



The Future of Motorsport Consultation February 2008

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Introduction

Background

The UK motorsport industry has established world leadership in this high performance engineering discipline over a period of many years. However, it faces a number of issues that potentially affect its competitiveness. These include international competition, skills shortage and the possible impact of actions to address concerns about climate change.

Motorsport is the second most popular sport in the UK, watched or read about by a reported third of the population¹. The health and success of the sport has the most significant and direct impact on the economic success of the industry and those it employs. The sport also faces a number of issues, including greater competition for leisure time and narrow participation in an increasingly diverse society.

In 2003 the Motorsport Competitiveness Panel considered the issues affecting the industry and sport as whole. Subsequent actions to improve competitiveness have been guided by the panel's recommendations.

Objective

The objective of this consultation was to gain input from a wide range of industry and sporting stakeholders on how those issues have evolved or changed and on how the most pressing current issues might be addressed.

The views provided and the conclusions agreed will help to determine the future needs, objectives and priorities for both the sport and its related industry. That information will facilitate the engagement of key stakeholders in work to ensure that motorsport in the UK retains its world-leading position.

Scope

Consultation took place over three days in February. It aimed to reflect all aspects of UK motorsport, the industry and related organisations. This encompasses two- and four-wheeled sport from grass roots to top level sport as far as this is controlled by organisations within the UK.

A wide range of delegates considered separately the issues facing motorsport and the motorsport industry. Although this document describes the issues separately, it is already understood that the two areas are intrinsically linked. This is demonstrated by the conclusions and reflected in the summary.

The issues raised and solutions proposed were deliberately not specific to any stakeholder(s). No assumptions were or have been made on the role that individual stakeholders might play in implementing possible solutions.

¹ Mintel 2005

Support

Over 70 people attended the events and actively contributed to the discussions. We recognise the commitment required to do this and we greatly appreciate the time that delegates invested to participate in this activity.

The events took place at the Silverstone Innovation Centre, Oxford Brookes University and Warwick Manufacturing Group. We are grateful to all three, but particularly Oxford Brookes University and Warwick Manufacturing Group for their generous support of the events and for providing the opportunity for delegates to view their impressive facilities and thus gain an insight into state of the art engineering education and training. We would also like to thank Oaktec for displaying their Honda Civic hybrid rally car – another glimpse of the future.

The feedback given on the event itself was very positive, meeting the expectations of all who responded to some extent while a high proportion - 75% agreed that their objectives were largely or completely met and 87% said the event was either well or very well organized.

Summary of Key Conclusions

1. **Environment and Energy Efficiency**

This presents a significant threat and opportunity, impacting on innovation, investment, skills and participation. Industry issues should be addressed as part of wider innovation objectives. Recommended actions are:

- Align with automotive R&D to develop and race 'greener' vehicles.
- Industry 'think tank' surveys technology horizons, engages partners.
- All stakeholders play a part in substantially developing the role of the regulator and regulations that are relevant to industry and participants.
- Reduce other impacts through, recycling, low-energy, transport planning, etc.

2. **Business Performance**

Improve the industry's ability to innovate, diversify and attract investment by:

- Championing the success of world-class few to the industry for wider benefit.
- Continuous professional development to improve entrepreneurship, etc.
- Engaging with simplified business support.

3. **Skills and Capability**

The industry requires more skilled staff, particularly at technician level. Recommended actions are:

- Higher education should lead partnerships with further education, employer, sector and skills groups, delivering technician-level skills and support apprenticeships.
- Support apprenticeships within SMEs.
- Create national centres of excellence in relevant engineering disciplines.

4. **Sporting Structures**

Perceptions of fragmented and impenetrable sport affect participation, but also sponsorship and other investment. Cost, exclusivity and the lack of a clear 'ladder of progression' are barriers to participation. Club activity is in decline, unable to compete for leisure time. Recommended actions are:

- Support and develop grass roots club activity and entry level disciplines. Establish a clear 'ladder of progression'.
- Continue work to maintain and increase numbers and diversity of volunteers. Align the requirements for 2- and 4-wheeled sport.
- Improve the value for money and relevance offered to spectators.
- Industry and top-level spot could invest resources including 'celebrity assets' (people, vehicles and brands) to develop grass roots and progression.

5. Information, Understanding and Image

The sport and industry lack current and definitive data on employment and participation together with their economic and social value. Perceptions are of the glamorous few, not the highly skilled many and of \$100m fines. The sport is unable to effectively represent itself when seeking approval, support or defending adverse actions.

An adverse environmental image threatens to compound these issues. This is a barrier to investment, development, support, participation and the supply of skilled staff. Recommended actions to address these issues are:

- Create and maintain definitive data on employment and participation together with their economic and social value.
- Create and maintain information on innovation and careers in motorsport and high performance engineering.
- Create and maintain information that will encourage participation.
- Use information to promote motorsport to industry, employees and participants.
 - Industry positioned as rewarding high technology 'green' innovator.
 - Top level sport positioned as heroic competition based on advanced 'green' technology.
 - Grass roots sport positioned as low cost and accessible with a clear route to success.

6. Representation

The sport in particular, identified the need for a single representative body or 'voice'. There are roles to promote, champion and defend motorsport as a whole, encouraging sustained growth in participation and leveraging the support of top-level motorsport to develop grass roots activity, promote and coordinate best practice and changes enacted to improve energy efficiency and reduce environmental impact.

This was echoed by those considering skills needs and those considering innovation and investment who identified the need for simplification and an industry 'think tank'. Any such 'voices' need to speak in harmony.

The Future of the Motorsport *Industry* - Issues

Introduction

The UK motorsport industry has an outstanding and world-beating capability to rapidly develop materials, technology, processes and services in order to gain competitive advantage. Businesses are comprised of highly skilled and innovative teams that design, engineer and manufacture high performance services, products and vehicles that are tested in the most demanding conditions. As well as driving the motorsport industry forwards, there is enormous potential to transfer skills, technology and working practices to other sectors, improving performance and energy efficiency.

To deliver these benefits we must work to ensure that the industry recognises the technological opportunities and has or can train staff able to innovate and create world-class engineering solutions.

Those attending the consultation considered the key areas of technological opportunity, whether performance and skills need to be further improved to exploit them and whether adequate steps need to be taken to ensure those skills will be available in the future.

Innovation and Technology

How can motorsport increase the level of innovation and successfully exploit this to win new business, diversify and transfer technology and skills to other sectors?

Motorsport is losing touch with automotive R&D. In general, road vehicles are becoming increasingly complex and sophisticated, raising the barriers that must be overcome to develop such vehicles, particularly for small businesses. For example, motorsport is not keeping up with advances in the automotive sector aimed at energy efficiency and the automotive sector is not using motorsport to promote these new technologies.

Energy efficiency is a critical issue. It is expected to dominate the industry and politics for some time to come and yet it is some years from being accepted as 'mainstream' in motorsport. In the broader context, issues such as noise pollution, recycling, energy generation, e.g. for wind tunnels, could have an adverse impact beyond the field of innovation. It is essential that motorsport is and is seen to be part of the solution – not part of the problem.

Regulations and industry issues do not drive innovation. Sporting regulations are largely driven by sporting criteria. They do not take account of the motorsport industry's capability and objectives or the wider innovation objectives of the automotive industry and other sectors. For example, 'one-make' formulae are effective vehicles for the manufacturers that create them. However, they reduce innovation, engineering skill and the diversity of the supply chain. Substantial change would be required to achieve these objectives.

A minority of businesses have successfully transferred technology and skills to other sectors. Their success is not matched by or championed to the majority.

Many companies lack the business skills necessary to win business in new markets or to secure new investment.

Skills and Capability

How can motorsport ensure it has the skilled workforce it needs to increase the level of innovation and successfully exploit this to win new business, diversify and transfer technology and skills to other sectors?

The supply of skills does not match demand. A 'disconnect' exists between the industry and education providers. Small businesses in particular lack the resources or route to engage with education. In general, school and college leavers are thought to be deficient in many areas of 'employability' and lacking cross-disciplinary skills. In particular, there are low levels of achievement in 'STEM' (Science, Technology, Engineering, Mathematics) subjects, a lack of high quality manual and technician skills, basic engineering understanding and the vocational attributes once offered by HNDs. Environmental issues may present new skills needed as well as an opportunity to engage young people.

The 'government landscape' is seen to be constantly changing. Sector Skills Councils and Government (DFES, DIUS, BERR, etc.) have fragmented and changing agendas. These need to be coordinated and better informed by the requirements of industry.

Motorsport is competing with other industries for fewer skilled people. High levels of remuneration at the top level of the sport also create difficulties for smaller businesses operating at lower levels.

A 'disconnect' exists between the industry and education providers. At a macro level, the two do not adequately engage to define and meet educational and training needs. At a micro level, companies do not engage with education providers. Small businesses in particular lack the resources or route to engage.

The industry lacks a 'single voice' to champion its skills needs and capabilities.

Motorsport, in common with engineering as a whole, is not a 'career of choice'. The nature of the industry is not understood by pupils, teachers and parents. The need to continue STEM subjects, in order to pursue engineering disciplines in further education, is not communicated. Formula 1 dominates public perceptions of motorsport and that image is of the glamorous few not the highly skilled many. An adverse environmental image threatens to compound these issues.

Investment and Support

How can motorsport increase the level of investment, maximise the benefits derived from business support and improve business performance?

Automotive manufacturer involvement

The involvement of automotive manufacturers in motorsport has brought benefits but tight cost control, and single-make series that reduce innovation, engineering skill and the diversity of the supply chain are examples of how this has reduced opportunities for many, particularly smaller businesses. Their involvement, perceived as dominance, should be turned to a mutual advantage.

Valuable revenues are derived from people participating in motorsport activities and spectating. Spectator engagement and therefore direct (e.g. tickets) and indirect (e.g. advertising) revenues, must compete with other entertainment. Consumer value for money and the complex variety of disciplines are adverse issues.

The sport lacks simplicity and consistency. By allowing the 'market' to present itself in such a fragmented way, focussed on short term issues, individual disciplines generally do not develop any long-term plans or regulations that stimulate innovation.

The health of grass roots sport impacts on the supply of talent and engagement with spectators at more professional levels.

Business models and the nature of sponsorship are changing. An increasing choice of media 'channels' reduces the potential income from any one channel.

The growth of new motorsport centres in the emerging economies is both a threat and an opportunity.

Many companies do not possess sufficiently developed business skills to win business in new markets or secure new investment.

Business support is overly complex and not well understood. However, it is often perceived to be even less accessible than it actually is. Regionalisation and artificial boundaries is another obstacle (this was particularly mentioned in the context of innovation). Industry impressions are adversely effected by perceptions of 'application bureaucracy'.

Tax Credits for R&D are positive but only applicable to research undertaken in-house. This does not encourage collaboration with the knowledge base, e.g. universities.

Understanding, Information, Evidence and Image

A 'cross-cutting theme'. The absence of current, comprehensive and definitive data on the motorsport industry is a barrier to both private and public investment and support.

The image of motorsport is dominated by Formula 1. Perceptions are of the glamorous few not the highly skilled many. An adverse environmental image threatens to compound these issues. This is a barrier to investment, support and the supply of skilled staff.

The fragmented nature of the sport and the lack of top-down investment are barriers to participation and to investment.

The Future of the Motorsport *Industry* - Solutions

Innovation and Technology

The transfer of technology, skills and methodologies to and from the motorsport industry remains an important opportunity.

Motorsport should increase engagement and alignment with other sectors' objectives for R&D and marketing, particularly the automotive industry, if it is to benefit from the role of innovator. It would also help motorsport to retain and attract motorsport consumers and therefore sponsors. Interaction with other sectors would also bring new skills and experience into motorsport.

Motorsport must address a wide range of issues relating to energy efficiency and the environment. This appears to be both the greatest opportunity and threat at present and will increase (or avert the decline of) innovation, investment and participation.

Certain technologies, e.g. heat and kinetic energy recovery, lightweight/safety and capabilities, e.g. rapid problem solving, deserve particular attention.

Motorsport engages the industry at two levels; research and development where new products and technologies are identified, developed and proved; marketing where products are used in competition and advertised to stimulate demand. These areas are not distinct as the use of new technology in motorsport can drive consumer demand. Moves to engage more closely with the automotive sector should start 'from the bottom up' by considering consumer objectives and how they might determine the ways in which automotive manufacturers may be engaged to develop and promote their products. This has the potential to change perceptions of motorsport, increase its relevance to general public while communicating motorsport's innovative capability and the business opportunities it offers.

Industry interest groups should deliver lobbying and financial incentives to promote essential issues and act as neutral advocate for general issues. The onus is on individual businesses to work to create opportunities, though facilitators may play a part.

Sporting regulations can play a critical role by increasing relevance, stimulating innovation and in developing participation. EEMS is the best recent example of regulators accommodating the industry's drive to apply new technologies to motorsport and so turn a threat into an opportunity.

Substantial change is required if regulations are to achieve these objectives. A neutral advocate is required to champion these objectives within the sport. All stakeholders need to play a part in developing the role of the regulator and regulations that are relevant to industry and participants, connect the sport and its regulators with the motorsport industry, other sectors and drivers of innovation. New process should be established to prove, trial, demonstrate then apply regulations.

An industry 'think tank' or 'observatory' should promote a 'broader view', spot trends, particularly in energy efficiency, identify opportunities and survey the 'technology horizons'. It should engage partners and guide industry, stimulate fundamental research, provide information for lobby purposes and so increase the strength of the industry.

World-class business performance should be championed to the industry for wider benefit without loss of individual competitive advantage.

These opportunities and examples should be communicated through 'one to many' channels, e.g. publications, the media, conferences and cross-industry focus/exchanges, and one to one routes, e.g. business to business.

Best practice should be promoted and partnerships with successful companies as well as partnerships between government agencies and industry groups encouraged.

Promote a broader view and understanding of successful companies' achievements, through case studies, conferences, etc.

Motorsport is fragmented and confusing to those outside the industry. By presenting a more easily understood image, with clear progression through local clubs and national series, the industry could attract more and more varied investors. The industry should work with the sport to improve understanding, accessibility and the health of grass roots, local club motorsport. Re-investment in grass roots sport by top-levels benefits the entire industry.

Consideration should be given to improving the value for money and quality of experience that motorsport offers its consumers.

Skills and Capability

Improving skills through training leads directly to increased revenue and to greater recognition of industry's capability. This in turn results in increased levels of collaboration and increased revenues.

Interaction between industry, education (and government) should be encouraged. Industry should support education and training to achieve robust qualifications relevant to motorsport and other sectors.

The motorsport industry's current and future skills needs should be assessed. This requires credible, face to face research. (The industry has 'survey fatigue'). Sector skills councils should be engaged in this process.

University and higher education are seen to offer a good model, resulting in well trained graduate engineers that broadly meet the industry's needs in number and quality. Further education is less successful. Higher education should lead. Technician Partnerships formed between employers, universities and further education colleges to improve technician training in particular. Other stakeholders, e.g. skills councils and automotive bodies (SMMT, IMI) should also be engaged.

Courses should focus on the wide discipline of performance engineering, rather than narrowly on motorsport. A robust selection processes should be established to ensure that both students and courses are fit for purpose. QCA (Qualifications & Curriculum Authority) with IMI Automotive Skills (Institute of Motor Industry) and SEMTA (Sector Skills Council for Science, Engineering & Manufacturing Technologies) set the curricula and approve courses.

The objective is a new supply of apprenticeships and new workers with 3 GCSEs or A level qualifications that leads to new supply of technicians skilled in-work: workshop, motor vehicle and motorsport.

Apprenticeship schemes should be developed that are relevant to adults as well as school leavers. The industry should sponsor students and courses and invest in apprenticeships. Small businesses should be encouraged to engage and particularly to develop and run apprenticeship schemes. A survey shows that 80% of companies would contribute to apprentice training. Such a contribution would demonstrate commitment and increases the degree to which apprenticeships are valued.

The industry should work with education providers to select or create national centres of excellence that would develop and encourage advanced skills and Continuous Professional Development in relevant specialist disciplines including engineering and cross-disciplinary skills. There would be an opportunity for these to identify transferable skills and link to other sectors.

The Motorsport Academy is seen to be delivering excellent results in this area and could lead such activity. As such, the initiative is and should be self-regulating.

Continuous professional development (CPD) for all staff should address entrepreneurship and business skills. This could be achieved by communicating the benefits to business leaders and decision makers. Improved staff retention is an additional benefit.

People's understanding of motorsport can be improved through information and experiences that emphasise the diverse and rewarding career options motorsport offers. Understanding results in aspiration. Highlighting transferable skills will ensure it is not seen as a narrow choice. The Learning Grid is seen to be delivering excellent results in this area. More educators and high performance engineering companies should be engaged with the programme to multiply its benefits.

Investment and Support

Alignment with consumer objectives is an important factor in securing further engagement. Increased audiences lead directly and indirectly to increased financial benefits and the benefits available to automotive manufacturers that engage, as well as the quality of experience that motorsport offers its consumers. OEMs can potentially shape motorsport through the cars and technologies they wish to see compete.

The American NASCAR series allows innovation while attracting investment, sponsorship and very large audiences. However, it is perceived as technologically primitive in the UK.

Lessons from other sectors could be employed to increase spectator engagement and revenues. Gambling, for example.

Re-investment in grass roots sport by top-level motorsport would deliver benefits to the entire industry.

Business support

Business support should be simplified and a single access route identified to increase take-up. (A programme of business support simplification is underway. Business Link is the gateway to all forms of business support, see www.businesslink.gov.uk).

The objectives and benefits of support should be communicated through case studies and "route maps" created to simplify access. Companies should be made aware that information, diagnosis and advice are easily accessible and can be valuable.

Industry groups should drive government to provide relevant incentives, e.g. tax credits to stimulate innovative behaviour and structure grants system to encourage SME's.

The industry's transferable technologies and skills should be defined to improve the understanding of support providers and the opportunities for brokering links with other support, other sectors and the knowledge base.

Tax credits for R&D should be made applicable to outsourced R&D to encourage collaboration between businesses and more importantly between businesses and the knowledge base.

Understanding, Information, Evidence and Image

Current, comprehensive and definitive data on the motorsport industry should be created and maintained. The 'National Survey' conducted in 2000 was cited as an example of such research that has had a positive effect and continues to be referred to by the industry and government alike.

The scope of any research and the need to focus on key questions are seen as critical. The outcomes should be designed to deliver direct benefits to industry and be suitable to assist development of the industry and its future strategy. Any information needs to be kept up to date if it is to maintain its value. Research and data collection should be designed from the start to align with public sector requirements to ensure that effective comparison can be made with other industries. However, it should not be assumed that creating a picture of a large and 'special' industry will result in public sector investment as most industries aim to position themselves in this way.

Stakeholders should be identified and consulted to define the scope and objectives of any research. These include other related sectors who may be engaged through trade bodies, e.g. SMMT (Automotive), SBAC (Aerospace), etc. That scope should be sufficiently 'global', the industry should be benchmarked against other sectors in the UK and against its competitors overseas. Information on careers in motorsport and high performance engineering should be developed and maintained. Information should contribute to improved understanding and image of the industry as rewarding high technology 'green' innovator.

The sport and industry should work to promote and improve positive aspects of its image while addressing and controlling negative aspects. Improving the image of motorsport will deliver benefits in innovation and marketing partnerships, investment and the supply of skills. Energy efficiency and environmental issues are seen to be a critical part of this.

Case studies and examples should highlight 'green' cars and activities. Case studies involving smaller businesses should aim to influence decision makers within the majority of businesses.

'Live' projects would engage the media and so improve understanding and partner engagement. If these incorporated business support they would improve take up. For example, an industry leader might advise a small business as Sir John Harvey-Jones or Gordon Ramsay have done.

By presenting a more easily understood and 'greener' image, with clear progression through local clubs and national series, the industry could attract more and more varied investors.

The Future of Motorsport - Issues

Introduction

Motorsport is the second most popular sport in the UK, watched or read about by a reported third of the population². The health and success of the sport has the most significant and direct impact on the economic success of the industry and those it employs.

Despite the substantial viewing figures, active participation is limited and remains relatively narrow in an increasingly diverse society. Participation is expensive when compared to many other sports and leisure activities and requires significant commitment. There are increasing demands on peoples' leisure time and resources.

The sport seeks to highlight its strengths, open up new opportunities to raise its profile, maximise impact and remove barriers to increase involvement at all levels.

There are opportunities in the build up to 2012, which will focus attention on sport as a whole and engaging the next generation of participants.

Participation

Motorsport is perceived as an exclusive sport that damages the environment. What action can be taken to change these perceptions and enable motorsport to become more accessible and more affordable?

Participation in motorsport remains narrow. Cost and perceived cost is the greatest barrier to participation.

Accessibility. The sport is fragmented and perceived as impenetrable. The wide range of disciplines is a positive aspect but information is fragmented and difficult to acquire. Routes of entry and progression are unclear. Websites designed to address this are described as 'impenetrable'.

Although many disciplines allow young people to take part, there is no single 'entry age' and no structured routes to engage young people in motorsport. There is a fairly obvious 'generation gap' between those who organise mainstream sport and potential new participants. Parental concerns about cost and safety are another factor. There is no structured 'scouting' for talent and no clear career path exists for participants.

Club level motorsport is poorly represented and inaccessible on the internet. Maintaining up to date marketing and communications that will attract young people is beyond the current capability of the sport. It should not be assumed that the internet is the only route to engage people. A recent AMCRA survey found that only 40% of participants had access to e-mail.

The complexity of the sport is also a barrier to sponsorship and other investors.

Club activity is largely in decline, unable to compete for leisure time. Spectator numbers are low and they receive little media coverage. 'Arrive and drive' activity such as 'track days' are growing but they trade lower cost and commitment for the benefits of support and development.

² Mintel 2005

Grass roots club motorcycle activity is seeing growth. It is also demonstrating positive effects in addressing social problems by engaging young people in structured activity.

Initiatives such as CruiseSport and the ACU's Local Authority Support Unity, LASU and new disciplines, e.g. drifting, are attracting new participants and spectators.

There is no structure or structures in motorsport that connect the top of the sport with the grass roots. Top level motorsport contributes very little to the grass roots and there is no 'trickledown' of funds that could support club activity.

Another impact or 'disconnect' is that grass roots sport is reluctant to set its race calendar until the top-level and intermediate calendars are set.

To attract spectators, the sport must compete against other demands on leisure time and with other sports and entertainments that offer improving value for money. It must also compete with, or embrace, the 'virtual spectator/virtual participant' experience available through video gaming.

A decline in spectator numbers would reduce revenue derived from sales of tickets and hospitality and from sponsorship and advertising.

Volunteers are essential for the sport to take place. The Volunteers in Motorsport program is working hard to maintain numbers. The detailed requirements for two- and four-wheeled sport do not align.

Top level motorsport does not adequately engage with or support grass roots activity.

Regulation

The issues are quite different for two- and four-wheeled sport. A large proportion of two-wheeled sport takes place off-road at temporary venues. Key issues are access and potential damage to land. Four-wheeled sport is largely circuit based. Greater investment is required to create and maintain facilities. Planning must take into account the ongoing impact of noise and traffic.

Regulatory issues fall into two groups:

Internal - Fragmented sport, particularly motorcycles, leads to a spiralling reduction in standards and 'unseen' investments such as insurance, resulting in increased risk to participants and ultimately to the sport as a whole. An alternative view is that competition between two-wheeled organisers raises standards and the value for money offered to spectators.

Regulations in top-level sport are defined internationally without apparent consideration of the impact this will have on national series, directly and indirectly, e.g. on the supply and therefore, cost of used racing vehicles.

External – Planning regulations, particularly noise impact on the sport. No single body is able to represent the sport, particularly in issues relating to planning. Increasing pressure on land and growing concerns about noise and other pollution make this a growing threat. Lack of information and statistics compound this. See below. Health and Safety laws increasingly apply where no adequate sporting regulation exists. This has a disproportionate impact on grass roots sport.

Image and Understanding

Information

There is a lack on information and statistics about the sport which prevents motorsport adequately representing itself when seeking support or defending adverse actions and when promoting the sport to potential participants and spectators.

Image

Top level motorsport dominates most peoples' perceptions of motorsport. It is perceived to be a high-cost, elite and elitist activity. Celebrity drivers and 'jet-set' lifestyles gain far more coverage than the high performance engineering and commitment to success that drives the sport. Grass routes club motorsport (and many other more developed series) receive almost no media coverage beyond the dedicated media and so the general public have very little awareness that it is taking place or of the variety of disciplines that exist.

The sport's actual and perceived environmental impact and performance are seen to be a new and significant threat, out of balance with society. While in practice, spectators will usually cause greater environmental impact than the event itself, motorsport is perceived as being disproportional wasteful. Noise is in danger of becoming perceived as an additional environmental issue, adding to perceived impact and increasing opposition.

Some positive action is taking place, e.g. limited use of biofuels, Formula 1 CO₂ offset and rally engagement with initiatives such as tree plantation. However, these have limited scope and have not received significant publicity.

Fragmentation and representation

All of the themes above identified the lack of a single body that represents the sport, providing information, promoting the sport to spectators, participants and investors and championing it to regulators and supporters. One person observed that the sport is in good health but lacks direction. That fragmented nature is itself seen as a significant barrier to achieving effective representation.

The Future of Motorsport - Solutions

Participation

A clear 'ladder of progression' is required to engage new participants and even spectators. While the diversity of disciplines is a positive aspect of the sport, the 'ladder of progression' could be better defined with certain series identified as forming 'low rungs' and promoted. Active scouting for talent should take place to reinforce the 'ladder'. Partnerships between clubs and series could encourage progression.

Grass roots club activity and entry level disciplines should be encouraged, developed and promoted. Motorsport should aim to make it more accessible to more diverse participants. Clubs provide greater benefit through coaching, support and development and at lower cost than 'arrive and drive' activities. Clubs could work to engage new participants through activities such as open days, e.g. 'National Motorsport Week'. Promotion of club-level events could target a wider local audience.

The sport needs to demonstrate affordability, with information on typical costs and economic entry routes.

A 'class zero' could be introduced in a variety of disciplines to encourage entry-level participants. 'Class zero' would be designed to be lowest cost, lowest performance and perhaps not be scored. Clubs could own a 'class zero' vehicle for newcomers to try out.

Clubs could support schemes to reduce costs for new entrants, e.g. reduced initial fees, equipment exchanges. Partnering/volunteering/buddy schemes could connect those with experience to new members.

Inclusive 'race packages' could be made available that offer more clearly defined and limited cost and commitment.

Further effort should be directed towards engaging young people – the next generation of participants. Programmes within the Learning Grid are seen as successfully engaging young people. However, their primary aim is to inspire young people about engineering through motorsport rather than to engage them in the sport. Series solely for young participants such as T-Cars and Junior Short Track could be encouraged and connected with the 'ladder of progression'. Projects such as Birmingham Wheels engage young people, deliver benefits to communities and achieve Corporate Social Responsibility objectives and the London Motorsport Show targeted a younger audience.

Work to maintain and increase numbers and diversity of volunteers should continue and efforts should be made to align the requirements for two- and four-wheeled sport.

Rewards for marshals and preferential selection based on capability and contribution should be considered. Some disciplines have compelled competitors to recruit a marshal or to take part as a marshal themselves for one event per season.

The sport needs to make a spectacle of itself! The sport should consider and work to improve the value for money and relevance it offers to spectators, particularly at the top end of the sport. The American model is seen to be more successful than the UK. At club level, value for participants is more important. Event formats and timing could be evaluated. 'PowerNights' are an example of 'spectator-friendly' events scheduled for weekday evenings in the summer.

The industry and top-level sport are to some extent dependant on grass roots sport. Reducing perceptions of the fragmented nature of the sport would provide benefits to them through increased participation and investment. The industry and top-level sport should work to support and develop grass roots club activity. They have considerable 'celebrity assets' in people, vehicles and brands that could be directed towards this aim.

Reinvestment of support as well as funding should take place from the top down. Skills, experience, promotion and personality are at least as valuable as funding.

Club motorsport attracts low numbers of spectators. It should concentrate on offering participants value for money and converting spectators to participants.

Energy Efficiency and the Environment

Motorsport must address a wide range of issues relating to energy efficiency and the environment. The sport's actual and perceived environmental impact and performance are seen to be a new and significant threat, out of balance with society. The sport (and industry) must establish and promote its relevance and contribution. Motorsport must work to become part of the solution not part of the problem, if it is to sustain levels of participation.

The impact of vehicles is the highest profile issue. This may be addressed by better aligning the industry with the automotive sector and its energy efficient products. All stakeholders need to play a part in substantially developing the role of the regulator and regulations that are relevant to industry and participants.

However, the sport should work to identify and apply best practice in all other areas. Areas such as recycling tyres and other waste consumables are largely particular to motorsport but can draw best practice from the auto industry. Areas such as transport planning and recycling consumer waste will be the subject of best practice and legislation created elsewhere.

Where no single body exists to advise on motorsport's unique combination of factors, the sport and industry might draw on the range of existing information and resources to establish an 'environmental audit' and advise on suitable policies and practice.

Off-road motorsport offers an example of reduced physical impact on the environment at sites. 68% of off-road sport uses road tyres or others selected to minimise or prevent damage to land.

There is substantial interest in environmental issues within classic car racing, where modifications to racing cars would usually be directly transferable to classic road cars.

Regulation

The sport should ensure that regulations take into account the longer-term health of the sport, supporting moves to improve participation. All stakeholders need to play a part in developing the role of the regulator and regulations that are relevant to industry and participants.

Effective Codes of Practice should be developed for all areas of the sport, similar to the MSA 'Blue Book', that will ensure the arduous requirements and penalties of health and safety legislation do not impact upon the sport. Noise must also be considered and addressed.

Information and Image

Information, understanding and image cut across these issues and solutions.

The sport requires current, comprehensive and definitive data on the economic and social value of participation at all levels in order to adequately represent itself when seeking approval, support or defending adverse actions. Information must primarily serve the needs of the sport and its objectives to sustain participation, but should also enable effective representation. (It should not be assumed that creating a picture of a large and 'special' activity will result in public sector investment).

Data on participants is largely limited to that held by National Governing Bodies. This does not encompass all series and disciplines and it does not measure active participation. (Drivers and riders may maintain a licence for reasons of opportunity, or pride and because it is far easier to renew than it is to reapply). There are no comprehensive measures of the economic value of motorsport, although the impact of some individual world-class events has been assessed. (The industry in North Carolina is thought to have benefited from creating relevant data on its size and economic value).

The information required:

- Numbers of competitors, levels of activity, demographic breakdown and trends.
- Similar data on spectators
- The economic value of the sport, sensibly defining specific and direct value, e.g. engineering, and more general benefits, e.g. catering and hospitality.
- The social value of the sport, e.g. engaging the disadvantaged in club activity.

Any information needs to be kept up to date if it is to maintain its value. Research and data collection should be designed from the start to align with public sector requirements to ensure that effective comparison can be made with other sports.

The sport requires clear information on routes of entry and ladders of progression if it is to attract adequate numbers of new participants as well as volunteers and spectators.

The image of motorsport and the level of general understanding should be improved. Energy efficiency and environmental issues are a critical part of this.

- Top level sport positioned as heroic competition based on advanced 'green' technology.
- Grass roots sport positioned as low cost and accessible with a clear route to success.

Addressing issues around information, understanding and image should sustain participation, income and investment, benefiting the sport and industry.

A single portal could be developed to provide an overview, guides people to entry level disciplines and clubs and describes the 'ladder of progression'. This should aim to demonstrate affordability, potentially listing typical costs per discipline and providing introductory information on mechanisms of sponsorship.

'New media' including the internet are powerful tools. They can provide a 'spectators view' and 'behind the scenes' access to live races, e.g. Formula 1 live timing, to viewers at home or even spectators at events. Such coverage should be developed and promoted. (It should not be assumed that the internet is or will remain the sole or best

route to deliver this). 'Broad spectrum' marketing should be undertaken to promote the sport as a whole.

'Heroes' have a significant positive effect on levels of spectator engagement and participation. Lewis Hamilton is the latest and best example of a driver that a large proportion of the general public can 'identify with'. The sport should do more to capitalise on the heroes it has and use their 'celebrity capital' to benefit motorsport from the grass roots up.

Representation

No body or structure exists to promote motorsport as a whole or to consider the future health of the sport. Governing bodies are primarily regulators not promoters.

The sport lacks and requires a single common voice or even a small number of voices in harmony. There are roles to promote, champion and defend motorsport as a whole, maintaining a long-term view for the ongoing benefit of the sport.

A representative body would aim to encourage sustained growth in participation and lever the support of top-level motorsport to develop grass roots club activity, promote and coordinate best practice and changes enacted to improve energy efficiency and reduce environmental impact. All stakeholders should play their part.

Such a body could define and provide information and statistics on the sport (see above), perhaps host an 'observatory', provide expertise and lobby on behalf of the sport. Part of this role is to identify, develop and promote beneficial links with society as a whole. It might raise funds through means such as a 'competitors levy' to support work that benefits the sport.

It has been suggested above that, where no single body exists to advise on motorsport's unique combination of factors, the sport and industry might draw on the range of existing information and resources to establish an 'environmental audit' and advise on suitable policies and practice. Such activity might also fall within the remit of a body representing all of the sport.

