

A LITTLE GEM

Reinvention on a budget

p22

DIVERSE ATTRACTION

Boosting inclusivity

p30

BACK TO SCHOOL

Hockey ace Alex Danson MBE

p47

S&PA Professional

ISSUE 28 • WINTER 2017-18

THE SPORT & PHYSICAL ACTIVITY INDUSTRY MAGAZINE

CIMSPA

CHARTERED INSTITUTE FOR THE MANAGEMENT
OF SPORT AND PHYSICAL ACTIVITY

CORPORATE

RECRUITING

The sports and fitness sector is attracting growing
numbers of professional high-flyers

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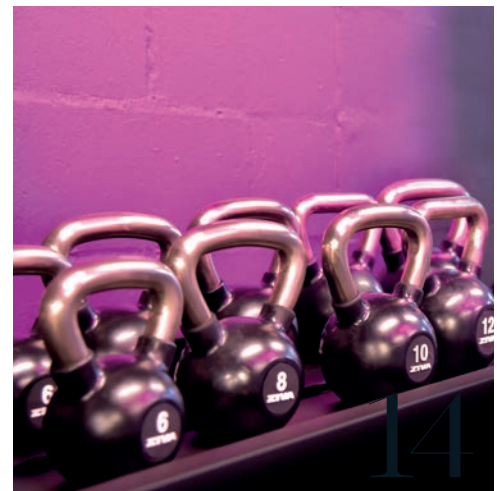
John McAvoy, Ironman champion

50 Sport by numbers

The value of wellness hubs



"With construction costs at less than £500,000, the Knightwood centre is tangible evidence that a revitalised, rejuvenated and workout-worthy fitness facility can be created on a budget" (p22)





- Increased Energy
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UPFRONT

EDITORIAL

► DeeDee Doke

Happy 2018!



Ready, set, off you go at the start of an invigorating new year

The start of a new year is always cause for exuberance, mental refreshment and a revitalised 'can do' approach to fitness – and life.

In this issue of *S&PA Professional*, we want to help get your year off to a brilliant start with practical suggestions, insightful advice and introductions to fascinating people in this sector for a bit of inspiration.

First, find out on p6 what some of your peers and colleagues are thinking about as the new year dawns. And find out what others were thinking about in the January issue of *S&PA Extra*, our monthly e-news bulletin. We had more terrific

contributions than we could fit in the magazine, but we're keen to share this forward-looking thinking with you.

How can we increase the levels of diversity and inclusion in our leisure centres and in sport and physical activity across the board? There's no 'one size fits all' approach, as Peter Lennox discovers on p30 in his look at populations who, sadly, are under-represented in this area. But several ways to make these populations feel welcome and included are explained. We hope you'll find them useful.

On the 'need to know' front, don't miss our feature on p34 on the ins and outs of the upcoming General Data Protection Regulation that takes effect in May this year.

And our cover feature, on p26, about the 'corporate runaways' who abandon high-flying, generally well-paid jobs for a more satisfying life in sport and physical activity should convince you that it will be worth taking a chance on them in your facility. Bring them on!

Stay warm, healthy and stimulated during the wintry season!



Contact us by
Twitter @SAPA_Pro
and email at
sandpa@redactive.co.uk

EDITORIAL

Editor DeeDee Doke
Senior designer Nicholas Daley
Designer Sarah Auld
Production editors Clare Cronin, Vanessa Townsend
Contributors Peter Lennox, Graham Simons, Sue Weekes
Picture editor Chloe Crisford
sandpa@redactive.co.uk
Publishing director
Aaron Nicholls
ADVERTISING 020 7880 6230
Sales manager Jo Rose
joanne.rose@redactive.co.uk

PRODUCTION

Production manager
Jane Easterman
Production executive
Rachel Young

SUBSCRIPTIONS

S&PA Professional is available to selected members of the Chartered Institute for the Management of Sport and Physical Activity (and is available on subscription to non-members). All member enquiries should be directed to CIMSPA. For enquiries from non-CIMSPA

members, e-mail sandpa@redactive.co.uk
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CIMSPA ENQUIRIES

Chartered Institute for the Management of Sport and Physical Activity,

SportPark, Loughborough University, 3 Oakwood Drive, Loughborough, LE11 3QF
Tel 01509 226 474
E-mail info@cimspa.co.uk
Web www.cimspa.co.uk



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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

CAROLINE CONSTANTINE, DIRECTOR, RIGHT DIRECTIONS

"There's going to be a point where local authorities say leisure is not a necessity and they need to put their money into things such as social care and housing. Unless we can demonstrate that keeping people fit means that mental wellbeing is good, and we're saving the government lots of money in terms of health spending, we're going to struggle as a sector."



**CHRIS GRANT, CEO,
SPORT FOR DEVELOPMENT
CHARITY SPORTED**

"We can't divorce sport and physical activity from what's happening in the world around us. There's growing recognition that, whatever the challenge, the sector can be part of the solution. In 2018, we'll continue supporting our 3,000-plus members to use sport for change."



**JOE DAKIN, APPRENTICE,
BRIGHTON SWIMMING
SCHOOL**

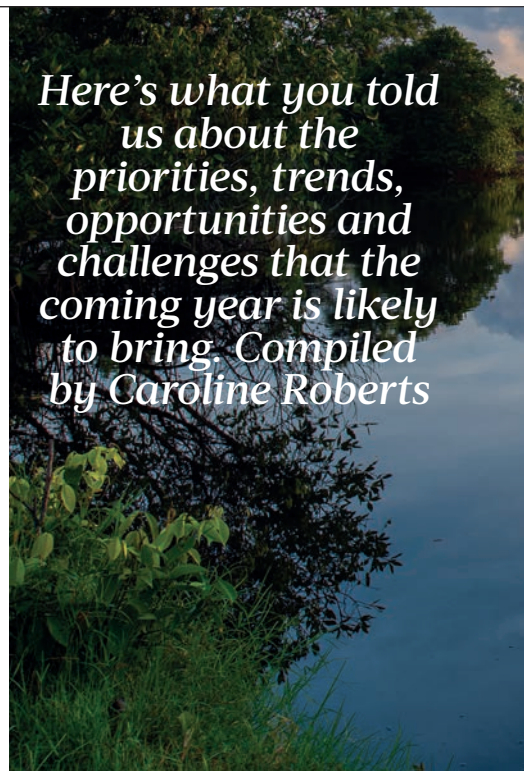
"With the Glasgow European Championships coming up in 2018, we hope to see a swimming boom. Seeing someone succeeding in a sport will inspire many young people to try it. We also plan on running water aerobics sessions, which are a perfect way to get less able people into the pool and get them active."

DAVID MCLEAN, GROUP FITNESS MANAGER, EDINBURGH LEISURE

"I see growth in group fitness at two ends of the spectrum: mindfulness and yoga at one end, High Intensity Interval Training (HIIT) at the other. Also, sport and physical activity is increasingly seen as a preventative for many health conditions, and continued professionalisation of the industry will mean that we're recognised as trusted experts."

HELEN MADDEN, OFFICE MANAGER, ENERGIZE, COUNTY SPORTS PARTNERSHIP FOR SHROPSHIRE, TELFORD AND WREKIN

"Technology is a driving force to personalise and improve accessibility, and I expect to see more interactive opportunities emerge during 2018. There's clearly a demand for 'retro sport': older people returning to the pastimes of their youth but playing much slower versions of the game."



Here's what you told us about the priorities, trends, opportunities and challenges that the coming year is likely to bring. Compiled by Caroline Roberts



**GUY WESTWOOD,
FITNESS MANAGER,
EVERYONE ACTIVE,
PLYMOUTH**

"There's been a shift in members preferring more functional equipment, such as bar bells and free weights. Our 30-minute gym floor classes, EA 30 Series, encourage this way of training. We also give members access to online exercise programmes – something we expect to do more of."

UPFRONT

S&PA NEWS



WHAT LIES AHEAD IN 2018?

DR PAUL BEDFORD, RETENTION GURU

"Retention will continue to be a challenge in 2018 and beyond, if operators continue not to focus on it. I believe there will be continued diversity in the fitness offering, giving people even more choice, and the next area to affect established operators will be new franchises."

KELLY REED-BANKS, INSTRUCTOR AND TRAINER, KELLYREEDFITNESS.COM

"There's a huge market for classes that new mums can go to with their babies, and that's something I'm focusing on for 2018. I also feel the increase in awareness of mental health will mean that new, holistic classes that incorporate stress relief and relaxation techniques will be on the rise."



DR IAN JONES,
HEAD OF SPORT AND
PHYSICAL ACTIVITY
AT BOURNEMOUTH
UNIVERSITY

"Three trends are of interest to me for 2018. Firstly, the continued quantification of physical activity through apps and other technology. Secondly, the continued relationship between sport, physical activity and social media, and how this will drive behaviour. Finally, the growth of e-sport, and the extent to which it becomes either an accepted part of, or an alternative to, 'traditional' sport."



ANNE-SOPHIE ANNY, DUTY MANAGER, SIDCUP LEISURE CENTRE
(PARKWOOD LEISURE)

"The timings of classes to help people balance fitness with their work and home life, as well as affordability, will remain important. We'll also be reaching out to the wider community, building on our successful Steps to Health GP referral programme and engaging with more young people. Kids as young as three are already taking part in touch gym and soft play."

UPFRONT

S&PA NEWS

MESSAGE FROM CIMSPA CEO

**TARA DILLON, CEO OF
CIMSPA, INTRODUCES
THE CHARTERED INSTITUTE'S
NEW CHAIR**



I'm very pleased to introduce you to Marc Woods, the new chair of our chartered institute. He is an exceptional person. A high achiever, he is a multiple Paralympic gold medallist, BBC commentator, author and conference speaker. As a learning development specialist, he has worked around the world for organisations ranging from IBM to Danone, and from Procter & Gamble to the Home Office. He has also sat on the boards of numerous organisations including the Teenage Cancer Trust, Youth Sport Direct and the Youth Sport Trust.

Marc understands our sector. He has used our centres and engaged with our staff throughout his life – as a child, as an athlete and now as a father. He understands the importance of our work in driving standards for all sport and physical activity professionals, to create greater confidence among our customers, partners and stakeholders.

His immediate priorities will be:

- Getting to know the CIMSPA team and the work they do
- Obtaining a better understanding of our relationships with stakeholders, so we can manage these relationships properly and create a solid value proposition for all members and partners
- Refreshing the board – welcoming new talent, and engaging their expertise in joining the existing board members

Marc will advocate for CIMSPA at the highest policy levels in the UK, and harness the talents of our stakeholders to help us achieve our objectives to make the UK's sport and physical activity sector one of the best in the world. I'm delighted to be working with him, and I'm confident CIMSPA will continue to strengthen and grow under his leadership.

I also want to thank our outgoing chair Andy Reed for his hard work over the last year. It's been a real pleasure working with him.

CONFERENCE TACKLES CHALLENGES FOR CENTRE MANAGERS

The CIMSPA conference 2018 will focus on the daily challenges for centre managers, providing the practical solutions you need to make a difference to you and your workplace

Staff shortages, declining budgets and dwindling resources are just some of the challenges facing managers of sports and leisure facilities today. Against this backdrop, it can be hard to justify taking time out to attend an event. The CIMSPA conference is a notable exception. Designed specifically for you, this one-day event will give you the tools and information you need to make a difference to you and your organisation.

Here's a taste of what's on offer:

LAUNCH OF HSG179

The Health and Safety Executive (HSE) will unveil the Managing Health and Safety in Swimming Pools (HSG179) guidance at the CIMSPA conference. HSE will explain the rationale for the new guidance and talk through the

revisions and what these mean for you. This is a must-attend for anyone involved in managing pool health and safety.

STAFFING SOLUTIONS

Recruiting and retaining staff is a perennial problem for centre managers. In a tightening labour market, our sector is failing to compete with others for the best workers of the future. Find out how to make your workplace attractive in the Millennial Makeover session. This session will help you to: understand the recruitment and training landscape – what the statistics say; know your target – get insight into what young people are looking for in your workplace; and understand how, handled badly, recruitment and retention can butcher your bottom line with money pits of induction,



UPFRONT

S&PA NEWS

CONTRACTS AND DEALS

PARTNERS SYNCHRONISE SWIMMING ACTIVITIES

CIMSPA partners Greenwich Leisure Limited (GLL) and the Swimming Teachers' Association (STA) have joined forces in a three-year partnership. The arrangement allows instructors to undertake STA's CIMSPA-endorsed Level 2 swimming teaching qualifications at GLL's 141 pools nationwide.

TRADE SHOWS LINK UP

Physical activity trade event Elevate – of which CIMSPA is a lead supporter – will run alongside two other industry shows for the first time in 2018. COPA Series and the Elite Sports Performance and Rehabilitation Expo will run concurrently with Elevate at ExCeL London on 9-10 May.

NEW PARTNERSHIP BOOSTS JOB PROSPECTS

A new partnership enables graduates from Future Fit training courses to receive guaranteed interviews with Nuffield Health. All Future Fit students who graduate as Level 3 personal trainers will be offered an interview with the healthcare provider.

PURE GYM OWNERSHIP CHANGES HANDS

The UK's largest gym operator – Pure Gym – has been acquired by buyout firm Leonard Green & Partners (LGP). The deal values the business at £600m, and sees California-based LGP take over from previous owner CCMP Capital Advisors.

PLACES FOR PEOPLE ADDS THREE GYMS

CIMSPA partner Places for People Leisure has expanded its low-cost gym portfolio with the purchase of three facilities. The company has acquired three Simply Gym sites for an undisclosed sum. The sites – in Chesterfield, Hinckley and Telford – will be run under the company's Places Gym brand. This acquisition takes the number of Places Gyms to six, with the others located in Preston, Sheffield and Corby.

training, HR and job advertising costs.

APPRENTICESHIPS

This practical session will teach you how to find potential apprentices, deliver a training programme that meets the needs of both the apprentices and your business, and minimise or even offset costs.

SECURITY IN THE AGE OF TERRORISM

Public spaces have been targeted in recent years by those using violent direct action for political ends, so public confidence that site operators are doing all they can to minimise risk is hugely important. Our Public Facilities and the Modern Security landscape breakout will provide a pragmatic discussion on appropriate protective security measures and advice on contingency plans for public sport and leisure facilities, based on guidance produced by the National Counter Terrorism Security Office.

SAFEGUARDING AND DUTY OF CARE

Questions on duty of care, and the

safeguarding of vulnerable audiences, have risen to the top of the political agenda. Prepare for what will be one of the definitive sector-management challenges of the coming year at this session on child and user welfare standards in sport, leisure and physical activity. Understand the new duty of care landscape and learn the practical ways to deliver compliance, such as risk-based assessments.

The conference begins and ends with speeches from two inspirational leaders of our sector – CIMSPA chairman and Paralympic champion Marc Woods and Sport England CEO Jennie Price.

Come along to learn from industry leaders, network with your peers and get some new ideas to implement back at work. Can you afford to miss it? ●

Where: Chesford Grange, Kenilworth, Warwickshire

When: Wednesday 21 February

Book: www.cimspa-conference.org

UPFRONT

MOVERS AND SHAKERS



Fitness qualification awarding body **Active IQ** has appointed **Ben Jackson** as qualification development manager.

Jackson will be responsible for the development of new and existing qualifications – ensuring they are fit for purpose – as well as providing and updating resources. Jackson joins Active IQ from Focus Training, where he was operations manager.



Cloud-based fitness equipment supplier **eGym** has appointed **Kerstin Obenauer** to head its UK operation. In her role

as country director, Obenauer will report to eGym's European director, Eric Wenig. eGym says Obenauer will focus on promoting industry collaboration "to deliver a connected solution for gym operators across the territory". She replaces Jochen Michaelis, who left the business earlier this year.

Twice Paralympic gold medallist **Richard Whitehead** has been made the patron of **LimbPower**. The charity aims to improve sport and physical activity opportunities for people with limb impairments. Whitehead



holds the world record for athletes with a double amputation in both the full and the half marathon. He also won gold in the T42 200-metre sprint at both the London 2012 and the Rio 2016 Paralympic Games.



CIMSPA partner **Les Mills UK and Ireland** has promoted **Wendy Coulson** to chief executive. Coulson was previously

customer experience director at Les Mills International. She takes over her new role from Martin Franklin, who has been appointed Les Mills chief operating officer for global markets.



The Sport, Leisure and Culture Consultancy (SLC) has appointed **Paul**

Kelly as a director. He has previously held roles at education support company Tribal, Sport England, and in local government. Kelly's role at the SLC will be to bolster the firm's position in the leisure and culture procurement market, and support the growth of the business through longer-term projects and partnerships.



Alan Coppin has been appointed as the new chair of funding charity **Spirit**

of 2012. He replaces Dugald Mackie, who was in the role for more than four years. Spirit of 2012 is the London 2012 Olympic Games legacy charity, founded to continue and recreate the spirit of "pride, positivity and social connectedness" that people experienced during London 2012 Games.



Adam Paker has been appointed as the new chief executive of **Swimming Nature**. The company is the UK's largest provider

of one-to-one and one-to-two tuition sessions. Paker – who is a former chief executive of Swim England – takes the reins from Eduardo Ferre, who founded Swimming Nature in 1993. Ferre moves into the role of product director.



The **Tennis Foundation** has appointed **Matt Hammond** as its disability performance director. Hammond will primarily focus on

the development of wheelchair tennis, but will also support deaf tennis and learning disability tennis initiatives. Hammond joins the organisation from Boccia UK, where he spent eight years leading its elite programme through both the London and Rio Paralympic Games in his role as performance director. ●

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!

UPFRONT

Source:  Powered by
DataHubTOP 10 REVENUE
GENERATING SPORTS PROGRAMMES

Personal training topped the list of revenue generators at 345 sport and leisure centres across the UK during the 12 months between December 2016 and November 2017, according to DataHub. What other sports programmes rounded out the top 10?

FITNESS - PERSONAL TRAINING

Income Generated **£2,523,197** Footfall **78,547** Income per Head **£32.12**



SWIMMING - LIFESAVING

Income Generated **£75,905** Footfall **3,887** Income per Head **£19.53**

GROUP WORKOUT - TONE CLASSES

3  Income Generated **£162,172** Footfall **10,725** Income per Head **£15.12**

4 SWIMMING - COACHING SESSIONS

Income Generated **£69,484**

Footfall **4,638**

Income per Head **£14.98**

5 GROUP WORKOUT - CHAIR BASED EXERCISE

Income Generated **£126,120**

Footfall **9,491**

Income per Head **£13.29**

6 SWIMMING - LEARN TO SWIM GENERAL

Income Generated **£109,684**

Footfall **9,598**

Income per Head **£11.43**

7 GROUP WORKOUT - JUNIOR/ YOUTH CLASSES

Income Generated **£20,831**

Footfall **1,857**

Income per Head **£11.22**

8 CLIMBING - CLIMBING PARTIES

Income Generated **£174,236**

Footfall **16,470**

Income per Head **£10.58**

9 CHILDREN CLASSES - FAMILY

Income Generated **£49,190**

Footfall **4,830**

Income per Head **£10.18**

10 GYMNASTICS - JUNIOR

Income Generated **£100,435**

Footfall **10,375**

Income per Head **£9.68**



SITES USED IN ANALYSIS: 345

IN DEPTH

CIMSPA UPDATE



CAROLINE FRASER

We speak to the new workforce development director at Sport England, who is working with CIMSPA to professionalise the sector

Caroline Fraser is the first to admit that she's not an expert on sport, but with 30 years' senior HR experience there's not much that she doesn't know about people within organisations.

Leading organisations through change, driving employee engagement and delivering results are common themes throughout her career; experience she aims to bring to bear on the sports and physical activity sector in her new role as workforce development director at Sport England.

The appointment marks her first foray into sport and physical activity after successful careers in both retail and the NHS, which started with a graduate training programme scheme at BHS.

"I was the first person in my family to go to university, which made everyone proud. But my grandmother was disappointed when she found out I was entering retail. She didn't see it as a profession, compared with being an accountant or a lawyer," says Fraser.

Following the graduate scheme, Fraser moved to Laura Ashley, where the HR department was in its infancy. Working with the head of department, she helped develop the HR strategy for the company, where she spent the next 10 years.

"Laura Ashley had great employee engagement. It really ensured that everyone understood the strategic direction of the company and their roles within that. There was an informal atmosphere, and everyone bought into the organisation," she says.

Moving to Boots the Chemist Group, Fraser spent 10 of the next 13 years within the group's Halfords business as senior HR manager and, subsequently, HR director. When it comes to people, the retail and sport and physical activity sectors are surprisingly similar, she says.

WHO IS CAROLINE FRASER?

Family: I have three children, who are all sporty and played football, rugby, basketball, rowing and cricket. For 15 years, I spent virtually every Saturday and Sunday morning standing on the side of a sports pitch. I have also done some form of volunteering for every club my children have been part of

Hobbies: My main hobby as a mum of three teenagers is part-time taxi driver, but I also enjoy swimming, walking, live music, travel and volunteering

"In retail, employees are often geographically dispersed, and being able to provide a great customer experience is key across the UK. Businesses typically have high staff turnover, which means they have to recruit, induct and train a significant number of people every year."

In 2009, Fraser moved to the public sector, joining NHS Warwickshire as HR director of Warwickshire Community Health, where she led organisational change and played a key role in the merger of Warwickshire Community Health and Warwickshire Foundation Trust. In 2011, she joined Arden Commissioning Support, a new organisation established to provide professional services to clinical commissioning groups.

"This was an exciting opportunity to set up the business and HR/OD [organisational development] strategy for a brand new organisation that had to be both commercial and customer focused," says Fraser, who led the organisation through a culture change programme.

A PASSION FOR PEOPLE

Then in August 2017 Fraser joined Sport England, where she saw an opportunity to employ her skills.

"My experience is all in change and people. I'm passionate about people and organisation development, and engaging with employees to achieve an organisation's objectives. There's been a lot of change in the sport and physical activity sector and a recognition that we need to do things differently, so there was a lot of appeal to the role," she says.

Her five areas of responsibility there are professional workforce; coaching; volunteering; clubs; and equality and diversity, which gives some idea of the scale of the role. Working with CIMSPA will be key, she says. "We are investing in CIMSPA and working with them on

"If leisure centre staff don't know how to relate to a person who is lacking in confidence, then there is a problem"

all areas, such as professional standards, career pathways, learning and development, and apprenticeships. I've met CIMSPA's development board and some of the sector's employers, as well as the DCMS [Department for Digital, Culture, Media & Sport] and other influential people to understand the sector and where we can effect change.

"In all my other roles, I have been able to influence change from within, but I can't do that here in the same way. The sector employs hundreds of thousands of people, and my team can't directly influence all of those people. My team need to work with CIMSPA and other partners to establish what's working well, where the challenges lie and where we can add most value," she says.

Making sure the sector has the right staff with the appropriate skills is vital, and is an issue that Fraser has some experience with. At Halfords, she led a joint operations/HR initiative into making customers the most important priority for the business.

"Halfords always had a good customer focus, but wanted to make it even better. We questioned if we were recruiting the right staff for the business. In the past, management relied on the people coming into the stores with their CVs as the source of their recruitment. These people were often young, white males, which didn't reflect the diversity of our customers. So we started going out and attracting employees from a broader audience," she says.

The change had a significant impact on the business, resulting in better-quality staff, improved employee retention and, ultimately, greater sales.

CUSTOMER ENGAGEMENT

Recruiting for attitude/behaviour is another topic that often comes up for discussion and one that Fraser has an opinion on.

"Thanks to the internet, the knowledge in your head is becoming less important, and recruiting for attitude/behaviour becomes more essential. People need to have the right behaviour to work with the customers in front of them. Leisure centre staff may have fitness knowledge, but if they don't know how to relate to a person who lacks confidence because of their weight or a mental health issue, then there is a problem. Staff need to be able to engage with their customers, because people have a choice about where they spend their money."

This point was thrown into sharp relief recently when Fraser was visiting universities with her daughter. "We were potentially going to spend £30,000 with these organisations, as there are no longer student grants, and yet some of them hadn't woken up to the fact that engaging with your customers and treating them well is important," she says. "And that all comes down to employees." ●

IN DEPTH

CIMSPA UPDATE

MARC WOODS

CIMSPA's chair Marc Woods spoke to Vicky Kiernander about his sporting career and his new role



Marc Woods, a former international athlete, is a learning development specialist working around the world for organisations ranging from IBM to Danone, and from Procter & Gamble to the Home Office. He was recently appointed chair of CIMSPA's board.

Tell us about your swimming career

I was a county swimmer when I was young, but was never that great. I didn't train very hard and did just enough to get by. At 17, I was diagnosed with cancer and had my leg amputated below the knee. The experience completely changed my attitude to life. Teenagers are quite robust, and having cancer re-programmed me to a certain degree. Bad things happen all the time and I knew no one would feel sorry for me, so I wasn't going to feel sorry for myself.

I didn't know how much time I had left, so I just wanted to make the most of it. I got straight back into swimming and really applied myself. Within a year, I was swimming faster with one leg than I had been with two. Eighteen months after finishing chemotherapy, I was selected to represent Great Britain. I went on to compete at European and World Championships and Paralympic Games.

The attitude that I developed after having cancer is one that I have tried to maintain ever since; so if I decide to do something, I will do it to the best of my ability. And if I say 'yes' to something, I will do the best job I possibly can.

What did you enjoy most about competitive swimming?

I really enjoyed trying to achieve my potential; winning medals was a by-product of that. Swimming training is hard, and it's impossible to think of medals all of the time. But if you can focus on doing your best, and you do that every day, the net result gives you the best chance of winning medals.

What was the highlight of your swimming career?

Sydney 2000. My father was my coach until 1988, and after he that became my number-one fan. Two days before



the Sydney Games, he suffered a massive stroke and died. To lose him so suddenly was horrendous, and I just didn't feel like competing. I cancelled my flight to Sydney and went home. But the day after his funeral, I flew out to Sydney and we won the freestyle relay. It really was the best and worst of times.

What did you do after retiring from competitive swimming?

I was keen to try new things, and I especially wanted to learn new skills. I had focused on one thing for so long, getting as close to perfection for me as I possibly could, that I just wanted to be a beginner at something. I joined a local climbing club and got invited on some expeditions. Before I knew it I was in the Himalayas. I became addicted to challenges after that, and completed several trekking and mountaineering expeditions.

How do you help organisations as a motivational speaker?

I shy away from describing myself as a motivational speaker; it makes me think of David Brent from *The Office* and sends a shiver down my spine. In my day-to-day work, I help a wide variety of organisations, from small businesses to multinationals, all over the



Turning ambitions into reality #beginwithbetter



Active IQ is an Ofqual recognised awarding organisation in the Active Leisure sector, designing qualifications and high quality resources that support clear career pathways.

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www.activeiq.co.uk



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IMAGE COURTESY OF JARVIS ENCLOSURES

IN DEPTH

CIMSPA UPDATE

world to improve their performance. And I believe that my understanding of the way those organisations operate, and how the people within those organisations interact, should serve me well in my role as chair of CIMSPA.

Why did you apply for the role of CIMSPA chair?

From my earliest memories as a child, right through to today when I take my young children to clubs and activities, sport has been a central part of my life. I have had an almost daily interaction with the sector CIMSPA represents, and so I understand the importance of the work CIMSPA does in setting high standards, and the potential impact that work has on millions of people's lives.

Baroness Grey-Thompson, chair of ukactive, who I know through our time both as athletes and as sports commentators, suggested I should apply for the role.

What do you think you bring to CIMSPA?

I believe I can help CIMSPA succeed in several ways. For a start, it's important to communicate to a wide audience why CIMSPA matters, the difference it makes and the value that it brings to both organisations and individuals. And how, together, we can help to make the UK's sport and physical activity sector one of the best in the world.

CIMSPA has some compelling stories to tell about the positive impact it has on people's lives. We need to tell those stories. In doing so, we will strengthen both CIMSPA's reputation and that of the sector as a whole.

I enjoy working with people and helping them to achieve great things together. We need to harness the talents of all our stakeholders if we want to deliver CIMSPA's vision.

To be a successful sportsperson, you need to be tenacious, determined and

resilient, to focus on the things that really make a difference to performance, and to be a team player yet be willing to speak out when it matters. I intend to bring all of these qualities to my role as chair, to ensure CIMSPA succeeds.

What are your key priorities as chair?

There are several important tasks that need to be looked at in the short term, and these feed into some key objectives for CIMSPA.

In the immediate future, I'm looking forward to:

- Getting to know the CIMSPA team properly and the work they do
- Obtaining a better understanding of our relationships with stakeholders, so we can manage these relationships

properly and continue to enhance and improve them

- Refreshing the board, welcoming new talent and engaging their expertise and knowledge, as existing board members reach the end of their tenure.

These activities will feed into CIMSPA's broader objectives – which to a great extent are interdependent – such as ensuring that the Sport England funding serves as a launch pad for creating a sustainable financial future for CIMSPA, strengthening the capabilities of the organisation, delivering on the standards the sector has asked us for, and growing the membership.

How can CIMSPA broaden its work?

A lot of CIMSPA's efforts over the past couple of years have, understandably, been directed at securing funding. Putting CIMSPA on a more sustainable financial footing remains an important objective. However, if we are to achieve financial sustainability it's essential that people understand the value of becoming a CIMSPA member and being associated with the work that we do.

I know that there's much more we can do to increase the visibility of our brand. We want more people to understand what we do, what we can do for them and why that matters. We need to get our message across. This will help us to increase our membership, and in turn allow us to do more to develop professional excellence in the UK's sport and physical activity sector.

I spent a considerable amount of time on due diligence before applying for this role. I spoke to a broad cross-section of stakeholders, and was impressed by how much everyone wants CIMSPA to succeed. What we must now do is harness all of the goodwill and good intentions, and transform our ambitions into actions. ●



WHO IS MARC WOODS?

Home: East Midlands

Family: Married with two young children

Career: Former swimmer for Great Britain who competed in five Paralympic Games, winning 12 medals including four gold. Winner of 21 medals from European and World Championships

Former Teenage Cancer Trust trustee

Chair of Youth Sports Direct

Founding member of the British

Athletes Council

Patron of the Bone Cancer Research Trust

Ambassador for CANSA (South Africa's Cancer Charity)

Television commentator

Hobbies: "I like digging old things out of my garden and watching my children laugh; occasionally these things happen at the same time"



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IN DEPTH

CIMSPA UPDATE

CIMSPA LAUNCHES SIX PROFESSIONAL STANDARDS

The launch of the first six professional standards heralds a new era for training and development in the sport and physical activity sector

A short time ago, Colin Huffen, head of education at CIMSPA, decided to qualify as a personal trainer. He paid £70 for a voucher from a leading discount website, completed an online training questionnaire, watched a couple of PowerPoint presentations and within 90 minutes was a qualified personal trainer. He even has a certificate to prove it.

Huffen completed this exercise out of curiosity, but many people invest in such 'training' believing it will give them a qualification that will lead to a successful career in the sport and physical activity sector. It won't, which is one reason why the launch of the first set of professional standards

represents such a milestone for the sector.

The new professional standards define the scope of job roles in the sector and the knowledge, skills and behaviours needed to do those roles.

CIMSPA has published the first six standards for the roles of personal trainer, swimming teacher, core group exercise instructor, gym instructor, recreation assistant and lifeguard. The remaining standards will be delivered over the next 12 months.

These professional standards form the bedrock of the training and development revolution taking place in the sector. They will underpin CIMSPA membership categories and help provide clear career pathways for sports



and physical professionals. "This is all about

professionalising the sector and making it more attractive as a career," says Huffen. "It's exactly what I would have wanted. I followed a fairly traditional route in my career starting out as a lifeguard, recreation assistant and gym instructor, then personal trainer and coach, but I hit a ceiling. There was nowhere for me to progress, which is why I changed career."

How will the standards benefit individuals?

The training and education on offer from training providers will change to align with the new standards. There will be new subject areas to choose



GETTY IMAGES

and more specialist training will be available.

The focus of the education will also change, says Huffen: “At the moment, training tends to be very technical. Our research shows that employers want more focus on soft skills – such as customer engagement and behaviour change – to ultimately provide a better experience.”

The standards will give sport and physical activity professionals the confidence that they are investing in robust and respected qualifications that will lead to employment. In future months, you’ll be able to look for the new CIMSPA logo on qualifications and degree programmes to ensure it is endorsed against a CIMSPA professional

“Our research shows that employers want more focus on soft skills, such as customer engagement”

standard and is therefore recognised by employers.

The extra specialist training available will allow people to focus on particular areas such as working with children and young people, in the school environment, or with those with health conditions.

“If a personal trainer wants to specialise in a segment of the market – say working with people with health conditions – there is nowhere they can get recognition for their depth and breadth of expertise in that area,” says Huffen. “Our aim is to provide new membership categories, such as advanced and chartered practitioner, in recognition of the expertise they hold and their excellent delivery.”

How will the standards benefit employers?

Employers have been disappointed by the number of qualified individuals coming onto the market without the skills they want or need. The value of these new professional standards is that they have been developed by employers alongside training providers, awarding organisations and higher education institutions to ensure future recruits, who have completed training endorsed by CIMSPA, will be work-ready.

Employers have also been concerned about the lack of standardisation in qualifications and training. The new standards will determine the learning, development and assessment requirements of job roles, so that

education providers can develop suitable educational products. This also ensures consistency; employers will understand exactly what the standards mean and what individuals are capable of doing.

The reason the standards feature assessment criteria is that employers wanted potential employees to be thoroughly assessed in real-life situations. So, unlike Huffen’s example above, individuals will have to undertake some practical training and assessment in a real centre.

“At the moment, some personal training assessments can be done with your classmates. That won’t help you engage with a 74-year-old diabetic in the real world, which is why it was important that these assessment criteria were written into the standards,” says Huffen.

What happens next?

Following the launch of the first six standards, CIMSPA will deliver the remaining standards in three phases over the next 12 months. The next raft of standards includes those for the roles of entry manager, senior manager, operations/department manager, coaching assistant and coach. The standards will be used to populate the CIMSPA Professional Standards Matrix, which will provide a one-stop-shop that clearly defines the occupations and job roles within the sector, the requirements for those roles and the qualifications needed. CIMSPA plans to complete the matrix in 2018.

How can I get involved?

All employers, awarding organisations and training providers that partner with CIMSPA are being consulted on the standards.. ●

For more information, please email info@cimspa.co.uk

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IN DEPTH

CASE STUDY

LITTLE GEM

Sports provision need not be large-scale to be successful – a revitalised fitness facility in Hampshire is proving budget projects can also work brilliantly. By DeeDee Doke

With its feature flashing lights, black brick walls and dark wood-look floors, this exercise zone could be the inner sanctum of a high-end London boutique gym, or part of an exclusive night club. Instead, this edgy workout area is part of an exciting new gym facility that opened its doors in November to stakeholders of Test Valley Borough Council.

Part of a 30-year, £18m package contract agreement between Test Valley and Places for People (PfP), the Knightwood Leisure Centre was a small, but ultimately entirely welcome, component of PfP's proposal. Based in Chandler's Ford, Eastleigh, Hampshire, the new leisure centre is now anticipated to attract between 700 and 900 members.

"We wanted to make something a bit different," says Edd Pooley (MCIMSPA), general manager of both Knightwood and the nearby Romsey Rapids Sports Complex. "We had an opportunity to really embrace something new."

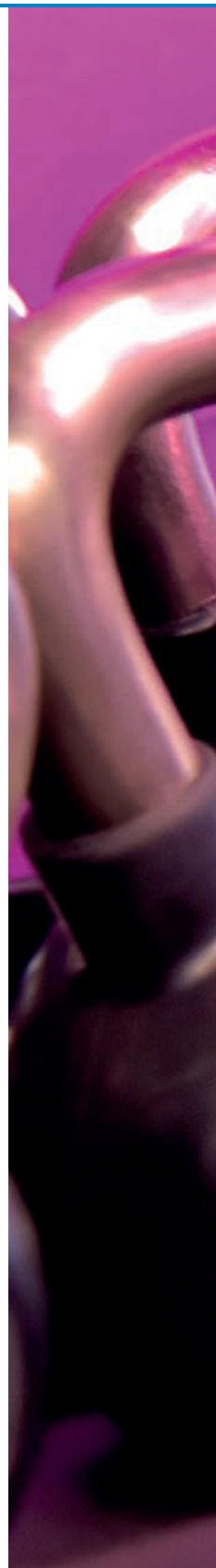
Developed from the 154-square metre base of a tired, undistinguished building that previously housed a

pre-school facility, kitchen, youth club, worn changing rooms and offices, Knightwood sits in an appealing location off a major road in Chandler's Ford, next to a nature reserve and newly drained football pitches.

When Test Valley decided to put out a tender for an outside provider to operate its considerable leisure resources – which include the large Andover leisure centre and Romsey Rapids – improving the limited facility in Chandler's Ford with its beautiful natural location was not at the top of the list of the council's requirements. According to councillor Tony Ward, community and leisure portfolio holder for Test Valley, the top priority was actually a brand-new build for the large Andover leisure centre. "We were seeking major investment for Andover," Ward told *S&PA Professional*.

DORMANT POTENTIAL

However, PfP spotted the Knightwood facility's dormant potential while compiling information for its bid package, and incorporated the concept of a gym facility and the necessary improvements





The Knightwood centre is tangible evidence that a revitalised, rejuvenated and workout-worthy fitness facility can be created on a budget

IN DEPTH

CASE STUDY



“There was a gap in facilities for Chandler’s Ford, we felt a gym would bridge that gap”



into its proposal. Chandler’s Ford is enjoying significant residential growth, and is situated between the two large Andover and Romsey Rapids leisure centres, which between them have almost 6,000 members.

“There was a gap in facilities for Chandler’s Ford,” says Pooley. “We felt a gym would bridge that gap.”

“This,” adds Test Valley council’s Ward, referring to Knightwood, “was definitely their idea. And their offer was quite exciting.”

The makeover has resulted in not only a smart new two-approach gym with state-of-the-art equipment, but



also an equally smart new reception area, a refreshment sales offering with a window to serve outdoor users, new meeting rooms, spruced-up changing rooms and development of two of these to specifically accommodate participants in outdoor sports, plus a new fire exit. And that's just what the members see.

INCLUSIVE SPACE

What most will not be aware of is the underlying construction, utilities installation and infrastructure realignments – including structural work, a new ventilation system,

specialist paint applied in one area and the removal of two walls – that made the project possible. For leisure centre design and construction company Createability, “the opportunity was to open up space”, says Brian Thompson, the company's commercial director. This meant a range of projects and structural changes, from creating new ceilings to ensuring possible blind spots in the gym area were eliminated.

“It feels inclusive,” he says of the gym space. “No one feels intimidated.”

Overall, the idea was to maximise user engagement, from the front reception counter to the gym floor, and

from the pitches to the changing rooms with secure outdoor access. “There were a couple of challenges,” concedes Thompson, “but nothing we hadn't seen before.”

With construction costs at less than £500,000, the Knightwood centre is tangible evidence that a revitalised, rejuvenated and workout-worthy fitness facility can be created on a budget. Work began in September, with full completion occurring in December.

Test Valley's Ward says that to see the bijou project “come to fruition is excellent. They (PFP) picked something that's a real winner”.

And the public's reaction so far? Jake Lambe, a Knightwood fitness instructor, tells *S&PA Professional*, “Everyone's impressed and surprised at how they've managed to use the space.” Early on after the November opening, gym users were tending to live “a five- or 10-minute walk from here, and it's a lot more convenient for them. They think it's brilliant having a gym they can walk or run to”, he says.

William Stubbs of Chandler's Ford liked what he saw when he visited the new – and at the time uncompleted – centre and, impressed with the variety of equipment in its compact setting, he signed up for a membership there and then. “It's all I need,” he says of the equipment on offer.

For Stubbs, exercise is a priority. “I've got two new knees, and I need to do at least three miles a day walking,” he told *S&PA Professional*. The Knightwood centre is two miles from his home, and he said he plans to visit the new centre “at least two times a week, maybe more”. He jokes: “It depends on what the coffee's like.” ●

IN DEPTH

PROFILE

CORPORATE RUNAWAYS

With more and more people leaving a high-flying job to fulfil their passion of working in sport and fitness, DeeDee Doke spoke to some corporate runaways to find out more



What do a former investment officer, an ex-retail manager, a one-time solicitor/learning & development manager at a law firm and the past CEO of a company working with unemployed people have in common?

All left financially rewarding jobs in corporate environments to follow a different star beckoning them to new working lives in fitness, health and well-being to improve both their own life and those of others.

Take Laura Reay, for instance. Reay had achieved a place on a fast-track management programme at retailer Topshop and then ran a team of 40 as a department manager at Selfridges when she found herself somewhat disenchanted with her high-flying career.

"When I worked in retail, I found that my biggest passion was not clothes or smashing KPIs [key performance indicators] – people and their development were," Reay says. "I had spent my childhood training and swimming for Hampshire, and my adulthood in the gym or taking part in classes, so sport and fitness were

always a big part of my life."

She continues: "So for me, the logical step was to combine my two biggest loves. I decided to retrain as a PT [personal trainer] not really knowing where it could take me."

She first took Levels 2 and 3 qualifications in PT, Exercise to Music and Level 4 Exercise Referral qualifications. Since joining Everyone Active in Fareham as a fitness manager in January 2018, she has completed Adolescent Training and is also taking further qualifications. Admittedly, her role required her to take on humble responsibilities such as "cleaning people's sweat off treadmills", she says. And financially, she's earning about £15k-£16k less than she did in retail.

However, her role has grown as her sharply honed, transferrable management skills became evident. Reay has been given the opportunity to "completely overhaul the way we support the NHS and deliver specialised care for referral patients". She adds: "I didn't realise how much impact I would get to have on people. The best part of my job is the outreach I do. I'm more happy than I've ever been."

Caoimhe Bamber's moment of clarity came as the then-new mother ran in the rain through Richmond Park, pushing her baby son's pram in 2014. Impressed with the upmarket indoor cycling centres she'd seen in the US and increasingly unenthusiastic about returning to corporate life after her son's birth, she decided to change direction. She started hatching plans to launch a business of her own that would allow her greater



IN DEPTH

PROFILE



“For me, the logical step was to combine my two biggest loves.”

Laura Reay

freedom to both spend time as a mum and to exercise – and also tip its conceptual hat to US organisations such as SoulCycle. The idea of Digne Fitness was born.

Five months before Caoimhe opened her first studio in Richmond, this entrepreneurial venture became a family affair: her husband Geoff resigned from his role of chief investment officer at a boutique commercial mortgage investment brokerage to become Digne's CEO.

“Caoimhe was very much leading it,” he says of Digne. “But it was a ‘fork in the road’ opportunity for me.”

Geoff was hungry to stretch his

entrepreneurial muscle, yet the idea of launching a new hedge fund did not excite him. As a fitness aficionado himself, the chance to marry his high-level business skills with his fitness know-how and enjoyment was too exciting to let go.

Just 18 months following Digne's launch, the company has four locations – Richmond and Oxford, plus two in London, in Moorgate and Blackfriars – where they offer indoor cycling and HIIT [high intensity interval training] classes.

Now the parents of two boys, the couple – who first met in a spin class – have about 70 people working for them across the four sites. And as befits a pair of corporate runaways, they have also hired a few runaways themselves, including a former colleague of Caoimhe's who came to her and said, “I like what you're doing. Can I come join you?”

“Our experience in hiring from other industries has been fantastic,” says Caoimhe.

These so-called ‘corporate runaways’ are a great asset to the leisure industry, says Rob Johnson, managing director of Future Fit Training. “They bring life experience, business skills and organisational abilities to their training, resulting in focused, disciplined and dedicated learners.”

Some populations in particular benefit from working with this new breed of leisure professional, Johnson adds:



“Increasingly, operators are welcoming older members and individuals with health complications who have been referred by GPs. These members need empathy and assurance from their trainers which ‘corporate runaways’ find easier to offer than young, less experienced trainers.

“Their experience dealing with teams and managing people is often coupled with personal experience as parents, partners and carers at home,” Johnson points out. “These attributes combine with their practical PT and instructor training knowledge to produce mature, confident and grounded instructors who can be trusted implicitly to understand and



“Our experience in hiring from other industries has been fantastic”

Caoimhe Bamber





“They bring life experience, business skills and organisational abilities to their training”

Rob Johnson

support their clients.”

Pilates instructor Breege Burke can certainly apply her own experience of back pain and the life-changing benefits she garnered through the regime to helping her clients achieve their own stellar health results. A long-time corporate player in London, Burke launched her new career after training at Future Fit Training School of Pilates and returned to her native Ireland to practise. She hasn't looked back.

“The biggest benefits are that I'm healthier and fitter than I've ever been,” says Burke. And although her work leads to healthier, fitter clients as well, Burke acknowledges, “the person who benefits most is me. I've seen everything just become better”.

An operator's perspective



Harvey Gosling, group training manager at Everyone Active, shared with S&PA Professional his thoughts on the 'corporate runaway' phenomenon and its impact on the health/fitness/well-being industry.

Q: How should operators look to attract talented, skilled professionals from other sectors?

HG: Recognise that existing members are a huge pool of talent that shouldn't be overlooked. Clearly, many will already have a passion for fitness as they are actively engaging with your brand. At Everyone Active, we regularly communicate with our members about the different opportunities available within the business. We advertise many roles via the TVs in our facilities and on the website. We also bear in mind when speaking to our members and finding out more about their passions and interests that there may be a potential employee in front of us! As a result, we have a number of members who have gone on to become fitness instructors, PTs or managers within our sites.

Q: What expectations should operators prepare to meet for people who move over with high idealistic standards?

HG: The challenge lies in an experienced, high-flying individual leaving a corporate role, where they were perhaps senior and managed a team, adjusting to learning, re-training and being the student and less

experienced member of the team. It's important that their expectations of training and assessment are managed, that their career path progression is carefully discussed and agreed, and that their expectations are reasonable. That said, people will leave the corporate world for many reasons, and will have made a conscious decision to re-train in the leisure industry. Our job is to support them in this decision to help them manage their journey from trainee to trainer.

Q: What role does training play in bringing in people from other sectors?

HG: Training is absolutely vital, as people might have transferable soft skills and business acumen but they won't have the practical experience or technical knowledge required of a trainer. Mastering your own workouts is very different from working with others to achieve their goals and in-depth, thorough training is required to ensure people are fully qualified and able to help all members effectively. That said, 'corporate runaways' tend to be quick learners and progress well with their studies; they soon realise how much content they need to cover to be effective trainers but enjoy developing their knowledge and learning new practical skills in pursuit of their career change.

IN DEPTH

AGENDA

For most leisure providers and sporting organisations across the UK, the desire to attract a diverse participant base burns strong.

But research shows that the physically disabled, people with mental health problems and people from minority backgrounds are far less likely to participate in sport and physical activity.

S&PA Professional explores examples of how hurdles have been overcome, and where more work needs to be done.

POPULATION: MUSLIM WOMEN

Research from Sport England discovered Muslim women are 15% less likely to participate in sport or physical activity compared to females overall. Sikh women are the only population to have a lower percentage.

Arun Kang, CEO of inclusion charity Sporting Equals, says several obstacles prevent Muslims, and women in particular, from being more active.

These range from dress codes, the lack of female-only classes and timings of sessions. He says leisure providers must show more empathy for people from minority backgrounds.



Appealing to the whole population must surely be the nirvana of sport and leisure providers. Yet as Peter Lennox reports, most often fall short of this goal

DIVERSE



ATTRACTION

“Some people might call it ignorance,” he says. “Many clubs and organisations don’t empathise [with minorities] – that there could be challenges apart from the norm.”

A particular issue for all Muslims is the need for prayer rooms. Kang says the lack of such facilities prevents Muslims from “feeling welcomed” at sports clubs and leisure centres.

Kang says marketing is also an area where leisure providers must evolve and target specific audiences. If providers are promoting netball or tennis – and targeting Muslim women – he recommends they don’t show women in short dresses but in more casual clothing such as tracksuit bottoms and long-sleeved tops.

Local insight is key, and he says leisure providers should reach out to faith centres to showcase their offering.

“They have a huge influence on many communities, particularly Muslim women,” he says. “Faith centres need to be persuaded as to the importance of sport and physical activity to health, confidence, empowerment and even careers. Then they will start promoting more health and sport activities.”

Thai boxing world champion Ruqsana Begum is a prime example of an athlete who has smashed through barriers. Born in Essex to a family of Bangladeshi origin, she comes from a traditional Muslim background. When she first started training in martial arts, she had to do so in secret, concerned her parents would not approve. She eventually won them round, taking her father to the gym to show him what had become “her life” – and the rest is history. “It’s



IN DEPTH

AGENDA

definitely important to get the message out to parents that you don't have to go against your beliefs and your identity to pursue sport," she says.

Sporting Equals' research found that 70% of Black, Asian, and minority ethnic (BAME) communities watch ethnic media, with 69% noting they're more likely to be influenced by ethnic media than by the mainstream. So Kang recommends that leisure providers use these channels more to promote their offering.

For Begum, the key to boosting numbers of active women is providing gender-specific fitness sessions. She now leads her own women-only martial arts classes in London.

"I have females from all backgrounds who turn up to my class," she says. "I overhear them speaking to each other about how they feel they're not being judged in that environment."

While Kang highlights several direct actions leisure providers can take to increase diversity, he believes governing bodies must lead from the front – employing more people from ethnic minority backgrounds in key positions.

"Around 4% of people from BAME backgrounds are sitting in the governing bodies of sport in the UK, when you've got a population of at least 14%. We need more people in decision-making roles who can empathise with the challenges people from these backgrounds face."

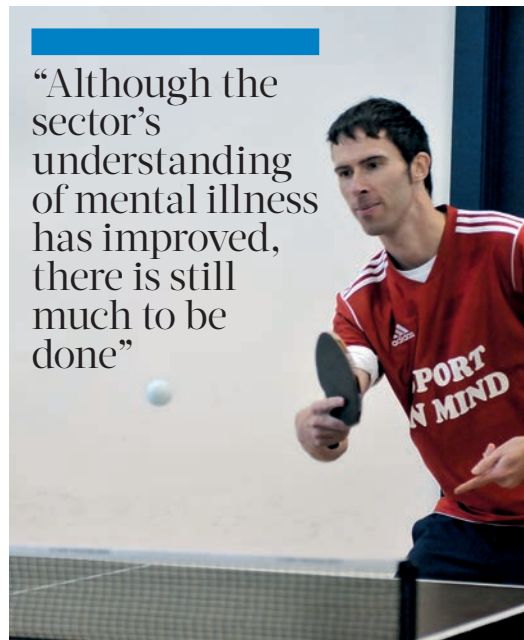
POPULATION: DISABLED PEOPLE

A top priority in Sport England's 'Towards An Active Nation' strategy is increasing participation in sport and physical activity by disabled people. Disabled people are more than twice as likely to be inactive than people without disabilities. However, seven in 10 disabled people want to increase their physical activity.

The Aspire Leisure Centre in



"It's definitely important to get the message out to parents that you don't have to go against your beliefs and your identity to pursue sport"



"Although the sector's understanding of mental illness has improved, there is still much to be done"



"Don't guess what people need, go and find out. They might have some brilliantly creative ideas on improving accessibility from their own experience"



Stanmore, London, is addressing this discrepancy. Europe's first fully accessible training centre for disabled people, CIMSPA partner Aspire has taken several measures to provide an environment that encourages disabled people to engage in sport and physical activity.

Its swimming pool is one of only a few in the UK to have ramp access, gym equipment is fully accessible for wheelchair users, and the centre holds fitness sessions tailored for disabled people, including seated classes. In fact, 32% of Aspire's users have some form of disability – the average figure for leisure centres is 2-3%. Dean Tearle, centre manager at Aspire, says that ensuring staff and fitness instructors are welcoming to disabled people should be a priority for leisure providers.

"Almost every leisure centre that has a dance studio will have part-time instructors on their books," he says. "You must know what type of service they're giving to people of all abilities. Are they warm and welcoming? Does the class encourage disabled people to take part? If it was a zumba class, for example, would the instructor feel comfortable teaching someone if they are sitting down?"

With this potential barrier in mind, Aspire is leading the way in training disabled people as fitness instructors. It has created the InstructAbility programme, which provides disabled people with free fitness industry training and qualifications, followed by a voluntary work placement. The scheme is funded by Sport England, and has been rolled out nationally.

"The more disabled people you employ, the more attractive it is for disabled people to come to your centre," says Tearle. "We employ InstructAbility students at Aspire, and they're worth their weight in gold in what they bring to the team."

Tearle urges other leisure providers to follow suit. "It'd be great if job adverts could say 'We'd encourage InstructAbility graduates to apply for this position'," he says.

Meanwhile, Paralympic gold medallist Anne Dickins MBE urges leisure providers to be proactive in their approach. The para-canoeist – who won gold at Rio 2016 at the age of 49 – says providers should engage with the disabled community.

"Don't guess what people need – go and find out," she says. "They might have some brilliantly creative ideas on improving accessibility from their own experience."

The mother-of-two took up para-canoeing only in 2012, and believes her story shows that it's never too late for people to get become active.

"I'm very ordinary," says Dickins. "I'm just like a million other working mums out there – hopefully I'm seen as real and relatable. The only difference is I say 'yes' – a lot."

Tearle says the design of any new-builds should have disabled access as a key priority, while existing facilities should be constantly looking at ways to improve accessibility. Dickins agrees, but urges leisure providers to be creative when this isn't possible.

"If the centre or club can't be made more accessible, think of ways that the session can be modified to include more diverse people," she says. "For example, live streaming a dance class to people at home if they are housebound – or finding another entrance that is wide enough for a wheelchair user."

It's not only accessibility for the physically disabled where provisions must be made, however. People with mental health problems die on average 20 years earlier than the general population, owing to preventable physical health problems.

POPULATION: MENTAL ILL-HEALTH

Sport in Mind is a charity that works in partnership with the NHS to provide sport and physical activity programmes for people experiencing mental health problems. Its services are available to those with a range of problems, from moderate anxiety and depression to bipolar disorder and schizophrenia.

Sport in Mind CEO Neil Harris says that although the sector's understanding of mental illness has improved, there is "still much to be done". He says the biggest challenge he faces is servicing the "phenomenal demand" for Sport in Mind programmes, which at present support more than 8,500 people.

For Sport in Mind to grow further, Harris says that developing link-ups with governing bodies, sports clubs and leisure providers is key.

"Without our service, the majority of people we work with would be physically inactive," he says. "Partnership working has been fundamental to the success of our charity to date, and we are keen to strengthen existing relationships and forge new ones."

INTERVENTIONS NEEDED

The disparities in activity levels between people from different races, backgrounds, and physical abilities demand interventions.

The work from the likes of Sport in Mind, Sporting Equals, and Aspire is helping to drive participation across sectors, while role models such as Begum and Dickins are an inspiration for people from minority backgrounds.

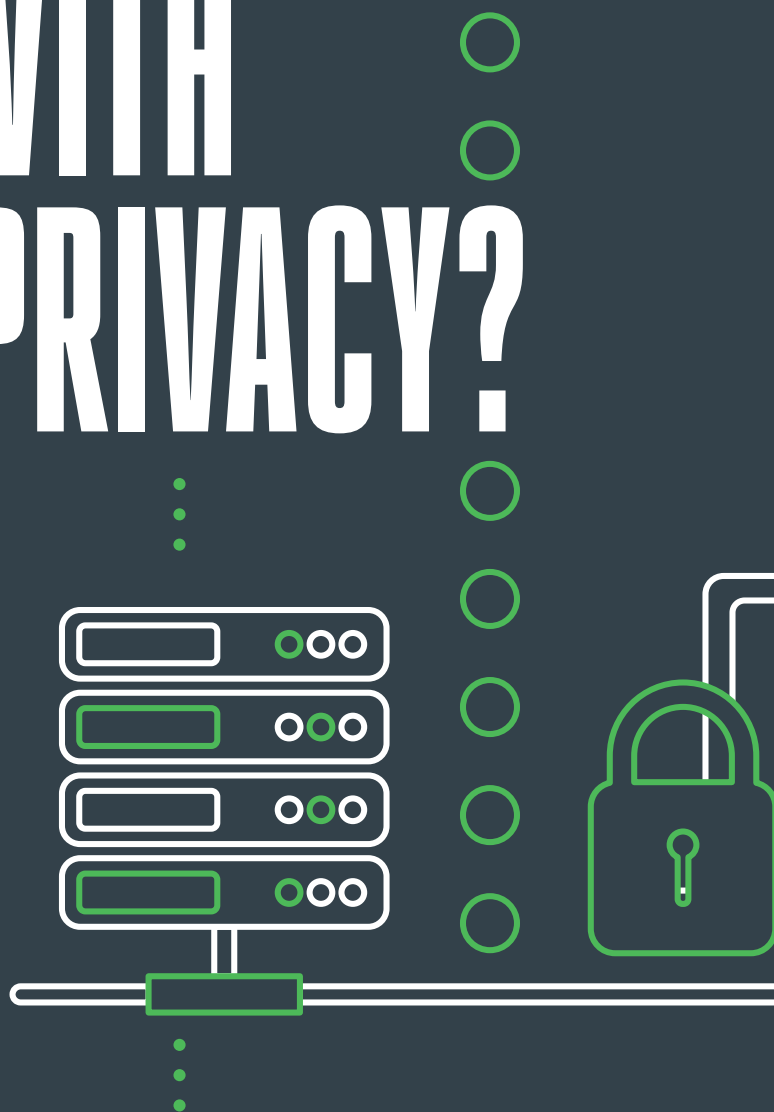
Leisure providers have a vital role in providing a platform for people to become active. By taking steps to ensure their facilities are welcoming to people from all walks of life, they can drive up participation levels at their facilities – and help to transform lives. ●

IN DEPTH

BUSINESS

CAN YOU BE TRUSTED WITH PEOPLE'S PRIVACY?

The sport and leisure industry won't be immune from new legislation that gives the customer far more control over personal data held by gyms, sports clubs and leisure centres. Sue Weekes highlights what you need to know



For any public or private sector organisation that holds personal data, 25 May 2018 should be ringed on the calendar with several red circles. The date marks the introduction of the General Data Protection Regulations (GDPR), a piece of legislation that gives individuals far more control over the data that organisations hold on them and is designed to harmonise the legislation that exists across the EU member states.

GDPR is a strengthening of the existing laws on data protection, and seeks to address issues such as personal

privacy and trust in an increasingly complex and digital world.

In short, the new regulations mean that gym and leisure centres, and pool owners and operators, will have to apply far more careful attention to the data they hold – not just about members but about employees and customers as well. And anyone thinking they can ignore the legislation and bide their time until the UK leaves the EU should think again. The government has confirmed that the laws will apply, regardless of Brexit.

“GDPR will bring data protection up to date by giving all EU citizens greater

control of their personal data – how it’s collected, where it’s held, by whom and for how long – as well as the right to be informed of any data breaches that might result in this personal data being compromised,” says Sue Powell, product design leader and GDPR team leader at leisure management software provider Gladstone.

One of the most significant changes, she adds, is that personal data now includes online identifiers and location data, protecting an individual’s digital identity, and stresses that the penalties for data breaches are considerable. “Up to 4% of a



IN DEPTH

BUSINESS

company's annual global turnover or €20m (£17.4m), whichever is higher, so it's time for businesses to sit up and take notice," says Powell.

GET TO GRIPS WITH GDPR

The best starting point to get a grip on GDPR is by visiting the Information Commissioner's Office (ICO) website (see links at the end of this article) and download its '12 steps to take now' documentation. These include first making sure the decision-makers and key people in the organisation are aware the law is changing, then documenting what personal data you hold, where it came from and with whom you share it.

The GDPR applies to 'controllers' and 'processors'. A controller determines the purposes and means of processing personal data, while a processor is responsible for processing personal data on behalf of a controller. A processor is required to maintain records of personal data and processing activities, and has legal liability if there is a breach. If you are a controller, you are not relieved of your obligations where a processor is involved, though, and the GDPR places further obligations on you to ensure your contracts with processors comply with the GDPR.

Xn Leisure, which provides software management solutions to several sectors including fitness and leisure,

has been working with its clients closely ahead of the arrival of GDPR. "Xn Leisure supplies applications and associated databases that reside within a customer's infrastructure, or hosted with a third party," says Jason Watts, responsible for the sales and commercial arm of the company. "In terms of GDPR, this means customers are considered data controllers and Xn Leisure are data processors only when required to support systems."

In some cases, an organisation will be required by law to appoint a data protection officer. Even if an organisation doesn't have to do this by law, it is good practice if resource is available. "I would suggest that a nominated data protection officer would be prudent much in the same way as a nominated health & safety officer is a must-have in any company," says Watts.

The company strongly advises its customers to research GDPR and be aware of their responsibilities in this area. "For this you may also need to perform a gap analysis, engaging training providers and legal specialists, as we know operators hold personal data and, in some cases, sensitive personal data," he adds.

Indeed, some data held by gyms will be especially sensitive, such as on the health of their users. Rosemary Smith, director at Opt-4, a specialist adviser in data protection and who, with fellow director Jenny Moseley, founded the Data Protection network, explains this is now called 'special category data'. "This must be adequately protected as the Regulator is unforgiving where sensitive data is breached," she warns.

Smith predicts that the requirement for transparency means that pretty much every business will have to rewrite its privacy policy and forms that collect personal data. "The need for accountability is also more onerous

now, especially where data is being processed by external organisations," she says, agreeing that a personal data audit is a good place to start. "You can't be accountable for something if you don't know you've got it. Getting those policies sorted is vital, and contracts with other organisations where data is shared will need review."

TALK TO YOUR PROVIDER

Talk to software providers about how their products are changing, as this will also help you to understand the implications of the regulations and what they will mean on a day-to-day basis. Gladstone is changing 70% of products across all of its service offerings to help facilitate operators' obligations, and using specialist lawyers to review changes to ensure nothing has been missed.

Xn Leisure lists a range of areas that are being developed or updated in its products that will facilitate control for individuals whose data is held. These include: Right to Access; Right to Rectification; Right to Data Portability;

"All the GDPR is really about is personal privacy, equality and trust. Customers must feel they have control over the data an operator holds"



Right to be Forgotten/Erasure; Right to be Informed; Right to Restrict Processing; Right to Object; and Right Not to be Subject to Automated Decision-making Including Profiling.

Also seek advice from technology providers on areas such as encryption and creating strong passwords.

But ensuring compliance with GDPRs isn't just about having the right software functionality in place. It's vital you have the correct policies regarding the data you hold, and to communicate them. Powell advises mapping the data you have and making sure owners and operators look across all their systems, digital and manual. "They all count," she says, adding that key questions to ask are: what data do you have/why do you have it, how do you manage it, where is it stored, who's responsible for it and who has access, why you are keeping it and for how long?

SPEAK TO YOUR STAFF

Owners and operators should also make sure every staff member knows what journey data should take through

their organisation. "The weakest point is often the human hand; you can enforce strict security protocols but if staff aren't aware of data protection requirements, there will be unknowing mistakes that cause a breach," says Powell, adding that sloppy housekeeping when it comes to password security can also lead to problems.

Clarity is also needed on what data will be retained in systems. "If a member leaves a centre, how long do they retain their details? And if they delete, purge or archive, how is it handled?" asks Powell. "A cross customer who's still being contacted again and again will be the first to report the operator to the ICO."

Smith agrees, and adds that gyms need to be sure that all staff and part-timers are aware of their responsibilities when it comes to protecting personal data. "Most breaches occur because of things people do rather than hacking or technical security breaches. While GDPR gives individuals the right to free access to their data, gyms must be sure to check IDs before releasing information."

Opt-4 has been working with leisure contractor Sport and Leisure Management, whose brands include the Everyone Active Group, for several years on data protection and has been assisting with its GDPR preparations. Ben Beevers, associate director of Everyone Active, says the organisation started preparing for GDPR at the beginning of 2017. His advice to others is: "Understand how you and your processors are currently managing your data and the impact GDPR will have on your current operations, and then determine what you and your processors need to change to comply."

Beevers adds that one of the biggest challenges at the start of the process

was lack of clarity on the guidance from the government, but there are now several resources that will help, including a downloadable checklist for SMEs on the ICO site.

GDPR will require resource and investment to ensure compliance, but as with many significant pieces of legislation initially forced on us, it also represents an opportunity to review and update processes for the better, put good practice in place and generally get your house in order for the future when it comes to data storage and management.

"Anyone reading this with a sinking heart should think about it in a more customer-centric way," says Powell. "All the GDPR is really about is personal privacy, equality and trust. Customers must feel they have control over the data an operator holds. Think of the new rules as a way to help companies manage data more effectively. Build privacy into the organisational culture, rather than seeing it as the enemy." ●

USEFUL LINKS

For expanded definitions, checklists, guidance and to drill down to the fine detail, the ICO site is the best first port-of call

bit.ly/2A10ayF

The Data Protection Network has a range of useful resources

bit.ly/2BWt0ko

Gladstone has produced a useful white paper that can be downloaded

bit.ly/2y7sGvX

Xn Leisure

bit.ly/2tHgVhf

TECH FOCUS

FACIAL RECOGNITION

DOES THE FACE FIT?

No longer the stuff of futuristic sci-fi drama, facial recognition software is already enhancing the customer journey at the gym and leisure centre. **Sue Weekes** reports

The purpose of technology is to liberate us from time-consuming tasks and generally make our lives easier. It is now evolving at such a pace that it is beginning to liberate itself, with automated technologies that no longer rely on a traditional keyboard or computer screen to execute tasks. A case in point is facial recognition software, which looks as though it is becoming one of the underpinning technologies of the digital revolution.

Biometric technologies analyse our physical or behavioural characteristics. In the case of facial recognition technology, the software collects data about a person's face such as the width and length of the nose, the shape of the cheekbones or jaw, the distance between specific features and more. This data can be stored as a faceprint and, when the person passes through a facial recognition system, it can verify who they are.

Facial recognition software is likely to figure in many of the top 10 tech trends to watch for 2018. According to a report by Research and Markets, the global market is expected to be worth £5.76bn by 2022, with growth driven by various factors such as the increased need for enhanced surveillance and monitoring at public places.

The implications for the sport and leisure industry are clear: increasing efficiencies when it comes to identifying members as they come through the door and potentially speeding up the customer journey. Nottinghamshire-based Customer Clever is aiming to realise these benefits for the sector, and is developing and piloting a suite of products that makes use of facial recognition.

The system aims to be easy-to-use for members, as well as for the centre

“There are fewer issues at the gate, and it provides faster and better access control”

owner or operator. The individual takes and uploads an image of themselves, typically from a smartphone or tablet. Once the image has been checked for quality, it is assigned a membership number and name and stored in the database.

The Customer Clever software analyses 140 points on the human face that can then be recognised by the software when they arrive at the centre and the individual is given access.

The software came about after managing director Adam Whitchurch and business development director Keith Sutton wanted to more accurately measure participation in the aquatic environment. The product evolved from measuring participation to a more efficient access control system and now forms part of an entire member journey: a member uploads their image in CleverEnrol and enters using CleverAccess.

“The customer likes the control of uploading their own image and they find access speedier,” says Sutton, explaining the software works in less than a second. “There are fewer issues at the gate for the desk, and it provides a faster and better access-control system,” he adds.

Facial recognition has advantages for the sector over fingerprint recognition because of the potential the latter has to spread a virus. The incidence of wet hands being used also creates problems for the software.

Customer Clever has an ongoing pilot with Sport England where the focus is on assessing how the technology can be used to improve the customer journey, as well as increase customer engagement. It is also in use by a group of gyms that saw an uplift in revenue within two weeks of use. This increase



was largely due to reducing gate fraud, such as people passing back cards or barcodes.

Most recently, the developers have extended their suite of projects with CleverID, which identifies specific customers and can alert staff to individuals who may be on a 'watch list' because they are at risk of dropping out or even a banned individual.

While the software is at a pilot stage with some organisations, it is already clearly proving its worth, and Sutton reports the company is in discussions with public sector, low-cost and private gyms. It can be integrated with some of the leading customer relationship management systems in the sector and he expects more to follow.

A few years ago, facial recognition technology might have been placed in the 'Big Brother' category of emerging software, especially because of its obvious uses in surveillance. However, with technology such as voice recognition being used in telephone banking, and the general trend towards using biometrics to identify individuals, such concerns are receding.

Sutton reports "no kickback" from customers in the firm's pilot projects, and says acceptance is growing because of the latest Apple iPhone's use of built-in facial recognition. "A lot of the myths are being broken down about facial recognition," he says. "And people are becoming more and more comfortable with the solution so far." ●

GENERATING IDEAS

Keith Sutton, business development director of Customer Clever, is one of the speakers at 2018's active-net event, which takes place on 14-15 March at Eastwood Hall, Nottingham. The event brings together delegates, speakers, suppliers, local authorities, trusts and educational establishments to discuss topics affecting the active leisure sector. Organiser David Monkhouse hopes the event will generate new ideas to increase participation and revenue and "strengthen personal networks". Among the hot topics discussed will be data and the use of technology to increase participation.

TECH TOOLKIT

PRODUCT ROUND-UP

A selection of the latest kit that will help you keep your gym bang up to date

GET INTO GEAR



GO FOR A RIDE OUT, INSIDE

Life Fitness has brought together experts at its Indoor Cycling Group brand and elite cycling coach and author Hunter Allen to design what it describes as a world-class alternative to traditional indoor trainers. The IC8 Power Trainer is designed for serious riders who are serious about tracking their fitness. The device is aimed at fitness facilities that offer road cycling, triathlon and endurance-specific training and/or want to target cyclists and triathletes looking for an authentic indoor training experience. Its WattRate direct power meter features patented

photocell technology which measures torsion at the spindle to compute power with less than 1% error, while the WattRate TFT computer has more than 40 performance metrics. The gadget also comes with Polar View, which provides a detailed look at how the rider applies force through each pedal stroke to optimise efficiency. Meanwhile, the performance-orientated PRO handlebar empowers the cyclist to ride inside in just the same way they ride outside – on the hoods or in the drops, or aero position.

Price: £2,495 ex VAT
www.lifefitness.co.uk/ic8

HITTING THE SMART SPOT

Smart Dampener is a tennis sensor developed by US company Courtmatics which provides 'smart coaching' and detailed feedback for tennis players at all levels. Fitting directly on the strings of the racket, its positioning allows it to collect motion data which then can be analysed by algorithms. During the four years it has been in development, its designers have been able to shrink the device size and make it unobtrusive during play. An accompanying app provides a session-by-session analysis of 20 metrics focusing on four aspects of technique: string tension, stroke analysis, footwork and fitness. Users receive personalised coaching tips based on their skills level and progression.

Price: \$99

www.courtmatrics.com





PORTABLE PHYSIO

Physiolab has added a portable unit to its range of human performance solutions, which its maker says is at home on the pitch or in an injury clinic. The S1 uses cooling (cryotherapy) and compression combined or separately to deliver 'targeted and repeatable' and clinically effective treatment that maximises the body's ability to recover. The unit features plug-and-play cartridges, easy-to-fill sealable water and ice cartridges, and up to six hours of battery life. It is designed to help sports physiotherapists and sports injury specialists maximise body performance, improve injury rates and accelerate the repair of soft tissue.

Price: on application

www.physiolab.com



EXERCISE REFERRAL APP LAUNCHED

Software specialist ReferAll has launched an app that allows Exercise on Referral (EOR) clients to fill out questionnaires online. The company says its app reduces administration for operators, and will free up time for staff to concentrate on supporting clients through a bespoke physical activity programme based on their health needs, as identified through the online questionnaires. The platform works across all mobile devices, and ReferAll says it is straightforward for the client to use. Once the scheme administrator receives the referral, the client is sent a link so they can access the app,

enabling them to fill out the initial questionnaire. The scheme administrator is then notified the questionnaire has been completed. The app reduces the scheduling burden for staff and participants when booking, arranging and rearranging appointments and group exercise sessions, via an easy-to-use calendar. ReferAll says it could collectively save operators millions of pounds. Stuart Stokes, the company's commercial director, said: "By using the app, customers have the benefit of reducing administrative spend while improving customer experience."

Price: one-off payment – see website www.refer-all.net

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amtfitness.com





EXPERT ADVICE

Dr Dane Vishnubala highlights how personal trainers can help with clients' medical needs

MANAGING HEALTH ON THE FRONT LINE

Personal trainers (PTs) and instructors play a key role in spotting medical conditions in their clients, gym members or group exercise participants. Many clients see fitness professionals more often than they see their GP, and establishing a good rapport will encourage them to share their concerns.

During my time as a PT, I would routinely be told a lot of information that I knew the client had not shared with their GP. Instructors are on the 'front line' at gyms and clubs, and must not take this responsibility lightly.

A crucial starting point is being qualified to offer advice and guidance. Having an Exercise Referral qualification will help PTs recognise and manage more common diseases, and build safe exercise programmes around clients' needs. Paying attention to developing soft skills – the PT's equivalent of a GP's 'bedside manner' – will enable PTs to broach difficult and personal topics effectively.

As a PT, knowing the limits of your expertise is critical. Diagnosis is outside the remit of a trainer, so support your client by signposting them to a healthcare professional – but consult them first and respect their confidentiality. Don't worry about 'losing' a client by referring them on. Once their health problem has been addressed, the chances are that they'll return, secure in the knowledge you



can be trusted and have their best interests in mind.

In a perfect world, PTs and group exercise instructors would have access to each client's PAR-Q form and be aware of any medical conditions upfront. The onus is on clients to let instructors know of any problems. But, unless someone has come to you via a GP referral route, people often underplay their conditions.

Risk should be assessed when someone joins the gym, and PTs and instructors should ideally have any participating members' medical conditions flagged to them. However, such flagging can raise confidentiality and information governance issues.

So ultimately, the best way to establish any health conditions or exercise contra-indications is by talking to your clients, using those all-important soft skills.

Instructors with a GP Exercise Referral or a Medical Level 4 qualification will be able to manage a

few common conditions with a personalised programme and careful monitoring. Conditions and ability can change all the time, so monitor progress and adapt or halt a client's programme if required. If you're unsure, always seek advice and ask yourself if it is in your scope of practice.

POWER POINTS

- Improve your knowledge of common medical problems or conditions. Courses such as exercise referral and pre- and post-natal exercise will help. Read regularly and learn from experienced practitioners.
- Keep your First Aid qualification up-to-date.
- Ask about conditions at the start of your class.
- Keep a list of key specialists and services in your area – eg exercise referral schemes, physiotherapists, community health projects, NHS/private services. This will allow you to signpost your clients efficiently and with confidence.
- If you are notified about a condition, ensure you know how you might manage it; if you're unsure, seek help.
- Constantly review your knowledge and make a professional development plan: the more you know, the more people you can help.

Dr Dane Vishnubala, MBBS PGCME MRCP FHEA, is chief medical officer at Active IQ



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WORKPLACE

FOCUS

Does your manager lack empathy? Zena Everett offers some tips on coping with a boss's narcissistic personality

NEGOTIATING NARCISSISM

You joined an organisation to work for an amazingly charismatic, high-achieving and powerful boss. They made you feel special, making great efforts to get you onboard and sharing their ambitious vision for the future with you. You were flattered – even a little surprised – and hoped some of their radiance would rub off on you.

Everything is fine in your probation period, but once you get your feet properly under the table, you have a hunch that something is going wrong – although you can't put your finger on exactly what. It is difficult to explain this feeling to anyone else without sounding paranoid.

- Your boss becomes moody and unpredictable and you don't know how they will respond to you. You don't want to upset them with bad news.
- You feel your boss is never satisfied with your work, that it's not quite good enough. You don't get feedback on what they want you to do differently.
- There are occasions when you know your ideas are on the right track, but only because your boss takes the credit for them. If you point this out, they turn on you, accusing you of being over-sensitive or not being a team player.
- Your boss fusses over the newest member of the team, and at the same time starts to devalue the work you do, perhaps in public.

“Don't let them know you have seen through their mask of grandiosity and exaggerated talents”

- Your boss blames other people for their own mistakes. They have extreme feelings about other people, too – they are either flawless or written off as useless/evil/enemies. People are either with them or against them. Leavers who resign from their team are discarded, even disconnected from on LinkedIn. You feel guilty if you stay in touch with them.
- Your boss remembers situations and conversations differently from how they occurred, rewriting history. You start to question yourself, repeatedly thinking “Is this me, or...?”
- Your boss starts to cold-shoulder you, cutting you out of projects and taking you off the list for meetings and emails. They deny it, and roundly criticise your behaviour, even suggesting that you are a bully.
- Everyone else appears to idolise your boss. You fear that you are going a little crazy.

If any of the above sounds familiar, please realise – it is not you. You are most likely working for a narcissistic

boss. A lack of self-awareness and empathy are hallmarks of this syndrome. Here's what you can do about it:

- Do not take things personally.
- Keep up the pretence. Don't let them know you have seen through their mask of grandiosity and exaggerated talents.
- Take responsibility for your own behaviour. If you have a tendency to put other people's needs before your own and feel guilty when you stand up for yourself, then you are displaying the co-dependent behaviour that makes you the natural other half in the narcissist relationship. Get help in establishing boundaries and drop your need for acceptance.
- Get out of it. Carefully consider whether you want to continue working for this person, particularly if their behaviour appears to be escalating. Call a headhunter and move on.

This article is an excerpt from Mind Flip by Zena Everett, published by Filament Publishing in 2017. Zena Everett is an executive coach and runs transformative workshops in organisations on career confidence and resilience.

To be in with a chance of winning a copy of **Mind Flip**, email sandpa@redactive.co.uk with the subject line 'Mind Flip competition'. The first two people to email will win a copy! ●

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LAST WORD

SPORT AMBASSADOR



Olympic gold medallist and England captain Alex Danson MBE has set up a hockey academy for primary school pupils with Everyone Active

BACK TO PRIMARY SCHOOL

Launching the Alex Danson Hockey Academy last summer was incredible. More than 150 kids came along to the launch day, and to see them all playing hockey – having never played before – was special.

Setting up this type of sports initiative for children is something I've always wanted to do. It's quite a difficult thing to know how to do, and you need a lot of support. To be able to partner with Everyone Active, and get young people and schools into their centres, is just amazing.

We've got some really ambitious targets – we're aiming to get 10,000 children aged seven to 11 playing hockey over the next three years.

Research shows that if we don't catch our young people between these ages, we lose them. To have the opportunity to give those children the chance to play the sport that I love, and be active and learn through playing, is important to me.

Since we won gold at 2016 Olympics in Rio de Janeiro, the sport has really caught the public's imagination. We have the Hockey World Cup coming up



"Since we won gold, the sport has caught the public's imagination"

in London in 2018 and 103,000 tickets have already been sold, which is unprecedented for our sport.

When we heard that many tickets had been sold, we said: "Are they kidding – do they mean 10,000?"

All our games have sold out, and I think the public have got behind us because we are such a team. They want to see how the team performs – not as individuals, not as stars. They want to see how a team works together and how a team wins.

To have a home World Cup as well as a home Olympics fall within our careers is out of this world, and to be captain of the team going into the tournament is also a massive honour.

It's one I never thought I'd have and I'm very proud. Since taking over the captaincy in the summer of 2017, I've tried not to be any different from normal.

I'm quite quiet, and our team has got some exceptional leaders, so the way we work as a group is very much about sharing the load. This approach does real credit to the team, the coach and the environment – everybody takes responsibility and

does their bit.

Looking ahead, I'd love to go to the Tokyo Olympics in 2020, but at this stage in my career I'm taking one year at a time. There are some talented individuals and it's a competitive squad. But if I had the opportunity to go, I would love to.

Beyond my playing career, I'd like to be in sports governance in some way. I'd love to still be engaged in the academy and be front-facing – going into schools, trying to get young people involved – and hands-on. That's the dream.

Danson spoke to S&PA Professional assistant editor Peter Lennox

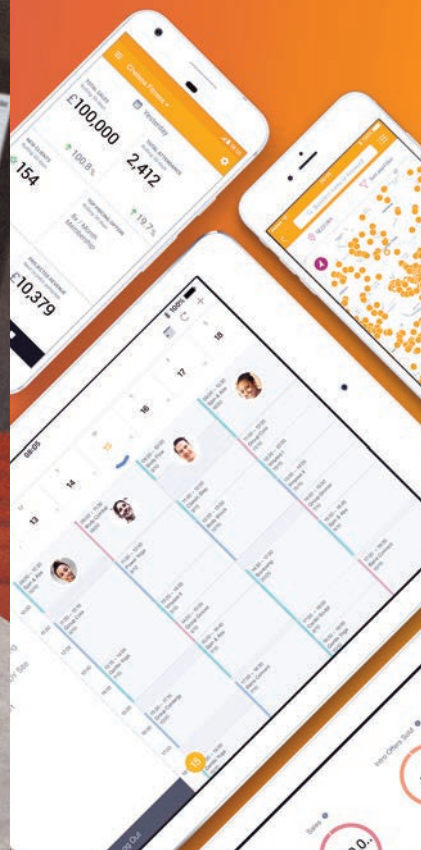
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LAST WORD

SPORT INSPIRATION

Rower and Ironman champion John McAvoy had a previous career – as an armed robber. After turning his life around, he is keen to prevent other young people from deprived backgrounds falling into criminality

MAKING A GETAWAY FROM CRIME

When he was at primary school all his friends were all criminals, ex-armed robber John McAvoy says. His family were all criminals. All his heroes were criminals. He knew nothing else. From that point, his life was on a downward spiral.

Now the ex-Ironman champion spends his time trying to keep kids in deprived communities away from the murky world he lived in for decades.

McAvoy told the audience at the ukactive summit this year about his descent into criminality following a childhood framed by a father who died before McAvoy was born and seeing his armed robber uncle depicted in 1992 film *Fool's Gold* – about the 1983 Brink's-Mat robbery at the Heathrow International Trading Estate, which saw a record £26m-worth of gold bullion, diamonds and cash stolen from a warehouse.

McAvoy admitted that at an early age he looked for heroes in the wrong places and defined success in the wrong way.

McAvoy was imprisoned twice for armed robbery. During his first spell in prison, when he was being punished by being held in

his cell for 24 hours a day, he started to train his body with exercise. But it was during his second sentence, when being held in London's Belmarsh Prison, that he resolved to shun crime as he learned in a phone call about the death of a close friend and fellow robber in a car accident.

McAvoy's release turned out to be rowing. Initially, he used the prison gym to row for charity, then as he built strength and stamina on the rowing machines he came to the attention of a prison officer.

"I was rowing one day when a prison officer, Darren Davis, looked over my shoulder just as I finished rowing 10km and went: 'My goodness, that's

fast!' He came back later with all these pieces of paper with world and British records. I knew I could already beat some of them. I asked if I could do it, and the prison governor and Darren contacted Concept Two, the organisation that officiated the records on the rowing machine. Darren said 'This is the situation: John's a prisoner, I'm a prison officer – I will help him.'"

McAvoy went on to set three world records and eight British records in prison before his release in 2012, when he began entering Ironman competitions.

Since his release, as well as writing a book, McAvoy's efforts have been geared to stopping children in deprived communities entering the world of crime. He has also thrown down the gauntlet to sports and physical activity professionals to use sport to do likewise.

"This is where you guys can play a part in this – to give people opportunities in the fitness industry. I've gone into young offenders' institutions, and you always tend to find that kids value food, then gym. They love it, they've got a passion for it.

"Sport is so powerful, and it can bring positive role models into their lives."



LAST WORD

SPORT BY NUMBERS



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This issue... **Wellness hubs**

The non-profit organisation *ukactive* has called for the government to invest £1bn to transform Britain's ageing leisure centres into hubs that combine swimming pools, gyms and sports halls with GP drop-in centres, libraries and police services



There are
54
wellness hubs
already in
the UK

Combined throughput in first full year of operation for completed projects:

19.5m visits

- a 35% uplift in usage

>700

people attend exercise classes at **Graves Health and Sports Centre in Sheffield** to manage conditions such as cancer, Parkinson's and heart disease.



1 in 6 deaths is caused by inactivity - the same as smoking

Hospital admissions have increased **3.6% since 2003-4**

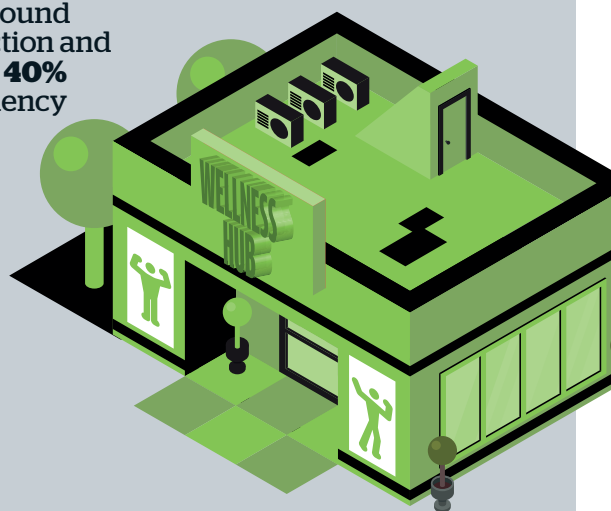
Physical inactivity costs Britain **£20bn each year**

Ukactive says the wellness hub model has demonstrated it can:

Achieve savings of around **30%** in both construction and operating costs and a **40%** improvement in efficiency

Stimulate a **35%** uplift in usage by the public

Leverage **£10 of investment** from a range of sources for each **£1** of lottery funding invested



More than 1,000 disabled members attend the **Portway Lifestyle Centre** in Sandwell, W Midlands

Visits have soared from 200,000 a year to over

1.2m visits

since the **Orford Jubilee Neighbourhood Hub** in Warrington replaced three separate facilities in 2012



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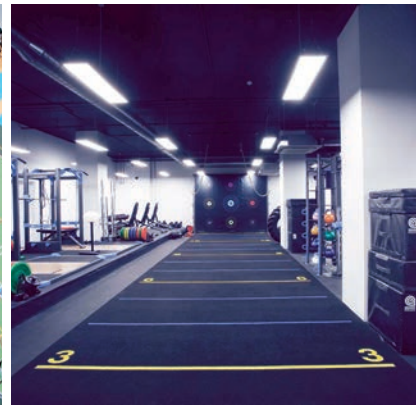
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