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S&PA Professional

ISSUE 24 WINTER 2016-17

THE SPORT & PHYSICAL ACTIVITY INDUSTRY MAGAZINE

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OF SPORT AND PHYSICAL ACTIVITY



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UPFRONT

EDITORIAL

► DeeDee Doke

Ageless fitness is here



“What better inspiration and role model could there be for ‘ageless fitness’ than the intrepid Tom Harrison?”

2

2017 is off to a running start, and so are we at S&PA Professional in bringing you your early new year's exploration of trends, issues and insight in the world of sport and physical activity.

Start your read of the Winter 2016-17 issue with a look at the worldwide global fitness trends for the coming year, starting on p6. You may well already be familiar with these trends in your own part of the world, but it's good to understand what is happening with your professional peers in far-flung locales around the globe and get on top of what could be looming on the horizon.

Fitness for older adults – which was ranked at No 11 in the worldwide trends survey – is a prescient theme of our time and of this issue. What better inspiration and role model could there be for ‘ageless fitness’ than the intrepid Tom Harrison of Reading, who is profiled from p28? No one-trick pony is Mr Harrison, with activities as diverse as bog snorkelling, endurance running and pacemaking (to name just a few) that keep him moving, happy and fit at the cool age of 80. I know I want to be like him when I grow up!

And we are delighted this month also to get you ‘up close and personal’ with two megastars of the UK sports scene: sports presenter Jacqui Oatley

MBE and Olympic medalist Rebecca Adlington OBE in our Sport Ambassador and 24 Hours With sections. You'll enjoy meeting these top professionals who are definitely part of the ‘best of British’ brigade!

Hope the start to your 2017 is brilliant – and that it proves to be one of your most fulfilling years ever!



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CIMSPA
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S&PA News

A round-up of the latest developments in the industry

TOP 20 FITNESS TRENDS FOR 2017

Employment of educated, certified and experienced fitness professionals is projected to be the fourth most prevalent fitness trend in 2017 in an annual worldwide trend forecast by the American College of Sports Medicine (ACSM).

At the very top of the list of activities and products in the Worldwide Survey of Fitness Trends for 2017 was wearable technology, such as activity trackers, smart watches, heart rate monitors and GPS tracking devices.

"Technology is now a 'must have' in our daily lives," said Walter R Thompson, the lead author of the survey and associated dean in the College of Education & Human Development at Georgia State University in Atlanta. "The health data collected by wearable technology can be used to inform the user about their current fitness level and help them make healthier lifestyle choices."

In addressing the 11th top trend, fitness programmes for older adults,

researchers urged health & fitness professionals to "take advantage" of this growing market in which people may have more time and discretionary money available to them. "Fitness clubs should capitalise on this growing market," researchers said.

The survey was completed by more than 1,800 health and fitness professionals worldwide, including the UK, as well as Australia, Bermuda, Canada, Finland, Germany, Greece, India, Italy, Singapore, South Africa, Switzerland, Taiwan, Venezuela and the US, ACSM says.

Forty-two potential trends were given as choices, and the top 20 were ranked and published by ACSM. Some are continuing trends from over a period of years.

The top 20 fitness trends for 2017 are:

1 Wearable technology: in addition to the examples listed above, smart eye glasses – designed to

show maps and track activity – are also a key item, with a predicted \$1.5 billion (£1.18 billion) in sales and smart fabrics and interactive textiles reaching sales approaching \$2.6 billion by 2017. Researchers said it was "unpredictable" how wearable technology will advance through the next decade.

2 Bodyweight training: uses minimal equipment, which makes it affordable, but can be more than pull-ups and push-ups, and has become popular in gyms and health clubs around the world

3 High-Intensity Interval Training (HIIT): short bursts of activity followed by a short period of rest or recovery, usually performed in less than 30 minutes.

4 Educated and experienced fitness professionals

5 Strength training: used almost exclusively by many younger clients of both community-based and commercial clubs to train, strength training is also used by a variety of other users to improve or maintain strength. Also used in cardiovascular and pulmonary rehabilitation or metabolic disease management programmes.

6 Group training: 2017 marks the first year that this general trend for larger exercise classes of more than five people – not speciality classes such as Zumba® – has made the top 20.

7 Exercise is Medicine®: a global health initiative that is focused on general practitioners and



UPFRONT

S&PA NEWS



other health care providers to include physical activity when designing treatment plans for patients and referring their patients to exercise professionals

8 Yoga: the sustained popularity of yoga may be due to the fact that it is “reinvented and refreshed every year, making it an attractive form of exercise”, researchers said.

9 Personal training: an increasing number of professional personal trainers seek the professionalisation of their part of the industry.

10 Exercise and weight loss

11 Fitness programmes for older adults: even frail elderly people can improve their balance and ability to perform activities of daily living when given appropriate functional fitness programme activities, the survey report points out.

12 Functional fitness: defined as using strength training to improve balance, co-ordination, force, power and endurance

to enhance someone’s ability to perform activities of daily living.

13 Outdoor activities: such as hiking, canoeing, kayaking, and high-adventure programmes like overnight camping trips and mountain climbing.

14 Group personal training: the personal trainer will continue to provide the personal service clients expect from one-to-one training but now in a small group typically of two to four, potentially offering discounts to each member. Can make good economic sense for both client and trainer.

15 Wellness coaching: or the integration of behavioural change science with health promotion, disease prevention and rehabilitation. Often uses a one-on-one approach similar to a personal trainer, with the coach providing support, guidance, encouragement and confirmation when short- and long-term goals are reached.

16 Worksite health promotion: designed to improve the health and well-being of employees, it reflects a range of

programmes and services that evaluate employee health, health care costs and worker productivity. Once a need is determined, programmes are built and based on the greatest needs such as smoking cessation or weight loss.

17 Smartphone exercise apps: some track progress through time and provide real-time feedback and tracking for those on foot or bike.

18 Outcome measurements: addressing accountability, outcome measures are efforts to define and track measurable results to prove that a selected programme actually works. Typically necessary to determine the benefits of health & fitness programmes in disease management and to document success in changing negative lifestyle habits.

19 Circuit training: a group of about 10 exercises that are completed in succession and in a predetermined sequence.

20 Flexibility and mobility rollers: devices including the deep-tissue roller, myofascial release and trigger-point relief. Rollers have been designed for the low back, hips and for larger muscle groups such as the hamstrings and gluteal muscles. ●



What do you see as the top health & fitness trends for 2017? Tell us at sandpa@redactive.co.uk

PROMOTE 'AMAZING' SPORT TO DISABLED SAYS GREY-THOMPSON

Former wheelchair racer and multi-gold medal winning Paralympian, Baroness Tanni Grey-Thompson has called on the sports, fitness and leisure sector to do more to promote the industry as “an amazing one” for people with disabilities to work in.

Speaking to *S&PA Professional* at The Active Training Conference and

Awards in Reading, Grey-Thompson said: “As a sector we need to be miles better at telling people what an amazing sector it is to work in.

“I think there is a bit of a hidden gem with this. Once they are in they realise – and they stay. I think there are loads of opportunities to come in,” she said.

Grey-Thompson said that as a result of legislation, lack of suitable facilities and access problems were no longer the barriers they once were to disabled people working in the sector. She said the problem is one of perception. Those working in careers education needed to do more to point people towards it.

“I think what happens is that people don’t necessarily think of it as a sector to go into,” she said. “So, where careers education exists in school, does anyone talk about the physical activity sector? Not really,” she said.

Similarly, those coming out of elite disability sport were often “pushed towards other things”. ●

PA IMAGES



Sport sector needs change in mentality

Raising participation levels in sport, particularly among the least physically active in society, will require a change in the mentality of the sport, fitness and leisure sector, according to the head of sport at the Department of Culture, Media and Sport (DCMS).

Nick Pontefract told delegates at the Active Training Awards in Reading that “a good deal of progress” had been made since the government launched its Sporting Future strategy in December 2015. However, he admitted that turning around the mentality of the sector was “a pretty ambitious thing to do”. “We are still at the beginning of the journey,” he said.

During his speech, Pontefract explained why changing the mentality of the sector to one that was outcome-based and put the customer first was at the

heart of the government’s strategy of raising participation in sport. Currently, he said around a third of the population take part in sport on a regular basis.

“In the past we have focused too much on some of these external factors like price, facilities, structures and clubs, and treated individuals in a passive way and assumed they will function in a predictable fashion,” said Pontefract.

“But actually,” he continued, “we need to get better at understanding people’s decision-making processes, their emotions, their confidence levels and what affects whether they are going to get out of bed in the morning and go for a run or a yoga class.”

The minister said how using the government’s outcome-

based approach, the beneficial impact of active participation in sport could be broken down into five broad areas: physical well-being, mental well-being, individual development, social and community development, and the economy.

He went on to explain how targeting those groups in society who were the least physically active fitted in to this. “You won’t get those five outcomes unless you take part in sport,” he said. Targeting those people who were physically inactive rather than those “already engaged in and enthused by sport” was sensible, “as this is where the bigger broader benefits [of sport lie]”.

This approach would also give the DCMS the biggest bang for its buck for the £2bn it plans to invest in sport over the next four years, said the minister.

Pontefract said the most physically inactive groups targeted by the strategy were those leaving formal education, women, people with disabilities, and those from lower socio-economic backgrounds.

In response to a question from *S&PA Professional*, Tara Dillon, CEO of CIMSPA, said that raising participation among the least physically active in society would be boosted by the sport and fitness sector having chartered status.

“The idea is, this will give healthcare professionals confidence in our sector, and give them access to a database of thousands of chartered activity practitioners to whom they can refer their patients. We can upskill and develop new areas of work and qualifications,” said Dillon. ●

UPFRONT

S&PA NEWS

100 EXHIBITORS TO ATTEND SPATEX 2017

SPATEX 2017, the Pool, Spa & Wellness Show, has always aimed to be as much about imparting knowledge as it is a showcase for the industry. And in its 21st anniversary year, the leading wet leisure show is aiming to further bolster its educational credentials with 35 industry experts lined up to take part.

Running from 31 January to 2 February at Coventry's Ricoh Arena, it will host 20 workshops and 22 seminars on a diverse range of subjects, with almost 100 exhibitors confirmed at the time of press.

Although primarily about swimming pools, SPATEX sets out to cover as many facets of the wet leisure industry as possible including saunas, steam rooms, hydrotherapy pools, spas and hot tubs. It is targeted at those whose work 'involves water' and aims to attract pool and spa installers, retailers, designers, architects, distributors and makers along with staff from local authorities, hospital care homes, leisure centre, hotels and holiday complexes.

The parallel seminar and workshop programme will run on all three days of the show and CPD points and certificates of attendance are available for delegates attending the workshops.

SPATEX 2017 organiser Michele Bridle urges visitors to take advantage of the wealth of free expertise and technical advice available at these events whether they have general or more specific enquiries.

"All of the industry's water leisure experts will be there," she says. "We are also very proud to offer a double seminar and workshop programme that includes subjects as diverse as the latest health & safety guidance, commercial spa and swimming pool fault-finding and an introduction to natural swimming pools and ponds."

Other areas covered by workshops include LED technology, specifying tiling for pools and other wet leisure areas, advanced oxidation process solutions, the difference between salt electrolysis and hydrolysis and filtration. Meanwhile seminars explore topics such as ceramic membrane filtration technology, water testing, biofilms and the negative impact they can have on wet leisure providers, as well as how to maintain and chemically balance different animal hydrotherapy pools.

The inclusion of an introductory talk on swimming ponds and natural swimming pools follows considerable interest in the subject in the national press. Speaker Tim Evans, owner and managing director of Gartenart Swimming Ponds and board member of the British Association of Natural Swimming Pools, aims to dispel many of the common misconceptions about swimming ponds and natural pools both inside and outside the wet leisure industry.

As well as technical and operational subjects, SPATEX aims to provide visitors with information and advice to enhance their businesses. Aren Grimshaw, marketing director of Golden Coast and associate lecturer

in social media at Falmouth University, will talk about driving new business with Facebook and provide an overview of how the social network can be used in this way. In a session entitled Increasing Your Profitability, Nick Eastwood, deputy chairman of Wasps Rugby Club, meanwhile, will use the story of the club to illustrate how to maximise leisure facilities and build a brand. On the legislative front, Howard

Gosling FISPE will lead a session on upcoming new guidance for all involved in spa pools and hot tubs.

Speakers will also be drawn from a range of industry bodies including the Institute of Swimming Pool Engineers (IPSE), Pool Water Treatment Advisory Group (PWTAG) and the Swimming Teachers Association (STA).

Of course, a major motivating factor for coming to SPATEX is visiting a one-stop showcase of latest products. Alongside plenty of regular faces, new exhibitors this year include Allseas Spas, Almost Heaven Saunas, Aquafeat, Eco Finish, Gaffey, Intopool, Sorodist and Heypar and Villeroy & Boch. Both domestic and commercial sectors are covered by the show and this year the line-up includes 18 spa companies.

Whether an exhibitor or visitor, the organisers extend an invitation to the show party on 1 February at 5pm in the Ricoh Centre. Remember to pack your Stetson as it has a cowboy theme.

For full details of the exhibition and seminar and workshop programme, go to www.spatex.co.uk. ●



Take advantage of the wealth of free expertise and technical advice available at this event

UPFRONT

S&PA NEWS

MOVERS AND SHAKERS



Not-for-profit-leisure trust **Freedom Leisure** has appointed **Martin Burholt** chairman of trustees. Burholt is managing director

(Communities) of international support services and construction company Interserve.

Husband and wife **Russell and Annette Cavanagh** join **Right Directions Management** as, respectively, health & safety and quality manager and a Quest

mystery visit coordinator. Also joining Right Directions is Ella Macintosh, who has been recruited as development, training and events assistant. Russell joins from RDHS Health and Safety, where he was head of operations. Annette also has a background in the health and fitness industry, having worked in a number of operational and managerial roles for various companies. Macintosh comes from a hair and beauty background, with experience in customer focus. Right Directions provides health & safety and quality management support to the leisure industry, specialising in local authority and trust-managed sites, as well as smaller independent operators.

Dr Ruth Crabtree (top right, far right, blue shirt) of **Northumbria University** has been elected vice president of the **World Association of Sport Management (WASM)**. Crabtree is a lecturer in sports management and development and head of international development for Northumbria's Faculty of Health and Life Sciences.



She was elected to the WASM post after serving on its executive board for four years.



The Gym Group has appointed **Nick Henwood** to the newly created position of operations director. Henwood will oversee

200 operational management employees of the 24-hour budget gym chain, 1,100 self-employed personal trainers and a number of third-party, service-related businesses. He will also be responsible for the delivery of sales and retention targets and yield management for all 82 locations of the gym, and for providing leadership and development to all the company's frontline management teams. He previously worked for David Lloyd Leisure as the UK and European operations director.

Leisure solutions provider **The Pulse Group** has appointed **Matt Johnson** as their new executive director of the dedicated Design & Build arm of the

business. The division is responsible for designing, constructing and fitting out state-of-the-art leisure centres as well as completing full refurbishments of existing facilities. Previously employed as project director at Balfour Beatty, Johnson was responsible for the management of large projects and contracts in excess of £100m.



Amanda Sater has been appointed chair of the Board of Trustees at **StreetGames**, a charity delivering

physical activity initiatives that inspire young people living in disadvantaged communities. A serving magistrate, Sater is currently a member of the Youth Justice Board and chair of the Queen's Club foundation. At StreetGames, Amanda will assist the organisation in growing and accessing new sources of sustainable funding.



Fitness studio operator **Barrecore** has appointed **Peter Woods** as its new CEO to steer its expansion across the UK and

Europe as it looks to capitalise on an injection of private investment funding. Woods previously held senior roles at David Lloyd Leisure, Aspria and Holmes Place. Barrecore, which operates nine studios in the UK – in London, Manchester, Bristol and Leeds – secured funds from venture capital firm Octopus Investments. ●

IN DEPTH

CIMSPA UPDATE



CIMSPA CONFERENCE 2017

With the theme of 'The benefits of investing in quality', the second annual CIMSPA conference promises to be bigger and better following its successful launch last year

Running in conjunction with the quality scheme Quest and its sister initiative the National Benchmarking Service (NBS), the CIMSPA Conference features a mix of updates, speaker sessions and breakout options. It will showcase the work taking place across the industry to professionalise UK sport and physical activity and transform the career



IN DEPTH

CIMSPA UPDATE



development opportunities of those who work in the sector.

"We were delighted by the success of our inaugural conference and we are confident that this year's event will be even better, taking advantage of the real appetite in the sector for improving the quality of our workforce," says Tara Dillon (*above, right*), chief executive of CIMSPA.

In what promises to be a stimulating debate, the plenary panel discussion will discuss why companies should invest in staff training and the return on investment they can expect. Chaired by Jenny Patrickson, managing director of Active IQ, fellow panellists will include Mark Tweedie, CEO of Active Tameside and chair of the Association of Greater Manchester Leisure Trust; Rich Millard, partnership director of Places for People; Hilary Farmiloe, national manager of the InstructAbility Programme at Aspire; and Steven Scales, national strategic sales manager for the public sector at Matrix Fitness.

Approximately 25,000 students leave higher education each year with a degree in sport and physical activity. Why then is there a skills shortage in the sector? David Aldous, senior lecturer in Pedagogy at the

Cardiff School of Sport, Cardiff Metropolitan University, and Doug Cole, senior fellow of the Higher Education Academy will examine the challenges in preparing students for work in the sport and physical activity sector.

Spencer Moore, CIMSPA development director; Mac Cleves,

director of Mac Consultancy Services; and Nigel Wallace, director of Nigel Wallace Consulting, will discuss the impact of apprenticeship reforms on employers looking at the Apprenticeship Levy, funding and the Trailblazer apprenticeships.

In another breakout session, Ruth Holdaway, CEO of Women in Sport, and Barry Horne, CEO of the English Federation of Disability Sport, will be among those discussing the challenges of diversity and what can be done to increase diversity at all levels in the sport and physical activity sector.

Tara Dillon will give an overview of the outcomes of the institute's recent Labour Market survey, while Jeff Lynch, director of human resources at GLL, will chair a panel debate on CIMSPA's professional development committee looking at the work done so far and its impact on the future of the sector. The final panel discussion of the day will address the skills agenda.

The CIMSPA Conference will take place on Wednesday 15 March with the Quest NBS Conference running the day before on Tuesday 14 March. An evening reception and networking event, including presentations of CIMSPA, Quest and NBS awards will take place on Wednesday evening. ●

CONFERENCE DETAILS

Date: 14- 15 March 2017

Venue: Chesford Grange, Kenilworth, Warwick

Registration:
www.cimspa.co.uk/conference

Conference fees:**Full booking rate**

- £95 + VAT per day
- £40 + VAT for evening networking event

CIMSPA member/Quest assessor/Quest MV's

- £80 + VAT per day
- £30 + VAT for evening networking event

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IN DEPTH

CIMSPA UPDATE

JOHN OXLEY

The sector's traditional way of resourcing doesn't always allow people to flourish, believes the chief operating officer of Places for People

What was your first job?

My first job in leisure was as a lifeguard during my university summer holidays. I also did some coaching and recreation attendant work. Remarkably, my first job was as an accounts clerk after failing my A Levels; something the various finance directors I've worked with would find very amusing.

How did your career progress?

After completing my sports studies degree in 1985, I was a duty manager in a small dry centre on the south coast. I became assistant manager in a dual use centre in Lichfield and then joined Crossland Leisure – the pioneers in leisure management contracting and the first incarnation of what is now Places for People

Leisure (PFPL). When I returned to PFPL in 2015, some 24 years later, some of my original colleagues were still there!

That experience as a contract manager was exciting and I learned a vast amount from some great people. In 1991, I joined SLM, which had just two contracts at that time. I stayed for 17 years during which time I held a variety of roles including regional director, director of fitness and group operations director – a position I

“We have to develop more compelling ways to communicate and broadcast to people”



held for seven years. It was terrific to contribute to the shaping and developing of an organisation from its early stages and through all the growth pains.

In 2008, I joined the charity CLS and a year later turned it into Active Nation, which was probably the most satisfying period of my working life. We turned something that was really on its knees into an organisation that had purpose, meaning and was financially profitable and sustainable.

Which training has benefited you the most?

In the late 1990s, BodyLIFE ran an annual two-day leadership summit. The great and the good (and me as well!) were there and the quality of the speakers was outstanding, but also inspirational. I still have my notes.

Which training have you found least beneficial?

I've attended some shocking seminars over the years. I call it 'Popcorn Training'; you can watch a performance, munch your way

through it and are supposed to clap at the end!

What are the biggest opportunities for the sector?

I suppose it's been trawled out before, but clearly mapping against and then dovetailing with the health agenda. What goes alongside this is an acceptance that we have an educational role to promote the notion of sports and physical activity in a way that has far greater appeal than we've been able to muster up to now. Getting one in five of the population to exercise regularly, and even less than that in clubs and centres, is a pretty poor indictment on us all. We have to develop more compelling ways to communicate and broadcast to people, and we have to continue to communicate to them once we've attracted them.

I also think that we should passionately protect the word 'sport'. The industry often tries to avoid using the word, but I believe we should embrace it so that our entire population loves sport and that it becomes part of our national consciousness whether that is participating, working, volunteering or spectating.

Where are the skills gaps in our sector?

Is it about skills or attitude or a sector prepared to do things differently? Fundamentally our sector contains lots of people with terrific skills; it's incumbent on us to find out what those skills are and exploit them.

We tend to have a traditional way of resourcing and that doesn't always allow people to flourish. Much of our workforce is young, they have a fairly low boredom threshold and we have

A PASSION FOR SPORT



Football: My first love. When I was younger I could earn more on a Saturday playing football so I was a midweek and Sunday morning lifeguard. I finished playing a couple of years ago and am a UEFA B coach. As brilliant as it is, coaching is no substitute for playing.

Swimming: One of the perks of my career is that I've rarely had to pay for a swim and for a long time, I used to start my day with a few laps of whatever pool I was at. I'd swim every day if I could.

Cycling: I put on some weight when I finished playing football, so began cycling. The weight has gone and I love nothing more than getting on my bike for a couple of hours. I did the first stage of the Tour de France when it came to Britain in 2014, which was really enjoyable.



a tendency to ask them to sit on a pool for 20 minutes at a time and when they're not doing that, we get them to clean. I just don't think that's inspirational enough for young people who have got so much more to offer and we should provide them with more variety in their roles. We tend to employ on a very task specific basis and organise shifts and rotas to suit the organisation rather than being more flexible to attract higher quality people and exploit their talent.

I'd like to see a greater number of inspirational leaders at all levels; those who are prepared to engage in transformational programmes, have

"We turned something that was really on its knees into an organisation that had purpose"

smart commercial acumen and who have attuned emotional intelligence that can detect mood and talent so that we have a sports and physical activity movement enthused to do great stuff.

Which areas of your own development would you like to focus on?

I'm an advocate of coaching and mentoring; I think every organisation should have a coach and mentoring programme embedded into its people development strategy. I've developed a reasonable sense of self-awareness over time, so having a mentor or coach helps to continually challenge and improve what I do and the way I do it.

If you had to start your career over, what would you do differently?

They say never have any regrets, but at various times I wish I'd had less self doubt. I think if I was to start over, I'd pursue a more pure sports path rather than a general leisure one, but hindsight is a wonderful thing.

What would be your dream job?

Clearly, I have a dream job now (my boss is bound to read this!). A close second would be anywhere where it is warm and sunny, and I can play any sport I choose every day. Perhaps an equipment tester for a major sports brand in the Caribbean? ●

IN DEPTH

CIMSPA UPDATE

QUANTITY AND QUALITY

Upwards of 400 delegates expected at 'biggest ever' Quest NBS event

The 2017 conference of Sport England's quality scheme, Quest, and its sister initiative the National Benchmarking Service (NBS) is expected to be the biggest ever, following a venue change.

For the second year running, Quest and NBS have partnered with CIMSPA to host a joint two-day conference. The Quest NBS and CIMSPA Conference will take place on 14-15 March 2017 at Chesford Grange, Kenilworth, Warwickshire. This is a significantly larger venue than the Loughborough site where the Quest NBS Conference – which ran as a standalone event before joining forces with CIMSPA – has been held since its inception in 2010.

"The conference has been so successful, and demand for places so great, that for the past three years we have had to turn many people away," says Quest operations director Caroline Constantine. "Chesford Grange is not only a state-of-the-art venue, but it also has a much greater capacity than our previous venue. As a result, we expect this year's Quest NBS Conference to be our biggest ever, with upwards of 400 delegates."

The Quest NBS event, which will



take place on Tuesday 14 March and is open to anyone interested in Quest or NBS, will explore the theme, 'Why Bother Investing in Quality?'. "Both Quest and NBS define industry standards and good practice, and encourage ongoing development and delivery within a customer-focused management framework," says Constantine.

"In the continuing climate of austerity, it is more important than ever that leisure providers demonstrate their value – in terms of service delivery, commercial returns and social outcomes – while also investing in their continuous improvement. The aim of this year's

conference theme is to assist leisure providers in this endeavour by giving them unique insights into how to address the continuous improvement issues facing the sector."

In addition to updates from Sport England, Quest, NBS and CIMSPA, the day will include talks on 'The Social Rate of Return' and 'The Importance of Customer Service', as well as presentations by the English Federation of Disability Sport and the charity StreetGames, which helps over 600 community organisations across the UK to take sport to disadvantaged communities.

Delegates will also be able to choose from a number of round table sessions focused on specific aspects of the Quest assessment process, including 'The Importance of Customer Insight', 'The Importance of Delivery', 'The Importance of Maintaining Standards' and 'The Importance of a Well-Managed Facility'.

"We're confident this year's speakers will give leisure providers a wide range of exciting ideas to assist them on their continuous improvement journey, while the opportunities for networking will allow providers to share lots of best practice tips to take back to their teams," says Constantine.

The CIMSPA event will take place on Wednesday 15 March. Bridging the two days will be an evening reception and networking event, incorporating presentations of Quest, NBS and CIMSPA awards. ●



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IN DEPTH

CIMSPA UPDATE

ACTIVE AGEING

We must do more to keep the over-60s active, says Julie Robinson, founder of Move It or Lose it!, CIMSPA's newest skills development partner

We are an ageing population. According to the Office of National Statistics, there are currently 11.6 million people aged 65 or over in the UK. By 2040, almost a quarter of the UK population will be aged 65 or over.

Living longer is a cause for celebration, but it becomes a concern when set against the backdrop of the UK's inactivity epidemic. Keeping active in older age is vital to maintaining independence, reducing the risk of falls and fractures and helping to prevent all of the other diseases and conditions associated with inactivity.

"We are seeing growing demand for exercise programmes for seniors. Someone in their 70s who is overweight, unwell and de-

conditioned is unlikely to visit a gym, and the few who do try a traditional exercise class often don't go back because they feel silly when they can't keep up," says Julie Robinson, founder of Move It or Lose it!, specialists in fitness for the over-60s.

"It's essential that fitness professionals make their classes non-threatening, welcoming and adapt to their clients' need. Making exercise more accessible to seniors is a win-win situation for operators. It would allow them to fill their clubs during the day, give their staff additional skills and acquire loyal customers."

At the same time, charities, care homes, sheltered accommodation and health providers are desperate for qualified fitness professionals who can help people keep active in later life.

EFFECTIVE INTERVENTIONS

It was the experience of keeping her own parents mobile during their later years that prompted Robinson to dedicate her career to improving the fitness of older people. Founded in 2010, Move it or Lose it! offers award-winning exercise DVDs endorsed by Professor Janet Lord, director of the Centre for Healthy



Ageing Research at the University of Birmingham, as well as the FABS (flexibility, aerobic, balance and strength) exercise programme, which provides the four vital components of older adult fitness following Chief Medical Officers' guidelines.

The company also trains instructors to deliver FABS. Endorsed by CIMSPA, the training programme has been developed in partnership with the Centre for Healthy Ageing Research, to give instructors the specialist skills they need to work with the over-60s.

FABS has proved successful in community, hospitals and care settings. In a recent pilot project with the NHS, Move it or Lose it! delivered the programme to Chronic Obstructive Pulmonary Disease (COPD) patients for 12 weeks within two GP surgeries. The 45-minute sessions were followed by a group discussion of a health related topic to educate and empower participants to manage their condition. Patients were





given activities to do as homework to encourage regular activity outside of the class environment. The class also provided the opportunity for the surgery nurse to deliver flu jabs in one go, saving the time and money of several appointments.

Physical function and mental wellbeing were monitored and evaluated after the programme. The following results were recorded:

- 120% increase in number of sit to stands in 30s, which demonstrates increased leg strength to within normal community dwelling range and is associated with health related quality of life
- 27% group improvement of Timed Up and Go scores, showing improved functional mobility to within normal age-related range
- Reduced use of medication including steroids, antibiotics and COPD exacerbation pack
- Reduction in physical frailty from 'mildly frail' to 'managing well'
- Increased mood and energy levels

- High levels of enjoyment and self-reported long-term behaviour change – adherence to exercise
- High levels of self-reported social interaction and enjoyment

The results from the pilot study demonstrated that FABS exercise classes are a reliable and effective exercise intervention suitable for COPD patients. As such, the programme is being rolled out to other GP surgeries in Birmingham.

"We need to get better at motivating and engaging older people in physical activity. The over-60s is the fastest growing demographic in the UK. We need to help the NHS combat the economic burden of treating the decline in health of older and inactive people. If we can get older people active, they stay healthy and happy for longer, which keeps them out of hospital, away from the GP surgery or requiring care, and negates the associated costs." ●

See Profile on Tom Harrison, p28-31.

AN AGEING POPULATION

- There are now 11.6 million people aged 65 or over in the UK
- There are more than 23.6 million people aged 50 years and over, more than a third of the total UK population
- There are now more than 15 million people in the UK aged 60 and above, and 1.5 million people are aged 85 or over
- There are now more people in the UK aged 60 and above than there are under 18.5
- The number of centenarians living in the UK has risen by 72% over the last decade to 14,450 in 2014

Source: Mid-2015 Population Estimates
UK Office for National Statistics, 2016

POPULATION PROJECTIONS

- The number of people aged 60 or over is expected to pass the 20 million mark by 2030
- The number of people aged 65+ is projected to rise by more than 40 per cent (40.77%) in the next 17 years to more than 16 million
- By 2040, nearly one in four people in the UK (24.2%) will be aged 65 or over
- The percentage of the total population who are over 60 is predicted to rise from 24.2% at present to more than 29% in 2035
- The number of people over 85 in the UK is predicted to more than double in the next 23 years to exceed 3.4 million
- The population over 75 is projected to double in the next 30 years
- Nearly one in five people currently in the UK will live to see their 100th birthday. This includes 29% of people born in 2011

Source: National population projections for the UK, 2014-based, ONS, 2015 www.moveitorloseit.co.uk

IN DEPTH

CIMSPA UPDATE

Launched last year, the show brings the physical activity sector together with those working in performance and health to tackle the challenge of physical inactivity.

The event provides a valuable learning opportunity for those working in sport and physical activity, with more than 150 expert speakers from across academia, health, policy, performance and the physical activity sector.

Free to attend, CIMSPA will award its members three developmental CPD points for each day of attendance. Members must sign in at the CIMSPA stand at the show on each day to redeem the CPD points.

"Elevate brings together experts from the physical activity sector, academia, healthcare, government and performance as well as industry leading suppliers to network, see the latest innovations and gain valuable insight into tackling the physical inactivity challenge," says Tara Dillon, CEO of CIMSPA.

The seminars are structured around four themes.

PHYSICAL ACTIVITY FOR HEALTH AND WELLBEING

With a substantial evidence base around the significance of physical activity for health, the importance of bringing activity back into everyday lives is essential. This series of seminars will examine the evidence base behind physical activity and its potential contribution to prevention, management and reduction of conditions through various life stages. The seminars will also explore self-management, and digital interventions and the role of healthcare and physical activity professionals.

ELEVATE 2017

CIMSPA is lead supporter of Elevate, the UK's largest trade event for physical activity, which provides insight, innovation and ideas for sport and physical activity professionals



life and consumer trends. It will explore what we can learn from developments driven by the demands of competition in elite sport, by uncovering research, translating it through examples of advances in science and technology.

THE BUSINESS OF PHYSICAL ACTIVITY

At a time of increasing financial pressures, commercial and non-commercial operators, sport, leisure and physical activity providers need to secure and provide value for money, drive greater efficiencies, deliver customer satisfaction, prioritise investment and maximise new and existing assets to drive financial benefit through increased participation. In these business seminars, industry experts will provide insights into marketing, finance, policy, economics, operations, strategic partnerships, digital propositions and facilities management and will explore how changing consumer needs are transforming the business of sport and physical activity. ●

INCLUSIVITY - CREATING AN ACTIVE NATION

In just one generation, physical activity has declined by 20% and is predicted to decline a further 15% by 2030. This stream will examine how the physical activity industry and its wider stakeholders can reach and influence the inactive, exploring how to create opportunities for people to be active in ways that fit in with their everyday lives. Best practice solutions and strategies for tackling increasingly sedentary lifestyles will be covered; the role of technology, behaviour change, design, working in partnership and local approaches.

FUTURE PERFORMANCE

This stream highlights the latest developments in human performance, while explaining how advances in the sporting arena can impact everyday

ELEVATE 2017

Date: 10-11 May 2017

Venue: ExCeL London, UK

Registration: This event is free to attend, register online at www.elevatearena.com/register

Website: www.elevatearena.com

Social: #Elevate2017

Twitter: [@elevatearena](https://twitter.com/elevatearena)

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IN DEPTH

CASE STUDY



MIND TO MOVE

*Get Set to Go is an initiative
by mental health charity
Mind to use physical activity
as a way of helping people
suffering from mental health
problems. Caroline Roberts
investigates*

One in four of us will experience a mental health problem over the course of a year. But physical activity can be a powerful antidote as it helps boost mood, improve self-esteem and increase social interaction. And Get Set to Go, a programme developed by the mental health charity Mind, is helping participants get moving and reap the benefits.

The charity works with local activity providers to run tasters and weekly sessions in a range of sports and activities. It is currently operating in eight areas across the UK and, to date, almost 2,500 people have participated. More than half of these are now receiving ongoing support to pursue a more active lifestyle, helped by 165 'peer navigators', volunteers who have themselves experienced mental health problems. There are now plans to expand the programme to 32 new areas over the next year.

"Factors such as low self-esteem and anxiety in crowded spaces can lead people with mental health problems to avoid sport and exercise," says Mind's Hayley Jarvis, who oversees the Get Set to Go programme. "Some people joining the programme have been very inactive so it's important to provide extra support and motivation, and start with low intensity activities to give them that first positive association with exercise."

"You don't need to be a mental health expert," Jarvis says of programme providers, "but you need to be empathetic, a good listener, and able to make sessions fun and sociable."

Having a mental health problem is incredibly isolating, so providing a friendly welcome and building social interaction into sessions can really benefit mental wellbeing."

Training in mental health awareness for people working in the physical activity sector is offered by 16 local Minds and 142 providers have now received training through the programme. One of the participants was Steven McFadyen, former disability manager with Table Tennis England. "We came away with lots of ideas about how coaches can adapt sessions with people with mental health problems in mind," he says.

"It made us realise that small changes can help, such as having seating so people can just come and watch to start with, and quiet spaces

so they can take a break from the session if they need to. Since then, some coaches have started 'bat and chat' sessions, which use table tennis as a tool to promote socialising."

Funding for Get Set to Go, which was provided by Sport England and the National Lottery as well as by Mind itself, comes to an end in October 2017. But the charity plans to sustain the programme by introducing a small contribution for taking part in the sessions, and making more use of volunteers to lead them. It will also produce a toolkit for the mental health sector, and will work with governing bodies and other organisations in the sport and physical activity sector to embed the learning and insight gained from the programme. ●

Get set for sparks of positivity

Jade Jennings attends a weekly Get Set to Go boxercise class, which takes place at the South London gym of former world boxing champion Duke McKenzie.

The sessions have had huge benefits for Jennings, who suffers from depression, anxiety and post-traumatic stress as a result of childhood abuse. "I was a bit dubious at first, but it's the best thing ever," she says. "It's full of lovely people sweating and laughing and just letting out any anger or frustration."

"The exercise makes you feel good, you get a lot of

encouragement and it helps you to see the good things in yourself. It's given me little sparks of positivity that I remember when I'm going through a dark time."

Taking part in the sessions has also helped her gain the confidence to start working in a local charity shop. "Without the boxing, I'd never have ventured there," she says. "When you learn to express yourself in the gym, you can express yourself better in other settings."

She advises trainers working with people with

mental health problems to be gentle but persuasive, and not to put the spotlight on them too much. "It's a sort of 'kid gloves' approach but not to the extent of being patronising. You have to work with the individual and realise that they may just want to sit in the corner and watch sometimes if they're having a particularly bad day."

If you would like to find out more about delivering Get Set to Go sessions, contact your local Mind by visiting www.mind.org.uk/information-support/local-minds.

IN DEPTH

BUSINESS



Retaining gym members is by far the most cost-effective way for operators to keep their customer numbers up. So how can gyms and fitness clubs improve retention?
Colin Cottell investigates



While gyms and fitness clubs understandably put a lot of effort in attracting new members, changing customer behaviour and the growth of new business models are forcing operators to focus more of their attention on retaining those they already have.

According to Paul Bedford, a business consultant and researcher specialising in the fitness industry, aka 'The Retention Guru', gym members are voting with their feet, with almost half (48%) of members leaving a gym or fitness club each year. Gyms and fitness clubs up and down the country are seeing almost their customers and with them valuable streams of revenue literally walking out the door.

Taking the latest figure for the number of UK fitness club and gym members of 7.5m, that adds up to 3.2m a year who leave. That's a considerable level of churn, even if tempered by the fact that most are not walking away from gyms completely, with seven out of 10 of

those joining a gym having been a gym member previously, according to Bedford.

Another reason for gyms to focus on retaining existing members is that it is cheaper than recruiting new ones, says Bedford, referring to Harvard Business School research indicating it costs five times more to get people to join a gym than to retain them. "Say it costs you £25 to recruit a new member and the monthly membership fee is £25, then you don't make any money from a member for a month," he explains.

Duncan Jefford, regional director South-East at Everyone Active, says increasing competition within the sector, often driven by price, means that many gym members have itchy feet. "You have probably got 2,000 budget gyms that have sprung up in the last five years, and the reality is that some people would rather pay £15 a month than £40 a month, so if there is a budget gym around the corner they are going to go to that budget gym."

Linked to this is the growing popularity of non-contract membership, says Jefford. While this "is very positive from a sales point of view, it does make it more difficult to retain members", he says. In contrast, if someone signs up for a year's membership on a contract, they remain a member "whether they use the gym or not". The growth of low-cost and no-contract gyms "makes the whole area of retention very different and therefore our focus is very much on encouraging members who wish to return", adds John Treharne, CEO at The Gym Group.

Whatever the reasons for customers' lack of loyalty, according to Jefford, the message for gym and fitness club operators across the sector is clear: "Everyone has to up their game, and if



VOTING WITH THEIR FEET

IN DEPTH

BUSINESS

you don't you will get left by the wayside."

For Jefford, the key to retaining gym members is delivering "a really good quality experience". "We have tried to differentiate ourselves. We know we are not going to be the cheapest, but if we get the experience right we will retain the member," he says. This starts "from the moment a customer walks through the door – from the simple things like the receptionist's smile, the hellos throughout the facility, all the way through to making sure it is clean and tidy".

Jefford says Everyone Active budgets for an overall attrition rate of 5%–6% a month. "People moving is inevitable – for example, with their jobs – there is a natural churn. It's about retaining those that have a choice or might be considering a club around the corner."

In its efforts to retain as many members as possible, Everyone Active has turned to technology, with the introduction in August of a new database of two million individuals, called Single Customer View. According to Jefford, this tracks the activities of every single member, and classifies them into Green, Amber and Red. For example, a customer whose gym attendance suddenly drops is identified as Red or 'high risk [of leaving]'.

The next time the person visits the gym this "is flashed up", and leads to "meaningful interaction" from staff, he explains. "This could be around whether they are achieving their goals," says Jefford, and could result in an instructor suggesting a new exercise programme, he explains, by way of example. Members who stop attending the gym can also be contacted by telephone, email or



POWER POINTS

- 1 Operators must up their game if they want to retain their customers**
- 2 Run an induction programme**
- 3 Encourage new members to visit within the first two weeks**
- 4 Gym staff have a vital role in helping users stay motivated, and in helping them reset their goals**
- 5 Consider hiring staff for their customer facing skills not just their technical skills in the gym**
- 6 Technology can be a valuable tool both to communicate with customers and as a tool for targeted intervention**
- 7 Gym users respond to the personal touch, as well as gifts and rewards**
- 8 People leave gyms for many reasons, and not always because they are unhappy with the experience**
- 9 Consider whether they might they be interested in joining a branch in another part of the country**

SMS. Treharne says The Gym Group is also utilising technology to keep existing customers happy. "One of the advantages of being an online business, is that if someone complains on social media about one of our facilities it gives us a chance to apologise," he explains.

Jean-Claude Vacassin, founding director of W10 Performance Gym, the Professional Fitness Coaching Academy and the International Fitness Business Alliance, says his business model is based on retention. "We spend most of our time thinking how can we deliver the best experience to our clients," he says.

According to Vacassin, just having a good product and a good service "is no longer good enough". "People need to know that you love them," he says. In his own business this means nurturing members, for example by giving them gifts, such as



“The growth of no-contract gyms has changed the way the sector should look at retention”

a t-shirt when they sign up, or a Fitbit after 21 days. “In the first 90 days we nurture them heavily,” he says. It’s also about engaging them and educating them, for example about strength training or the health benefits of fish oil. Re-engaging with customers by resetting their fitness goals after 90 days also boosts their motivation, “and stops them getting bored”, one of the main reasons why people leave gyms, says Vacassin.

‘Retention guru’ Bedford agrees. “Unless gym users can see the relationship between what their goals are and the exercise programme they are doing they are likely to lose motivation and leave,” he says. That said: “Goals must be challenging but not too much, too soon,” he adds.

Gyms must also do as much as possible to encourage new members to visit “as soon as possible” after they join, he advises. “If there is more than a two week gap, they are about 35% more likely to quit than people who visit within the first two weeks,” he explains. Similarly, Bedford says those who go through an induction programme “are more likely to stay”.

Gyms used to be able to rely on a degree of inertia among their members tied in by long-term membership contracts containing onerous penalty clauses for those that left before the contract ended. With such contracts no longer the norm, and the entry into the market of a string of no-contract low cost and budget operators, gyms users are voting with their feet. In this new world, the battle to retain gym members will be won by those with a clear understanding of their customers, their expectations, and what motivates them. ●



Changing face of no-contracts

According to John Treharne, CEO at The Gym Group, the growth of no-contract gyms has changed the way the sector should look at retention. “In a no contract environment you are accepting that people come and go,” he says. “The fact that a student might be a member in term time, then goes home before coming back again at the start of the next term is not attrition, because fundamentally they are not unhappy with what they have been provided with.” Similarly, Treharne, says “a big chunk of people say they are moving because they are moving house”.

Treharne says his company prefers to focus on the average length of membership over time, which currently stands at 26 months. It also monitors metrics such as mystery shopper scores to supplement retention and attrition levels to provide it with a more complete picture of its customers’ behaviour in an environment in which “people exercise as and when it suits them”.

IN DEPTH

PROFILE

HALF-MARATHON

80-year-old Tom Harrison does half-marathons, tackles fell-running and has also endured the odd bit of bog snorkelling. Here he tells Graham Simons how he keeps the smile on his face

Happiness, happiness – the greatest gift that I possess” – went the song made famous by British comedian Ken Dodd.

Happiness is also the secret to ageless fitness, according to bog snorkeller, fell and marathon runner, ukelele player and shoe fitter extraordinaire Tom Harrison, who at 80 epitomises ageless fitness as he continues to stay fit and manage an active life that would seriously challenge someone a fourth of his age.

“The main secret to keeping as fit as you can for me is happiness,” says Harrison, a Reading resident who is originally from Hendon, North London. “First of all, it helps if you have a positive outlook on life, and you are happy with things.”

Following his passion of distance running, the man who may well be the world’s fastest pensioner at bog snorkelling recently posted a record-breaking run in becoming the UK’s fastest male half marathon runner in

the 80+ age category in 2016.

“The record was 2 hours 10 mins for 2016,” Harrison says, “and in October I did 2 hours 3 mins at Bournemouth Half Marathon, which was a minute faster than I’d done the year before. Even though I didn’t have a very good run, I was quite pleased.

“I was the fastest over 80 in the UK for a week and then some wretched chap up in Scotland did about 1.56 or something,” he jokes, “knocking another seven minutes off!”

While this record has been broken, Harrison hopes another more unusual one remains intact. “About 10 years ago I worked out that there was a world bog snorkelling championship, and there was a pensioner’s prize. If I went in for it, there probably wouldn’t be a lot of competition and I would be the world’s fastest pensioner at bog snorkelling, which I did, and I was – and probably still am – I don’t know.”

MAN



IN DEPTH

PROFILE

For the uninitiated, bog snorkelling is a sporting event that consists of competitors completing two consecutive lengths of a water-filled trench cut through a peat bog in the shortest time possible. It's a sport that Harrison travels to Llanwrytyd Wells, Powys, Wales to compete in.

And his current line-up of activities and accomplishments just keeps coming. Harrison is also a UK Athletics coach.

"I coach people in endurance running. That is anything over 800m, so mainly 5km to marathons. That seems to be what suits me because that's partly how I'm built – fairly short in the leg for my height, which means I go uphill and downhill fairly well – or did when I was younger – and can keep going.

"A great thing is to encourage people, especially if they arrive not having done any running before."

But he also teaches running style to more experienced runners. "We have a thing called Run Like Mo Farah," he says, "where we teach them not to heel strike and where to put the foot down as it comes forward, and also how to keep the arms open rather than bringing them across the body.

"When you constrict the chest, you don't get so much oxygen – technical sort of things."

As well as coaching, Harrison is a race organiser and a pacemaker. "We put teams into the South Downs Marathon Relay most years and the Ridgeway Relay – off-road events. But also I organise the junior races for the Shinfield 10km. It has gone from strength to strength because we were up about 30% three years running," he says proudly.

Referring to his pacemaking at the Reading Half Marathon, Harrison

says: "I run round at a two-and-a-half hours and that means a lot of new people who want to do the Half Marathon that haven't done one before or are not sure what pace they should run at, follow me round.

"I volunteered," he explains. "I thought 'Ooh that sounds fun' and I thoroughly enjoy it, if that's the right word. Last year the local newspaper wrote '79-year-old does pacemaking for Reading Half' and made a fuss about that."

The report had its benefits, though,

Harrison says. "In a way it helps because when people arrive they are not horrified at how old I am."

And he likes it enough that he is continuing. "I've just volunteered to do it next year," he says. "For a runner, two-and-a-half hours is quite slow and so not a lot of the faster runners want to do it because it's difficult for them, whereas I don't find it difficult."

It's a role that suits Harrison in other ways too – and he knows that his particular mentoring strengths serve him and the runners well. "I don't

"I don't think everyone could be a pacemaker. I like to encourage people – cheer them on, tell a few jokes, not shout and scream at them"



think everyone could be a pacemaker," he acknowledges. "I like to encourage people, to cheer them on, tell a few jokes – not to shout and scream at them. I think it is a certain type of personality. When I'm coaching I like to give people as much information as possible so they understand, rather than just say 'do this'."

Harrison also fits in a job working at sports outfitter Cotswold Outdoor, which has enabled him to discover the secret to fitting the right running shoe.

"There are a couple of points that

are really important," he says. "First of all get measured; and in connection with that it is staggering the number of people that are in the wrong sized shoe – maybe 40% of the population. If you are in the same sized shoes as you were when you were 18, they're too small. If you are in the same sized shoes as you were when you had a baby, they're too small.

"Quite a lot of my job is persuading people," he says. 'I've always had size 6', they say and I say 'I'm sorry – you should be in 7.5'. That causes all sorts of problems.

"You can get some flashy shoes but you don't have to pay all that much. They just need to be cushioned if you are going to be running on the road," he advises.

"There's a lot of stuff talked about needing a strong arch but the real secret is to go to a shop where they know what they're doing and then only use the pair that is comfortable. If it's not comfortable, it's not the right shoe," he confides.

In addition to a large dose of happiness, a good diet, exercise and not smoking also help in the pursuit of ageless fitness, in Harrison's view. "A good diet, not too much of it, plenty of exercise of whatever sort, whatever you happen to like. I think it helps if you've got someone you love – that makes life much nicer."

Harrison's parents, who were in their early 40s when he was born, contributed to his good fortune of being born at the right time for a sound nutritional upbringing. Some studies suggest that 1936, the year of his birth, was a good year to be born. "Due to the rationing during the war, you didn't have a lot of sugar or fat when you were a small kid," he says.

That regular nutritional healthy diet of the war years may explain

why decades on from Harrison's childhood, he is active enough to indulge in a spot of fell running, having completed the rough terrain Exmoor Stagger in October.

"You have to watch where you're going," he suggests. "My face has got a few scars where I managed to bash my head on the ground now and again through missing tree roots – but it's very, very enjoyable. And, of course, it's much less impacting on the joints than road running."

Harrison didn't just fall into fell running – it's been a passion since his time as an officer in the British Army when he was stationed in Hong Kong during the 1950s. "I got a team of Chinese locally enlisted soldiers together to run the first ever Hong Kong fell race and actually we were coming first until the Gurkha teams got in – no chance against the Gurkhas because they run downhill, they are just used to it. That got me interested in fell running within the mountains of Hong Kong."

Finding new adventures on a regular basis, living outside his comfort zone and revisiting past adventures are clearly at the heart of Harrison's ageless fitness. For instance, he will spend January cross-country skiing in Norway.

"You can't do something new everyday," he admits, "but you can do something outside your comfort zone now and again." And a couple of new activities are on Harrison's agenda. "I'm about to start a blog and learn the ukulele – mostly what I've done so far though is talk about it!" he says.

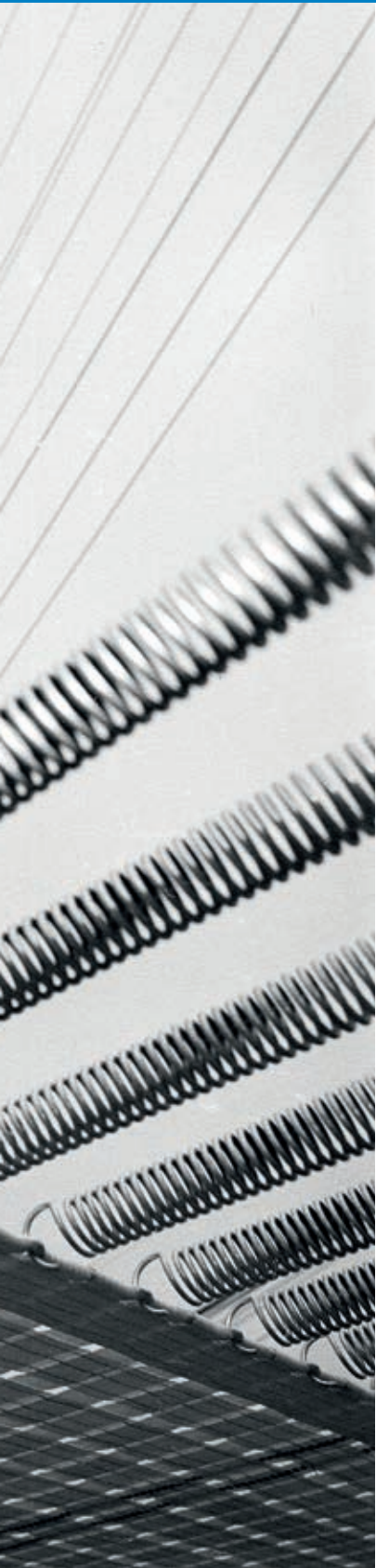
With one class under Harrison's belt in learning the stringed instrument, one wonders whether Ken Dodd's hit will be one of the songs to eventually ring out on his ukulele. ●



IN DEPTH

BUSINESS





BOUNCING BACK

Trampoline park accidents often result in more serious types of injury, so why aren't they regulated?
Colin Cottell reports

The UK's trampoline parks are upping their game as concerns grow about customer safety. In the absence of specific legislation, some of the UK's 120 trampoline parks currently operate to a US standard called ASTM. This covers areas such as the minimum height of trampolines above the ground, the amount of padding and the level of staff monitoring (1:30). However, other trampoline parks do not operate to a common standard, or indeed any published standard at all.

As a result many in the sector are now putting their weight behind a new British Standard that they hope will be taken up by trampoline park operators across the UK. A public consultation on the new standard closed on 1 December, and the final document is due to be published by March next year.

The draft document (PAS 5000) covers areas such as risk assessments, the number of staff monitoring park users – it recommends one per 20 – first aid provision, equipment checking, accident recording and staff training. The new standard has been developed by the UK branch of

the IATP, RoSPA (The Royal Society for the Prevention of Accidents), British Standards Institute, insurance companies and the HSE. It is available on the BSI website (drafts.bsigroup.com), although to access it registration is needed first.

Once PAS 5000 is finalised, RoSPA says it would like to see all existing commercial trampoline centres declare their compliance within 18 months, and new build locations sign up before opening, or as soon as practicable afterwards.

Although the overall accident rate is in line with that across leisure and sports facilities generally, a health & safety expert, who specialises in the sector, warns that accidents in trampoline parks tend to result in more serious injuries.

According to information provided to *S&PA Professional* by Gill Twell, head of group operations at specialist leisure industry health & safety management consultancy Right Directions, in the three months between July and September, more than 6% of all trampoline park accidents resulted in some form of hospital treatment.



IN DEPTH

BUSINESS



TOP 5 UK TRAMPOLINE PARK INJURIES

- 1 Strain/sprain/cramp
- 2 Bruise
- 3 Minor cut/graze
- 4 Fracture/dislocation
- 5 Nose bleed

TOP 5 CAUSES

- 1 Contact with object
- 2 Contact with person
- 3 Contact with wall/floor
- 4 Human error – exceeding capabilities
- 5 Sporting injury

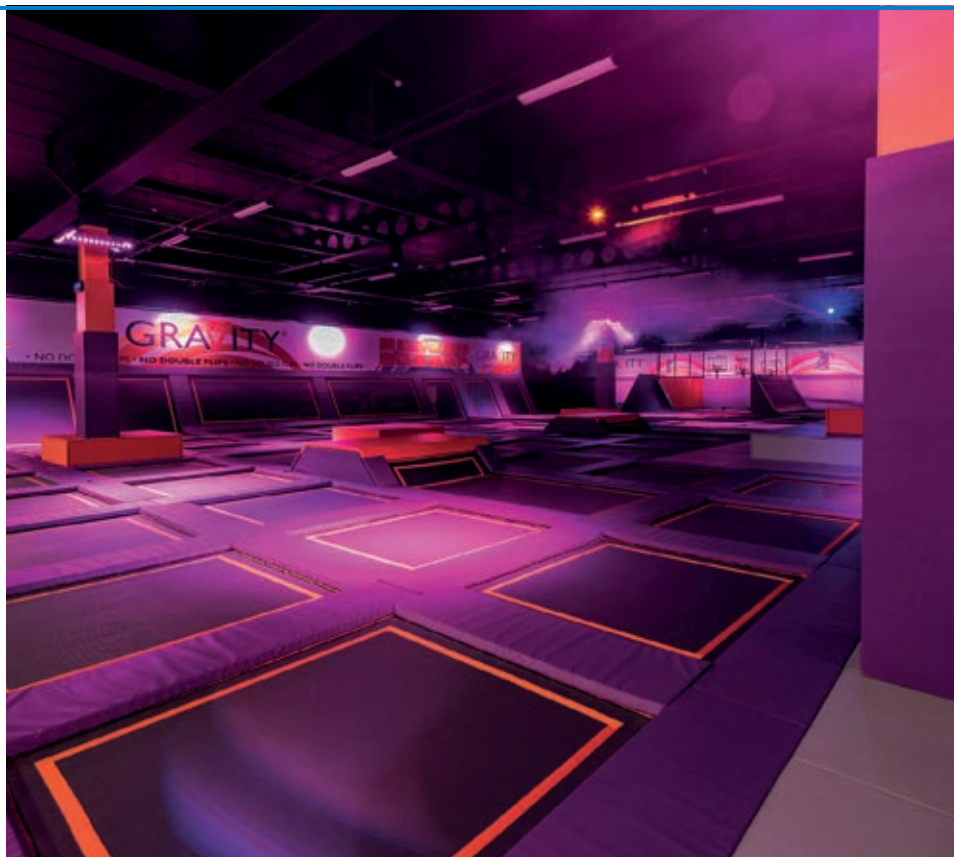


Source: Right Directions STITCH report in partnership with CIMSPA, 1 Jan – 30 Nov 2016

This is almost double the figure for the health and fitness sector generally, with these people three times more likely to remain in hospital for more than 24 hours. Younger users are most likely to have an accident, with 8-11-year-olds making up almost a third (31%) of all incidents, followed by 12-15-year-olds, who make up 22%.

Peter Brown, managing director of Freedom Trampoline Parks, and chair of the UK branch of the International Association of Trampoline Parks (IATP), told *S&PA Professional*: “There are concerns that some parks are not operating as well as people would like. Obviously if our customers are getting injured they are not having a good time and they are not coming back. It doesn’t make any sense for the industry not to be focused on safety.”

Since the first trampoline parks opened in the UK in 2014, their number has grown exponentially,



and is expected to reach 120 by the end of 2016. However, with that growth has come more accidents.

A report by Right Directions, in partnership with CIMSPA, published in August 2015, found the overall accident rate in UK trampoline parks was 0.52%.

Although this equates to just over five accidents for every 1,000 park users, with between 10m and 15m jumpers visiting UK trampoline parks a year, a 0.52% accident rate would mean up to 75,000 accidents a year. A BBC Radio 5 Live programme in

November highlighted the issue, which first came to public attention in early 2015 after the media reported 102 incidents at a Ryze trampoline park in Dalkeith, Scotland.

A spokesperson for Ryze Trampoline Parks, told *S&PA Professional* that the company disputed the figure. The 102 figure had come from no-win, no-fee lawyers, who became involved, he said. In fact, the spokesman said, the number of incidents that actually resulted in an injury had only been seven. Following the incidents, the spokesperson said the company had made changes to its safety video. “With any high adrenaline sport, there is always a risk of someone getting injured. It is about mitigating the risk to ensure no one is seriously injured.” The spokesperson said the number one message to users was “jump within your abilities”.

At the time back in 2015, Ryze’s CEO Case Lawrence pointed out that

“With any high adrenaline sport, there is always a risk of someone getting injured. It’s about mitigating risk”



based on the 25,662 jumpers at the park in the three weeks concerned, the incident rate of 0.39% was actually “better than the industry norm”.

Trampoline park operators say many of the accidents (*see above left for the top 5 injuries and causes*) are caused by double-bouncing, where more than one person uses the same trampoline at the same time.

According to Twell, unlike health & safety in swimming pools, there is no UK legislation or guidance for the operation of and management of trampoline parks. While Twell says environmental health officers (EHOs) have the right to visit a park at any time, there is no law that trampoline parks must be inspected regularly. In practice “it depends on the number of accidents”, she says. However, she adds, “in many cases EHOs are going in before new parks open, which is a positive development”.

Michael Harrison, director of

Gravity Fitness, which runs five trampoline parks across the UK, tells *S&PA Professional* that although the new British Standard will be voluntary, “it is a must”. “It’s an achievable standard for people to work towards,” Harrison says.

However, he says he is under no illusions that it will be easy. “To have the correct level of staff, and the correct training to avoid accidents, or to deal with them when they occur will not be cheap,” he says. Harrison says that small single trampoline park operators “at the back of an industrial park will struggle to maintain the standards”.

David Stalker, CEO of Oxygen Freejumping, which has six parks across the UK, told *S&PA Professional* he was concerned the industry was “letting itself down by not getting the standards right”. He says a key issue is ensuring the right number of staff is on duty to monitor users.

Stalker says agreement on a common set of standards is essential. “Otherwise you are going to get the lowest common denominator,” he says. But Stalker goes further in suggesting that not only must all parks “sign up to a certain new standard”, but that those that refuse should not be allowed to operate.

They should also agree to be audited by an independent organisation, he says. His own company is audited by Right Directions. “You wouldn’t be allowed to operate a swimming pool without having a lifeguard, and this sector should be the same,” he says. ●

Trampoline parks and the law

Unlike for swimming pools there is no UK legislation or guidance for the operation and management of trampoline parks in the UK. Health & safety in trampoline parks is governed by the Health and Safety at Work Act, which means that the same health & safety regulations apply as in any ‘normal’ place of work, such as an office.

Local authority environmental health officers (EHOs) have the right to visit and inspect UK trampoline parks. EHOs have the following powers:

- Recommend the operator take certain action
- Issue an enforcement order for the operator to take action within a certain time period
- Issue a prohibition order, either to close the whole park or that a specific piece of equipment must not be used

HEALTH & SAFETY POWER POINTS

- Carry out risk assessment of facilities and activities
- Ensure staff are adequately trained
- Ensure the park is sufficiently staffed at all times
- Give all users a safety briefing, including a clear list of dos and don’ts before they use the equipment
- Pay special attention to park users under the age of 15, who are involved in around half of accidents
- Make sure signage is clear and prominently displayed
- Maintain and inspect equipment regularly
- Undergo a regular audit from an independent third party

Record all accidents and use the RIDDOR process (a database of accidents maintained by the Health and Safety Executive) to report those that result in customers being taken to hospital for treatment.

TECH FOCUS

ANTI-DROWNING TECHNOLOGY

Of the 400 people who needlessly die from drowning each year in the UK, an extremely small percentage lose their lives in a swimming pool – and much less a life-guarded one. According to the Water Accident Incident Database, there were five drownings in pools in 2015.

Five is still too many, though. And as pointed out by Robin McGloughlin, business development director of Poolview, which sells a range of anti-drowning systems, no-one knows how many near misses take place. “There is no database on that,” he says, adding that like others experienced in this niche sector, such

technology does not make a swimming pool 100% safe. “But it does add an extra layer of safety.”

Pool operators who want to install a form of drowning detection/safer swimming system have a number of options to choose from, including sophisticated computer vision systems that can cost around £45,000-£50,000. Each works slightly differently but most will use underwater and, in some cases, overhead cameras to continually watch the pool while computer software analyses swimmers’ activity in terms of motion, trajectory and other behaviour. If the system detects a problem, it automatically triggers an alarm and alerts a lifeguard.

Those exploring options need to be aware of the distinction between sophisticated computer vision systems and those based on cameras or CCTV. The latter are more affordable but do not link to detection software. Rob White is director of SPSC UK, which is the UK distributor for the Italian Angel Eye automated drowning detection system but also sells its own Swim Guard camera system, which he describes as a “look-see” product. “It is no more than a visual aid,” he explains.

Philippe Chastanet, sales engineer at Poseidon Technologies whose system is deployed at nine pools in the UK, says there can be confusion between the two different kinds of



POOLING RESOURCES

Sophisticated anti-drowning systems and wearable technology are helping to make swimming pools safer places. Sue Weekes reports

systems. "CCTV is passive underwater video with no automatic drowning detection capability," he says.

A third option for pool operators is wearable technology such as wristbands. As well as the SwimEye computer vision system, developed jointly with a Norwegian company, Poolview also sells the Sentag wristband. This continuously monitors depth and time for every swimmer and alerts if pre-set thresholds are exceeded.

McGloughlin, himself a former lifeguard and leisure centre manager, believes wearable technology is potentially more reliable than any other but is currently prohibitively expensive for many pool operators at

"It also involves a transition from traditional lifeguarding and the 'mythology' that surrounds this"

around £50 each. "So it tends to be hotel and high-end apartment blocks that are buying them," he says. "The price will come down but we are talking a few years away yet."

It isn't just the price that holds back pool operators from automated systems though. White believes that it

involves a culture change in how a swimming pool is managed. "It also involves a transition from traditional lifeguarding and the 'mythology' that surrounds this," he says. "It's not a total reliance on automation, but [it] can work in the background 24/7, assisting lifeguards with early detection of a swimmer in difficulty."

When considering its purchase, White says pool operators should ask themselves some key questions: "How will it affect my business? Will it enhance it? How will it reduce risk to users? Will it reduce the risk of a manslaughter charge? Will it help with compliance on guidelines?"

One of the misconceptions manufacturers and distributors want



to eradicate early on in any discussion is that a system is not a replacement for a lifeguard. Alex Blackwell, head of vocational qualifications at the Royal Life Saving Society (RLSS), says that when installed and used appropriately, such technology helps lifeguards to keep pools safe but adds: "My concern is when they are viewed solely as a means of saving staffing costs. If this is the case, my message is to proceed with caution."

Blackwell observes that some operators considering surveillance are looking to optimise their lifeguard numbers during low-risk activities such as lane swimming to make savings, while others use them to provide an extra layer of safety to

support the lifeguard. "However, neither CCTV nor drowning detection systems provide the early intervention, educational and safety role of a lifeguard," he says. "Nor can they rescue or resuscitate a casualty. Any operators looking to remove lifeguards from poolside in place of a detection system should bear this in mind and also note that there could be a delay in reaching a casualty when an alarm is raised."

A spokesperson from the Swimming Teachers' Association (STA) similarly warns against them being any kind of replacement for lifeguards: "Technology is known to fail and needs regular maintenance to ensure it's working to its full potential."



Indeed, those operating in anti-drowning detection systems see their role as very much an educative one, and not a 'quick sell'. McGloughlin says Poolview is engaged in a 10-year project to get awareness up to the desired level so pool operators understand what the different options mean to them.

Also of concern is the potential for false alarms that could ultimately lead to a lifeguard becoming complacent or distracted. Software will operate on



CASE STUDY: IMPULSE LEISURE

► System: Poseidon

Essex-based Impulse Leisure, a not-for-profit firm that provides leisure and recreation facilities to the local community, conducted a study in 2004 to explore whether it could efficiently improve the safety of its swimming pools by combining

lifeguards with computer-aided technology, in this case Poseidon drowning detection technology.

It concluded that the safety of swimmers could be improved by using technology as a back-up. "As an extra set of 'consistently deployed eyes' watching the pool for

emerging incidents," explains Impulse Leisure CEO Mike Baden. "These extra eyes weren't subject to distraction, heat, fatigue, noise or other customer interaction," he says, but adds. "Of course, these extra eyes can't effect a rescue if an incident does occur."

The system has performed well over the years and while initially the lifeguards were a little sceptical, this soon faded. New lifeguards don't know any difference and see it as just another life-saving aid. "If this is cost effective why wouldn't you want to do it?" Baden adds.

TECH FOCUS

ANTI-DROWNING TECHNOLOGY



pre-programmed rules, and if one of these is broken – for instance, a person being below the surface of the water at a certain depth for too long – it will trigger an alarm. As White points out, the swimmer may not be in trouble because they are able to hold their breath for a long time. “But if a rule gets broken, it’s not a false alarm, it’s a true alarm because the system is doing what it has been programmed to do,” he says. “Real false alarms – when it alarms for no

reason – are the challenge for any automated system.”

Pool operators must quiz providers on this, though, Chastanet urges. Detecting a body at the bottom of the pool is not so difficult “technically speaking” for any computer vision system, he says. The technical difficulty, he goes on to say, is to limit the number of false alarms created by shadows and objects. “Potential buyers must ask for commitments in terms of false alarms limitations, and the detection time must not exceed 15 seconds after the body is immobile at the bottom of the pool,” he says.

While the false alarm factor is important, Chastanet says the first question to a potential supplier

should be: “Has your system already helped to save a life? And can you please give me details and references of any rescues performed thanks to your system?”

Conversely, McGloughlin stresses that pool operators need to be realistic about what could happen in a pool. “People can be defensive. They might think, ‘we only have competition swimmers in here’,” he says. “But they must understand that it isn’t just bad swimmers who drown. Drowning can be caused by epileptic fits, heart attacks, shallow water black-outs and other factors. At the end of the day, no two fatalities or near misses will look the same.” ●



CASE STUDY: YORK SPORT VILLAGE

► System: Angel Eye

When it opened a new pool in 2012, the operators identified a problem with glare at certain times of the day caused by the glass panes surrounding it. Keith Morris, head of sport at the University of York, one of the operators, explains that it caused lifeguards to keep

moving their chairs around to get the best visual. “And at peak times this was challenging,” he says.

The organisation started to investigate anti-drowning technology and met with SPSC UK, which distributes the Angel Eye automated drowning detection system. “What

struck me on the day was the visual of the pool as a grid regardless of where you are,” he says. “If an alarm is triggered, a lifeguard sees precisely where, so they can get in the pool.”

York Sport Village went ahead with Angel Eye and has since become a reference site for the system.

Installing Angel Eye was never about reducing the number of lifeguards but as Morris explains, it is important to communicate the technology to staff who may be wary of change. “There also needs to be some customer liaison. They need to know who has access to the information.”



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EVOLUTION OF AN INDUSTRY CLASSIC

The latest Elliptical Fitness Crosstrainer from Precor aims to give users an even more personalised and natural experience. The EFX 800 with converging CrossRamp is designed to mimic the normal path of motion as a person walks and runs. Independent research was carried out to test and optimise the design. Precor claims it is easier to clean, maintain and faster to service due to many tool-less detachable panels. A status light alerts staff when it needs attention. EFX 800 can be adapted to feature fixed or moveable handlebars, as well as Precor's new P82 console (see right).

Price: POA

www.precor.com

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3.0 console or a personal device. UNITY 3.0 allows users to immerse themselves in ever-changing virtual landscapes from the world's highest mountains to the tallest buildings. Climb Excite is designed to be space-efficient with a 1 sqm footprint but claims to offer the widest climbing space on the market at 28cm in step surface.

Price: £12,900

www.technogym.com

KEEPING UP WITH THE TECH



Fuelled by a new quad core processor with faster processing speeds and running on the Android operating system, Precor's new P82 console helps operators keep up with the latest technology for their users. It offers embedded wifi, Bluetooth and near-field communication features; software upgrades are automatic and free. Operators can customise the screen and Precor's Preva 6.0 management software allows them to add digital services, customised content and third-party training apps to enhance the user experience.

Price: POA

www.precor.com

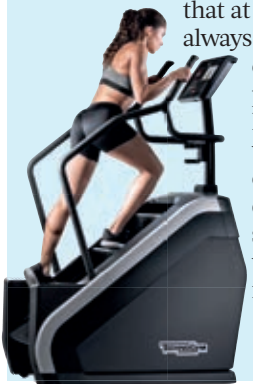


GOOD VIBRATIONS

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Price: To be issued in January 2017

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LEADERSHIP

FOCUS

*Seniority in a role does not necessarily make someone the best person to be in charge. Former Red Arrows pilot **Justin Hughes** explains*

WHAT IS LEADERSHIP AND ITS ROLE?

To answer the question in the headline, one needs to be clear what one means by 'leader' or 'leadership'; they are used interchangeably in two different contexts. The first is in the context of being a 'senior leader' or on a 'senior leadership team'. I would argue that the key word in both those phrases is 'senior'. It is possible to be senior without being a particularly strong leader.

The second way in which 'leader' is used is in the context of others choosing to follow; this trait can exist at any level of seniority in an organisation. Exceptional leaders might be in some of the most junior positions. I am focusing on the latter interpretation of 'leader' in this more literal sense.

THE HIERARCHY OF ORGANISATIONAL COMPETENCIES

I see leadership as one of three core executive or organisational competencies:

1. Direction is the ability to set clear direction, to provide vision or, more accurately, 'intent'. This might be referred to as doing the right thing and is predominantly an intellectual activity and becomes more relevant in more senior roles.

2. Leadership is the ability to bring others with you on the journey, such that they choose to follow of their own free will (otherwise it is seniority, not leadership). This is predominantly a moral and emotional activity.

3. Execution is the ability to deliver results and get things done – what might be referred to as doing things right. This is a physical activity – something happens as a result.

WHAT'S MOST IMPORTANT?

The model (below) is presented like it is, as a triangle, to reflect a structure or hierarchy between the competencies and the fact that Direction and Leadership are key enablers of Execution. Execution is that which gets measured – the delivery of results, which is itself a function of both behavioural and process issues. Direction is a prerequisite, to provide clarity in priorities and intent; it is essentially a 'push' factor, pointing people in the right direction or applying the Execution to the right problem.

Leadership, on the other hand, is a 'pull' factor, bringing others with you; it is, in some ways, the icing on the cake.

The anomaly comes in the relative importance of those

competencies. Which gets you promoted? We'd like to think Leadership, but in practice, I would suggest it's Execution, possibly with some Direction as you get to more senior roles.

With clear direction and strong operational performance, you can actually survive without great leadership (and many do), however it is the thing which can make the single biggest difference in improving performance.

THE BENEFITS OF SENIORITY

Irrespective of this leadership theory, if I'm the most senior, I'm in charge, right? Not necessarily. If I look back to my previous experience as a fighter pilot, the person in charge of the mission would not necessarily be the most senior, but the best person equipped to lead. What's important: play acting seniority, massaging egos or getting stuff done?

This is where the dots join up. In more senior roles, the best 'real' leaders will have the self-awareness and humility not to need to constantly exercise that seniority, but will actually set others free to do great work and support them in doing so. As the Army say: 'serve to lead'. That is leadership and its role. ●

Justin Hughes is managing director of Mission Excellence



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MANAGEMENT

LEGAL FOCUS

With the Uber case highlighting worker status, the outcome could have a significant impact on the sports industry, says Sybille Steiner

WORKER STATUS UNDER THE SPOTLIGHT

The recent Uber case has put the jobs market on alert as an employment tribunal ruled that Uber drivers are not self-employed but are workers and should therefore be paid the National Living Wage and holiday pay.

Whilst the decision is not binding and is likely to be appealed, the case is significant as it is the first to consider the employment status of people working in the rapidly growing 'gig' economy – a sector of on-demand services including transportation, food, cleaning and health & wellbeing, often powered by smartphone apps.

Apps in the health & wellbeing/ sports sector, for example, connecting personal trainers to customers, may have parallels with the structure of the Uber app, and this decision could therefore affect them along with other workers in the industry.

BACKGROUND

The rights of self-employed individuals are only governed by the contractual terms they agree with the organisation or person instructing them. Workers are a legally defined group, which sits between employees and the self-employed, and are entitled to benefits such as minimum pay and holiday pay. There is legal uncertainty in this area, and courts and tribunals will go through a

number of factors to determine whether an individual is self-employed, a worker or an employee with full employment rights.

THE DECISION

Uber argued that it is a technology platform, putting drivers in touch with passengers, and not a provider of taxi services. The company had extremely complex contractual documentation that purported a self-employed arrangement between it and the drivers.

The tribunal, however, looked at the reality of the driver's working relationship with Uber and how it marketed itself as a transportation business. The central question in the Uber case was one of control. The more autonomous an individual, the more likely he is to be self-employed. Uber drivers were not autonomous, were subject to detailed obligations, and if they didn't follow these they could be 'deactivated' in 'Uber speak'.

The tribunal concluded that Uber engaged the drivers as workers to deliver its taxi service business.

IMPLICATIONS FOR THE SPORTS INDUSTRY

This case will have major implications if upheld on appeal, including in the sports industry, where it is estimated more than 320,000 people are working in purported self-employed roles. It may result in companies

“Apps in the sports sector may have parallels with the structure of the Uber app”

facing the risk of those individuals having worker status and therefore having the right to benefit from entitlements such as NLW, holiday pay and possibly pension contributions.

The government has established a unit within HM Revenue & Customs to investigate compliance by companies in providing the correct employment rights, status and benefits to their workers. Details of the potential penalties the unit can impose have not yet been released. However, to avoid potential liability companies must stay abreast of the legal developments and ensure that when engaging individuals they note that an individual's employment status will be determined by the true reality of the working relationship.

As the Uber case shows, simply agreeing that an individual is self-employed will not protect a company. ●

Sybille Steiner is a partner in the Employment Team of Irwin Mitchell

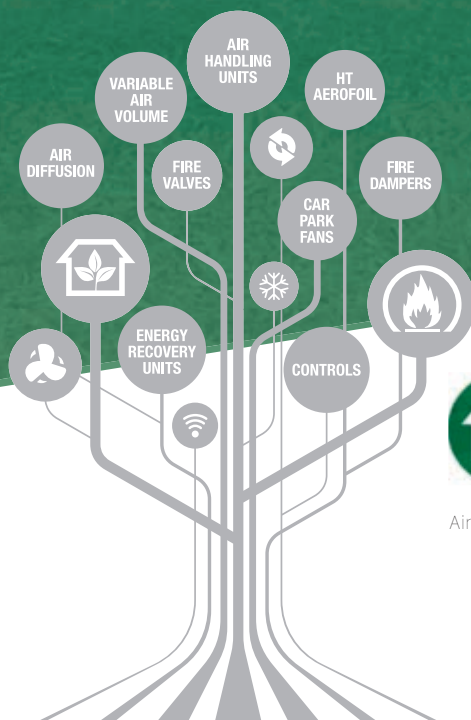
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LAST WORD

SPORT AMBASSADOR



*Sports commentator and board member of Women in Football **Jacqui Oatley MBE** speaks about getting more women into sports journalism and especially football*

WOMEN, OVER TO YOU

I was commentating for Five Live on a Premier League match at Wigan when a very famous former England International asked me: “So who did your father play for then?” He did not mean that as an insult at all – he genuinely didn’t. I just laughed and said “My dad wasn’t a footballer – he worked in the gas industry”. It was just funny that that’s the kind of assumption.

It’s great there are more women working in football regardless of background. I don’t think it’s that big a deal anymore, frankly, when you see the likes of Kelly [Cates] and Gabby [Logan] on TV. I don’t think people say “Ooh, it’s a woman talking about football” any more.

But my big bugbear at the moment, and something we at Women in Football are really trying to do something about, is the lack of female print journalists.

I spoke to one sports editor of a very big regional newspaper last week and he messaged saying he had 124 applications for this sports writer’s role working primarily in football, and 121 were from men so the job went to a man I presume. I haven’t heard the outcome yet but he’s very modern, forward thinking.



He would love [his desk] to be more representative but he didn’t get the applications.

I went to speak at the University of Derby the other day. They are really keen on their new football journalism course having 50% female students but they only had seven applicants out of 200. If the applicants aren’t there, the women aren’t pushing themselves forward.

Women in Football are trying to retrain parents as much as their daughters to suggest football as an option. My view is that girls need to think about it seriously. If it’s something they want to do, then they need to put in the hard yards,

they need to do their courses, they need to write countless articles and get feedback on them. And keep writing and keep getting press passes because the opportunities are there.

My work with Women in Football involves a lot of emails, meetings, hosting events. It’s about trying to improve the landscape for women working in the game because traditionally in Britain it’s been a male-dominated sport. We’re trying to make it easier for them to feel like they belong – whether it’s in the boardroom, whether it’s as a physio or a doctor of a club or coach. We really need more female coaches.

We’re trying to identify the reasons why there are few women in certain positions and do what we can to inspire women to back themselves to do the job they would really love to do. When we do get cases of discrimination, we might make a statement publicly or, as happens quite often, women will approach us in confidence.

We might try and help them with the situation that they’re in, maybe through our legal channels. It’s a very positive organisation and very much a force for good.” ●

As told to Graham Simons



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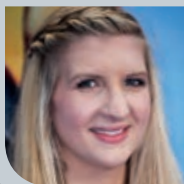
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LAST WORD

24 HOURS WITH...



Rebecca Adlington, OBE, Team GB Olympic swimmer and medallist, and part owner of Becky Adlington's SwimStars, a 'learn to swim' programme

06:55

I always get up at the same time, before my one-year-old daughter Summer wakes up, usually between 7 and 7.30am every day. I try to get up five to 10 minutes before her just so I can brush my teeth, put the kettle on, get her a little bottle of milk and take it up to her just while I'm changing her and getting her ready for the day.

07:30

I spend half an hour with Summer watching cartoons, playing or reading a book which is really nice as she's just waking up.

08:00

We have breakfast together. I feed the dogs – I've got two little dogs. I've got a Maltese/Bichon Frise cross and a Lhasa Apso. We all have our breakfast at the same time – dogs included. For breakfast I make homemade granola. It takes 20 minutes and I make such a big batch that it tends to last me for 10 days. Homemade granola with some Greek yoghurt and some fruit with a cup of tea. I don't drink normal teas but I love my herbal teas. That's pretty much what I live off to be honest.

08:30

I drop Summer off at nursery.

09:00

Then it's work. My days are never the same. It's a great thing. You spend so much of your life in a routine as an athlete so it's nice that I don't have one now. I go



to my Learn to Swim programmes or an event. I go into the office to see where we're at, see the new venues, talk about how we're expanding or the new staff we're employing. It's my business so I like to know what's going on. I'm based in Stockport but the office is in Bury. Nine times out of 10 I'll tend to go into a venue rather than go into the office. I much prefer to be out. If I'm doing some filming for the website or anything like that I go to a venue.

13:00

For my lunch I tend to have a salad but now it's getting cold, I like soups – I'm such a weather eater! Tends to be a little bit lighter like avocado or poached eggs on toast – things like that.

16:00

I'll always try and be home by at least 4pm if I'm working. I tend to have to pick Summer up from nursery at 4.30pm. I want the afternoon to take her to the park. I tend to want to do something with her in the afternoon if I've been working away or things like that and get some time with her. We've got a little park near us. We've got a lake so we go and feed the ducks or we go and walk the dogs together. We just do something where we're getting out of the house.

18:00

I like to be back in the house by about 6, 6.15 just to give Summer time before bed.

19:30

I put my tea on and then eat it around about now. Then that's my time. From around 7.30 I tidy the house, clean and make sure I've done everything by 8 o'clock so I can sit down and watch a bit of TV. I love the *[Great British] Bake Off*. I do like watching TV – I love films. For me TV is when I switch off – I do get engrossed in programmes. If my daughter is with her dad I'll nip to the cinema. I love doing that.

22:00

I go to bed around 10 o'clock. I'm not that rock 'n' roll, unfortunately. ●

As told to Graham Simons

LAST WORD

SPORT BY NUMBERS



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This issue... *Indoor rowing*

With the great British weather, maybe it's no surprise indoor rowing is becoming increasingly popular

Sources: British Rowing, Sport England Active People Survey (APS10 Q4)

168,200

adults (16+) in England indoor row x1 month for at least **30 minutes**

1,500

people took part in the **British Rowing Indoor Championships (BRIC)** in December 2016

Over **2,500 school children** participated in London Youth Rowing's 2016 **National Junior Indoor Rowing Championships (NJIRC)**

The **University Indoor Rowing Series (UIRS)** - circa 900 participants, 20 universities in 2010; 1,900 entries, 50+ universities in 2016

18,000

school children 13-18 years also participate in indoor rowing as part of the School Games

Around 50% only row indoors

Total participation in indoor rowing each year: **186,000**

336,400

British Rowing's aim: double the number of indoor rowers aged 16+ in the next five years to 336,400

Sporting quote

"Success to me is about winning but the next level down is achieving the best that you can with your ability"

Sir Steve Redgrave, Olympic gold medallist rower





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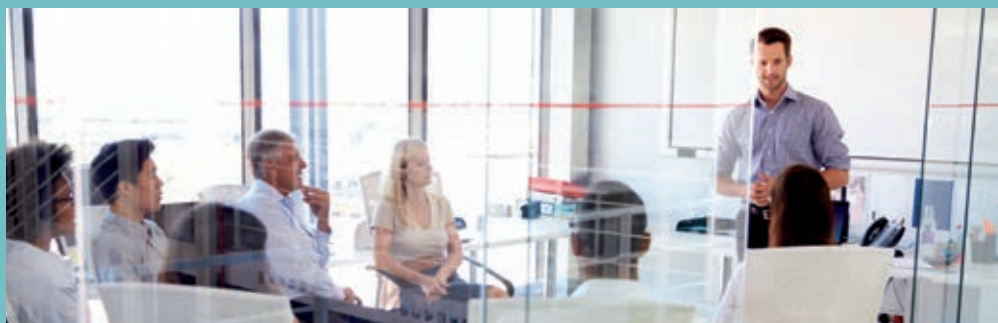
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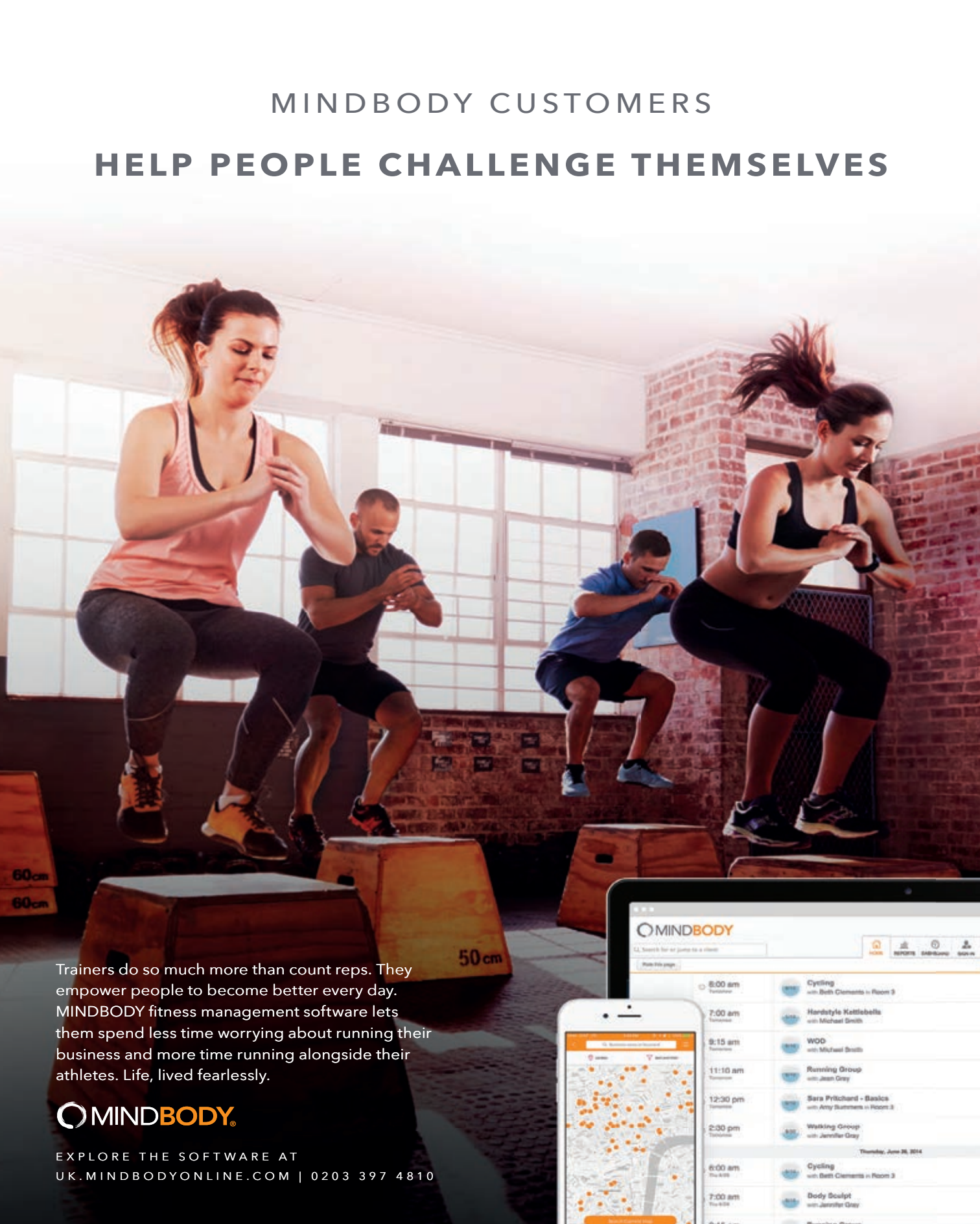
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