

TRY BEFORE YOU BUY

Sheffield scheme proves a hit

p20

PRICE IS RIGHT

Sport England CEO Jennie Price

p24

COACHING TALENT

ex-Arsenal star Paul Davis

p43

S&PAProfessional

ISSUE 31 AUTUMN 2018

CIMSPA

CHARTERED INSTITUTE FOR THE MANAGEMENT
OF SPORT AND PHYSICAL ACTIVITY

THE SPORT & PHYSICAL ACTIVITY INDUSTRY MAGAZINE

SHAPING THE FUTURE

Sport England sets out
its strategy to ensure a career in
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"I remember a senior man saying, 'Jennie, you're the first female CEO of Sport England. Do you really want to be remembered for working on women's sport? I thought, 'Yes, actually, I do. Yes, I do!'" (p24)



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► DeeDee Doke

Step into the future



*Sport England's
'Working in an Active
Nation' strategy is as
exciting as it is welcome
– a new dawn awaits*

Can you feel the energy crackling in the air? Electricity is surging through the veins of the S&PA sector with the release of a dynamic, interactive road map to greater professionalisation of our workforce – Sport England's 'Working in an Active Nation' strategy.

Admittedly, completing this work has taken longer than originally anticipated, but as one senior figure at Sport England told us, "If we'd published the document in 2016, it's likely to have been out-of-date almost immediately, just the way the landscape shifted in recent years. So in many ways, the timing is right."

There's a lot to say about the strategy's contents – read CIMSPA's director of strategy Spencer Moore's comments about the impact it will have on our chartered institute, and hear also the perceptions of key Sport England figures about what this strategy is intended to do.

In our last issue, we reported on the Sports Business Council's moves to drive S&PA up the national agenda – doesn't it seem like the S&PA world is surely the place to be?

Departing Sport England CEO Jennie Price generously gave us her time for this issue, and what a fun, enriching conversation it was! The spiritual mother of both the *This Girl Can*

campaign and domestic recycling, Price is moving away from our S&PA industry to work with another organisation that needs her special brand of affinity matching – but she has made her mark on this sector. As the saying goes, if we don't hear from her, we'll hear of her.

Happy reading!



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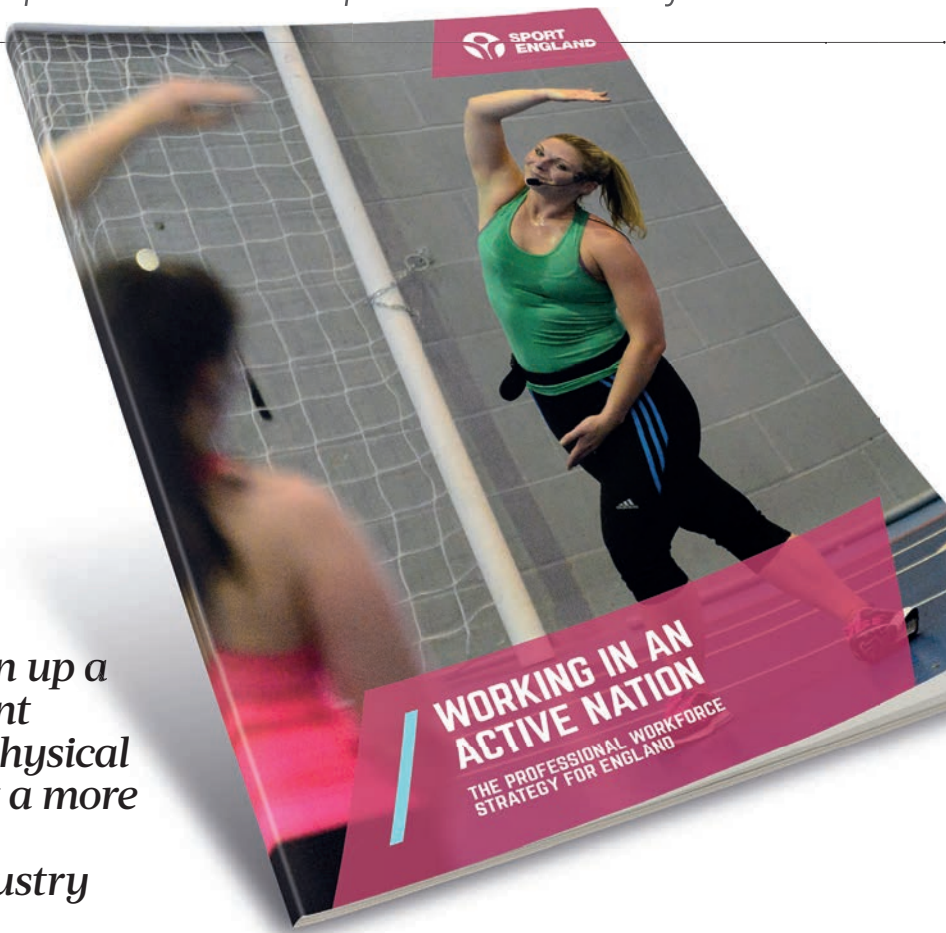
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S&PA News

A round-up of the latest developments in the industry

PULLING IN THE SAME DIRECTION

Sport England has drawn up a blueprint on how different elements of the sport & physical activity sector can adopt a more cohesive approach to professionalising the industry



Autumn has started with a bang for the sport & physical activity (S&PA) sector. With the September unveiling of 'Working in an Active Nation', Sport England has issued a call to action to its professional workforce of employers and employees operating in the sector now and in the future, and set out its ambitions in creating a workforce that is more customer-focused, better developed professionally and more diverse and inclusive.

The manifesto also outlines plans to develop through data gathering and research an in-depth understanding of the workforce, the labour market, customer perceptions and expectations.

Developed through consultations around the country, the report comes two years after the release of 'Towards an Active Nation', Sport England's strategy to encourage and help the population at large to become more active. This latest strategy builds on 'Towards an Active Nation' by galvanising and delivering a workforce, from entry level to top leaders, who can professionally support and engage people becoming and staying active – as well as take pride in their S&PA profession and build meaningful careers in the sector.

At the core of the workforce transformation and professionalisation called for is CIMSPA, which has been set

ambitious targets to achieve, including: by 2021, CIMSPA is to increase its employer partners by 100% and ensure 50% of the workforce is to be actively engaged in CIMSPA-accredited continuous professional development.

As part of the strategy's approach for "a continuously improving profession", Sport England says it "fully endorse[s] the work of [CIMSPA] to establish a new set of professional standards which will create the basis for a range of new, role-relevant qualifications", with defining the behaviours and skills needed for various roles in the industry a key priority. CIMSPA has 14 of the standards already complete, including

UPFRONT

S&PA NEWS



I'm sorry to say nobody in the industry can draw an accurate picture [of the workforce] now; we need to catch up on [that] pretty quick

many of the core occupations in the sector such as personal trainer and lifeguard. Underscoring the drive toward standards, training and qualifications is a 2023 target for the sector to be "widely recognised as professional and ... making a valuable contribution to the industrial growth of the country". (See feature on p28.)

Speaking to S&PA Professional, Sport England director of sport Phil Smith described CIMSPA as "probably the single most important partner" in bringing the professional workforce strategy to life from the page.

Smith said he was "pretty optimistic"

about the prospect of achieving the standards framework within the next year. Ideally, he said, the first year will also see the delivery of insight into "who's working in the sector; we're starting to find out more about the workforce. I'm sorry to say nobody in the industry can draw an accurate picture now; it's something we need to catch up on pretty quick". It is believed 400,000 people currently work in England's S&PA sector.

CIMSPA CEO Tara Dillon said: "This bold strategy offers a compelling vision as to how insight, enhanced leadership, diversity & inclusion, a recognised and respected profession and improved career pathways can together build a workforce up for the challenge of ensuring everyone is able to engage in sport & physical activity.

"Working together with hundreds of CIMSPA partners, we have already made significant progress, including the development of professional standards for key job roles, which will allow strong career pathways to be built into and through the sector."

By DeeDee Doke

MESSAGE FROM CIMSPA CEO



TARA DILLON ON THE NEW WORKFORCE STRATEGY

I'm delighted to see CIMSPA will play a central role in delivering Sport England's new professional workforce strategy. 'Working in an Active Nation' aims to ensure S&PA professionals are skilled, motivated and valued, but are also equipped with the skills and behaviours to provide the best possible experience for our customers.

The strategy will support our professionals to become more focused on their customers and to be recognised as a high performing and professional workforce.

The aims of the strategy perfectly align with CIMSPA's own workforce development actions. Thanks to the support of the sector and by working closely with our partners, we have made considerable progress with the development of professional standards for key job roles, which will allow strong career pathways to be built into the sector.

This new strategy puts CIMSPA at the heart of the action. We have been tasked with extending the reach of our quality assured training and continuing professional development (CPD) offer for all sport & physical activity professionals to help Sport England achieve its goals. These include:

- every sector training provider working within the CIMSPA endorsement and quality assurance system by 2021
- getting 50% of the workforce engaged with CIMSPA-accredited CPD and doubling the number of CIMSPA employer partners, within the same timescale
- a new Workforce Diversity Fund to be created to support organisations looking to ensure their workforce reflects the communities it serves.

By aligning strategies, Sport England and CIMSPA can focus on making a real difference to individuals working in the sector, attracting new talent and getting employees the credit they deserve. And of course, making a seismic difference to the health and wellbeing of the nation. Less talk, more action! I'm excited!

FIVE STRATEGIC APPROACHES: WHAT WILL BE DONE

Each strategic approach will have a set of key actions.

► **Insight-led delivery:** Focused on research and analysis to better understand the workforce, the labour market and the needs of customers.

► **Enhanced leadership and culture:** Increase depth and breadth of great leaders at all levels by encouraging and providing leadership and organisational development and support, including coaching, mentoring and building a leadership community.

► **Increased diversity & inclusion:** Aimed at creating a working culture where people from all backgrounds are represented, welcomed and supported to achieve their full potential. Includes provision for a new Workforce Diversity Fund.

► **A continuously improving profession:** See article above and our feature on p28.

► **Improved employment and career pathways:** Ensuring the sector is seen as a top career choice for prospective graduates, apprentices and trainees with high retention rates in key sector roles. CIMSPA will play a "vital brokerage role" between education providers and employers to ensure that S&PA-related education and training meet the sector's needs.

UPFRONT

S&PA NEWS

VIEWPOINT

**BEN MORELAND,
CO-FOUNDER, ASUNO**
**WHY BUSINESSES CAN DO
MORE SOCIAL GOOD**



With the world now more conscious in all aspects of life, we are seeing the rise of socially responsible companies willing to sacrifice their profits in the name of helping others. These companies know something most others don't – being socially responsible can improve your bottom line. Here's why.

Consumers have vast amounts of choice with every purchase they are looking to make. With so many options out there, what makes your brand stand out from the rest? Beyond a great innovation, not much. But, as we have already mentioned, people are becoming more conscious, so add a cause to your brand, support a charity, or use recycled materials... a simple change, yet very effective.

Giving your brand this unique selling point allows your customers to buy into the brand on both a physical and emotional level, building a strong, loyal customer base who will even go out of their way to promote for you as they truly believe in your ethos.

This socially responsible business model is not a new innovation; brands have adopted this idea for years and been extremely successful, such as TOMS – for every pair of TOMS shoes purchased, they donate a pair of shoes to people in need. Another is 4OCEAN – cleaning the world oceans of plastic waste, these guys use this waste to produce bracelets out of the recycled material.

New brands are also realising this potential and are building the idea into their brand briefs, such as my own fitness clothing brand, ASUNO. Our brand helps feed malnourished children, providing sustainable water sources and helping register children through their three charity partners with every purchase.

So, whether you are building a brand or are already established, look into improving your social good; take on a charity partner, donate a percentage of your profits, or invoke a buy-one give-one ethos. You'll help the world, your business will thrive and you will build a stronger, more loyal customer base who truly believe in your brand and what you stand for.



PRIVATE SECTOR FUNDING HEALTHIER BRITAIN

It's not just down to government to provide solutions in preventing long-term chronic health conditions among the UK population.

This was the message from Philip Newborough, CEO at specialist sustainable investor Bridges Fund Management at the recent ukactive summit, who explained there is currently a lot of interest from private sector investors, who wish to invest in initiatives that can deliver social outcomes.

Newborough elaborated on Bridges' work with social impact bonds, where the firm invests in businesses, projects, or third sector organisations and is paid on achieving positive social outcomes. But according to Newborough, preventing long-term chronic health conditions among the UK population should be the biggest opportunity for investors given current pressures on the NHS.

Bringing the message home, Newborough pointed to the example of a man their projects have helped; he was suffering from severe depression and was reluctant to leave his home.

"He's also a type 2 diabetes sufferer, and his diabetes was getting progressively worse due to poor eating habits and zero activity levels, really being confined to his home," said Newborough. "He was feeling increasingly isolated. His family were not living in the area..."

"He attended a 'Why Wait?' programme. He was engaged on a three-month free gym plan at our cost, attended at least twice a week. Also wrapped around that was a lot of education, encouragement around diet and eating habits.

"This guy's diabetes is now in remission and he recently secured a job in a restaurant and very much his life is coming back together."

UPFRONT

S&PA NEWS

CIMSPA OPENS NEW YOUTH PANEL

CIMSPA is pleased to announce the creation of a new advisory group - the CIMSPA Youth Panel - and is now inviting applications to join the panel.

The CIMSPA Youth Panel is being created to provide the board of trustees with an authentic perspective from young people involved and interested in sport & physical activity. It offers a chance for those on the panel to influence the policy and direction of the sector's chartered professional body.

Malcolm McPhail, the CIMSPA trustee leading the panel's launch, commented: "We're excited to be opening recruitment for the CIMSPA Youth Panel. Our ambition is a vocal, diverse group that can inform our policies and help us stay true to CIMSPA's mission of representing the whole of the sport & physical activity sector."



"We want this panel to be diverse in every sense. This is a real chance for young people to have a say in the future of our sector."

The panel is open to 16-25-year-olds and application is via a simple web form.

■ Visit <https://www.workforce.org.uk/youth> for more information.

CONTRACTS AND DEALS

UKSCA LINKS UP WITH CIMSPA ON CAREER PATHWAYS DEAL

The United Kingdom Strength & Conditioning Association (UKSCA) has announced it is developing a new partnership with CIMSPA.

The intended collaboration will ensure that newly developed career pathways and professional standards for professionals are aligned to the needs of employers, employees and the wider sector.

EVERYONE ACTIVE SECURES DEAL WITH CRAWLEY COUNCIL

Crawley Borough Council has agreed a new 10-year partnership with leisure operator Everyone Active to manage and help develop its sport and leisure facilities and services.

The arrangement includes operating K2 Crawley, the council's flagship facility, along with The Bewbush Centre and Broadfield 3G Pitch and Pavilion.

MATRIX STRENGTHENS GYM GROUP ASSOCIATION

Matrix Fitness has reinforced its links with The Gym Group after securing a competitive tender for a three-year contract.

The deal will see Matrix Fitness - which has been working with The Gym Group over the last 10 years - become The Gym Group's majority fitness equipment supplier, covering 90% of its business.

THIRD SPACE ENLISTS EXF FOR NEW LUXURY CLUBS

EXF has been awarded a new contract with luxury London Health Club group, Third Space, to supply innovative storage and bespoke functional training rig solutions at their Soho club and the brand new City club.

WAVE MAKER: BATLEY SPORTS & TENNIS CENTRE

Work has been completed on a new facility at the Batley Sports and Tennis Centre in Kirklees that aims to get people involved in 'active-gaming', as **Graham Simons** reports

Charitable trust Kirklees Active Leisure has invested £1.5m in a new project at one of its leisure centres in West Yorkshire, which features a sustainable physical activity hub.

The hub at Batley's Sports and Tennis Centre has been constructed through the reconfiguration of the existing site with two indoor courts transforming into a play and activity zone, using TAG active technology designed to motivate and engage "tech savvy" youngsters.

The technology sees players use physical movement, speed, agility and strategy to locate and reach hidden transponder boxes. Once found, the box is 'tagged' using an electronic chip imprinted in a wristband with points awarded each time a player tags a box.

James Foley, commercial director at Alliance Leisure - the developer behind the

project - told *S&PA Professional* that while the centre still boasts traditional leisure facilities, it now has a "destination" feel and identity.

"It's no longer a normal sport and leisure facility that consists of sports hall, swimming pool and fitness suite," Foley said.

"It's proven and evidenced that ...structured active play has immediate benefits - cardiovascular fitness,

long-term health lifestyle benefits and better physical, intellectual and social skills.

"There are some proven case studies around the benefits of physical activity with educational attainment etc.

"TAG Active is about flipping it on its head and using software, hardware and technology to present an opportunity for physical activity rather than a barrier to physical activity. In essence, how can we get children active?"



UPFRONT

MOVERS & SHAKERS



GRANTLEY HALL

Grade II listed building **Grantley Hall** has appointed **Duncan Roy** as director of its ELITE

gym and spa.

Roy, who will oversee Grantley Hall's executive gym and wellness facilities, is a former Royal Engineer and is a quadruple world record holder.

His achievements include two Guinness World Records for his 2017-2018 Transatlantic row where he rowed 3,800 miles from Portugal to French Guiana as part of an elite five man-team.

MATRIX FITNESS

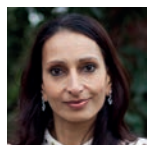
Matrix Fitness has reshuffled its sales operation and added three senior roles to the team.

The equipment supplier has recruited **Karen Seers**, **Paul Jones** and **Chris Brown** in the senior positions, while **Alex Nardell**, **Noel Glenister** and **Paul Cocksedge** have been appointed as area sales managers for Matrix's regional group.

Seers, previously of Octane Fitness, has been made head of sector for key accounts, with Jones assisting her as key account manager. He was previously at Core Health & Fitness.

Industry veteran Brown joins as head of regional sales, while two further internal promotions see Tim Grainger-Smith take up the role of

head of sector for the public sector and Nigel Tapping named head of sector for hospitality.



SPORT ENGLAND

Rashmi Becker has been appointed to the **Sport England** Board for a three-year term by the Culture Secretary.

Becker brings more than 20 years' professional experience in communications, policy and disability advocacy to the board and is an ex-member of the Activity Alliance.

The University of Cambridge graduate also founded Step Change Studios, which provides inclusive dance opportunities for people with and without disabilities. She began her trustee role on 23 July.



THIRD SPACE

Rob Beale has been appointed as fitness director at luxury London health club



SPORT ENGLAND

Tim Hollingsworth will succeed Jennie Price as CEO of **Sport England** in November.

Hollingsworth is currently CEO at the British Paralympic Association (BPA), where he has been since 2011.

Having led the BPA through the London 2012 and Rio 2016 Paralympic Games, Hollingsworth presided over a period of unprecedented success and Sport England chairman Nick Bitel said the organisation was "thrilled" at the appointment.

"We are thrilled that Tim will be joining us," said Sport England chairman Nick Bitel.

"Tim's passion for sport, wealth of relevant experience and boundless enthusiasm really shone through.

"I would also like to warmly thank Jennie for her tireless service and dedication to Sport England over the past 11 years."

■ For more information on the challenges facing Hollingsworth at Sport England, see our profile feature with his predecessor Price on p28.

group **Third Space**. Beale has been tasked with driving fitness strategy for the group, working alongside the head group of exercise to improve member experience, products and services across fitness and aquatics for both adults and children, and the recruitment and development of employees.

He previously led the health and fitness departments at Virgin Active, David Lloyd and Aspria.

UPFRONT

Source:



TOP GROUP WORKOUTS

Group workouts continue to grow in popularity and as the latest figures show, aerobics and water-based activities are a fitness hit with the British public. Data taken from 343 sites between September 2017 and August 2018 shows that aerobics and aqua classes prove popular with both male and female participants, with men enjoying indoor cycling as their top group workout and women choosing aerobics as their preferred activity.

AEROBICS

1st: highest participation

1,485,474

1st: most popular programme for females

1,216,785

3rd: most popular programme for males

217,901

AQUA CLASSES

2nd: highest participation

1,468,487

2nd: most popular programme for females

1,032,713

2nd: most popular programme for males

269,696

INDOOR CYCLING

3rd: highest participation

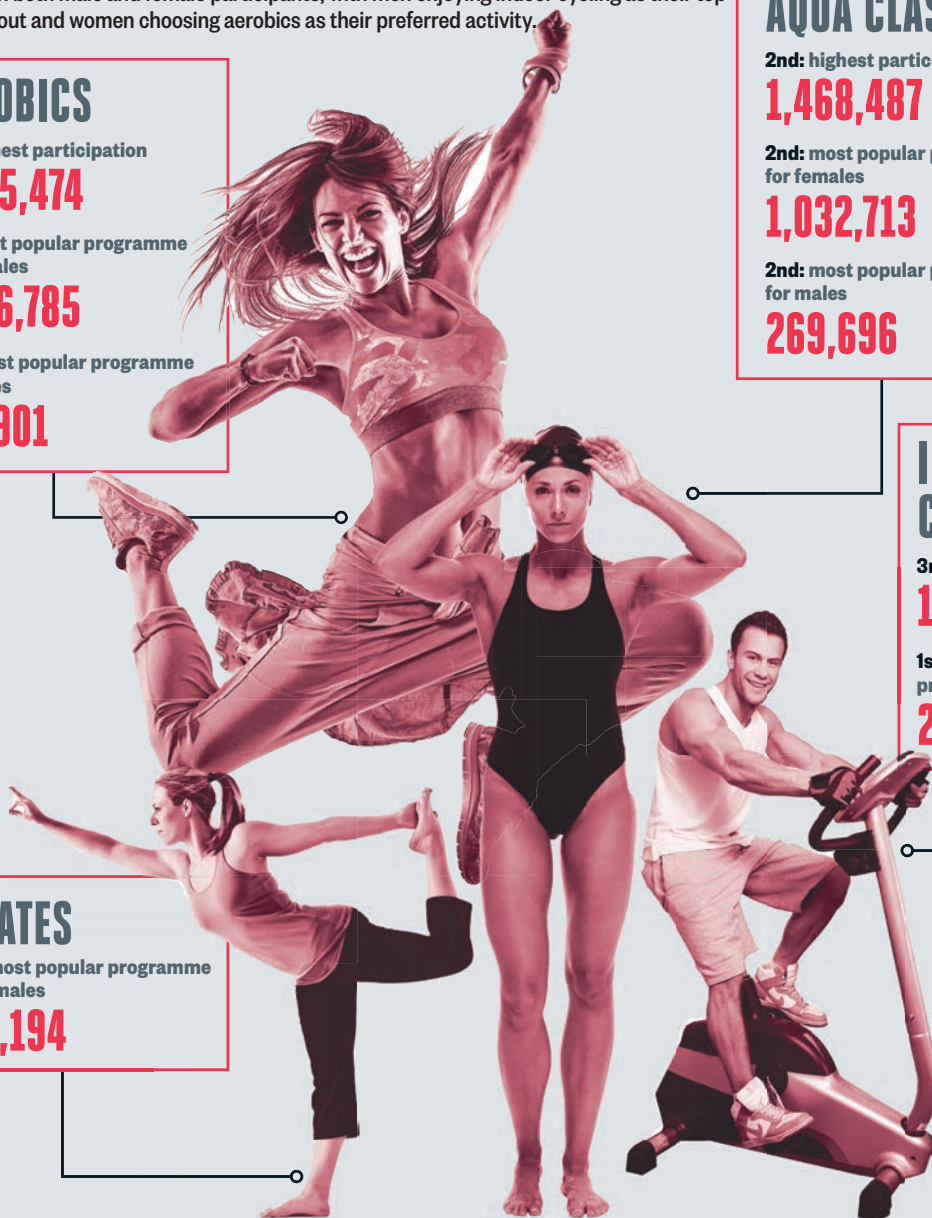
1,044,514

1st: most popular programme for males

271,659

PILATES

3rd: most popular programme for females

771,194


IN DEPTH

CIMSPA UPDATE

LEADING THE WAY

In the last issue, CIMSPA's CEO Tara Dillon asked for your views on what makes good leadership. Here are just some of your thoughts on the subject

I was pleasantly surprised by the response to my questions about leadership in the last issue of *S&PA Professional*. Colleagues from across the UK got in touch to give their thoughts on what constitutes good leadership, the skills effective leaders should possess and how we instil these. The emails made for fascinating reading, raising some key points that I'd like to share with you here.

These responses show that we all have different views on the subject. However, it's clear to me that we need to consult more widely to define the qualities we want and need in our leaders. This will allow us to develop relevant pathways, either through learning or mentoring, for aspiring leaders with our sector.

The sport & physical activity landscape is constantly evolving and our leaders need to do the same.

Tara Dillon, CEO, CIMSPA

HONESTY AND TRANSPARENCY

I love what I do and want to be a good example, and this is key for leaders. My dad told me: "You come into this world with nothing and you'll leave with nothing; people will remember you for what you did in the middle."

This is so true and makes you think about your behaviour. Do I listen, am I patient, do I help others to grow and make good decisions?

Leadership is about honesty and transparency and creating an environment where others around you behave in the same way.

Having confidence in your ability means you are better able to delegate responsibly to help your colleagues grow and understand their contributions.

Finally, good analytical skills, drive and tenacity

coupled with a personable approach and a willingness to learn from others is a must for good leadership.

Ash Rai FCIMSPA (chartered), CEO, Sandwell Leisure Trust

EMBRACE DIFFERENCE

The rate of societal change combined with the blurring of the sector's boundaries with physical activity, health, wellbeing, community participation and cohesion means that our leaders must be able to understand consumer expectations, quickly assess and integrate new technologies, embrace uncertainty and complexity, and build informal collaborations.

Yet in over a decade working with senior sport sector leaders I've observed that an expectation or



feeling of the need to conform still prevents the sector getting the best from its leaders.

There are two reasons for this. The first is that the sector fails to promote, recognise and support a diverse range of leaders. Not just traits like gender and ethnicity, but also in terms of perspectives such as expertise, previous roles and training.

Interventions such as the Governance Code and some high-profile discrimination case wins are forcing change, but attitudes still lag behind policy.

The second is that many leaders feel they lack the credentials or required 'experience'. They don't bring the best of their brilliance; instead they try to play the game they think they are presented with. Some form limiting beliefs and mindsets, and others even quit the sector completely. So, is the secret

to transform our understanding and appreciation of difference? As a coach I strongly believe this applies to supporters and enablers of leaders and the leaders themselves.

We need to discover individual leadership brilliance, build diverse collaborative leadership teams, and create the culture/mechanisms/opportunities for a wider range of leaders to thrive. This way the whole sector can benefit.

Katy Tuncer, founder, Horizon37

MAKING A CONSISTENT POSITIVE DIFFERENCE

For me, leadership is about knowing people, learning, sharing, developing and being the person that encourages others to develop

and realise their potential. How many managers can honestly say they make a consistent positive difference to all of the aspects they have responsibility for?

Competencies to support such a level of consistency could be defined within areas such as clarity of communication, people management, standards and expectations, quality, business acumen and development.

I've worked for brilliant managers, who were hugely respected and had a lot of loyalty from the junior ranks; and a couple which were not so great. The commonality of the less impressive managers was their lack of honesty about their abilities and a failure to connect with people well enough.

Hazel Aitken, CEO, Achieve Lifestyle

THE ABILITY TO DELEGATE SUCCESS

The journey of good leadership is easily related to climbing Mount Everest. You have an objective and you need to recruit a team to work together to deliver that ambition. The team needs training to understand the challenges; they will need to improve their knowledge and skills to do their job and support others. You need to watch how they perform and make the final decision as to which of the team will make

the challenge on the summit. The culture of the group is that they need to celebrate success as one. The leader must be able to delegate that success to the group with quiet satisfaction that they have done the job, even if they were not the one on the summit with the flag! It takes 50 people to get one person to the top of Everest.

Ian Kendall, past president, Institute of Leisure and Amenities Management

ENCOURAGE EMPOWERMENT

Good leadership is about empowerment. It's not about building silos and empires and taking credit for what your teams have achieved. In a nutshell, good leaders:

- recruit for behaviours, not skills
- listen to the noise, find out the perceptions and barriers instead of ploughing on regardless
- reward for taking accountability and responsibility at all levels, encourage empowerment, accountability and responsibility
- give their teams the freedom to lead and encourage them to FAIL (First Attempt In Learning) without fear of recrimination.

Sam Herridge MCIMSPA, head of recreation services, Sport and Recreation, States of Guernsey



IN DEPTH

CIMSPA UPDATE

Colin Huffen, head of education at CIMSPA, talks about the chartered institute's recently-launched quality assurance function



FIT FOR PURPOSE

What is the new quality assurance (QA) function?

One of the main tasks of both employers and government is to ensure an incremental increase in the quality of training for everyone working in the sector. Our role is to ensure that everyone in our sector is working to a consistent high standard and is equipped with the right knowledge, skills and behaviours to perform their roles and progress in their career should they wish to.

There are a number of parts to the process:

- identifying the right knowledge, skills and behaviours required, which we do by developing the professional standards
- ensuring all education providers are in partnership with CIMSPA and align their training offer to the agreed professional standards. Our skills development, awarding organisation and higher education partnership offers cover this, and as part of that we endorse the training they have developed and/or are delivering

- checking that the delivery and assessment of training by our education partners complies with what we have endorsed.

Why is the QA process necessary?

To ensure that the sector has the right people with the right skills, that consistency and transferability is provided for members, and that employers and members get value for money. It is also necessary so that the minimum standard is gradually increased, to help people in the sector cope with the demands of the role and ensure that people can progress more easily through the sector.

How do you check training delivery and assessment?

We do this in four ways:

- 1. Ask our members.** Every member who attends a CIMSPA-endorsed product with a CIMSPA-endorsed education partner is asked to complete a survey and rate their experience.
- 2. Ask our employers.** We survey our employers to make sure the training they have invested in positively impacts

their employees and ultimately their businesses.

3. Make visits. Our Quality Assurance Associate Team visits our education partners to ensure training meets the expected standard, and if not, reports any concerns to CIMSPA.

4. Review the outcomes of the visit with the education partner to celebrate areas of good practice and to agree actions for any areas where improvement is required.

How will training providers benefit?

They'll know they are working to the same minimum standard and are less likely to be undercut by an unscrupulous provider. They'll be supported by CIMSPA to improve. They'll get a real understanding of the views of employers and CIMSPA members.

What are the benefits for learners?

They'll get value for money, the quality of training will increase and they'll be more likely to get a job.

How has it been received so far?

Very well and we have a number of provider testimonials. From what we've seen so far, the visits are showing that the delivery of training is fantastic, but providers could provide learners with a better rounded experience. For example, by improving the administration processes, managing bookings better and receiving certificates in a timely manner.

What happens if training doesn't meet CIMSPA standards?

It would depend how far from the mark they are and in what areas. If it was something high-risk that would make a situation unsafe, then there is the option of immediate suspension of endorsement. However, in most cases we will support providers to improve.

BRIDGING THE GAP

Launched in January this year, the two-year Higher Education Partnership pilot will improve the employability potential for students of sport & physical activity-related degree programmes

Over the past nine months, CIMSPA has brought employers together with the 10 pilot Higher Education Institutions (HEI) to identify what is important to both parties, with the ultimate goal of creating more job-ready graduates.

This work has already proved mutually beneficial, giving HEIs a greater understanding of the needs of employers, and employers a better understanding of what HEIs can do for them.

“We’ve been discovering what both parties want from the partnership. We’ve engaged with the employers through the Professional Development Board, gained their approval, hosted quarterly forums of the 10 organisations and met with them all individually twice,” says Colin Huffen, CIMSPA’s head of education.

“An unintended consequence of this is that we have created a fantastic partnership network of HEIs.”

Top priorities for the partnership are:

- endorsement of under and post graduate programmes
- getting students to benefit from CIMSPA membership
- creating more work placement opportunities
- creating more local and national employer partnerships.

As part of the pilot, HEIs have put their students into CIMSPA Student Affiliate memberships, which will allow them a more seamless transition into employment. Some HEIs have put all of their sport & physical activity students into membership, while others have targeted selected courses and year groups such as third years, as they are closest to employment.

Once the pilot is complete, all degree programmes relating to occupations within the sport & physical activity sector will be eligible to be endorsed

and quality assured by CIMSPA. But the task is huge.

“There are 167 HEIs offering hundreds of different courses and 25,000 students graduating every year. Creating a system to be flexible enough to accommodate everyone, but meaningful enough to provide employers with the reassurance they need is a real challenge,” says Huffen.

There are also a number of other organisations that CIMSPA needs to partner with to make the scheme work. CIMSPA already works in partnership with the British Association of Sport and Exercise Sciences, and is in the process of creating further alliances with others throughout the industry, including the likes of the UK Strength & Conditioning Association, which CIMSPA has begun to develop a partnership with.

Huffen says: “We’re really pleased with the progress of the partnerships so far and look forward to working with a larger number of HEIs in the future.”

UNIVERSITY PARTNERS

The universities taking part in the pilot are:

- Canterbury Christ Church University
- Cardiff Metropolitan University
- Edge Hill University
- Southampton Solent University
- University of Bolton
- University of Brighton
- University of Cumbria
- University of Central Lancashire
- University of Hertfordshire
- University of St Mark and St John

Canterbury Christ Church is one of the universities in the pilot



IN DEPTH

CIMSPA UPDATE

TOGETHER STRONGER



John O'Callaghan, *partnership director of the County Sports Partnership for Hertfordshire, has adopted the Welsh football team's mantra to help shift inactivity levels across the county*

It is the Year of Physical Activity in Hertfordshire, an initiative led by the Herts Sports and Physical Activity Partnership (HSP) – the County Sports Partnership for Hertfordshire – Public Health Hertfordshire and 10 District and Borough Councils through the Hertfordshire Association of Cultural Officers (HACO).

The programme is aimed at showcasing existing provision; encouraging the development of new programmes; increasing physical activity levels; and helping to shift stubborn inactivity levels.

As a county, Hertfordshire's physical activity levels are above the national average and its inactive population is proportionately smaller than many others. However, 23.1% of residents still do less than 30 minutes of moderate intensity physical activity each week.

"The Hertfordshire Year of Physical

Activity 2018 has given us a platform to tackle some key issues around inactivity, and an opportunity to show what can be achieved when partners align their priorities and work together behind a common cause," says O'Callaghan.

It's also an example of how HSP partners with organisations that support its strategy.

"Hertfordshire is known for the strength of its inter-agency partnership working; it's in our DNA. I would like to think that the sector knows we have its back, and as passionate advocates for the power of sport & physical activity as positive life changers, trust us as the strategic lead for sport and the go-to organisation for physical activity in Hertfordshire," he adds.



SHARED INTEREST

Part of the University of Hertfordshire, one of the main roles of HSP is to bring together key stakeholders and potential partners around issues of common interest. It runs a diverse networking

COMBATING HOLIDAY HUNGER AND INACTIVITY

Hertfordshire's Fit, Fed and Read programme aims to counter the triple inequalities of holiday hunger, social isolation and physical inactivity amongst some of the county's most disadvantaged young people during the school holidays.

Fit and Fed is a national StreetGames UK project. The Hertfordshire version is held at local fire stations and includes sessions delivered by the Hertfordshire Library Service with food provided by Herts Catering Ltd – the main supplier of school meals to the area.

Every weekday throughout this August holiday period, up to 200 local school children enjoyed a nutritious meal, a range of sport & physical activity programmes delivered by professional coaches and a fun literacy session delivered by the Library Service and local fire officers.

and engagement programme throughout the year, including the Hertfordshire Sport Specific Development Officers Group Forum, Primary School Head Teacher Advocates Group, School Games Organisers, Sports Development Officers, Commissioning Managers, and increasingly representatives of the voluntary, community and social enterprise (VCSE) sector.

"If you want to engage with inactive people, don't expect to meet them in the foyer of the leisure centre. We firmly believe that to reach inactive people you need to work through those organisations that already have a relationship with and the trust of the inactive population – and these are often found in the VCSE sector," says O'Callaghan.

"Then, when you can reach this population, you need to develop an offer which fits into their often-chaotic lives, rather than expecting them to engage with long-established mainstream programmes – at least as their first stepping stone into a more active lifestyle."

This approach has led to the development of numerous programmes run in conjunction with local partners to encourage and support people to integrate physical activity into their lives.

"As a county we have a fantastic volunteer-led health walks programme delivered under the auspices of Hertfordshire County Council's Countryside Management Service. And working with the parkrun ambassadors we have set up 15 parkruns and six junior parkruns – with more in the pipeline – which attract over 4,000 runners, walkers and joggers each week, serviced by an army of over 700 volunteers," says O'Callaghan.

"Our sport for social good programmes including Hertfordshire's Big Hit and Fit, Fed and Read, as well as our emerging anti-knife crime



BIG HITTING BOXING PROGRAMME

Hertfordshire's Big Hit boxing project is a Big Lottery funded programme that began in summer 2016 after initial pilot sessions delivered by the Box Cleva charity highlighted a need for an intervention to help tackle local anti-social behaviour.

The project funds 11 programmes at boxing clubs across Hertfordshire and many of the young people who take part in the weekly Big Hit sessions are at risk of engaging in low level crime and of getting in with the wrong crowd. The young participants not only train hard, but also benefit from an interwoven educational and awareness programme around personal resilience, substance misuse, bullying and healthy eating.

Hertfordshire's Big Hit has one more year of funding remaining, during which time HSP will continue to seek further investment to ensure ongoing opportunities for young people.

initiative, which targets some of Hertfordshire's most vulnerable and disadvantaged young people, make me extremely proud to be leading this organisation."

HSP also recently launched the 'Hertfordshire Evaluation Framework', which it compiled in partnership with colleagues at Public Health Hertfordshire.

"This is a major step forward at a time when evidencing the impact of our work is so important. The way the framework has been embraced by the wider sector in the county has been hugely encouraging," O'Callaghan says.

HONESTY AND TRANSPARENCY

A former director of leisure services at two local authorities, O'Callaghan has extensive experience of working in both the voluntary and commercial sectors. Originally hailing from Aberavon in Wales, an area of acute socio-economic deprivation, O'Callaghan has witnessed first-hand the difference that sport & physical activity can make to the health and wellbeing of individuals and community life.

He joined the HSP in 2007 and took up the reins as director in 2015.

"I've been employed in this sector for 35 years and some of the work which we are now undertaking is amongst the most satisfying that I've been involved with," he says.

All members of the HSP team hold CIMSPA membership; O'Callaghan is a firm believer in the need for a respected

and effective professional institute, as he says: "I'm hugely encouraged with the work that CIMSPA is undertaking. A properly equipped and suitably qualified workforce is the fundamental building block for a credible sport & physical activity sector."

"Credibility with allied health professionals, in terms of a quality assured, suitably qualified workforce, will be central to the confidence that the health sector has in what we do. This will impact their willingness to refer to and fund some of the magnificent preventative health work taking place in our sector."

HSP enjoys the support of Hertfordshire's own primary care sector.

"The director of public health (at Hertfordshire County Council), Jim McManus, is a passionate advocate for physical activity and regularly reminds us that these days we are all agents of public health. When you look at things through that lens, the role of the sport, & physical activity sector becomes much clearer."

O'Callaghan's advice to others seeking to develop successful partnerships can be found in the mantra of the Welsh football team – Together Stronger – as he concludes: "But be honest, transparent and keep communicating if you want successful outcomes. And when some things fail, as they inevitably will, learn from the mistakes, shake hands, remain friends and move on."

IN DEPTH

CIMSPA UPDATE

TASTY ADVICE

*Health & safety and quality management experts **Right Directions** has launched a Food Safety Manual, making the task of managing onsite food and beverage simpler for leisure operators*

The comprehensive document, which advises on everything from food safety and the law to the specifics of thawing frozen food, has been assured by Environmental Health Officers (EHO) at South Northamptonshire Council (SNC) under its Primary Authority partnership with Right Directions.

This government legislation makes it easier for businesses that operate in more than one local authority area by enabling them to seek regulatory advice from a single source, in this case Right Directions. The regulated advice can then be applied to all their facilities, no matter where they are situated; so locations anywhere in the country can now implement the manual to guide their food safety operations with confidence.

Gill Twell is head of development at Right Directions, which also delivers Sport England's Quest quality scheme, ukactive's Code of Practice, the Activity Alliance's IFI Mark and accreditation for Swim England's Learn to Swim Pathway.

She says: "Food and beverage is an area where leisure operators have traditionally fallen down. Sport England's 'National Benchmarking Service (NBS) 2017' report ranks value for money of food and drink at the



bottom of the satisfaction scores, despite it typically being the main source of secondary income in NBS facilities. So raising standards and adding consistency to what customers can expect should be a priority.

"With our *Food Safety Manual* now assured, Right Directions is ideally placed to support operators with compliance in all areas of food health &

safety, providing consistent advice that businesses can rely upon."

Simpler than an off-the-shelf food manual, Right Directions' guide has been written specifically for frontline staff and management teams within leisure operations. It follows the Plan, Do, Check and Act approach of the HSE effective arrangement process, which Right Directions' other health & safety manuals are moderated on. This makes it easy for staff to identify the areas they need to implement on a daily basis.

"Much of the information within an off-the-shelf product wouldn't be relevant to leisure operators as the manuals have to cover the activities of everyone from a mobile catering van to a five-star restaurant," continues Twell.

"We have written this specifically with the hazards and risks associated with leisure facilities in mind, which includes staff doing multiple roles, where they may be a lifeguard on Monday and Tuesday, but become catering staff on Wednesday and Thursday. Being the same format as our other Quality Management System Manuals means they can just pick it up and run with it."

Whether you're running a full café service or simply vending machines, Right Directions' *Food Safety Manual* has it covered with general advice on food safety policies, Hazard Analysis and Critical Control Points (HACCP), food safety training, and food safety and the law. The manual also includes detailed pointers on hygiene, poisoning and contamination, deliveries and stock control, storage, temperature control and frozen food, as well as offering guidance on cleaning, pest and waste control, and food allergens and complaints.

To find out more contact the Right Directions team on 01582 840098 or email info@rightdirections.co.uk.



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IN DEPTH

CASE STUDY

TAKING A CHANCE ON YOUTH

Free taster sessions of Sheffield City Trust's coached activities programme are proving a hit with families and leading to financial success through customer retention, writes Roisin Woolnough

Try before you buy' is a simple concept and one that Sheffield City Trust (SIV) has used to great effect in its coached activities programme for children. The leisure trust has been offering parents the opportunity to bring their children to free taster sessions of its coached activities, with no obligation to sign up to (and pay for) a 10-week course.

SIV, a CIMSPA employer partner, introduced the 'try before you buy' scheme a couple of years ago and in the last financial year alone it has had 2,812 children trying different sports through it, with more than half of them signing up to the course afterwards.

"There has been a really positive response," says David Bly, sports programme and engagement manager at SIV. "Plus, if you take into account the average retention period of eight months, from an income point of view the scheme has been worth about £247,000 to us. That's a significant amount of money."

Some of the sports and activities have enjoyed particularly good take-up rates, such as athletics. "We've had eight out of 10 children signing up and have had to grow the programme by 320 spaces. That's been our biggest success," Bly enthuses.

The scheme came about as a result of conversations that Bly and his colleagues were having with community groups about how to encourage more children to try new sports at the centre.

The feedback they kept getting was that some parents – parents of children with disabilities and low-income families in particular – were reluctant to commit to and pay for a 10-week course without knowing if their child



IN DEPTH

CASE STUDY



would actually like and complete the course. As a result, Robert Womack, health, wellbeing and partnership manager at SIV, says they decided to actively reach out to those people.

"People were saying to us that they were not willing to make the 10-week commitment and pay £50/£60 when they were not sure if the course would be right for their child," says Womack.

"They were saying things like 'What happens if I decide to bring my

children to this session and the journey is horrendous?' or they weren't sure if the activity would be the right one for their child."

By coming along to a taster session, the child and parent are able to have a go and see how the child feels about the sport, the coaching environment and other factors such as the journey getting there. And all before having to make a fixed commitment in terms of time or money.

One such parent is Pat Flowerdew, who took advantage of 'try before you buy' a year ago to see if George, her 11-year-old autistic son, would like ice skating. Flowerdew also booked a trial session for herself and George's older



"We've had eight out of 10 children signing up and have had to grow the programme by 320 spaces. That's been our biggest success"

Lessons learned

- Womack says the scheme has been so successful because they were responding to a definite need. "Be proactive in finding out what the barriers are. Don't make assumptions. Speak to the people you want to make a difference to and listen to them."
- Market any initiatives. Make sure the people you want to reach know about it. Put it on your website, on social media, in your marketing material. Talk to community groups.
- Market it internally too. Make sure all staff – coaches and the front desk – know what to expect and how to handle enquiries. Get them on board. "Some people internally had reservations, thinking the scheme could be abused by people who only wanted to come once," says Bly.
- If a child has a particular need or disability, make sure the coach and front desk know about it and can accommodate them. "We have a process where we communicate to coaches on a weekly basis which children are coming for a taster session and we identify anything they need to know," says Bly.





sister so that if he did like ice skating, they could all learn together and do it as a family.

The free taster session assuaged her fears about whether or not George would like the experience and the initial financial outlay. "I thought he would like ice skating but wasn't sure how it would work with his needs – if the loud music and the whole environment would be a problem," she says. "Plus if I signed up, I would have had to pay for myself and the two children, which would be quite a financial outlay."



It was such a success that she, George and her daughter went on to complete two 10-week courses of ice skating and still regularly visit the ice rink. "It's been great – lots of doors are closed to us as a family about what we can do, so it's great to have something we can do together and that we can do in all weathers."

Flowerdew says it made such a difference that the leisure centre was supportive and open to accommodating George's needs. "It's as much about helping adults [caring for] children with disabilities as for the children. We are overcoming challenges all the time to find activities that our children can do."

It's not just parents of children with disabilities who find that initial 10-week commitment a barrier though. Alex Cambell, mother of six-year-old

Autumn, was unsure about signing Autumn up to gymnastics classes because she didn't know if her daughter would enjoy it and that the money might be wasted.

Her 'try before you buy' session convinced her otherwise. "She really enjoyed it and has been doing it for about a year now. It has really built up her confidence. A couple of Autumn's friends have also done the scheme. It's such a good idea," says Cambell.

And as Womack says, if SIV hadn't offered this scheme, a significant number of children would have been failed to take advantage of all that sport & physical activity has to offer. "We would have missed out on hundreds, if not thousands, of people," he explains. "It's about responding to the needs of the community."



SHEFFIELD CITY TRUST

IN DEPTH

PROFILE



“...in terms of
winning medals,
we’re brilliant,
absolutely
brilliant...”

PRICE IS RIGHT

With just under a month before Sport England's CEO Jennie Price moves on, S&PA editor DeeDee Doke met her to discuss future plans and past successes

Jennie Price CBE smiles as she recalls a conversation that took place in late 2012 with then Secretary of State for Culture, Media and Sport Maria Miller. During their talk together, Price committed to launch “something radical and different” to encourage women and girls to become more physically active.

In the second half of 2012, 1.8m more men than women played sport once a week in England – and the gap was increasing.

Based on previous experience in the recycling sector, Price, Sport England's CEO, thought an imaginative, well thought-out communications campaign could change attitudes and redirect the tide of the sporting gender gap. However, not everyone was convinced that this was a subject she should take on.

“I can remember a very senior man taking me to one side and saying, ‘Now Jennie, you’re the first CEO of Sport England who’s been a woman. Do you really want to be remembered for working on women’s sport?’.” She pauses. “I sort of didn’t answer at the time. But about 24 hours later, I thought, ‘Yes, actually, I do. Yes, I do!’.”

THIS GIRL CAN

Jump ahead to 12 January 2015 and, under Price's leadership, Sport England launches *This Girl Can*, a drive to get women of all sizes, shapes, ages, colours, ethnicities and beliefs moving. And it does – within a year after launch, 1.6m females had started or restarted a sport, and 2.8m women said they'd become more active as a result of the campaign.



IN DEPTH

PROFILE



“You won’t want me; I don’t know anything about sport... But, let me tell you what I’ve done”

“Interestingly,” she says, “when I’m asked to describe what Sport England does, typically I say, ‘We don’t do the glamorous end. We don’t do the medal winning. What we do is everybody else.’ And actually, the normal condition for most people is to be a bit rubbish at sport – to be really ordinary.

“‘Talented’ are a tiny number of people. And yet so often, when you talk about sport, or you read about sport in the media, you see it portrayed through the lens of the very, very best – whereas for the mass of people, the experience is entirely different. That’s why the *This Girl Can* campaign connected with so many people. Because it showed it like it is when you’re just normal at it, as opposed to when you excel.”

Three-and-a-half years later, the third iteration of *This Girl Can* will launch this month [October 2018], just as Price is making her exit from the role she has held since 2007. Her stay at Sport England included the most momentous of sporting events, the lengthy run-up to and execution of the London 2012 Olympic and Paralympic Games that dominated her first five years in office. Later, *This Girl Can* became an internationally-recognised hallmark for dazzling campaigning communication. Next she led the process to produce Sport England’s current strategy, ‘Towards An Active Nation’, aimed at battling physical inactivity.

“I guess the things I am proudest of doing here are the things [I did] when somebody said to me, ‘Ah, do you really want to do that?’,” Price says during a conversation in her Bloomsbury office.

While she did not set out specifically to hone in on a cause in her role, Price found that the challenge to encourage more women of all types to take part in sport & physical activity felt particularly “authentic” to her “because I’ve been a bit rubbish all my life at sport”, she says. “We had a manifesto, that ‘you’re a

“I became a lawyer because I wanted to get people to agree with me”

woman, you're doing sport, you belong'. I was able to talk about that overtly, and it was underpinned by research, really good insight. It started with the insight, but I recognised it, I really felt it, and that was very liberating for me.”

PATHWAY TO SUCCESS

Before Sport England, Price was the founding CEO of WRAP (Waste & Resources Action Programme), a registered charity aimed at increasing recycling. As CEO, she oversaw an increase in the UK's domestic recycling rate from 13% to over 30%. Before heading WRAP, Price spent 17 years in the construction industry, first as a lawyer and then as CEO of the Major Contractors Group and the Construction Confederation.

Originally from Shropshire, Price trained as a barrister at King's College in London. She was the first person in her immediate family to go to university. “I knew I didn't want to go to university in any kind of rural area because I'd had 18 years in a small market town where I knew everybody and everybody knew me. I wanted a big, anonymous city where I could go and make all my teenage mistakes, which I duly did,” she says, with twinkling humour.

How did she choose law? “My head teacher at grammar school took me in her office one day and said, ‘Now Jennie, you're very good at arguing. Have you thought about being a lawyer?’.”

Looking through the courses available and finding the possibilities intriguing, Price applied to do a law degree.

She continues: “I became a lawyer because I wanted to get people to agree with me. I liked case-making, I quite liked argument as well, but I liked advocacy. Advocating and persuading people is a thread that's run through my whole career.”

Those transferable skills led her to the top jobs at WRAP and Sport England, even though she was admittedly less knowledgeable about the organisations' subject matter specialities.

Before WRAP, for instance, she knew little about recycling but following her experiences in the construction sector, “knew how to make industry change its mind, and a lot of [the job] was about advocacy. They very bravely gave me the job on the basis of one interview”.

On arrival at the new job, she had “no people, no strategy, no board... I walked in on the first day, and there was a computer on every desk, about 30 desks in front of me and no people. That was it. I had to start it from there”.

Years later, having had a successful run at WRAP and under consideration for the Sport England role, she told the recruiter: “You won't want me; I don't know anything about sport. But let me tell you what I've done”.

Her father had trials for Wolverhampton Wanderers in the 1940s, and she says that as an only child, “I had spent a lot of time in and around sport”. At the same time, however, “I was really average at it. And in this job”, she goes on to say, “that's a really good thing, in my view. I know what it's like to be picked at the end for a team. But I'd enjoyed it, and seen some of its power”.

Once in office, the looming Olympics and Paralympics dominated “in a good way” her first five years. “It was a ‘once in a century’ opportunity for the sector to reposition itself for all sort of bits of

government that would never touch sport to get involved,” she says. “It's an unrivalled showcase, and it's a huge responsibility to host a Games.”

“We used it in the UK, as a catalyst for a lot of good things.” Among the results was an increase by 1.6m in the number of people regularly taking part in sport.

Other results, she says, “are still being delivered and won't be finished for a long time; in some, we've made massive progress – the way we talk about disability sport and the way we regard certain kinds of disability is transformed, the elite system is transformed”.

“I think there's a question about does it need a bit more transformation,” she adds, “but in terms of winning medals, we're brilliant, absolutely brilliant. And that is a big thing to celebrate.”

Before checking out of Sport England to follow a portfolio career, Price is still working on the negotiations of the sale of Wembley Stadium. But she expects that once out the door, she will be spending much time on her role as chair of the Youth United Foundation, which supports the UK's uniformed youth groups including Boy Scouts, Girl Guides and more. Her work there will involve dealing with government funding to deploy development workers who will start new groups in disadvantaged areas where demand for them is high.

Any parallels with her previous causes? “That charity headhunted me as their first independent chair because they saw exactly that parallel – it was about changing behaviour, giving provision; I knew about government funding. But also, the uniformed youth groups operate on this concept of affinity, this real desire to belong,” she elaborates. “And a lot of sport is all about affinity, it's being part of something that's bigger than you.”

Sounds like a project for which Jennie Price CBE, advocate and persuader extraordinaire, has a definite affinity.

IN DEPTH

AGENDA

SHAPING THE FUTURE

Using clear career pathways, improved standards and a cohesive approach across the sector, Sport England has plans to turn sport & physical activity into a well-oiled machine and an attractive industry to join, as S&PA editor DeeDee Doke found out

A fragmented sector, the make-up of its workforce unknown and a lack of professional recognition externally – all are critical challenges facing England's sport & physical activity (S&PA) sector. Take, for instance, the matter of professional pride in working in S&PA, which was dealt a sharp blow with the omission of the sector as a career field in 2016's Sainsbury Review and subsequent challenges around recognised apprenticeships – a situation that still stings.

But momentum is building for change. Just released in September, Sport England's 'Working in an Active Nation' strategy could generate the sector focus and actions needed to earn S&PA's place in the world as a cohesive professional industry with standards and qualified expertise, career pathways at all levels for an engaged workforce, an evolving army of skilled leaders, and a diverse & inclusive work culture that is representative of all backgrounds.

If these changes can be cemented on the S&PA landscape, invaluable benefits accrue: like, a more active and healthy population and a significant boost for the country's economy. Some of the key

actions called for in the strategy, developed through consultations and think tanks held around the country, to address these challenges include:

- the publication of a sector-wide workforce insight report
- investment of £1m to establish partnerships with specialist organisations to provide bespoke leadership and organisational development programmes
- launching a new Workforce Diversity Fund for organisations seeking to support people from diverse backgrounds to thrive in the workplace
- producing a sector-wide diversity & inclusion action plan to tackle under-representation of specific groups in the workforce
- establishing, implementing and quality-assuring a new framework of professional standards that better articulates the behaviours and skills required for all job roles in the sector
- encouraging sector employers to take advantage of work-based learning & development opportunities offered by the changing landscape of apprenticeships, including higher and degree-level apprenticeships.



The view
from CIMSPA

Q&A



DeeDee Doke speaks to CIMSPA director of strategy Spencer Moore about the report's reach

1 Sport England's director of sport Phil Smith has described CIMSPA as "probably the single most important partner" in taking the strategy forward. How would CIMSPA respond?

Sport England's backing has been a key driver in the progress CIMSPA has made, and we've always appreciated this. They identified early on that we were the first to break out of silos and focus on the whole of the sector workforce – from coaching through health wellness to leisure – rather than

just one part, as previous initiatives had.

It's also a recognition of how Sport England understands the strength of our collaborative approach to creating standards and career pathways – taking the whole sector with us, rather than dictating a particular path. They've seen that we are the custodians of sector standards, not the sector's overseers, and this aligns well with Sport England's own ethos of identifying and enabling genuine partnership working, whilst avoiding friction.

2 By 2019, a professional standards matrix will be in place and embraced by the sector. At what stage is CIMSPA at now?

This is all about prioritisation – 2019 will see the most important parts of the professional standards matrix in place – which means core occupations such as personal trainer, swimming teacher and manager.

But there's no finish line. The pace of how our sector is shaping itself to respond to consumer demand and the health agenda means we will always be adding

IN DEPTH

AGENDA



Stuart Armstrong
Sport England head
of coaching and
professional workforce

“We need to have a register so that we know who our workforce are”



Jennie Price
Sport England CEO

“If you want significant growth, you have to set significant targets”

Notable in the strategy is the authoritative presence of CIMSPA, with aims that include having 50% of the sector’s workforce engaged in CIMSPA-accredited continuous professional development by 2021 and, also by 2021, all S&PA sector training providers endorsed and quality-assured by CIMSPA.

Sport England’s endorsement of CIMSPA is further definitively emphasised as it commits to “work in partnership with CIMSPA to drive sector change and support them to become a strong, well-respected and sustainable chartered institute”.

Stuart Armstrong, Sport England’s head of coaching and professional workforce, believes the strategy is a plan whose time has come. “There’s a sector-wide commitment to improving not only what we do but the way to do it,” he says. “And a significant part of the sector, the big employers, are already committed and on board and moving in this direction.”

However, Armstrong adds that key elements such as “the infrastructure of a profession” must be put in place for the sector to achieve the desired

outcomes of greater professional recognition and an increased customer focus.

“Obviously, we need to regulate the profession, to ensure the people working within it are operating in the right way,” Armstrong says. “We need to have a register so that we know who our workforce are, what they’re doing and what their needs are, and we also need to recognise those that are providing an excellent service as well.

“What’s going to happen in the short-to-medium to long-term will be a tide that will raise the standard of delivery across the whole S&PA sector – and if you take that a little bit further,” Armstrong says, “you can be a boat that rises with the tide or you can be one that takes a lot of water when the tide rises. And you don’t have to be a genius to work out the effect that’s likely to have on your business when the customer becomes more informed about choice and the kind of service they’re likely to get from one operator versus another.”

Richard Millard is partnership director at Places Leisure and the chair of CIMSPA’s Professional Development

to, revising and enhancing the standards in our matrix. As to their adoption through the sector, there is a common pattern. Our model of a modular, standards-based system with flexible pathways to build education products is new and innovative for our sector, and it has needed careful introduction.

Where we’ve been able to explain how standards can be used, their benefits and how they can support a career, we’ve had universal acceptance from stakeholders. This year, for example, has seen real engagement with national governing bodies of sport on a

professional standards approach to improving the workforce – this continued collaboration will help “future-proof” the whole project and we’re confident they will be energised to help deliver the vision.

3 CIMSPA in particular has been given very ambitious targets. Please detail precisely how CIMSPA is going to achieve these?

The strategy’s targets are one of its most exciting contents. ‘Working in an Active Nation’ backs CIMSPA to step up our work, and drive cultural change ever faster as we embed the

principle of professionalism across the S&PA workforce. We’ve already identified next steps. For example, our initial momentum has delivered successful partnerships with larger operators, but our sector is dominated by SME providers. So, genuine and sustained success depends on getting our message through to this large number of smaller providers. And when our message reaches through to self-employed activity leaders, coaches and instructors, that will be a huge help in delivering targets. We’re comfortable with the numbers – the ongoing support of Sport

England and our partners will drive successful delivery.

4 How many employer partners does CIMSPA have currently?

Over 100, with more coming on board every week as our partner engagement team continues their work. Each application is bespoke as an employer partnership isn’t just a transactional arrangement, but instead a commitment to advancing the sector by placing staff into membership, adopting professional standards and purchasing CIMSPA quality-assured training.

Board. He believes the strategy will provide “a focal point” for the sector. “I think it’s going to be really welcomed and will really resonate with the whole range of our sector,” he said.

Acknowledging that the sector has been “a little bit disjointed” and “quite silo-based”, Millard suggests that different parts of the S&PA communities are at “different stages of understanding the needs of our communities”.

What “really excited” Millard about the strategy was its inclusion of a need for training in more than technical skills involved in S&PA but also soft skills such as empathy and “even things like understanding the role of technology in motivating younger members of our community”.

“It’s not just about ‘sport for sport’s sake’,” Millard says. “I think the strategy has gone a long way toward understanding the behavioural needs of our customers.”

Understanding customer needs was one of the primary goals in setting the strategy, points out Phil Smith, director of Sport England. Smith told *S&PA Professional*, “As a regular consumer of



Caroline Fraser
Sport England
workforce director

**“I think the passion
and will are there
if we work
collaboratively”**



Richard Millard
Places Leisure
partnership director,
CIMSPA Professional
Development
Board chair

**“I think the strategy
has gone a long way
to understand the
needs of customers”**

[S&PA], I find the experience very mixed.” Services such as booking S&PA facilities can be “hard work”, he says.

Average or poor participation experiences need to be improved to a high standard across the sector, and currently “the brightest and most diverse” individuals are choosing industries other than S&PA to work in, Smith says. “Or more appropriately, those industries definitely are choosing them.”

Another part of the strategy particularly close to Smith’s heart is the need for clear career pathways, essential to attracting and retaining motivated, ambitious staff at all levels who can visualise their future work progression. He uses his own career progression as an example. “I was lucky,” Smith says. “I want to take the luck element out of it.”

Asked about the omission of S&PA from the Sainsbury Review’s career options for apprenticeship, Sport England’s Armstrong says, “Had CIMSPA been further in its development, had the sector been closer and more aligned with CIMSPA

5 What percentage of the workforce is actively engaged in CIMSPA-accredited continuous professional development?

What’s most important here is growing realisation across the sector that a CPD [continuing professional development] culture is absolutely essential – our 350% increase in training provider partners is evidence of this.

The first part of Sport England’s strategy rollout will help us with identifying the professional development penetration as as they develop research and insight capabilities.

6 How many S&PA sector training providers are there currently?

When thinking about “training providers” CIMSPA always includes universities and colleges within that identity as they are a vital part of the workforce project. In fitness alone, this number is North of 500. There isn’t a typical “type” either – some will deliver across the sector; others are very niche to a single job role.

The combined total across the sector is difficult to quantify and is continually growing as our remit expands into other parts of the sector. We will also engage

with non sector-specific providers who offer training in areas such as management, customer services, sales. But, whatever the subject, these providers will have to work within CIMSPA’s quality assurance system – that’s the key to success.

7 Outline the challenges ahead for CIMSPA.

Size and complexity are the two key factors in this equation.

Our sector is big, with a workforce of about 400,000, so our plans to deliver targets need to be sufficiently resourced – it’s a simple capacity issue. But,

complexity also needs to be addressed. Ours is a wonderfully diverse and complex part of UK plc. Our workforce covers from highly specialised coaching and inspiring roles through a range of management functions, all the way to hard technical careers.

This complexity means that one size certainly doesn’t fit all – the “cookie cutter” approach isn’t a route to quick wins.

As we succeed through our employer partners in bringing such a diverse workforce into membership and engagement, delivering valuable membership services to each segment will need careful focus.

IN DEPTH

AGENDA

on the professional workforce agenda, I like to think that we could have avoided that situation...We sort of missed the boat a little bit where that's concerned."

However, he added, rectifying the government view of S&PA as a bona-fide career option is part of "an ongoing piece of work by CIMSPA" with "significant improvements already made" and "the collective voice of the sector behind us". "It's already happening," Armstrong says.

Much of the heavy lifting in taking the strategy forward is coming down to CIMSPA. But the "hows" are not defined in the strategy.

"I think the 'how' is partly up to CIMSPA," says Sport England CEO Jennie Price. "I think what we can do is to really back the concept of having a well-qualified workforce and a really coherent career path that's going to attract people from lots of different backgrounds.

"And I think CIMSPA recognises it's on a growth trajectory – to get sustainable, it has to be on a growth trajectory. And I'm a great believer in

Getting there: the process

How did Sport England take the temperature of the S&PA sector and incorporate its aspirations, ideas, opinions and insight into 'Working in an Active Nation'? Caroline Fraser, Sport England's workforce director, explained the approach to ensuring that all kinds of voices were heard: "We wanted everybody: everyone from more traditional sports organisations – national governing bodies, the county sports partnerships, large employers, medium-sized organisations, leisure centres and newer areas like outdoors."

It was also important to Fraser to look beyond the sector to others such as charities, education, health,

leisure, retail and the private and voluntary sectors. "We wanted to get good reach; we wanted to make sure we were talking to everybody who could make a difference in this strategy," she says.

"We then went out to individuals and had a series of think tanks to make sure we were geographically dispersed." The think tanks were held in Leicester, London and Manchester, and were used to "invite people who maybe we hadn't gotten to speak to on a one-to-one basis but also to test our thinking so far... They were absolutely invaluable".

The live events were managed by an external agency, which then drafted the collated information

into an initial document, which was then edited and polished by Sport England's Stuart Armstrong.

"I was impressed by the diversity of the consultation process," said Richard Millard, chair of CIMSPA's Professional Development Board and partnership director at Places Leisure.

"I think that's been a real benefit. Our sector is unusual in that it covers a whole range of products and opportunities... So we've had to come up with a strategy that reflects those needs.

"And I think the consultation process played a major role in doing that. The breadth of the consultation was absolutely key."

8 How many employees does CIMSPA have currently?

CIMSPA is a lean, focused team of 15 at moment, with two more onboarding later this year.

Our plan is to deliver targets through partnerships rather than creating a much larger central organisation. So, for example, we are developing a flexible quality assurance function.

Within that is a team of seven sessional external quality assurance assistants growing fast to meet a complex need – checking and accrediting education products that range from a three-hour continuing professional development to a four-year degree.

9 Please describe CIMSPA's involvement and participation in the consultation/s and think tanks leading to the creation of the strategy.

This consultation process was a key phase in the strategy's creation – making sure a range of opinions were captured. CIMSPA led specialist breakout sessions at each roadshow event, and we helped engage members and partners with the consultation.

10 What role will CIMSPA play in the diversification of the workforce?

CIMSPA's clear view is that diversity and inclusion is a big challenge for the sector – making

sure our workforce truly reflects the communities they serve. Our labour market intelligence data suggests we have some way to go to reach this goal. Our first steps though should be self-reflective. So, here at CIMSPA we have adopted a diversity action plan with targets set out to 2020. We're looking forward to seeing the rollout of the inclusivity parts of the strategy, in particular the planned Workforce Diversity Fund – our members and partners will likely be early applicants for this. Finally, we are actively engaged with specialist organisations in this field such as Activity Alliance, to ensure that their voice is heard in our consultations.

11 How does CIMSPA see its involvement in the development and execution of the bespoke leadership and management training called for in the strategy?

We've a head start here as the sector has already agreed its management professional standards which can now be used to create CPD and training to step up the quality of leadership and management across sport and physical activity. And of course, CIMSPA has already built a nationwide network of quality-assured skills development partners to deliver this into the workplace – all actions which will raise the bar towards a recognised and respected profession.

By the year
2023

our sector will be recognised as a pioneer in transforming the diversity of the strategic decision-makers and leaders within the workforce.

SOURCE: WORKING IN AN ACTIVE NATION STRATEGY

[that] if you want significant growth, you have to set significant targets,” Price says, referring to targets set for CIMSPA in, among other points, employer partner growth.

“What we’re trying to do with that target,” she continues, “is create a climate where we’re challenging both CIMSPA as an organisation and people who are thinking ‘Do I join that? Is it something growing? Is this a real trend in the sector? Is this something that could live or die?’”

“I think, when you set those sorts of targets, you make it clear this is going to be a mainstream organisation; this is going to be something even bigger. And therefore, hopefully, the target itself should give people a clear message,” Price says.

Having seen the passion and commitment demonstrated throughout the sector over the past year, Caroline Fraser, workforce director at Sport England, summed up her view of the chances for the strategy’s ultimate success.

“I think the passion and will are there if we work collaboratively and work to achieve the transformation we want,” she says.

“I don’t think it will be easy, but I believe we can do it.”

Meeting the challenge

CHALLENGE

A fragmented sector with a workforce that lacks the diversity, leadership, culture and customer-facing skills and behaviours to increase activity among a broader range of participants.

AMBITION

To ensure the people working in sport & physical activity are skilled, motivated and valued and that they’re equipped to provide the best possible experience for people who are active or want to be more active.

OBJECTIVES

A more customer-focused workforce

A workforce recognised as professional

STRATEGIC APPROACHES

Insight-led delivery | Enhanced leadership and culture | Increased diversity and inclusion | A continuously improving profession | Improved employment and career pathways

KEY ACTIONS

Professional standards | £1m investment in leadership | Workforce Diversity Fund | Workforce insight | Diversity Action Plan | 22,000 new apprentices

OPERATING PRINCIPLES

Technological advancement

Cohesion through collaboration

Learning by doing

Cross-sector engagement

Leading through consensus

IMPACT

CUSTOMERS

- Greater availability of opportunities to be more active.
- Supported by people who have a greater understanding of barriers to getting more active. Supported and encouraged by people with greater empathy and greater understanding of individual needs.
- Feel more comfortable to engage with sport & physical activity irrespective of race, ability, gender or previous experience.

EMPLOYEES

- Part of a more diverse and inclusive workforce.
- Easier to see routes into the profession and more opportunities for progression. Access to a range of high quality learning and development.
- Recognised and encouraged to progress regardless of background.
- Pride at being part of a recognised and respected profession.

EMPLOYERS

- Access to a wider talent pool of ‘job ready’ applicants from both within and outside of the sector. Benefit from the new ideas and breadth of experiences of a more diverse workforce.
- Have a more customer-focused workforce capable of working with people with a wider range of motivations and behaviours.
- Have a more responsive and flexible workforce more able to adapt and embrace new technologies and new environments.

SPORT ENGLAND OUTCOMES

More people from every background regularly and meaningfully taking part in sport and physical activity.

A more productive, sustainable and responsible sport and physical activity sector.

SPORTING FUTURE OUTCOMES

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

TECH TOOLKIT

MASSAGE THERAPY

UNDER THE PRESSURE

A new range of percussive massage technology is changing the world of therapy, as **Sue Weekes** discovered

Some may look like power tools that have no place anywhere near the human body, but percussive massage devices are increasingly being used by elite and professional athletes as well as sports clubs, teams and gyms for everything from recovery and pain relief to improving peak performance.

Percussive massage devices use rapid and short pulses that penetrate deep into the body's tissue. The massagers can relieve pain, decrease muscle soreness, loosen up muscles, improve mobility and motion as well as accelerate the repair and growth of tissues. They can be used before and after exercise and training and in between times.

In recent years the technology has become far more affordable from the days when devices cost thousands of pounds and were preserved only for the

locker room of top athletes. If you search percussion massage devices on Amazon, a range of consumer electric and battery devices will pop up at around the £30 price bracket or even less, but there is also a range of more sophisticated tools which, while used by the likes of Premier League football teams, rugby clubs and elite and professional athletes from all sports, are affordable for gyms and sports clubs.

Scott Thomas-Fitch, a consultant with Drake Global Strategy, which has worked with a number of global fitness brands, explains that he has seen personal trainers at sports clubs use such devices as a differentiator. "If you can make an individual feel energised after a training session rather than sore, it will lead to increased retention or an individual who buys a 10-session package, might go with a 15-session one," he says.

One of the products which attracted a great deal of interest at this year's Elevate show at London's ExCel Exhibition Centre was the TheraGun G2Pro. It was developed by Dr Jason S Wersland, a US chiropractor who himself suffered intense pain after a motorcycle accident and felt there was a need for an effective home or portable treatment device for patients to use. As an athlete he recognised the need for individuals to be involved in their own muscle recovery and, as a health practitioner, he wanted a less expensive and more accessible product than what was available. TheraGun costs around £549 and daily users span from elite athletes to the US Marines Corp.

However, Wersland stresses that the TheraGun is "for everyone". The real strength of percussive massagers is their ability to penetrate deep into the tissue. TheraGun explains that clinical research shows pain can be "blocked" at 2,400 percussions per minute (PPM) and the frequency with which the G2Pro delivers the pulses are based on this. Deep tissue massage is also about how strong the

“These activities sometimes result in tired muscle, aches and pains and percussive massagers are known to be helpful to improve these conditions...”

percussion is and TheraGun claims its proprietary “gearbox” is designed to withstand 80 pounds of pressure, which enables deep muscle treatment without stopping the device.

Indeed, while there are a range of devices, not all are created equally, and buyers should read up on specifications before purchasing. Thumper is another established product range and includes the Mini and Maxi Pro products as well as the Sport and Verve Thumper models, which range from £113 to £273 in price.

The company claims that the patented Thumper action is perpendicular to the body and travels a quarter of an inch deep into the muscle to release tension and knots.

“Ordinary massagers skim over the surface rubbing the skin,” says Ines Sajgalik, sales manager, Thumper Massager at Physique, one of the devices’ authorised UK distributors.

She adds that percussive massagers “chime well with the growing wellness culture” that exists amongst those participating in sport & physical activity, from beginners to elite and professional athletes. “These activities sometimes result in tired muscle, aches and pains, and percussive massagers are known to be helpful to improve these conditions,” she says.

“More professionals are also relying on the use of percussive massage devices to help them treat patients in a more efficient way. Percussive massagers loosen up the muscles before the therapist starts using their hands. In other words, they ‘save their hands’.”

Thomas-Fitch believes that percussive massage technology also helps to tackle the impact exercise can have on more “non-functional” individuals. “Many of us sit at our desks all day, and when we do functional exercise, we move in a way our bodies aren’t used to and can get sore and/or injured,” he says. “Percussive massage can help prepare such individuals for movement and enables them to get more out of their training.”



As well as percussive massagers, vibration devices are also being used to increase mobility in sports people as well as enhance recovery. Hyperice makes the Raptor percussive device, which costs around \$2,999 (UK price on application) but has also developed the more affordable Hypervolt, which uses vibration. Distributed in the UK by Live On The Edge and costing £374.99, it claims to be the first-ever high intensity vibrating roller and increases the range of motion, relieves muscle pain, stiffness and soreness and increases circulation and blood flow. It also features Hyperice’s Quiet Glide technology for a quieter massage.

The company says that in the past four years there has been a huge demand for self-care recovery training and products to support the growth in intense, challenging training and work-outs.

Anthony Katz, founder of Hyperice, explains that he started the company not only to help the world’s best athletes move and recover better, but to give “everyday people” access to the same

tools and technology used by professional and elite athletes.

“Over the past six years we have acquired substantial knowledge relative to vibration technology,” he says. “We put all of that knowledge into the development of the Hypervolt. Recovery and mobility tools are no longer used by only athletes, they have become essential for everyone from fitness enthusiasts to personal trainers and physical therapists. This was top of mind when developing this new product.”

Hyperice sees its role as an educative one as well as product developer as the global health and wellness space continues to grow.

“At Hyperice, our technology is developed and tested by the world’s most elite athletes. Now, everyone cares for their body like the pros,” says a spokesperson. “It is with this mindset that we will see the group grow.”

Similarly, Wersland describes TheraGun as an “innovation company” which is always looking for ways to improve and educate. The G2Pro is already on its second version in two years and sixth in the 10 years since he first started developing the product.

As well as the percussive action itself, further improvements are likely to come in areas such as battery length and reduced noise.

Indeed, while Sajgalik reckons electric units will remain popular, she believes that more battery-operated massagers will become available as the technology progresses and its popularity increases.

For more information on each device, visit the links provided.

TheraGun
<https://theragun.co.uk>

Hyperice
<https://www.live-on-the-edge.com/>

Thumper
www.physique.co.uk
www.pogopulse.co.uk

TECH TOOLKIT

PRODUCT ROUND-UP

SHAKING IT UP

From green energy treadmills to sleep-monitoring gym tech, industry innovation continues to thrive with the latest gear

JOIN THE RESISTANCE

The Matrix S-Force Performance Trainer claims to redefine athletic training and high-intensity interval training (HIIT). It provides scientifically-proven magnetic resistance training, which delivers a high-intensity, low impact workout. The resistance increases the harder the individual works to create a challenging and progressive workout for everyone from beginners to elite athletes. There are five resistance levels, and the S-Force is pre-loaded with the exclusive Sprint 8 20-minute HIIT workout. Matrix invited the Wigan Warriors Rugby League squad to put the kit through its paces and director of performance Mark Bitcon said after “smashing out some seriously tough sessions” it would feature in the team’s pre-season squad training.

Price: £3,995 (list price)

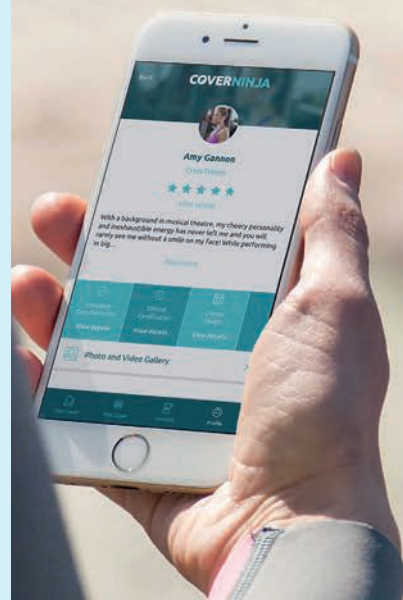
https://uk.matrixfitness.com/en/cardio/s-force/s-force



THE NINJA THAT COVERS YOUR CLASSES

Cover Ninja is a new smartphone app that allows gyms and sports clubs to more easily organise instructor cover for exercise classes. Co-founders and developers Claudia Newland and Nicola Addison, who have been heavily involved in the fitness industry as instructors and operators, say that 15% of a venue’s classes per week will require cover, which they calculate adds up to 280,000 classes each month in the UK in need of last-minute emergency or pre-arranged cover. Cover Ninja connects fitness venues requiring cover to a community of qualified and validated fitness instructors. The app sources the most appropriate instructor to cover the class using a smart filter. It can also perform functions such as download invoices and in future may facilitate payment for instructors. It is currently in pilot phase ahead of launch next year, but operators can get involved now as an early adopter by signing up at the link below.

www.coverninja.co.uk





Helping you perform at your optimum

It's ultra-slim and claims to be even smarter than previous incarnations by letting users know the optimum time for activity and rest courtesy of its pulse ox sensor. Garmin's Vivosmart 4 allows users to gauge their blood oxygen saturation levels at night to better understand their sleep quality and features the 'Body Battery' energy monitor that estimates the body's energy reserves so an individual knows the best time to exercise. Garmin says that with poor quality sleep a likely contributor to the development of some chronic conditions, the device provides users with information they can use to improve their health. Vivosmart 4 also features Garmin's new advanced sleep monitoring technology, which estimates light, deep and REM stages of sleep, along with movement through the night. When they wake up, individuals can review their sleep stats in the Garmin Connect mobile app while the 'Body Battery' feature allows users to see their energy levels at any given moment to help schedule workouts, rest times and sleep.

Price: £119.99

<https://explore.garmin.com/en-GB/vivo-fitness>



MAKING THE EFFORT TO GO GREEN

Verde claims to be the world's first energy-producing treadmill. It is from the ECO-POWR range of sustainable fitness equipment from SportsArt, which converts watts generated through exercise to AC power. This can offset a facility's energy usage and also send energy back to the local grid. As well as a treadmill, the new ECO-POWR range consists of an elliptical, upright cycle, recumbent cycle, indoor cycle and cross-trainer. SportsArt claims its products harness almost three-quarters (74%) of the kinetic energy produced during a workout. A single workout can produce up to 200 watts per hour of electricity while a "full green circuit" of 10 machines could generate 2,000 watts per hour.

Price: £5,950 (discounts may be available)

www.gosportsart.com

BE PART OF THE VIRTUAL CYCLING GROUP

Group fitness specialist Les Mills is joining forces with Stages Cycling to bring a new dimension of 'fun and functionality' to the gym with the Les Mills Virtual Bike. It features a built-in HD screen offering the popular RPM, Les Mills Sprint and The Trip group cycle classes. Riders can choose from the catalogue of Les Mills virtual cycle programmes and track and review their metrics via their preferred fitness app. The aim is to bring the benefits of group fitness to the cardio floor with a 'category-leading' virtual cycling experience, which Les Mills hopes will result in greater usage of stationary bikes and improved member retention.

Price: TBC

www.lesmills.com/uk



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EXPERT ADVICE

CLOSING THE GAP BETWEEN HEALTHCARE AND FITNESS

Active IQ chief medical adviser Dr Dane Vishnubala explains how referral will work best when fitness and health adopt a collaborative approach



Increasingly fitness professionals (FPs) are being called upon to manage clients' medical conditions as

GPs prescribe exercise before medication. We have certainly taken great strides since the inception of GP referral schemes more than 10 years ago in terms of doctor referrals and the capability of FPs in receiving patients on to their programmes. But the idea of having a GP in every gym or an FP in every surgery is a step too far.

The concept is not workable but the sentiment is right. We need to look at alternative ways to closely align GPs and FPs and forge strong working relationships for the benefit of their patients and clients. In all successful relationships, an understanding and appreciation of each other's skills, knowledge and wishes is key. If GPs and FPs can think more like each other, the scope for referring is great.

Education is needed on both sides. A study published in *The British Journal of General Practice* this year revealed GPs are unconfident in prescribing activity to patients. This is not surprising, as 55% also reported they had not received any physical activity advice training.

From an FP's perspective, it would help to have more insight into common medical conditions most likely to be presented by clients – obesity, hypertension, diabetes and mental

health issues. Common chronic diseases should be a mandatory unit in the standard Level 3 Personal Trainer qualification. I work closely with Active IQ and together we have liaised with CIMSPA to ensure the new qualifications align to the CIMSPA Professional Standard for this area. My role includes answering training provider questions and disseminating medical materials in an accessible form to break down any barriers to understanding. I'd like to see other awarding organisations follow Active IQ's example.

Meanwhile, the Public Health England Physical Activity Clinical Champions Programme has a number of GPs, sport and exercise medicine doctors, physios and nurses acting as 'clinical champions' to provide peer-led education to other health professionals and students. The Royal College of GPs has a clinical priority group looking at how it can influence physical activity and lifestyle-based issues in general practice.

Outputs here now include the new parkrun practice initiative and the soon to be released Moving Medicine online resources being created with Public Health England, Sport England and the British Association of Sport and Exercise Medicine. It's encouraging, but educating the 'next generation' of FPs and GPs will take time.

Meanwhile, we have an urgent need within our communities to raise

physical activity levels to both treat and prevent disease. As two sides of the same coin, general practice and the fitness industry should come face-to-face. GP practices and neighbouring leisure centres could each recommend one or two 'champions' to meet regularly at the surgery or gym to explain their respective scopes of work, share best practice and raise any questions. Both have the health and welfare of others at heart: working together could gain positive patient outcomes.

Finally, active healthcare professionals are more likely to give physical activity advice. The fitness industry should encourage or incentivise healthcare professionals to be active to, in turn, prompt more physical activity advice for patients.

Dr Dane Vishnubala MBBS PGCME MRCP PGDipSEM DipSEM (UK&I) FHEA is a GP at Haxby Group in York, an NHS sport and exercise medicine doctor and Public Health England GP clinical champion for physical activity. He is also the Royal College of GPs (RCGP) clinical support fellow for Physical Activity and Lifestyle and a British Association of Sport and Exercise Medicine (BASEM) executive member.

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CIMSPA and FitPro have teamed up to offer CIMSPA members a comprehensive range of insurance products underwritten by AVIVA.

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WORKPLACE

FOCUS

Pietro Carmignani explains how some simple, but effective moves can increase your corporate fitness member sales

MAKING THE RIGHT CONNECTIONS

When an employee is physically and mentally healthy, they are more likely to feel engaged and driven in their place of work. Companies often see an immediate uptick in productivity when they offer wellness packages including corporate gym memberships. But as a fitness operator, how can you best connect with businesses and ensure they look to you, and your services, for a corporate offering that is impossible to turn down? Here are some insights on how to increase corporate memberships at your fitness facility.

SIZING IT UP

Employers are starting to recognise that the key to a productive workforce is taking a 360-approach to engagement. Health, happiness and productivity are all intrinsically linked. However, getting an inactive workforce to be active can be a significant challenge. To attract more corporate members to your facility, it is important to understand what they want and what motivates them. Is it proximity to the office? An innovative group exercise? Or something else?

At Gympass, we've learned employees often want more than the 'traditional gym'. They are looking for the latest innovations and want to feel a sense of social connection from the activities they take part in. By opting into a corporate plan, it can sometimes feel like the facilities on offer are somewhat 'standard', providing limited services which are unlikely to engage. Fitness

"You need to have senior level buy in first to ensure credibility"

providers have the opportunity to reverse this scepticism, working to highlight their unique offering and stand out to prospective members for the right reasons. For example, work with the corporate HR team to highlight unique class offerings or anything that makes you different from the average gym experience.

On the flipside, remember that many inactive workers may have never set foot in a gym and may have negative associations you need to overcome.

Similarly, they want solutions which are convenient and fit seamlessly into their schedules, looking for offerings close to home or work. The days of 12-month memberships are over. Corporates are put off by inflexible contracts, knowing that their staff will not want to feel tied down to such a plan. Fitness facilities need to reinvent their offering, providing multiple options with discounted rates. The secret is in helping corporates to feel like they are receiving a noteworthy deal that will entice employees, rather than a standard membership they could organise on their own.

The reality is that 80% of individuals do not already engage with fitness. This requires fitness providers to position

exercise as a way to improve all aspects of life. One way to communicate this message is to develop a network of brand ambassadors to act as on-site champions. They can help to create a personal link and relationship with employees, utilising word of mouth to truly showcase first-hand what your facility can do.

BUILD KEY RELATIONSHIPS

When looking to connect with a corporate audience, it is important to start by establishing support from the top down. You need to have senior level buy-in first to ensure credibility. Build a buying group with various stakeholders in the business or partner with companies like Gympass to help you establish these connections.

The advantages to providing staff with opportunities to improve their wellbeing is well documented. Fitness facilities are in the perfect position to help with this. The key to success is by creating that initial connection, appealing to preferences by truly understanding what will drive their interest. By positioning yourself as an expert, selling the benefits of a healthy workforce and showing how your facility will have their best interests at heart, you can increase the likelihood of establishing successful corporate partnerships with impressive membership sales.

Pietro Carmignani is vice president and CEO UK and Ireland at corporate fitness sales company Gympass



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LAST WORD

SPORT AMBASSADOR



Paul Davis is senior coach/coach educator at the FA and has won domestic and European football titles at Arsenal FC

CREATING CONFIDENT COACHES

I retired in 1996 having left Arsenal and spent one season at Brentford, who were a lowly second division team at the time. I didn't really enjoy the first year I was there. Within the second year, Arsenal invited me back to become a coach in the academy – so within a year-and-a-half of leaving as a player I was back at Arsenal as a coach in the academy, working with 12-to-13-year-olds at the club at the time.

I left after seven years and had the opportunity to work at the Professional Football Association (PFA). Gordon Taylor [CEO of English footballers' trade union the PFA] invited me to get involved with the coaching education side. I did coach education with the PFA for 12-and-a-half years.

I took the opportunity to go for the FA coach education job, and I was successful in the interview a couple of years ago. I have been at the FA just over two years now.

What the FA is doing is improving the pipeline of English coaches into the leagues and into the top flight, and taking them from grassroots level.

Everybody wants to be a coach in England. Everybody wants to be part of English football so the competition for spaces in coaching, just as it is on the playing side, is serious. It has been a

big issue in trying to get our coaches the opportunities to get good jobs.

The programmes need to be looked at all the time. The courses that the FA are delivering are renowned as among the best in Europe. We have got people coming from all over to be on our courses. The standard of education needs to be right up there with the best in the world and we've got products – programmes – that are giving candidates good learning and good opportunities to develop.

The courses have changed a lot in terms of them now being more user friendly. People that come on the courses get to learn an awful lot – but they also get to learn within their own environment. Whereas 10 or 15 years ago a lot of the learning was on the programme, a lot of it is now done in their place of work. We go out and support them within their place of work – so they are working with their own players in their own facilities and learning under that umbrella.

The programmes are mainly centred around the student and their circumstances; whereas in the past it was 'this way

or the other way', now it's more tailored for each individual.

That's been the main reason why I believe the courses are better and we're producing better coaches, although we still have a problem where the coaches aren't necessarily getting the opportunity to work.

I feel British coaches are at a disadvantage at the moment in terms of getting the opportunity of putting themselves in front of a decision-maker. Because football clubs are privately owned, a lot of clubs will have who they want in their mind before there's any interview.

There's a lot of people who are more than capable to go to a job interview and give a good account of themselves.

So not just the FA, but the game itself, the Premier League and the Football League need to look at ways of giving opportunities to a wider section of candidates. We have definitely got good coaches, just as we've got good players – but they need the opportunity to show those capabilities.

Paul Davis was speaking to Graham Simons



Davis won many honours at Arsenal



- Increased Energy
- Boost Immune System
- Better Digestion
- Better Sleep
- Increase Antioxidants
- Reduce Fatigue
- Improves skin condition



LAST WORD

SPORTING LIFE



We talk to **Dr Steve Mann**, head of healthy communities, Places Leisure about his life working in the sport & physical activity sector

FOR THE HEALTH OF THE NATION

WHEN DID YOU KNOW YOU WANTED TO WORK IN THIS SECTOR?

Initially I wanted to work in sports science in elite sport but halfway through my degree I realised there might be an opportunity to apply similar principles to a far greater population who probably needed it a lot more.

WHAT WAS YOUR FIRST JOB IN THE SECTOR AND HOW DID YOU COME INTO IT?

Research manager at ukactive. Although I'd been working at what was the Fitness Industry Association that then became ukactive during my PhD and all the research I completed had been in leisure centres throughout my career.

WHO IS YOUR ROLE MODEL IN SPORTS AND LEISURE?

My PhD supervisors Professor Alfonso Jimenez and Professor Chris Beedie. They both worked in the fitness industry for many years applying their research principles into industry...

They believe in entrepreneurship with scientific rigour.

WHAT DO YOU LOVE MOST ABOUT YOUR CURRENT ROLE?

The stories – I love working with the

people, who are delivering sessions day in, day out here and inspiring the things that the Places Leisure team are delivering. Programmes and interventions for people that need it the most and changing people's lives on a day-to-day basis.

WHAT WOULD YOU CONSIDER TO BE THE MOST BRILLIANT MOMENT OF YOUR CAREER?

Presenting some research I'd done on children's activity levels over the summer holiday period directly to **Jeremy Hunt** when he was the health secretary and then watching that influence both policy and practice at a national level.

WHAT'S YOUR ULTIMATE CAREER GOAL?

To provide evidence-based programming to meet the needs of everybody.

“My role is [working with] our partners to find solutions that create active places and healthy people”

WHAT IS YOUR SIGNATURE DISH?

Beef Wellington – though my young daughter likes my Bolognese.

WHAT'S THE BIGGEST CHALLENGE YOU FACE IN YOUR JOB TODAY?

The same challenge that local authorities themselves face, which is that it needs to do more with less. Fundamental to my role is standing shoulder to shoulder with our partners to find solutions that create active places and healthy people.

WHAT WOULD YOU REGARD AS YOUR THEME TUNE?

It would have to be **Lucky Man** by **The Verve**.



LAST WORD

SPORT BY NUMBERS



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This issue... Great North Run

The **38th Great North Run** took place from Newcastle upon Tyne to South Shields on **9 September**

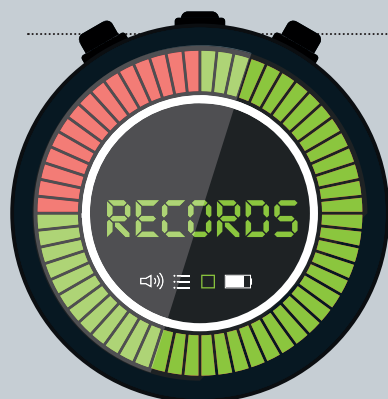
13.1 miles - Newcastle to South Shields

Founded by former Olympic **10,000m** medallist Brendan Foster, the first edition of the Great North Run began with **12,000** competitors in **1981**



The event is the **largest half marathon** in the world, with **57,000** entries according to the latest figures

Competitors can **walk, jog or run** the North-East route and it is **open to both elite and amateur** athletes



Men's - **58mins 56secs**
2011 Martin Mathathi (KEN)
 Men's wheelchair - **41mins 19secs**
2018 David Weir (GBR)
 Women's - **1hr 5mins 39secs**
2014 Mary Keitany (KEN)
 Women's wheelchair - **48mins 44secs**
2017 Manuela Schar (SUI)
 Tracey Cramond from Darlington became the **1 millionth** person to complete the race in **2014**

British running star **Mo Farah** has won the Men's race **5 times**
David Weir has landed the Men's wheelchair race **7 times**
Mary Keitany, Britain's **Liz McColgan** and Australian **Lisa Martin** have won the Women's race **3 times** each
 Ex-British Paralympian **Tanni Grey-Thompson** has **8** Women's wheelchair victories to her name

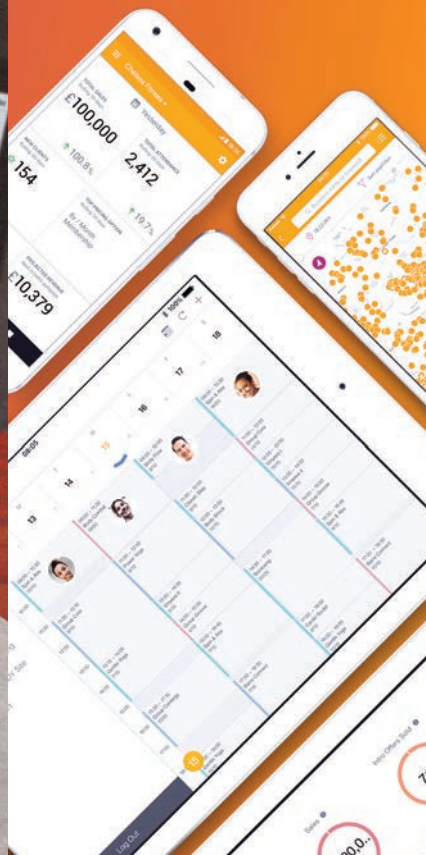
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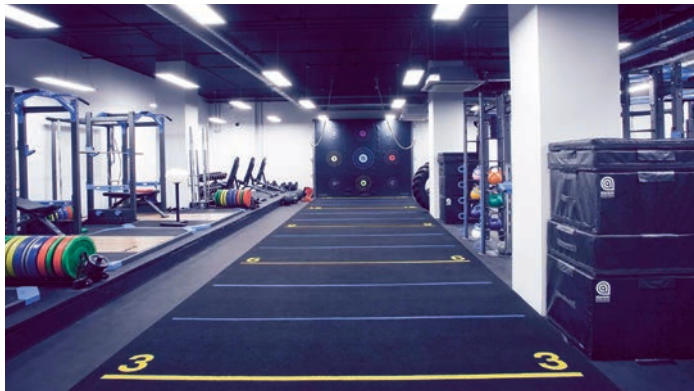
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