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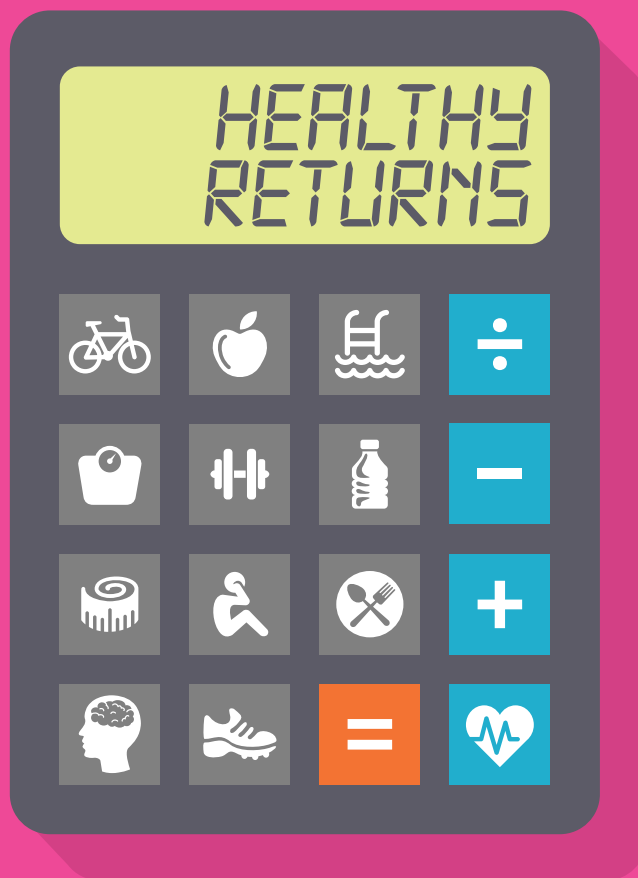
S&PA Professional

ISSUE 26 SUMMER 2017

CIMSPA

CHARTERED INSTITUTE FOR THE MANAGEMENT
OF SPORT AND PHYSICAL ACTIVITY

THE SPORT & PHYSICAL ACTIVITY INDUSTRY MAGAZINE



Calculating the impact
of sport on wellbeing

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COVER: SHUTTERSTOCK



"Often their long-term memory is still good and it brings back memories of happy family times"



WE BRING BETTER AIR TO LIFE

by Fläkt Woods

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Summer sun and sport



Open up S&PA Professional to boost your business and help your clients this summer

Summer 2017 is predicted to be a hot one – and it's already got off to a sizzling start. I say 'bring it on!' The more opportunity to enjoy our beautiful outdoors, in a safe and sunburn-avoiding way of course, the better!

At the same time, there's exciting activity underway indoors in Scotland at the Stirling University Innovation Park. In this issue of *S&PA Professional*, meet Ryan Carenduff of Sporting Chance Initiative, which is creating and supporting Scotland's next generation of sports entrepreneurs. You'll also meet some of these entrepreneurs who are not only coming up with great ideas to enhance and improve sport performance but also making them

happen. Inspiration and perspiration go hand in hand at SCI's recently created Sport Hive, and we'll take you to the leading edge of innovation in our sector.

Want to know what's making money for leisure centre operators these days? Turn to our infographic on p11. With information provided by DataHub, this new feature showcases trends you will want to stay on top of to ensure your business is offering what is currently working for some of your peers and competitors across the country.

The life challenges for sufferers of dementia and their carers are not to be treated lightly. Fortunately for this growing population, professionals in our sector are exploring ways to encourage and support their physical

activity too. On p22, see what can be done, and what is being done, by enlightened professionals to reactivate, revitalise and restore some joy in life itself for this community.

Make this summer a memorable one for yourself and for those with whom you share sport and physical activity.



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CIMSPA
CHARTERED INSTITUTE FOR THE MANAGEMENT
OF SPORT AND PHYSICAL ACTIVITY

S&PA News

A round-up of the latest developments in the industry

ELEVATE NEWS

Elevate, the UK's largest physical activity trade event, supported by CIMSPA, was held on 10-11 May 2017 at ExCeL London. It featured 143 exhibitors, 209 speakers and 4,187 individual attendees. Graham Simons reports from the exhibition

YOU'RE ONLY HUMAN, AFTER ALL

Encouraging sports professionals to see themselves as human beings first, rather than how the world knows them, is the first step to getting them to open up about any mental health issues.

That's according to Sarah Cecil, a sports psychologist at the English Institute of Sport, who spoke to delegates about its work in establishing a mental health pathway for Olympic and Paralympic athletes.

Cecil revealed that since 2014, the Institute's new pathway has seen a screening process introduced in which staff are trained to identify and refer athletes who may be suffering with a mental health issue. Athletes can then be sent to a doctor and can secure a BUPA referral to a clinical psychologist within a week.

Key to the success of the pathway has been educating staff on how they spot mental

health issues. The training was rolled out not just to sports psychologists but also nutritionists, physiotherapists and coaches.

If practitioners have concerns about any of the athletes, they are encouraged to speak with their technical lead and not keep information to themselves.

But perhaps most important to the success of the pathway is creating an environment in which athletes and staff can speak openly about mental health issues and one in which athletes are not defined by what they do, Cecil added.

"In the sporting world we always describe ourselves by what we do...

Actually we're none of that – we're human beings first. When I get

introduced by people, they say 'this is Sarah – she's a psychologist'.

I say 'no, I'm Sarah. I happen to do psychology'.

"Let's start listing human beings first. Safe, secure relationships are what we crave and if we can create that – being a decent human being first – it's going to help when mental health issues come into our world." ●



UPFRONT

S&PA ELEVATE NEWS



SHUTTERSTOCK

STOKE CITY HELPS CHILDREN LEARN THROUGH FOOTBALL

Stoke City FC is using the power of the club's badge to build the numeracy and literacy skills of local school children.

Speaking on the first day of Elevate, Carl Inskip, school business manager at Stoke City Community Trust, told delegates about the club's work with the Premier League's Primary Stars initiative.

The initiative, set up in March this year, is a national curriculum-linked education programme that aims to use the appeal of the Premier League and professional football clubs to inspire

children to learn, be active and develop important life skills.

Inskip, who has 20 years' experience working with schools, revealed Stoke recruited him to lead its programme. A steering group was then put together made up of local head teachers to ensure the programme met the needs of local children.

To help develop numeracy skills, Inskip revealed the club is looking at Active Maths, which gets children active during a maths lesson. Using physical activity to engage them with their

learning, it also gets them fitter while they are learning.

Inskip added the club has also explored how sport is covered in the media to teach children about literacy.

This involved a media project focusing on a Stoke versus Everton game in which veteran striker Peter Crouch netted his 100th Premier League goal.

The children were shown highlights of the game and were encouraged to read the messages written by the club's captain Ryan Shawcross and manager Mark Hughes in the match-day programme.

They were then tasked with writing their own messages and commenting on Crouch's goal, after which he performed his famous 'robot' celebration, coming up with post-match interview questions for Hughes, and writing a match review for the local paper.

"We've done it with three or four different schools now and the impact of that is just amazing," Inskip said.

"The purpose is to try and engage those boys, those reluctant writers, who usually wouldn't write a lot about a topic. They wrote a lot more and the interest went up." ●

How to help people on schemes develop an 'exercise identity'

People on exercise referral schemes are more likely to stick with their programmes if they develop an "exercise identity", according to Dr Michael Enyon.

Speaking on the second day

of Elevate, Enyon told delegates about a recent study he carried out with nine adults referred by their GPs to take part in fitness programmes. The participants were assessed at the start,

during and at the end of their programmes.

According to Enyon, while at the start of the programme participants did not necessarily enjoy the exercise component, this gradually changed as they worked their way through the programme.

Crucial to this was ongoing support from their instructor, providing information to help them carry on exercising, and emotional support from their

instructor, friends and family.

"The overarching theme is they needed to develop an exercise identity," Enyon said. "They defined themselves as an exerciser as a result of that scheme. 'I'm an exerciser - this is what I do now'."

And once participants saw themselves as exercisers, they began to set their own goals and plan a strategy, so exercise became part of their thought process, Enyon added. ●

GEAR UP FOR BETTER EQUIPMENT

Knowing when to buy in, redeploy, refresh or discard equipment is essential to leisure centres' ability to keep a handle on costs.

So said Susie Marriott, commercial director at suppliers of fitness and professional gym equipment and parts ServiceSport, speaking on the first afternoon of Elevate.

Marriott told delegates the key to managing leisure centre equipment costs is to balance the desire to buy new gym equipment with maintaining equipment.

To this Marriott encouraged centres to:

- Know what equipment they have and how it can be improved.
- To log the value of the equipment to the centre.
- Set condition profiles for your equipment so you know what state it is in.
- Log the equipment you have and look at the state of this equipment up to four times a year.
- Have a good maintenance plan for your equipment.
- Find a good maintenance supplier to extend the life of your equipment.

- Consider the option of remanufacturing broken down equipment over buying in new.
- Work out your high usage equipment and move this equipment around the site.
- Buy in equipment wisely and ensure it's future proof as much as possible, so it doesn't use software that could become obsolete within a few years, or use parts that will be hard to replace.
- Ensure the equipment's manufacturer has a strong reputation and track record.

"Purchase your equipment wisely," Marriott said. "Make sure that you have got a regular maintenance routine – one that is in-house with your own team, that is logged and is noted down... Make sure you have got a good supplier of service and repair. Redeploy it – check how much work that equipment's had... redeploy the

"You go into some centres and you can see the air conditioning is on at 2am"

equipment from high yielding sites to low yielding site. Refresh it – strip it down and rebuild it again. Give it another life and then dispose of it."

If all of those things have happened, she added, there was still a really good value at the end of that to ensure you have got some worth that can be used to reinvest in new equipment again.

Meanwhile, session co-speaker Jez Whitling, head of business development at energy reduction, production and management solutions provider Pure World Energy, told delegates they need to keep an eye on hidden costs around how centres consume energy.

"Look at when you're consuming the energy. How much are you consuming when the facility is closed versus open?"

"You see facilities where the fire door of the pool is propped open to get some cold air in... You've got the studio with the air conditioning and it's all going out the fire door.

"You go into some centres and you can see the air conditioning is on at 2am. I don't know many clubs that have classes going on at 2am. It's not complicated. It's just about highlighting these different things. Are the controls operating in line with the opening hours of the facility?" ●



UPFRONT

S&PA NEWS



ATHLETES NEED MORE SUPPORT

The UK's duty of care towards athletes as they end their careers is not where it should be, according to multiple Paralympic champion Baroness Tanni Grey-Thompson.

At a recent event organised by Moving Ahead, the baroness, who was given the task of looking into the whole area of duty of care towards athletes by the sports minister Tracey Crouch 18 months ago, told delegates more needs to be done to support athletes as they progress through their sports career.

"The response 18 months ago was we were winning lots of medals and everything is really good in sport..."

"Actually, what we're finding is our culture in sport is not as good as it needs to be. It can quite easily be better if we think more about duty of care – not just towards athletes but coaches, performance directors, everybody who works in the system."

"What we're finding is our culture in sport is not as good as it needs to be"

"With a few tweaks we can still win the same number of medals but actually we support people as they go through [the system]."

Grey-Thompson said athletes should think about their post-career options while competing. She added this was why initiatives like Moving Ahead's Athlete-to-Business mentoring scheme, which matches top athletes with business leaders, was so important. The scheme guides athletes through a nine-month mentoring programme, supported by training events and materials.

"One Olympic gold medallist said to me: 'When I retired, I didn't think I had anything to offer anybody apart from what I do in my sport'. That person is now in a totally different place because they've had help and support," Grey-Thompson revealed.

"We've got an incredible group of athletes in this country. It's something we should be really proud of but I think we have a duty of care to do something beyond their competitive career so they can give back and have balance."

Moving Ahead is a specialist learning, development and transition consultancy that develop leaders in sport and in business.

CONTRACTS AND DEALS

CIMSPA

Serco Leisure has become the latest key sector operator to become a CIMSPA employer partner. The agreement means that all of the UK's major leisure management contractors are now CIMSPA partners. CIMSPA's network in the West of England and Wales has also taken a big step forward after the signing of a new partnership with social enterprise and leading leisure trust Halo Leisure. Beau Sejour Leisure Centre in Guernsey has become CIMSPA's first employer partner outside of the UK.

WHEELPOWER PARTNERS WITH DISABILITY SNOWSPORT UK

WheelPower – the national charity for wheelchair sport – will partner with Disability Snowsport UK to provide new activities and increase awareness about snowsport opportunities available for people with physical impairments.

GLL WINS WEST OXFORDSHIRE LEISURE CONTRACT

Greenwich Leisure Limited (GLL) has won a 10-year contract to manage eight leisure facilities across the West Oxfordshire region.

HFE AND ACTIVE IQ ANNOUNCE TRAINING PARTNERSHIP

Training provider Health and Fitness Education (HFE) is partnering with Active IQ to gain further "high-quality clinical input" for two of its courses.

DAVID LLOYD BUYS VIRGIN ACTIVE HEALTH CLUBS

David Lloyd Leisure is to acquire 16 health clubs from Virgin Active after a deal was agreed for an undisclosed sum. The transaction will bring the total number of David Lloyd Leisure clubs to 111. The clubs involved are located at Berkshire, Brighton, Clearview, Dorset, Glamorgan, Gloucestershire, Hampshire, Lanarkshire, Lancashire, Lichfield, Norfolk, Northwood, Surrey, Thorpe Wood, Warwickshire and Wearside.

MOVERS AND SHAKERS



British Cycling has appointed **Michael Chivers** to the newly-created role of people director. Chivers has been

appointed as British Cycling seeks to transform the organisation “by putting the welfare of athletes and staff at its core”.



Nik Diaper has joined the **British Paralympic Association (BPA)** as head of performance. Diaper joins the BPA

from the English Institute of Sport (EIS), where he has worked for the past 13 years, most recently as head of sport science and medicine for Paralympic sport. Also joining the BPA is **Paul Cox**, who will be the new head of communications, and former Paralympic gold medal-winning swimmer **Susie Rodgers**, who comes on board as communications officer.



The DW Group has appointed **Martin Long** as its new CEO. Long led the successful acquisition of Fitness First for the

DW Group in September 2016 and has now accepted the opportunity to head up the Group.



The English Institute of Sport (EIS) has appointed **Michael Naylor** as its new head of performance nutrition. Naylor, who

led nutrition support for Team GB at



the Rio Olympic Games last year, has supported athletes during the last three Olympic and Paralympic cycles after joining the EIS as an intern in 2007.



Everyone Active has appointed **Sarah Beattie** as South East regional netball and hockey development manager. Beattie joins

from Netball England, where she was regional manager, with responsibility for the East of England.



The Lawn Tennis Association (LTA) has appointed **Scott Lloyd** as its new CEO. Lloyd succeeds Michael Downey, and will

formally begin his role in January. He is the son of fitness entrepreneur and former professional tennis player David Lloyd. Scott Lloyd founded the Next Generation gym chain in 1997, and served as CEO of David Lloyd Leisure from 2007-15.



Matrix Fitness UK has appointed **Matthew Pengelley** as managing director. Pengelley was

previously senior vice president of Performance Health Systems, working on the Power Plate brand.



Four-time **Paralympian John Fulham** has been elected as the president of **Paralympics Ireland**.

Fulham succeeds Jimmy Gradwell who had served two successive terms spanning eight years. Fulham competed for Ireland at four Paralympic Games from Barcelona 1992 through to Athens 2004 as a wheelchair racer over 100m and 200m.

Dame Katherine Grainger has been appointed as the new chair of **UK Sport**. Rowing legend Grainger – the first British woman to win medals at five successive Olympic Games – will be chair of UK Sport for a four-year term. Grainger takes over from Rod Carr, and began her role on 1 July.





Parkwood Leisure has strengthened its senior team with the appointment of **Peter Fitzboydon** as its new MD. Fitzboydon will

join the leisure management company (a CIMSPA partner) on 26 June and will be based the firm's head office in Worcester.



Independent swimming tuition provider **Swimming Nature** has appointed **Chris Rushton** as head of operations.

Rushton was previously head of operations for the North region at Greenwich Leisure Ltd (GLL).



Not-for-profit health body **ukactive** has promoted **Steven Ward** to the position of CEO. Ward was previously ukactive's

executive director. ukactive chair Baroness Tanni Grey-Thompson, and the organisation's board, appointed Ward after being impressed by his "vision and leadership" over the past two years, since the departure of former CEO David Stalker. ●

Are you taking on anyone or promoting your staff? Send us news of your appointments, promotions or new hires to sandpa@redactive.co.uk. We look forward to hearing from you!

WHAT'S MAKING MONEY?

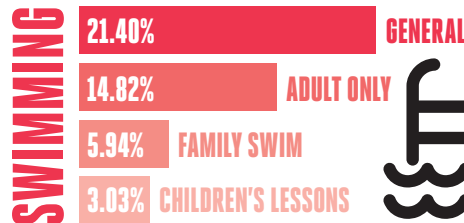
Here's a look at revenue-generating activities at 312 leisure centres, 85% of which are in England, with the rest from Scotland or Wales. Around 80% of the sites are either managed or owned by local authorities or NHS Trusts, and a smaller number are owned by private and education facilities.

Source:



UPFRONT

TOP 10 ACTIVITY LIST FOR TOTAL REVENUE GENERATION



TOP 10 ACTIVITY LIST FOR INCOME PER HEAD



- Children programmes - Holiday activities **£14.48**
- Health & Wellbeing - Appointments **£13.78**
- Swimming - Coaching sessions **£10.94**
- Children programmes - Family **£9.53**
- Climbing - Climbing parties **£9.01**

GETTY

IN DEPTH

CIMSPA UPDATE

Here's a tip for all of those who have tried to get hold of Tara Dillon on the phone. Call on a Monday. That's the sole weekday when CIMSPA's highly mobile CEO is relatively stationary, working head-down at a single location, quite possibly in the company of a pair of Labradors.

It's a far cry from the rest of the week, which she spends tearing up and down the country and living out of hotel rooms. 'Hot desking' comes close to describing Dillon's activity throughout a typical week, which in contrast offers no typical working day. For instance, in one given week, Dillon can find herself meeting and working with civil servants and government departments, operators, awarding organisations and training bodies, trade organisations, and further and higher institutes of education. And it's the rare week when the highly visible Dillon is not presenting at an event.

"We've worked hard to raise the profile of CIMSPA and we need to maintain that as CIMSPA continues to grow. As the chartered institute, it's our duty to be active and visible, and as a consequence of that we have achieved important recognition for our sector," she says.

That's recognition among government departments like the Department for Culture, Media and Sport (DCMS) and the Department for Education (DfE), influential organisations like Public Health England and respected professional bodies like the Royal College of Physicians, Royal College of General Practitioners and the Chartered Society of Physiotherapy, to name but a few.

"We now receive unprompted and unsolicited approaches from some very important organisations that understand the relevance of our sector. That's testament to CIMSPA's hugely enhanced profile, which has only been possible because the sector has wholeheartedly

TARA DILLON

It's been some time since we spoke to the CEO of CIMSPA. With so much going on at the chartered institute, S&PA tracked her down for a catch up



“We’ve worked hard to raise the profile of CIMSPA and we need to maintain that as CIMSPA grows”

put its weight behind its chartered institute.”

MAKING HEADWAY

It’s been two years since her last interview with *S&PA Professional* and during that time CIMSPA has made some terrific progress. But what are the achievements that make Dillon most proud?

The establishment and calibre of the Professional Development Board (PDB) is first on the list. Chaired by Places for People Leisure’s Richard Millard and comprising operators, sports organisations, awarding organisations, training providers, further and higher education representatives as well as government departments, the PDB was formed to provide strategic leadership and management to the sector.

“The PDB is shaping the future of the sector and is entirely led by the sector; CIMSPA merely acts as the facilitator. The members of the board have left their own agendas at the door to work for the greater good of the industry and the sector is more powerful as a result. CIMSPA brought it together, but the sector has to take full credit for its success,” says Dillon.

Another source of pride is CIMSPA’s ambitious project to develop a set of new professional standards for the core identified occupations and technical specialisms within the sport and physical activity sector.

The work started in earnest in November 2016 and around a



IN DEPTH

CIMSPA UPDATE

third of the standards are now complete. The remaining standards are due for completion by March 2018.

"I can appreciate that to some people this sounds exceedingly dull, and if someone had asked me five years ago to work on this, I would have run for the hills because I didn't think it could be done. But we've managed it because the employers and awarding organisations have worked so well together to the benefit of all."

The work has not been without its challenges. It's been a learning curve for all and everyone has had to adapt, says Dillon.

"Credit must also go to the small, but dedicated team at CIMSPA who are driving the programme and keeping the momentum going. I'm very proud that something that almost seemed impossible is actually working."

Once all of the professional standards have been created, the sector will have a professional standards matrix offering clear career pathways within sector professions (eg. from recreation assistant to operations director) or that support movement across sector professions (exercise and fitness to sport etc).

"This is where things really get exciting. We will be able to show school kids the careers our sector offers and give them a clear line of sight from coach to CEO. I would've loved to have seen something like this when I started my career in 1987; it would have made my progress much more seamless and without so many side steps," says Dillon.

GROWING GOVERNMENT INFLUENCE

The success of the CIMSPA conference has been another highlight. The second

annual event, held this March, attracted 300+ delegates and some notable speakers including Andrew Honeyman, head of health, workforce and diversity at the DCMS.

In his keynote session, Honeyman explained that the power of sport and physical activity to deliver different agendas from mental health to the rehabilitation of offenders was increasingly being recognised throughout government and he spoke of plans to establish an inter-ministerial group to drive this. He also said that he believed CIMSPA was punching well above its weight for an organisation of its size and praised its achievements.

His address was a clear show of support for the chartered institute and demonstrates CIMSPA's new influence in government. Such support is proving invaluable as CIMSPA now works with the DfE to redress sport and physical activity's omission from the Post-16 skills plan.

"We are being heard. Government understands our grievance about the sector being overlooked and we are working towards a solution. That simply would not have happened before," says Dillon.

REAPING THE BENEFITS

CIMSPA membership has grown by 60% year-on-year and it now has more than 400 landscape partners from employers and awarding partners to colleges and National Governing Bodies. There's clearly great support for its work to professionalise the sector. But it's not been an easy ride, particularly in the early days while CIMSPA canvassed the

sector to determine if a professional body was wanted and if so, how it should function.

"Trying to manage an organisation financially while establishing if that organisation is needed at all, was very challenging," says Dillon. "But the work has definitely paid off."

She admits to a few sleepless nights during those 18 months, but says it was the board that kept her going.

"I really have to applaud them. Those trustees who were around the board held their nerve. This has enabled us to reap benefits through a sector that has truly shaped the future of CIMSPA."

Now, when new challenges emerge, it's the sector that provides encouragement.

"Sometimes, the challenges really test my stamina, but I'm always buoyed by the people around me; the awarding organisations, employer partners and skills development partners who I work with day to day. I regularly receive emails from people telling me to keep up the good work. Knowing the sector is supporting its institute keeps me going in the tricky times and makes my job so much more enjoyable," she says.

Having established the foundations and put the necessary processes in place, the next phase for CIMSPA is all about scalability to deliver a better recognised, credible and professional workforce.

"No amount of kit or marketing will attract the inactive. It's all about our people, which is something the sector recognises and why CIMSPA is enjoying such growth. We are good at what we do, we are professional and there is some great work going on in the sector and this is now being recognised in every corner of government.

"I'm immensely proud to have grown up with the sector and I'm delighted to be at the helm of CIMSPA as we enter the next phase of the journey." ●



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IN DEPTH

CIMSPA UPDATE

CIMSPA ACADEMY

The CIMSPA Academy is an eLearning service that provides free online CPD opportunities exclusively for CIMSPA members

CIMSPA has been tasked by government and agencies such as Sport England to create better career pathways for those working in the sector. Raising personal skillsets through continuing professional development is a big part of this.

Backed by major sector employers including Nuffield Health, Fusion Lifestyle, Places for People Leisure and GLL, over 65,000 sector professionals can potentially benefit from their employer's partnership with CIMSPA.

The CIMSPA Academy is just one part of CIMSPA's CPD offer – more than 200

face-to-face and eLearning options are available from CIMSPA's official skills development partners, with all courses providing CIMSPA developmental or endorsed CPD points.

All of the eLearning on offer is recognised by CIMSPA. Completing CIMSPA Academy eLearning will qualify members for CIMSPA-recognised developmental CPD points – up to half of the annual requirement for most members.

The Academy has around 2,000 pieces of eLearning covering the following areas: communication skills, managing people, business

management, compliance and regulatory, coaching skills, personal development, written English, IT skills, customer service, sales and finance (see below for full list of courses).

Members will be able to access 34 carefully selected courses equating to more than 40 hours of eLearning. New content will be added to the Academy each quarter, giving members access to fresh new CPD content on a regular basis.

Work has now started on phase 2 of the project. This will give CIMSPA employer partners the opportunity to have their own bespoke learning management system, monitor compliance of employees mandatory training, link training with performance development reviews, develop their own in house eLearning packages, perform staff surveys and 360 feedback. Further details will be available later this year. ●

To access the eLearning, CIMSPA members should visit cimspa.co.uk/academy

CIMSPA ACADEMY ELEARNING TITLES

Business management	CPD points
Managing Change	4
Boost Productivity with 5S	0.25
Business Strategy? SWOT you need	0.25
Make Great Decisions: The Vroom-Yetton-Jago Decision Model	0.25
Maximise Future Profits: The Boston Matrix	0.25
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IN DEPTH

CIMSPA UPDATE

MALCOLM MCPHAIL

We talk to CIMSPA's latest elected trustee Malcolm McPhail, CEO of Life Leisure – a charitable trust that manages sports and leisure facilities in and around Stockport

How did you get into the sector?

When it comes to my career, I'm a jack-of-all-trades. I've worked for the public and private sectors, for local authorities and leisure trusts, which has given me a 360-degree perspective. I started life as a lifeguard and fitness instructor, then went to university and became a PE teacher in Glasgow before moving into sports development working with North Ayrshire Council.

After three years, I went into leisure contract management at Bolton Metro [Bolton Metropolitan Borough Council]. This was in 1995 and the early days of health development. I helped write the GP Referral National Guidelines criteria on behalf of the NHS and was involved in creating the largest and most successful GP Referral programme in the UK.

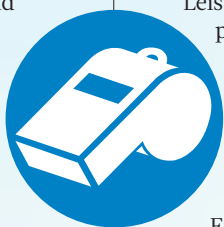
In 1999, I moved to the private sector joining Next Generation as general manager of its Edinburgh club; then one of the largest clubs in Europe. I became sports director for the group, designing and project managing 20

Next Generation gyms and sports areas, and introducing children's gyms to the UK. In 2007, I left to join Life Leisure (then Stockport Sports Trust).

It's my 10th anniversary at Life Leisure this year and we've done pretty well. We've grown turnover from £3.5m to £11.5m and we're one of the most awarded leisure trusts in the north of England. In fact, we just picked up our latest at the Sporta Awards for Engaging Inactive People.

Why do you want to be a CIMSPA trustee?

I want to give something back, and CIMSPA is creating opportunities for the



future leaders of the sector, which is something I'm very passionate about. During my early career, I felt restricted by some managers who were scared to recognise talent because they were protective of their jobs.

It wasn't until I worked for the private sector that there were more opportunities for individuals, who were willing to be accountable, to make decisions and take risks. I don't think young people in our sector are given enough opportunities to do this, even today.

I also believe there should be a lot more mentoring in the industry. I learned a huge amount from mentors, which really bolstered my career. We shouldn't underestimate the talent of the sector's older, more experienced professionals.

As an operator, what are your expectations of CIMSPA?

I want CIMSPA to know and understand all the issues that operators face on a day-to-day basis so they can take a solutions-based approach.

Understanding our needs and aspirations is difficult because we are such a diverse industry. The education and development needs of a budget gym are very different to those of a leisure trust.

That was another reason why I wanted to be involved with

CIMSPA. I'm fed up with the disconnection between employers and education. It was time to put up or shut up. Operators need to engage with CIMSPA if they want to improve the skills and behaviours of the workforce.

What are the key workforce challenges for operators?

Operators still tend to be heavily focused on the 13% of the population that use our facilities. To move beyond that 13% and engage with the de-conditioned market, we need to take an intelligent and behaviour-led approach. Working with this market is not easy, and our workforce will need the same type of communication and motivational skills that are used in high levels sports performance.



A passion for sport

A former British Counties Athletics Champion and Scottish 400m record holder, McPhail now competes at Masters Level in the v45 age category. He still trains five times a week.

"I'm about to turn 50 and will be moving up an age category. I'm dead excited to get the chance to win some medals this year," he says.

"During my early career, I felt restricted by some managers who were scared to recognise talent because they were protective of their jobs"

At Life Leisure, we transformed our Avondale Leisure Centre into a venue for people who don't visit leisure centres by getting rid of mirrors, introducing specialist anti-gravity treadmills and revamping our programming. But our staff are everything. They have the skills and behaviours to engage with people who have never exercised before; and without them, we may as well pack up and go home.

And we may be surprised where these attributes come from. I believe everyone deserves a second chance in life. We run a programme, which allows homeless people to develop football skills, potentially opening up opportunities in coaching, and another that helps ex-offenders get into the fitness industry. As operators, I believe we sometimes focus too much on skills and not enough on behaviours and attributes.

What are you looking forward to in your new role?

I was a board member of ukactive and really enjoyed it. There's a huge amount of talent at CIMSPA and I'm looking forward to working alongside the team. I'm really humbled to be involved and hope I can add some value to keep CIMSPA moving in the right direction and do the best job it can do. ●

IN DEPTH

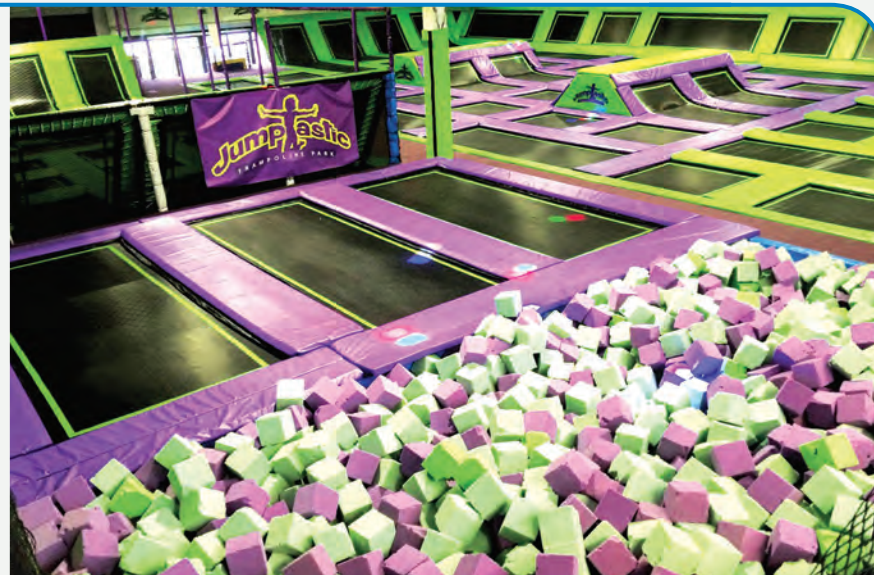
CIMSPA UPDATE

JUMPING
TO IT...*Quality scheme
Quest breaks into
the trampoline
park sectors*

Gloucestershire's Jumptastic has become the first trampoline park to undergo Quest, the sport and leisure industry's leading quality assurance and improvement programme. More than 700 UK sport and leisure facilities are registered with Quest across its three different levels: Quest Entry; Quest Plus, in which Jumptastic scored 'Good'; and Quest Stretch, the toughest assessment, only available to centres achieving 'Excellent' in Quest Plus.

According to Jumptastic's managing director Lee Myall, the award couldn't have been more timely. He says: "Trampoline parks have taken a bashing recently. One newspaper article said more than 35 people are taken to A&E every day with trampoline-related injuries and questioned why trampoline parks are so popular. This means it's more vital than ever that we demonstrate the importance we place around health & safety (H&S) and quality management procedures. Sport England's Quest helps us to do just that.

"We have worked with Right



Directions, the H&S and quality management specialist that manages Quest, since start up, using the company's Trampoline Park Safety Operating Plan (TPSOP), which sets out how a trampoline park should operate on a day-to-day basis, helping us to identify key risks at both design and operational stages. This meant we already had the procedures in place that Quest Plus evaluates; we just didn't have the badge to prove it. Now we do!"

The Quest Plus mystery visit and two-day assessment was conducted against eight core modules on day one, around purpose, people and operations. These compulsory modules rigorously evaluate everything from cleaning and housekeeping, maintenance of equipment and H&S, to staff training and business development, customer experience and community outcomes.

Day two comprised of five chosen modules, including trampoline parks, engaging with young people and H&S management. In year two, Jumptastic will face a one-day unannounced review and another full mystery visit.

"Achieving Quest is important for our staff and the trampoline park sector as a whole," continued Myall. "It's third-party verification of our commitment to delivering an excellent service, as well as continuous improvement across our facilities. Without the appropriate procedures in place required by Quest

we wouldn't be able to offer the same level of customer service or deliver the great product that we do."

KEEPING IT SAFE

As well as Quest Plus status, Jumptastic also achieved Right Directions' new Trampoline Park Quality Mark – the first in the UK. It can be given as a stand-alone award or alongside Quest, with achievements from specific Quest modules counting towards the Mark.

Gill Twell, head of Group Development & Quest Operations at Right Directions, said: "Within the Trampoline Park Quality Mark module, we factored in all the elements from our TPSOP, as well as the criteria set out in the recent BSI Publicly Accessible Specification (PAS) 5000:2017, which aims to establish an effective approach to managing – but not entirely removing – the risk of injury to customers and staff. So the Mark demonstrates a responsible and due diligent approach to H&S, which is a key strength of Jumptastic."

Twell also says the trampoline park sector should not react to the tabloid stories as injuries are small compared to the number of people using the parks, and considerably less than other mass participation sports such as rugby and football. ●





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IN DEPTH

CASE STUDY

MAKING A SPLASH WITH DEMENTIA

Swimming is an activity many people with dementia find soothing and remember with fondness. **Caroline Roberts** investigates the benefits of swimming and physical activity in general for people in this group

With our rapidly ageing population, dementia is set to be one of the biggest challenges facing society in the future. Currently 850,000 people are living with the disease in the UK, including 40,000 under the age of 65. And the numbers are projected to double over the next 30 years.

Research by the Alzheimer's Society has found that many people with dementia feel isolated from their local community, and find it harder to access activities they once enjoyed, such as going swimming or taking part in other sports or leisure centre activities.

However, there's a strong case for promoting physical activity in this group, says Dr David Reynolds, chief scientific officer with Alzheimer's Research. "One of the key things that lots of different studies have shown is the importance of getting out there and making your brain tackle new things. That could involve learning to salsa at 70, or doing some kind of swimming or aerobics class. It's about social interaction, learning new movements, concentrating and keeping in time with other people – all those things keep your brain functioning well."

In patients with vascular dementia caused by mini strokes, lowered blood pressure and weight loss may help to prevent further damage. And improved muscle tone, strength and co-ordination

will help prevent the falls and mobility problems that can lead to isolation and lack of social stimulus – another risk factor for cognitive decline.

All this means that operators need to take steps to ensure that leisure facilities are as accessible to people with dementia as possible.

A major barrier is a lack of appropriate changing facilities, says Emma Bould of the Alzheimer's Society. "Many carers of people with dementia are of the opposite sex to the person they care for and worry about leaving them to use the changing facilities alone. Providing a unisex changing facility, even if it's just a room, can be really helpful."

Mixed changing areas is a dementia-friendly feature of the new Crewe Lifestyle Centre in Cheshire. The £15m centre, opened in April 2016 and run by Everybody Sport and Recreation, is a community hub that combines a sport and fitness facility with day care and family services functions, as well as the new town library and a cafe.

"We got the Alzheimer's Society on board when it came to fitting out the centre," says Richard Jones, general area manager. "They pointed out a lot of basic things we hadn't thought of. There was a type of flooring on the cards to go in but they advised us against it, as the pattern might make the floor appear to be moving to some people with dementia. We ended up changing it to big tiles in grey and cream."



IN DEPTH

CASE STUDY



SWIM ENGLAND

The Dementia-Friendly Swimming Project was launched by Swim England (formerly the ASA) in January 2015. The three-year initiative aims to provide more

swimming opportunities for people with dementia and improve their experience by working with local leisure centres and other partners to create a network of dementia-friendly swimming facilities across the country.

• Find out more about the project and how you can get involved at swimming.org/dementiafriendly/

“For the sports hall floor, we were thinking of a blue vinyl, and that was changed as some people might view it as water and be frightened of slipping. We now have a green floor so, at worst, it will look like grass.” Consistency is important for people with dementia, so the toilet doors are the same colour throughout the whole building, he adds.

Training is also key so that staff have a greater awareness of the problems people with dementia face, such as disorientation, difficulties using payment systems or counting out money, and inability to find the right word to ask for something. The Alzheimer’s Society’s Dementia Friends training (see box, p25), which the Crewe centre’s staff have undertaken, emphasises the need for patience and suggests ways to help without making the person feel stigmatised.

The Lifestyle Centre has trialled dementia-friendly Swim and Social sessions in partnership with the Alzheimer’s Society. These involve dedicated swimming time for people with dementia and their carers, supported by extra staff poolside. The swim sessions are followed by socialising in the café.



“The social side is really important for the carers, as well as the people with dementia”

“The social side is really important for the carers, as well as the people with dementia,” Jones says, “as they get the opportunity to engage with people going through the same thing.”

Other operators are also experimenting with dementia-friendly activities. The K2 Leisure Centre in Crawley has been offering dementia-friendly swimming sessions through the project since May 2016. Operator Freedom Leisure has now extended this to its Woking centre and is looking to roll it out to other facilities.

There’s no set formula for dementia-friendly swimming and the model you offer depends on the nature of your facility, says Freedom Leisure’s aquatic business manager Alyson Zell. “Crawley has a 50m pool that can be boomed off into different areas. The co-ordinator has had nervous participants in the

shallower area and done some one-to-one work with them. Woking has the whole of the teaching pool for an hour. Some people just want to come in and walk about in the pool, while others want to plough up and down lanes, so you might need a dementia-friendly lane so they don’t get in the way of other swimmers if they just stop.”

The benefits to participants have been obvious, she says. “Some of the ladies at Crawley were incredibly nervous about getting in the water but two weeks in, they really started to enjoy it. Often their long-term memory is still good and it brings back memories of happy family times. We’ve also held a couple of pool parties where we’ve sectioned off part of the pool and whole families can join in.”

It’s important to prepare your centre before you start offering the sessions to ensure people have a positive experience from the outset, advises Zell. An environmental audit has led to improved signage at both centres, and all staff have undergone Dementia Friends training. “Getting everyone trained up can take quite a time and with staff turnover it’s an ongoing process, so we’re aiming to make dementia-friendly training part of our induction process.



“For us as an industry it’s about making sure we have the right level of customer service. If we can deliver customer service that is caring and has time for people, it may make their journey through our centres easier.”

Another example is the I CAN project piloted at Concord Sports Centre by SIV, the operational arm of Sheffield City Trust, in partnership with the Alzheimer’s Society. As members of Sheffield Dementia Action Alliance, the partnership secured a £10k grant from Sport England to set up activities aimed at people with early onset dementia and their carers. Most participants are drawn from a local Alzheimer’s Society day centre and pay £3.75 for the hour-long session, with carers coming free.

The project started with a rolling programme of structured sessions but found participants preferred something less formal, explains Rob Womack, SIV’s health partnerships manager. Now they can pick and choose from activities in the sports hall, which includes badminton, table tennis, a walking route, rowing machines, stationary bikes, and low intensity circuits to improve balance and co-ordination. “You don’t need to come in your sports

kit; it’s more of a social relaxation session,” he says.

The benefits are plain to see, Womack adds: “There’s one participant who’s spinning the badminton racket round in his hand like he’s played all his life. He’s completely engrossed in the game, but his support worker says at other times he has no attention span whatsoever and his behaviour can be quite challenging.

“Initially we provided one member of staff to lead sessions but quickly learned that it wasn’t enough due to the high levels of support needed.”

Now the centre provides one leader and an assistant, who are supported by volunteers from the Exercise Referral Scheme, staff from the day centre and student volunteers from Sheffield Hallam University, which will be evaluating the project. SIV now has plans to replicate the programme in two other centres in the city.

The project has given Adrian Smalley, who was diagnosed with early onset dementia four years ago, an opportunity to rediscover his passion for sport. “He really loves the sessions,” says his wife Karen. “He was always involved in sports in the past. Now he can’t communicate very well and he doesn’t remember the session afterwards but he’s clearly enjoying it at the time.”●

RESOURCES

A walk through dementia

(awalkthroughdementia.org) is an Android app created by Alzheimer’s Research UK, which uses virtual reality to allow you to see the world through the eyes of someone with dementia.

Dementia Friends

(dementiafriends.org.uk), is an Alzheimer’s Society initiative, which provides information sessions in person and online, and offers a special package for organisations.

Dementia-friendly checklist

Whether you’re planning a new build or just giving an existing facility a facelift, there are ways to ensure it’s more dementia-friendly, says Emma Bould. The result often means it’s more accessible for people with a range of other needs too.

- Have a drop-off area close to the entrance and make sure the reception looks like a reception and is clearly signed.
- Provide a unisex changing area.
- Ensure staff uniforms stand out and are consistent so staff are easy to distinguish from members of the public.
- Avoid overly arty design – a chair should be immediately recognisable as a chair.
- Ensure signage to key areas is clear and signs are on the things they relate to, not on a wall next to them.
- Use contrasting colours to make things stand out. A changing room door, for example, should contrast with the wall around it.
- A maintenance door, however, should be the same colour as the wall, so people are less likely to notice it and use it by mistake.
- Aim for consistent use of colours to indicate use, ie. make all toilet doors one colour throughout the building.
- Dementia can affect visual perception so a highly reflective floor can appear to be wet; very dark, matt tiles can look like holes in the floor; and a swirly pattern can make it appear to be moving. Keep flooring plain and neutral.

IN DEPTH
PROFILE



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HIVE OF ACTIVITY

Sports specialist and entrepreneur Ryan Carenduff is programme manager at Sporting Chance Initiative and the driving force behind The Sport Hive in Stirling in Scotland. DeeDee Doke met him to find out more

R

yan Carenduff is a born

entrepreneur with a passion for sport running through his veins.

When still at school in Glasgow, the rugby-loving teenager joined the ranks of entrepreneurs. He launched a car-valeting business, specialising in luxury vehicles. Among his elite customers – a Lamborghini. And his business was successful – so successful, in fact, that before heading off to the University of Stirling, he was able to sell it so he did not have to worry about money while he earned a BA (Hons) in Sport Studies.

Today, after also gaining an MSc in Sports Management, Carenduff exercises his dual passions of entrepreneurship and sport daily in his role as a driving force behind new generations of entrepreneurs at The Sport Hive, based at University of Stirling Innovation Park.

Formally launched in February, The Sport Hive is an incubator for start-up sports businesses created by students and recent graduates of Scottish universities. Currently, five young entrepreneurs are ‘incubees’ at The

Sport Hive, their number soon to be doubled, where they have been awarded office space, mentoring, investment and the opportunity to work with like-minded individuals.

With backing from the Scottish Funding Council, the Innovation Park and University of Stirling, The Sport Hive is run under the auspices of the Innovation Park’s Sporting Chance Initiative (SCI), which aims to identify and encourage innovation in sport products and services.

“It’s just a young bunch of inspiring, passionate entrepreneurs that are doing something different, each for their own individual reasons,” Carenduff tells *S&PA Professional*. “There’s always a story behind it, which is so interesting, and the thing is, they’ve always had that story. It’s just taken for us to come along and give them the option of continuing that journey.”

Along with The Sport Hive, SCI offers the Sports Innovation Challenge, the Sport Business Innovation Awards and LoveYourIdea (see p29). All of this is Carenduff’s domain, run with the

help of three teammates, and the support of the Innovation Park community and the university. The idea is that all of SCI’s offerings ultimately feed into each other.

Projects in incubation at The Sport Hive at the moment include SMART-sensored training apparel intended to improve performance through motion capture technology and biometric data; a patent-pending hydration device, which instantly converts water into a formulated isotonic sports drink; and body protection for equestrian sport.

In June, The Sport Hive’s entrepreneur-in-residence Michael Harkins won a Scottish EDGE competition, earning £110k in investment for his children’s swimming aid, Turtle Pack.

“A lot of the time, they enter the programme, not knowing where they’re going to go with it, but then it just snowballs, and before they know it, they’ve started their own business, they’re developing their own product,” Carenduff enthuses. “Sometimes I’ve got to say to



IN DEPTH

PROFILE

them, 'Just take a moment, and think of where you're at compared to where you were six months ago...that's huge strides for any individual'."

The primary point of entry for The Sport Hive is the Sports Innovation Challenge (SIC), now an annual entrepreneurship competition for students and recent graduates to develop an innovative idea into a sports business. To introduce the competition to potential young entrepreneur entrants, Carenduff and his team visit universities and colleges across Scotland, sharing their story in presentations during course lectures.

In the past year, they've presented to over 1,500 students in 75 different degree programmes, across everything from "ethical hacking, organic chemistry, English Lit, business, international business to sports courses as well", says Carenduff. "Sometimes [ideas] come from the strangest courses and the strangest places."

At the same time, Carenduff says, they do course targeting: "We also do academic targeting if we know there's an academic that really likes the entrepreneurship angle... Extracurricular stuff doesn't work. It's just one of those things. So many academics have been fantastic."

Kirsty Hepburn, enterprise executive on the SCI team, says she will present to lectures with as many as 250 people in it, who will then be invited to consider a problem to which they might have an innovative solution. After a few minutes to come up with an idea in groups, a few representatives have the chance to make a 'pitch' about the concept to the rest of the lecture. "You can see the high they get," says Hepburn, a former recruiter who joined in 2016.

Case studies of recent SIC winners are shared, and if students "don't want to shout out" about an idea they may have had themselves, they can



L-r: Tim Elizondo, Andrew Davidson, Ryan Carenduff and Kirsty Hepburn

"A lot of the time, they enter the programme, not knowing where they're going, but then it just snowballs"

drop it off with Hepburn in a box before she leaves, she says.

However bashful potential entrepreneurs are initially, though, the 'pitch' element becomes crucial once they start to work in earnest on their product or service. To secure funding from various sources or to win competitions to build their fledgling businesses, they must be able to effectively present their concepts and their viability to potential investors or panels. It's often a skill that must be learned, as current incubee Andrew Davidson attests.

In practice pitch sessions before a major competition, Davidson became aware that "my pitch wasn't amazing". But there was a happy ending for Davidson, whose product Go-Iso converts water into a sports drink. "So Ryan set up pitch coaching with a professional to make my pitch a lot stronger, and I ended up one of the winners of the competition."

Adds fellow incubee Tim Elizondo: "I sat down with Ryan at the start of the year, discussing my weaknesses in business. One of them was pitching. So what he did was really put me outside my comfort zone, like making me be main speaker at a sports network event – I really wouldn't have done it by myself because I would have been too afraid to. But doing it, it boosted my confidence massively. Progressively, I've got way better at pitching."

Carenduff brushes off a suggestion that he is a mentor for the young



incubees, saying he's "more of a sounding board" for them. But one of the many things that impresses him is how the young incubees have evolved into a supportive collective, helping one another prepare for competitions even when they are competing with each other for a prize.

He also praises their Innovation Park neighbours for guidance and support they provide to the most junior tenants. "It's one big happy family and community where everyone helps each other out, which is good," Carenduff says.

"We created a mock judging panel, we had five different businesses from the park represented on the panel, and we had them [incubees] pitching in front of them – it's just incredible support that they get in the process.

"I think a lot of the time they see themselves in these people [incubees]. They're able to sit back and listen to a young entrepreneur

who's going through the same process he went through all those years ago, and give back."

Also, there's the opportunity for cross-collaboration. For instance, Carenduff says, incubee Elizondo has been in discussions with two businesses in the park about helping develop his product. "It's become this hub that not in a million years could any of us have banked on or dreamed of. It's almost creating and supplying itself," Carenduff says.

Adds Dr John Rogers, chair of Stirling University Innovation Park and director of Research and Innovation Services at the University of Stirling: "A framework for sharing ideas, knowledge and encouraging innovative connections is a defining feature of The Sport Hive's operation."

Among those innovative connections are international links, which Carenduff is fostering. Currently, The Sport Hive has partner organisations in Australia, Canada, France, the Netherlands and the US. "What became very apparent very quickly was how friendly everyone was within the space and happy to share knowledge," Carenduff says.

While Carenduff won't reveal his organisation's financial details, he will say that they "operate on a very thin budget". "But," he adds, "the funding is what keeps the lights on it. The fact that it's core funding is just fantastic; a lot of things you can apply for but wouldn't cover core costs."

And this is an initiative that is paving the way for job creation and ever-greater creativity in Scotland, along with helping develop genuine employability and business spark. Davidson summed it up: "I've gained a lot from this programme. I was extremely naïve, and this programme has encouraged me, and taught me a lot to make me a better businessman, and given me access to facilities, contacts I never would have known or been introduced to – [like] a sports scientist I'm working with."

Says Carenduff: "I want to keep growing from strength to strength with this place. We have such a great foundation... something that is rock solid. I think the biggest thing at the moment is time. If we can give these guys the time that they need to develop, they'll be hugely successful. I've got every confidence in them." ●

Sporting Chance Initiative's winning approach

Billing itself as creating and supporting Scotland's next generation of sports entrepreneurs, SCI offers:

● **Sports Innovation Challenge:** an entrepreneurship competition for students and recent graduates to develop an innovative idea into a sports business. Prizes include £4k towards the business, one-year business incubation within

The Sport Hive, £2k in complementary services from partners across Scotland, and mentoring from sports industry experts.

● **LoveYourIdea:** a competition that rewards innovative thinking in sport to five winners each year. Open to students and graduates (in the last two years) to win £250 for their idea.


● **The Sport Hive:** Scotland's first sports business incubator and believed to be the UK's first. Incubees are chosen primarily through winning Sports Innovation Challenge entries. Five incubees chosen each year.

● **The Sports Business Innovation Awards:** celebrating, recognising and rewarding people working in the Scottish sports sector.

IN DEPTH

AGENDA





HEALTHY SOCIAL RETURNS

*How easy is it to show the social value of sporting activities that help improve people's health and wellbeing? The operational arm of charity Sheffield City Trust found the answer right on its own doorstep, as **Rob Gray** discovered*

The ticking time bomb of obesity and inactivity is a high-profile public health concern. As made abundantly clear in NHS England's 'Next Steps on the NHS Five Year Forward View' document, published in March this year, one way to improve efficiency within a system facing tremendous budgetary pressures is by reducing demand for services through effective disease prevention initiatives. Encouraging healthier lifestyles is of prime importance in this endeavour.

But although the big picture is clear, evidence in support of what works at a local level is thin on the ground. The danger here, in an ongoing climate of austerity, is that for want of being able to demonstrate a positive and credible impact on health and wellbeing in their local patch, sport and fitness providers

may face devastating cuts to funding.

"It's critical we protect our services and demonstrate their worth to others," says Lorenzo Clark, director of operations at SIV – the service delivery arm of Sheffield City Trust, a charity set up almost 30 years ago to improve the health and wellbeing of the people of Sheffield. "As local authority pressures continue to bite, we need interventions and clear evidence to support the investment required."

Following discussions across the charity, right up to chief executive level, SIV decided it would aim to demonstrate its social value. The challenge was that readily available operational figures alone – such as the number of visits annually to SIV facilities and fitness club memberships – were



IN DEPTH

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insufficient. A robust and compelling model for demonstrating Social Return on Investment (SROI) was required. One that measured not just outputs, but outcomes.

SIV healthy partnerships manager Rob Womack (*right*) set to work researching how other providers were reporting SROI. Although he unearthed examples from different sectors, such as the approach some housing organisations took in illustrating how their services improved quality of life, he drew a blank in the field of sport and physical activity.

"What I found was quite exciting in lots of ways because it meant there was an opportunity to do something new," says Womack. "But also, it was almost depressing that our sector wasn't really doing anything of this kind."

Womack dug around some more, and to his surprise found that the expertise he needed to access was located on SIV's doorstep. In April 2016, Sheffield Hallam University – home to the Sport Industry Research Centre – published its report, 'Social Return on Investment in Sport: a participation wide model for England'. On the back of research funded by the Higher Education Investment Fund (HEIF), Department for Culture, Media and Sport (DCMS) and Sport England, the report proposed a framework for measuring and understanding the non-market economic, social and environmental value of an activity, intervention, policy or organisation.



A skateboarding group at Ponds Forge International Sports Centre in Sheffield



What if, Womack wondered, this national framework could be adapted to suit SIV's needs? He contacted Dr Larissa Davies, reader in sport management at Sheffield Hallam, one of the report's authors.

"SIV wanted to explore the possibility of us doing a similar study with them and on their group of facilities within the city," says Davies. "This was ground-breaking. To my knowledge, they are the first trust in the UK to use this type of evaluation to try and capture the wider value of the services provided."

There were two aspects to the work Sheffield Hallam undertook with SIV. First, adapting the participation-wide model to work using local data. As a process, this component of the work was "relatively straightforward", says Davies, although trying to get the local data required had its challenges.

The second part was a more bespoke evaluation of a targeted programme – SIV's GP referrals scheme. "That was a little more complex as we had to gather data from a range of stakeholders,"

explains Davies. "We still used the SROI framework but the model was quite different."

The upshot of the whole project was a set of eye-catching figures that SIV has been using to demonstrate the significant difference it makes to the

Life's sweet enough.
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As the **Health and Wellbeing Charity**, we're looking to do our bit to reduce the level of obesity and Type 2 diabetes in Sheffield.

We're adding 20p to the price of those drinks with high levels of added sugar. By highlighting these drinks, we hope to help people move to cheaper and healthier alternatives.

Every penny of that 20p will be donated to educating young people. We're pledging to invest a minimum of £25,000 in new health sessions for young people.

Look out for this sticker and support us by making the change from sweet to healthy.

#feelgood



“Everyone knows that physical activity is good for you... we should all try to do more”

SROI lessons and advice

“One of the vital things about doing a Social Return on Investment (SROI) is being very transparent about what you do and making sure you count all the inputs; that is, costs to do an activity,” says Dr Larissa Davies (*inset, right*). “Sometimes, when cost-benefit analyses have been done in the past, perhaps all the inputs haven’t been captured. It’s important that overheads like the costs of running a facility are part of the equation.”

Objectivity is paramount. SIV found that working on its SROI with an internationally respected university conferred trust and credibility on the process and its end results.

Womack says that as the project evolved it became apparent that SIV could improve on certain aspects of its data capture, from

health and wellbeing of the people of Sheffield. Key statistics include: £2.01 return for every £1 spent by the taxpayer on SIV services; £3.42 return for every £1 spent on the Exercise Referral Scheme; £22m of social value delivered; 95% of those attending the Exercise Referral Scheme becoming more active after 12 months.

Interestingly, the methodology also enabled SIV to release figures estimating the extent to which its activities impacted positively on disease prevention. It was extrapolated that 251 cases of CHD [chronic heart disease]/stroke, 61 cases of type 2 diabetes and 60 cases of dementia were avoided.

“In a climate of austerity where there are considerable cuts to

funding, particularly of leisure facilities, an evaluation like this gives you the tools to justify the funding that you receive from local authority and local government,” says Davies. “But it also gives you a tool to lobby new funders. For example, in public health or other central government departments.”

In the past, there has been considerable scepticism among clinicians and healthcare policymakers as to the validity of certain social return models – some of which have produced dubious claims and exaggerated figures.

In contrast, says Womack, the credibility and believability of SIV’s

SROI approach has enabled it to

“get in front of key partners and have really good, insightful discussions – probably more practical discussions than we would have had otherwise”.

The intention is for SIV to repeat the exercise,

perhaps annually, to keep its

SROI figures up to date. It also intends to drill down deeper into the data to get a clearer insight into what does and doesn’t work for specific geographical and social segments.

“Everyone knows that physical activity is good for you,” says Womack. “We should all try to do more. But it is the ‘what works’ bit that is the biggest challenge. You need to be able to show that in a way people at the highest levels understand. Speak in their language. And you need to be able to show it independently as well.” ●



collecting more baseline data to reshaping some of its operational performance data capture criteria to be a better fit for the SROI model. Now that it’s gone through the initial process, SIV believes it is well placed to gain richer insight from its data, for example a better understanding of “turning inactives into actives”.

In terms of communicating with external partners, SROI figures should only be part of the story, Womack asserts. “The fact that we can show we deliver £22m in social value is fantastic. But don’t get too hung up on that because you absolutely need the context. Telling individuals’ stories really brings it to life, much more than just numbers. That’s the real value of social ROI.”

IN DEPTH
BUSINESS



QUINOA CRISPS



SPORTS
APPAREL



READY-MADE
PROTEIN SHAKES

SPORTY SPENDING

Public sector leisure centres should take a leaf out of private operators' books when it comes to their retail offering, as Peter Lennox reports

Leisure providers today face two overarching challenges: to provide a facility that satisfies its customers' leisure needs and – crucially – to remain financially viable.

The retail offering at leisure centres is increasingly being seen as a vehicle to both enhance customer experience and boost revenues.

Whether through selling leisure equipment, food and drink, or protein-based snacks and shakes, several approaches are being taken to promote secondary spend options.

Leisure operator Everyone Active – which manages 140 facilities across the UK – believes making products more visible is the key to retail success.

Everyone Active generated £2.5m in retail spend in the last financial year, and Duncan Jefford – the company's regional director for the South East – says giving products a prominent space is central to their strategy.

"A lot of companies have their retail offerings behind reception, which is the safer option in terms of nobody being

able to pinch products, but we've moved it to the other side," he says.

"It does mean theft will occur, but we feel it's far outweighed by the increase in sales we have because of the presence and location of our products."

Everyone Active's major retail income comes from the sale of its swimming products. Its leisure centres also sell 'dryside' sporting apparel, and food and drinks, including ready-made protein shakes from their vending machines.

Jefford says the public sector could greatly improve its retail offering in leisure centres by not "hiding its products away".

"If you go into the likes of David Lloyd, they have a lot on sale there, but I don't think the public sector have particularly got it right," he says. "We feel, when you can actually touch and feel something, it makes a huge difference."

Parkwood Leisure, which manages over 85 facilities in the UK, also showcases its retail offering on the customer side of reception.

Stuart Shopland, national retail manager at Parkwood, believes product selection is key and says it's important leisure providers "take a high-street approach".

"We focus on product – that includes the commerciality and structure of our range, and making sure it fits the correct price point," he says.

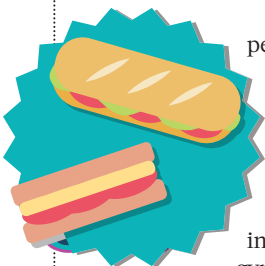
"In some centres we have the opportunity to use queue barrier-style display systems, where if people are queuing for reception to pay for their activity, they're queuing past rows of product.

"It's all tailored towards that impulse buy or distress purchase – people have maybe forgotten their goggles and need to buy replacements – and the 'pester power' from the kids, too.

"We benefit from the fact kids can get hold of products and

IN DEPTH

BUSINESS



PANINIS & SANDWICHES

pester their parents to buy it. We try to make sure the products are in areas where there is dwell time.”

As a company that boasts 89 sports stores in addition to its 79 gyms, DW Sports believes it can offer a unique proposition to its customers and gym

members. Many of its sites are ‘dual sites’, with the gym and store at the same premises. Lee Pinnington, who has recently joined the DW Group as marketing director, says this gives them a significant advantage.

“We think the real opportunity is to create the perfect destination – a one-stop shop – for the sports enthusiast,” he says. “The opportunity for DW Group is to create some retail theatre in the gym environment. It’s one of the reasons I’ve been brought in as marketing director, to almost re-invent the marketplace.

“One of the things we’re looking at is introducing some visual merchandising – mannequins etc – that you commonly see in a retail store, into the leisure environment.

“When people are working out, it is the perfect opportunity to view the products and ranges there and then. People don’t want to just feel good, they want to look good as well.”

One of the main retail evolutions at leisure facilities in recent years has been in the food and drink sector.

Previously, customers may have seen vending machines that simply supplied fizzy drinks, and chocolate bars and crisps. Increasingly now, however, healthier products, and protein-based snacks and drinks, are being made available.

“Over the last two or three years we’ve changed our vending offer, and



“The social side is really important for the carers, as well as the people with dementia”

introduced more healthy vending,” says Chris Rinder, retail manager at Parkwood Leisure.

“With some of our clients it’s very much part of their ethos that healthy vending is the only option in their centres, while with others there’s a choice – you’ll see a healthy range of snacks alongside some of the more traditional ones.

“So products such as hummus and quinoa crisps are now very much part of the

offer, as well as the traditional chocolate bars, fizzy drinks etc.

“Unfortunately, if we put both in the centre, the more traditional vend will still take more money, but we are seeing a gradual move towards the healthy range.”

Leisure centre cafes are also providing more nutritious options. Rinder says convenience remains key though, with Parkwood focused on offering healthy meals that can be made with ease.

“At this stage we’ve gone for this ‘grab and go’ type scenario within our centres,” he says.

“When we do cook, we do the likes of paninis, which you can make relatively quickly.

We’re not really seeing a customer now that wants to spend an hour in a leisure centre after they’ve finished their swim or workout.”

Rinder says Parkwood’s offering is constantly evolving



PROTEIN BARS & COOKIES



though. "We've been working with a company called Muscle Food, which is a fairly new venture for us," he says.

"They sell protein-based raw foods – chicken, steaks etc. We're now working with them to allow our members to buy that sort of product, and cook it at home.

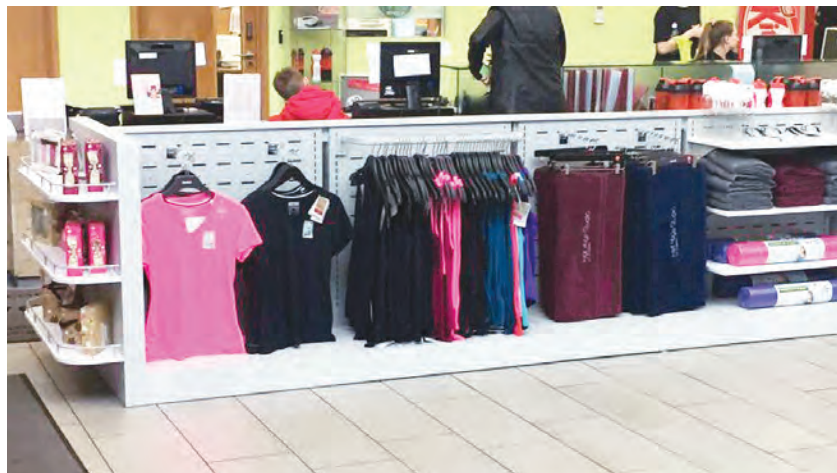
"We also sell a range of protein-based products for those that are looking for a more serious impact from their workout."

Everyone Active, meanwhile, has seen a shift in the type of customers purchasing protein-based products.

"We sell our protein and whey shakes through vending machines, already pre-mixed," explains Jefford.

"Traditionally, it would be men who would take protein after a heavy weights session. We're now finding more and more women are conscious that they need to put the protein back in. We've seen a big increase in the last 12 months."

Leading protein brand MyProtein.



com supplies leisure facilities and gyms across the UK, Europe and North America with its products.

The company believes leisure providers could benefit by increasing the variety of their protein offering.

"There are numerous opportunities for gyms and leisure providers to boost revenue and increase footfall to their sites via stocking a more diverse range of products," a MyProtein.com spokesperson told *S&PA Professional*.

"We are observing an increase in

demand for our 'ready to drink' protein shakes and protein meals as gym goers are seeking products that can be consumed on the go and in the case of our prepared meals, a healthy and quick alternative to cooking or consuming takeaway products."

In challenging times for leisure providers, with many local authorities feeling the effect of funding cuts, secondary spend provides a unique opportunity to take advantage of generous profit margins.

Jefford, of Everyone Active, says this revenue can be pumped back into the facility – improving the leisure experience for customers. "I think there's an opportunity across the board for operators to generate a significant amount of income," he says.

"There are not many areas of a leisure centre, or a private club, where for every pound you take you make 50% profit. Your retail offering can provide that. You can then put that money back into improving the leisure facility – there's a huge benefit if you can get it right."



**FITNESS
EQUIPMENT**

TECH FOCUS

APPS

MOBILE MANAGING

Back-office management systems at gyms and leisure centres are woefully out of date, as **Sue Weekes** discovers

There's no shortage of high-tech kit to entice new members and help gym and leisure centre operators enhance their customer experience. But behind the scenes it is often a different story. Back-office management systems can be woefully behind the curve with some fitness and leisure businesses still relying on Excel spreadsheets, if not pen and paper, to manage and run centres.

"Processes can be very offline, old school and cumbersome," says Kyra Kuik, head of content at software company Planday, one of a new generation of cloud-based scheduling and communication applications.

Planday is trying to address some of the unique challenges the sector faces, which includes managing and communicating with a disparate workforce that could be on several sites. "It can take a lot of time and energy to ensure you have the right staff in the right place at the right time," says Kuik.

Moreover, instructors could be

freelance rather than on the payroll, which brings additional management challenges in areas such as employee engagement and ensuring they feel valued and part of the organisation.

Cloud and mobile-based offerings could well be the answer. Planday allows managers to communicate with an unlimited number of employees via a mobile app wherever they happen to be, and facilitates scheduling, shift-swapping and other tasks. "It allows for targeted and broad messaging," says Kuik. "For example, it can enable managers to find out if someone is available to cover a shift or remind everyone of a special offer for members."

The flexibility and reach offered by a

mobile app also helps to unite and engage such disparate workforces, with a positive effect on employee engagement. In turn, this leads to direct business benefits such as higher performance and lower staff attrition.

One of Planday's biggest users is Fitness World, which owns 150 centres in Denmark and employs some 3,500 instructors. Fitness instructor Louise Lee Munk Larsen says her favourite feature is the 'punch clock', which means she doesn't have to go behind the reception desk and log into a system every time to clock in and out. "I can enjoy spending more time with my members before and after a shift," she says.

Our People is another app-based package that is specifically targeted at remote workforces. As well as managing and communicating, it helps train staff and facilitates staff surveys to collect instant feedback. One of its popular features is the ability to quiz staff on their knowledge of a particular subject in a few seconds.

CEO Ross McCaw explains that traditionally





many operators would have worked on a “top down” approach, whereby senior management and managers at club or centre level would have access to company email but everyone else would receive company communication via word of mouth. “Or something as simple as a printed poster stuck to a staff noticeboard,” he says.

McCaw adds: “Operators are now trying to find better ways to communicate with their remote workforces and various attempts have been made, including intranet systems, which generally rely on the team member having access to a company computer during their shift. We have also seen a shifting trend for ‘DIY’ internal communication, for example, using WhatsApp, which is neither secure nor within company control.”

He believes that implementing such systems will require a degree of culture change but more at management and operator-level rather than for staff. “The behaviour of a lifeguard, for example, is

“Back-office management systems can be woefully behind the curve”

already incredibly mobile-centric. The member of staff will arrive at their place of work and check their device. They’ll leave it in a locker, but will frequently come back to check it during breaks, and at the end of their shift,” he says, stressing though that operators must learn to set clear boundaries on when it is acceptable and not acceptable for staff to check their phone, and to implement a ‘bring your own device’ (BYOD) policy.

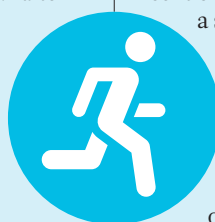
He adds: “The other cultural change for management is to understand what message they are delivering to staff via the platform. It’s a tool that staff choose to opt in to, and is

only as good as the content that management choose to share.”

Recent years has seen a blurring of the lines between the technology used at home and work in many sectors and the fitness industry is likely to follow the same trajectory, as more targeted cloud and mobile-applications appear. “Labour-intensive industries have been slower to take advantage of these technologies, but with so many employees at fitness centres who are millennials, they will have to become ‘mobile first’ eventually,” says Kuik.

McCaw concurs, pointing to the findings of a 2016 study by professional services firm Deloitte. “Ninety-one per cent of 18-44-year-olds in the UK own

a smartphone and more than two-thirds – 69% – of people check their phone within 30 minutes of waking up,” he says. “There is simply no question that operators need to embrace mobile technology or risk being left behind.” ●



TECH TOOLKIT

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Product knowledge is power in keeping your gym up to date and stocked with the latest kit

HIGH ENERGY EQUIPMENT

TRANSFORMING THE TREADMILL

The Zero Runner (ZR) 8000 claims to 'reinvent' walking, jogging and running by eliminating repetitive, stressful impact on the body. Its design allows users to replicate a natural running motion so they use all the same muscles they do outside, but without the potential harmful impact. The stride on the ZR800 matches the stride of the runner.

It doesn't have a belt, deck or motor so reduces the cost of treadmill operation, maintenance and service for gym operators, and the standard console version is self-powered. The console traces and displays an individual's left and right stride so they can monitor and correct any imbalances.

Octane Fitness also points out that the dual stride trace makes it easy to see activation of the glutes and hamstrings by the height of heel kick, empowering users to fully engage these muscle

groups. The ZR8000 has 15 resistance levels and 11 workout programmes.

Price: TBA

www.octanefitness.co.uk

INDOOR CYCLE HAS STROKE OF GENIUS

The ICG IC7 indoor cycle sits at the top of the indoor cycling equipment manufacturer's range and features an innovative two-stage drivetrain equipped with a hybrid Poly-V and tooth belt technology which it claims is capable of delivering extreme levels of torque.

According to ICG, this generates an incredibly fast flywheel speed and the combination of these features create the "ultimate connection" to every pedal stroke. It incorporates a 300-degree precision magnetic resistance control with 100 levels, which is displayed on the WattRate power meter.

Another brand-new feature is Connect, the company's first data-driven application on Myride VX. Connect sends group training performance data via WattRate wirelessly to the Myride VX group system. Instructors

then have the option to show various training modes and visualise group performance on a TV or projector, inspiring social interaction and keeping the class engaged.

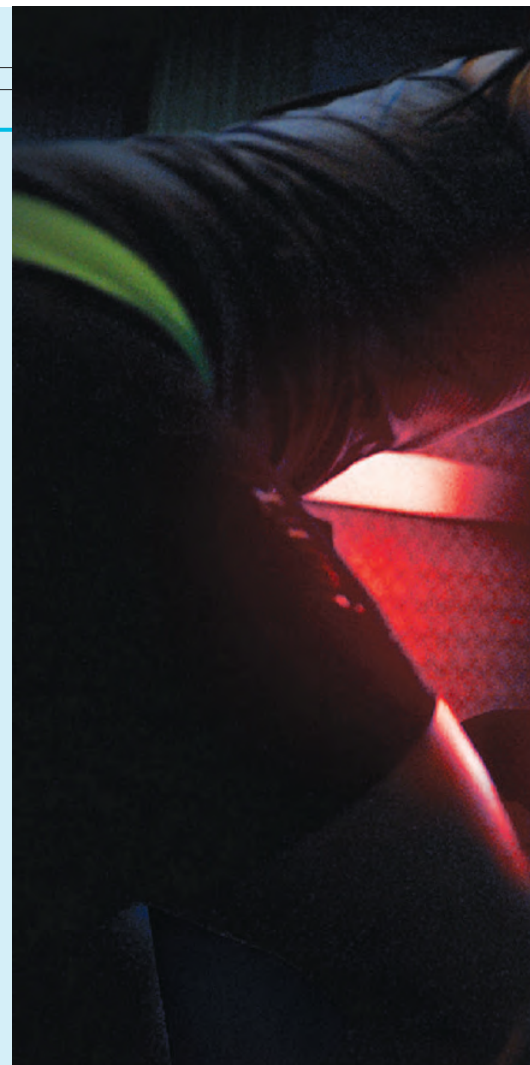
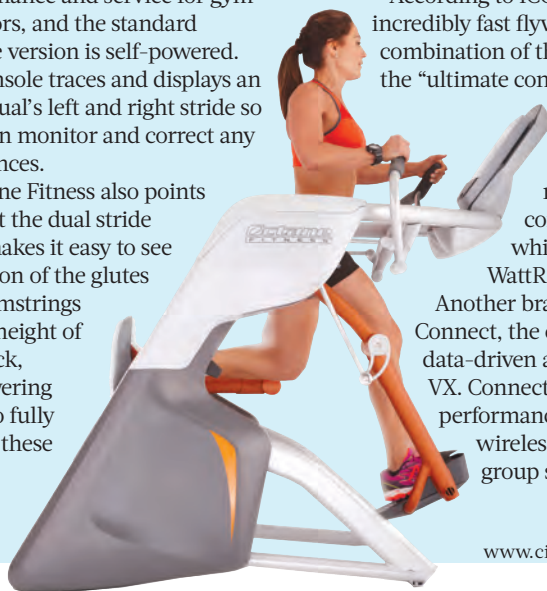
ICG said the digital platform has been created to deliver data-visualisation and gaming to unite riders by tracking group performance, providing team competition and rewarding group leaders, while celebrating individual achievements.

Price: £2,295 TBA

www.lifefitness.co.uk

DUMBBELLS THAT PUNCH ABOVE THEIR WEIGHT

The Bowflex SelectTech 560 dumbbells lay claim to being the world's first-ever 'smart' dumbbells. Complete with an integrated and proprietary 3DTrainer app and sensor, they record

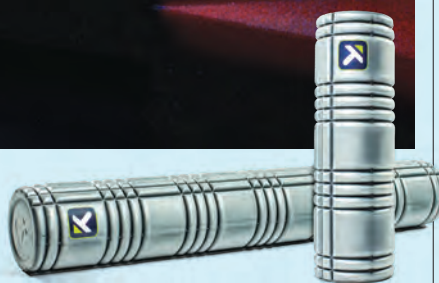




reps and sets and weight lifted, as well as calories burned, while providing users with an audible cue when each rep is completed properly.

According to Bowflex, the 560 dumbbells offer 16 different weight settings – essentially 32 dumbbells in a pair – which helps to maximise space for easy storage. With the turn of a dial, resistance is automatically changed from 5lb all the way up to 60lb of weight. Although aimed at the consumer market, their space-saving qualities make them ideal for smaller gyms.

The free 3DT app comes preloaded with 70 step-by-step workout videos where users can also track workouts and set goals. Once the app has been downloaded, users can sync the 3DT app with Apple HealthKit, Google Fit,



MyFitnessPal, UA Record and many other popular fitness tracking apps, the company claims.

Price: £599 for a pair
www.fitness-superstore.co.uk

ROLL YOUR WAY TO RECOVERY

The TriggerPoint CORE Roller could be a welcome recommendation for instructors or members recovering from an injury.

The high-density EVA foam roller delivers moderate compression with minimal discomfort. Its makers claim the GRID pattern technology makes it the only solid foam roller on the market to channel blood and oxygen while you roll.

A multi-density surface pattern is designed to break up knots and increase



ACTIONING DATA ON THE RUN

Polar's latest running watch is an evolution of the company's M400 featuring several improvements to its design and functions aimed at helping 'goal-driven runners'. The M430 features wrist-based heart rate, integrated GPS and personalised and adaptive training guidance. The design is fully waterproof and features a lightweight, breathable wristband and vibration alerts to inform runners when they're hitting goals. Polar claims that what sets the device apart is the M430's ability to take running data and make it actionable. When paired with Polar Flow, it becomes a 'reliable running coach' that can provide personalised feedback, an adaptive training plan and live guidance for athletes during various stages of their training sessions. The watch's Running Programme looks at training history, gauges current activity levels, accounts for a final goal date and builds a personal running programme in seconds. Runners can upload daily training plans to the M430 to follow, for example, interval guidance and heart rate zones during runs, and access strength and core training videos in the Polar Flow app to incorporate in their weekly training.

Price: £199.50
www.polar.com

mobility. It is available in two sizes: the 36-inch TriggerPoint CORE supports the spine during yoga, pilates and recovery exercises, and provides stability to roll large muscle areas; while the 18-inch CORE's versatile size can be repositioned during exercise to support a variety of massages and mobility routines.

Price: £39.95
UK distribution: www.fitdist.co.uk

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LEADERSHIP

FOCUS

Mervyn Dinnen and Matt Alder explain the importance of parting on good terms with staff leaving the company

EXITING EMPLOYEES WELL

Many organisations don't exit people very well. If someone the company would prefer to keep resigns, his or her manager will see it as rejection, particularly if attempts to get the individual to stay are spurned. When a company needs to exit someone for performance issues, the manager will often make the difficult conversations about the person and not the performance, creating a negative experience.

Employees have choices, and are to a certain extent in control of their own career development – they are also advocates for the organisation. When they leave, we want them to remain a customer, and also to recommend and refer other customers and future employees. We want them to tell their networks what a great company we are and how they enjoyed their time with us.

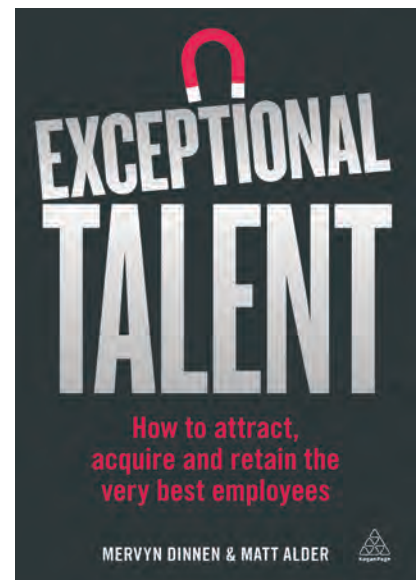
There is another pressing reason for keeping the relationship cordial: we might rehire them. Employees who return to a company where they previously worked are known as 'boomerang hires'. In the US, they provide a much needed source of skilled talent and over half of HR managers say that they will look at bringing people back. In the UK, they are less common. That may be because we don't exit them in the right way, so they are less likely to reapply, and also because we haven't

been protective enough in creating an alumni community.

Bringing back ex-employees makes a lot of sense. They know the business, and will already have internal relationships and so will settle in more quickly, hence taking out the risk of a new external hire not integrating or performing. The costs associated with hiring and induction are reduced. Many have expanded their skills and capabilities in different environments and can return at a more senior level. Once people return, they are likely to stay put as they will have their specific reasons for going back.

Another pressing reason businesses are beginning to rehire is, many roles now being created are new, and there is no precedent to recruit for. They involve skills and perspectives the business does not have and needs to bring in from outside. Businesses face challenges to their operating models and profitability, and need to hire people who can help with change and innovation – those people will contribute more quickly and effectively if they already know the culture and dynamics of the organisation.

Bringing people back into the business doesn't have to only relate to permanent employment. With an increasing number of experienced people looking to work more flexibly, we are seeing many return on a freelance basis, either as consultants or contractors to help



support specific projects or initiatives. HR is becoming a curator of skills, and ex-employees are very much a part of that wider talent pool.

Some HR teams now work to develop their ex-employee, or alumni, communities, and keep them involved in some way. Informally this has always happened as colleagues remain in touch, socially and professionally, but now the alumni community is seen by the wider business as an important resource for hiring, sharing the employee experience, and gaining some market intelligence.

At the heart of an effective alumni community is the way we treated them as employees – from hiring to development – and how we exited them from the business. Those who had a positive experience will be long-term advocates.

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MANAGEMENT

LEGAL FOCUS

Paul Spenceley advises the sports management sector on changes to off-payroll payments in the public sector

TAXING CONSIDERATIONS

From 6 April 2017, the tax office introduced changes to the way in which those working for the public sector through personal service companies (PSCs) and partnerships are handled. The changes left many of those involved with little time to implement the changes or understand their impact. Outlined here are key changes and areas that need to be considered.

WHICH PSCS AND PARTNERSHIPS ARE AFFECTED?

A PSC is broadly a company where the worker and/or his associates hold more than 5% of the shares in the company.

A partnership is included within these rules if the worker alone, or with one or more of his close relatives, is entitled to 60% or more of the profits of the business.

WHAT IS THE 'PUBLIC SECTOR'?

The definition of public sector is wider than you would expect and covers all those that are covered by the Freedom of Information Act 2000 (and its equivalents elsewhere in the UK).

In the sports/activity sector this will include such things as local authority gyms/sports facilities, schools etc, but would exclude privately-owned gyms. It would also not cover situations where the class participants contract and pay directly to the PSC.

PREVIOUS POSITION

Before 6 April, the public sector was not concerned with IR35, as it was the PSC/partnership that had to decide if the engagement was caught by the rules and if so they had the obligation to deal with PAYE/NICs.

For contracts that do not involve the public sector this is still the case post 6 April. However, the new rules were introduced because HMRC did not believe that the PSCs were correctly applying the IR35 rules. Therefore, if this proves successful in the public sector it is likely to be applied to the private sector in due course.

THE CHANGE

New legislation was introduced that results in the public sector body having the obligation to:

- a) Determine if the work is caught by the new rules. Penalties can apply if they fail to take reasonable care in reaching the decision. The engaged party can ask about how the decision was made.
- b) Withhold any PAYE/NIC from the payment and remit this to HMRC.

However, if the work is provided through using an agency, the obligation to withhold the PAYE/NIC falls on the agency

- (c) Account for Employer NIC and, if appropriate, the Apprenticeship Levy on the deemed payment. This cost falls on the agency where the work is done via an agency agreement.

It is clear that additional time and costs will arise for the public sector body as a result of these changes, which will need to be accounted for in relevant budget requirements.

The public sector body will need to have systems in place to identify all engagements potentially caught by the new rules, introduce a system for determining if a contract is caught and review payment systems/processes. In particular, any contract that is already in place may require review to ensure costs, such as employer NIC, can be deducted from payments.

IMPACT ON PSC/PARTNERSHIPS

Any organisation caught by the new rules is clearly going to be affected by the change. This may result in the business having to change the way it remunerates workers, its dividend policy and cashflow projections. They should discuss the issues immediately with their advisers.

Paul Spenceley is a tax manager at law firm Irwin Mitchell

“The changes left many of those involved little time to implement them”



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LAST WORD

SPORT AMBASSADOR



Paralympic athlete David Smith MBE speaks about his physical and mental battles with a career-threatening tumour

BACK IN THE SADDLE



David Smith MBE has endured three life-saving operations to remove a recurring spinal cord tumour. With a London 2012 Paralympic gold medal for the mixed coxed four in rowing, two world rowing championships and two international silver medals for British cycling, Smith enjoys a challenge.

But he admits his mind was as paralysed as his body, and the biggest mountain he had to climb was in his head, not on his bike.

"All athletes want to be in control of when and how they retire but, sadly, many are forced into retirement through injury, illness or under-performance. I certainly wasn't ready to retire from cycling, but when I came round from my third bout of surgery on March 2, 2016 paralysed down my left side I knew that not only had my road to Rio ended but in all probability my career too.

"I faced not just losing the 'day job' but losing my identity too. Far from being a super fit human being I was in hospital for four months and left in a wheelchair. I couldn't see how I could make it back.

"The first glimmer of hope was at Neurokinex – a specialist spinal cord injury rehab centre. The whole set-up is incredible and as an affiliate of the Christopher & Dana Reeve Foundation's NeuroRecovery Network (NRN) they



David Smith MBE celebrates after the London 2012 Paralympics

have two unique protocols that I use – the Locomotor treadmill trainer and NMES electrical stimulation programme. The team there is phenomenal: I'm so grateful I found them. I combine this rehab with British Cycling training at Bisham Abbey and when I return there my results have been blown out of the water – improving 100% each time.

"In April I was invited by British Cycling to get back on a bike. Could I even get on and off a bike? Turns out I could. I rode for an hour – single-handed, obviously – but it felt great to be back in the saddle. I wondered if perhaps I'm not done with competitive sport yet. I've no idea what the next year or two will look like but British Cycling have asked me to reconsider, train hard and see where it leads.

"For the first time in a long time I feel I'm in control again – not my tumour, not my surgeon. I realise my mind was paralysed too but the faith of British Cycling, Neurokinex and my new sponsor Nike have given me the chance to train to again. Can I qualify for the World Champs in 2018 or the 2020 Paralympics in Tokyo? Who knows? Fact is, I'll give it my best shot and if the cycling doesn't work out I can then retire on my own terms. Meanwhile, I have other projects alongside my training and rehab: I'm writing a book, filming a documentary about my story and supporting the work of the Teenage Cancer Trust. Things are certainly looking up."

As told to **Katherine Selby**

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LAST WORD

24 HOURS WITH...



Will Satch, Team GB Olympic rower who won gold and bronze medals in the 2016 and 2012 Games. He was recently awarded an MBE

06:30

We do 200km or more a week on the water and on the machine. It's very monotonous at times, and it can take an awful long time. I'm training from half six in the morning until 4 to 5pm. It's constant: it's three or four sessions a day.

We train at Caversham in a purpose-built lake called the Redgrave Pinsent, and we train there full time.

Training is about 220km a week, so it's three sessions a day normally. We train down at Bisham Abbey: four weight sessions a week; so Monday, Tuesday we'll be there. Wednesday would be a half-day – that's why I'm here today. Thursday, Friday, Saturday is full training. Sunday is normally a one-session day so it's a lot of miles.

13:00

We're done with training by around 1 to 1.30pm on a half-day.

From my point of view, it's huge to inspire the next generation. It is a growing sport and to get more people doing it is a really big thing. So getting more people to do it, like with the kids today, throughout university and older ages is a dream. If you can set up the grassroots, again it's like a funnel, the same as training; if you can build a bigger base you'll have a better top-end.

18:00

For an event like this [a public appearance] I would get home at 6pm – it depends, though, as a lot of stuff is more after-dinner speaking.

We train until 5pm and go home and



then trek out, get changed and go to an event – that can be a long day because sometimes I get home at midnight.

22:00

If I go to a gig... I can switch off and that's almost as good as a rest – but, at the same time, I know I'll be fatigued the next day, so it's a balance.

But it depends what the event's like, what training you've got the next day and what you've got coming up. If we're doing a World Cup or a World Championship, I'd be back early, so I'd try and get back by 10pm. But then a lot of stuff doesn't start until then, so sometimes I'd do an early one.

An ex-girlfriend was really quite pally with rock band Wolf Alice before they got big. I'm listening to them quite a bit. I really like their music. Back in 2013, I went to one of their gigs at the Roundhouse in Camden and it was amazing.

I think because I have experienced their music, I now like listening to it. Having said that, I love an eclectic mix. When I'm on a machine and I'm punching out those miles, you need a mix of music otherwise you can go a little bit mad; so anything from drum and bass or electric. We met Chase & Status out in Rio. We went out to Ibiza and partied in the clubs. I like a mix.

I went to see Stevie Wonder in Hyde Park last year and he was incredible. At the same time, I like to go to Berlin and listen to a load of grime – it's quite open. There aren't genres I don't like but there are artists I don't like. ●

Satch spoke to S&PA Professional senior reporter Graham Simons at the opening of Powerhouse Fitness's new store in Willesden Lane, London, where he met the student rowing teams of Cardinal Vaughan Memorial Secondary School and Roehampton University.

LAST WORD

SPORT BY NUMBERS



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This issue... *Healthy commuting*

A recent study shows the health benefits of an active commute

Study analysed data from **264,377** participants over a five-year period

Cycling to work

45% lower risk of developing cancer
46% lower risk of heart disease
41% lower risk of premature death



Average miles per week the cyclists clocked. The further they cycled the greater the health benefits



Was on average the age at the start of the study of those participating

Around 2 million people cycle to work every day – this equates to just

4%
of the working population



27%
lower risk of developing cardiovascular disease

36%
lower risk of dying from cardiovascular disease



Walking to work

Benefit mostly for people walking more than six miles per week



Unlike cycling, walking was not associated with a significantly lower risk of cancer or overall death

Source: University of Glasgow study: Association between active commuting (walking and cycling) and incident cardiovascular disease, cancer and mortality



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