



CIMSPA Standards
Advocacy
Professionalism

Conference Report 2018

Contents

Conference opening	3
Understanding people	4
Apprenticeships: real-world implementation into a sporting workplace	6
CIMSPA quality assurance rollout	11
Public facilities and the modern security landscape	14
Ensuring employable graduates - how our sector can help	16
Safeguarding and duty of care - the new realities	19
Managing health and safety in swimming pools - new edition	20
Delivering success together	22
Quest NBS Conference Report 2018 - day 1	25



Conference opening

Marc Woods, CIMSPA Chair

Introduction

Marc Woods, the new chair of CIMSPA, opened the conference with a dynamic and inspiring address sharing his personal story as a Paralympic athlete and his insights about taking personal responsibility, teamwork and about what it means to be the best you can be.

Teamwork and success

It's crucial that everyone in your organisation agrees what success looks like, he said. Unless your team has the same objectives, you are unlikely to reach your true potential. To achieve this harmony, leaders and people of influence in your organisation must ensure they communicate effectively; they need to listen to their colleagues to understand what they feel is important and what they believe success looks like.

Such an approach helps to build functional teams, where people look out for their colleagues. Marc contended that; "In a dysfunctional team, when things go wrong people seek to protect themselves, they don't care about anyone else. When things go wrong in a team that works well together, people start looking after each other and that team has a chance of coming out the other end."

Reviewing performance

Athletes are very good at reviewing their performance, whether they win or lose, something lacking in the everyday workplace. He spoke of the importance of constantly reviewing and analysing your performance.

"If everyone in this sector was one percent better at what they did, it would be unbelievable. These one percents don't just make a one percent improvement, they start sticking together and before you know it you have five, then 10 per cent. In British Cycling they call it aggregation of marginal gains. Understand the small things you can improve upon, make sense of them, make them happen and make a big difference."

Marc said he was super excited to take up his new role at CIMSPA and finished his session by making a point, which he believes the Paralympics makes very well and that the sector could better understand and utilise: disability is relative to the task.

"We are all good at some things and all not so good/disabled at other things. If we want to be representing the people that use our facilities, we need to be more diverse from the imagery we use to the staff that we employ. You don't judge people on the one thing they can't do; you judge them on the thousands of things they can do."



Understanding people

John Amaechi OBE, Chief Executive Officer, Amaechi Performance Systems

Understanding people – the performance prerogative

John Amaechi is a psychologist, best-selling author, NHS director and former NBA basketball player who believes that engaged and diverse teams are key to performance.

“When diverse teams are managed well, they perform at a far higher rate than a homogeneous team however they are managed. However, when diverse teams are managed poorly, they perform significantly worse.”

This is why it's important to have diverse teams, but also why the first and front-line managers leading those teams must be equipped to manage diverse people. If they're not, then your diverse team will perform very poorly.

The issue, said John, was that most people in first time, front-line management positions don't have specialist skills in dealing with diverse people – that's where the real prerogative is for us to make some of those changes.

The limitations of unconscious bias awareness

Policies won't make organisations more diverse, because they are about compliance not performance. Unconscious bias training does not help either, he said.

“Unconscious bias training lies on a couple of very tenuous tenets. The first is that unconscious bias training only works if unconscious bias is the problem. The second is the idea that being made aware of your bias will make you want to change it. The problem with that is that we know what the bias is, but lots of people are comfortable with it.”

It's not unconscious bias that was the problem; it's an absence of appropriate interpersonal vigilance, said John. “Bias ends where you stop unconscious bias if it exists.”

Organisations are very good at handling the big issues, but tend to let the little things go. By not dealing with such issues as inappropriate language and casual sexism as soon as they arise, organisations run the risk of letting them build up until such an extent when they need to invest in outside help such as unbiased training to solve the problem. And so the cycle continues.

John believes that great inclusive leaders possess the following:

- Conscious – being proactively aware of individuals around you
- Credibility
- Congruence
- Consistency
- Clarity



Becoming truly inclusive

To become inclusive, leaders must first admit that their organisations have failed in the past in terms of inclusion. They must declare the tone they are going to set and the standards they will adhere to, and then demand that the people around them hold them accountable. They can then expect their people to follow. And if they don't, leaders must explain that this is not the way their organisations work.

“Those who would negatively disrupt your inclusive culture are increasingly sophisticated. You guys determine what ‘fit’ means in your organisations. If you treat every interaction and decision as a conscious choice and not a reflex, you shortcut the possibility for the unconscious to dominate. No organisation is too big to change. That’s a lie we’ve been telling ourselves for years.”



Apprenticeships: real-world implementation into a sporting workplace

Matt Robinson, Lifetime Training

Introduction

The apprenticeship landscape has changed greatly over the last 12 months, with the implementation of the levy and the target of three million apprenticeships remaining a key government manifesto commitment.

Matt believes employers fall into one of these categories:

- Non-levy payers who are seeking value through co-investment.
- Large employers paying the levy who are on top of what they need to do.
- “Late adopters” – employers who are now trying to “catch-up” with getting the most out of their levy.
- Those who are dissatisfied with training providers and want to identify what they should be looking for in a new provider.

About the levy

The apprenticeship levy is paid by employers whose PAYE bill is over £3,000,000. They will be charged 0.5% of their annual payroll bill – money that can then be drawn down. Employers can either spend their allowance with training providers and end point assessments or keep the training provision in house, if the training infrastructure is robust and in place.

Employers who have less than £3m PAYE bill will have to contribute 10% of total training fees, with the government subsidising the remaining 90% – this is referred to as co-investment.

Employers will have 24 months to spend the levy money taken since 1 May 2017.

Shifting and improving frameworks

After the second reform white paper which challenges that employers did not have enough control of the content delivered through apprenticeships, a shift from frameworks to standards occurred. This is now reflected in the work that CIMSPA is facilitating to develop professional standards for occupations within the sector, led by employers.

Sector apprenticeships

Three apprenticeships have now been approved for the sector:

- Leisure duty manager.
- Community sport health officer.
- Community activator coach.

With more in the pipeline of approval and development.



The apprenticeships landscape is governed by the Institute for Apprenticeships (IFA) which is an executive non-departmental public body sponsored by the Department for Education. More information can be found on its website <https://www.instituteforapprenticeships.org/>

Apprenticeship fees and salaries

There is a £1000 cash incentive available for employers who enroll a 16-18 year old onto an apprenticeship or someone over the age of 19 who is covered by an EHC plan arranged via social services or other support agency. Incentive payments are received at 6 months into the apprenticeship and again at the end of the programme.

Making apprenticeships cost-neutral

It is important to note that under 25s who are on an apprenticeship are exempt from paying national insurance contributions for the duration of their learning and whilst they are under the age of 25. Note that the savings made by not paying these contributions will cover the 10% cash contribution that the employer will have to pay towards training costs.

Whilst there are established minimum wages for apprenticeships, it is not recommended that this is the salary they receive. Instead, Matt suggested employers should consider paying the national minimum wage, rather than the apprenticeship minimum wage, to aid retention of staff.

“Confident and competent”

The change from a “framework” approach to one using professional standards (as being developed by CIMSPA and sector employers) has also seen changes in assessing competence. Apprentices now receive training in a subject and at the end of their apprenticeship will demonstrate to a stranger their application of their knowledge and skills. Ongoing assessment is no longer part of apprenticeship standards delivery. Instead, the new testing goal is that the apprentice should be “confident and competent” in their job role.

The role of the employer

Employers are now far more engaged in the apprenticeship process and must play an important role in supporting the apprentice through their learning. There is a three way discussion before apprentices move to their end point assessment and this occurs between the trainer, employer and the apprentice – known as a ‘gateway meeting’. This ensures that there is a quality control mechanism and that all parties are happy for the apprentice to progress to the end point assessment.

A key message to remember is: “don’t believe everything a provider says, do your due diligence and check their credentials.”



Choosing a training provider

Employers looking to choose a training provider for apprenticeships should consider the following checklist to ensure they select the best possible provider.

- How does the provider perform on Learner & Employer Satisfaction Surveys? Employers should look at the feedback received from both learners and employers who have previously worked with the training provider.
- OFSTED Report conclusions
- Are they a CIMSPA partner?
- Does their delivery model suit the employer?
- What is their financial health and size/scale?
- Look at the detail in the offer: account management, recruitment and more. What else can the training provider offer above other training providers?
- Qualification portfolio – look for both quantity and quality.

Demand for apprenticeships

In 2017 the Institute for Fiscal Studies stated that the average debt upon graduation in England will be £50k. This includes approximately £27,000 of tuition fee debt, £18,000 of maintenance debt and £6,000 of interest accrued over the three years of studying.

Whilst the higher education sector is striving to find solutions, offer flexibility and support students, there is the potential that the demand for apprenticeships will increase as some students choose the apprenticeship route into work rather than higher education.

Is now the best time to recruit talent into the sector through apprenticeships?

With potentially more demand, why should an employer bother with apprenticeships? Apprentices can have a positive impact on the organisation and provide an avenue to attract, retain and grow talent within the sector's workforce.

Anecdotally, it is often found that if an apprentice leaves their apprenticeship programme, they leave the sport and physical activity sector all together. The new focus of measuring how someone develops individually and is able to evidence this rather than just achieving a higher level of learning will go a long way to improving their engagement in the apprenticeship programme and potential further continuation of their learner journey.

Top tips for recruiting apprenticeships:

- Apprentices are a long term investment (12-18 months).
- Focus on behaviours as opposed to competency when recruiting apprenticeships.
- Create a welcoming environment and offer job shadows if possible.
- Offering a full time role (over 30 hours per week) promotes commitment.
- Take an active interest in their progress – mentors work really well in this situation.



Apprenticeships are most successful when a mentor is available, so having them on hand before an interview could also be advantageous. Providing an environment for interviewing that is relaxed will also help applicants demonstrate their best skills and behaviours. Some training providers, such as Lifetime Training can help to provide a screening and selection process.

The median cost for hiring senior managers has decreased from our last survey and is £6,000. The median cost for hiring all employees has remained the same at £2,000. Over half conduct all recruitment activity in-house, but there is an increasing trend to combine in-house and outsourced approaches. (Ref: CIPD Survey Report, Resourcing and Talent Planning 2017).

When an apprentice leaves an apprenticeship programme this can leave both employers and training providers with a negative impact. However, through a working example Matt demonstrated how apprentice turnover can have a less negative impact than other workforce turnover.

Estimated saving based on reducing labour turnover from 61% to 35% across 98 sites with 12 month labour turnover = or >50%.

The 61% turnover of staff compared to 35% apprenticeship turnover could equate to a cost savings of up to £932,000 on costs per hire.

Simple implementation

There is no hard rule to say how long it takes to launch an apprenticeship programme, however there are key stages to the process:

- Choose a provider.
- Make initial contact.
- Discuss potential learners/vacancies.
- Sign the training agreement.
- Check suitability and eligibility.
- Organise enrolment.
- Training commences.
- Review progress.
- Review courses (this is critical, all training providers should be comfortable to provide transparency during the review).

Tailored learning

The sport and physical activity sector naturally lends itself to 'off the job' training and often provides good access to this type of learning. The success of the apprenticeship is based on a successful tri-party relationship between the mentor/manager, trainer and learner.

Off the job training has to be completed at site and may require some time being built into work programmes to allow for learning to occur. Employers will also have to ensure that suitable equipment is provided to the apprentice to ensure that learning can take place. The most influential support resource that often ensures the success of the apprenticeship is an effective mentor/peer/manager who can dedicate themselves to the apprenticeship and support them throughout the duration of this apprenticeship process.



When designing a learning programme Matt recommends the following approach:

- Analyse.
- Design.
- Develop.
- Implement.
- Evaluate.

Conclusion

Matt went on to conclude with the three key points to take from his presentation and how “the time is now” for embedding apprenticeships into your workforce:

The rise of CIMSPA, coupled with new sector standards provides the perfect time to move into delivery of apprenticeships.

Government changes have placed added pressure on traditional HE routes meaning now is the perfect time to attract talent into our sector.

Apprenticeships are a commitment for both the learner and employer, however the benefits and return on investment can make them a valuable addition to any workplace.



CIMSPA quality assurance rollout

Colin Huffen, CIMSPA Head of Education

Jane Mellors, CIMSPA Quality Assurance Manager

Introduction

The session began with introductions from both Jane and Colin which were followed by a quick interactive game to get the delegates thinking about the importance of 'quality training' in our sector. The game involved true or false questions – one of which being “how much does our sector spend on training?” One particular question relating to the many different types of coaching qualifications that are out there, led on nicely to the next part of the presentation – what CIMSPA have been tasked with, specifically: developing professional standards.

Colin highlighted both the Sporting Future (HM Government) strategy document and CIMSPA's Sport England backing, both of which are helping CIMSPA create a career pathway for every individual working in the sport and physical activity sector.

A couple of visual examples of career pathways were shown to the delegates to demonstrate how an individual can progress from a university graduate, or apprentice, to working within the sector.

Quality systems for trainees and employers

During the next part of the session, Colin focused on the importance of having a quality system for trainees and employers. Most employers state college and university graduates do not have the skills they need. 20% of all vacancies in our sector are classed as “hard to fill” due to significant skills shortages (approximately 17,200 vacancies per year). Therefore, we need an education pathway that:

- Maximises government investment.
- Produces a fit for purpose workforce.
- Is attractive to individuals studying in it.
- That employers own and “invest” into.

What is quality?

The session then moved to Jane Mellors; she too began with a quick interactive game to get everyone thinking about exactly what quality is: “The maintenance of a desired level of quality in a service or product, especially by means of attention to every stage of the process of delivery or production.” In other words, fitness for purpose.

Another key question asked was: are we building the right product and are we building the product right? The emphasis was on looking both forwards and backwards. As such, Jane determined the key factors in building the product were:

- Forward looking – employer led setting of professional standards.
- Backward looking – does it meet the professional standards?



Jane emphasised that we need to get the product (professional standards) right first, before we can correctly quality assure anything.

CIMSPA professional standards

Colin then went on to explain who has been working on these professional standards:

The CIMSPA employer partner network are leading the way in developing new professional standards for the sector. All employers from independent sites to national operators, public, private and voluntary are welcome to join CIMSPA's network.

- There is engagement with over 90 employers.
- This is all supported by 12 awarding organisations and over 100 training providers.
- CIMSPA skills development partners are now delivering over 500 CIMSPA-recognised training and CPD opportunities.

Colin then touched on the fact that CIMSPA will be introducing new membership categories later down the line once all of the professional standards are in place.

Quality assurance rollout

Following the announcement of the CIMSPA quality assurance rollout (QAR), Jane explained how the CIMSPA QAR is going to work.

External quality assurance:

“A measure of performance according to a predefined set of standards.”

Process:

- Ongoing capture of learner feedback.
- Ongoing capture of employer feedback.
- EQA visit to observe training and / or assessment.
- Visits performed by an experienced EQA associate.
- CIMSPA review visit with education partner.

Review visit:

- How has the partner done?
- What has been done well?
- What needs to be addressed?
- How can CIMSPA help?

Action plan

There will be a RAG (Red, Amber, Green) rating:

- Outstanding
- Good
- Requires Improvement
- Inadequate



To illustrate how the latter standards will be put into practice in visits, a snapshot of what the EQA and centre visit will look like was shown to the delegates.

Q&A session

This then led to a question and answer session. Examples of some of the questions the delegates asked are shown below:

- Will awarding organisations qualifications delivered by training providers be QA'd as well as CPD? – Yes but CPD will be QA'd first.
- How did we come up with the criteria for the EQA observation? – it was employer led.
- Do we intend to publish the report? – Yes
- Will the training provider be provided with the criteria beforehand? – Yes
- Will the delivery be assessed against the criteria? – Yes



Public facilities and the modern security landscape

Andy Read MCIMSPA, Places for People

Martin Girvan FCIMSPA, Sports Ground Safety Authority

Martin Girvan

Martin Girvan, an inspector with the Sports Ground Safety Authority (SGSA), explained that as part of its role in securing safe and secure sports venues for spectators, the SGSA was moving into the world of counter terrorism planning and risk management. The talk these days, said Girvan, is about crowded places. Sports centres by their very nature are crowded spaces, so operators can't ignore the fact that their centres are considered to be potential targets.

The threat level from international terrorism is currently severe, and has been at this level, or higher, since August 2014. Operators need to think about how they make their buildings secure; they need to consider lockdown procedures, evacuation plans etc.

Martin advised operators to read the free Crowded Places guidance. The next edition, due out in a few months, will include a dedicated section for sports and leisure centres. He also pointed delegates to counter terrorism training:

- Project Griffin (available through National Counter Terrorism Security Office - NaCTSO) and
- Argus; a strategic training programme, which is currently being re-written.

The national occupational standards for stewards, supervisors and safety managers at events were currently being re-written to incorporate the additional skills needed such as dealing with firearms and blast injuries. The standards, which are relevant for operators who host events, will be available to the sector by September.

"We have to accept that we are in a sector that bad people are going to want to do bad things to. You need to start to think about your contingency and response plans, how you would lock down your buildings and the protective security arrangements for the chemicals in your buildings. It's difficult and it's challenging, but there is plenty of good advice out there, so I urge you to visit the National Counter Terrorism Security Office and Centre for Protection of National Infrastructure websites and download their information."

Andy Read

Andy Read, Head of Safety at Places for People Leisure, took delegates through a journey of a leisure centre to illustrate safety and security issues from an operational perspective, starting in car parks where we need to think about lighting and barriers etc, moving to the reception area where we need to think about reception staff, CCTV signage, entry barriers and even security staff. Do we need floor to ceiling cubicles to prevent the inappropriate use of phones in changing areas and are we thinking about the layout and sightlines of changing rooms?

"I think this is one area of our business that the majority of centres haven't taken seriously enough," said Andy.



Some delegates questioned how to strike a sensible balance to keep people safe without going over the top with security measures. Martin agreed that in some cases it's not appropriate to put in huge amounts of capital investment because the risk is so low, but the best thing operators could do was to train staff to challenge people who are unfamiliar and respond to incidents. He also suggested reminding people on your website that you have CCTV. Doing something is doing better than nothing, he said.



Ensuring employable graduates – how our sector can help

Chair: Spencer Moore, Director of Strategy, CIMSPA

Steven Osborne, Principal Lecturer in Sport Management, Cardiff Metropolitan University

Jeff Lynch, Director of Human Resources, GLL

Jon Glenn, Learn to Swim and Workforce Director, Swim England

Russ Smith, Senior Tutor People Developer and Network, Street Games

Matt Rhodes, Head of Policy, AoC Sport

Setting the scene

In 2013, YouGov surveyed employers and found that:

‘More than half of major employers (UK) say that the graduates they hire are not ‘work ready’ on leaving university.’

‘Communication skills, teamwork, resilience and punctuality are among the attributes employers want.’

(Research conducted by YouGov with 635 employers, Times, 2013)

In 2014/15, it was estimated that:

- £112M spent on training apprentices.
- £113M spent on educating student in FE.
- £600M spent on educating student in HE.
- £300M spent on training by employers and individuals.

This is a TOTAL of £1.1Bn per year invested into education and training and yet most employers in our sector believe college and university graduates are still not fit for purpose. 20% of all vacancies in the sport and physical activity sector are classed as “hard to fill” due to significant skills shortages (approximately 17,200 vacancies per year).

There are approximately 75,000 students studying in sport and physical activity sector related degrees:

- 52,000 study sports science degrees.
- 25,000 study courses in subjects such as leisure and coaching.

The sector therefore needs an education pathway that maximises government investment, produces a fit for purpose workforce and is attractive to individuals studying in it. It also needs to ensure that employers own and “invest” into the system.

CIMSPA’s aim is to spend the £1,100,000,000 more effectively but it is also aware of changes and pending changes to the current education system that could also influence this picture.



“Vocational” becomes “Technical”

Matt Rhodes, AoC Sport, explained that since the post-16 skills plan by Lord Sainsbury vocational qualifications had been reviewed and streamlined with ‘technical’ becoming the new ‘vocational’. The subjects and content have now been streamlined into 15 routes with sport and physical activity not being identified with its own route. The sector has requested for sport and physical activity to be better considered, but this ask will come at a price.

From this process there will be a demand for 10 weeks of ‘quality’ work placements that equated to 20,000 hours per year of work placements. The new technical levels (also referred to as ‘T’ levels) will be available in 2019 – giving the sector 3 years to get ready.

Employer perspectives

Jeff Lynch, GLL, described the current pressures large operators face. Managers are currently hard pressed to deliver current apprenticeships demands, including the support, care, personal attention and mentorship that makes a ‘successful apprenticeship’.

It is not the want or desire that managers lack to invest in initiatives such as apprenticeships or work placements, but the demands of their current workloads and jobs. There are also the financial considerations that are required to deliver a high quality work placement/ apprenticeship and when this is combined with work pressures, the ability for employers to provide ‘high quality’ experiences is challenging.

Jon Glenn described challenges that Swim England have recently faced, particularly around interviewing and recruiting graduates.

Graduates arrive and are still not ‘work ready’ – they approach interviews with a lack of understanding about the organisation and the role they would be undertaking. They are typically unable to showcase their skills, knowledge and behaviours as they are under prepared for the types of questions they will be asked about the organisation and their suitability for the role they are applying for.

Russ Smith, Street Games, outlined how they often do not recruit graduates, as such candidates would not have local knowledge of the area being covered to ensure that they can relate to local issues. Street Games often supports individuals from local areas with their education to ensure that they come back to the programmes with relevant education and local experience that they can draw on to be successful in later work.

Case study – Wolverhampton University

Russ also explained other solutions that they have found through his work on an academic board with Wolverhampton University. Wolverhampton University “stop” their timetable for a week to deliver a career development week where specific classes are timetabled to support students and their career needs. West Bromwich Albion Football Club also provide support where they facilitate a ‘work with us’ week to showcase what it really means to be a coach, sports therapist etc.

From HE to the working world

Steve Osborne was asked what was happening in higher education to support the employability agenda. Steve explained that higher education institutions (HEIs) are now being



measured by the Teaching Excellence Framework (TEF), which is based on a knowledge and skills framework that links directly with industry. HEIs are also being measured through the Destinations of Leavers from Higher Education survey (DEL) which measures what all leavers from higher education programmes are doing six months after finishing their course.

Employability is high on HEI's agendas and more work-based programmes are now in place. This demand at Cardiff Metropolitan University alone has identified a need for 100,000 hours of work placements annually. This presents several issues:

- The size of organisations available to take work placements as most sports clubs, sports organisations and national governing bodies are micro and small to medium organisations.
- The quality of the work placements.
- How to ensure effective communication between organisations, students and the university.

Case study – Cardiff Metropolitan University

Cardiff Metropolitan University is working hard to be creative with solutions to the problems that sourcing work placements can face. Wherever possible, work related learning is embedded into course content with real-life examples being demonstrated to students throughout their duration of learning. An enterprise employment module is now also readily available to deal with the growing entrepreneur/gig economy from the current student cohort.

The university also has a fantastic event held at the Millennium Stadium that sees students engage with alumni and sector professionals and graduate fairs.

The concerns from Steve's perspective is that the average graduate schemes are currently recruiting at £30,000 per year, top graduate jobs can reach up to £40,000 per year. Currently the sport and physical activity sector are not competing in this league.

Conclusions and action points from the panel

- Spencer asked the panel to provide an action point for CIMSPA to work on to improve this area, the panel gave the following areas of work:
- The interface between HE and the sport and physical activity sector, from elite to community and all facets of CIMSPA's industry wheel (physical activity and health, community sport, sport performance and administration, exercise and fitness and leisure operations).
- To identify what is good practice in relation to work placements and to communicate the career pathway options to students/graduates.
- To ask questions of HEIs to see why they are doing the things they are doing - does it fill the gap? Having a greater presence on academic boards.
- For national governing bodies (NGB's) to work collaboratively to provide a comprehensive and quality work placements (e.g. 3 months at Swim England, 3 months at Badminton England etc.)
- To influence careers advisors and build their awareness of the sport and physical activity sector so that there is more influence and understanding of our sector.



Safeguarding and duty of care – the new realities

Colin Huffen, Head of Education, CIMSPA

David Turner, Children's Lead, UK Coaching

Jude Toasland, Senior Safeguarding Trainer/Consultant, NSPCC Child Protection in Sport Unit

Introduction

In this session, co-hosted by Colin Huffen, David Turner and Jude Toasland, delegates were given the first look at CIMSPA's new standards for safeguarding and protecting children and vulnerable people.

Safeguarding – main concerns

There have been a number of high profile stories in the press about abuse in sport yet, said Jude, such cases represent only one side of the spectrum of her work. Most of the concerns her unit deals with sit on the other side of the spectrum and include issues such as bullying among young people and missing children in leisure centres.

Set against this backdrop, it's imperative that staff are trained in safeguarding, said Colin.

"I'm not sure I have the skills to challenge someone who I felt was demonstrating poor practice. Can we honestly say that everyone understands what they need to in relation to safeguarding? It's essential therefore, that everyone is trained to recognise signs and symptoms and be able challenge poor practice."

Future training and safeguarding standards

Colin then explained how CIMSPA was working with the CPSU and UK Coaching to establish a sector framework. They have also developed a set of professional standards for safeguarding to ensure everyone is trained to an appropriate level.

The aim is to ensure everyone is appropriately trained, specialist training specific to the role is available, all training is appropriate and approved by people with the correct expertise and finally, that training is transferable to reduce duplication.

Within the new standards, three types of standards have been outlined to align with people's different roles. These range from those who have no contact with children and therefore require only a basic awareness of safeguarding, to those who are making policy decisions and need a strategic understanding of safeguarding.

Conclusion and Q&A session

The next phase, said Colin, was to endorse programmes that align to the professional standards which we aim to publish by Easter 2018. To illustrate future training possibilities and concerns, delegates had the opportunity to look at the new standards.



Managing health and safety in swimming pools – new edition

Cameron Adam, Principal Inspector, HSE

Frances Kelly, HM Inspector of Health & Safety, HSE

Introduction

Cameron Adam and Frances Kelly, unveiled the new edition of HSG 179 – Managing Health and Safety in Swimming Pools.

The new edition forms part of the HSE's wider guidance review and has been developed in consultation with the sector. The aim of the review was to bring HSG 179 into line with other HSE publications, ensure it meets the needs of the intended audiences, avoid any duplication and of course keep it accurate and up to date.

“A huge amount of work has gone into this. Without the contribution of the people here, we wouldn't have got to where we are today,” said Frances.

Changes to the publication

So, what has changed? The language is clearer, technical information has been removed and hyperlinks to HSE and industry guidance have been included wherever possible. The guidance features more information on computer-aided systems as well as some changes to legislation such as changes to RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) and the introduction of corporate manslaughter/homicide. References to legislation no longer include the dates and the online resources are easier to update to better future proof the guidance.

“It is possible to print this guidance as pdf, but this is essentially an online resource, which is a starting point for people interested in managing health and safety in swimming pools, whether you operate a large swimming pool complex, or have a small swimming pool in a hotel,” said Frances.

What information does HSG 179 contain, and how can it help you?

The vast majority of the information contained within HSG 179 remains unchanged; the exercise wasn't about big changes to the law, HSE policy or advice. Despite this, the revised guidance looks significantly different from the current form (even if there are no changes in policy).

What it does offer is an introduction to the important topic areas, examples of how operators can comply with the law, clearer information about what the law requires and links to lots of important resources from HSE and industry bodies.

Frances stressed that HSG 179 was a starting point and provides straightforward advice on 'reasonably practicable' measures to control risk. The guidance does not provide detailed instructions on how to run a business, nor does it provide all the answers. Operators will still need to obtain competent advice, and will still need to assess and control the risks in their own businesses.



“We have agreed together that the advice in HSG 179 is sound, and you should be reassured if you follow it. If someone chooses to do something other than what is described in the guidance, that’s okay, providing they stay within the law. Enforcing authorities will look for you to justify your decisions,” said Frances.

Operators are responsible for ensuring the safety of the people who use their swimming pools. For those who get it wrong, there is a potential for steep fines. The largest fine in 2016 was two-and-a-half times the size of the largest fine in 2015 and almost ten times larger than the largest fine in 2014.

Frances said the industry should be proud of what has been achieved; the dedication to this particular project demonstrates a real commitment to safety.



Delivering success together

Phil Smith, Director of Sport, Sport England

Introduction

Phil Smith, Director of Sport at Sport England, stepped in at the last minute to deputise for Jenny Price, CEO of Sport England.

Phil kicked off the session by congratulating Tara and the CIMSPA team on the outstanding progress they have made in the last year acknowledging how their hard work was yielding results.

Physical activity is key

He then explained how, following the launch of the Sport England strategy in 2016, the organisation is now focused on physical activity as well as sport and how it was attempting to reverse long term trends such as the stark gap in physical activity between the rich and poor.

To change the nation's activity levels requires a more productive, sustainable and responsible sports sector, said Phil.

“Supporting hundreds of thousands of people in changing their behaviour is only going to be possible with a sector that focuses on the needs of the customers, a sector that is led by people with a variety of experiences and perspectives and a sector that represents the diversity of the populations it is trying to reach and represent. Above all, we need a sector that is customer focused and that puts people and their needs at the heart of decisions and the provision of sport and activity.

“I can say with confidence, but with some shame, that this is not the way our industry currently works. There are some brilliant examples of it, but these are the exceptions rather than the rule.”

He said the sector needed to be honest about how much of a transformation being truly customer focused really is – “It's hard for us at Sport England and it will be hard for you. I think it's the biggest challenge we face today.”

Meeting challenges with insight

To illustrate the challenges, Phil described one of several pilot schemes launched by Sport England in conjunction with the sector to stem the decline in swimming, traditionally one of the country's most popular forms of activity. This particular project targeted women aged 35-55. Sport England spoke to its online This Girl Can community to learn what put them off swimming.

It discovered a range of practical and emotional barriers across the customer journey.

- The first important lesson learned from the pilot was the need to talk to customers to find out what they want, the problems they face and how we can fix them.
- The second was the real difference that various members of the workforce could make throughout that customer journey, from marketing teams to reception staff to the poolside team.



Talking to operators, it was clear that most were unfamiliar with the emotional barriers cited by women such as fear, lack of confidence and embarrassment. Sport England designed customer service training with operators to help staff to spot issues and then help overcome these emotional barriers to swimming. The training was delivered to all members of staff who came into contact with women on that journey.

The results? Nearly one in three women taking part in the This Girl Can sessions hadn't swum in the last year and was completely inactive before taking part. These sessions positively impacted levels of swimming and physical activity across the board with women who took part. Average audiences and attendance increased, and in the places where this was done well, it reversed a long term national trend.

"The overwhelming conclusion was that your people, our colleagues, were one of the most important factors in that success. It was the same pool, the same centre, but the way the staff behaved was different."

CIMSPA at the centre of workforce development

Phil went on to explain how, working with CIMSPA, Sport England was making great strides in its commitments to professional workforce development in sport and physical activity.

"With CIMSPA as our partners, we are going from strength to strength and 2018 will be even better."

Phil spoke of the appointment of Sport England's new workforce director, Caroline Fraser, someone deliberately appointed from outside the sector to ask difficult questions about why we do what we do.

"We have over three million coaches and almost six million volunteers in sport and activity, which is a massive opportunity to shape and utilise the workforce across the board to reach our participation targets. Sadly, but unsurprisingly, despite those big numbers its heavily skewed to pale, male and stale, like me, so equality and diversity has to be a constant theme in our work – not for its own sake but for improved performance."

Workforce strategy coming in April

Following the launch of Coaching in an Active Nation and Volunteering in Active Nation, Phil confirmed that Sport England's strategy for the professional workforce will be published in April and he shared a few common themes:

- Insights – we need to know more: what are key touch points with customer, where are the skills gaps, where do we struggle to recruit and retain staff?
- Culture – if we are going to tackle inactivity, we need a flexible workforce to help people manage a range of emotional and practical barriers to activity.
- Diversity – if we are going to attract more diverse customers, more diversity in the workforce and in leadership is necessary

"Ultimately, this is about proving our worth. We want to be better for the customers we serve and those we are seeking to influence; the medical and health industry – places where we think some of our future resource might come from. That's why the work of CIMSPA is so vital: establishing robust professional standards, clear occupational maps, a high standard of quality assurance and professional development.



“These are the cornerstones of the work and we are right behind it. CIMSPA has Sport England’s complete backing. It’s a belief that our industry is coming of age and that in doing so we can make a real and positive difference to lives on a national scale.”



Quest NBS Conference Report 2018 – day 1

Content provided by Quest NBS

Thank you to all those who attended the 3rd annual joint Quest NBS and CIMSPA Conference and the 8th annual Quest NBS conference at Chesford Grange on 20 & 21 February 2018. A big thank you must be said as well to all of our Event Sponsors and Speakers who without the support of the Conference wouldn't be able to go ahead on the same scale it does now.

The 2018 Conference took place over 2 days with a networking event bridging the daytime events, sponsored by Myzone and included the Annual Quest NBS Awards Presentation, a full list of winners can be found here.

The focus for this year's Conference was 'Our sector's challenges – practical solutions for front-line decision makers'. For the first year the Quest conference focused on best practice across the whole industry and the programme designed for both FM and AC to attend with specific workshops relating to each.

The Conference opened with a Welcome from Caroline Constantine, Quest Director and Keynote Presentation from Andy Couves of Sport England, who provided an update on the current Sport England Strategy and also the Strategic Facilities Fund and the role Quest and NBS plays.

The rest of the Day looked at aspects of operational challenges with a focus on lessons learnt, getting the inactive active and how we can engage in new ways including presentations from Public Health England, a discussion on Brexit and the impact and implications for our industry and a Keynote Presentation from Natalie Summers, Fitness Entrepreneur, Mentor, Author and Bear Grylls' Personal Trainer who provided her thoughts on the current fitness industry and how we can engage more people in physical activity.

The day also included workshop sessions from Everyone Active and Westminster City Council on their joint approach to both AC & FM and insight from Matt Charles, Age UK Hertfordshire on the value of the Silver Pound

Copies of the Presentations from the Conference can be found by clicking the links below, for copies of the presentations from the CIMSPA day please visit: www.cimspa-conference.org

Morning Keynote Presentations

- SPORT ENGLAND UPDATE – Andy Couves, Sport England
- HEALTH OF THE NATION – Nigel Smith, Public Health England
- BREXIT: IMPLICATIONS AND IMPACT – Dominic Watkins, DWF LLP
- Morning Workshops
- DATA PROTECTION: IMPLICATIONS – Chris Phillips, 4global & Rafael Bloom, Salvatore, Ltd
- SENTENCING GUIDELINES – Dominic Watkins, DWF LLP
- WHAT'S IN THE WATER – Luke Griffiths, STA



- THE WESTMINSTER WAY – Eugene Minogue, Westminster City Council & Andy Davidson, Everyone Active
- THE POWER OF THE SILVER POUND – Matt Charles, Age UK Hertfordshire

Afternoon Keynote Presentations

- KEYNOTE PRESENTATION – Natalie Summers
- QUEST & NBS UPDATE – Caroline Constantine & Paul Brivio, Quest, Mike Hill & Simon Shibli, NBS
- MARKET INTELLIGENCE – Chris Phillips, 4global
- DELIVERING INCLUSIVE FACILITIES AND SERVICES – Dawn Hughes & Steve Town EFDS and Hilary Farmiloe, Instructability ([link to additional resource here](#))
- GETTING GREATER MANCHESTER MOVING – Louise Robbins, Greater Sport





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