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S&PA Professional

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THE SPORT & PHYSICAL ACTIVITY INDUSTRY MAGAZINE

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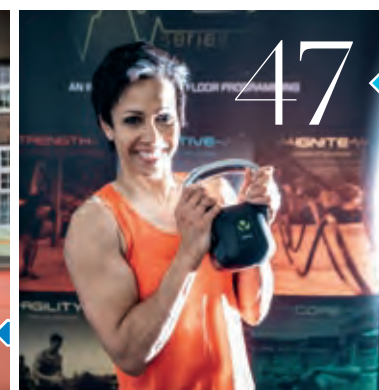
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Take up the challenge



“Efforts to encourage more employers to take on apprentices should be seen not as an irritation but an opportunity”

N

o organisation – no industry – can survive long without regular infusions of new ideas and fresh thinking. One of the most effective ways of getting this? New people. That’s why the government’s efforts to encourage more employers to take on apprentices should be seen not as an irritation or an irrelevance but as an opportunity. Tara Dillon is among those encouraging the sector to pick up the baton (page 26).

The CIMSPA chief executive lays down another challenge in her response to the new sport strategy, published at the end of last year. “This puts our sector right at the heart of things,” she says on page 30. “If we make the most of these opportunities it will mean more jobs, more professional

accreditation and broader career prospects. We are pushing at an open door; the next step is up to us.”

It’s the step taken by athletes after they retire from competition that interests Dame Kelly Holmes, who has one eye on the forthcoming Rio Olympics and another on the work of her charity, which helps athletes with that transition (page 47). Stuart Cope, meanwhile, has his eyes firmly focused on Brazil; the Team GB fan engagement manager has the enviable job of encouraging us to unite behind the UK’s athletes this August (page 49).

Chances are more than a few of those athletes will have a favourite tune or two that they listen to for inspiration before they compete in much the same way that fitness instructors and

everyday exercisers turn up the beat for an extra burst of energy. But operators who play music in their centres should be sure that they have the proper licences in place or they risk a fine for breaching copyright (page 45).

Energy is also the theme for the technology update on page 38, which looks at how gyms can keep on top of their heating and electricity bills. One option is installing alternative energy sources, which can range from solar panels to gym-goers themselves, thanks to connected equipment.

People-powered gyms? That’s definitely fresh thinking in action.



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S&PA News

A round-up of the latest developments in the industry

MAKING THE CONNECTION

People in the United Kingdom are getting to grips with the idea that physical activity plays a critical role in maintaining and improving good health, suggests a review of six years of data collected through the Health and Fitness Omnibus Survey (HAFOS).

Between 2011 and 2015 the number of people citing health as their motivation for exercising jumped from 25 per cent to 55 per cent, according to the annual survey, which measures the public's attitude and actions when it comes to physical activity.

And last year more than a third of respondents – 36 per cent – said that they undertook at least the recommended five sessions of physical activity per week, while those admitting that they did none at all dropped to 14 per cent – the best results in the survey's history. Interestingly, research by the British Heart Foundation suggests that levels vary significantly by age, with 83 per cent of those aged between 16 and 24 meeting physical activity recommendations, compared with 30 per cent of those older than 75.

On the other hand, the number of people in the HAFOS who said that they wanted to be more active fell from 62 per cent in 2010 to 51 per cent last year. This may be because the people questioned feel that they actually are being more active than in the past, suggested Leisure-net Solutions, which runs the survey.

The use of leisure centres rose from 20 per cent in 2010 to 38 per cent in 2013, dropping back to 34 per cent last year. "This could be due to the Olympics having taken place the year before," said Mike Hill, director at Leisure-net.

However, the number of people who consider cost as a barrier to exercise has risen from 43 per cent to 58 per cent over the time of the survey, while a lack of accessible facilities was also a significant obstacle for many; 63 per cent of



respondents cited this as an issue, compared with 17 per cent in 2010.

Other changes include a rise in the number exercising to shape and tone their bodies, from 6 per cent in 2010 to 15 per cent in 2015, and a similar rise in the proportion giving maintaining or losing weight as an incentive to exercise: 5 per cent in 2010 compared to 15 per cent last year.

This year's HAFOS research will recognise the continuing popularity of initiatives such as British Military Fitness and parkrun by centring on outdoor exercise.

YOUNG FOOTBALLERS FACE ASTHMA RISK

Teenagers who play elite youth football could be jeopardising their health and their sporting potential because they are not being tested for asthma early in their careers, according to Brunel University's Dr Pascale Kippelen.

The exercise and respiratory physiologist said that athletes are at increased risk for asthma because their willingness to push themselves to the limit places extra stress on their lungs.

"Team GB athletes and professional senior football players are usually tested

for asthma, so why don't we do this with younger players?" she said. "There is an alarming rate of undiagnosed asthma in youth football players, which can cut short their careers."

Poorly controlled asthma often leads to respiratory symptoms – such as coughing, wheezing and shortness of breath – during exercise, which makes it harder for affected athletes to keep up with their non-asthmatic peers. If left untreated, the inflammation can cause permanent lung damage.



Kippelen added: "All that's needed are regular lung function checks, which would take about an hour per athlete every two to three years, and would cost less than £200

per athlete. This is a small investment for the safe development of tomorrow's star players; it would help to identify those players at risk of asthma, enabling early and appropriate treatment."

NEW EXERCISE SCHEME FOR HEALTHY HERTS

Herts Sports Partnership (HSP) has launched a three-year project designed to test whether an exercise referral scheme will help people at risk of cardiovascular disease or mental health conditions to become more physically active.

The Active Herts project, which is a collaboration between HSP and the University of East Anglia Medical School, will use online questionnaires to assess participants' activity levels at the start of the scheme and again after three, six and 12 months.

"Initially we are focusing

on areas of deprivation to help those most in need," said Joe Capon, a project officer with Active Herts. "If, after three years, this project is successful we

will look to roll it out countywide, subject to funding being available."

The project, which recruited 100 participants in its first two months of

referrals, is not a traditional gym-based exercise referral scheme, he said. "We provide motivational interviewing and behaviour change techniques bespoke to the individual. As a client-centred service we aim to signpost people onto existing community facilities, sport clubs and participation programmes based on their interests and motivations."

The scheme is funded by Sport England, HSP and local clinical commissioning groups, and uses ReferAll software to track participants and to send them assessment reminders and motivational messages by SMS.



UPFRONT

S&PA NEWS

NEW SEVEN-FIGURE FINES FOR SAFETY BREACHES

Large organisations face fines of up to £10 million for health and safety offences and as much as £20 million if they are convicted of corporate manslaughter under rules that came into force at the start of February.

“The new normal for large businesses – those with a turnover of more than £50 million – will be seven-figure fines for breaking health and safety law,” said David Egan, *pictured*, a partner in the litigation and regulator practice at DWF, the law firm. “Before February 1 it was in the range of £100,000 to £500,000.”

Smaller firms will also see fines increase, with the exact amount varying according to their turnover.

Neal Stone, the policy and standards director at the British Safety Council, said that the success of the new approach should be measured by a reduction in offences and an improvement in health and safety. “If the changes in sentencing practice do not help achieve these objectives – particularly ensuring compliance and discouraging



law breaking – then they count for nothing,” he said.

Egan, who spoke about the new guidelines at CIMSPA's conference, said that operators should respond by investing in good risk management. “Make sure your policies, processes and risk procedures are robust and defensible,” he advised. “Do that work up front. Wouldn't you be better off spending, say, £50,000 on health and safety management to avoid a £5 million fine?”

Gill Twell, the head of group operations at Right Directions, said that the new guidelines should be seen not as a threat but as an “easy reference for operators, who until now may not have fully understood the implications of a lack or disregard of health and safety.”

She said: “The figures from our latest industry accident

benchmarking tool STITCH show that 84 per cent of recorded incidents...could not have been prevented by the operator. So it's clear the majority of operators work hard to follow best practice and minimise risks.

“However, no operation can be perfect all the time, and knowing where culpability, accountability and responsibility lie will afford a greater level of protection. Leadership from the top is as important as front line staff understanding how their actions can impact the organisation and that they may be personally accountable if something goes wrong. Everyone should take ownership of an organisation's health and safety.”

Email David.Egan@dwf.law for more information about the changes.

QUEST WIN FOR TONBRIDGE POOL

Tonbridge & Malling Leisure Trust has been named the top-performing organisation in its category at the annual Quest awards in Loughborough.

Tonbridge Pool was also recognised at the awards, as one of just seven facilities in the country to secure Quest Stretch accreditation – its toughest standard – last year, out of 720 sites that were assessed.

“We are delighted that our efforts to improve the health and wellbeing of those living and working in the borough have been recognised by Sport England's national quality scheme, Quest,” said Martin Guyton, the trust's chief executive.

“We now need two new trustees to join our board to support us as we embark on the next stage of our journey, which will see the development and delivery of new services beyond the four walls of our facilities to have even greater impact on the health of local people.”



SPORTING STAR POWER OPENS OLDHAM



Sporting celebrities including boxing champion Anthony Crolla, former Manchester United footballer Paul Scholes and Olympic handballer Holly Lam-Moores were among the local dignitaries who helped celebrate the official opening of Oldham's £15 million new leisure centre in Middleton Road.

The flagship centre, managed by Oldham Community Leisure on behalf of Oldham Council, has an eight-court sports hall, a 25m swimming pool, two dance studios, an 80-station gym and an indoor bowls arena. Its sports halls seat more than 500 spectators, meaning that it can hold more regional and televised competitions.

"The town's old sports centre previously attracted

big boxing nights and our new sports hall will create even bigger events for top sportsmen and television audiences to enjoy," said council leader Jean Stretton.

"I'm proud to be part of such a wonderful opening ceremony and to meet local sportsmen and women who have already put the borough on the sporting map. I hope this facility will inspire our future champions."

Future champions and other residents of Knutsford now have 24-hour gym access thanks to the opening of an Anytime Fitness club with a variety of Precor cardio and strength equipment, an Icarian machine and the chain's first Queenax functional training unit.

Dartford residents wasted no time testing



The newly-opened Queen's park Sports Centre in Chesterfield also has much to offer swimmers, with a 25m competition pool and a 16.5m learner pool with movable floors and water cannon. The grounds of the centre will feature a sculpture created by West Midlands artist Mick Thacker and selected by members of the public.

Steve Harmison and Jack Charlton led celebrations at the opening of Ashington Leisure Centre, the £21 million flagship facility operated by Active Northumberland. More than 20,000 people visited the centre, where Harmison teaches children cricket, in its first four weeks. "All the studios are full and there are cricket clubs from all over the country coming to train here," Harmison told the Chronicle. "Hopefully we could see the beginnings of a future Ashes team here. We have got one or two kids who are destined to be next level, so fingers crossed."

the equipment at the £12 million sports and leisure centre, which opened there in February. "It was great to see the centre so busy this weekend," said the borough council's leader, Jeremy Kite.

"Since the former centre's closure in 2014, we've been hard at work with our partners Willmott Dixon and Places for People Leisure to create a new leisure facility which is modern, well-designed and ready for a whole new generation of visitors to enjoy." Its facilities include pools, a sauna, multiple studios and a sports hall, as well as a 95-station gym.

UPFRONT

S&PA NEWS

MOVERS AND SHAKERS

Pulse, the fitness and leisure solutions supplier, has appointed **Dean Hogan** as its national contracts manager after securing the deal to operate three new soccer hubs as part of the Football Association's Parklife project to revitalise grassroots football.

Pulse will handle day-to-day operations at the Graves, Thorncliffe and Westfield football hubs in Sheffield, which are due to open over the next year.

Hogan will be responsible for Pulse's 10 operational sites, including identifying efficiency improvements, as well as managing and implementing the Parklife contract.

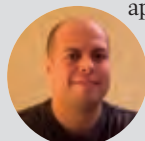
Chris Johnson, Pulse's



managing director, said: "I am pleased to welcome Dean to the Pulse team. With his knowledge and experience I have no doubt that he will be able to help us achieve greater operational efficiency, which in turn will allow our staff to deliver more fitness opportunities to the local community."

Hogan, who has more than 30 years' experience in the sector, has previously held management roles at Sports Direct, Power League and JJB Sports.

Mark Anderson has joined Precor, the fitness equipment supplier and manufacturer, as its



Thames North area sales manager.

Anderson, who has competed in local and national Strong Man events, said: "This is my first time working in the fitness industry and I am really looking forward to taking my passion for sport to a work level. I have a variety of volunteer experience in the leisure industry, having gained a GNVQ in sport and leisure management."

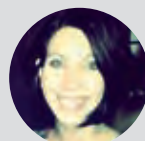
Precor has also appointed a new

3D visualiser to its team: **Daniel Marques**, who has a degree in architecture, will product 3D digital imagery to help bring client sites to life during the design stage.

Justin King, head of Precor UK, welcomed the keen mountain biker to the business. "3D imagery is now an integral part of

our proposal process and with Daniel's background in CGI, architecture and design he brings with him a wealth of experience that will strengthen the sales and marketing team."

Tonbridge & Malling Leisure Trust has created two new roles to drive its health and wellbeing work. **Adam Perry**, a former director at Sencio Community Leisure, has been appointed TMLT's head of business development, while **Natalie Smith** will support him in the role of health and wellbeing coordinator.



Martin Guyton, chief executive of TMLT, said: "We have been operating for just over two years and it's the right time to invest in new resources to drive these key areas of our business and expand our reach beyond the four walls of our facilities."

CHRIS CHATTEN ELECTED AS CIMSPA TRUSTEE AT AGM

Chris Chatten, club and competition manager at the Rugby Football League, has been appointed to CIMSPA's board of trustees after a ballot at the annual general meeting in February.

Chatten, who is a CIMSPA fellow, said: "I would like to thank the membership for giving me the privilege of being a trustee. I am truly thrilled and excited

to have been elected to this role at what is a really key time for the institute, particularly with the launch of the government's new sports strategy and CIMSPA's role in its delivery.

I will do my best to address the views of members, and I am looking forward to working with fellow trustees and the CIMSPA staff team."



CIMSPA PARTNERS WITH LEISURE INDUSTRY WEEK 2016



CIMSPA, to ensure that the programme tackles the most important issues facing the sector and helps the industry in its efforts to support the UK's population to become healthier and more active.

Last year's LIW, the first under new ownership, saw visitor numbers increase for the first time in more than five years, with more than 8,000 people attending.

Companies involved with this year's event include miha bodytec, the German manufacturer of electrical muscle stimulation equipment; KETT Fusion, which will be running demonstrations of classes fusing kettlebells and martial arts; Martek Lifecare, which sells automated external defibrillators; and Ashbourne Membership Management, which offers a range of services, including access control, direct debit collection and member retention tools.

CIMSPA will be an official partner at this year's Leisure Industry Week (LIW), which takes place in Birmingham on September 20 and 21.

The partnership means that CIMSPA-led seminars held at the event will count towards the annual continuing professional development requirements for members, under the scheme being rolled out this year.

Tara Dillon, the chief executive of CIMSPA, said: "LIW is an iconic 'must attend' event in our sector's annual calendar and, as an official event partner, we're looking forward to the institute taking a bigger role than ever this year.

"Throughout both days of LIW 2016, our dedicated seminar theatre will harness the overall theme of physical activity to explain how CIMSPA can provide fitness professionals with a government-backed route to building a worthwhile and respected career in our sector."

This year's event, which is being held at the National Exhibition Centre, will be divided into six strands of activity to ensure that all attendees can easily access material and information that is relevant to their professional interests, said Steve Orton, the UK managing director of LIW.

"Our goal with LIW is to put on a world-class event that provides genuine benefit to the entire leisure industry through relevant educational content from business leaders and demonstrations of the world's leading brands," he said.

"For LIW 2016, we are introducing six tailored educational streams...of content with practical applications which anyone operating within the diverse leisure spectrum can take advantage of: fitness, play, health, sport, spa and wet leisure and facilities management."

The event's organisers are working with key industry associations, such as





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IN DEPTH

CIMSPA UPDATE



SEIZE THE DAY

The first CIMSPA conference, which took place in February, attracted more than 200 delegates. We share some of the highlights of the event, which was held in conjunction with Quest NBS

The event launched with an informative keynote session from Sport England about the outcomes of the government's new sports strategy and its impact on the sector. Sport England is currently out to consultation regarding its own sport strategy, the focus and direction of which is being shaped by a number of areas being agreed or confirmed by government, said Simon Macqueen, head of strategy. Specifically, the first triennial review of UK Sport and Sport England, which concluded in September; last November's Comprehensive Spending Review; and the government's new sport strategy, which makes the connection between sport and other wider societal outcomes for the first time.

Macqueen explained how success will be judged by impact on a five key

outcomes: physical wellbeing; mental wellbeing; individual development; social and community development; and economic development. Delivery of the outcomes will be driven through three broad outputs around:

- Greater engagement in sport and physical activity
- A more productive, sustainable and responsible sport sector
- International and domestic success

The challenge for the sector, therefore, is demonstrating how its actions positively impact these outputs in ways that meaningfully contribute to positive change in the overall outcomes. The government has developed a set of specific KPIs for each output and Macqueen urged the audience to read the sports strategy in full, especially chapter 9 on measurement, because delivering

against the five outcomes will form the basis for how funding is allocated.

As Sport England's remit expands to include responsibility for five to 14 year olds, outside of school hours, investment will be increasingly focussed on those who do not currently take part in sport. In a bid for greater diversity, there will also be more focus on under-represented groups running through all Sport England funding and sports bodies seeking public funding will need to meet the standards of a new code of governance.

To highlight the changing focus of the sector, Macqueen referred to the five stages of the change model, which shows the process that people go through when attempting to change their behavior – pre-contemplation, contemplation, preparation, action and maintenance. Macqueen explained

IN DEPTH

CIMSPA UPDATE

how the new strategy meant a greater focus on the pre and contemplation stages than in the past.

"These are the people who are talking about activity, but not doing it. Working with this group is tough and requires high levels of resource, but it will also have the largest gains against the five DCMS outcomes."

Although the contemplation, preparation and action stages provide the greatest opportunity in terms of numbers/scale, they represent varying gains across the outcomes, while the preparation, action and maintenance stages will have the lowest opportunity against outcomes, as well as limited number gains due to high levels of current engagement. However, this is currently the audience that receives the majority of our resource and funding, which highlights the huge shift that is required, said Macqueen.

PROFESSIONAL WORKFORCE STRATEGY

Stephanie Maurel, Sport England's strategic lead for clubs and workforce, explained how workforce was key to the government's new sport strategy.

"We have to deliver a new professional workforce strategy for

2016-2024 clearly aligned with Sport England strategy and demonstrate the impact it can have on the achievement of the five government outcomes. We want a world leading sector wide workforce that is truly representative of society, that attracts the right people and retains and develops the best talent," she said.

To do this, we need to focus on attracting the brightest and best, provide the right development opportunities to retain the workforce and ensure the right workforce is developed to flourish.

But, we need to think about this from the audience point of view, said Maurel, who acknowledged that we were very good at looking after people who regularly use our facilities, but asked how we cater for the inactive, those in the pre and contemplation stages. What is it that the workforce needs to engage with these people?

Maurel explained how Sport England will work with CIMSPA to create new apprenticeships and wider pathways from existing apprenticeships for the sector. It will also tackle the lack of diversity in senior positions across the sport sector, which requires complete

cultural and behavioural change, she said.

Maurel concluded by telling the audience that it was vital that the sector engaged with Sport England during its consultation. "We want to hear from you about the different ways of engaging with a different audience and how can the workforce deliver that."

THE SKILLS LANDSCAPE

Spencer Moore, development director at CIMSPA, brought the audience up to date with CIMSPA's work on its professional workforce strategy, which focuses on five areas: skills matrices, employer standards, sector-wide partnerships, chartered recognition and transparent governance.

CIMSPA has developed five skills matrices (community sport, performance sport and administration, leisure operations, fitness and exercise and physical activity) and identified the motivations and requirements for each of these roles. These include approximately 80 core jobs, each of which requires a new set of standards. CIMSPA's ultimate aim is to create a set of employer-led standards for every role, with clear pathways between roles, to help retain people in the sector.

These employer-led standards will be used to develop qualifications, apprenticeships and degrees. They will have a clear role descriptor of two-sides of A4 and CIMSPA will be developing these for around 80 core roles over the next 18 months. Critical to this are the standards for assessment and delivery.

Delivery partners are crucial and CIMSPA is developing partnerships with awarding bodies, FE Colleges, private training providers and universities to ensure that the standards are being used to improve the quality and consistency of education delivery and assessment.



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IN DEPTH

CIMSPA UPDATE

“We now have a route to chartered recognition. The sector wanted recognition for the skills of frontline staff which will help them when working with the health sector, so we are developing chartered pathways for practitioners i.e. from fitness instructor to clinical practitioner. We’re aiming to do this in other areas too,” said Moore.

Moore defined CIMSPA’s role in this work as a facilitator and explained how it has developed a governance structure that will be led by employers, link to wider government policy and provide two-way communication between employers and education partners. It will also have as wide a representation as possible. A professional development board will sit at the heart of the structure and drive it with CIMSPA acting as secretariat.

Moore said that CIMSPA would publish a timetable outlining the delivery of these pieces of work in the coming weeks, and urged employers to get on board.

“If you think what we are doing is right, become a CIMSPA partner. This is your chance to make a difference.”

THE ROLE OF FURTHER EDUCATION IN DEVELOPING THE WORKFORCE

With over 300 further education (FE) colleges training some 80,000 students a year in sport and activity programmes, CIMSPA and the Association for Colleges (Sport) have launched a partnership to maximise the FE sector’s potential in supporting future and current members of the sport and activity workforce.

Although there is a rise in learners choosing to study academically or vocationally at college, engagement between colleges and industry employers hasn’t been great, explained Colin Huffen, strategic lead for policy at AoC Sport and policy offer Matt Rhodes.

There are however pockets of good practice they said, citing Wolverhampton Wanderers Football Club as an example. AoC Sport brokered a partnership between the club, as the employer, and a network of colleges in the West Midlands to develop an engaging curriculum equipping prospective employees with the skills and knowledge to secure employment post-graduation.

Getting more employers involved in the design of the curriculum is key to ensuring students are provided with the right skills and knowledge to professionally progress, they said.

Launched in June 2015, the five-year ‘Fit for sport, fit for work, fit for life’ strategy (2015-2020) aims to encourage every college student to regularly participate in sport or physical activity. Partnership working is key to achieving these aims, so AoC Sport’s engagement with CIMSPA, industry employers and wider technical networks, at all levels, is crucial. Different levels of engagement are needed to keep students motivated, engaged and

retained in activity.

The opportunity to influence change is now, said Huffen and Rhodes, noting that while employers and FE want to engage with each other, no mechanism exists to facilitate this. AoC Sport and CIMSPA have signed a MoU to help to develop and support the mechanism for effective engagement at both local and national levels. For example, work experience is a key component of 16-19 study programmes and should provide a real-life experience of employment, rather than merely



PEOPLE POWER

Changing the way you work is key to evolving in this diversifying sector, said Lyndsey Sims, business development director at Active Tameside.

The continuing reductions to public sector funding, challenges to deliver more efficient modes of operation and impact on health and wider social outcomes are some of the key challenges facing trusts and commissioners.

To meet the needs of their communities, authorities are transforming the way they deliver services, but for sport and physical activity professionals demonstrating how getting people more active can make a difference to community well-being can seem impossible, she said.

Some service commissioners view sport as being solely for the sporty and focused on facilities and income, so it's time to change these perceptions.

Sims explained how Active Tameside reviewed its services and introduced Live Well Tameside with the goal of inspiring people to live well and feel great. It incorporates four wellness areas, she said: starting well, living well, developing well and ageing well.

To ensure it delivered in these areas, Active Tameside focused on all facets of people management from how staff are recruited and trained to how they are supported, motivated and empowered. Simply put, staff are central to these services inspiring users, the community, to get active and stay active.

Active Tameside restructured and developed their existing staff to meet the new aims, and recruited new, qualified and experienced people to fill identified gaps. Building the right relationships with the right people at the right level helped the organisation to convey key message regarding its aims and objectives in securing additional funding to aid service delivery.



keeping students occupied for a week or two. The brokerage can help facilitate engagement between employers and colleges to ensure the work experience offered has purpose, is meaningful and provides the student with the opportunity to excel.

THE APPRENTICESHIP REVOLUTION

In the final keynote of the day, David Sampson, head of the standards development team at BIS DfE Apprenticeships Directorate, gave an update on the new apprenticeships currently being developed across a wide range of industries as part the government's commitment to deliver three million apprenticeships.

"Trailblazer is the means by which sectors get together to develop new apprenticeship standards to set out the knowledge, skills and behaviours the sector needs for competent employees," he said.

The Sport & Physical Activity Trailblazer has had two standards approved (Level 3 Personal Trainer and Level 3 Leisure Duty Manager), and has put in a bid to develop two more standards (Fitness Instructor and Leisure Recreation Assistant).

He explained that the government is introducing a levy on employers in April 2017 to fund apprenticeships. This will be 0.5% of pay bills in excess of £3m (2% of UK employers), collected through PAYE. Employers who pay the levy and are committed to apprenticeship training will be able to get out more than they pay in through a top up to their digital account. More information will be made available in a new technical document launching this April, he said.

Launching at the same time as the levy is a new Digital Apprenticeship Service, which will provide a simple online portal for employers. Sampson described the service as an electronic voucher system, allowing employers to draw down funding.

IN DEPTH

CIMSPA UPDATE

SPOTLIGHT ON CIMSPA PARTNERS



**PLACES FOR
PEOPLE:
EMPLOYER
PARTNER**
Rich Millard,
**partnership
director**

Places for People partners with 35 local authorities to manage leisure facilities and create more active and healthy communities.

“CIMSPA is the custodian of the skills needed by our sector. Our partnership demonstrates that we and our staff are at the forefront of the skills agenda. It also provides credibility with sectors we increasingly overlap such as

health and education.

“Understanding entry levels and career progression in the past has appeared unclear and confusing. Providing a new framework for the sector, and specific training and development opportunities and signposting to climb the ladder, should be the future focus of CIMSPA. The whole sector needs to get behind our chartered institute for everyone’s benefit.

“Our sector is changing rapidly and the skills and knowledge of staff must keep pace. Five years ago, areas such as the impact of the

2012 Paralympics, social media opportunities and mental health issues were not fully foreseen; understanding these and other areas is now a given for most staff. Our workforce has to be fit for purpose and meet and exceed the expectations of our customers.

“Professionalising our workforce, and the role that CIMSPA plays in that, is at the heart of our future.”



**NCFE: AWARDING
ORGANISATION
PARTNER**
Judith Taylor,
**development
leader**

NCFE has been a registered educational charity for more than 150 years. It is passionate, dynamic and committed to changing lives through learning. It designs, develops and certifies nationally recognised qualifications and awards.

“We wanted to forge a partnership with CIMSPA as it takes the lead on skills development. CIMSPA’s focus on CPD and helping members to progress professionally is a great fit with our values; the involvement from major industry employers was another reason for our decision. We’re building our network of employers, so having access to CIMSPA’s employer bank and the opportunity to be involved in more trailblazers will be very helpful for us.

“Sport and physical activity is one of our priority sectors. We’re offering more qualifications, such as planning and instructing kettlebells and indoor cycling, and partnering with CIMSPA will help us build presence in the sector.

“We’ve been very pleased

with the level of engagement from CIMSPA and the fact that it is inclusive of the whole industry – we’ve found it beneficial to be involved in meetings alongside other awarding organisations, centres and employers. Going forward, CIMSPA’s focus should be on delivering the exciting plans it has shared so far – we’re looking forward to being part of it.”



**JL CONSULTING:
SKILLS
DEVELOPMENT
PARTNER**
Jacky Leonard,
**learning and
development
consultant**

Jacky Leonard specialises in the design and delivery of learning and behaviour change interventions for leaders and managers.

“A chartered institute for our industry is well overdue. Having worked in the sector for more than 25 years, I appreciate the challenges of being a manager in a competitive, fast-paced, customer-focused environment. Partnering with CIMSPA is a great opportunity to influence how learning is perceived and help managers develop skills that will make them more effective.

“There are some very talented people in sport and physical activity, who often don’t get the credit they deserve, or support for the responsibilities they take on. We expect a great deal from young managers. Much of what they learn is on the job, so it’s vital they have the best role models available.

“CIMSPA has a tough job ahead. Providing leadership support and a single unified voice for such a diverse sector is a massive undertaking. The early signs are

positive and I’m impressed with the interest, engagement and impact of the team so far.

The future of any professional institute relies on the support from its members; so engaging, influencing and listening to stakeholders is key.”



**OCR: AWARDING
ORGANISATION
PARTNER**
Gareth Edwards,
**development
specialist**
Part of the

Cambridge Assessment Group, OCR (Oxford Cambridge and RSA) provides a wide range of qualifications to meet the needs of learners of all ages and abilities.

“CIMSPA is the breath of fresh air the industry needs. The team is committed to ensuring standards are improved and the people working in the sector receive the recognition they deserve and are supported in achieving their goals.

“For too long the sector hasn’t been given the credit it deserves in terms of its contribution to society, but with the ageing population, the need to reduce pressure on our health service and increasing poor health through physical inactivity, the sport and physical activity sector is ever more crucial to the success of our country. The work that CIMSPA has done and continues to do will be critical in ensuring the sector can cope with the demands placed upon it.

“CIMSPA needs to continue to work with employers, educational institutes and government bodies to identify where the sector is heading and what the requirements of the workforce will be in the future, so that it and the organisations it works with can be proactive in meeting its needs.”



**ACTIVE IQ:
AWARDING
ORGANISATION
PARTNER**
Jenny Patrickson,
managing director
Active IQ is the

UK’s leading Ofqual-recognised awarding organisation for the active leisure, learning and wellbeing sector. It provides qualifications, services and resources that are valued by training providers, employers and students.

“Workforce development is a key focus for both organisations. The partnership allows Active IQ to deliver qualifications that are professionally recognised by CIMSPA, with qualifications at level 4 and 5 to provide more career progression for learners; and to help support future development and training within the sector.

“CIMSPA has taken significant steps to help raise the profile of the sector. Following a single, clear and rigorous set of standards for active leisure professionals is essential and provides the chance to set parameters in relation to both delivery and assessment for training providers. Learners can take a respected course that allows them to become chartered, so training providers will benefit from reviewing their provision to ensure they meet industry standards for different job roles.

“Active IQ has supported CIMSPA with the development of assessment plans for the new personal trainer trailblazer apprenticeship. Moving forward, with the new leisure duty manager standards and proposals for two more trailblazer standards for fitness instructor and leisure recreation assistant, we look forward to continuing our collaboration to ensure our sector has the workforce it needs to engage more individuals in physical activity.” ●

IN DEPTH

CIMSPA UPDATE

CIMPSA PARTNER BRIEFING

Quest, the sport and leisure industry's leading quality scheme, has announced a raft of new changes designed to make it stronger and more relevant

T

he changes, which were unveiled at the annual Quest & NBS conference in Loughborough in February, will be rolled out this autumn. They are designed to support Sport England as it works to achieve the goals of the government's new strategy on sport.

Both Quest Facility Management and Quest Sports Development categories will be rebranded as part of the changes, with the first becoming Quest for Facilities and the second being rebranded Quest for Active Communities, to reflect the government and Sport England's increased emphasis on community and health outcomes.

Paul Brivio, Quest's sports development manager, said: "We're not abandoning the concept of sports development – we're going to embed it in active communities. We need to update our guidance for the old sports development modules, particularly for those that now apply to facility management."

Although the name change is less

marked, Quest for Facilities is also undergoing some sea changes this year. Firstly, programming will become a core day-one module instead of an optional day-two module in the first year of Quest Plus – the two-year assessment cycle completed by the majority of centres that sign up to the scheme. Year one of Quest Plus comprises a mystery visit and a two-day assessment. Operators take eight core modules on day one, plus five modules of their choice on day two.

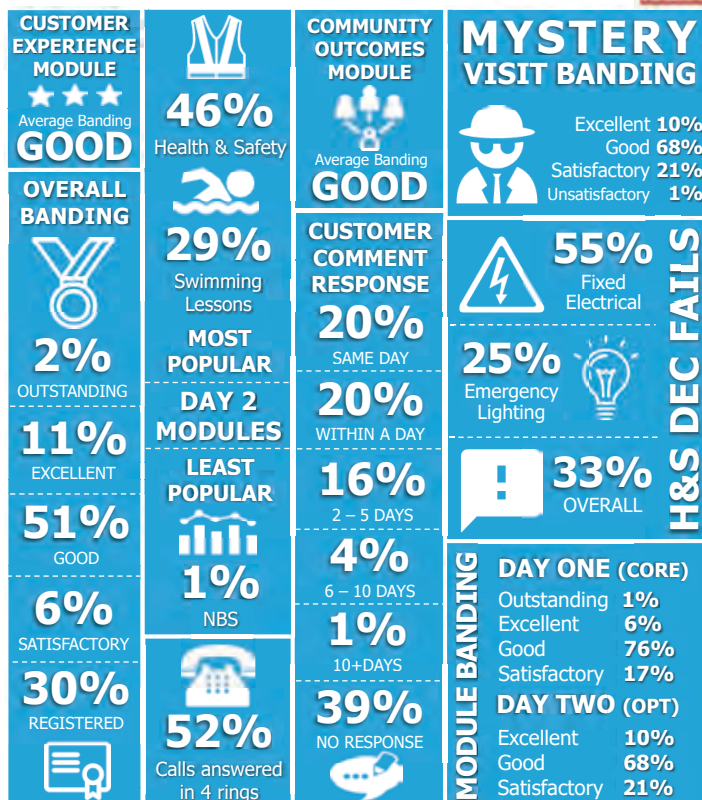
"Very few centres have picked programming over the past five years, yet this is absolutely key to getting people into all activity areas of facilities; we so often see empty sport halls during the day," said Caroline Constantine, Quest's operations director. According to Quest NBS data, less than 5 per cent of operators undertaking Quest Plus

chose programming in the 2014/2015 assessment cycle.

Another important development is that centres will no longer be able to pick only "safe" modules on day two of Quest Plus. In the 2014/2015 cycle, health and safety and swimming lessons were the most popular options, chosen by 46 per cent and 29 per cent of operators respectively, while NBS was chosen by just 1 per cent (see infographic). In future, modules will be grouped under four umbrellas – engagement, effectiveness, fundamentals and specifics – with operators allowed to select only one from each category, plus a fifth of their choice. To find out more about the changes to the scheme, go to bit.ly/1SMnXrS. Read more about the government's new sport strategy on p30

QUEST OF THE NATION

February 2016



MODULE BANDING	
DAY ONE (CORE)	
Outstanding	1%
Excellent	6%
Good	76%
Satisfactory	17%
DAY TWO (OPT)	
Excellent	10%
Good	68%
Satisfactory	21%



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IN DEPTH

CASE STUDY

MOVING TO AN ACTIVE FUTURE

The fitness sector can help schools teach a new generation about physical activity, writes Caroline Roberts



Today's children are the least physically active generation ever and could be facing a shorter life expectancy than their parents. According to government figures, around half of seven-year-olds fail to meet the recommended 60 minutes of daily physical activity, while the most recent figures from the National Child Measurement Programme found that around a third of children are overweight by the time they leave primary school. Other studies have shown declines in muscle strength, balance and coordination, which children in the past would have developed naturally



through outdoor play.

Primary schools currently receive an average of £9,000 in the form of the physical education and school sport premium to help them address inactivity, and the government has pledged to continue this funding up until 2020. Although schools have to publish details of how this money is spent, there's no

clear requirement to demonstrate its impact. Last summer ukactive's Generation Inactive survey found that many primary schools carry out little meaningful assessment of children's fitness and physical development. Although most keep a record of the time devoted to physical education lessons, just under half tracked how much of this

was spent exercising, as opposed to getting changed or collecting equipment. Only 1 per cent of schools assessed children's motor skills and physical literacy.

Given the pressure schools are under to improve academic achievement, it's hardly surprising the assessment of children's physical development lags far behind that of subjects such as English, maths and science. Also, many schools, especially in the primary sector, lack the capacity and expertise to carry out detailed testing. It's a perfect opportunity for the fitness sector to step in, says Dr Gavin Sandercock,


"Children love the whole process and the fact we had outsiders coming in raised the profile of fitness"



IN DEPTH

CASE STUDY

an academic and director of testing at Fitmedia, a company that offers specialist fitness testing for schools.

"The fitness industry could be doing a lot more outreach work, going into schools to do assessments as well as offering activities," he says. "Things like dance are now more popular with many children than traditional sports and the fitness industry has the skills to deliver more varied activities. Gyms and leisure providers should reach out to schools more as they contain the next generation of clients."

AN ACTIVE APPROACH

Fitmedia offers two main testing programmes for schools. Fitmedia Fundamental is aimed at children aged six to 10 and assesses both physical development and fitness levels through a number of tests. These include shuttle runs, standing broad jumps, ball bouncing, throwing and catching, sit and reach and handgrip tests. Fitmedia Movement is aimed at the 11 to 18 age group and has an added focus on identifying talents and aptitudes. The company also provides Fitmedia Balance, which is an adapted system for children with special educational needs.

The problem with testing children is that results need to be adjusted for factors such as the month of birth if they are to give an accurate picture. Fitmedia has created an online bank of scientific data as a tool to compare children's results with where they should be based on their age and gender. The tool also provides upper and lower thresholds, which help identify gifted children, as well as clinical concerns at the bottom end of the scale. Fitness and leisure providers can access training from Fitmedia and buy a licence for the comparison tool, allowing them to provide a testing service to schools.

However, not all physical



education teachers support the testing of children. Following the Generation Inactive report, the Association for Physical Education issued a statement warning that for many children testing is "dull, dreary and dreaded", and particularly demotivating for those who perform badly.

Sandercock disagrees. But he does emphasise that testing must be introduced to children in a way that is fun, inspiring and engaging. "Individual feedback is the key; it's what

motivates children to work to their strengths and address their weaknesses."

Hillyfield Primary Academy in east London is one school that has seen the benefits of incorporating testing into its overall physical education and wellbeing strategy. "We invited

Fitmedia in as we wanted to get a baseline of information so we could measure the impact of our sports development plan and use of the sports premium," says physical education


"The fitness industry could be doing a lot more outreach work, going into schools to do assessments as well as offering activities"



School students enjoy fitness tests when they're fun, says Dr Gavin Sandercock

specialist leader of education Tanya Irvine. The initial assessments of a sample of pupils in Year 3 and Year 6 took place in November 2013. The school then introduced a programme of interventions using the physical education and sports premium – including training for teachers on a new fundamental movement and sports skills physical education curriculum, extra-curricular clubs and other physical activity opportunities – before retesting a year later.

FITNESS PROFILE RAISED

“We increased physical activity considerably so I wanted to see what impact it had,” says Irvine. She feels that testing is not incompatible with developing positive attitudes to physical activity, especially when

it’s used as part of the whole school approach to promoting wellbeing and healthy lifestyles. “We’ve changed the philosophy of the way physical education is delivered to develop the whole child and their social, cognitive, creative, as well as physical abilities.

“We’re developing independent learners who can work at their own level and support each other. For us, testing and assessment is about the children being able to do their personal best, and each child improving from their own starting point. That’s what we celebrate.

“They love the whole process and the fact we had outsiders coming in raised the profile of fitness. There wasn’t one child who didn’t want to join in.”

As for the results, they showed

improvements in basic movement skills as well as in fitness. The latter was more marked in the Year 3 children, suggesting that early intervention is important. The second testing period happened to coincide with an Ofsted visit and the inspectors praised the assessment and recording of attainment in physical education.

But, says Irvine: “One of the things I’m most proud of is the huge change in the attitudes of the children. The research shows that they want to be fit and active and they understand the impact it has on their health and wellbeing, and ability to achieve more at school and in life. And it’s not just the children who consider themselves sporty, we’re getting rid of those barriers and helping them understand that sport really is for everybody.” ●

IN DEPTH

AGENDA



BUILDING THE NEXT GENERATION

Apprenticeships bring huge opportunities for employers willing to make the most of them, reports Carly Chynoweth

In 2013 only 6,500 of the 500,000 people working in the sport and leisure industry were apprentices. CIMSPA chief executive Tara Dillon wants that number to be higher – much higher. “The government wants 3 million apprentices in the UK by 2020,” she says. “We can and should contribute to that. My goal is for there to be at least 15,000 of those 3 million apprentices to be working in our sector.”

Apprenticeships are a win for individuals, employers and the sector

as a whole, she says. “They encourage young people to consider a career in the industry and help them to see the long-term career opportunities that it offers,” she says. “For employers, apprenticeships are a fantastic and very cost-effective way of training staff to meet the needs of your organisation. They provide solid training and relevant qualifications that will make the apprentice much more employable, and which will engender a culture of learning that will make the workplace a more popular and attractive employer.”



IN DEPTH

AGENDA

Marcela Ashcroft Del Pino, an employer and delivery services manager at the Skills Funding Agency National Apprenticeships Service, adds: "Apprenticeships develop a motivated, skilled and qualified workforce. Apprenticeships help cut staff recruitment costs and reduce staff turnover, while building skills capacity within businesses; in addition, apprentices make businesses more productive."

Another benefit to employers is that taking on an apprentice is a good way to show young people the possibilities of a career in leisure – something that aligns

operators with the government agenda, says Matt Robinson, Lifetime Training operations director for Active Leisure. "A lot of public sector operators or contract managers often part of their bidding process is commitment to the local community, which often has a strong component of employing local young people," he says. "This ticks that box."

REAL COMMITMENT

Another advantage, adds Robinson, is that the training provider will take on most of the recruitment burden, with the employer only needing to get involved at interview stage.



APPRENTICESHIP Q&A

What is an apprenticeship?

An apprenticeship is an education framework that provides people with the skills and knowledge needed to fill a specialised role in an organisation – while they are working at that organisation. In other words, it unites formal training with on-the-job practical experience. The fact that they can be undertaken at different levels means that it is easy for apprentices to see the next steps that they can take in their progression and development, which in turn helps them see that the industry offers long-term career prospects. Someone can start in an entry-level sales role, become a team leader and eventually take on a contract management appointment by getting the training they need through apprenticeships, says Matt Robinson, Lifetime

Training operations director for Active Leisure.

Who can be an apprentice?

"Apprentices can be new recruits to your organisation – often they are recruited for a grass-roots level role such as front of house or fitness instructor – or they can be someone in your existing workforce," says Robinson.

What can apprentices do?

Almost anything, from lifeguard to contract manager. Apprenticeships can be completed at a number of levels, according to the role for which the individual is being trained. "Level 2 is the equivalent of a fitness instructor or front of house reception," says Robinson. "Often level 2 apprentices are straight out of GCSE, so this is ideal for 16-18

year olds finishing their education. "Level 3 is personal trainer, manager, fitness manager, duty manager or front of house supervisor, or anyone leading a team." It often requires prior qualifications or experience, he adds.

Level 4 is general manager level; it is also possible, although rare, to do a level 5 apprenticeship for even more senior positions.

How can I find out more?

CIMSPA, ukactive and the National Apprenticeships Service will be holding an event called "Apprenticeships in Sports and Physical Activity 2016: How can you be involved" at City Hall in London on May 17. A series of roadshows on the topic will be rolled out across the rest of the country later, says CIMSPA chief executive Tara Dillon.



Taking on apprentices also fits with what Robinson sees as a sector-wide move away from dependence on casual staff towards employees who are good value for money but who have a real sense of commitment and loyalty to both the employer and the sector more broadly. "And an apprentice wage can be as low as £3.30 per hour, although we advise that if you pay that little they probably won't stay with you," he says.

But there are other financial

"The government will match every pound that an employer spends on an apprenticeship with two of its own"

employers and the government, says Dillon. "We have committed time and resources to this because it is the right thing to do for the sector. This is part of the work we are doing to ensure that this sector is run by professionals, in a professional manner." ●



incentives associated with apprenticeships, explains Dillon.

"They are a way to unlock government funding," she says. "It will match every pound that an employer spends on an apprenticeship with two of its own, while a contract partner will handle all the practical aspects of training and qualifications. The financial incentive is even stronger for employers with a wage bill of more than £3 million, as they will have to pay an apprentice levy regardless of whether they have an apprentice – so you may as well make the most of it."

The other thing to bear in mind is the imminent arrival of Trailblazer apprenticeship standards. These have been developed by employers with support from CIMSPA, and approved by the Department for Business, Innovation and Skills. CIMSPA is now supporting the development of assessment plans for the standards in

preparation for them coming into force. It is a piece of work that has proved to be "a massive undertaking that is both time-consuming and costly" for the institute, which has led the process, including the engagement with both

THE APPRENTICE

"I did work experience at LA Fitness when I was 15 and fell in love with the industry," says Ellie Woollam, now 24 and a fitness manager at Gosport Leisure Centre. "So I went back to school and did a BTEC national diploma in science." Her next step was a series of three apprenticeships which saw her train as a fitness instructor before becoming a fitness manager by the age of 19.

"It's a great way to get stuck into the industry straight away," says Woollam, who won the Active Leisure Apprentice of the Year award at last year's Lifetime Learner Achievement Awards. "You get a feel for the job and the industry. And when I see people who have gone through apprenticeships I know that they have a feel for the workplace, too."

Learning and working at the same time did have its challenges, particularly at first. "When I was younger it was harder to balance the work and education aspects, but as you get older and do the management qualifications it worked out really well. It actually takes some of the stress off when you realise that what you are doing in your job and what you are studying is the same thing. You go into the exam and think 'this is what I am doing every day'."

Woollam can also see the value of apprentices in her leadership role. "Apprenticeships are a great way to skill up people across all departments rather than keeping them in one place. It is more interesting for them and it means that they can multitask...they can come up and help me if I am short staffed, for instance."

IN DEPTH

STRATEGY

SPORTING FUTURE



The government's new sport strategy puts the sport and physical activity sector at the centre of strong, healthy communities; now it's up to the sector to make the most of the opportunity, reports Caroline Roberts



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ore sport, more fitness, healthier people: the UK's future is active, according to the government's new sport strategy. "It recognises that investing in the sport and physical activity sector will have an enormous knock-on effect," says Tara Dillon, the chief executive of CIMSPA, who welcomed the report. "It will reduce the NHS bill, it will help people to lead more fulfilled lives, it will even out health inequalities and it will help to strengthen communities."

Sporting Future: a new strategy for an active nation, also makes clear that CIMSPA has a key role to play in supporting Sport England in its task of developing and implementing a single, clear and rigorous set of standards for all sport and exercise professionals, as well as a similarly rigorous system for assessment, and awarding and validating qualifications. "We are the only organisation singled out in the entire strategy as having a specific role to play," says Dillon, who is looking forward

to supporting Sport England in delivering the new agenda. "That is incredibly positive, as it is a clear recognition both of the work that we are doing as a professional body, and of what the sector as a whole has to offer to the UK."

"It means that we can enable some of the work that has already been done, in consultation with the sector, on developing career paths for anyone working in sport and physical activity at any stage of their development. The sector will get the professional accreditation that it deserves and will really put itself on the map by contributing to the government's wider strategy on sport."

Members can expect to see an impact on their individual careers, she adds. "It clearly states in the strategy that Sport England will support CIMSPA in its endeavours, which means serious investment and collaboration with them. We have been given a really clear set of goals in this report that will mean that anyone in our industry, or considering joining

IN DEPTH

STRATEGY



it, can see exactly what their role is.”

The strategy aims to increase the number of entry level coaches from under-represented groups. Currently only 30 per cent are women, 6 per cent are disabled and 8 per cent are from minority backgrounds. Sport England is charged with producing a new coaching plan that will make coaching more accessible and redefine the role of the coach at the basic level, making it more flexible so coaches can focus on a wider range of physical activities.

The two organisations will also work together in a drive towards great greater professionalisation of the sport sector with a clear skills framework for each level (1-9), covering both paid and voluntary work in front line and administrative roles, as well as structured CPD programmes. It has also been recognised that the sector needs inspirational leaders and more has to be done to provide attractive career options for the brightest and most able. There-

fore, Sport England will develop a new Sports Leadership Scheme to provide high quality professional development for future leaders.

FOCUS ON FIVE

The new strategy has redefined what sporting success means, with a new focus on five key outcomes. In future, funding decisions will be made on the basis of the outcomes that sport and physical activity can deliver. The government also expects all relevant departments to work together to create a more physically active nation, the report states.

They five key outcomes are:

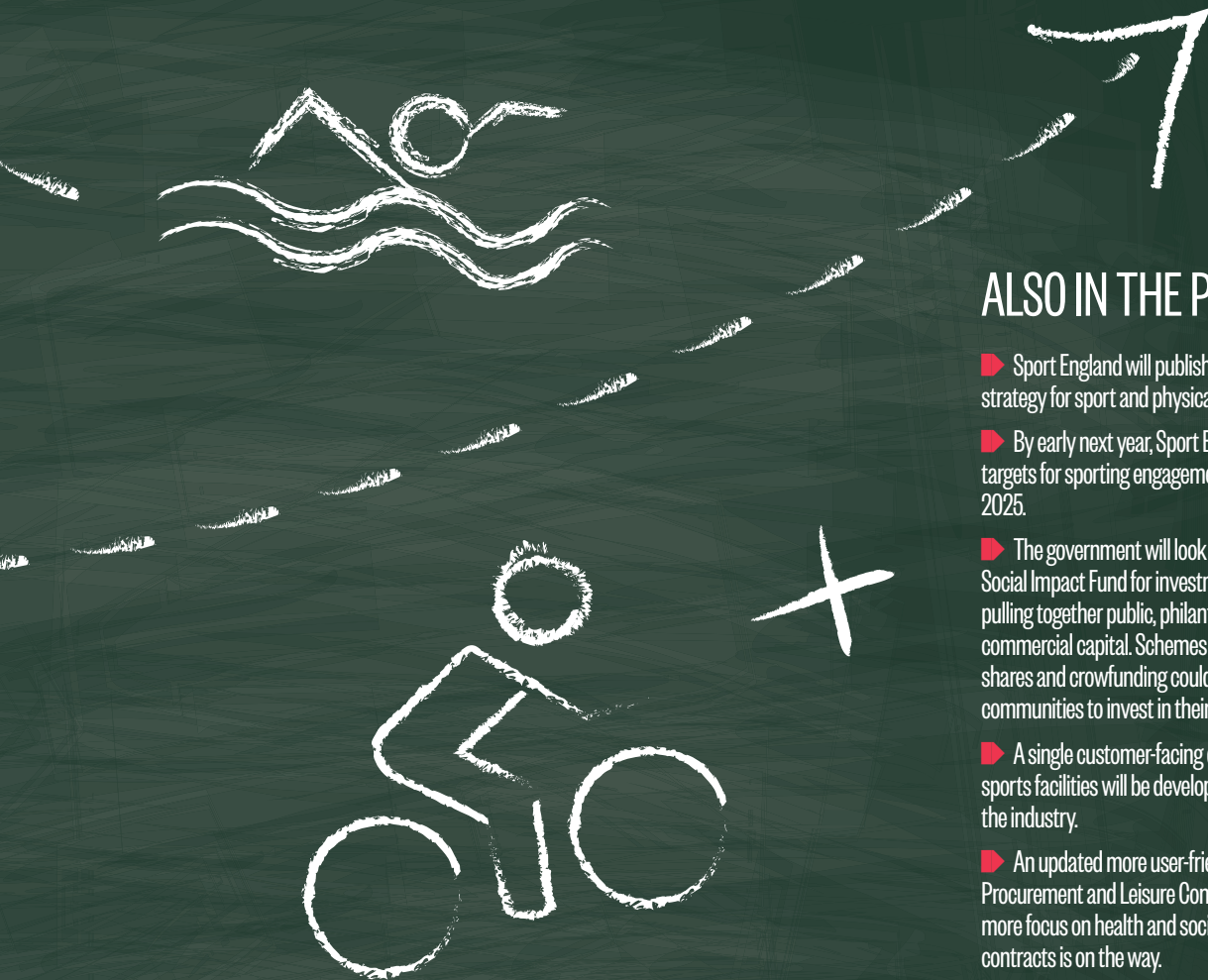
- Physical wellbeing
- Mental wellbeing
- Individual development
- Social and community development
- Economic development

Source: *Sporting Future*

A BROADER VIEW

There are many other positives too. The strategy signals a move away from the narrow focus on sports participation numbers towards a more holistic approach in tackling the inactivity crisis. It now focuses on a number of key areas: physical and mental wellbeing, and individual, social and economic development. It also breaks down the often unhelpful division between sport and other forms of beneficial physical exercise, such as walking and dance, for example. The strategy also promises more investment in grassroots sport, as well as in non-Olympic disciplines. And Sport England's remit is widened to include responsible for sport and physical activity outside school from the age of five, rather than 14.

The numbers-focused *Active People survey* will be replaced with a new *active lives* survey, which will have greater focus on the wider benefits of physical activity. Many who contributed to the consultation argued



ALSO IN THE PIPELINE

- ▶ Sport England will publish a new volunteering strategy for sport and physical activity in 2016.
- ▶ By early next year, Sport England will agree targets for sporting engagement by 2020 and 2025.
- ▶ The government will look into setting up a Social Impact Fund for investment into sport, pulling together public, philanthropic and commercial capital. Schemes such as community shares and crowdfunding could also enable local communities to invest in their sports facilities.
- ▶ A single customer-facing quality standard for sports facilities will be developed with the help of the industry.
- ▶ An updated more user-friendly version of its Procurement and Leisure Contract Toolkit with more focus on health and social outcomes of contracts is on the way.

that the survey should collect more detailed information on the breadth of physical activity undertaken and this has evidently been taken on board. The new arrangements will run in parallel with *active people* for the first year to enable a smooth transition.

Sport England will continue to be the organisation through which the funds from the national lottery and the exchequer are disseminated. Funding decisions will take into account social benefits of projects and more ring-fenced funding will be targeted at harder to engage groups, such as

women and girls, older people, those in disadvantaged areas and disabled people. Following a round of bidding, Sport England will fund pilot strategies in selected areas with low levels of physical activity. The strategy now asks Sport England to back successful projects run by charities and organisations such as StreetGames, parkrun and Sported, and it also recognises the importance of local authorities' knowledge of the communities they serve and the vital role they can play in developing partnerships that bring together schools, sport clubs, health agencies and sports' national governing bodies.

Dillon is immensely excited by the possibilities created by the new strategy. "This is a cross-department agenda, so we know that it has support right across government. It recognises the health, social, economic and community return on investment in sport and physical activity, which puts our sector right at the heart of things. If we make the most of these opportunities it will mean more jobs, more professional accreditation and broader career prospects.

"We are pushing at an open door; the next step is up to us." ●

IN DEPTH

BUSINESS



BUSINESS MODEL

For good, for profit or for both? Fay Schopen looks at the rise of social enterprises and how they fit into the leisure marketplace



F

or years the leisure industry was relatively simple to understand. Local authorities ran basic services. Fluffy towels were thin on the ground, but prices were affordable. On the other hand, upmarket private sector chains ran swanky outfits where you could get a massage after your workout or sip on a smoothie.

But today the landscape has shifted. Cuts to public spending and restructuring mean that, increasingly, councils outsource leisure facilities; many are run by social enterprises (see box, p36). In the for-profit sector, the market has been disrupted by low-cost chains. And now there is a third way – leisure businesses that generate profit, but have social goals.

When it comes to differences between these models, price is one factor. According to a 2015 Mintel report on health and fitness clubs, 79 per cent of people have a health or fitness goal, but only 12 per cent go to a club. Cost is a definite barrier: 57 per cent of people questioned described

full service clubs as expensive but only 6 per cent said the same of budget gyms.

The latter are a “major success story”, says Paul Davies, a senior leisure analyst at Mintel. “Pure Gym and The Gym have expanded at a huge rate – and the guys in the middle have been squeezed,” he says. A case in point: LA Fitness was bought by Pure Gym in May last year.

Prices at Pure Gym are low – membership starts at £14.99 a month, with a £5 joining fee. Compare that to upmarket chains whose prices can start at £70 a month. As for social enterprises, those running services on behalf of councils tend to land around the £30–£40 a month mark, with discounts given to various groups including the unemployed, students and older people.

Beyond price, there are clear differences between the budget end and the rest of the market in the for-profit sector. Low cost chains are stripped back; there are no added extras in the form of specialist training, cafes, swimming pools or even towels. But



IN DEPTH

BUSINESS

BUSINESS MODELS EXPLAINED

► **For profit:** Profit maximising company, whose primary purpose is to generate cash. Profits may be channelled to shareholders or reinvested in the business, but the organisation usually does not have any specific aims beyond maximising income. **Such as:** Big chains like Fitness First, Virgin Active and David Lloyd.

► **Social enterprises:** A business that trades with a social and/or environmental purpose. Any profits are reinvested in the organisation or the community in order to further this goal. **Such as:** GLL, which runs leisure centres on behalf of local authorities, and Oomph, an organisation dedicated to providing exercise and activities for older people, mainly in care homes.

► **Social businesses:** Can be seen as hybrids of the above models. Any profits aim to tackle social goals as well as maximising revenue for the company. **Such as:** The Gym Group, a budget chain with a social aim – to attract customers who would not otherwise be able to afford a gym membership.

the basics – equipment and classes – remain the same.

And there's flexibility too. Both Pure Gym and The Gym Group's facilities are open 24 hours and memberships are pay as you go. Result: users are not locked into annual contracts.

The Gym Group was co-founded by John Treharne and specialist fund manager Bridges Ventures in 2007 and



now has more than 70 sites. About a third of its 360,000 members to date were not previously members of a gym. This is a crucial point for Bridges, which invests in for-profit businesses that are helping to address social and environmental challenges. The Gym, it says, is a response to rising levels of obesity and increasingly sedentary lifestyles; a public health issue placing an increasing burden on the NHS. An initial public offering (IPO) earlier this year valued the business at £250m – proof, says, Bridges, that commercial growth and social impact can go hand in hand. Members include shift workers, students and those on low incomes.

James Hurrell, a member of the sustainable growth funds team at Bridges, says the business model of The Gym is intentionally simple. “This ensures accessibility for members who would not otherwise join and exercise,” he says. He believes the recent IPO demonstrates the strength of both the business model and the financial returns. And, as evidence of this belief, Bridges has recently invested in The Gym's Spanish equivalent, Viva Gym.

SERVING THE COMMUNITY

When it comes to social enterprises, there is no one-size-fits all. Greenwich Leisure Limited runs 215 facilities under the Better brand; these include seven spas, as well as gyms complete with swimming pools, squash courts, climbing walls and more. Social enterprises are often said to be using a “Robin Hood” business model – using money they make from affluent gym-goers to help fund services for harder to reach groups, such as those on low incomes and the elderly. But in order to do this, services must be up to scratch.

Stuart Lockwood is the chief executive of Oldham Community Leisure (OCL), which manages eleven facilities on behalf of Oldham Council. “Our main objective is to get as many people as active as possible,” he says.



Low-cost gyms offer flexible membership and 24-hour opening



To this end, OCL reaches out in ways that the private sector does not. In partnership with charity Age UK, it runs classes in local retirement homes, and at mosques. OCL also helps to fund community events, including park runs, and rent their pools out to local swimming clubs.

But that doesn't mean they are immune to pressure; the arrival of Pure

Gym in Oldham is competition, says Lockwood. To this end, a subsidiary company is partnering with football club Oldham Athletic to build a new gym at the club's, providing another revenue stream. "We have to be provident," says Lockwood. "We've not got a bottomless amount of money to spend. But what we do with our revenue is slightly different to what the

private sector does."

A case in point is for-profit budget chain Sports Direct, which plans to spend its cash on expanding. It currently has 30 sites but, says Davies, "huge, ambitious plans" mean it is eyeing up a further 200 locations. "They're definitely one to watch over the next couple of years," he says. With sites planned in or beside their shops "it's all about cross selling," he says.

And in the middle of the market, businesses are getting innovative. Virgin Active, for example, has developed an app, My Wellness, that can link users' activity both in and out of the gym. The company opened two tech-centric gyms in London last year, with members offered smart wristbands to track their workout history.

"It's a really interesting market at this point in time and will continue to be so for a couple of years," says Davies. Watch this space. ●

TECH FOCUS

ENERGY MONITORING



Capstone micro-turbines spin at 96,000 rpm and do not need oil for lubrication

ENERGY IS A HOT TOPIC

Clever monitoring technology can save operators tens of thousands of pounds per year, Carly Chynoweth reports



A straightforward energy monitoring system can help gym operators keep track of what they are spending on gas and electricity; on average they will help operators to cut their costs by 10 per cent to 15 per cent each year.

The Lamborghini version, however, can do pretty much everything bar making you a cup of tea. For a start, it can squeeze a facility's energy consumption down to the absolute bare minimum, says Simon Wright, the chief executive of Pure World Energy. "These systems can identify when a room is empty and turn the lights off automatically," he says. "They can adjust the air-conditioning according to how many people are in that room, and then turn it off when everyone leaves." Making the business case for buying such high-end technology can be challenging, with many gyms finding the "Mondeo

version" a better balance for their needs, he says.

But whichever approach you take, do something, says David Powlesland, an energy consultant at The Carbon Trust. "Gyms and leisure centres have large energy spends – often tens of thousands of pounds per year. If they don't have monitoring they can't effectively manage their energy use."

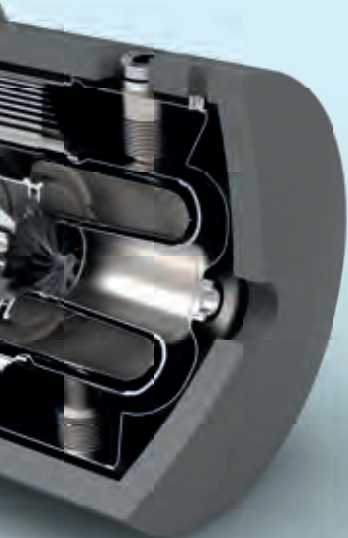
Good energy monitoring also makes it possible to identify potential problems before they get out of hand, he says. For example, if one particular sub-monitoring system is showing much higher energy than usual – or much lower – it could be a sign that some of the equipment on that part of the system is not functioning as it should.

"You can monitor energy usage just by looking at your bills or taking a weekly meter reading but if you install sub monitors across your site you

can get software that does bespoke analysis," he says. This could mean, for instance, that you could ask for the monitor to notify you if there is excessive energy use after the centre has closed in the evening – giving you the chance to ask the cleaners to go back and check that they have turned the lights off, or to check that the pool is properly covered.

It is also possible to link energy monitoring into your building management system, says Powlesland, allowing you to test how certain changes affect energy use. This makes it possible to thoroughly test the business case for, say, installing LED lights or new pump valves: put them in at one site, identify the change in energy use, and thus calculate whether any savings made justify the capital cost of installing them.

Investments in technology always need to be made with a strong



business case, says Wright. And, in some cases, that technology will be quite old-school. “A lot of leisure centre buildings were designed and built at a stage when the cost of energy was not a consideration take into account by architects,” he says. “For instance, swimming pools might be in rooms with lots of glass, where the heat just pours out.” In these scenarios it might be better to invest in triple glazing than super-fancy technology, he says.

Another option to consider when thinking about energy bills is changing not simply how much energy you use, but where it comes from. Solar panels are popular on new builds and significant refurbishments; Harvey Hadden Sports Village in Nottingham, for instance, can boast the UK’s largest solar carport, with 448 flexible panels. Another is installing a biomass boiler, which

burns wood chips, pellets or logs to create heat and hot water, although Wright is not aware of any gyms taking up this option.

Then there’s the possibility of connecting gym equipment up so that exercisers’ efforts generate electricity. Technogym’s Artis Renew range has been designed specifically with this in mind, with gyms in Leeds and Bristol already using it, while companies such as ReRev promise the ability to retrofit existing equipment to make this possible.

Researchers at Massachusetts Institute of Technology in the US are investigating ways to make energy generation from movement even easier, with the development of a device that could be incorporated into shoes so that footsteps can create power. This will not be turning the lights on for some time yet, however; scientist Sangtae Kim is still working out how to make it generate enough energy to power a wearable fitness band. And there is still some way to go before such bands hit the shelves: “We need to make this technology more mature...before thinking about commercialising it,” he told the *Guardian*.

The solution Wright most frequently recommends for gyms and leisure centres is the installation of micro-turbines, which are essentially miniature jet engines that run on natural gas and supply heat and electricity far more efficiently than the national grid, which loses a great

deal of energy to leakage from the wires. “Micro-turbines use the gas more efficiently, so users will see savings of around 10 to 15 per cent,” says Wright. (The actual energy cost reduction is slightly higher; this is the benefit operators will see after Wright’s company, which finances

the installation, takes its cut.) This is the approach being used at Stoke Mandeville, one of Pure World Energy’s clients.

The micro-turbines, made by Capstone Turbine in California, spin at 96,000 rpm and float on air, which means that they

do not need oil lubrication, which in turn reduces the amount of time lost to maintenance. “They are also relatively small, at .7m wide, two metres long and two metres high,” says Wright. “This means that these units can go into a relatively small space, such as an existing plant room, rather than only being practical as part of a major refurbishment.” This is a distinct advantage over technology such as solar panels, which can require extensive work to ensure that the building’s roof is strong enough to support them.

Wright does point out, however, that micro-turbines will not suit all facilities. Their benefits come because they supply both heating and power, which means they are most appropriate for facilities with pools. “If you don’t have a swimming pool it’s not really suitable because you don’t need the heat element all year around,” he explains. ●

“A lot of leisure centres were built when the cost of energy was not a consideration”

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TECHS OF THE TRADE



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Gym operators looking for a new functional training station will have two new options from this April, when RFE International launches the Reebok Tri Rig and Power Station training rigs at this year's FIBO trade show. Both offer a standard module with a selection of configurable attachments; the compact Tri Rig has three storage towers, a core plate, bar storage and dip and step attachments, while the Power Station's main frame has dual tower storage, an integrated ladder and a pair of safety spot arms. Optional frame attachments for the Power Station include band peg arms, Olympic weight plate storage horn and a punch bag arm.

Price: TBC

SUPPORTIVE MOVES

Ladies, ever felt that you wanted something more than a comfortable workout from your bra? Enter the MyZone Sports Bra, which offers a built-in heart rate monitor that, in conjunction with a clip-on MyZone module, lets exercisers keep an accurate track of their workout using a smartphone app.

Price: £49.99



DOUBLE UP

Hard-core exercisers can use Bio-Synergy's DualFuel shaker – a plastic drink bottle split into two parts – to make sure they have their pre and post workout drinks handy at all times. People with lesser rehydration or energy replacement needs tend to use one compartment for a drink and the other as a handy place to store their keys, cash and gym card without fear that they will fall out of a pocket while exercising.

Price: £9.99



JUST WEIGHT

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RMT clubs

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PU kettlebells

Protect your gym floor from too many scratches with these polyurethane kettlebells, which come with a chrome handle to aid with rotation and a teardrop shape to make them more comfortable on the user's wrist.

Price: from £33.99



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MANAGEMENT

FOCUS

Flexibility and negotiation are the cornerstones of helping staff return to work after maternity leave, says **Fiona Czerniawska**

BACK TO WORK

Coming back to work last summer, after an unusually long and remote holiday, I was nervous about what had happened in my absence. But how much worse would I have felt if I'd been coming back after a year's maternity leave, or even several years spent raising a young family?

Plenty of organisations struggle to manage women's return to work after maternity leave, or the ongoing challenges of balancing work and childcare; in fact, earlier this year the Equality and Human Rights Commission announced that three quarters of working mothers in the UK had experienced workplace discrimination as a result of having children.

For people coming back after a relatively short break (a year, say), the main issue is logistical. How do they slot themselves back into the job they once had, given that someone else may have been doing it – and doing it differently – and the organisation as a whole may have changed in their absence? How, too, do they cope with the challenge of having ongoing commitments outside of work?

From a manager's perspective, solving this comes down to flexibility, in terms of job design, working

hours, holidays and so forth. It's also important to remember that, particularly for people who've been away from work for much longer, the crucial issue is usually confidence. What these people need is a supportive working environment in which they can start gradually, but pick up speed quickly.

Managers should start by having a conversation with the returnee to understand their needs and how they'd like to configure their jobs – within the constraints of the organisation's needs. For a gym receptionist or lifeguard this might

“Everyone, whether they're starting a new job or returning to work after periods of absence, should have an individual contract”

mean working shifts that finish in time for school pick-up, while a senior contract manager might need the flexibility to work from home for some of the week.

For many organisations the only real way to create this degree of flexibility is to move away from having a standard contract. Everyone, whether they're starting a new job or returning to work after a period of absence, should have an individual contract in which standard clauses are included when appropriate, not by default.

Every job should start with a blank piece of paper: the more this is the accepted way of doing things, the more willing people will be to be realistic about what they can take on, and the better able they'll be to do a good job – a virtuous circle.

When you put it like that, you realise that the whole concept of flexibility – the keystone to so much of what organisations do to accommodate (and there's another word that should be banned) people who want to work in a different way – isn't helpful. Saying we need to be more flexible just tells everyone that we're not.

Fiona Czerniawska is founder of Source Global Research, the leading provider of information about the market for management consulting. www.sourceglobalresearch.com



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MANAGEMENT

LEGISLATION

With a bamboozling array of ways to play recorded music available, it's easy to forget the legal implications of playing some tunes. **Catherine Harrison** outlines some of the main issues for fitness professionals and leisure centres

IT'S NOT ALL ABOUT THAT BASS

Most people take it for granted that when at the gym or taking an exercise class a thumping bass line will accompany their workout. They are unlikely, however, to spend much time thinking about whether the premises have the appropriate licences in place to play that music.

For exercise and fitness centre operators and independent fitness instructors this is a key question, as a failure to have the correct licences could result in copyright infringement for which they could be financially liable.

In most songs, copyright exists in the music, lyrics and recording, and can be owned by different people. Only the copyright owners have the authority to play that song in public.

While not all music is protected by copyright, it would be practically impossible to compile a playlist of music that wasn't protected - or certainly not a playlist that anyone would want to listen to.

As such, operators and instructors should assume that playing recorded music in any format - including CDs, MP3s, radio and television - in any public setting (this includes gym studios, reception areas, canteens and even the toilets) requires consent.

Bedlam would ensue if every

person had to identify each copyright owner and seek their consent directly. Thankfully Performing Right Society Limited (PRS) and Phonographic Performance Limited (PPL) exist to solve this problem. Their mandate is to manage the rights and maximise the earnings from the broadcast and public use of recorded music of the music and lyric copyright owners (PRS) and the sound recording copyright owner (PPL) respectively.

In order to play recorded music in public without fear of copyright infringement, a licence should be obtained from both the PRS and the PPL - and complied with. It is generally up to the operator of the centre which plays music in public to do this, regardless of whether the music is played by its employees or in any class. That said, any fitness instructor who plays music in a class should always make absolutely sure that the

exercise or fitness centre they use has the necessary licences. Conversely, if hiring any other type of premises to deliver classes, such as a church hall, the fitness instructor is responsible for obtaining the appropriate licences.

How much such licences will cost will depend on various factors, including the type and size of premises and the nature and extent to which music is used. The cost of copyright infringement, however, can include compensation at least equal to the licence costs as well as legal costs.

The PRS and PPL actively monitor usage of copyright owners' rights and will often contact suspected infringers to investigate their usage.

By facing the music and undertaking a review of your business practices you can minimise the impact of any potential non-compliance with copyright law by engaging proactively with the PRS and/or PPL to obtain the appropriate licences and address any previous infringements.

"Playing recorded music in any public setting requires consent"

Catherine Harrison is a commercial and intellectual property lawyer at law firm DWF with a particular expertise in brand and technology protection and exploitation, including intellectual property licensing.
www.dwf.law

CIMSPA consultancy register

CIMSPA is developing a register of consultants/consultancies that it can signpost enquiries to, and has appointed Leisure-net Solutions to manage the register on its behalf.

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the full spectrum of its now broader area of remit in the sport and physical activity sector.

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LAST WORD

SPORT AMBASSADOR



*Retiring from competitive sport is a big change for athletes, says **Dame Kelly Holmes**, the double Olympic champion. That's why she's set up a charity that helps former athletes move on to new careers*

TRUST IN THE FUTURE

I am really looking forward to the 2016 Rio Olympics. I have high expectations for Team GB and, following recent significant investment in sport and our success in 2012, I think we will see Great Britain fulfil the hoped-for legacy. It's hard to predict like-for-like medals but across the board I think we'll do really well.

After the Games and after the excitement dies down, a wave of athletes will choose to retire from elite sport. People may think they'd be relieved to step out of the limelight and enjoy a break from the relentless training and discipline of competing. In fact, that transition brings mental and physical challenges.

Mentally, when the strict schedule and support structure from coaches, trainers and team mates disappears, you can wonder what you're getting up for each day; you can lose your identity and lose your focus. Physically, once you stop competing, your body shape changes and you can easily put on weight as you lose that extremely high level of fitness. Retired athletes need to decelerate carefully, which is one reason why many keep sport in their life as a hobby or through coaching others. However, accepting you won't be as competitive or successful takes some



getting used to.

I struggled for the first six months after retiring but consider myself one of the luckier ones. Having competed in a high profile sport, I was recognisable and had more opportunities than many to use my reputation to open doors and start new ventures. Many athletes want to give back to society and recognise their potential to be positive role models after they stop competing. The excitement associated with elite sport can inspire, encourage and motivate people, especially youngsters who look up to sportsmen and women. Many athletes have humble beginnings and difficult journeys but used their mindset, determination

and focus to bring them through. They also have many transferable skills, such as commitment, persistence, perseverance and strength of character. With expert training they can bring these skills together to help other people.

I set up the Dame Kelly Holmes Trust in 2008 to train athletes to mentor others and to help them tap into their innate strength, discipline and commitment to encourage youngsters who can relate to their stories and be inspired to make changes. They work together, talk things through, share stories, discuss strategies and – yes – do activities and sports together. We have around 100 athletes working at the Trust and have reached more than 200,000 young people.

In total, we've helped over 450 athletes transition through the Trust. When the time is right, they move on to other employment, fulfilled and adjusted to their new lifestyle. Everyone wins. ●

Dame Kelly is an ambassador for the Physical Company Apex gym-floor programme and is training for the London Marathon to raise money for five charities see www.damekellyholmestrust.org and uk.virginmoneygiving.com/team/KellysHeros.



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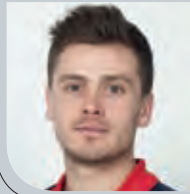
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LAST WORD

24 HOURS WITH...



Stuart Cope, the fan engagement manager at the British Olympic Association, on leading fan engagement for Team GB as athletes prepare for the Rio Olympics, which will be held in August

07:30

Wake up, take a quick shower and dress without waking my fiancée, who works in the tech industry in Shoreditch and is lucky enough to start at 10am.

08:00

Walk down to Brixton Station while checking social media.

08:30

Get into Team GB's head office in central London. I'm a coffee fiend so a large americano and a bowl of porridge sets the day up well.

08:45

We are setting up digital competitions for our Team GB fans with Panasonic, which is one of our commercial partners. I have to sign off design assets have been sent across so that they can be pushed across our social channels and TeamGB.com.

09:00

Every week we have a content meeting to discuss what is being posted across all of our digital channels. Working with like-minded creative people is the best part of my job.

10:00

Back to the desk to go through my inbox.

11:00

During Rio 2016 we will be running Fan Zones across the country so that the public can watch Team GB on a big screen, take part in activation zones and



generally have a great time. We have a catch up meeting with two colleagues from our commercial team to make sure all our plans are coming along nicely.

12:30

Lunch time. We're based in central London, so the choice of cafes and pop-up food units is never ending. Today I choose pad thai from a food village across the road.

13:00

Phone call with our sportswear partner, Adidas, to talk about how our new Team GB Club can offer fans 20 per cent off in its online store. A big part of the club is about rewarding fans for their support as well as giving them a way to follow our athletes in the build up to and during the Olympic Games.

14:00

Back to my desk to check email again and have a much needed coffee.

16:00

Fitness First and their digital agency have come into our HQ to run through their digital activation leading up to Rio. It's currently top secret but the premise is they will reward their members with benefits the more often they work out. This is the same theory as Team GB Club: the bigger the fan, the better the reward they receive.

17:30

A quick catch up on my emails and some preparation for tomorrow's meetings with Aldi and Join In UK about volunteering opportunities for Team GB fans.

18:00

Spin class

19:30

Make my way home to cook homemade burgers for Georgie and my flatmate Billy. They go down a treat

20:00

I am watching the Netflix series Making a Murderer. Watch it and you'll be hooked.

22:00

Hit the hay ready for another big day ●

DREAM JOB

Football or cricket commentator

LAST WORD

SPORT BY NUMBERS

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This issue... martial arts

Does staying active feel like a fight some days? Try making the challenge a literal one by burning calories, building fitness or working off a bad day with exercise routines based on martial arts.

112

most one-handed martial punches performed in 10 seconds, by Pavol Durdik

10,021

number of participants in world's largest ever Wing Chun display, held in Chengdu, China, in 2015

1993

year in which the Ultimate Fighting Championship, the MMA organisation, was established

146.4kg

weight of the heaviest boxing world champion in history, Nikolai Valuev

57kg

weight class in which Jade Jones won a gold medal for taekwondo at the London Olympics

6 years

Age at which Alec Cross earned a black belt in taekwondo, becoming the youngest person in the UK to do so

Sporting quote



“Train until just before your breaking point. Be intelligent – [don’t] push yourself too far.”

— SAM INGRAM, PARALYMPIC JUDOKA, TEAM GB —

1,849

number of female amateur boxing clubs in England immediately following the London Olympics

30h15m

world's longest speedball marathon, completed by the UK's Heather Gullick in 2014

350-450

average number of calories burned by women during a kick-boxing class

Sources: livestrong.com; craziestsportsfights.com; ufc.com; Portsmouth.co.uk; recordsetter.com; Guinness World Records; The Daily Telegraph; British Judo

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