaluated to assess the level of funding required for major works and replacement costs in the future.

Chris Trickey, chief executive of the Sport and Play Construction Association (SAPCA) states: "Experience shows that those clubs and clients that take a far more business-like approach to facility procurement are

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“ Know what you want, why you want it, assess its potential positive impact and make sure the specification and design meets your requirements ”

THE LTA'S PLACES TO PLAY STRATEGY

This strategy aims to increase opportunities for people to participate in tennis on a regular basis at a venue close to their home, which provides high quality opportunities on safe and well-maintained facilities.

The strategy sets out:

- The LTAs overall vision for places to play
- How it will grow regular participation by supporting places to play to develop and deliver the right programmes
- How the LTA makes its capital investment decisions to ensure it invests in the right facilities to grow the sport
- How it will support performance programmes in the right locations

VISION

The LTA is committed to growing the sport to ensure that more people are playing tennis more often at first class facilities, with high-quality coaching programmes and well-organised competitions.

Its overall aim for the next six years (2010-2016) is to ensure that, as far as practically possible, the British population has access to and is aware of the places and high-quality tennis opportunities in their local area. This includes:

- Access for everyone to well-maintained, high-quality tennis facilities which are either free or pay as you play
- A Clubmark accredited place to play within a 10-minute drive of their home
- Indoor courts within a 20-minute drive time of their home
- A mini tennis (10 years and under) performance programme within a 20-minute drive of their home (Performance Centres)
- A performance programme for 11- to 15-year-olds within a 45-minute drive time of their home (High Performance Centres)

- A limited number of internationally-orientated programmes strategically spread for players aged 16-plus with an international programme (International High Performance Centres)

(Note: These targets are guidelines and subject to demand, population density and existing provision.)

FACILITY DEVELOPMENT

A transparent process is in place providing clear guidance and setting out the expectations for financial support. This process ensures investments will deliver the maximum return for British Tennis for the limited resources available.

The majority of grant funding available is derived from central government and allocated to British Tennis through the successful partnership with Sport England. There is a commitment to Sport England that the number of people playing tennis once a week will increase by 115,000 by 2013.

Investment in the right projects, supported by the right people is key if this target is to be achieved. In addition to this LTA loan and grant funding is also available. Projects that will be prioritised include:

- Projects that will increase the number of adults and juniors participating on a regular basis
- Projects that will enable more adults and juniors to compete on a regular basis
- Projects that develop the talent pool and secure a winning future at the top level
- Improving facilities to meet increased customer expectations and deliver a quality experience
- Boosting capacity and bringing poor quality courts back into use – such as those in parks and local authority sites

usually the better and more sustainable ones. They understand the need for quality, prepare well in order to spend money and the evidence is that the capital investment in turn increases their membership base.”

Know what you want

However, as we can see, the cost of improving tennis facilities does not come cheap so it's important to know what you want, why you want it, assess its potential positive impact and make sure the specification and design meets your requirements. While there is a competitive market out there and you should expect contractors to sharpen pencils, it shouldn't be at the expense of quality.

The LTA anticipates that it will continue to invest considerable amounts of its funding into facilities within its 'Places to Play' strategy that seeks to create an additional one million hours of extra playing and coaching time. What is required is a long-term strategy with suitable continuing investment from the governing body to use facility enhancements to uplift the quality of the facility across the board and to modernise and improve the 'tennis experience' in order to increase and sustain its popularity. Further detailed information on tennis facilities can be obtained from the Lawn Tennis Association (LTA) www.lta.org.uk and from the Sport and Play Construction Association (SAPCA) www.sapca.org.uk ●

Phil Sandilands is a director of TrioPlus Tennis. For more information, email psandilands@trioplusonline.co.uk or visit www.trioplusonline.co.uk

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TENNIS COURT RENOVATION

SAPCA's Colin Young
outlines the process
and key factors
that need to be
considered to ensure
a successful project

Even if a tennis court is maintained properly, the time will come when it needs to be resurfaced or renovated, if it is not to fall into dilapidation and potentially become unsafe for users.

The extent of work needed can vary significantly from a relatively straightforward resurface – in order to simply renew the existing playing surface – to a more fundamental renovation. This may necessitate improvements to the underlying construction, but could even be as far-reaching as complete reconstruction if the court's sub-base is in very poor condition.

As with any project the scope of the work needed to improve a tennis court and the cost involved should be carefully assessed to ensure the scheme provides a good investment, especially now that funding for sports projects may be much harder to obtain.

Upgrading the nets and net posts will improve the player's overall playing experience

Inspection

Before the extent of the works and an appropriate specification can be decided it is essential for someone with the necessary expertise to carry out a detailed inspection of the court. This normally includes the following:

- Look at the surface condition and identify any deterioration and irregularities, such as excessive wear, unevenness, break-up, cracks and moss/weed infestation
- Evaluate the drainage/porosity of the surface
- Check the condition of the edgings, net-post sockets, fencing and any lighting provision

Resurfacing or renovation?

If the project is to be limited to resurfacing, without disturbing the base layers or foundations, then the court would normally stay the same size, with the same overall gradient, even if these may not comply fully with current standards. However, the fact that the court surface needs to be replaced does provide an ideal opportunity to upgrade the facility. If so, it may then also be necessary to:

- Check the dimensions of the court to see if the run-off areas are adequate (conform to the recommendations of the Lawn Tennis Association (LTA))
- Evaluate the gradients and levels of the court surface
- Assess the quality and depth of sub-base layers

If the condition of the court surface raises doubts about the stability of the existing base construction, a site investigation with trial holes through to formation level will be required. Based on this information, the extent of works and the design specification can be produced and the budget cost can be determined.



Surround fencing, court equipment, practice walls, lighting and coverings can enhance a tennis court's appeal



“It's important to consider the needs of the users to identify the most suitable surface but whole-life costs and maintenance also need to be taken into account”

Current standards

The Sports and Play Construction Association (SAPCA) has produced a comprehensive Code of Practice for the Construction and Maintenance of Tennis Courts, which is supported by the LTA and has a section dedicated to renovation.

Where financial support is sought for the project from sports bodies such as the LTA, there would normally be specific requirements to ensure that courts will conform to their current standards. Advice should therefore be sought directly from the LTA, in the first instance through its County Development Officers, at the outset of the project planning.

Other options

Upgrading need not be limited to the playing surface. Other improvements can be considered that will enhance the attractiveness of courts, improve the overall playing experience and thus help to increase the usage and viability of the facility. These include:

- Surround fencing and screening
- Court equipment and furniture, such as net and net posts, measuring sticks, waste bins, chairs and signage
- Practice walls
- Court lighting (to improve illumination levels and uniformity)
- Court coverings, including non-traditional structures

Choosing the new surface type

Unlike many sports there are numerous surface types to choose from for tennis. In the UK the most common surface is still porous macadam, which is normally painted to improve both performance and aesthetics. This remains the most common surface chosen for public parks and school facilities, where its relatively low cost and year-round usage are particularly important.

A wide range of synthetic turf products are available, which are especially popular in the club sector, and in private residences. Then there are the 'performance' surfaces of impervious acrylics (cushioned and non-cushioned), and unbound clays and clay-type systems, which are required where there is a specific need for coaching, training or higher levels of competitive play.

Although it is very important to consider the different needs of the users to identify the most suitable tennis court surface, other factors also need to be taken into account, such as whole-life costs, maintenance requirements, usage limitations and longevity.

Expert advice and construction

As with any specialist construction project, it is essential to employ expert contractors that fully understand the design and construction of tennis courts. In addition, a proven track record

of past projects and evidence of competency should also be provided. SAPCA's Tennis Court Division comprises specialist contractors who have been independently assessed for their quality and competency. The Professional Services Group can be used to select independent consultants.

Sinking fund provision

Consideration should also be given, in any refurbishment plan, to the life-cycle of the product and how much money will need to be invested in a sinking fund to ensure that the court can be kept in optimum condition and the surface replaced at the end of its life. It is no coincidence that the most successful tennis venues are typically the ones with the best facilities, and where effective management and planning enable projects to be delivered successfully. ●

Further guidance

The Code of Practice for the Construction and Maintenance of Tennis Courts is available to download for free from the Technical Guidance section of the SAPCA website, www.sapca.org.uk.

Useful information on court renovation is also available from the Lawn Tennis Association at www.lta.org.uk

Dr Colin Young is technical and training manager at SAPCA.

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Lessons for groundscare's future

Acknowledging the fact that the groundscare industry is dominated by an older generation, the Institute of Groundsmanship (IOG) is set to encourage more youngsters into the sector

Highlighting a 'ticking time bomb' in groundscare due to the lack of skills and an industry dominated by an older generation workforce, the Institute of Groundsmanship (IOG) is currently implementing a raft of developments designed to make groundsmanship a career of choice for the younger generation.

According to Ian Lacy, the IOG's head of professional services, while the results of the 'Grounds Management – a hidden profession' survey conducted in 2007 were "a real alarm call", they also effectively endorsed what the IOG already knew: that too few young people were signing up for a career in groundscare.

"It's an industry that, quite erroneously, is perceived by many as a career path suited only to youngsters who perhaps cannot apply themselves academically," says Lacy. "However, groundscare is a challenging and stimulating industry;

the modern groundsperson has to be as much a turf scientist, man-management expert and professional communicator as they are able to maintain natural and synthetic turf playing surfaces in first class condition all year-round, whatever the weather."

Learning pathway

In order to attract the younger generation to enlist and progress in the industry, the IOG has been developing social networks like Twitter and Facebook, smart phone applications and has created a Young Board of Directors to help the industry shift its image towards one that youngsters aspire to.

These new initiatives complement the institute's existing pathway to help youngsters enter and progress within the industry, which includes:

- The Alex R Millar Bursary Awards of up to £500 for three years

- The IOG is a licensed provider of the Duke of Edinburgh Award
- The IOG publication and distribution of the 'Expand Your Knowledge – a Career in Groundsmanship' booklet to public and private secondary schools in the UK
- The creation of the innovative Moodle virtual learning environment, where students are assigned a tutor and can study at a time and pace that suits
- The IOG's accreditation as a City and Guilds/NPTC-approved delivery body and a provider of qualifications and courses accredited in line with National Occupational Standards (Levels 1, 2, 3 and 4)
- The launch of a dedicated annual award – the IOG Young Groundsman of the Year
- The IOG Continuing Professional Development (CPD) scheme
- The IOG has become a National Accredited Apprenticeship Provider ➔



► Young apprentices enter the groundscare industry

Another skill-based incentive is the recently-launched IOG Young Apprenticeship Scheme. Inaugurated at Harefield Academy near Uxbridge, Lacy says that this is included as a curriculum option for students aged 14 years.

"The Young Apprenticeship is based on a three-year training and education plan, delivered via Moodle, to establish a cohesive programme to enable potential young grounds staff to both develop and update their skills." This training plan helps youngsters to:

- Achieve a nationally-recognised framework of qualifications
- Identify the groundscare skills and qualities required
- Progress to higher levels of training/qualification
- Meet the skills needs of future employers
- Self-develop with the IOG's Continuing Professional Development (CPD) programme
- Identify a career path

According to Lacy, within the three-year course, year one will embrace Level 1 Practical Horticultural Skills and contains the following core units: prepare ground for seeding/planting; plant container grown subjects; apply organic mulch; watering using hand-held equipment; plus 49 optional units of which eight have to be completed.

In the second year, students will cover the minimum standard qualification BTEC First Certificate in Horticulture

NATIONAL PLATFORM FOR IOG 'YOUNG GUNS'

The views of some of the 'young guns' of the UK groundscare industry will be given a national platform at this year's IOG National Conference and Industry Awards, held at the SWALEC Stadium in Cardiff on 25 November.

Groundscare apprentices Stuart Wilson, Christian Brain, Rory Ferguson and Iestyn John will form the 'Back to the Future' Young IOG panel and invite audience questions on subjects such as pay and rewards, training and education, performance quality standards and the future of industry bodies.

The event headliners will be Huw Jones, chief executive officer of Sport Wales and Ian Ritchie, chief executive officer of the All England Lawn Tennis Club. Visit www.iogawards.org for more information on the National Conference.

Visit www.iog.org for training and education options, timescales and costs, as well as help and advice on career paths.



Apprentices at the Harefield Academy develop their skills while achieving a nationally recognised qualification

– three units (from a choice of 13) that provide for a combined total of 180 guided learning hours. The final year of the course will cover the minimum standard qualification BTEC First Diploma, which contains two core units (work-related experience in horticulture, knowledge on the horticulture industry and related organisations) plus specialist units that provide for a combined total of 360 guided learning hours.

Turf Maintenance – an online qualification that was written by the IOG."

According to Lacy, the Young Apprenticeship Scheme was partly spurred by the IOG's ongoing success at Ashton on Mersey Sports College in Manchester where, since 2007, students aged 14-15 have been accredited on an annual basis to the IOG's National Practical Certificate Introduction to Groundsmanship.

Similar success has also been achieved at Woodthorpe Academy, and at Accrington College, where 245 Year 10 students have completed the National Practical Certificate.

"We've created the first rung on the ladder to a structured career pathway for professionals and volunteers," says Lacy, "and the strategy is being progressively implemented through the IOG's regional and branch structure."

The IOG has clearly laid the foundations to encourage youngsters into the industry with easily-accessible, affordable and meaningful training options. "This is the first step," says Lacy. "Now, everyone in the industry has to continue spreading the word about its benefits." However, he's not complacent. "We've still got work to do in order to confront another main barrier to attracting youngsters: poor remuneration. But that's another story..." ●

We've created the first rung on the ladder to a structured career pathway for professionals and volunteers

Ian Lacy IOG (below)



All Levels comprise one day's training per half term plus a three-day block of training to complete. All BTEC First qualifications include the mapping/signposting of key skills.

The specialist teacher at Harefield Academy, Louise Dunton, delivers most of the qualifications for each year, with support from the IOG and Lacy praises her for her enthusiastic approach to the scheme. "Lucy has completed the Practical Horticultural Skills qualification herself (studying with the students) and is currently completing the City and Guilds Diploma in Sports and Amenity

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SPORTS MANAGEMENT 2011-2012 HANDBOOK

The 2011-2012 Sports Management Handbook – the ultimate reference guide for the international sports market – will be published in spring 2011 as a comprehensive resource for operators and suppliers worldwide. The handbook will be distributed to buyers and operators and will also have bonus distribution at key industry events.



WHAT'S IN THE HANDBOOK?

SUPPLIER INFORMATION

- Company profiles including key information, contact details, images of products, a company logo and a picture of a key contact
- Multiple listings of industry suppliers
- Innovation roundup
- Web address book
- Product selector
- Organisation contact book

OPERATOR INFORMATION

- Key industry statistics and research
- 2011-2012 Diary: industry events, shows and networking opportunities
- Predictions and trends for 2011-2012
- Features and analysis
- Resource section with contact information
- Development pipeline
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THE CASE FOR PLAY

Deborah Holt of the Association of Play Industries discusses some of the issues facing the play industry since the funding cuts in this sector and highlights successful projects

The recent government announcement that funding for playgrounds will not be entirely scrapped is welcome news to many communities that have campaigned tirelessly to save their local play areas.

In a letter to local authorities, Education Secretary Michael Gove stated that £20.8m had been shaved off the original £75m budget for improving and building

playgrounds as part of the final phase of the original three-year Playbuilder scheme.

It's now up to local authorities to ensure that this funding is channelled towards creating better play spaces for children across the UK. Gove commented: "I know how important it is that children and families have safe, free local places to play; and the hard work that local authorities are doing to make this a reality."

The benefits of play

Before the Playbuilder scheme was put in place two years ago, the Labour government commissioned Play England to conduct a survey on play and the findings revealed shocking figures. One in four eight- to 10-year-olds had never played outside without an adult and one in three parents didn't even allow their children to play outside the house or garden!

The findings also confirmed what every child and most parents know – that playing is a deeply instinctive need. Children are motivated to play because they enjoy it, and what they enjoy is its uncertainty and spontaneity; expressing themselves and how they're feeling, within a safe space. The findings also showed that playing causes the brain to develop flexible responses to experiences and relationships.

Playing freely with friends, the study found, let children experience primary emotions such as fear, anger, sadness, happiness, shock and disgust. The rules of the game, meanwhile, developed secondary emotions such as pride, shame and sympathy. The academics concluded that play was important when it came to forming friendships, building resilience and boosting emotional and physical health.

Community links

During the past two years of Playbuilder funding, it has been proved that investment in new and refurbished play areas also brings communities together – through consultation, fundraising and engaging children and parents to use the new play areas.

The original £235m spent on play has updated a number of aging play areas and introduced new opportunities for children to play. However, there are still hundreds of aging, dilapidated playgrounds across the country (some more than 20 years old) and once they are deemed unsafe they will be removed.

Many original play areas were deemed unsuitable to cater for older children (aged between eight and 13 years of age) and so the Playbuilder scheme came into

CASE STUDY: HAPPY RESULT FOR THE COMMUNITY

Two years ago, a group of local people in Hollingbury, Brighton set up the HAPPY Group (Hollingbury Active Parents for Park Improvements) after noticing dilapidated play equipment being removed from their local park. Together with their local community development worker from the Trust for Developing Communities, they contacted the council for a park and play equipment refurbishment and helped to raise funds towards the project.

The HAPPY Group consulted local residents for their views and encouraged the children at nearby schools to design their ideal playground.

Working with Brighton and Hove City Council, the HAPPY Group was allocated £50,000 of Playbuilder funding and raised another £40,000 from environ-

mental trust Veolia. This paid for a Kompan-equipped toddler area near the community centre, a rope climber and other play equipment for older children. The community group is now raising additional funds of £10,000 for a zip-wire and other equipment for teenagers, with the help of the local paper, the *Argus*.

Local community development worker, Linda Saltwell, has noticed the benefits of play and the wider and positive impact on the local community. "We've moved from some 260 households which were disengaged with the park on their doorstep, to having a very active community-led group and 400 people at the Spring 2010 opening day. The playground refurbishment project has brought people together and stimulated a better sense of community spirit."



Good play facilities bring communities together

force to provide more challenging play areas for this age range. Another part of the scheme was to introduce natural play opportunities in natural surroundings – taking away boundaries to play areas to give the feeling of space and bringing natural elements into play such as rocks, sand, water and logs.

A high number of communities have already championed the recent funding and the passion and drive to raise additional funds for these play areas has been outstanding. Children have had a big input into what they want their local play areas to offer and community consultation on new play areas has been extensive.

Successful campaigning

After the play funding freeze back in July this year, playground campaigner Emma Kane set up the Save the Playground campaign to not only save her local playground in Oxfordshire but also to give a voice to the many other communities that were in the same disappointing situation of not knowing what would happen to their planned new play area.

Kane has been applauded for putting hundreds of hours into her community's Playbuilder application and drew on support from people of all ages in her neighbourhood. "We had a group of youth ambassadors who were involved

and consulted at every stage. We made a film, we distributed 1,000 questionnaires, had numerous village and strategy meetings and set up a constituent village organisation," Kane explains.

On receiving news that her local playground will now go ahead, Kane was thrilled. "I hope this means that other communities will also get the playgrounds they worked so hard for," she said.

The Association of Play Industries (API) put its full support behind Kane's campaign and in August this year delivered a 300 page petition to 10 Downing Street urging the government to commit to play funding in the future. The association also sent a booklet to MPs and those involved in the field of public play, which showcased the importance of good, modern playgrounds, how they serve the local communities and the children that use them.

Many play areas are still in desperate need of being brought into the 21st century and the recent commitment to funding will go some way to achieving this. There is now renewed hope that the government will continue to fund places for children to play in the future. ●

Deborah Holt is association manager at the API, which operates under the umbrella of the Federation of Sports and Play Associations (FSPA)

CASE STUDY: SEAHAM BMX/SKATEBOARD PARK

This summer saw the official opening of the £130,000 Seaham Town Park BMX/Skateboard Park (below) where approximately 100 youngsters were treated to demonstrations and coaching sessions by professional skaters and BMX riders.

The young people of Seaham worked alongside council officials and the park designer to create the ramps and other features. Working in partnership with Seaham Town Council, the designer was also able to use the results of a

public consultation to design a Record RSS-equipped skate facility that meets community needs.

The community-spirited youngsters have since developed ownership of the park and have vowed to help in its continued success by keeping it clean and tidy. Partnership working by Seaham Town Council and Durham County Council led to a combined funding of £130,000 to achieve this facility with a second phase of play equipment partially dependant on Playbuilder funding.



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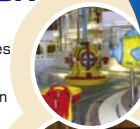


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Meeting demands for sports facility floodlighting

We talk to some of the UK's leading sports lighting companies to find out what's new in the market

Hayley Whittaker business development manager, CU Phosco Lighting

In these cost-driven times it can be hard for a project manager to balance the expectations of clients against their budget. CU Phosco Lighting believes in partnering customers to ensure that consideration is given to the suitability and compatibility of all elements of a project and not just the project price. With concerns for the future of the environment it's important to provide quality products, which will stand the test of time and require minimum maintenance.

We use our own in-house lighting design software when processing lighting designs. Site surveys are undertaken in most cases to investigate house positions, local environment conditions, access, safety and general site suitability.

The quality of floodlights and lamps installed must not be undervalued. Sports lighting utilises asymmetric full cut-off floodlights, incorporating high intensity discharge metal halide lamps. This white light source provides good colour rendition promoting clear vision for both players and spectators.

CU Phosco Lighting floodlights are designed to include a distinct light cut off above and behind the installation to prevent

light spill. The integral reflector design provides this protection against light pollution.

Lamp choice is a prime factor in the performance of the lighting system. We design our schemes using the

Philips MHN-LA lamp, which offers extended lumen maintenance and lamp survival rates. The Philips 2KW lamp provides, on average, 12,000 burning hours to 50 per cent lamp failures, which reduces the need for maintenance and lamp replacement.

Consideration is given to suitability of the columns on site.

If access is poor for maintenance vehicles, a mid-hinged column will provide a better solution than a static column – allowing maintenance to be undertaken on the ground. Mid-hinged columns have the advantage of being counterbalanced with no need for external lowering devices. Base-hinged columns can withstand large head loads and are used where mid-hinged and static columns are not suitable.

Energy consumption of a sports installation can mean high energy costs due to the intense light levels required. We're currently working with our partners in the wind turbine market to offer large sports lighting projects the opportunity to invest in a wind turbine on site. The payback periods are more cost effective than five years ago and with the new feed in tariff supported by the government such innovations are becoming a viable option.

Looking to the future, we believe that exterior LED lighting will be a major contributor to the sports lighting industry. The research and development of this light source is part of our long-term vision. Although sports facilities cannot yet utilise this technology on the playing areas, it can be included on access pathways and car parks as a step towards a greener project.



Left: A lighting technician lowers a base-hinged lighting column

PAUL COGGINS managing director UK and Ireland, Thorn Lighting

To most people, sports floodlighting conjures up images of large sports stadia with CTV lighting requirements.

However, for smaller sporting venues, such as multi-use outdoor games areas (MUGAs), recreational tennis and training pitches, a different approach is appropriate, where money is limited and tall lighting columns can be unacceptable.

A substantial proportion of the cost of an installation is that of the lighting column. Typically, MUGAs use 10-12m columns with powerful 1-2kW projectors. Costs increase sharply with mounting height as do planning issues. It's therefore often advantageous if floodlights could be used at lower levels.

Thorn's latest sports floodlight – the Area-flood – fills the long awaited request for a precision floodlight for smaller sports projects. Heartlands High School in Wood Green, London is the first secondary school to install the lighting system. Its pupils don't have to miss their evening practice

at their new MUGA. Their neighbours are not inconvenienced by spill light and Haringey Council is not faced with large electricity bills.

Following appraisals, Thorn has redesigned its Areaflood range to take a series of discharge lamps from 70W to 600W. The optic is based on the more powerful Champion

sports projector, with an inclined front glass and integrated visor giving precise light control. The result is a product suitable for mounting heights of 6-8m, which meets the Institute of Lighting Engineers' guidelines for the control of light pollution, without the need for tilting the floodlight. At Heartlands, three MUGAs are lit with 400W floodlights on 7m columns, giving 320 lux.

Areaflood can be supplied with lighting controls and hot-restrike gear.



Areaflood is ideal for small projects

**GEOFF HALL** managing director, Abacus Lighting

Protecting the environment through careful lighting design is a major priority for Abacus. Some stadiums are situated in residential neighbourhoods or areas of natural beauty and subject to strict planning regulations. With this in mind we developed our Challenger® range of floodlights to control obtrusive light. The latest generation of precision reflector systems reduce overspill and direct light where needed.

Now, following two years of research, we have taken the aesthetic impact of floodlighting a step further with the development of our unique range of stadium telescopic masts. These were specifically developed to satisfy the planning

demands of the new Al Shamal stadium in Qatar which insisted on minimal impact on the beautiful Qatar skyline.

The stadium was designed with four corner turret structures around the football field, which mimic the original Al Shamal fort itself. In order to retain its traditional appearance, we developed the telescopic masts to sit inside the four turrets. Towering to 43m when in use, they disappear down inside the turrets allowing the stadium to maintain its low profile when the lights are not in use.

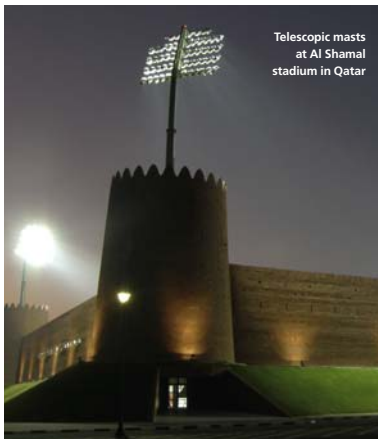
A further development is the touch screen technology that controls both the floodlighting and the mast operation. This system is capable of using an online interface which means that, in the near future, we could monitor and control the floodlighting and masts from a desktop in the UK if necessary.

The floodlights link up to real-time data exchanges, alert operators when maintenance is needed and ensures light output is operating at optimum performance.

The masts have also been installed at Lord's and The Oval cricket grounds, again, helping to overcome strict planning requirements. We continually look at ways to improve our lighting ranges and a key part of our service is the ability to help customers in planning or environmental challenges.



Telescopic masts at Al Shamal stadium in Qatar



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GREG SEARLE

1992 Olympic gold medallist Greg Searle has come out of retirement in a bid to win gold at the 2012 London Olympics. He talks to Kate Cracknell about the challenges of a sporting comeback

Why did you retire and what made you decide to come back?

Rowing's a wonderful sport that I'd really enjoyed in my teens and my twenties, but by the age of 28 I wanted to move into having a career and a normal life. I became a professional sailor for a couple of years, sailing in the Americas Cup, before starting to work at Lane4 Management Group, a company set up by Adrian Moorhouse [the former Olympic swimming gold medallist] to take concepts from sport – mental toughness, teamwork and so on – into businesses.

However, last year I went to the World Rowing Championships as a commentator and I had one of those life-defining moments. Seeing the competition up close made me ask myself if I was still capable. I did the sort of exercise that Lane4 would do with an organisation: what's your vision, where do you want to be three years from now? And I decided where I wanted to be was winning an Olympic gold medal. Working back from that, I realised I needed to start training immediately.

It's been a story of continual challenge, meeting each hurdle as it comes along, right up to today when I'm sitting at the six seat in the middle of the Great Britain eight, preparing for the World Championships in New Zealand this month.

Is the set-up different now?

It used to be that you rowed first and foremost for your local club rather than for the GB squad, which meant there was a

constant power struggle that I think was destructive to British rowing. What I've come back to is a more centralised system where we all row as Great Britain all the time, training together at the GB facility in Caversham. The person I look up to as my main coach is Jurgen Grobler, head coach of British Rowing.

We also train full-time now. Before, the boats I was in tended to peak late in the season, perhaps because I was trying to juggle rowing with work; it was only later in the year that we went on proper training camps and fully focused on rowing. If I had my time again, I'd probably be more professional throughout the year; then I think those World and Olympic silvers and bronzes could have been golds.

How do standards compare with before?

In Lucerne this year, all six of the men's heavyweight boats – pair, four, eight, single, double, quad – got a medal. That's a very high standard and the best we've ever performed across the board. We now want to build on that towards 2012, so there's a higher level of challenge and expectation than there was before, but there's also more support. That combination – a strong vision and the support to help you achieve it – leads to peak performance.

Do you feel differently this time?

Nowadays, I'm happy to trust Jurgen's judgment, whereas 10 years ago I'd have been trying to force his hand and dictate not

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The GB men's VIII, with Searle at number six (third from front), compete at the World Cup event at Lake Bled, Slovenia, in May (left) Olympic gold in 1992 with brother Jonny and cox Gary Herbert

just what I wanted to do but also how I wanted to do it. The wiser man in me, at 38, is prepared to say: I will trust the system and trust the head coach. It's about seeing the bigger picture.

At the moment I think my performance warrants a place as a rower and, as long as I can continue to make improvements, I see myself competing in 2012.

I also like the influence and perspective I can bring as a senior player. I know how good we could be and I'm prepared to challenge us to improve, both technically and emotionally within a team dynamic. If I'm able to push myself and get good scores on the ergo rowing machine and in the boat, hopefully someone aged 23 will feel some pressure to at least equal if not better it.

How has the training changed?

We do more training nowadays, but probably at less intensity. It used to be about 'no pain, no gain', whereas now it's a slow building of physiology over time with fewer explosive sessions. Although there's a lot of banter about me being the old man – my lack of flexibility and so on – I actually don't feel any different from my team-mates once we start training.

We do a rowing session virtually every day, plus a number of sessions on the Concept2 rowing machine each week. Then there's core strengthening, weight training – mainly Olympic lifting – and cross-training on the Precor AMT, which I use mainly for low-impact work or for recovery.

When you're rowing in an eight, you're never quite sure how hard everyone's working. Gym work brings measurability and

“There's banter about me being the old man, but I feel no different from my team-mates when we train”

an ability to control the environment. I also work with a Suunto heart rate monitor so I'm specific about working in the right ranges for maximum benefit.

Is it harder to avoid injury?

I certainly focus more on stretching and core stability than I used to, and I don't play basketball or football, which is what I'd have done before for variety and fun.

The new set-up also helps. I'm more singly focused on rowing so I'm actually recovering better for each session. I use Science in Sport products nowadays too – protein shakes after training to help recovery and carbohydrate gels and drinks during training.

What are the stepping stones to 2012?

It's the small things we're focused on right now, things in the immediate future, rather than looking too far ahead. We want to get a medal at the World Championships, so it'll be about rowing certain times as a crew. Then, as an individual, I want to continue to make progress on the ergo and have goals around my strengths, what I need to be able to lift, and ultimately my weight and my lean muscle mass.

My physiology had more or less disappeared while I was in retirement, and when I first came back to trial for the squad, even though I'd been training myself for about four months, I only managed 6.06 minutes for a 2km ergo. I've now shaved 11 seconds off that – I'm pulling 5.55 – but I know I still need to do better. If we want to get a gold in the Olympics, it'll need to be in the 40s, and I have another 11 seconds to go until I match my best ever score of 5.44. But I believe I can do that.

The other aspects – the technique, knowing how to apply the force effectively in the boat, and the mental strength to want to push myself – are all still there.

Has coming back been hard?

I think that sometimes the younger generation just don't realise how lucky they are to have this opportunity in the sport. It's only when it's gone that you appreciate it, and I'm just so fortunate to be able to go back and enjoy it again. It's been an amazing journey of improvement and I've loved every second of it. ●



Amigo Integration at Kempton Park racecourse

Amigo Integration was commissioned to provide an enhanced visual experience for racegoers at Kempton Park. The company researched, specified, installed and maintains the 48 panel screen that weighs more than two tonnes. Aside from racing feeds, the LED display is also used to highlight on-course messages to racegoers and promote Kempton's other services.

sport-kit.net KEYWORDS

amigo integration



HS Sports in Bahrain

HS Sports recently completed an installation at The Shaikh Khalifa Sports City in Bahrain, home of the Bahrain Swimming Association. Reportedly containing the first 50m pool to be built in Bahrain, HS Sports won the contract to supply a swimming timing system and scoreboard. As the venue wasn't designed to have cabling built into the ground, an over-deck system was created. HS Sports will also now install a system for the smaller 25m pool.

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hs sports

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Daktronics score at the Trent FM Arena

The Trent FM Arena approached Daktronics to help upgrade its scoring facilities. Daktronics was given a brief to enhance the fans' game day experience and provide a medium for digital promotion. The solution was a 16.3sq m digital billboard, located at the front entrance, as well as upgrading the auxiliary clocks and goal light indicators in the main arena. The Trent FM Arena Nottingham, situated inside the National Ice Centre, hosts a wide range of sports and entertainment events.



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medien werkzeuge

Medien Werkzeuge on the ball at Grand Slam

LED specialist Medien Werkzeuge recently set up four giant video walls to enhance the spectator experience at the Beach Volleyball Grand Slam in Klagenfurt, Austria. Supplied by Medien Werkzeuge for the past six years, the six-day event takes place on the shores of Wörthersee. In 2010, the company provided two video walls inside the 8,000-seat stadium with a further video wall in an adjacent lido and the final at a nearby beach camp. Medien Werkzeuge has a range of global partners and can set up a range of flexible indoor and outdoor LED formats for sports and culture events.



ADI launches the iFLY mobile LED screen at Games

Giant LED screen manufacturer and supplier ADI launched its new iFLY 25 mobile LED screen at this year's Great North City Games. The iFLY is built around a telescopic mast, giving it full freedom of movement over three axis. Capable of a maximum reach of 13m and set up in under 30 minutes, the iFLY enables event organisers to put its screens wherever they want them. With a 150m running track setup at the Games, the iFLY was positioned at the end of the track, facing the runners and creating a viewing screen for the races.

sport-kit.net KEYWORDS

ADI

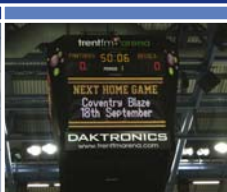
Mitsubishi's screen at the Boat Race Fukuoka

Mitsubishi Electric Corporation completed the installation of a new Diamond Vision LED screen at Boat Race Fukuoka in Japan. The new 34m x 13.4m screen replaces a CRT-based system that was installed in 1996 and is comprised of Mitsubishi Electric's 15mm dot pitch Diamond Vision LED system as well as its latest digital screen controllers. The screen faces the main stand across the race area and can display a variety of programming, including live race videos, contestant profiles, odds and order of arrival. It is one of the largest screens at a power boat racing course in the country.



sport-kit.net KEYWORDS

mitsubishi



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New fertiliser from BSH gets seeds off to good start

A new fertiliser from British Seed Houses (BSH) is being endorsed by Andy Gray, the head groundskeeper for Southampton FC, who takes care of the club's main St Mary's Stadium, as well as its training facility at Marchwood. With 40 fixtures taking place at the stadium each year, Gray has gained impressive results using Fertilis Swing as part of his pitch renovation.

sport-kit.net KEYWORDS

british seed



Gen3 offers MyoQuip for serious rowers

Distributed in the UK by Gen3 Kinematics, MyoQuip strength training systems are used in Australia by Sydney University Rowing Club and New South Wales Institute of Sport, which together provided 23 athletes to the 2008 Olympic Games and 2010 World Championships. Two pieces of kit have now been installed at London Rowing Club to safely increase athletes' strength by adding more weight in a squat without the risk of injury.

sport-kit.net KEYWORD

Gen3

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Spaciotempo has tunnel vision for Chesterfield FC

The new home of Chesterfield FC for the 2010-2011 season is the B2net Stadium and, delivered just in time for the first game on the new pitch, was a new players' tunnel.

Supplied by Spaciotempo, the tunnel features the club sponsor's logo, The DCJ Group, and is intended to be highly visible from the stands. Located in the HTM Main West Stand, the 2.4m-tall tunnel retracts back to the wall to create extra space when not in use and has been manufactured from flame-retardant PVC.



sport-kit.net KEYWORD

spaciotempo



Rubb completes work on new multi-sports hub

The Paignton Community and Sports College in Torbay has gained a new multi-sports facility. With an interchangeable layout, the BVE sports hub can cater for a wide range of sports including badminton, netball, basketball, tennis, football, trampolining and hockey.

Special features of the 42m x 69m property include: steel-clad sidewalls

for added security, sidewall gutters for surface water drainage, a ventilation system and an internal lift shaft – accessible via a bridge from the car park. The building also includes Rubb's signature hot-dip galvanised steel frame and PVDF-coated fabric membrane.

sport-kit.net KEYWORD

rubb

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DIARY DATES

23 NOVEMBER 2010

Sports Facility Construction Exhibition & Seminar
Twickenham Stadium, London
Organised by SAPCA and supported by Sport England, this event features educational seminars and an exhibition featuring sports constructors, suppliers and professional consultants.
www.sapca.org.uk

24-25 NOVEMBER 2010

IOG Annual Conference and Awards 2010
SWALEC Stadium, Cardiff
Hosted by Mark Sagers from Radio Five Live, the conference will include issues such as turf challenges in a multi-use stadium, the climate and changes to the future of sporting surfaces and a panel of young IOG members will discuss pay, rewards and education. Seventeen categories of ground maintenance people will be awarded during the IOG dinner.
www.iog.org.uk

30 NOVEMBER 2010

Sports Provision for Children and Young People
Wembley Stadium, London
Organised by the Chief Cultural and Leisure Officers Association (CLOA), this conference brings together local authorities, schools, NGBs and other key delivery partners with national development agencies to discuss their roles within the new government's strategy for children and young people's sport.
www.neilstewartassociates.com/se244

8-9 DECEMBER 2010

The Turf and Grass Expo
RAI Convention Centre, Amsterdam
This international convention focusing on artificial turf and natural grass, provides a forum for sports federations, clubs, stadia, contractors, designers and consultants to share ideas.
www.turfandgrassexpo.com

19-21 JANUARY 2011

The BIGGA Turf Management Expo Harrogate International Centre
The BIGGA Turf Management Exhibition (BTME) is widely regarded as Europe's leading showcase for turf and groundscare professionals and buyers and will host over 54 educational workshops and seminars during the event.
www.bigga.org.uk

31 JANUARY 2011

SAPCA Conference 2011
Holiday Inn, Stratford Upon Avon
SAPCA's 13th annual conference is a key event on the industry calendar where members can get together with NGBs and funding agencies to examine the sport facilities construction marketplace going forward. Olympian David Moorecroft OBE will chair the event, which will be followed by an Annual Dinner.
www.sapca.org.uk

9-10 FEBRUARY 2011

Sports Colleges Conference 2011
The International Centre, Telford
Entitled 'Achieving the Impossible', this Youth Sport Trust event will showcase innovative work, with inspirational ideas about how to maximise learning and achievement for young people in the new education and sporting landscape. Show features will include keynote presentations from high-profile speakers from the world of sport, workshops, mini-keynotes and question time sessions. A PE sport products and services exhibition will accompany the event and the Gala Dinner will feature recognition and innovation awards.
www.youthsporttrust.org

22-24 FEBRUARY 2011

The Grass Yarn and Tufters Forum
Millennium Gloucester Hotel, London
This fifth annual conference will look at the trends and developments in the artificial grass market and provide a global forum to discuss the current state of the market, look at the potential growth prospects and drivers and examine recent product and technological developments. Previous events have attracted over 170 participants from the industry.
www.2.amiplastics.com

3-8 APRIL 2011

Sportaccord
Park Plaza, Westminster Bridge, London
With the 2012 London Games around the corner, hosting SportAccord is a key milestone in delivering the capital's long-term aims to position London and the UK as a leading city and country in the business of sport. It also offers a unique opportunity to showcase British expertise and increase its market share in the US\$111bn (£70m) global sports business industry.
<http://saco.sc15.co.uk>

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