



CATALAN SPORTS SYSTEM

TIME TO DECIDE

TIME TO JOIN
TOGETHER



Together, Stronger, Faster, Further.





© 2016, by the author, Gerard Esteva i Viladecans

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Introduction

By definition sport is constantly changing, and so we need to be able to adapt and secure the comprehensive engagement of all its stakeholders. The proposal presented in these pages is a commitment to bring our organisational system into line with other European countries and ensure the future of sport that is representative of Catalonia, socially inclusive and useful for the public.

Today Catalonia is facing a great challenge; either we modernise or the future we have ahead of us is will not be very promising.

Our current model has basically been supported by two pillars; firstly, facilities in legislation for non-profit organisations, and the secondly government grants which largely financed sports organisations.

However, the new interventionist, centralising and bureaucratic legislation which contains legal requirements that many organisations are unable to meet combined with an over 70% fall in grants mean that the pillars which helped to sustain this model are in crisis.

So now more than ever we need to think in general about which sports organisation model we want and how we should construct it. We need to look for other alternatives to build an instrument that supports society in general and sports associations in particular, as well as social integration, one which provides more health and wellness, creates new jobs and drives the country's economy.

We need a more democratic and representative Catalan sports system which is more efficient and effective to get more resources for sport and better defend our interests. As a result we propose to create the Sports Union of Catalonia (UEC – Unió d'Esports de Catalunya), a new body that is democratic

in its representation and organisation, represents sports civil society with the engagement of all its stakeholders, and is regulated by its members and self-managed around the country.

As in most developed countries, sport increasingly needs to be financed through rights that enable its organisations, federations, councils, the Sports Federation Union of Catalonia (UFEC – Unió de Federacions Esportives de Catalunya), the Sports Council Union of Catalonia (UCEC – Unió de Consells Esportius de Catalunya), clubs and so on to build social cohesion, a fundamental pillar of our society and the welfare state.

As the Sports Union of Catalonia is an umbrella organisation and its aim is to promote the independent organisations operating today, it needs to coordinate its actions with the UFEC and the UCEC as major third tier organisations. Policies for action on issues concerning the federations should be channelled directly through the UFEC and those concerning schools through the UCEC.

The Sports Union of Catalonia should therefore be seen as an umbrella organisation that further enhances the strength and independence of current sport subsectors.

The proposal presented in these pages is just that: a proposal. Together we have to shape it and carry it forward successfully. We need to discuss it and achieve the unity required to begin the changes in legislation and mindset required to meet the challenge. We are at the beginning of a journey, but we have the resources, experience and strength to undertake it successfully.

Gerard Esteva i Viladecans

President of the Sports Federation Union of Catalonia

Towards a new organisational model for Catalan sport

Team of the CN Badalona in the corresponding boat race to the Catalan League of 'llaguts', 2011. File UFEC.

The purpose of this book is to advocate setting up the Sports Union of Catalonia as an organisation that encompasses the whole of Catalan sport and the institutions that support it.

The challenge begun with this proposal is to ensure the future of Catalan sport, which is deeply rooted in the country and has a solid social structure. The aim is none other than to make it more representative and secure the foundations of social inclusion and usefulness for the public with which it was set up. This is the way to grow it on a solid basis by equipping it with an organisational system that is representative, democratic, effective and efficient at all levels ranging from elite athletes to the ordinary person doing any sport.

We believe that intervention is needed at all levels. As a result the areas of action of this new model are the health and wellbeing produced by sport, education in the values of sport, and the performance in competition of athletes, clubs, associations and federations. These are the three areas that are combined in a single model. We advocate a new cross-cutting sports management system in which all stakeholders have a role, ranging from recreational sports organisations, civic associations, cultural associations, school sports councils, school and university sports clubs, parents' associations, sportspeople, clubs and federations up to the Sports Federation Union and the Sports Council Union.

Broadly speaking, the main objectives of this new Sports Union of Catalonia are to represent and promote Catalan sport while putting in place policies to preserve the sports association movement that has been at the core of Catalan sport since its inception. It is also designed to be a bridge between organisations, sportspeople and government, enable financial agreements that are driving force for the sector and preserve sport in all its forms. All of this will be based on its stakeholders' democratic wishes and decisions.

The objectives of this new model and its actions for sport's social and health values must of necessity begin with securing goals as inherent in sport as safeguarding natural areas, gender equality at all levels and relationships between people with no cultural, ethnic or religious barriers. These are to be followed by

the specific challenges of promoting sport as a healthy habit and a means for inclusion and socialisation. This new umbrella organisation for Catalan sport should inform about, document and publicise sport based on this perspective of inclusion and health.

As for sports competition, the Sports Union of Catalonia's objectives are primarily to coordinate grassroots sport with school sports associations, maintain and coordinate federation sport at all levels, look after the places and venues where people do sport, organise sports competitions and events, maintain ties between school and federation sport to ensure their progression, prevent violence and doping, help high-level athletes find work during and once they have left competition, train and provide skills recycling for sports coaches and professionals, and finally put in place mechanisms to ensure people are safe when doing sport. These are challenges which call for concrete and resolute policies and actions. In all these and any other actions it undertakes in the future, the UEC will scrupulously preserve the functional independence of all federations, groups, associations and clubs in their respective areas and will only act on their behalf when so agreed or at their specific request.

Its organisational dynamics should also enable the Sports Union to draw up and keep an official register of sports bodies, coordinate and if necessary authorise the actions of its own and associated centres, make sure the list of sports facilities is kept updated and set up financial instruments for the Catalan sports system. In addition, the new body as the highest representative of Catalan sport should plan and build sports facilities, assist in the implementation of the Sports Facilities and Amenities of Catalonia Plan and exercise appropriate oversight functions. All of this is to be administered with subsidiarity and coordination between the various bodies.

The new Catalan sport organisation and management model is based on its democracy and representativeness with an autonomy that gives it the strength and independence which are essential to its success. Hence we also need to ensure its independence and good management. Its benefits and advantages should include efficiency based on focussing on common needs and problems together with

positive interaction between the different fields involved in a common purpose together with the application of private law in management. In short, the new system and its arrangement around the Sports Union of Catalonia should deliver monitored continuity between the three major areas it is to manage: educational sport, competitive sport and sport as a source of health and wellness.

The proposal we are presenting is by no means closed or final, but rather a first working draft to draw up in coordination with the General Secretariat of Sport a new coordination and management structure for Catalan grassroots and professional sport, one which takes into account all relevant operators that have an interest in it and at the end of the day maintain and enhance the high level of excellence currently to be found in our industry. Furthermore, it should also be remembered that today sport is socially and economically crucial for the country.

We should be upfront. This new organisational framework seeks to allocate some of the powers currently held by the Catalan Sports Council to a new self-managing structure representing sport which is independent of the public sector. It is a new model which would put Catalonia in line with European countries which are leaders in the world of sport. In addition, this new arrangement would give a direct say to the sector in its affairs, as its stakeholders could directly and democratically elect their representatives.

Clubs and associations would take centre stage in it as the basic and fundamental building blocks of the association community, while the sports federations and councils would be the driving force of the measures to be put in place. Interaction under a single umbrella of the various areas of sport and their promotion, initiation, education, coaching, performance and practice would deliver a better focus on the common needs of each area and region as well as greater problem-solving ability with respect to government.



Dolors Alvia Rodon, pioneering of the Catalan aviation. 1934-1939.
Merletti Collection / Institute of Photographic Studies of Catalonia. Author:
Alexandre Merletti.

Background

The current structure of Catalan sport, which is embedded from the grassroots up and capable of achieving excellence at its elite level as shown by the country's leading athletes, federations and clubs, cannot be understood without looking back over its history. Therein lies the germ of its specificity and character, a unique sports model with respect to other parts of Spain and even other parts of Europe.

The seed of sports associations in the late 19th century has played a key role in sport and physical education in Catalonia because modern sport came to the country at that time. Rowing, sailing, horse riding, fencing, shooting and gymnastics (for military or health reasons) were the first to begin in the last third of the 19th century together with activities for learning about nature such as hiking. All this was before the arrival of the British sporting tradition brought by workers from the UK who settled in the most industrialised areas, especially in Barcelona.

The wealthy bourgeoisie spread sport throughout the country, which at the time was done in gyms, horse riding clubs, sailing clubs and rifle halls. Initially only men took part as it would be some time before women joined in. Sport first took root as a private leisure activity and was later on organised in clubs and associations before finally becoming more competitive with little institutional presence.

National Olympic Committees + national sports confederations



The Barcelona Universal Exposition of 1888 provided a great boost since it included many sports exhibitions, especially in water sports. This influenced the founding in the following decade of numerous organisations and the first forms of organised sport. The Exposition also involved a major urban makeover of Barcelona. It received over 400,000 visitors and marked the symbolic start of modern sport in Catalonia.

The first club to be set up was the *Círculo Ecuestre*, founded in 1856 by a group of riding enthusiasts. An elitist organisation, its first president, Jaume Pla, was also the president of the *Cercle del Liceu*.

Gymnastics was seen as something that developed moral values and prepared men for military exercises. It grew in the many gyms that were set up in Barcelona in the second half of the 19th century. The first was opened by Joaquim Ramis in 1860, a year before he founded the International Federation of Gymnastics. Many gyms led to the creation of sports clubs, federations and publications. The first Catalan gymnastics club was *Gimnàstic de Tarragona* (1886), which was founded under the name *Club Gimnasio* by a dozen young men who attended the first gym in Tarragona at the *Cafè del Centre* on La Rambla Nova. The Swiss national William Tarin Nauer introduced its fencing, pelota, athletics and football sections. The latter was formally set up in 1914 with the addition of players from the *Olímpic Football Club*.

In the mid-19th century water sports were very popular but without the umbrella of any club. The oldest in Catalonia is the *Reial Club Nàutic de Tarragona*, founded by Antoni Escofet in 1878. The first activity was rowing and then they began swimming with the opening of the *Baños El Milagro*.

In 1885 the first regattas were held in the city's port during the *Santa Tecla* festival.

In Barcelona, where regattas were more frequent, the *Club Catalán de Regatas* was founded in 1879 and after several mergers became today's *Reial Club Nàutic* and *Reial Club Marítim*. In 1880 the first international rowing regattas with Occitan teams were held in the port of Barcelona. In 1881 a group of rowing fans set up the *Club de Regatas de Barcelona* which was chaired by José Olano, a mining engineer who spent long periods

in England. This English-style club organised the first sailing races during the Festes de la Mercè in 1883 and in 1888 King Alfonso XIII granted it the 'Royal' title. In 1902 it merged with the Yacht Club, the name the Club Catalán de Regatas had adopted, to form the Reial Club de Barcelona, now the Reial Club Marítim de Barcelona.

Completely separate from these elitist sports, hiking began to become popular. The Catalanist Association of Scientific Hiking (Associació Catalanista d'Excursions Científiques) was founded in 1876 and is the precursor of the current Hiking Centre of Catalonia (Centre Excursionista de Catalunya). It is considered the starting point of this sport in Catalonia. Hiking focused on learning about Catalonia's nature, history and art with a strong Catalan nationalist flavour.

In 1878 the Catalanist Association of Scientific Hiking split into two and the Catalan Hiking Association (Associació d'Excursions Catalanes) was set up. In 1891 they reunited and the Hiking Centre of Catalonia was founded which evolved towards a more sports-oriented approach of climbing a mountain, which today we call mountaineering. Until the early 20th century it was the only hiking organisation in Catalonia and around 1910 introduced skiing and luge as winter sports.

Cycling took root in Catalonia from 1880 onwards as it did in the rest of Europe. The first organisation in the sport was the Barcelona Velocipede Club, founded in 1884 by Claudi de Rialp and Manuel Duran i Ventosa. A year later the Veloz Club was founded in Barcelona and between 1888 and 1891 more clubs emerged in Tarragona, Reus, Tortosa, Valls, Terrassa, Sabadell, Mataró, Girona, Olot and Figueres. The first velodrome in Catalonia was built in this latter city, opening in 1893. Two years later the Bonanova velodrome was opened, at that time considered the best in Europe, along with one at Reus and in the following year at Lleida. Cycling became so popular that velodromes were also built in Aragó and Muntaner streets in Barcelona and in 1891 the magazine El Ciclista appeared which was entirely about this sport.

Fronton courts also proliferated at the time, so that by the end of the 19th century there were five in Barcelona. Yet the most successful sport in the late 19th century was football, which came to Catalonia

through the British colony that lived there and Catalans who had studied abroad. In 1875 football was already being played in Catalonia as can be seen from the magazine *La Linterna de Gracia*, which published complaints about a group of British people playing in the street in shorts in what was then the separate town of Gràcia, thus endangering passers-by. In the following years there are many references to the sport such as the matches played at Can Tunis by teams of Club de Regatas members. There is also information about games in Reus with articles dating from 1895 in the *Revista de Sport Local*. However, football was played most in earnest in Sant Gervasi de Cassoles which became part of Barcelona in 1896.

The first club to be founded was Palamós Foot-Ball Club, which was set up in 1898 by Gaspar Matas i Danés, the son of the owners of the shipping company Matas SA who had studied at a British university. There he became keen on football and when he returned home in 1898 he brought with him some boots, a ball and the laws. The first match was played on the beach, according to one version against a team of sailors from a British ship, according to another against a team of workers from the Armstrong factory in Palafrugell. Palamós won 2-1.

A few weeks later, and after persuading a few friends, he founded the Palamós Foot-Ball Club. The following year the Català Sport Club was founded, which for several years vied with Palamós for the title of oldest club and was wound up in 1920, and Foot-Ball Club Barcelona, which in turn vied with the Català Sport Club for the title of oldest team in the city. The promoter of this club was Hans Gamper (later on he adopted the Catalan version of his name, Joan Gamper), a 22-year-old Swiss businessman who settled in Barcelona in 1897 and went to the Bonanova Velodrome with a friend, his compatriot Walter Wild, where young athletes from the Gimnàs Tolosa used to play football led by coach Jaume Vila.

Gamper and Wild suggested setting up a football club to Vila, but he refused because he wanted to set one up without foreigners. When Manuel Solé, the owner of Gimnàs Solé and the rival of Gimnàs Tolosa, heard about it he supported Gamper and Wild in the creation of Foot-Ball Club Barcelona. On 29 November it was founded with eleven men, many of them foreigners, who answered the advertisement that Gamper had put in the magazine *Los Deportes*. Wild was the club chairman and Gamper the team captain. Later on Gamper would

be club chairman in five different periods. Its first game was on 8 December 1899 at the Bonanova Velodrome against a team of British residents who won by a goal to nil.

Other teams were founded in 1900 in Barcelona, but only one has survived to the present day: Espanyol. Reial Club Deportiu Espanyol was set up on 28 October 1900 at the University of Barcelona with the name Sociedad Española de Foot-Ball, which shows the club's intention not to include foreign players. In this it differed from Barça, a club founded by a Swiss and whose board was packed with foreigners until 1910. Espanyol, by contrast, was founded by a Catalan engineering student, Ángel Rodríguez, son of the president of the Federación Gimnástica Española that had been set up two years earlier and which the new club joined. Espanyol, which mostly had university players, played its matches on a pitch near the Sagrada Familia and its shirts were at first yellow; it did not change to blue and white until 1909.

At that time the first tennis clubs were also founded, a sport that also came to Catalonia through its British residents. The current Reial Club de Tennis Barcelona was founded in 1899, and later the Sportverein, Salud Sport Club, Polo Jockey Club and Sportsmen's Club were all set up. The Bonanova Velodrome and a court located where the Novedades theatre now stands were the first places where this sport was played, then still called lawn tennis. In 1903 these five clubs organised the first International Tennis Competition to be played in Spain which was won by the best player of the time, the Englishman Ernest Witty. These five clubs formed the Associació de Lawn Tennis de Barcelona in 1903 and in the following year it joined the Lawn Tennis Association which was the international federation.

At the institutional level, at the beginning of the 20th century many Catalan federations were set up before their respective Spanish federations. As a result they commonly took part in international competitions directly and Barcelona hosting the Olympic Games was raised for the first time in 1920.

In July 1922 the Bylaws of the Sports Confederation of Catalonia (CEC – Confederació Esportiva de Catalunya), chaired by Joan Ventosa i Cavell, were approved in Barcelona. The CEC had legal personality and

powers derived from the approval of its Bylaws which entrusted it with coordinating most sports in addition to essentially assuming the functions of the Catalan Olympic Committee. The challenge of the time was to try to host the Olympic Games in 1924.

The CEC also had two members on the Physical Education Board of the Commonwealth of Catalonia (Mancomunitat de Catalunya) and assigned Commonwealth of Catalonia grants and special awards to sports and physical exercise organisations. In July 1933 the CEC was turned into the Union of Catalan Sports Federations (UCFE – Unió Catalana de Federacions Esportives) and began to grow with increasing numbers of Catalan sports federations joining it. However, in 1936 the Spanish Civil War broke out and the UCFE was forced to close down.

It was revived in 1985 by a Catalan Government decree as the Sports Federation Union of Catalonia. In 1988 the Catalan Olympic Committee was set up with the ambition of achieving full International Olympic Committee (IOC) recognition as a national Olympic committee. The application was submitted in 1990 but rejected by the IOC.

Currently the Catalan Government has exclusive authority in the field of sports and leisure activities as set out in Section 29.9 of the Statute of Autonomy of Catalonia, and thus assumes the mandate which Section 43.3 of the 1978 Spanish Constitution gives to the public authorities to foster physical education and sport and encourage the proper use of leisure time.

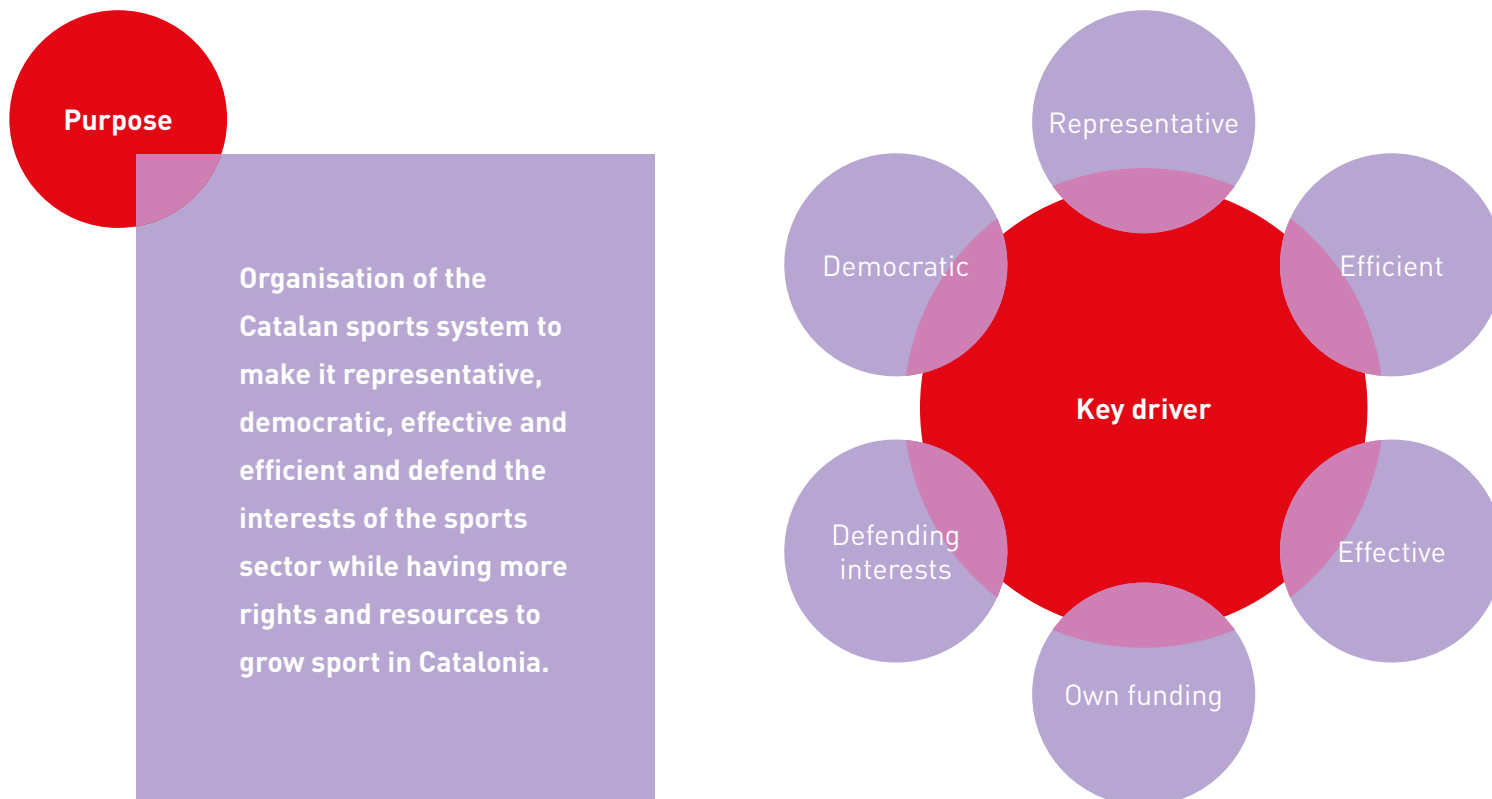


Poster of the first Sports Week organised by the UCFE, 25 May-2 June 1935. Library of Sport of the Government of Catalonia

Purpose of the project

Rugby game between University Barcelona Club and Club of Rugby
'Carboners' of Terrassa, 2014. Tots_Som_Sport, Barcelona City Council.

The most significant aim in this proposal for regulating Catalonia's sports system is to give more autonomy to the non-profit, non-governmental sports sector which has traditionally run sport and whose role is now being reasserted.





Purpose of the project



Scientific stakeholders	>	Federations and the UFEC Sports clubs Sports leisure organisations Civic associations Cultural associations	>	Health and wellbeing
Scientific stakeholders	>	Federations and the UFEC Sports clubs Sports Councils University sports clubs School sports clubs Parents' associations UCEC	>	Educational
Scientific stakeholders	>	Sports clubs Associations Federations UFEC	>	Performance

We need to ensure the future of a successful, historical, specific model that is deeply rooted in the community, socially inclusive and useful for the public. These pillars have to be protected and strengthened as the first responsibility of any Catalan sport manager. To do this the Sports Union of Catalonia must first of all be representative of all areas of sport with active and critical participation of all stakeholders, regulated by its own members and self-managed territorially with independence from the Catalan Government.

It has to be a decidedly cross-cutting organisation which reaches out beyond the people most closely involved in doing sport. Obviously athletes, their clubs and federations, school sports councils as providers of the first social sport activities, parents' associations, university clubs, company sports associations and leisure organisations must all be represented on it. However, since sport also takes in health, leisure, business management and communication, in addition there has to be a place for professional associations, associations for the elderly and business associations.

The challenge, in short, is to set up a large representative body that is democratic in its representation and organisation consisting of a general assembly, a board of directors which carries out the policies that the Sports Union of Catalonia adopts, and regional offices to assist with its operations, make it more representative and provide it with an effective presence around the country.

It is to be an organisation that is forward-thinking and with a gender perspective which supports society in general and sports associations in particular, an organisation that fosters social inclusion, health and wellbeing, provides decent jobs and economically drives the country. In addition, the Sports Union of Catalonia would take the lead in sports training and education in the Catalan education system.



Benefits and advantages of the system

As noted above, the main purpose of this plan is to set up a new organisational system for Catalan sport that brings together all its stakeholders and representatives. It is designed to be an umbrella organisation representing the entire non-profit, non-governmental sports sector, a democratic body which is independent of government and governed by the principles of efficiency and effectiveness. In other words, it



Benefits and advantages of the system

Democratic and representative

- Prioritising common actions.
- Organisational independence.

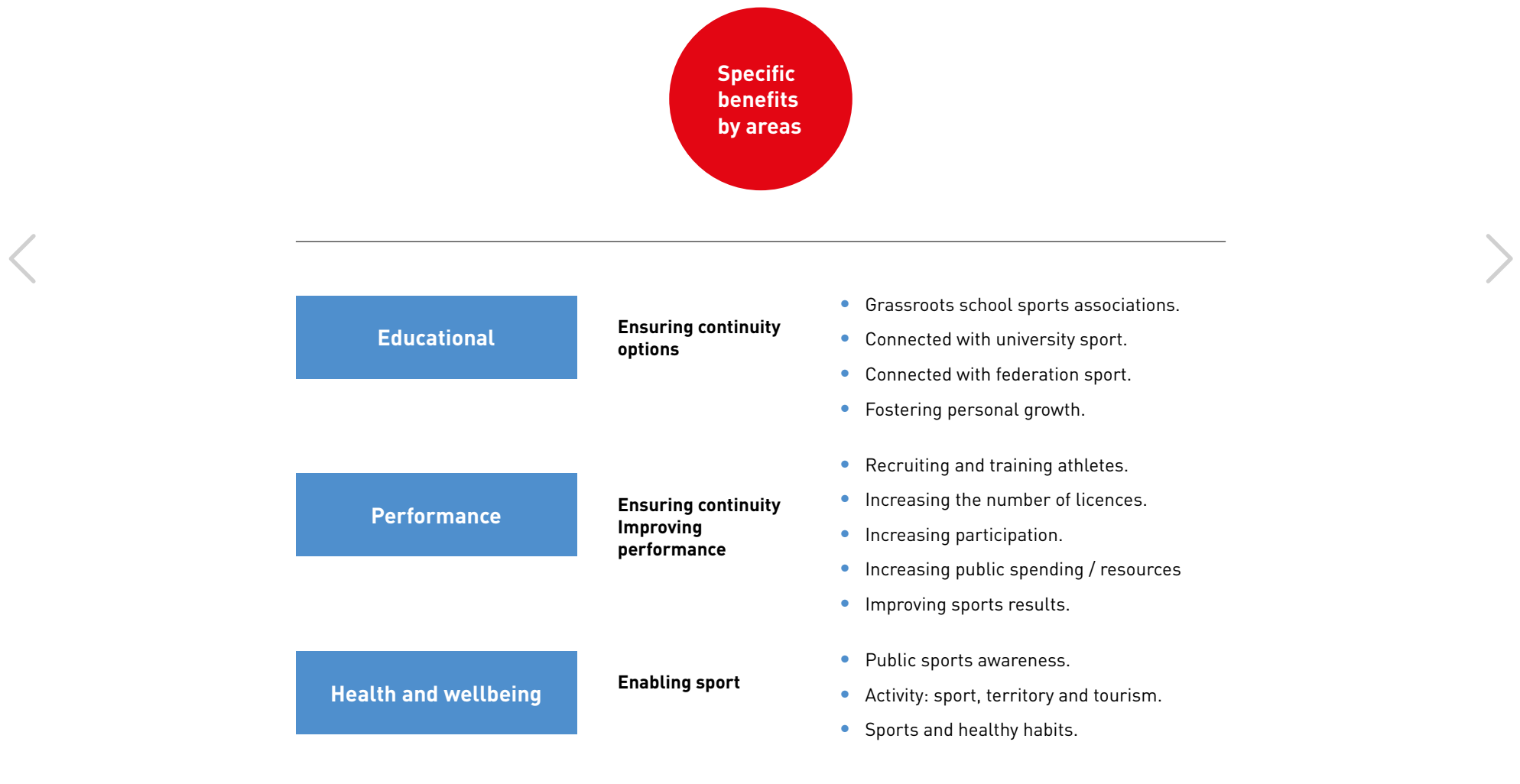
Efficacy and efficiency

- Focusing on common needs.
- Resolving common problems.
- Positive interaction between areas.
- Applying private law in management.

Financing and advocating the interests of the sector

- Managing own income.
- Public-private partnership.
- Collecting fees.

would mean that sport organisations in Catalonia would be able to do more and better with the financing they currently have available, but it would also be possible to raise more through new funding sources such as rights, facility management, fees, etc. In short, it would be an organisation that can do everything it is allowed to do by the current and future legal framework and also one that can better advocate its interests and those of its members.



The new model set out here for discussion has some organisational and democratic improvements that will enhance a diverse and democratic grassroots system which represents a sound situation and has not always been able to make itself heard. It is an organisational proposal that seeks effectiveness and excellence in all areas.

The new structures implemented by the Sports Union of Catalonia should enable sport nonprofits and organised physical exercise bodies to directly and democratically choose their representatives in this new sports organisation. As already pointed out, clubs and associations will take centre stage as the basic and fundamental building blocks of the association community, and the sports federations and councils will be the driving force of the measures to be put in place. To reinforce this democratic model, all duly represented operators must have the chance to make their views heard, with direct opportunities to take decisions or be represented in the new body.

For the first time the various areas of sport (performance, education, physical exercise, promotion and coaching) will be able to interact in a single body. In this way the Sports Union of Catalonia will deliver a better focus on the common needs of each area and region and at the same time it will have enhanced ability to resolve common problems with government. This new positive interaction between its areas will also make it possible to cater for the basic or immediate needs of each one.

To maintain its independence the Sports Union of Catalonia needs to have its own income and the ability to manage it. This income will have to come from operating direct and concession services along with administrative fees and other private agreements, and of course it can also receive direct or indirect support from the Government of Catalonia and any other tier of government. The ideal solution would be to ensure that public spending per capita on promoting elite and grassroots sport and sport as a healthy lifestyle is at least up to the European average.

In addition to more precise and independent management of the sector and greater representation of all its stakeholders, the other benefits of the new system proposed in these pages are in areas which sport comes into contact with tangentially such as education and health.

In education, for example, the Sports Union of Catalonia would make it possible to establish new compatible grassroots school sports associations linked to university sport and federation sport. This would lead to an increase in school sports associations to reach the average levels of sport participation at school in Europe which at present we lag too far behind.

The new model's potential also involves increasing networked school sports associations, ease of access for students to a better range of activities and the availability of sport at affordable prices because the commitment to sport in schools would be a cornerstone of the UEC in education. These measures would ease the transition between school and federation sport and obviously enough would also involve an increase in public spending on sport at school and university.

In terms of specific benefits in federation sport performance, the Sports Union of Catalonia would make it possible to focus on points of interest for federations to build ties and thus ensure constant recruitment of new athletes. The new body would also ensure athletes on sports excellence programmes can continue their education and ones who leave high level sport are able to find jobs.

Other examples of the model's potential are an increase in licences, youth participation in federation sport, public spending for social and sports activities in the clubs generating sports activity and an improvement in sports coaching and care services for sportspeople (in primary schools, high schools, training centres, clubs, coaching, scientific and educational support centres, etc.).

As for sport as way of enhancing health and wellbeing, the Sports Union of Catalonia would promote greater popular sports awareness and consequently social inclusion. The organisation would seek to improve sportspeople's health and the habits of the public at large which in turn would lead to healthcare savings. This would make it possible to redirect public spending toward other sector needs.

Sport is also a major tourist attraction which when well managed can draw in more visitors. Another factor to be taken into account is its potential for driving the economy and creating new jobs which provide a social and economic boost to the country, and here the Sports Union of Catalonia could play a key role.

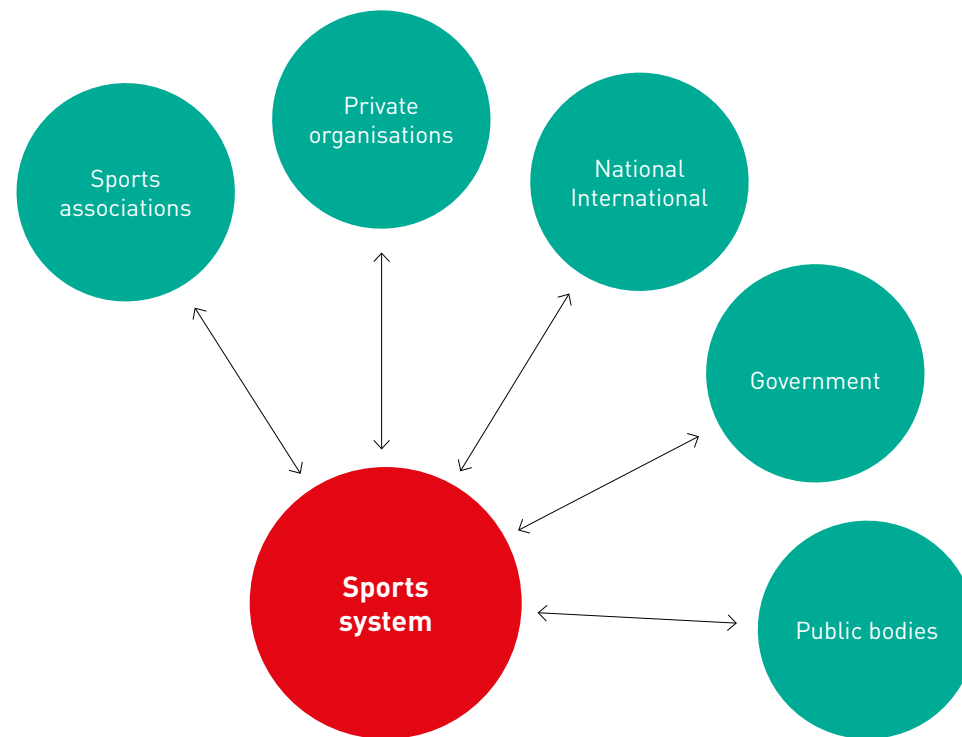


Represent,
promote,
organise



The Sports Union of Catalonia would be a key organisation in driving the new Catalan sports system. It will cooperate with the various areas of sport in Catalonia and act as a catalyst between them. In addition it will be the main liaison between sports associations, governments and private organisations looking to partner these objectives and other national or international public or private bodies.

It will provide all kinds of services for sports and physical exercise and encourage people to do them. These will include training, organisational and financial support and advice. It will carry out the duties described in its Bylaws once they are approved. In addition, the Catalan Government will be able to delegate or transfer functions to it and also commission socially useful programmes. It will also implement all the specific policies and measures decided on by its Assembly.



The basic functions of the Sports Union of Catalonia will be those approved in its Bylaws which will set out the guiding principles of its operations based on the general principles of human rights and personal freedom. In short, the new central Catalan sports body should represent, promote and organise Catalan sport from the grassroots up to the elite level.

Represent

- Represent the sports sector with the authorities in order to advocate its common interests and promote legislative changes which are positive for the sports sector.
- Represent Catalan sport with international organisations to which it is affiliated as well as the European Union and the UN.
- Act as a bridge between the organisations that are part of the UEC and the government to channel common needs and manage social and sports programmes commissioned by the General Secretariat of Sport and other agencies.
- Enter into agreements to make sport and physical exercise into economic driving forces and a source of new jobs and professional realms.
- Represent non-profit sports associations with its own legal and financial mechanisms and with the support of government in its social role.

Promote / Foster

- Foster physical exercise and sport as a healthy daily habit while promoting the prevention of illnesses resulting from physical inactivity, restoring health where necessary and promoting healthcare savings in order to maintain fitness, occupy free time, extend active life and achieve a better quality of life.
- Foster sport as an instrument for social relationships between people by providing opportunities for everyone to access it without any economic, physical, mental, racial, religious, gender or other forms of discrimination that prevent them from doing sport.

- Promote inclusive wellbeing through physical exercise and sport while stimulating interaction and participation between people of different cultures in order to contribute to the socialisation of new residents and reinsert people who for various reasons may have become marginalised.
- Promote federation and high level sport in order to achieve utmost athletic performance with health safeguards for sportspeople.
- Promote and provide natural spaces as places for physical exercise and sport while always safeguarding the environment.
- Promote conditions that enable gender equality at all levels of doing, organising and managing sport.
- Promote international relations and partnerships with similar organisations in other countries.
- Provide information and documentation through the Sports Union of Catalonia's Sports Information Points, the Library of Sport, the INEFC and the Sant Cugat High Performance Centre for Sports Union organisations and members about documentary, organisational, coaching and scientific issues as well as publicise the current and future activities of the Sports Union.
- Foster combining sport and education by establishing agreements with schools and universities.
- Foster sports volunteering as a key instrument for the operation of the Catalan sports system.

Organise

- Coordinate Catalan sports associations based on their bylaws by connecting sports stakeholders from different areas and regions or within the same region.
- Coordinate, in conjunction with the UCEC, school sports associations and sports associations from other relevant organisations, school-age sports on and off school grounds in order to guide children's future sports activity, build relationships, promote the values of sport, educate in bodily skills, prevent illnesses and addictions and develop physical and coordination skills.
- Preserve and coordinate, in conjunction with the UFEC, clubs and sport federations and other relevant organisations, federation sport at all levels: promotion, coaching, doing sport and high-level sport.
- Ensure that people can use and enjoy places for doing sport and that local councils set aside sufficient land for this purpose.

- Support local councils' sports management to ensure that the public at large can do sport through sports organisations.
- Organise competitions and events as appropriate and when its Assembly so decides.
- Build ties between school and university sport and federation sport so that athletes can progress seamlessly from one to the other.
- Take all measures required to ensure that there is no violence or doping in Sports Union of Catalonia sport in partnership with the organisations that tackle these issues.
- Help high-level athletes get jobs.
- Train and recycle the skills of the coaches and experts required to address the needs of Catalan sports associations and the Sports Union of Catalonia through the Catalan Sports School and other bodies.
- Put in place health and safety measures to ensure the safety of athletes and the places where they do sport.
- Organise and manage the official register of sports bodies on behalf of the Catalan Government.
- Coordinate and approve the operations of the Sports Union of Catalonia's own and associated centres that deliver medical, psychological, resources, educational guidance and advice and other support services as required in each case to athletes, users and all sports organisations.
- Keep the register of Sports Union of Catalonia sports facilities up-to-date and record any shortcomings in them and how they are used.
- Create financial instruments for the Catalan sports system.
- Plan and build sports facilities.
- Help to implement the Sports Facilities and Amenities of Catalonia Plan commissioned by the General Secretariat of Sport.
- Exercise the oversight functions it deems appropriate within its remit and those entrusted to it by the General Secretariat of Sport.

In addition, in line with the principle of subsidiarity and coordination between the various levels of internal bodies, the Sports Union of Catalonia is to ensure the transparency of budget management, its elections



and any technical and legal conflicts arising from them. It will also draw up and coordinate the list of non-profit sports organisations in the regions that will be reviewed every four years, one year before its own election process begins.

It will also authorise and reject with reasons the admission of organisations seeking to become members of the Sports Union of Catalonia as well as the expulsion of registered organisations which do not abide by the bylaws or are in breach of regulations. It will also set the fees for its members every year based on the scale and conditions it deems appropriate together with optional insurance cover for the activities it organises and those which it does not organise but are held in facilities it manages.



Sports Union of Catalonia financing

Sílvia Vidal. Huascarán Nord, Andes, Perú. 2008. Youri Cappis.

Financing the new system for organising Catalan sport needs to be one of the main subjects for discussion between all stakeholders based on the specific features of the Catalan grassroots sport model and also the European models which it directly competes with and forms part of. This calls for examination in the light of foreign models of what will be one of the premises of the Sports Union of Catalonia's configuration. The social role played by sports associations encourages support from government, although the sector also has to find a balance between public and private spending.

**Financing
the Catalan
sports
system**

Private from operating services

- Sales of services
- Sponsorship
- Donations
- Sports facility management
- Arranging events
- Special tax deductions

Other resources

- Lotteries and betting in Catalonia
- Grants
- Programme contracts
- Investment
- Setting up a Catalan Institute of Finance subsidiary
- Fees and levies
 - Sports facilities
 - TV rights
 - Shows and events
 - Online sports betting
 - Mobile phone tax
 - Bank tax
 - ...

The Sports Union of Catalonia's financing should be based on a social economy management model that accompanies and ensures its grassroots social role. Part of social programme funding would come from public mechanisms either through grants to programmes and projects or other indirect means such as a percentage of lottery and sports betting takings in Catalonia. In the latter case all funds would always be allocated with absolute transparency to social and sports activities to meet needs identified by the UEC.

Public-private partnership success stories

Health



Education



Culture



Social services



Management income from:

- The private sector through service provision.
- Sales of services like all organisations and following the tradition of many clubs and federations.

As a large umbrella organisation for Catalan sport, the Sports Union of Catalonia should be able to acquire sponsorship which it would then allocate to its members. This private funding can only be achieved by special tax advantages that enable private financing to go to sport and this means the Sports Union of Catalonia will have to lobby the legislative and executive branches to gain these tax benefits.

In a world where donations often end up with the national government, the Sports Union of Catalonia also needs to be able to channel donations towards sport.

A first-rate campaign will be required to obtain this funding for sport through a single non-profit non-governmental umbrella organisation and to enable sport to have clear benefits for society.

Sports facility management

This is another important topic to be addressed. Today sports facilities are directly managed by government and it would be advantageous if this management could be outsourced to the Sports Union of Catalonia which would be able to finance itself and also enhance the system's effectiveness and efficiency. The principle of subsidiarity would always be observed, i.e. the Sports Union of Catalonia will manage only when no member association wants to. In other countries part of the fee charged for the use of municipal facilities is allocated to umbrella organisations which they then reinvest in organisations in the town.

Organising events should not be a priority for the Sports Union of Catalonia. When it comes to major events, it would be useful if the UEC could take part in them with the agreement of its members because often the sector has been excluded from actively participating in events and also making money from them which could then be used for grassroots sport.

The sector should not turn its back on existing public resources but rather should try to further increase its public funding in order to get closer to European levels. Most of the Catalan Government's current sports budget should in fact be transferred by means of programme contracts to the Sports Union of Catalonia in order to enhance effectiveness and efficiency. The General Secretariat of Sport should make policy and set out the courses of action with its resources and the Sports Union of Catalonia should execute public policies for sport.

Lotteries and betting in Catalonia

In a large number of developed countries, particularly in northern Europe, it is commonly the case that umbrella sports organisations like the Sports Union of Catalonia are funded mainly through national lotteries and betting. In fact, Sweden takes in more than €200 million under this heading, Denmark €39.6 million and the United Kingdom over €89 million.

The Sports Union of Catalonia also needs to ensure that government invests public money in sport, not only in its regular or recurring budget but also by investing in infrastructure so that sport can be done under the best possible conditions.

Financing through setting up a Catalan Institute of Finance subsidiary for sport

In Italy, for example, there is a cultural and sports bank where CONI, the Italian sport umbrella organisation, is represented on the Board of Directors and can therefore provide its input about the investments the bank should finance in sport. It is crucial that the sports industry can access credit. Indeed, over recent years this has been one of the serious problems that the sector has faced in financing the construction of facilities and getting cash credit for organisations, which has brought many projects to a halt and derailed many organisations which with more responsive banking might have survived and in particular been able to perform their role in grassroots sport.

Sports facility fees

This point has already been partly covered in the section on facilities management, but it is very important to have fees which finance the organisation so that it in turn can help its members. World sports management models in the public sector increasingly involve funding grassroots sport through methods of this kind, and therefore part of the fee paid to the local council should be used to finance the UEC so that it can in turn help grassroots sport.

TV rights

This is a very common option in Europe for financing organisations. The best example is the United States, where because the federal government has granted them a share of television rights they take in more than \$100 million annually.

In Germany one of the ways of financing the German Olympic Sports Confederation (DOBS) is through rights to professional competitions, charges levied on consumption of sports shows and rights to major events. This is an excellent option by which major events involving major investment which is often also public can in some way be beneficial for grassroots organisations.

It is absolutely essential to have government regulation that clearly provides tax advantages for the Sports Union of Catalonia as this is also a way to attract private financing.

As for elite and professional sport, the Sports Union of Catalonia should foster within its possibilities and remit the relationship between private stakeholders that financially partner sports and athletes, clubs and federations by encouraging sponsorship, managing and advocating tax measures that promote it and always respecting the privacy of sponsorship agreements.

The Sports Union of Catalonia should ask for a tax such as the one in Argentina on mobile phones whereby each operator pays 1% of the amount the phone companies charge per line per month so that these major carriers could also help develop sport in Catalonia.



The Sports Union of Catalonia should have a bank charge so that part of the funds of bank foundations goes to programme contracts between the UEC and the banks. A levy on petrol, tobacco and alcohol sales should also be examined.

The other tax that should be regulated so that the Sports Union of Catalonia can finance its members' programmes is on online sports betting. We are aware of the difficulty of regulating this sector, yet nonetheless some of the money it makes should end up with grassroots sport through its large umbrella organisation.



Comparison with other European countries

CN Atlètic-Barceloneta at Waterpolo Final 6, Barcelona, 2014. Tots
Som Sport, Barcelona City Council



European
comparison:
structure and
authority by
countries

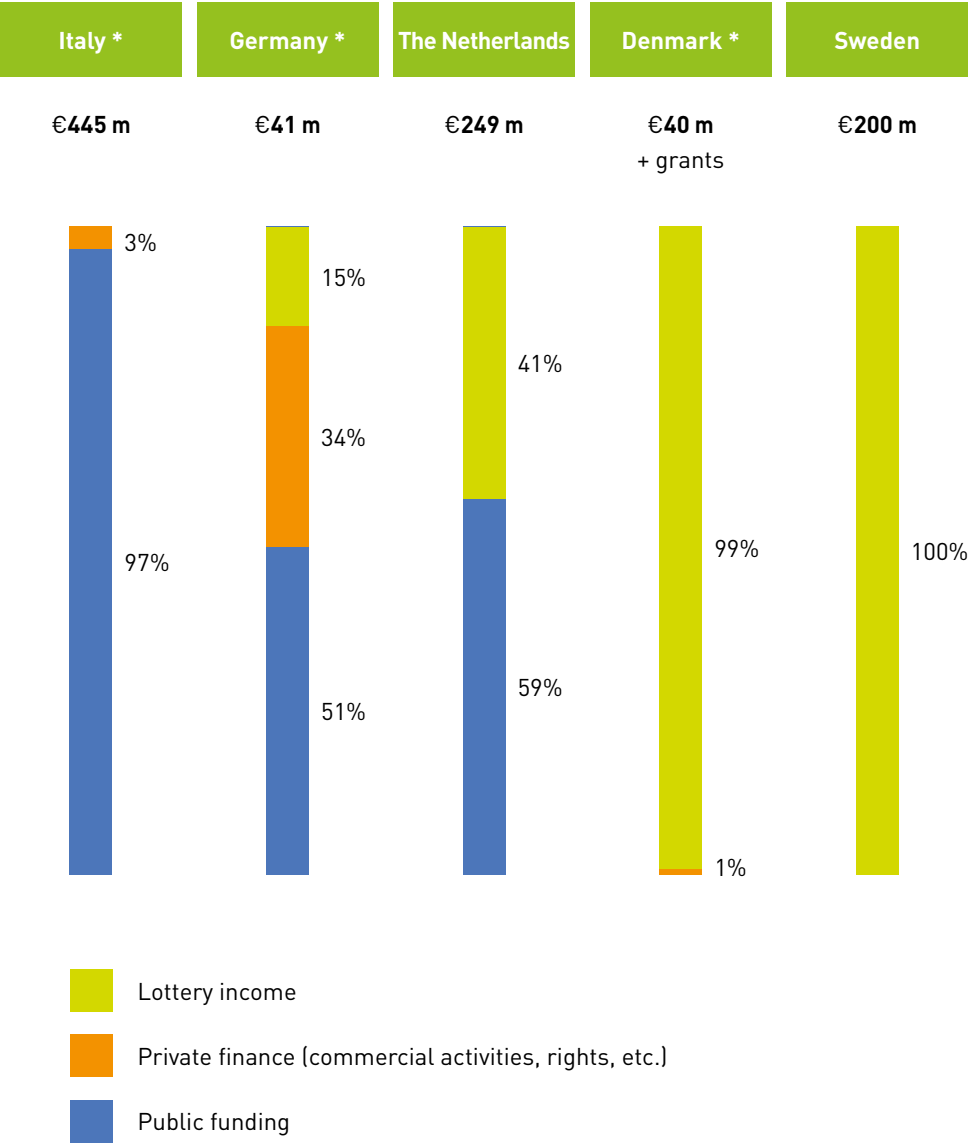
	Italy *	Germany *	The Netherlands	Denmark *	Sweden
Population	61 m	81 m	17 m	6 m	9,5 m
Structure	CONI	DOSB	NOC*NSF	DIF	RF
Organisation	Comitato Olimpico Nazionale Italiano	Deutscher Olympischer Sportbund	Nederlands Olympisch Comité* Nederlandse Sport Federatie	Danmarks Idrætsforbund	Riksidrotts förbundet
Authority	●	●	●	●	●
Umbrella organisations	●	●	●	●	●
Sports sector representative	●	●	●	●	●
Sports policy	●	●	●	●	●
Budget	€445 m	€41 m*	€249 m	€40 m*	€200 m
Grant management	●	●	●	●	●

* Outside its own budget, the government gives grants that are agreed with the umbrella organisation.



Comparison with other European countries

European comparison:
type of
funding by
country



* Outside its own budget, the government gives grants that are agreed with the umbrella organisation.

Sports organisation systems in major European countries mainly differ from the Catalan one in their level of public intervention. The thing these countries have in common is regulation of the sports industry through self-organising umbrella structures which are independent of the public sector (albeit closely coordinated with it) and representative of all sector stakeholders. To illustrate this point we have included descriptions of the administrative structure of sport in Germany, Denmark, France, Italy, the Netherlands, the UK, Sweden, the United States and Spain.

Most sports organisation systems in Europe take the form of national sports confederations and/or national Olympic committees. These structures encompass all kinds of sports and events and are private non-profit organisations that have been very successful in their respective countries in promoting and representing sport at all territorial levels. They are examples to follow if Catalonia wishes to have a European sports organisation.

The way in which national sports structures are managed and financed is as diverse as the situation of each country where they are implemented. The tradition and special features of each case mean that there is no single standard system, although examples include Olympic committees, national committees and directorates of sports which are centralised and funded almost exclusively by government grants, income from specific sources such as lottery funding, and bodies that generate their own resources and finance themselves with private investment.

The symbiosis of both general models seems most suitable for financing the Sports Union of Catalonia, although its implementation should be the outcome of extensive discussion once it has the legal cover required for its operation and begins to function.

By way of example below is a description of the sports systems in nine countries, especially European ones, in order to examine how sport in Europe operates and what we can learn from it. The data were obtained straight from primary sources where possible, though some of them come from more than one set of statistics due to the lack of information about some countries and their sports systems.

The most extreme cases in terms of funding are Denmark, which is funded almost exclusively through the national lottery, and Italy, which receives a grant of more than €400 million per year. Sweden has the most diverse system with funding shared equally between grants, contributions from sponsors and contributions from members. The Swedish sports authorities also manage revenue generated by people attending its major sports events and also have some more limited derivative rights.

	Germany *	Denmark *	France *	Italy *	The Netherlands	UK			Sweden	USA	Spain
Population	81 m	6 m	67 m	61 m	17 m	64 m			10 m	319 m	46 m
Organisation	DOSB	DI	CNOSF	CONI	NOC*NSF	S+R Alliance	BOI	UK Sport	RF	USOC	COE
Type	NOC+C	NOC	NOC	NOC	NOC+C	C	NOC	SA	C	NOC	NOC
Budget	€41,000,000	€40,000,000	€16,860,000	€445,000,000	€249,000,000	€1,817,000	/	€143,000,000	€200,000,000	€137,000,000	€4,212,000
Grants	€21,200,000		€740,000	€430,000,000	€147,000,000	-	-	€54,000,000	-	-	€837,000
Commercial activities	€7,700,000	-	€6,100,000	€9,300,000	€52,000,000	€126,000	-	-	-	-	€1,871,000
Events	-	-	€500,000	-	-	-	-	-	-	-	-
TV rights	-	-	€200,000	-	€50,000,000	-	-	-	-	€2,800,000	-
Trademark rights	-	-	-	-	-	-	-	-	-	€72,000,000	€1,200,000
Royalties	-	-	-	-	-	-	-	-	-	€3,300,000	-
Lottery	€6,000,000	€39,960,000	-	-	-	-	-	€89,000,000	€200,000,000	-	-
Investment	-	-	-	-	-	-	-	-	-	€24,000,000	€150,000
Donations	-	-	€5,700,000	-	-	-	-	-	-	€25,600,000	-
Membership fees	€4,000,000	-	-	-	-	€65,000	-	-	-	-	-
Other	€2,100,000	€40,000	€9,320,000	-	-	€1,626,000	-	-	-	€9,300,000	€154,000

NOC: National Olympic Committee

C: Confederation or Union

SA: State Agency

* Aside from their own budgets, they also manage budgets for sport in general.

Germany

Overview

80,716,000 inhabitants | 44,797,380 do sport | 27.5 million members | 91,000 clubs

Sport umbrella organisations

Deutscher Olympischer Sportbund (DOSB)

The German Olympic Sports Confederation is a non-governmental umbrella organisation for sport in the country, comprising 16 regional confederations (one in each federal state), 62 sports federations and 20 sports associations. It was founded in 2006 following a merger between the German Sports Confederation and the German National Olympic Committee

Responsibilities

Its responsibilities include:

- Promote, encourage and coordinate German sport in all its forms.
- Represent the interests of sport and its members in all socio-political and cultural areas and also with European and other institutions.
- Assist its members in their duties while respecting each one's independent position.
- Obtain the funding it needs to carry out its activities and distribute these funds in a fair and uniform way.
- Create, establish and implement ideas for sports, in particular to promote high performance sport and develop a first-class Olympic team.
- Work with the government to establish central agreements between private and public institutions.
- Promote sport among young people.
- Help develop sport for all.

Funding

Its funding comes from membership fees, lottery income and marketing licences. Its projects are funded by third parties and the sports federations receive state subsidies for high performance sports. Additionally, the federal states, municipalities and their communities provide substantial support to sport in the form of facility construction and maintenance.

Its income is around €41 million per year.

- Grants for members of the DOSB: €12.3 million (30%)
- Grants for the DOSB: €8.9 million (21%)
- Commercial/marketing activities: €7.7 million (19%)
- Lottery income: €6 million (15%)
- Membership fees: €4 million (10%)
- Other: €2.1 million (5%)

Sports outcomes resulting from the investment carried out

- 44.7 million people do sport each year.
- 27.5 million adults are members of sports clubs.
- There are 91,000 clubs in Germany.
- 9% of the population volunteer for sport each year.
- Sport provides more than 1.1 million jobs (3.15% of all jobs).
- 67% of children do sport in a club.
- Sport accounts for €46.68 billion of Gross Domestic Product (GDP).
- Sport leads to €112.6 billion in household expenditure.
- Germans spend €205 per capita per year on sports equipment.

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Denmark

Overview

5,639,719 inhabitants | 2 million do sport | 1,920,000 members | 16,000 clubs

Sport umbrella organisations

Danmarks Idrætsforbund (DIF)

The Danish Sports Confederation and National Olympic Committee is the Danish sport umbrella organisation at both elite and local club levels. It represents 61 federations, 9,000 clubs and more than 1.9 million members.

Responsibilities

Its responsibilities include:

- Represent Danish sport and the Olympic Movement.
- Prepare the Danish Olympic team.
- Promote sport nationally and internationally.
- Carry out studies on sport.
- Perform the standard functions of a National Olympic Committee.
- Distribute most of its income through grants to its members.

Funding

Almost all its funding comes from the national lottery.

Its annual revenues are around €40 million.

- Lottery income: €39.6 million (99%)
 - Salling and other donations: €40,000 (1%)
-

Other sports organisations

- The Danish Gymnastics and Sports Associations is the main organisation for the 15 regional associations and their 1.5 million members. It focuses mainly on amateur and recreational sports.
- The Danish Company Sports Association promotes sport and physical exercise through businesses. It has more than 300,000 members.
- Team Denmark, responsible for the overall planning of elite sport in Denmark, receives €18 million per year from the national lottery, Olympic committee grants, TV rights and its own marketing activities.

Sports outcomes resulting from the investment carried out

- 2 million people do sport each year.
- 1,920,000 adults are members of sports clubs.
- There are 16,000 clubs in Denmark.
- Over 500,000 adults volunteer for sport each year.
- Sport provides 69,000 jobs (2.52% of all jobs).
- 65% of children are involved in sport.
- Sport accounts for €3.72 billion of Gross Domestic Product (GDP).
- Danes spend €146 per capita per year on sports equipment.

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France

Overview

66,616,416 inhabitants | 45% do sport regularly | 16 million members | 180,000 associations

Sport umbrella organisations

Comité National Olympique et Sportif Français (CNOSF)

The French National Olympic and Sports Committee is the umbrella organisation for sport in France which includes 106 sports federations.

Responsibilities

Its responsibilities include:

- Represent French sport and be the link between policy makers, national sports federations and the International Olympic Committee.
- Develop and safeguard the Olympic Movement in the country.
- Ensure compliance with the code of ethics of sport promulgated by the French Association for Sport without Violence and for Fair Play.
- Arbitrate disputes in sport, except for doping cases.
- Approve French government grants whether to small clubs or national associations.
- Promote sport in society.
- Assist sports federations effectively.

Funding

Its funding comes from grants, sponsorships, television rights and other sources. Its revenue is around €17 million per year.

- Operations: €1.6 million (9%)
- CNDS operations: 4.9 million (29%)
- Marketing: €5.6 million (33%)
- Events: €500,000 (3%)
- French International Sport Committee: €500,000 (3%)
- International business: €500,000 (3%)
- Television: €200,000 (1%)
- APS development: €220,000 (1%)
- Pôle Olympique et haut niveau: €1.6 million (9%)
- Henri Sérandour Foundation: €500,000 (3%)
- Grants: €740,000 (4%)

Other sports organisations

- The Ministry of Sport organises national and international French sport. It gives annual grants to clubs, associations, events and facilities. It has €251.7 million available to it a year.
- The National Sports Council examines all issues of common interest in mapping out and implementing sports policy.
- The French National Sport Committee ensures global consistency and leads French strategy in international sports relations.
- The National Centre for the Development of Sport is a public institution under the control of the Ministry whose tasks include partnering the development of sport for all ages, helping to plan sports development policy and promoting French sport's international influence.

Sports outcomes resulting from the investment carried out

- 45% of the population do sport regularly.
- 16 million adults are members of sports clubs.
- There are over 180,000 sports associations in France.
- 3,500,000 adults volunteer for sport each year.
- Sport provides 410,000 jobs.
- Sport accounts for €21.61 billion of Gross Domestic Product (GDP).
- Sport leads to €16.4 billion in household expenditure.
- The French spend €143 per capita per year on sports equipment.

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Italy

Overview

60,782,668 inhabitants | 17.7 million do sport | 11 million members | 95.000 clubs

Sport umbrella organisations

Comitato Olimpico Nazionale Italiano (CONI)

The Italian National Olympic Committee is responsible for the development and management of sport in Italian.

Responsibilities

Its responsibilities include:

- Represent sport with political actors and society.
- Regulate and manage national sports activities.
- Promote the spreading of sport.
- Expand the Olympic Movement in Italy.
- Fight doping.
- Distribute sports grants awarded by the Italian government.

Funding

Its funding comes from grants, private contributions and income from the sale of services and products. Its annual budget amounts to €445 million..

- Grants: €430 million (97%)
- Private contributions: €5.7 million (1%)
- Sale of products and services: €9.3 million (2%)

Sports outcomes resulting from the investment carried out

- 17.7 million people do sport each year.
- 11 million adults are members of sports clubs.
- There are 95,000 clubs in Italy.
- 1,051,879 adults volunteer for sport each year.
- Sport provides 329,860 jobs (1.47% of all jobs).
- 75% of children do physical exercise 2-3 times a week.
- Sport accounts for €15.599 billion of Gross Domestic Product (GDP).
- Italians spend €130 per capita per year on sports equipment.

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The Netherlands

Overview

16,783,092 inhabitants | 65% do sport regularly | 5.7 million members | 27,700 clubs

Sport umbrella organisations

Nederlands Olympisch Comité * Nederlandse Sport Federatie (NOC*NSF)

The Dutch Olympic Committee * Dutch Sports Federation is the leading sports organisation in the Netherlands with 76 sports federations and 19 other members of the NOC*NSF.

Responsibilities

Its responsibilities include:

- Represent and defend the interests of its members and of sport in general with the government and other stakeholders.
- Increase the level of sports participation from 65% to 75%.
- Increase women's participation in sports.
- Organise the Dutch Olympic team and its participation in the Olympic Games and other regional, continental or world competitions.
- Make sure the Netherlands remain among the top 10 nations in terms of high performance sport.
- Combat doping, violence in sport, bullying and discrimination in all its forms.
- Promote the importance of sport in society.
- Promote and spread the Olympic movement and its goals.
- Distribute lottery income among its members.

Funding

Its funding comes from grants, lottery income and television rights. Annually it receives about €249 million, half of which is allocated to high performance sport and the rest to sport for all and sports federations.

- Grants: €147 million
- Lottery income: €52 million
- Television: €50 million

€8.7 million of this income is allocated to the committee and the rest is invested in sports federations, services and projects.

Additionally, local councils invest more than €1 billion in sport each year, mainly in sports facilities.

Sports outcomes resulting from the investment carried out

- 65% of the population do sport regularly.
- 5.7 million adults are members of sports clubs.
- There are 27,700 clubs in the Netherlands.
- 1,500,000 adults volunteer for sport each year.
- Sport provides 141,896 jobs (1.75% of all jobs).
- Over 90% of young people take part in sport.
- Sport accounts for €5.83 billion of Gross Domestic Product (GDP).
- Sport leads to €7.5 billion in household expenditure.
- The Dutch spend €157 per capita per year on sports equipment.

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United Kingdom

Overview

64,100,000 inhabitants | 15.5 million do sport | 117 members per club | 151.000 clubs

Sport umbrella organisations

Sport and Recreation Alliance

The Sport and Recreation Alliance is the umbrella organisation for sport in the United Kingdom representing 320 members.

Responsibilities

Its responsibilities include:

- Represent its members before public institutions, political parties and other official bodies.
- Promote the interests of sport in general.
- Protect the legacy of the 2012 Olympic Games.
- Reduce bureaucracy affecting clubs together with the government.
- Attract major sports events to the UK.
- Provide access to the countryside and water sources as this is a necessity for many field sports.
- Provide services to its members such as training and events.

Funding

Its funding comes mainly from annual contributions from Sport England. The Sport and Recreation Alliance (formerly known as the Central Council of Physical Recreation) receives these contributions because it transferred its assets to the country over 40 years ago.

Altogether it receives €1.8 million per year.

- Membership fees: €65,000 (3%)
- Sports England contribution: €1.5 million (83%)
- Projects and other revenue: €126,000 (7%)
- Commercial revenue: €126,000 (7%)

British Olympic Association

The British Olympic Association (BOA) as the National Olympic Committee is responsible for preparing and leading British athletes at the Olympic Games.

Responsibilities

Its responsibilities include:

- Be the independent voice of the sports and Olympic movement in Britain.
- Promote the Olympic movement in the country.
- Build a world-class Olympic team.

Funding

Its income comes exclusively from fundraising and events. It receives no money from the government or the lottery.

UK Sport

UK Sport is the agency responsible for investing about €127 million annually in high performance sport.

Responsibilities

Its responsibilities include:

- Invest most of its income in the World Class Performance Programme.
- Work closely with sports federations.
- Work with partners to develop the people and systems that support the country's leading athletes.
- Find cutting-edge research and innovative solutions to the challenges of sport performance.
- Lead the campaign to bring major sporting events to the UK.

Funding

Its funding comes from lottery income and grants.

Its income for 2013-2014 was around €143 million per year.

- Lottery income: €89 million (62%)
- Grants: €54 million (38%)

Other sport umbrella organisations

In addition there is Sport England, Sport Scotland, Sport Wales and Sport Northern Ireland. They are public entities responsible for distributing lottery grants and revenues in their respective countries.

Sports outcomes resulting from the investment carried out

- 15.5 million people do sport each year.
- Each club has an average of 117 members.
- There are 151,000 clubs in the UK.
- 2,000,000 adults volunteer for sport each week.
- Sport provides 618,770 jobs (2.16% of all jobs).

- 80% of children are involved in sports outside school.
- Sport accounts for €39.86 billion of Gross Domestic Product (GDP).
- The British spend €149 per capita per year on sports equipment.

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Sweden

Overview

9,716,962 inhabitants | 84% do sport regularly | 3.4 million members | 20,000 clubs

Sport umbrella organisations

Riksidrottsförbundet (RF)

The Swedish Sports Confederation is the umbrella organisation for sport in Sweden and includes 69 sports federations and 21 district sports federations. It was founded in 1903.

Responsibilities

Its responsibilities include:

- Be the voice of Swedish sport, representing its members and the interests of all participants with politicians, state authorities and society.
- Advocate the social value provided by sport and its importance for the country.
- Consult with the government about sports policies to be put in place.
- Distribute grants awarded by the national government to sport.
- Initiate and coordinate sports research.
- Take action to prevent doping.
- Coordinate international Swedish sport.

Funding

Financing for it and for Swedish sport in general comes from membership fees, sponsors, grants, spectators and television rights.

The confederation receives €200 million per year in lottery funding. It allocates this sum as follows:

- Federations: €50 million (25%)
- Clubs: €130 million (65%)
- Olympic Committee: €7 million (3.5%)
- Other sports committees and organisations: €13 million (6.5%)

Swedish Olympic Committee

The Swedish Olympic Committee is in charge of the Olympic movement in Sweden. It operates as a support organisation by adding to the initiatives undertaken by the federations in their respective fields.

Responsibilities

Its responsibilities include:

- Organise and implement Swedish participation in the Olympic Games.
- Prepare participants for the Olympics.
- Develop elite athletes.
- Carry out and take part in international sports projects.
- Market sport.

Funding

There are no figures about its funding available at present.

7.3. Sports outcomes resulting from the investment carried out

- 84% of the population does sport and/or physical exercise regularly.
- 3.4 million adults are members of sports clubs.
- There are 20,000 clubs in Sweden.
- 600,000 adults volunteer for sport each year.
- Sport provides over 73,000 jobs (1.69% of all jobs).
- 68% of children are members of a sports club.
- Sport accounts for €2.36 billion of Gross Domestic Product (GDP).
- Swedes spend €166 per capita per year on sports equipment.

References

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United States

Overview

318,968,000 inhabitants | 50 million do sport | 33% are physically active

Sport umbrella organisations

United States Olympic Committee (USOC)

The US Olympic Committee is the organisation in charge of the Olympic and sports movement in the country.

Responsibilities

Its responsibilities include:

- Support for Olympic and Paralympic athletes to achieve competitive excellence.
- Train and fund American teams for the Olympic Games and the Parapan American Games.
- Provide financial support for the federations.
- Work with the federations to develop educational coaching and support programmes for athletes.
- Provide direct funding to athletes, health insurance, education scholarships, marketing opportunities, career services and monetary rewards based on sports performance.
- Manage the Olympic Training Center and through it provide performance services, including sports medicine, psychology, physiology and nutritional assistance, technology and performance for athletes.
- Oversee the process by which US cities compete to host the Olympic Games and other sports events.
- Approve the procedures for selecting teams for the Olympic Games and other international competitions.

Funding

Its funding comes largely from its trademark rights, donations and income from its investments.

Its annual revenues are around €137 million. In 2013 it received:

- Donations: €25.6 million (19%)
- TV and other related rights: €2.8 million (2%)
- Trademark rights: €72 million (53%)
- Income from licensing royalties: €3.3 million (2%)
- Investment income: €24 million (18%)
- Other: €9.3 million (6%)

Other sports organisations

- The four major professional sports leagues: Major League Baseball, the National Basketball Association, the National Football League and the National Hockey League. They are the most important leagues in the world for their respective sports.
- The 37 multiple sports organisations that have over 75 million members.

Sports outcomes resulting from the investment carried out

- 50 million people do sport each year.
- 100 million adults are physically active to recommended levels.
- 2.6 million adults volunteer for sport each year.
- 7% of young people (21.5 million) aged 6 to 17 are involved in a team sport.
- Sport leads to €48 billion in economic demand.
- Americans spend €40 per capita per year on sports equipment.

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Spain

Overview

46,704,314 inhabitants | 16 million people do sport | 10.5 million members | 63,000 clubs

Sport umbrella organisations

Spanish Olympic Committee

The Spanish Olympic Committee (COE) is the main body for the sport in Spain. However, it still depends almost entirely on the Consejo Superior de Deportes (Sports Council) which manages an annual budget of €184 million from central government.

Responsibilities

Its responsibilities include:

- Spread the fundamental principles of Olympism in sport.
- Oversee the activities of the Spanish Olympic Academy, Olympic Museums and cultural programmes related to the Olympic Movement.
- Partner the training of sports leaders and coaches.
- Take action against all forms of discrimination in sport.
- Combat violence and doping in sport.
- Partner government agencies and private organisations to promote environmental protection in sport.
- Organise, coordinate and control Spanish participation in the Olympic Games.

Funding

The COE's funding comes from grants, marketing and other rights. Its annual revenues are around €4.2 million. In 2009-2010 it received:

- Grant from the Consejo Superior de Deportes: €837,000
- Revenue from the Top VII programme: €959,000
- Trademark rights: €1.2 million
- Commercial activities: €772,000
- Special income for Olympic years: €68,000
- Rent for offices: €140,000
- Financial income: €150,000
- Other income: €86,000

Sports outcomes resulting from the investment carried out

- 16 million people do sport regularly.
- 10.5 million adults are members of sports clubs.
- There are 63,000 clubs in Spain.
- 22% adults volunteer for sport each year.
- Sport provides 163,000 jobs (1% of all jobs).
- 63% of children are involved in sports outside school.
- Sport accounts for €4.4 billion of Gross Domestic Product (GDP).
- Spaniards spend €96 per capita per year on sports equipment.

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Success stories
in financing
sports around
the world

Sweden

Funding by the
state lottery and
betting
€200 m per year

United States

Trademark and
TV rights
\$100 m

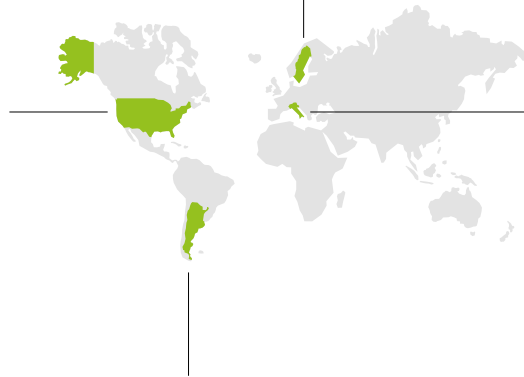
Italy

Public bank for the
sports and cultural
sector

**It funds 75% of the
country's sports
facilities**

Argentina

Funding from
mobile phone
rights
€20 m per year





Indoor athletics venue. Juanma Pelaez / Sabadell City Council.

Key industry stakeholders



The key industry stakeholders that will shape the Sports Union of Catalonia operate in its three areas of activity. This means that firstly traditional sports associations are to be represented in it by clubs, associations, sports federations, the Union of Federations and other federated sport representatives, while sport in schools and at universities will be represented by the sports councils, parents' associations, school and university sports clubs and the Union of Sports Councils of Catalonia. Thirdly, sports associations running physical exercise and sports activities for health and wellbeing, including sports leisure organisations and clubs and civic and cultural organisations registered in any public register, also have to be represented.

There should also be representation for or agreements with company sports associations and representative and scientific stakeholders including professional associations in physical education and for physical therapists, psychologists, lawyers, doctors, architects, journalists and sports managers and any others in the sector which might be interested. The key industry stakeholders that are to shape the Sports Union of Catalonia should operate in the three areas referred to above.

The new body should constantly strive to interlink the interests of the various sports areas across the country, leverage the network's basic support services and build bridges between all Catalan sport and social stakeholders.

Consequently the Sports Union of Catalonia should represent or reach agreements with:

- The over 12,500 sports clubs in Catalonia
- Its 70 sports federations
- Its 45 sports councils
- Its 50 university sports clubs
- Its 375 school sports organisations
- Its 351 cultural civic associations
- The Sports Federation Union of Catalonia
- The Union of Sports Councils of Catalonia
- The Association of University Sports Clubs of Catalonia
- The University Sports Council of Catalonia
- The Federation of Parents' Associations of Catalonia
- The Federation of Senior Citizens' Associations of Catalonia
- The Association of Graduates in Physical Education and Physical Exercise and Sport Science of Catalonia
- The Association of Physiotherapists of Catalonia
- The Association of Psychologists of Catalonia
- The Bar Association of Barcelona
- The Barcelona Medical Association, either directly or through the Academy of Medical Sciences of Catalonia
- The Association of Architects of Catalonia
- The Association of Journalists of Catalonia
- Coaches and/or their professional associations
- Sportspeople and/or their professional associations
- Judges and/or their professional associations
- Sports managers and/or their professional associations
- Fitness centre associations such as GESTIONA
- The Catalan Fitness Clubs Business Association
- INDESCAT, the Catalan Sports Industry Cluster
- Other sports organisations

Framework of powers

Quim Salarich at 3th Memorial Albert Pardo. La Molina, 2012.
© photoset.es/Toni Grases.

The UFEC is putting forward this proposal under the powers vested in it by Section 26.4(f) of the Sports Act, enacted by Legislative Decree 1/2000 of 31 July, Section 131.2(e) of Decree 58/2010, of 4 May, on sports organisations in Catalonia, and Article 2.1 (f) of its Bylaws. These provisions establish the following:

Sports Act

Article 26.4 (f):

In order to achieve its general objectives the activities and powers of the Sports Federation Union of Catalonia shall include the following:

[...]

- f) Advising the General Secretariat of Sport on issues within its remit.

Decree 58/2010 of the Government of Catalonia

Article 131.2 (e):

2. In order to ensure its general objectives are achieved, the Sports Federation Union of Catalonia's powers shall include the following:

[...]

- e) Propose the initiatives it considers appropriate to improve Catalan sports policy.

Bylaws of the Sports Federation Union of Catalonia

Article 2.1 (f):

1) In order to achieve its general objectives the powers of the UFEC include the following:

[...]

- f) Advise the Catalan Government's sports administration in matters within its remit and propose initiatives deemed necessary for the improvement of Catalan sport.



Demonstration against damages to the Catalan Sport, 2019. Cristóbal Castro

Current administrative structure of Catalan sport



To contextualise the proposal, we should first briefly summarise the current administrative structure of Catalan Sport.

Organisation chart

In the administrative structure's current organisation chart the General Secretariat of Sport comes under the Ministry of the Presidency with three other organisations stemming from it: the Catalan Sports Council, the National Institute of Physical Education of Catalonia (INEFC) and the High Performance Centre (CAR) of Catalonia.

Regulation

The main regulations for Catalan sport are as follows:

1. Statute of Autonomy of Catalonia (Article 134)
2.
 - Sports Act
 - Ministry of the Presidency
 - General Secretariat of Sport
 - Catalan Sports Council
 - National Institute of Physical Education of Catalonia
 - High Performance Centre
3. Decree 58/2010.
4. Decree 35/2001, of 23 January, on the governing bodies and operation of the Catalan Sports Council (Decree 35/2001).
5. Decree 267/1990, of 8 October 1990, regulating the sports councils.

Functions of the administrative bodies responsible for sports policy

Two of the above bodies are largely responsible for giving effect to the Government of Catalonia's exclusive authority in the field of sport: the General Secretariat of Sport as a governing and supervisory body and the Catalan Sports Council as an implementation and management body.

The General Secretariat of Sport

Under Section 35.2 of the Sports Act, the General Secretariat of Sport is the governing body for sport in the Catalan Government's sports administration and comes under the ministry in charge of sport.

The General Secretariat of Sport carries out all the functions assigned to it by the Sports Act and through the Catalan Sports Council it directs the implementation and management of the Catalan Government's sports policy in accordance with its main lines of action. At present these can be summarised as follows: (i) increase the number of people doing physical exercise; (ii) improve sciences that support sport; (iii) expand and improve facilities; (iv) enhance the international visibility of federation sport; and (v) support and promote sports associations.

The Catalan Sports Council

Under Section 35.3 of the Sports Act and Section 1 of Decree 35/2001, the Catalan Sports Council is an independent administrative body which currently is in the Ministry of the Presidency. The Catalan Sports Council has legal personality, its own assets, administrative and financial independence and full capacity to act to fulfil the aims and objectives of the Act.

The Catalan Sports Council plans and executes the Government of Catalonia's sports policy under the guidance of the General Secretariat of Sport. Its functions include the following (Section 35.4 of the Sports Act):

1. Authorise and cancel with due justification the registration of Catalan sports federations in the Register of Sports Organisations, approve their bylaws and regulations, and register them in the Register.
2. Authorise and cancel with due justification the registration in the Register of sports organisations of sports groups and sports clubs or associations, approve their bylaws in the aforesaid Register and authorise and cancel with due justification the entry in the Register of sports organisations in the sports sections of non-sport organisations.
3. Plan and manage the Catalan Government's sports policy.
4. Learn about the goals, sports programmes and budgets of Catalan sports federations and sports councils in order to sign relevant cooperation agreements and covenants and award grants to these organisations while examining and confirming compliance with such agreements.
5. Promote scientific research in sport.
6. Contribute to the training of coaches of all types and at all levels of sport through the Catalan Sports School.
7. Coordinate in conjunction with the UFEC, sports federations and other sports organisations the measures required to improve the high level competitive performance of Catalan athletes and Catalan national teams in any sphere of activity.
8. Promote and organise school and university sport in conjunction with public organisations and agencies with responsibilities in this field.

Interrelationship of the Catalan Sports Council with other Catalan sport operators

Sports organisations operating in Catalonia are basically the following: (i) sports clubs or associations; (ii) sports groups (which include the sports councils); (iii) Catalan sports federations (multisport and single-sport); and (iv) the UFEC. They are all regulated by Title I of the Sports Act and by Decree 58/2010.

The Catalan Sports Council is an administrative body which implements the Government of Catalonia's sports policy and controls all these sports organisations through approving their bylaws, awarding grants, cancelling their registration in the corresponding registers, etc. The level of government intervention in sport is always a sensitive issue, as Decree 58/2010 recognises in its preamble (recital III):

“The current Sports Act of Catalonia is a legal instrument that allows for a number of regulatory options with respect to the always delicate issue of the level of government intervention. Given the major funding the Catalan sports administration gives to federation sport, the special public interest underlying this area of sport and the special framework that Catalan sports federations have for their respective sports which prevents the recognition of more federations, some government intervention in the federation system as has taken place to date is fully justified.”

The justification put forward in Decree 58/2010 is eminently reasonable, yet so is the argument that the degree of administrative intervention in Catalan sport under current regulations is relatively high when compared with other nearby countries which have a similar socioeconomic level. The proposal formulated in this memorandum and as detailed in the following section seeks to bring the organisational structure of Catalan sport into line with the model prevailing in most countries in the rest of Europe with the aim of further improving the position of sport in Catalonia.

Functions of the Sports Union of Catalonia

Catalan 'Pati', Catalan Federation of Sail

As noted above in general terms, and prior to the in-depth discussion among all stakeholders which is to be conducted shortly, the main functions of the Sports Union of Catalonia would include the following:

1. Preserve the non-profit **sports association movement** with its own legal and financial mechanisms as deemed appropriate and with the support of government in this social role.
2. **Promote federation and high level sport** in order to achieve utmost athletic performance with health safeguards for sportspeople in conjunction with the federations and the UFEC.
3. Keep the register of Sports Union of Catalonia **sports facilities** up-to-date and record any shortcomings in them and how they are used. Organise and manage it on behalf of the Catalan Government
4. Create **financial** instruments for the Catalan sports system.
5. Put in place health and safety measures to ensure the **safety** of athletes and the places where they do sport.
6. Promote **international relations** and partnerships with similar organisations in other countries.
7. Foster **education** for high level athletes and help them get jobs.
8. Authorise and reject with reasons the **admission of organisations** seeking to become members and expel registered organisations which do not abide by the bylaws or are in breach of regulations.
9. Preserve and coordinate, in conjunction with the clubs, sport federations and other organisations (the UFEC), **federation sport at all levels**: promotion, coaching, doing sport and high-level sport.
10. Coordinate, in conjunction with school sports associations and other organisations (the UCEC and others which may be founded), school-age **sports on and off school grounds** in order to guide children's future sports activity, build relationships, promote the values of sport, educate in bodily skills, prevent illnesses and addictions and develop physical and coordination skills.
11. Coordinate and approve the operations of the Sports Union of Catalonia's **own and associated centres** that deliver medical, psychological, resources, educational guidance and advice and other support services as required in each case to athletes, users and all sports organisations.

12. **Train and recycle** the skills of the coaches and experts required to address the needs of Catalan sports associations and the Sports Union of Catalonia through the Catalan Sports School and other bodies.
13. **Provide information and documentation** through the Sports Union of Catalonia's Sports Information Points, the Library of Sport, the INEFC and the Sant Cugat High Performance Centre for organisations and users about documentary, organisational, coaching and scientific issues as well as publicise the current and future activities of the Sports Union.
14. Help to implement the **Sports Facilities and Amenities of Catalonia Plan** commissioned by the General Secretariat of Sport.

Governing bodies of the Sports Union of Catalonia

As noted above, the governance and management of the Sports Union of Catalonia is the responsibility of its General Assembly and Board of Directors.

General Assembly

The General Assembly is the highest governance body in which all the UEC's stakeholders are represented.

Board of Directors

The Board of Directors is the representative, administration and management body responsible for promoting and directing the UEC in accordance with the functions and decisions of the General Assembly as its executive arm. The stakeholders that are in the Assembly will also be represented on it.

The Sports Union of Catalonia's activities are to be based on and directed according to the organisation's functions and the decisions legally adopted by its governing bodies. They will be divided into two areas:

Direct functions

The Sports Union of Catalonia is responsible for the direct performance of those functions and activities that are specific to it as the umbrella organisation for the sports sector, unifying and representing the stakeholders which are its members. The performance of direct functions will be distributed geographically through regional offices which will carry out the UEC's activities in their areas.

Indirect functions

In the case of activities involving second and third tier organisations which are members of the UEC, mainly concerning issues in federation and school sport, it will organise the performance of its functions through the Sports Federation Union of Catalonia and the Sports Council Union of Catalonia which will convey them to their member organisations.



Measures required to implement the Sports Union of Catalonia



Measures required to implement the Sports Union of Catalonia

Previous

If it is approved, the Sports Union of Catalonia's central role as an umbrella organisation for Catalan sport would make it absolutely essential to reform the administrative structure described above.

As can be seen, the Catalan Sports Council's current functions would overlap with many of the roles to be taken on by the Sports Union of Catalonia. Consequently the most important administrative change for its implementation would be the gradual and steady transfer of functions from the Catalan Sports Council to the Sports Union through programmes whereby the Sports Union takes over and manages the powers of the Catalan Sports Council, including overseeing the High Performance Centre. In this first phase, the INEFC would continue to report directly to the General Secretariat of Sport

One of the defining features of the Sports Union of Catalonia as formulated in this proposal is self-management, meaning it would be independent from the Catalan Government. This would inevitably call for a very high level of coordination between the General Secretariat of Sport and the Sports Union whereby the former focuses on the various lines of action to be improved in sport while the latter works with independence in action and management to achieve the targets set, all with the common goal to maintain Catalonia as a leading country in the field of sport.

Organisation chart of the new organisational system of sport in Catalonia

Implementation of the Sports Union of Catalonia would require the current Catalan sports management organisation chart to be amended so that the structure of the new body would stem from the General Secretariat of Sport at same level. The Sports Union of Catalonia would operate independently with no direct link to the Ministry of the Presidency. The General Secretariat of Sport would continue to run the Institute of Physical Education of Catalonia (INEFC).



Coordination will have to be maintained by means of programme contracts with the Sports Union to give it greater strength and improve management of current public functions.

Legal changes to be made

The introduction of the Sports Union of Catalonia in accordance with the terms of this proposal will necessarily involve addressing the following reforms:

Sports Act

Title II of the Sports Act concerning the Catalan Government's sport administration (Section 35 to 40) would have to be amended in its entirety to remove any reference to the Catalan Sports Council and produce a wording exclusively for the Sports Union of Catalonia. This would legally enshrine the latter as the central structure in Catalan sport, representing all relevant sector stakeholders with self-management and independence of the Government.

Issues such as the basic powers of the Sports Union of Catalonia and its funding should also be included in the Sports Act. Consecutively should also be amended to name the Sports Union of Catalonia: 42.3, 51.1, 51.5, 54, 55.1, 55.2, 58, 60, 62 and 64.

Repeal of Decree 35/2001 of the Government of Catalonia

Decree 58/2010 of the Government of Catalonia

The Sports Union of Catalonia also has to be referred to in Sections 48.2, 163.2, 163.3, 164, 165 and 166.



Organisational structure of the Sports Union of Catalonia

Natàlia García at City of Barcelona International Trophy of Rhythmic Gymnastics. Barcelona, 2015. Tomas Tyrpekl, Catalan Federation of Gymnastics.

	General Assembly	Board of Directors
Definition	Sovereign body of the sports system of Catalonia	Governing body of the sports system with managerial and administrative responsibilities
Members	<ul style="list-style-type: none"> • Club delegates by zones • Merit-based club delegates • Delegates from federations with Olympic sports • Delegates from federations without Olympic sports • Delegates from sports councils • Delegates from professional and scientific stakeholders 	<ul style="list-style-type: none"> • President • Vice-President • Secretary • Treasurer • “Performance” representative • “Education” representative • “Health and Wellness” representative
Functions	<ul style="list-style-type: none"> • Approve management reports, financial statements, budgets and policy plan • Elect the members of the Board of Directors and ratify filling vacancies • Amend the Catalan sports system’s bylaws and regulations • Set ordinary and extraordinary membership fees • Authorise the acquisition, encumbrance or disposal of the sports system’s rights • Agree the transformation, merger or winding-up of the organisation • Agree representatives joining and leaving • Apply for a declaration of public utility • Be informed about applications submitted to be a sports system member • Ratify disciplinary exclusion and other penalties of the Board of Directors • Rule on issues not assigned to any other body 	<ul style="list-style-type: none"> • Represent and direct the organisation • Relations with the Catalan Government’s sports policies • Register and list of clubs and associations which are members of the organisation • Manage all the organisation’s projects • Coordinate all levels of governance • Coordinate the three areas of action (performance, education, health and wellness) • Publicise and implement sport system policies and projects • Publicise the values and benefits of sport

As noted above, the new Sports Union of Catalonia's governing bodies would be its General Assembly and Board of Directors with the functions set out below as bylaws. Each one will need to be discussed thoroughly and democratically in detail, but nonetheless they are described below in what might become their final wording. Consequently these regulations are no more than a first working draft.

General Assembly of the Sports Union of Catalonia

1. Description

The General Assembly is the sovereign body of the Sports Union of Catalonia and its decisions are binding on all its members and the Board of Directors.

2. Powers

The General Assembly's powers are as follows:

- A. Approve the Union's management report and activities report for the previous financial year.
- B. Approve the Union's financial statements.
- C. Approve the budget for the following financial year.
- D. Approve the 4-year Policy Plan.
- E. Elect the members of the Board of Directors and supervise its activity.
- F. Ratify Board members appointed in accordance with the procedure for filling vacancies.
- G. Amend the bylaws.
- H. Approve and amend regulations.

- I. Set ordinary or entry membership fees, unless the change is only intended to restore their value by applying the CPI.
- J. Carry out the decisions of the General Assembly within a reasonable time.
- K. Regularly meet with the regional offices, the UFEC, the UCEC, etc.
- L. Establish extraordinary fees or special levies.
- M. Approve the purchase, encumbrance or sale of rights or assets of the Sports Union of Catalonia or borrow money whose value exceeds 25% of the annual budget. The General Assembly's decision must be supported by two thirds of those present.
- N. Agree the transformation, merger, demerger or winding-up of the organisation.
- O. Agree on federations or confederations joining and leaving.
- P. Authorise the Board of Directors to apply for a declaration of public utility.
- Q. Be informed about applications submitted to be a member of the Sports Union of Catalonia and also additions and withdrawals on grounds other than final leaving.
- R. Ratify disciplinary exclusion and other penalties of the Board of Directors for very serious offences.
- S. Resolve issues not expressly attributed to any other of the organisation's bodies.

3. Types

The General Assembly can be called in ordinary or extraordinary session according to the following rules:

- The General Assembly that the UFEC must hold once year to learn about and decide on the matters mentioned in paragraphs a), b), c), d) and j) of the preceding article is an ordinary assembly.
- All other General Assemblies convened in the course of the year are extraordinary.
- The ordinary Assembly must be held within the six calendar months following the end of the year.



4. Composition

The Assembly is composed of delegates representing the members of the Sports Union of Catalonia who in all cases shall meet the following requirements:

- Be over 18.
- Have belonged to one of the Union's member organisations for at least three years.
- Not have their membership rights in the Union suspended by a final disciplinary ruling.

5. Delegates

Delegates will be people who meet the conditions of the previous article and are in one of the following:

- A. Clubs based on the action areas
- B. Merit-based clubs
- C. Federations with Olympic sports
- D. Federations without Olympic sports
- E. Sports councils
- F. Professional and scientific stakeholders

The total number of delegates may not be greater than one hundred and fifty. When this occurs due to the number of Sports Union of Catalonia members, they shall be reduced to the extent necessary and in the proportion provided for the representatives of the clubs in the first section of this article.

This will be one option, although third-tier organisations that include all the others could also be part of the assembly.

This is one of the discussions and/or negotiating points that the sector will need to address in order to clearly specify the makeup of an assembly that is representative and encompasses all stakeholders in the proportion that they objectively have.

6. Election of delegates

Delegates will be the legal representatives of the organisations which are Assembly members or the person designated for this purpose by the Board or governing body of the organisation concerned.

7. Notification and accreditation

The General Assembly member organisations and the clubs in section a) designated as delegates shall give the Board of Directors at the beginning of the year the full name, ID number, address and contact details of the person designated to represent them. If the person is not the chair or highest executive or representative of the organisation, a copy of the decision appointing them as the delegate must be provided.

8. Announcement of General Assemblies

Both ordinary and extraordinary General Assemblies shall be called by a decision of the Board of Directors or at the request of members. A request by members to call an assembly shall be made in writing with the support of at least 30% of the delegates who also account for 30% of the total votes of the Assembly and setting out the agenda.

The General Assembly shall be called by an advertisement in a regional circulation newspaper and notified to each delegate by a means that ensures reception of such notification, and shall also be announced on the Sports Union of Catalonia website.

The Assembly, whether ordinary or extraordinary, shall be convened at least twenty and no more than forty calendar days in advance. If the call is at the request of members, there may be no more than ten calendar days between reception of the request and the announcement. The announcement of the call must state the date, venue and agenda of the assembly.

9. Holding the General Assembly

To enter the Assembly the delegates must accredit their identity and status as delegates beforehand with supporting documents in line with the instructions given for that purpose by the Board of Directors.

The Assembly will be chaired by the Chairman of the Board of Directors. At the request of the President, a lawyer and a notary may assist the Assembly board. The Secretary of the Board of Directors shall act as Secretary of the Assembly.

The Assembly shall be validly constituted on first call when half of its members are present. At the second call the Assembly will be validly constituted whatever the number of attendees. There will be at least thirty minutes between the first and second call.

The President will lead the Assembly and its discussions with the assistance of the Secretary. The President may delegate this function at any time to any member of the Assembly board. The points on the agenda shall be discussed separately, although the Assembly board may change the agenda.

The decisions of the General Assembly are taken by a simple majority of those attending except for:

- Amendment of the Bylaws of the Sports Union of Catalonia, which shall require a qualified majority of two thirds of those present.
- Purchase, sale or encumbrance of rights or assets of the Sports Union of Catalonia or borrowing money whose value exceeds 25% of the budget, which shall require a qualified majority of two thirds of those present.
- Winding-up, merger, absorption or transformation of the Sports Union of Catalonia, which shall require a qualified majority of three quarters of those present.
- Issues for which the Bylaws so provide.

The Secretary shall take concise minutes of the Assembly which must be approved by three of the delegates elected by the Assembly from among those present and with the approval of the President. If the

Assembly takes place in circumstances that significantly alter the agenda or make continuing impossible, the Assembly board may suspend the session. The suspension shall be reported to all present along with the date of its resumption, which must take place in no more than ten calendar days.

The Board of Directors of the Sports Union of Catalonia

The Board of Directors is the governing body of the Sports Union of Catalonia and will have responsibility for management and administration. At least the chair, vice-president, secretary, treasurer and one representative from each area (performance, education, health and wellness) shall be elected members.

The basic functions of the Board of Directors of the Sports Union of Catalonia shall be to:

- A. Represent and lead the organisation.
- B. Interact and coordinate with the Catalan Government's sports policies.
- C. Keep the register or list of clubs or associations and organisations that are part of the organisation.
- D. Direct all the organisation's projects.
- E. Coordinate all levels of governance.
- F. Coordinate the three areas of action (performance, school and university education, health and wellness).
- G. Present the values and benefits of doing physical exercise and sport to the public at large.
- H. Publicise and implement Sports Union of Catalonia policies and projects.
- I. Administer and manage the budget.

Regional offices

The regional office of the Sports Union of Catalonia will be the basic territorial organisation, established to cater to the sports clubs and associations registered in the counties of their respective regions because they have their headquarters or perform their activities there. The regional offices will represent areas and the region and will be operated according to the needs of each geographical zone.

There will initially be seven regional offices:



						
Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7
L'Alt Penedès	l'Anoia	L'Alt Camp	El Baix Ebre	l'Alta Ribagorça	L'Alt Empordà	L'Alt Urgell
El Baix Llobregat	El Bages	El Baix Camp	El Montsià	Les Garrigues	El Baix Empordà	La Cerdanya
El Barcelonès	El Berguedà	El Baix Penedès	La Ribera d'Ebre	La Noguera	La Garrotxa	El Pallars Sobirà
El Garraf	El Moianès	La Conca de Barberà	La Terra Alta	El Pallars Jussà	El Gironès	El Ripollès
El Maresme	L'Osona	El Priorat		El Pla d'Urgell	El Pla de l'Estany	La Vall d'Aran
El Vallès Occidental	El Solsonès	El Tarragonès		La Segarra	La Selva	
El Vallès Oriental				El Segrià		
				L'Urgell		

At least 600 registered clubs and associations and the approval of the General Assembly will be required to set up a new regional office.

The regional offices' basic functions shall be to:

- a) Help with organising sports activities in their region.
- b) Present the values and benefits of doing physical exercise and sport to the public at large.
- c) Publicise and implement Sports Union of Catalonia policies and include clubs and associations in their region in the organisation.
- d) Manage financial resources for their activities and procedures.
- e) Promote cooperation between the three areas of physical exercise and sports action (performance, education, health and wellness) and coordinate them.
- f) Represent the UEC in its region.
- g) Carry out the functions delegated to it by the Board of Directors.

Clubs and sports associations in the Sports Union of Catalonia

Clubs and associations are the basic building blocks of the Catalan sport system and thus stakeholders in the entire system that may be present in all the organisation's areas and levels. They will therefore be the focus of attention for the Sports Union of Catalonia which will foster the creation of new organisations and have supporting and preserving existing ones as its main objective.

The clubs and associations connected with the Sports Union of Catalonia will be mainly classified by areas (competition and performance, school and university education, health and wellness) and regional geography. Once they have been registered or listed, they may take part in the organisation and use the services and activities the Sports Union provides and organises either on its own or in conjunction with other stakeholders. Third tier organisations such as unions of councils or federations will play an important role in this respect.

The clubs and associations are the gateways to attract individuals who want to do sport of any kind (competition and performance, school and university education, health and wellness). Organisations which promote any of the three sports areas as their *raison d'être* and also have the vision and option of offering and covering sports activities from other areas will benefit most from the new sports system, as they will optimise their resources much more, manage much more efficiently and effectively and most of all will coordinate actions in all three areas.

The Sports Union of Catalonia will make it possible to focus on points of interest for federations to build ties and thus ensure constant recruitment of new athletes.

These organisations will need greater powers and more resources in order for them to play their enhanced role in the new organisational model.

Sports councils in the Sports Union of Catalonia

The sports councils will bring local government and the Sports Union together at various points across Catalonia and carry out all policies for school-age sport. They will also help the UEC to structure its presence across the country.

These organisations will need greater powers and more resources in order for them to play their enhanced role in the new organisational model.

Catalan sports federations in the Sports Union of Catalonia

Catalan sports federations as groups of basic units will be the catalyst for the start-up of the new sports system. They will be very important in the new arrangement and essential to ensure its benefits are achieved. As a result the UEC will enable these organisations to have a higher percentage of representation within the General Assembly and will give them access to organisational levels where traditionally they have faced problems.

However, just like all other organisations the Catalan sports federations will have to register with the UEC in order to take part in this organisational structure, its services and benefits and make decisions about which policies to promote sport the UEC should carry out.

These organisations will need greater powers and more resources in order for them to play their enhanced role in the new organisational model.

The UFEC and the UCEC

The UFEC and the UCEC will be represented together with the regional representatives and representatives of the sports areas in the General Assembly and will therefore take part in the new organisational structure. The Sports Union of Catalonia will have to put in place cooperation agreements where needed with each of these organisations. It is important that the federation and school areas, which account for the vast majority of non-profit non-governmental organisations, play a significant role in managing the future sports system.

We also need to think about which powers can be transferred directly or whether instead they can be directly managed with the Sports Union of Catalonia. The powers or structure will therefore need to be specified.

The areas of activity of the Sports Union of Catalonia

The Board of Directors shall direct sports policies in the three areas that will be implemented throughout the entire sports structure. There will be area responsibilities at each level of governance.

Incompatibilities

One person cannot represent more than one organisation in the Sports Union of Catalonia. Furthermore, a member of the Sports Union of Catalonia can only stand for two elected posts unless he or she is also part of the assemblies.

People in the public sphere may not be members of Sports Union of Catalonia Board of Directors bodies to ensure the independence and diversity of its management.

Conclusion

This new Catalan sports system model will provide more resources and powers to its member organisations, mainly the clubs, councils, federations, the UCEC and the UFEC. It must be representative of the whole sector, democratic and independent of the authorities, and also effectively and efficiently manage implementation of the public budget, be able to defend the sector's interests and achieve more rights to provide the sports system with significantly more resources.





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