

CYCLE OF LIFE

Battling dementia with exercise

p24

A NEW CHALLENGE

Mark Tweedie FCIMSPA

p28

WE CAN WORK IT OUT

Actor and PT Tom Scanlon

p43

S&PA Professional

ISSUE 32 WINTER 2018-19

CIMSPA

CHARTERED INSTITUTE FOR THE MANAGEMENT
OF SPORT AND PHYSICAL ACTIVITY

THE SPORT & PHYSICAL ACTIVITY INDUSTRY MAGAZINE





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"When I spoke to the people here at Active Northumberland, I was convinced there was a unique, collective appetite to make a real difference. I could have gone for a easier life, but I thought 'No, let's do it.'" (p28)



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Chris Grant

Tara Dillon

Dr Zoe Williams



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UPFRONT

EDITORIAL

► DeeDee Doke

Onwards we go!



Challenges and change awaits in 2019, but the industry will continue to thrive

Happy 2019! And how was 2018 for you? What reflections and learnings from the past year are you going to apply to taking you, your business and career forward in the next 12 months?

In this issue of *S&PA Professional*, hear from leading organisations in our sector about what lies ahead in 2019 and what will colour their agendas.

It'll come as no surprise that the large question mark which is Brexit will hover over the landscape for many of us, but its ultimate impact remains to be seen.

Elsewhere in the issue, get the lowdown on climbing walls from

journalist Caroline Roberts and learn about the exciting opportunities for later life wellbeing delivered through, literally, a trip down memory lane, as reported by Roisin Woolnough.

In addition, our assistant editor Patrick Appleton travelled north to meet Mark Tweedie FCIMSPA of Active Northumberland and get the scoop on the CEO's plans for creating a hub of customer-focused activity across the vast, lightly populated county.

And CIMSPA has just entered a new realm of partnership and recognition through a trailblazing relationship with the military that will see the two entities link up to increase jobs and personal development in the sector.

On p6, read about our professional body's connection with the Royal Air Force and how it will provide civvy street careers for highly-trained Physical Training Instructors.

All the best for the coming year!



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

EDITORIAL

Editor DeeDee Doke

Assistant editor

Patrick Appleton

Designer Nicholas Daley,

Will Williams

Production editor

Vanessa Townsend

Contributors Graham Simons,

Sue Weekes, Roisin Woolnough

Picture editor Akin Falope

Publishing director

Aaron Nicholls

ADVERTISING 020 7880 6230

Sales Annabel Boorman-Shiffer

annabel.boorman-shiffer@

redactive.co.uk

PRODUCTION

Production director

Jane Easterman

Senior production executive

Rachel Young

SUBSCRIPTIONS

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

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CIMSPA ENQUIRIES

Chartered Institute for the Management of Sport and Physical Activity, SportPark, Loughborough University, 3 Oakwood Drive, Loughborough, LE11 3QF

Tel 01509 226 474

E-mail info@cimsa.co.uk

Web www.cimsa.co.uk

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CIMSPA
CHARTERED INSTITUTE FOR THE MANAGEMENT OF SPORT AND PHYSICAL ACTIVITY

S&PA News

A round-up of the latest developments in the industry

RAF AND CIMSPA JOIN FORCES ON PHYSICAL TRAINING STANDARDS

By DeeDee Doke

The Royal Air Force School of Physical Training (SofPT) has joined CIMSPA as both Employer Partner and Skills Development Partner, and aligned its physical training to CIMSPA professional standards.

RAF Physical Training Instructors (PTIs) who complete their specialist training course will be immediately job-ready for a second career when they later leave the military for civilian life.

The SofPT delivers a 28-week training course to qualify selected RAF recruits as PTIs. The course covers class instructional techniques across a range of physical domains and human performance, the effects of exercise on the body, leadership, coaching, sports administration and officiating.

The Personal Trainer, Gym Instructor and Core Group Exercise Instructor elements of the PTI course are now

aligned to CIMSPA professional standards.

RAF Flight Sgt Ronan Archbold of the school told *S&PA Professional* that the move to align with CIMSPA was linked to “a massive air force initiative to applying apprentice schemes to all of our training”.

“As a result, at SofPT, we’re following suit,” Archbold said. CIMSPA was identified as preferred provider of such training, and “we made contact 12 months ago”.

Only 30 airmen undergo the SofPT’s specialist training every year after being heavily vetted for physical and mental capability and demonstrating the standards of a Junior Non-Commissioned Officer (JNCO), as they graduate from their course at three ranks higher than their fellow airmen peers.

The roles they fill after graduating include aircrew conditioning, delivering Survive, Evade, Resist & Extract training, parachute training and exercise and



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rehabilitation instruction.

“We’re very selective,” Archbold said.

The first cohort of airmen armed with CIMSPA endorsements graduated on 5 November at RAF Cosford, West Midlands. However, CIMSPA and SofPT have had enquiries from previous graduates who would like the endorsements as well.

CIMSPA’s education and apprenticeships officer Natasha Eason said: “Ex-servicemen who have completed the RAF PT course can apply for membership through the normal channels and will be accepted via approval of their qualification certificate.”

Asked if aligning the training and qualifications between the civilian and military organisations

required significant adjustments for the RAF, Archbold said no. “It probably complements what we provide,” he added.

CIMSPA CEO Tara Dillon said of the new partnership with the RAF: “It’s testament to how the School of Physical Training have the long-term career interests of their personnel at heart with how they pro-actively approached CIMSPA to benchmark their course against the sector’s professional standards. This is a perfect example of the long-term career pathways the employer-led CIMSPA professional standards project is putting in place.”

Discussions are underway between CIMSPA and the Army and Navy about similar alignments of qualifications and standards.

UPFRONT

S&PA NEWS

QUEST NBS AND CIMSPA CONFERENCE 2019

Featuring high-profile speakers and in-depth knowledge sharing, the Quest NBS and CIMSPA Conference 2019 will be held on 27-28 February at Chesford Grange, Warwickshire. Day 1 will be led by Quest, and Day 2 by CIMSPA.

CIMSPA's five-year vision and strategy for driving a recognised and respected profession for the sport & physical activity sector's workforce will be the theme of the day on 28 February. The roll-out of the Sport England workforce strategy, 'Working in an Active Nation', and CIMSPA's key role in delivering it will be high on the agenda.

The CIMSPA-led day will also feature several seminar streams including Education, Innovation and Transformation.

The Quest-led programme will feature a variety of practical presentations around exercise referral, inclusive employment, and how to reach under-represented groups.

Said Caroline Constantine, Quest operations director: "The Quest conference has been so successful with the demand for places great, unfortunately we have had to turn people away over the past three years. Due to this success,

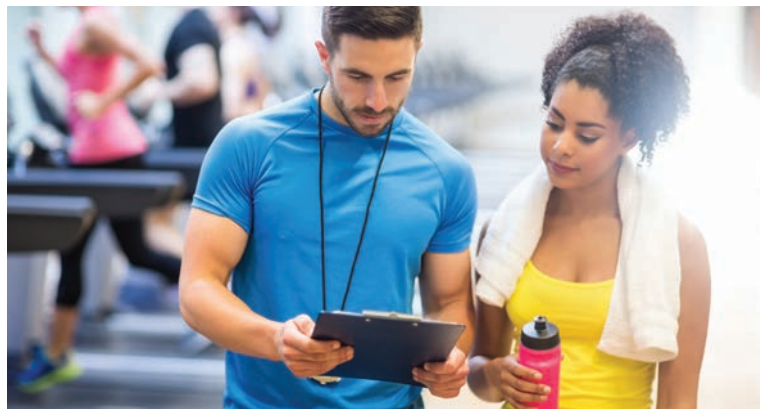
we are sticking with the same venue as the last two years, Chesford Grange...we expect this year's Quest NBS conference to be our biggest ever with upwards of 400 leisure delegates."

Constantine went on to say: "In the continuing

climate of tough budgets, it is more important than ever that leisure providers demonstrate their value – in terms of service delivery, commercial returns and social outcomes – while also investing their continuous improvement.

"The aim of this year's conference is not only to provide insightful ideas to help improvement and bottom line, but also to give delegates an enjoyable day out from their demanding day jobs."

■ To book places, visit cimspa-conference.org/



CONSULTATION TO SUPPORT FURTHER PROFESSIONALISM OF THE S&PA SECTOR

CIMSPA has commissioned independent research and consultation on the potential for a sector-wide registration scheme to support qualified and competent sport & physical activity (S&PA) professionals in England.

Funded by Sport England, the research and consultation will be independently conducted by Sporting People.

The fully-independent consultation has been driven by the outcomes of the Duty of Care in Sport Review carried out by Baroness Tanni Grey-Thompson in 2017, as well as the ambitions of the Sport England workforce, coaching and volunteering strategies.

"Together," a CIMSPA statement said, "these outline a clear desire at governmental level that the English sport & physical activity sector ensures opportunities to be physically active and play sport are presented to the public in a safe and consistent way."

Speaking about the consultation project, Caroline Fraser, director of workforce, Sport England, said, "Delivering our ambitions for an

active nation needs a workforce which feels united and proud to be part of the sector, and is recognised as professional by the public.

"This consultation provides our sector with a unique insight-driven opportunity to help protect the integrity of our sector."

The views of the S&PA sector in England are sought as to whether a common approach can ensure the sector presents the end user and other stakeholders with an appropriately qualified and safe workforce in a transparent way.

The newly-formed Sporting People organisation is leading the project. Lead consultants Dan Thorp, Steve Mitchell and Rob Young have, between them, more than 60 years' experience across the S&PA sector – from advising national governing bodies through third sector sport in learning and development work.

Sporting People are keen to hear the view of the widest possible range of S&PA sector organisations and professionals. *To register your interest in being a part of this consultation, contact the project team at info@sportingpeople.co.uk*

UPFRONT

S&PA NEWS

MESSAGE FROM
CIMSPA CEOTARA DILLON ON AN
OUTSTANDING YEAR

2019 promises to be another busy and exciting year for CIMSPA. But before we look at what lies ahead, I'd like to reflect on what was a remarkable year for the sector's chartered institute in 2018:

- Membership – this grew from 3,063 in February 2017 to a staggering 10,500-plus in December 2018
- Partnerships – we are seeing strong growth in cross-sector partnerships, with employer partners increasing from 55 to 127, skills development partners rising from 36 to 135, and higher education partners growing to 14, all from February 2017 to December 2018
- Education products/quality assurance – we have endorsed 344 sector-wide qualifications as well as 525 CPD units. We completed the higher education partnership pilot and are preparing to launch our degree-endorsement product. Our quality-assurance system is up and running, with more than 20 training providers assessed
- Professional standards – we have defined and published 27 professional standards for roles ranging from personal trainer, swimming teacher and coach to safeguarding and protecting children, aspiring managers and general managers.

So, what's next? We will continue to work with Sport England to deliver the professional workforce strategy and will still play a key role in this organisation's Coaching Plan for England.

This year also marks the start of our new five-year strategy, which must align with the needs of the sector. It's tough out there. Continued cuts, minimum wage and the increasing cost of living means operators have to deliver more for less. Set against this backdrop, the need for the right people with the right skills is more important than ever.

Thanks to your continued support, we've enjoyed some fantastic achievements over the past year, and with your backing we will continue to serve the needs of our members and the wider sector during these challenging times.

'REGENERATE HIGH STREET'
USING PHYSICAL ACTIVITY

Creators of built communities must think about redesigning urban infrastructure with a view to promoting physical activity, a London audience has heard.

At the same time, boundaries between indoor and outdoor spaces must become more fluid, and "people need to think about 'space' collectively from the time they step outside their door", said Charles Johnson, director of property and facilities, Sport England.

Speaking at the WHY Sports Conference, 'Investing in Facilities and Infrastructure 2018: Design, Develop and Deliver', Johnson said a joined-up approach is needed to ensure underused spaces are put to use to promote activity. Benefits could even extend to improving the national economy, he added.

Pointing out that "a lot of space in retail" was currently vacant, Johnson said: "I think sport &

physical activity (S&PA) has an opportunity to regenerate the high street. There's a real opportunity to be part of the solution."

Also, a strong case stands for putting health and wellbeing at the core of communities by creating co-located central community hubs featuring activity centres, GP surgeries, primary care trust social services, libraries, and Johnson said, "some even have local police stations". Co-locating such facilities and creating a central hub and destination, Johnson went on to say, "isn't theory anymore".

Any investment in S&PA facilities needs to provide flexible space to ensure that as the popularity of certain sports and activities wanes, the space they occupied can be easily adapted for new favourites, Johnson urged further.

By DeeDee Duke

UPFRONT

S&PA NEWS

ARGENT AND MONKHOUSE JOIN CIMSPA BOARD

Jon Argent and David Monkhouse have been elected trustees of CIMSPA's board in the organisation's first election conducted by electronic voting.

Argent (pictured, right) is national partnerships director for GLL (see p15). Monkhouse (left), who was re-elected, is co-founder and director of Leisure-net.

They were elected from a field of six candidates, which was the most ever for a trustee election. More than 600 votes were cast in the election, of which the results were announced at CIMSPA's AGM on 18 September in Bicester. The electronic



voting was supervised by the Electoral Reform Society.

The pair join chair Marc Woods, treasurer Lisa Forsyth, Sandra Dodd, Manos Kapterian, Nick Masson, Malcolm McPhail, Tracy Rea and Rowena Samarasinhe on CIMSPA's board of trustees.

CONTRACTS AND DEALS

WELSH LEISURE CENTRE GETS £936K INVESTMENT BOOST

A £936,000 investment aimed at renovating the leisure centre facilities at Jade Jones Pavilion in Flint, Wales has been announced.

Aura Leisure and Libraries Limited, Flintshire County Council and Alliance Leisure have joined forces to transform and extend the fitness facilities, along with a full renovation of the swimming pool changing village.

EVERYONE ACTIVE AND MOREYOGA LINK UP

CIMSPA partner Everyone Active has signed a deal with London's largest boutique yoga brand, MoreYoga. The agreement will see MoreYoga operating out of a number of Everyone Active centres in London and the South East, with the first site launched at Marshall Street Leisure Centre in October.

SPORT FOR CONFIDENCE TO HELP CARERS GET ACTIVE

Southend-on-Sea Borough Council and NHS Southend Commissioning Group has hired Sport For Confidence to deliver workshops focused on getting active.

Delivered by occupational therapists, workshops will encourage discussion groups to hear from the carers themselves on the barriers they face trying to access sport & physical activity.

FENLAND AND FREEDOM LEISURE AGREE 15-YEAR DEAL

Fenland District Council has enlisted Freedom Leisure to take over the running of four leisure centres in the district. The investment from the 15-year partnership will improve facilities aimed at helping people to live healthier, more active lifestyles.

WAVE MAKER: INSPIRE FITNESS

A fitness centre in Wiltshire is leading the way in helping to use physical activity as a tool to stave off the increase in type 2 diabetes, as **Graham Simons** reports

The owner of a Wiltshire-based fitness centre has widened its clientele to include all of the local community in a bid to drive down type 2 diabetes.

This September, Ruth Green, the owner of Chippenham-based Inspire Fitness, decided to open her ladies-only fitness studio to the whole of the local community regardless of age, gender or ability.

The centre, which originally opened 12 years ago, has already seen a 14% increase in membership since the switch.

A key reason for that growth in membership has been not just due to a higher number of potential customers but the installation of an eight-piece eGym strength circuit replacing the centre's outdated strength equipment.

Green told *S&PA Professional* the equipment also offers a fitness programme

specifically for diabetics: "I think it's far too important to not give men access to that

programme. We're not going to have an NHS if we don't do what we can to deal with diabetes – so it was to give everyone the chance to use that programme."

Green added the centre's equipment is very different to any other available to people in the community.

"Our biggest difference is people walk through the door and think 'gosh, this is so different. It feels so different'..."

"I've had a number of ladies telling me nearly every day – since we put this new equipment in two months ago – 'oh, my knees don't hurt anymore' or 'my back's better'. I had one lady yesterday say she had an appointment booked with her consultant to book her knee replacement and she said: 'I don't want it anymore'."



UPFRONT

MOVERS & SHAKERS

ALLIANCE LEISURE



André Thomas has joined **Alliance Leisure Services** as business development manager for South East England.

Thomas joins Alliance from Fusion Lifestyle, where he held the role of group business development manager. He has more than 20 years' experience in the private, public and trust sectors.

His new role will see him help clients develop and deliver innovative facilities that are operationally effective and financially viable.

ENERGIE FITNESS

Budget operator **énergie Fitness** has named **Neil King** as its new CEO.

King, the former MD of 1Life, joined **énergie** in January this year as chief operating officer, to support the business as it gears up for sale.

The new appointment completes a top team reorganisation, which sees chair and founder of **énergie Group** Jan Spaticchia become executive chair, with a focus on group direction and expansion.

CIRCADIAN TRUST

Circadian Trust has announced the appointment of **Phil Boobier** as chair of the organisation's board of trustees.

Circadian Trust is a not-for-profit organisation, which operates five lifestyle centres and one dual-use sports centre in partnership with

South Gloucestershire Council.

Since 2013, Boobier has been an independent director and chair of Sphere Leisure, the charity's commercial trading arm.

Boobier takes over from Ross Parker, who has stepped down after a year of leading the board to accept an opportunity overseas.

MYZONE



Myzone, a provider of wearable technology solutions for the global fitness sector, has appointed the former CEO of **ukactive** **David Stalker** as CEO for the EMEA region.

Stalker has previously held senior-level roles at organisations such as **Bladerunner**, **Leisure Connection** and **CIMSPA**. Most recently he has been CEO of trampolining provider **Oxygen Free Jumping**.

Stalker will lead the EMEA executive team to expand its direct operations into mainland Europe, whilst continuing to support its existing **Myzone** partners.

He will work closely with **Myzone** founder and group CEO **Dave Wright** and sit on the **Myzone** board.



GOVERNMENT

Mims Davies has replaced **Tracey Crouch** as sports minister.

Crouch resigned in protest following the Budget – which saw the decision to cut stakes on fixed odds betting terminals delayed by six months – saying that it would cost lives.

Eastleigh MP **Davies** is a keen runner, completing the London Marathon in 2017 on behalf of charity **Cardiac Risk in the Young**.

She is also former chair of the All Party Parliamentary Group for Running.

UK SPORT



CEO of **UK Sport** **Liz Nicholl** is to step down next summer after eight years in the role.

Nicholl joined the organisation as director of elite sport in 1999, two years after its establishment, and was made CEO in September 2010.

YMCA AWARDS

CIMSPA awarding organisation partner **YMCA Awards** has appointed **Paula Wells** as its new director.

The former operations director of fitness education provider **Premier Global NASM**, **Wells** brings a wealth of experience to her new role, which spans over 15 years in the health, fitness and wellness sector. **YMCA Awards** qualifications are delivered by more than 300 education providers globally.

UPFRONT

Source:  Powered by
DataHub

MAKING A DIFFERENCE

Harnessing the social value of sport & physical activity (S&PA) is a key collective goal for the industry and as the latest data shows, it has enjoyed solid growth in the past year. Analysis conducted across 2,100 sites between November 2017 and October 2018 shows that the total participants engaged in the sector has grown by 8%, producing an increase of 9% social value financially.

DataHub's social value calculator (SVC) uses operator and academic data, alongside sector-wide benchmarks to illustrate the economic value and impact physical activity has in the local community. As the figures show, S&PA continues to make a difference across the UK, improving health, subjective wellbeing and even playing a part in stabilising the reduction of crime in local areas.

TOTAL SOCIAL VALUE GENERATED (NOVEMBER 2017 TO OCTOBER 2018)



SOCIAL VALUE

£1,097,388,538

£1,006,943,847

Change

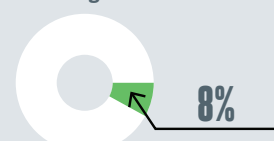


PARTICIPANTS

£2,780,758

£2,574,834

Change



BREAKDOWN OF SOCIAL VALUE GENERATED (NOVEMBER '17 TO OCTOBER '18)

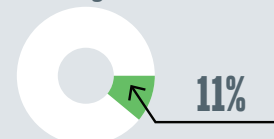


IMPROVED HEALTH

£169,412,512

£152,712,733

Change



IMPROVED SUBJECT WELLBEING

£899,800,942

£825,540,075

Change

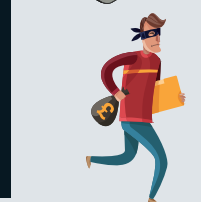
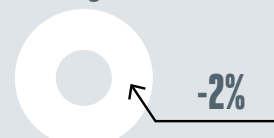


IMPROVED EDUCATIONAL ATTAINMENT

£27,523,886

£28,042,359

Change

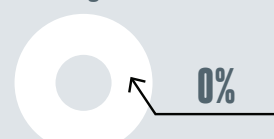


REDUCED CRIME

£651,196

£648,679

Change



KEY

- Last 12 months (17-18)
- Previous 12 months (16-17)

IN DEPTH

CIMSPA UPDATE

PUTTING FAITH IN OUR YOUTH



We have enlisted 14 members to our new advisory group giving young people the chance to have a say in the future of our sector

'actual degree' and I struggled to find a relevant placement/job after graduating from university. Working with CIMSPA gives me an opportunity to help to develop and reshape the sport & physical activity sector.

EMILY WARNA, 23 YEARS OLD

I'm studying politics and economics at the University of Bath and have completed my Level 2 and 3 Personal Training qualifications with the hope of building my base knowledge for a career in the industry.

I want to act as the eyes and ears for CIMSPA, so they can stay up to date with what's going on amongst young people and act accordingly. I hope I can also use my interest in technology to update CIMSPA on what's going on at the intersection of the sport and tech world, which is changing so quickly.

SAMANTHA RICHARDS, 17 YEARS OLD

I'm studying a btec Level 3 course with Arsenal Football Club, which means I play, coach and study. I coach a range of abilities from primary school to player development stages, disability and mental health sessions.

I can't think of my future without sport. I love football, and I volunteer for Street Child United. I represented England in the charity's World Cup in Moscow and at a tournament in Portugal. I'm currently creating a book of poems written by street connected children from across the world.

JACK COGHLAN, 18 YEARS OLD

I'm an apprentice at the Central London YMCA Club working towards my Level 3 Personal Training qualification. I volunteer at a local primary school setting up classes and teaching the kids. I also work in a health club.

I've represented London in Gaelic football and hurling, represented my school in football tournaments and games, and represented the county in long jump and 200m.

I have a passion for football and have played on two professional football teams at youth level.

ATANAS NIKOLAEV, 24 YEARS OLD

A sports management graduate from Bournemouth University, I'm a research officer for Lee Valley Leisure Trust providing business support to 14 sport and leisure venues. I'm also actively involved with the European Association for Sports Management. People have told me sports management is not an

Over the past few years, CIMSPA has experienced a dramatic increase in membership and we now represent the interests of thousands of sport & physical activity (S&PA) professionals. Our new Youth Panel will help to ensure further diversity by representing the voices of young people involved and interested in S&PA.

The members of the new panel range from higher and further education students and apprentices to volunteers and sector employees. Aged 16 to 25, the panel will provide strategic guidance to our board of trustees, acting as a sounding board and constructively challenging stakeholders to influence our policy and direction.

Young people are our future workforce and it's essential that we engage with them so we can adapt and innovate to meet their needs, and we will all reap the benefits as a result. Meet some of our CIMSPA Youth Panel:



SHARING THE LOAD

CIMPSA's Head of Education Colin Huffen explains how the professional standards are being developed to equip practitioners with the knowledge and skills needed to succeed in the current landscape

As an increasingly ageing and inactive nation, our population's health is in decline with more people contracting one or multiple long-term conditions and co-morbidities.

It's a depressing statistic, but there has been a significant rise in the number of people with three

or more health conditions, from 1.9 million in 2008 to a predicted 2.9 million in 2018. Common conditions range from diabetes, cancer and coronary heart disease to dementia, osteoporosis and mental health issues.

Leading organisations from the sport and health sectors including Public Health England, Department of Health and Sport England

have identified this as a significant challenge that we need to address together.

CIMSPA were asked to consult with leaders and practitioners from both sectors to agree how we can develop a workforce that will be able to provide world class services to meet increasingly diverse future demand.

The Working with People with Long Term Conditions Professional Standard is the product of our consultation across the health and sport sectors. It provides practitioners with the framework of skills and knowledge required to work with people with single long-term conditions or at high(er) risk of developing a long-term condition and people who present with co-morbidities and multi-morbidities.

We aim to publish it shortly and then our education partners will align their current products or develop new ones to meet this new standard and seek CIMSPA endorsement. It will also help develop a Physical Activity Practitioner Apprenticeship Standard.

But our professional standards aren't just being used to inform education development; some employers are using them as a recruitment and training tool, measuring the current performance of their teams and identifying areas for development.

The Working with People with Long Term Conditions Professional Standard is part of the latest batch of standards comprising Pool Plant Operative, Assistant Swimming Teacher, Working with Children 0-5 and Strength and Conditioning Trainer that are due to be published shortly.

To view the full list of professional standards, visit www.workforce.org.uk

On the horizon for development in 2019

- Progression from working with people with long-term medical conditions.
- Working in a community sport environment
- Working in a talent development environment/talented athletes/players
- Working with people in a high performance environment/high performance athletes/players
- Wellness practitioner (Yoga, Pilates, Tai Chi)
- Health navigator
- Martial arts
- Working with anti, pre and post Natal
- Performance analyst
- Delivering sports events
- Supporting the teacher inside the curriculum
- Sports technical standards x 45

IN DEPTH

CIMSPA UPDATE

BROADENING HORIZONS

A new CIMSPA-endorsed qualification, allowing sport & physical activity professionals to conduct health checks to an NHS standard, could open the doors to a wealth of opportunities for the sector

Launched in 2009, the NHS Health Check programme is designed to spot the early signs of non-communicable diseases such as stroke, kidney disease, heart disease, type 2 diabetes or dementia in adults in England aged 40-74. Yet less than 50% of those eligible have had a health check, which is usually conducted by a GP. The low uptake has prompted calls from the NHS for the checks to be carried out in alternative environments.

Simon Alford, senior lecturer in Preventative Medicine at University of Central Lancashire (UCLAN), has developed a new qualification giving sport & physical activity (S&PA) professionals the knowledge and skills to complete preventative health checks on members of the public to the necessary standards. With a background in leisure management, Alford believes S&PA professionals are ideally placed to offer this service.

"With some groups of the population not regularly engaging with GP services and some GP surgeries lacking the time or resource to enable enough people to have these health checks, many people have conditions which aren't being

detected," he says. "Offering health checks in a leisure setting would place people in an environment where they can also receive support as part of a seven-day service."

REASSURANCE FOR THE HEALTH SECTOR

The Certificate of Competency in Health Check Assessment (COCHA), launched by UCLAN'S School of Medicine, is delivered by clinically trained staff to reassure commissioners, GPs and other medical professionals about the ability of leisure providers to deliver health check programmes.

The COCHA training is designed to sit within the new CIMSPA standards framework and has been endorsed with 10 CPD points. The five-day training – completed over two weeks – covers the NHS Health Check standards (BMI, blood pressure, cholesterol, CVD risk score) with additional training to assess blood glucose, pulmonary function and blood oxygen. Communication skills, motivational interviewing and behaviour change are a central focus of

the training. COCHA training is open to those with qualifications such as gym instructor, personal trainer or with a lifestyle management qualification. Course graduates will have to undertake annual refresher training to keep up to date with the latest practices.

The qualification has attracted interest from both operators and commissioners. Local authorities pay GPs up to £30 per health check, so offering health checks in a leisure setting has the potential to save money while reducing demand on GP services.

It can also increase footfall to sports and leisure facilities, giving operators the opportunity to engage with new audiences. Ultimately, it has the potential to provide direct pathways to facilitate lifestyle changes with exercise professionals. UCLAN are looking to conduct studies to measure the impact of the health check training and its implementation in conjunction with a leisure offer (subsidised 12-week membership).

"Commissioning S&PA professionals to conduct NHS health checks has the potential to generate income and have a long-term impact on health and social care outcomes," says Alford.

For more information, contact Simon Alford at salford@uclan.ac.uk or simonalford@yahoo.com



KEEPING UP THE GOOD WORK

With more than 30 years' experience in the sector, Jon Argent is national partnerships director at GLL and was recently elected to the CIMSPA board

Why have you joined the board?

I am passionate about the sector and making a positive contribution to its future. And it feels as though we are now at a watershed, particularly following Sport England's investment and the recruitment of Marc Woods, our new chairman.

This is not only an exciting time for CIMSPA, it's our time to really grip the agendas and to launch the Institute forward in a rapidly growing and important sector, and I'd like to play a small part in that.

What experience do you bring and how can you make a difference?

I've worked in leisure for more than 30 years now in a variety of roles, starting my career as a casual lifeguard. And I've been a long-time supporter and advocate of our sector and its representative bodies. I first joined ILAM (Institute of Leisure and Amenity Management) in 1988, remaining a member until CIMSPA was created and

I am now a proud Chartered Fellow of our Institute. I have also been a member of the Institute's West Midlands regional board.

Further experience at board level on national and regional groups include being a member of the Quest board for the past eight years, holding the vice chairman role for Sporta for six years and I was also the chairman of Social Enterprise West Midlands for two years too.

Turning to the vision, I believe that we should drive our agenda forwards with confidence; be clear about direction and focused on priorities. The board should continue to develop and widely communicate our purpose and plans, listening carefully to the members of the

Institute and the wider stakeholder groups. Our relative medium-term financial security now allows a focus to be more on delivering long-term future plans and this positive shift sits squarely with the board and CEO to map out and implement.

What are the key challenges for operators today?

Managing within ever-reducing resources, maintaining focused strategic momentum in a rapidly changing world and explicitly aligning what we as operators can do to support broader agendas in addition to those of our own.

What do you think CIMSPA's priorities should be?

Together with a clear strategy and a level of financial sustainability, we can and should define and clearly articulate the value offer and proposition to our membership, funders and wider stakeholders.

Key tasks include ensuring that apprenticeships are embedded into the workforce, together with developing professional membership pathways for new and emerging job roles.

Also, completing the sector's Professional Standards Matrix, creating career pathways for individuals to enter and progress within the sector, and providing the industry with quality-assured training.

What does the future of CIMSPA need to look like?

The future must be bright! It needs to be resilient, purposeful and ambitious for the Institute itself and the sector it serves.



IN DEPTH

CIMSPA UPDATE

OPPORTUNITIES FOR ALL

We talk to Hilary Farmiloe, manager of Aspire's InstructAbility programme, about the launch of new industry guidelines on training and employing disabled people in the sector

Launching in April 2019, the aim of the new guidelines is to enhance the opportunities for disabled people to work in the sport & physical activity sector.

Disabled people are significantly underrepresented in our workforce and can face a range of barriers, including a lack of accessible training and recruitment practices as well as discrimination.

"We have gained a huge amount of insight over the last seven years of delivering InstructAbility, a programme created by Aspire to provide disabled people with an accessible route into the industry workforce," says Farmiloe.

Funded by Sport England and developed with training provider YMCAfit, the programme has seen more than 350 disabled people qualify as leisure professionals, with 50% of graduates gaining employment and others continuing to volunteer. Many graduates have continued to develop as professionals, establishing inclusive gyms/businesses and developing CIMSPA-endorsed inclusive training modules.

The positive impact of the

programme, however, did not always reach beyond the immediate staff supporting work placements in their leisure facility. Often the insight gained did not penetrate the wider organisation, or when it did, there was a lack of cohesion across company operations.

"We wanted to provide a resource that could have a greater impact and on a much broader scale across the industry than the InstructAbility programme alone could deliver. We had amassed numerous anecdotes of good practice leading to successful outcomes for student and employers, as well as some shocking examples of bad practice too. But in order to create a reliable and valid guidance tool we needed to use an unbiased, scientific approach to collect evidence of the barriers and solutions," says Farmiloe.

Aided by Sport England funding, Aspire commissioned Professor Brett Smith (University of Birmingham) and



Dr Juliette Stebbings (University of Portsmouth) to undertake a systematic 360 review across the industry, consulting with disabled people and a wide range of leisure industry stakeholders using strict ethical research standards.

LACK OF DIVERSITY

A range of resources and support services offering advice on accessible resources and recruitment practices already exist, but these are generic and not everyone is aware of them, which helps explain why they haven't been consistently applied across the sector.

"Our industry has a unique set of issues to overcome, because few disabled people are encouraged into the sector and marketing is often aimed at a narrow demographic. This has been highlighted as a barrier to engaging a more diverse customer base, but we also see the same stereotypical images being used to attract people into training and

jobs in the sector,” says Farmiloe. “Moreover, practical delivery roles such as gym instructing can require specific adjustments to ensure training, assessment and job functions are accessible to disabled people.

“We have seen examples where people are signposted to desk jobs simply because they use a wheelchair, ignoring the fact that their passion and talents might be suited to working in sport and leisure. We hope the guidance will enable everyone to think more openly and prevent disabled people’s choices being limited.”

SURPRISE FINDINGS

Aside from highlighting the sheer enormity of the task, the research identified numerous issues in the sector beyond those already identified and prompted the team to broaden its remit.

“We never set out to produce a manual based around every impairment type, but some issues related to specific impairments also required further investigation. A surprise for us was that we hadn’t fully considered the implications for people being trained via further education colleges and universities,” says Farmiloe. “Members of the research team, who had all been through the university system and become teachers/lecturers, had received no guidance on how to make their academic sports courses attractive and accessible to disabled students.”

The consultation with operators/employers revealed that whilst many could identify potential problems, few could identify a solution. Some operators lacked understanding of how to make the workplace accessible and inclusive to disabled people, including the support and adjustment required, as well as how to attract disabled people via recruitment policies and practice.

Additionally, the potential problems



THE CASE FOR A MORE INCLUSIVE WORKFORCE

- Attract and successfully serve a more diverse customer base
- Increase satisfaction amongst all employees due to an inclusive workplace culture
- Enhance understanding and acceptance of differences across the organisation
- Retain existing staff who acquire impairment through injury or health condition
- Attract disabled people as board members, aligning to Sport England’s Code of Governance
- Improve productivity by cultivating a proactive, creative attitude to challenges
- Boost reputation for social responsibility in the local community and across the sector
- Be more readily prepared to meet contractual or legislative requirements

and solutions highlighted tended to focus on the physical access issues, with less consideration about promoting an inclusive ethos within the organisation.

AN OPEN MINDSET

The low level of disabled people entering training courses and workplaces means that few providers have experience of supporting people with varying impairments. The new guidance will encourage everyone to consider the inclusivity of their provision, looking at a range of operations, including marketing, recruiting and training.

It will also include practical issues such as access to facilities and access to learning resources.

“We have witnessed disabled people being turned down by some training providers because there’s a lack of understanding of how adjustments can be made to training and assessment procedures. We also know that some employers have preconceived ideas of what a disabled person can do, which prevents them progressing in the recruitment process,” says Farmiloe.

In addition to providing the business case for change and the guidance resource to implement it, the team are working with CIMSPA on the initial dissemination across the sector and the subsequent embedding of the guidelines into professional training standards. CIMSPA will also play a role monitoring implementation through its external quality assurance processes.

“We hope the guidance along with case studies will create a more open and positive mindset amongst training and employing organisations so that ‘How do we make it work?’ becomes the default mode rather than assuming, ‘This will never work’.”

IN DEPTH

CIMSPA UPDATE

BEST FOOT FORWARD

Following a successful trial campaign, Right Directions is urging more pool operators to ditch single-use overshoes

With 'single-use' named as the word of the year 2018 by Collins Dictionary, having seen a four-fold increase since 2013, global awareness of environmental issues is growing.

Getting behind the campaign this autumn were the staff at quality management and health and safety consultancy Right Directions, which, in partnership with The Aspire Leisure Centre in Stanmore, ran its first #NoShoesNovember, encouraging leisure operators to ditch the single-use plastic blue overshoes in favour of customers simply taking off their shoes or bringing flip flops or indoor shoes instead.

"Many swimming pools I have visited find it difficult to effectively recycle those blue overshoes," said Andy Whilde, Right Directions' head of environment management. "They easily tear and are often turned inside out when being taken off. This can lead to them being reused with dirt on the outside of them."

Right Directions provided marketing material to encourage more than 1,500 leisure centres to take part in the campaign, not only help reduce the use of single use plastic, but also save a few pounds. "These overshoes cost some companies thousands of pounds every year, so added to the environmental issue, when money is tight, it's a cost



saving exercise too," continued Whilde.

The Aspire Leisure Centre was the first fully accessible leisure centre in Europe for both disabled and non-disabled people and is based in the grounds of the Royal National Orthopaedic Hospital. This centre alone spends more than £1,600 on the overshoes each year.

Dean Tearle, centre manager, says: "It's really important that everyone does their bit to help protect the environment and so I was proud to see our team engaged and looking at the changes we can make as an organisation. To encourage our customers to get on board we spent November's overshoes budget on extra cleaning, as well as ensuring staff regularly checked and cleaned the floors, and we now sell flip flops in reception for just £3."

The campaign provoked a huge reaction within the industry, with both positive and negative responses. Duncan Anderson, CEO of South Downs Leisure, said: "We've removed plastic straws, changed to re-usable cups and are working hard to use more environmentally-friendly disposable cups. Whilst I'm delighted to see a campaign to try and reduce single-use plastics, our overshoes are recycled and customers put them back in our bins to be re-used. Customers that wear them around the centre are not picking up much dirt and those that wear them in the car park are few and far between.

"For us, it's about how you position your bins; make them different to normal bins and have a proper area for putting on overshoes. They do help keep the floor cleaner and possibly save money on cleaning chemicals."

Whilde also points out that there is more and more research demonstrating that recycling is not enough to meet international targets on environmental issues. He said: "The fundamental concept behind the #NoShoesNovember campaign is raising awareness of waste, with an emphasis on reducing the waste we produce in the first place. We would love to hear about the cost savings operators have made by ditching the overshoes and how they plan to use those savings elsewhere."

What are your thoughts on the campaign? We'd love to report back in the next issue of S&PA. You can email info@rightdirections.co.uk or tweet @R_Directions with your views



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IN DEPTH

BUSINESS

ON THE ASCENT

*Leisure operators can capitalise on the climbing trend and give more people a foothold in this exciting sport, as **Caroline Roberts** found out*

Indoor climbing is one of the fastest growing sports in the UK. According to Sport England's Active Lives Survey, 1m people participated in 2017, with 45,000 climbing at least once a week. And there's likely to be a huge surge of interest when it makes its debut as an Olympic sport at Tokyo 2020, especially as GB has serious medal contenders such as IFSC Climbing World Cup champion (bouldering) Shauna Coxsey.

It's the mix of physical and mental challenge that makes climbing so appealing, says Scott Haslam of the Association of British Climbing Walls (ABC), which promotes the sport and

provides operational and safety guidance.

"The great thing about climbing is that it uses all the major muscle groups. And when you stand at the bottom of a wall and think about how to climb it, your brain is switched on," he enthuses. "You're visualising how you're going to tackle the different sections. Even just getting one move further is very satisfying, and you're competing with yourself, not with other people. The sense of achievement you get from reaching the top is phenomenal."

It's also accessible to all age groups and abilities, Haslam adds, as kit can be adapted to enable people with disabilities to climb.

Indoor climbing falls into two main categories: rope climbing and bouldering, which involves climbing without ropes at lower heights. A full-scale ropes wall or tower is a popular choice for leisure centres, says Steve Jones, director of climbing wall design and installation company Rockworks.

It's generally cheaper to install than a bouldering wall (see box overleaf), but costs



Training and qualifications

Wall installers usually offer site-specific training that allows you to get up and running.

Nationally-recognised qualifications are delivered by the awarding body, Mountain Training. These include the Climbing Wall Instructor qualification, which involves two days of training and an assessment, and requires at least six months' experience of using a variety of climbing walls.

Mountain Training also provides climbing coach qualifications at three levels, and an upcoming Indoor Climbing Assistant qualification, due to be launched in January 2019.

For more information, visit www.mountain-training.org



IN DEPTH

CASE STUDY

more to run and maintain due to safety considerations and the need for staff training in skills such as belaying, the use of rope pulley systems that prevent falls.

However, auto-belay devices that allow solo climbing are becoming more popular, he adds. "You don't need someone holding the rope, so it's great for the gym context as it speeds up the induction process and allows people to get climbing quickly."

His key advice for operators thinking of adding climbing to their offer is to have a clear plan of how it will be delivered and to cost it carefully.

"You need to look at how much turnover you can get from all the products you can create from the facility, when expenditure on training and maintenance is taken into account. A climbing wall means you can offer taster sessions and introductory courses, as well as bring in birthday parties, works outings and kids' clubs," says Haslam.

BREAKING DOWN WALLS

CIMSPA employer partner Places Leisure is making the most of the climbing facility at its Wyre Forest Leisure Centre in Worcestershire. The 10m roped wall, costing around £115,000, was installed at the newly-built centre in 2016 and now averages more than 600 users a month, with 90 young people taking part in weekly junior club sessions.

"Diversity is key to the success of our business, and the climbing wall provides a very different workout to those traditionally available in gyms," says climbing centre manager Daniel Bow. "It retains participants' interest by providing an almost open-ended challenge of increasing levels of difficulty."

"We run an extensive range of sessions, from four-year-olds having their first experience to

"Diversity is key to the success of our business, and the climbing wall provides a very different workout to those traditionally available in gyms"

Choosing wisely

Climbing walls are made of a variety of materials, such as fibreglass or plywood, built on engineered steel frames. Colour-coded holds are screwed to the wall to form routes, and these should be changed around once a month by a specialist route setter to maintain the challenge for regular climbers.

ROPE WALL

Dimensions: A minimum of 7m high with 1.2m wide climbing routes.

Cost: A 10-route wall, allowing up to 20 people to climb at once (in pairs), costs around £25,000 to £30,000, including equipment and site-specific staff training. Auto-belay devices that allow solo climbing cost around £2,500 per unit.



BOULDERING WALL

A smaller wall designed for climbing without ropes. After a user induction, it requires minimal supervision.

Dimensions: Maximum of 4m high, with 4m of 30cm thick matting at the base.

Cost: A 12m length of wall with matting, which adds significantly to the cost, is likely to be around £50,000 to £60,000.



TRAVERSING WALL

This is a mini bouldering wall that allows climbers to practise moving horizontally. Traversing walls are popular in facilities that cater to children.

Dimensions: Around 2m high.

Cost: Around £1,000.



MOBILE WALL

Dimensions: 5-10m high. Mobile walls are normally used outdoors as you need a very wide doorway to get them into a building.

Cost: A wall with auto-belay costs an average of £40,000.





coaching for experienced adult climbers planning their next project. The most popular session is our Junior Rock Club, which runs every day of the week and provides progressive sessions where seven-to-16-year-olds develop their climbing while working through our logbook scheme. We also cater for disabled climbers using hoists – these can do anything from providing a little help to enabling a wheelchair user to go up the wall and experience being at height.”

A good team of instructors who work hard to build a climbing community is crucial and is usually the biggest challenge, he adds. The site has a mix of staff holding nationally-recognised awards and others who have site-specific training, which is delivered in-house. The plan is for all climbing centre staff to eventually have formal climbing qualifications. “The 2020 Olympics will give a massive platform to the sport, so we want to be prepared for the influx of people and give them the opportunity to become climbers.”

For operators without the necessary space to host a permanent construction, a mobile climbing wall might be the answer. Suffolk-based Explore Outdoor, part of CIMSPA employer partner Abbeycroft Leisure, decided to invest in a 7m wall with hydraulic auto-belays six years ago. It is mostly used at public events, such as fetes and shows, and at school activity days, along with some corporate events and teambuilding days.

But a mobile wall isn’t a cheap option, says Frank Carn-Pryor, Explore Outdoor coordinator. “As well as the initial outlay, there’s maintenance, such as replacing of cables and checking the hydraulic systems, and renewal of our ADIPS [Amusement Device Inspection Procedures Scheme] certificate, which all comes to around £2,500 a year,” Carn-Pryor explains.

Staff training is straightforward and is done in-house as it mainly involves use of harnesses, erecting the wall and taking it down. The biggest expense is the towing licence, as anyone who passed their driving test after 1997 isn’t covered for the size of trailer so needs to do additional training and a test.

“The wall covers its costs,” says Carn-Pryor. “We could probably make more money travelling up and down the country to big events, but that’s not our business model. The real value for us as an outdoor education provider comes from taking it into schools as that’s where it really comes into its own. Archery and fire-lighting are cool, but having a 24ft climbing wall is a lot cooler. It’s a big draw.”

USEFUL LINKS

Association of British Climbing Walls: www.abcwalls.co.uk

British Mountaineering Council: www.thebmc.co.uk

Climbing wall design and installation: www.rockworks.co.uk

IN DEPTH

CASE STUDY

CYCLE OF LIFE

A scheme that uses virtual methods connected to exercise bikes is helping older people and those with dementia become more active, thereby improving their physical and mental health.

Roisin Woolnough investigates



The exercise bikes in the activities room at Heathlands Village care home in Manchester are constantly in use. In fact, they are so popular that sometimes there is a queue of people waiting to get on them, with the oldest user 104 years old.

These aren't ordinary exercise bikes, however, but specially adapted stationary bikes that are connected to a screen and can be attached to a wheelchair. When on the bikes, users are taken on a journey on the screen in front of them, choosing from a video library of either personalised routes around their locality or more far-flung locations, such as France or Spain, listening to music or nature sounds.

A Norwegian company called Motitech is behind the initiative, which is aimed at encouraging older people and people with dementia to be more active, thereby improving their physical and mental wellbeing.

While a two-year Sport England project to fund use of the devices is currently limited to care homes, the potential to deploy this technology more widely to leisure centres, community hubs, wellbeing facilities, adult day care centres, and rehabilitation centres – anywhere gentle but stimulating physical and mental exercise is carried out – is unlimited. Increasing the nation's



activity levels across the spectrum of populations is the aim of Sport England's 'Towards An Active Nation' strategy.

A London audience heard about international experience to date with the technology at the Why Sports: Delivering Positive Outcomes conference, supported by CIMSPA, in October 2018.

According to Solfrid Sagstad, account manager at Motitech, there are many physical, emotional and mental benefits to using the tool, which is called Motiview. "People say they have less pain, they sleep better, have a better appetite, there is less need for medication, increased contentment, fewer falls," she says.

Sagstad says this kind of activity is excellent for improving the mobility and physical wellbeing of elderly people and those with dementia. It encourages them to be active without them necessarily realising that they are exercising.

"They are saying that they feel stronger and more able-bodied to do things because of using the bikes. One gentleman has quite severe dementia and his wife says it's wonderful because she can see him engaging with it"

"They are motivated by watching the streets, start reminiscing and get drawn into the videos," she says.

Key to the activity is the reminiscing aspect – users being immersed in the streets around them or where they grew up or went on honeymoon, for example.

Motiview can also be used as a preventative and a rehabilitative tool. "There was a woman in Bergen in Norway who had had a double hip fracture and dementia and the doctor said there was no hope for rehabilitation," says Sagstad. "She tried the video library, found a film from where she grew up and she forgot

about the pain and that she was doing activity. First she was able to use her legs more, then after six months she was able to walk again without aidso."

Sport England was so impressed by the impact on residents using Motiview in care homes in Norway that it has provided £250,000 in funding to Motitech to run a pilot scheme. A total of 24 care homes in England are signed up to a series of three-month trials, with Motitech doing before and after assessments.

"The funding is for a two-year project to understand the impact of this innovative technology and

IN DEPTH

CASE STUDY



“Physical activity and social interaction and the effect on behavioural issues makes these kinds of initiatives beneficial to residents and to staff”



delivery model on physical activity levels and wellbeing and how it might be able to support at scale Sport England's efforts to help older adults to increase their activity levels,” says Sarah Ruane, strategic lead on health at Sport England.

Ruane is very interested to see the outcomes of the trial – the impact on participants' activity levels, mobility and wellbeing and how the scheme helps alleviate loneliness.

Heathlands Village recently completed its trial and it was such a success that the care home has bought two of the bikes.

“It has been amazing and such good fun,” says Karen Johnson, clinical director at Heathlands Village.

“The residents didn't want the bikes to go when the trial ended and they were all up in arms. In the end, a very kind ex-board member purchased two of them for us.”

The bikes cost just over £4,000 each, with a further £2,000 for the annual licence for the video library of cycle routes. Johnson thinks it is money well spent, as do the residents.

“They are saying that they feel

stronger and more able-bodied to do things because of using the bikes. One gentleman has quite severe dementia and his wife says it's wonderful because she can see him engaging with it,” says Johnson.

“Plus, it's sparked something across the site and people are always talking about the bikes. It gives them something to talk about other than how the the food is!”

Sagstad agrees with Johnson that Motiview becomes a real talking point. She says it helps residents and staff to find some common ground and builds relationships between residents and staff and among the residents themselves. “It can be a great way to connect, which isn't always easy for people with dementia,” Sagstad says.

The care home staff at Heathlands Village chose 45 residents to take part in the trial, all of whom had to do at least 30 minutes of exercise a week on the bikes. They were assessed before the trial started, then re-assessed three months later and will be assessed again in six months and then a year after the trial.





When on the bikes, users had eight local routes to choose from, created specially for the residents by Motitech's video team, but Johnson says most of them chose to go on a cycling holiday instead. "They largely wanted to travel. We went around the world in 90 days," she explains.

Heathlands Village also took part in Motitech's 'Road Worlds for Seniors', a global cycling competition, taking 13th place. "Everyone was so proud," says Johnson.

Another care home provider involved in the Sport England funded scheme is Somerset Care. It has 10 sites taking part, with two having just completed their three-month trial and the next three just starting.

Nicola Mould, director of customer and care development at Somerset Care, says they signed up to the scheme with the aim of improving the physical strength of residents.

What has surprised them, however, has been the improvement in the

Motiview – the benefits

- Improved mobility
- Significant reduction in falls
- Faster rehabilitation after injury
- Increased appetite
- Reduction in obesity
- Better sleep
- Less pain
- Reduction in the need for medication
- Reduction in externalising behaviour and aggression
- Improved wellbeing
- Greater empowerment for patients
- More social interaction
- Encouraging for carers and family

Source: Motitech



residents' mental and emotional wellbeing as well and the increase in social interaction between residents and staff.

"We've had people talking about the routes and generating stories. And in one home, we have residents going into the lounge just to have a conversation while residents are cycling," says Mould. "Sometimes it's people who would otherwise have sat in their rooms, and they are coming into the lounge instead. There is always somebody waiting to jump on the bikes, and the feedback from residents has been overwhelming."

Some super keen residents have even been getting up early in order to get some time in on the bikes before other residents are stirring.

The only drawback to the scheme, Mould says, is the price tag. "The disappointing thing is that they are not cheap. One of our homes really engaged with it, and they are fundraising to buy a bike."

What Somerset Care found is that one of the first two homes got the whole staff engaged with the project, rather than just the activity co-ordinator, resulting in a much stronger engagement from residents.

Dr Aoife Keely, research communications officer at the Alzheimer's Society, says programmes such as this are successful when they are fully integrated and staff are supported in implementing them. "This intervention could be used really well in care homes as long as it's person-centred," she says.

"It's nice to hear that it is used as a communal activity. Physical activity and social interaction and the effect on behavioural issues makes these kinds of initiatives beneficial to residents and to staff."

IN DEPTH

PROFILE

TAKING IT TO THE NEXT LEVEL

Active Northumberland CEO Mark Tweedie tells Patrick Appleton how the opportunity to redesign ‘a leisure trust of the future’ was too good to turn down

Mark Tweedie FCIMSPA gives a wry smile, before his eyes light up discussing the task that lies ahead of him as CEO of Active Northumberland. It is the greatest challenge of his career, and he has dived into it with all the tenacity and purpose one would expect from a former elite-level triathlete.

“At face value, the challenge enticed me because of the geographical footprint,” says Tweedie. “It’s a bigger scale to my previous role in terms of area – number of facilities, level of turnover, number of staff. I could see there was an opportunity to do something at a higher level.”

To reach that next level, Tweedie is leading Active Northumberland on a “transformational journey” to become the “best community leisure and wellness provider in the UK”. Aided by a draft strategy that

the CEO has been filtering throughout the organisation, he believes the journey will take at least two or three years.

COMMITMENT TO CHANGE

Explaining his draft strategy vision, he says the trust isn’t directed at the conventional gym member, but people who choose not to visit a leisure facility for a variety of reasons. For that, he says, activities the trust can provide or support in the community, such as walking groups or supporting voluntary groups and sports clubs with grant aid, will “help other things grow and become sustainable”.

Becoming sustainable is a key objective for the organisation, with Tweedie joining just months after an internal report found Active Northumberland to have “significant



A man with short brown hair, wearing a grey suit jacket over a light blue striped shirt, stands in a gym. He is leaning his right hand on a green cylindrical climbing pillar. The background is filled with many similar green pillars of varying heights. A red horizontal bar is positioned above the quote on the right side of the image.

“The challenge enticed me – it was an opportunity to do something at a higher level”

IN DEPTH

PROFILE



“We’re not just selling a gym membership, we’re selling a healthy lifestyle for a lifetime”

failings” regarding the delivery of its services, with poor leadership and poor strategic planning just some of the deficiencies highlighted.

Later that month, the *Evening Chronicle* reported that nine Active Northumberland leisure centres were at risk of closure in the region, and in April the organisation was plunged further into the mire when it emerged the trust had a £2.6m black hole in its accounts.

A few weeks later, Tweedie was announced as CEO. It appeared to hold significant risk on his part, having just steered Active Tameside onto the ukactive Awards shortlist for the Organisation of the Year Award, which it won in June, a month after his exit.

While the opportunity to take it “to the next level” appealed, he needed reassurances from the team recruiting him, explaining that the role “is a five, six, seven-year commitment” and that he needed to be sure of ‘buy-in’ from the council to be successful. “I had to think very carefully about it,” Tweedie says.

Having delivered transformation of a trust before, he “thought I had another one in me”. “So when I spoke to the people here, I was convinced there was a unique, collective appetite to make a real difference. I could have gone for a easier life, but I thought ‘No, let’s do it’.”

Tweedie feels like his time at Tameside reached a natural conclusion, calling the ukactive award “a fitting epitaph”. He was ready for another new chapter.

Despite beginning his professional life as a quantity surveyor, sport has always been his true passion, and after calling time on his fledgling construction career, he poured himself into life as a PE teacher, including a stint as head of department before the Commonwealth Games arrived in Manchester. Having competed in the World Student Games in Sheffield in 1991, the former triathlete jumped at the chance to get involved with the tournament on his doorstep,

helping to organise the Commonwealth Games triathlon event. He eventually took on a sports development manager role at Salford City Council before Active Tameside came calling, where he led the school sport partnership programme and the drive to increase physical activity among youth on a weekly basis.

Tweedie credits former Youth Sports Trust CEO Sue Campbell as a leading driver for change in this, as her time in charge coincided with significant funding for the work he and others were undertaking.

"That inspired a lot of people," he says.

Crucial to the development was supporting schools in helping them reach out to the community and create school-to-leisure club links. Too often, says Tweedie, schools were shutting at 3 or 4 o'clock, and facilities weren't used to their full potential.

MEETING THE STANDARDS

He has his eye on a wider scope for Active Northumberland – now working in the least densely populated county in England, and with an ageing population too, Tweedie is adamant that as a charity, "addressing health inequalities and breaking down barriers" for the disadvantaged must be a key focus.

"We're not just selling people a gym membership, we're selling a healthy lifestyle for a lifetime," he says. "We have to deliver a balanced budget, but we should be judged on the outcomes we deliver, not on what profit we make."

He has the pedigree, having created a new business plan, recovery plan and strategy when at Tameside. To that end, Tweedie has wasted no time in dealing with workforce challenges which became apparent during the interview process, when he made anonymous visits to the organisation's centres as part of a reconnaissance plan.

Having secured the job, a first point of entry was to "re-engage the staff", saying

that for too long many people who had been striving to do a great job were being failed by their leaders.

"[Circumstances were] outside of their control," he explains. "I went round the facilities talking to those people and it was apparent people had a real ambition to want to do really progressive things, to deliver more for the community in terms of our charitable objectives."

With Active Northumberland formed in 2013, from six different organisations coming together with different terms and conditions, and rates of pay, stabilising the workforce was a hot topic.

A deal agreed and implemented in December has seen those issues of fair pay and terms and conditions addressed through standardisation, and Tweedie credits arrangements already in place, which saw the council take on back-office services for the organisation, as being "really important".

Returning to discuss the role the trust can play in inspiring the community, he explains that "there's a lot we can do; we provide within the buildings, but we facilitate outside". Tweedie has been in the thick of the action himself, taking to the "freezing" North Sea for a charity swim, organised by an employee, from Farne Islands to Bamburgh on the North East coast. He says staff are also involved with the mental health charity MIND to get people open water swimming.

"It has been shown to have a very positive impact. So we'll get out to the

North Sea, we'll have a presence there," confirms the avid swimmer, who says that if he's to be found anywhere in his centres, it'll be in the pool "two-to-three times a week".

Swimming provides around a fifth of income at Active Northumberland, and Tweedie hopes to build on utilising this "great exercise for life", including as part of the trust's exercise referral scheme.

"We know what works, but to be commissioned [by Public Health England] you have to have a quality-assured, evidence-based programme," he says with frustration. "Everybody is delivering differently, so it's difficult to ascertain what a quality standard is."

Active Northumberland recently commissioned research on the impact of their referral programme and is also co-designing the programme's next iteration with the director of public health for Northumberland.

"It's working already but it will be even better," enthuses Tweedie. "I would like to see in the future, with the support of CIMSPA and the sector, that we could move to an exercise referral standard. That for me would represent probably a good starting point to look at how we can shift more primary care-style services into the leisure setting."

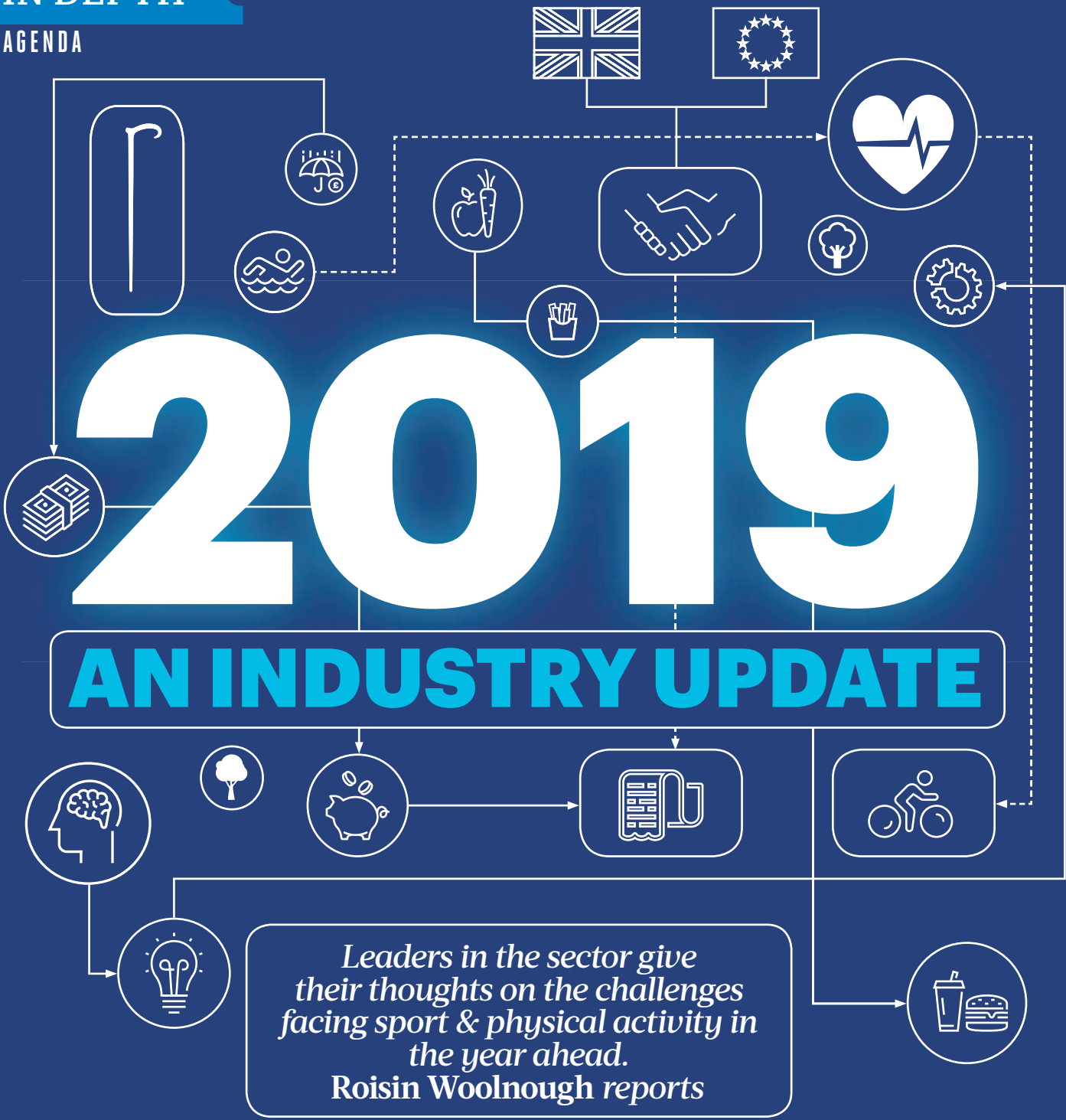
Collaborating on such services will reduce GP or hospital appointments and save money, he says, adding that any funding needed from the NHS would be "significantly less" than if the individual needed treatment.

Tweedie concludes: "If you're thinking about transformation and saying 'Well, do we operate bricks and mortar, gyms, swimming pools?' – that's a given. What we want to focus on is delivering an outcome in the community. To do that you have to deliver outcomes to the thousands of people within those communities to make that difference. That's what we're about. And that's what we need to be about as a sector."

"I would like to see the sector move towards an exercise referral standard"

IN DEPTH

AGENDA





ask Steve Russell what he thinks of the year ahead and two words sum up his reply: "It's scary!" And Russell,

community leisure officer at Aberdeenshire Council, is not the only one to be viewing 2019 with some trepidation.

The fallout from Brexit, the economy, funding issues, local authority cuts, the Spending Review, employment issues, short-term thinking and procurement: these are all issues that people working in sport & physical activity (S&PA) are concerned about.

Another issue that is high up the agenda is tackling public health. In particular, there will be a lot of focus on tackling the growing obesity problem, getting children more active, reaching out to the over 55s and the role of physical activity in society in terms of reducing loneliness, improving social cohesion etc.

To make a difference in these key areas, S&PA bodies need to push for government support. They need to fight for funding and build multi-disciplinary partnerships that enable organisations to work collaboratively and tackle the issues together.

While these are big challenges, they also mean that it's exciting times for the sector. The role that S&PA has in improving the health and happiness of the nation is increasingly recognised so there are lots of new opportunities.

We've asked some key players in the S&PA industry to give us their thoughts on the year ahead – what the challenges and priorities are in the sector. And then we asked them about their organisation's challenges and priorities. Here's what they told us...



JAMES ALLEN

Director of policy, governance and external affairs
Sport and Recreation Alliance

The two big things in the external environment are Brexit and the Spending Review. Because of them, it's pretty chaotic out there. It's a very challenging environment. There is a general concern in our industry because physical activity always struggles to get the recognition we would like it to have with government.

We need to focus on

sport's contribution to public health, to mental health and social cohesion. We need to articulate more skilfully the role of sport and what it does in terms of its preventative function.

We need to persuade government to take a long-term view around children's health – a 25-year strategy, not just 12 months.

Brexit will have

quite significant implications for our industry. It's an industry that is very international in terms of the workforce, coaches, teams and competitions. Any kind of border restrictions will impact on us. Visa-free travel within Europe would help to solve some issues. A significant part of the UK workforce comes from Europe.



CATE ATWATER

CEO
Community Leisure UK

There are concerns around uncertainties around Brexit. We are worried about short-term thinking and decision making in terms of local authorities and procurement – how public leisure and local services are procured. We worry that decisions around procuring services are based on short-term thinking and are not strategic enough.

Leisure isn't high on local authority priority lists because of cuts to social care, for example. We would also really like to see the Social Value Act taken seriously and to see it properly weighted in contract specifications.

For us as an organisation, we want to ensure that people are aware of charitable trusts and what we do. We can be a solutions provider to

“Leisure isn't high on local authority priority lists because of cuts to social care, for example”

local authorities and providers, and we would really like to highlight trusts as community anchors and build partnerships. We need to collaborate and have partnerships, supporting each other and building long-term thinking.



IN DEPTH

AGENDA

**KIRSTY CUMMING**

Engagement and policy manager - Scotland
Community Leisure UK

A lot of what we are and will keep experiencing links into the overall UK landscape – decreasing budgets at local authority levels, the impact of austerity etc. Plus there's a range of health challenges, specifically obesity, mental health and dementia.

There are some differences, too, though. We are going through a period of public health reform in Scotland. The new body, Public Health Scotland, should be up and running by August next year.

As a result, there are real opportunities for the sector to engage with and promote the contribution made by getting physical. And the cultural side, too. A lot of doors that have been closed have been opened up, so we are looking at working better together with others.

We have seen that S&PA professionals are sometimes being mentioned as public health professionals. Plus there is an emergence of culture with our members – over half have some kind of cultural assets in their portfolio, as well as physical activity.

**STEVE RUSSELL**

Community leisure manager
Aberdeenshire Council

We are one of the two councils in Scotland that has not outsourced delivery of sports and culture services, so we are in a slightly different position to many. What's likely to impact us? Public funding is increasingly squeezed.

Understandably, we come behind things like social care, education etc, but you still have to fight your corner. There are also issues around the fact that many councils built facilities that are not sustainable.

Brexit is, of course, going to have an impact

on a whole range of public services. The downturn in the oil industry here in North East Scotland is also impacting on us.

More generally, we have to consider an ageing population and the fact that the UK is increasingly sedentary. This is amidst a situation of challenged resources. Resources need to be allocated against suitably identified groups – the early retired, kids, those with medical needs, mental health and youth in care, for example.

**MARK SESNAN**

Managing director
GLL (Greenwich Leisure Limited)

The biggest issue for the sector will be around the uncertainty of the economic climate because of Brexit. Also, potentially issues in the marketplace caused by a major influx of new arrivals – namely, budget gyms and boutique gyms.

There is a general monetisation of health and fitness, and this

affects the income that would potentially go the public leisure centre. While it's a good thing, the downside is that it destabilises the business model of the trust and public sector.

We're upbeat about our market because we are not just running a leisure centre. We run other public services, such as

libraries, parks, children's centres, trampolining and ten-pin bowling.

There is lots of scope for new partnerships and opportunities across the UK but finance is getting tighter. A big thing for us next year is our social value calculator. We want to measure the impact on health, crime and other social outputs.

**STEVEN WARD**

CEO
ukactive

A major theme for ukactive's National Summit 2018 was partnership, and I believe the next year will see that theme come to fruition, with collaborations brewing between our sector, government, business and the third sector.

As the health service comes under the strain of ever-increasing demand, there is growing

recognition of the role our sector can play to support the NHS, particularly at local level.

2019 will see this recognition mature into formal partnerships between health services and the physical activity sector, such as the growing number of wellness hubs around the country, which see leisure facilities co-located alongside GPs, physiotherapists and drop-in centres.

The opportunity in the next year will be to build on these widespread

“There is growing recognition of the role our sector can play to support the NHS”

but isolated pockets of collaboration, employing gyms, leisure centres and activity providers as the nationwide preventative frontline for the NHS.



STEWART HARRIS

CEO
Sport Scotland

The uncertainty around Brexit is one of the key issues facing the [S&PA] sector in 2019. We don't know yet what the impact will be, but we need to consider the implications for performance sport and the ability to attract major sporting events to the UK.

The continued pressure on public finances requires careful prioritisation and 2019 will be no different. We are fortunate to have a strong network of partners, and by maximising and aligning resources, we can build on the success of the world-class sporting system here in Scotland.

We know that sport has the power to change lives and that's why we will be placing a renewed focus on the changing lives through the S&PA agenda. Sport can play a significant role in tackling issues such as mental health, social isolation and inequality, and we continue to strive to find the best way to harness that power.



JON HYMUS

Commercial director
Serco

For us, 2019 will be a year of continuing to embrace developments in technology. It will be the first full year of our app, More Fitness. We're using it to better engage with customers, and tech awareness training among gym staff will grow in 2019.

We will be looking at ways to better manage energy efficiency on site. With price rises imminent, energy management will be very much to the fore as well.

We will also be diversifying our S&PA offering to attract more under-represented groups into our facilities – a constant focus for the industry.

With childhood inactivity being such a huge issue, we'll be doing all we can in 2019 to keep offering a truly varied mix of sporting and fitness options. Plus the growing demand for leisure services for those over 55 will be another focus.



LAURA MCALLISTER

Deputy chair
UEFA women's football committee

For me, it's about escalating the modernisation of the sport, making it more diverse and ready to tackle big issues of the future. We need improved governance and to think about the way that we can influence school sport. We have irregular and poor-quality PE in most places and uneven opportunities for school sports.

The priority with children and schools has to be early years and pre-school. There are also facilities issues, which are a massive barrier at the moment. Football, hockey, rugby – the quality of the spaces to learn in is a problem and there are not enough 3G pitches.

Public expenditure cuts have really hurt leisure centres. The quality is poor and some are closing, which is causing some real difficulties. We have limited resources so we have to be smarter with the money that we have.

There is a lot of talk about the contracting out of leisure and the real problem with contracting out is that these organisations take the easy options with programming. They fill centres with five-a-side football and are not proactively promoting less well-represented groups, such as people from deprived backgrounds and women.



GRAHAM WILLIAMS

Director of community engagement
Sport Wales

One of our challenges and priorities is how we articulate the value of sport – to individuals, local communities and across some key government priorities. Our new strategy next year is about creating the right environment for people to thrive. It's about putting people first, collaboration (with education and health, for example) and acting with integrity.

We are a services-based industry, so putting the person first is hugely important. We need to put the needs and motivations of individuals first, whether they are starting to get active,

building on what they already do or thriving for success on the international stage.

So there's a continued focus on ensuring sport is open, affordable and accessible to everyone, whatever their

circumstances, level or ability. We've had some fantastic results in 2018 and saw a sustained level of participation across Wales and some good results in narrowing the participation gap around girls, ethnic minority groups and disabled people.

We are looking at the industry skills needed to engage further with people and communities. We've been very good at developing technical skills, such as how to teach sport, but now we need to place more much emphasis on softer skills. We need people to be animators so they can engage with people.

“We need to put the needs and motivations of individuals first”

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REDUCING ADMIN FOR CLUBS AND PTS

Fibodo (find it, book it, do it) is a new booking management platform aimed at personal trainers and clubs to help run their businesses more effectively. It offers a real-time booking facility, secure payments and personalised web pages and marketing channels. Ex-golf pro Anthony Franklin founded the company and it is backed by Tom Knight, former JJB Sports' CEO. It allows users to push communication out about classes and provide information on last-minute availability, offers and discounts. It is integrated with the online review community, Trustpilot. The company has also entered into a partnership with the workforce benefits platform WRKIT, which enables employees from organisations such as the NHS, Fedex and Eon to use Fibodo to find and book activities. It claims the partnership could give trainers exposure to more than 200,000 potential new clients. In addition, the company has partnered with CIMSPA to create an accredited e-learning course, Grow your Coaching Business.

Price: Download for free. Standard and professional plans available from £9.99 per month
www.fibodo.com



Stepping up or scaling down

Matrix Fitness has added the Step+ and Column options to its Connexus range of training equipment. Step+ is a stability step which can be used for multiple body weight and cardiovascular exercises including push-ups, squats, dips and mountain climbers. When inverted, the handgrips in the legs allow users to perform deeper range push-ups and dips. The wall-mounted Column is designed for the smallest of gyms and its moveable low, mid and high-attachment points offer suspension and resistance band training options. There is built-in storage space to keep the bands out of the way when not in use. Both can be used alongside the Connexus freestanding or wall-mounted rigs or as standalone options. The range is designed to be scalable to suit whatever space is available.

Price: Connexus Step £295, Connexus Column is £495
uk.matrixfitness.com

THE REALLY SMART WATCH

The Huawei Watch GT incorporates leading data analytics used by elite sports teams. The technology company has collaborated with Firstbeat, which specialises in physiological analytics for sport and wellbeing, to create the smartwatch. The watch gathers and analyses data, and turns it into personalised feedback to improve fitness. It measures maximum oxygen intake and fitness level, and can also predict how a specific session will influence the development of aerobic fitness. Other key features allow users to customise training plans for popular race distances and a real-time coaching facility provides real-time feedback about when it is time to speed up or slow down to ensure workout goals are achieved safely and efficiently. It can also advise on recovery time and measures calories burned based on the user's individual traits and physical activity.

Price: £199

consumer.huawei.com/en/wearables/watch-gt/



IT'S ALL ABOUT THE BIKE

Danish technology company Motosumo and Core Health & Fitness claim to be revolutionising indoor cycling by using a smartphone app to convert a standard gym bike into an advanced, high-tech one. Core Health & Fitness designs, manufactures and markets Schwinn bikes for gyms. Schwinn 1 powered by Motosumo aims to provide a single connected fitness system on a smartphone and gives users access to a leaderboard, the option to take part in games with friends and workout history. It also provides gyms with group class management features. Motosumo has developed a biomechanical technology which, in combination with the motion sensors in modern smartphones, can detect a rider's pace, calorie consumption, cadence and riding style. As well as data about a user's training session, the gamification element enables riders to connect and compete with others and against teams in other gyms.

Price: TBA

corehandf.com/motosumo



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The Challenge

Managing memberships and associated admin can be time and resource intensive and take your staff away from what they do best - engaging with customers. Compromising the customer experience in the age of customer-centricity can be fatal to any business. The customer may leave, reject membership renewal or even worse give you a bad review, damaging your future customer pipeline.

There is a better way

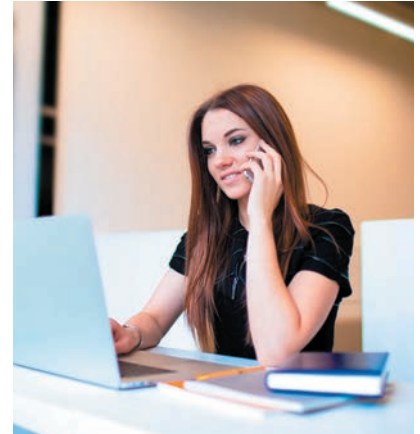
Outsourcing membership management to specialists who can empower you with professional support, intelligent insight and smart technology means you can not only optimise your processes, but utilise your staff where they are most effective - providing your customer that crucial, quality brand experience.

Harlands work with over 2,000 UK leisure sites to deliver membership payment management services - processing over 2 million memberships per month. Through extensive work with leisure trusts, management operators and university gyms, Harlands offer simple and effective solutions that deliver improved income, decreased defaulters and increased sales, while giving time back to staff to focus on engaging with your members.

Case studies

Barnsley Premier Leisure (BPL) were looking for a robust membership management solution that would give them an improved service at a cheaper cost, "We were looking for a partner that could deliver increased revenue on our memberships by improving successful collections, increased retention of our members giving a greater lifetime value and an overall increase in our membership sales," says Rachel Rinkcavage, Corporate Sales Manager.

In the first year, Harlands delivered a significant uplift in revenue by increasing recovered member arrears and BPL have seen defaulters reduce by nearly 50% month on month.



"Harlands have helped us to deliver a smoother joiner journey and we've seen a big increase in our web sales which now stands at an impressive 25%," Rachel concludes "The amount that we have been able to recover has allowed us to continue our reinvestment back into the facilities for the benefit of our customers."

Hertsmere Leisure were looking for a solution to reduce paperwork and administration, "Harlands were recommended to our Chief Executive as we were looking to improve our direct debit collection and debt recovery process," says Shirley Storrow, Finance and IT Manager. "Harlands Group have been able to offer us a compliant solution whereby we have achieved the reduction of administration and improvement in membership income."

About Harlands

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EXPERT ADVICE

PREPARING FOR A BIGGER AND BETTER FUTURE

SAPCA CEO Chris Trickey explains how organisations that have outgrown their facilities can enjoy a successful expansion with some important steps



Realising you have outgrown your facility and need more space to cater for your customers' physical activity needs is exciting. But it can also be daunting. From finding funding to making sure there is minimum disruption to customers and staff, there's plenty to consider.

While each facility and customer base is different – and each expansion should cater to the unique, specific needs of users – there are some common aspects which anyone planning an expansion should consider.

1. USE PROFESSIONAL ADVICE

Consultants can help navigate a project from the start – from helping to identify the capacity you need, to making sure you have the right facility mix. It's important, however, to ensure the consultants have the right experience. Do they understand, for example, the facility requirements set out by sporting national governing bodies?

2. DEVISE A CLEAR PLAN

The old adage of 'fail to prepare, prepare to fail' is particularly true for facility projects. Do you know everything you need to know about the location of the planned expansion? Are you sure there aren't any hidden surprises on the land? How robust are your calculations for the amount of use the expansion will

receive? And are there any competitors – who might have identified the same consumer need you have – planning similar facilities in the area?

3. GET THE DESIGN RIGHT

There is an ever-increasing number of design solutions and infrastructure choices available for facility projects these days – from a plethora of outdoor playing surfaces, fencing and lighting options to pool plants, fitness studio styles, gym equipment and security solutions. In other words, it is now possible to create bespoke expansions down to the smallest of details – and it's easy to get lost or overwhelmed by the choice.

It is important, therefore, to not lose sight of the 'bigger picture'. How many new playing pitches do you need – and which sports should they cater for? What should the capacity and focus of the extended gym floor be?

Getting the overall design right will make all the smaller decisions easier. The more defined the facility plans are, the easier it will be to navigate the plethora of choices and make informed decisions on the all-important specifications.

4. SELECT THE RIGHT CONTRACTOR

Once you have the plans finalised, it is important to make sure your facility will be built to a high standard. If you do not

have a regular, trusted building partner and you need to appoint a contractor, it is a good idea to look at other projects they have completed. If possible, speak to their previous clients – it's definitely worth doing your homework.

Make sure to interview each company and ask questions – you need to make sure they are able to deliver your project. It is also important to check the financial stability of candidates in order to avoid projects ending up half-finished.

5. AGREE ON A REALISTIC PROGRAMME

Deadlines will help the management of a project – as long as they are realistic. To avoid unnecessary pressure on the project, proper time needs dedicating to feasibility studies and planning.

And even when building work comes to an end, it doesn't mean a project is complete. The time needed for handover and snagging – and in large projects, testing – should always be factored in. With the UK climate, it's important to also remember that installation of certain elements of sports facilities – such as playing surfaces – are weather-dependent, so build in 'slippage' to take account of weather delays. And never plan an official opening two days after building work is set to be completed!

Chris Trickey is CEO at the Sports and Play Construction Association (SAPCA)

WORKPLACE

FOCUS



Running a financially viable operation shouldn't have to come at the cost of unethical practice, advises Rhys Carter

INVESTING CAREFULLY IN THE OVERALL PACKAGE

Healthcare and business don't have to be mutually exclusive. There seems to be a stigma attached to those working in healthcare – that if they are successful in business then they must be being unethical. This couldn't be further from the truth.

To set up a healthcare/wellbeing business is a daunting prospect. You don't get taught how to do it during your studies, and there are not many 'mentors' out there willing to show you the ropes. It takes a bit of learning on the job, a bit of luck and (depending on the particular model) – funding. Equally, the lure of working in big organisations is tempting, with the benefits of stability and clients already available.

So how do you even start?

The key is the service. You can forget it if you think you are going to run a successful business by cutting corners on the service. This doesn't necessarily mean the service from your clinical or fitness staff either – it's a whole team effort. The most important aspect of the process is the initial point of contact with your business. As the saying goes, first impressions count.

So if your receptionist/manager (or even you if you are starting up by yourself) isn't friendly, informed and personable, you and your staff will never

"To succeed, a business needs to have the whole team working as one"

get the opportunity to show how good they are. Equally, if your staff aren't at the top of their game (or at least striving to get there), customers will see through it straight away and you can forget about seeing them.

At Carter & George, something we learnt early on is that in order to succeed, we would need to have the whole team working as one. From the initial contact, through to the rebooking process. Our admin staff sit in on clinical trainings to learn – the more they know, the better they will be able to talk with prospects. Our healthcare team spend time on the front desk, observing how the cogs turn behind the scenes. The whole team get rewarded if we do well, not just the healthcare staff.

On the healthcare side, staying at the forefront of your profession is essential to the prestige of the business. Weekly internal training sessions to upskill the team, external courses, top of the range equipment and clinical appraisals are all important aspects to manage and drive an attitude of excellence.

The team should enjoy working there, and they should want to continually improve. If they don't, then they need to jump ship. There is no room for mediocre ambition or lack of personal development. Your clients will not get the results they want, and your business will be eaten from the inside – and that to me is unethical.

If you work on driving this attitude of success, your client numbers will increase. People are attracted to others who are passionate and excited by what they do. If your staff are engaged and motivated, the energy will feed through to their clients, and guess what – they will want their friends and family to experience it too.

Suddenly you have a growing caseload and you are retaining well in an ethical way because people want to come back – you're not making them. If you get this process right, you don't need to upsell. You don't need to offer additional products. Offer a brilliant service, with exceptional and highly motivated people and see the results come.

For me, the only unethical part of healthcare is not offering a truly brilliant service to your customers.

***Rhys Carter** is director and founder at Carter & George, an elite health and wellbeing practice in Hertfordshire*



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LAST WORD

SPORT AMBASSADOR



Tom Scanlon is a CIMSPA member, personal trainer and actor, and currently stars in the West End musical Kinky Boots

WE CAN WORK IT OUT

I started out as a dancer at 16, going to stage school in London and training for three years as a dancer/actor/singer.

I got my first job offer before I finished college in a musical, but there was always an influence from the sports industry, from going to gyms when I was younger to doing PE in school. So I went on to my personal trainer (PT) course to give me something extra. I'm not the kind of person who thinks acting does not have longevity – it's something I can do in between work rather than something that I fall back on to.

WEWO, which stands for We Work Out, is my own business that I run alongside my acting work. It's PT where rather than saying 'do this, do that', it's more of a team effort where we both work out. It's a 'we're in this together' idea of we're going to get fit together. I launched that in January 2018.

The majority of my clients are actors. I work alongside my agent, who suggests clients to me if they think they need to keep up their fitness. With dancing it's all about stamina and if you are keeping up your fitness, you are obviously going to improve your stamina, which is good for the longevity of your career.

The reason (some) people go to the

gym is to look good, and part and parcel of an acting career is you have to look good.

If I was going to go to an audition room and didn't look my best or if I turned up and I looked scruffy or whatever, I'm not going to get taken seriously and I might lose out on work. The reason I go in there looking and feeling my best is because you are going to come across more confident, and I think that is the key.

I have enjoyed everything that I have done in acting. I'm working a show in the West End at the moment, which is a pretty big thing, but as far as fitness goes, getting the qualification [Level 2 in Personal Training and Fitness] was the big thing for me because when I was doing it, I was going through quite a hard time with things like mental health. To achieve it and get through it was a big deal for me.

Acting can take quite a toll on your state of mind – things like anxiety and stress, they're things that a lot of people in the industry suffer from

but don't actually talk about and it's only now that people are starting to open up about it, discussing it and taking it more seriously.

I'm in *Kinky Boots* until 12 January 2019. I'm playing a drag queen, so eight shows a week of putting on a wig and a full face of makeup and entertaining the masses. It's good fun. I've been doing it a year-and-a-half now.

I have a little acting project coming up in February that I can't really discuss too much. But as far as fitness goes, I just want to keep going with the personal training and hopefully make WEWO a bigger deal.

Tom Scanlon was speaking to Graham Simons



© ALAMY



QUEST NBS & CIMSPA CONFERENCE 2019

CHESFORD GRANGE: 27-28 FEBRUARY

Join CIMSPA and Quest NBS for their 2019 conference and discover how our ongoing sport, fitness and physical activity sector workforce development project will benefit both your career and your organisation's bottom line...



DAY 1 HIGHLIGHTS

Conference content on Day 1 will be provided by Quest NBS.

- Engaging with communities from the grassroots, understanding a place and the people who live there.
- Keynote presentation – The black box approach – learning from failure, knowing what works and why!
- Engaging with disabled people and those with long term health conditions



DAY 2 HIGHLIGHTS

The second day's conference programme is led by CIMSPA.

- **Keynotes:** we'll start and finish the day with high-profile speakers to set the scene and inspire our next steps.
- **Education seminar stream:** including an update on progress made on our HE degree endorsement programme.
- **Innovation seminar stream:** frontline-focused, practitioner-friendly content highlighting excellence and good practice including guidance on children in group exercise situations and best practice guidelines for employing and training disabled people.
- **Transformation seminar stream:** get caught up on our roadmap to transform the workforce development landscape in sport and physical activity, including the proposed national workforce register – delivering a professional, verified workforce, and a great case study on managing staff training, using the CIMSPA Academy CPD platform.



PER DAY

Across the whole event we can promise a great networking opportunity across both days, as well as your chance to get face-to-face updates from our exhibitors and CIMSPA awarding organisation partners.

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LAST WORD

SPORTING LIFE



Fresh from winning ukactive's Outstanding Individual of the Year Award, Graham Simons spoke to Ruth Lynch, head of health, fitness and communities at Life Leisure on her career and aspirations

PURSuing EXCELLENCE

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

I did a Sports and Leisure NVQ and drama and went on a work experience placement in a local private gym and absolutely loved it. I had always enjoyed PE, sports and fitness at school, enjoyed socialising and wanted to work in a caring profession. It ticked all the boxes.

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

I was offered some hours as a receptionist at the gym I did my work placement in. My passion to work in the gym and do group exercise classes grew. I was lucky that the manager at the time took a chance on me and funded the training courses I needed.

WHO IS YOUR ROLE MODEL IN SPORTS AND LEISURE?

I can't think of a role model other than my mum. She is my inspiration and role model in everything I do.

WHAT DO YOU LOVE MOST ABOUT YOUR CURRENT ROLE?

I am in a job I love. I work with a fabulous team. I love the freedom and independence. I get to be creative with new ideas to help grow the business without worrying about making mistakes. I enjoy helping people and

"I enjoy helping people and helping them make positive changes in their lives, both members and staff"

helping them make positive changes in their lives, both members and staff. The CEO at Life Leisure, Malcolm McPhail, whom I've worked with for many years, has a strong belief in his team. Belief leads to feeling valued, feeling valued leads to giving more and wanting to do everything to the best of my ability. I try to use that teaching with my team.

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

Winning the Outstanding Individual of the Year award at the ukactive Awards - being recognised for things I have worked hard to achieve.

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

I live an hour away from Stockport, so it's travel. In my day-to-day tasks, it's making underperforming staff work better so they don't let the rest of the



team down. Also, as the pursuit of excellence at Life Leisure is non-negotiable, it's something senior management has to work hard on.

WHAT'S YOUR ULTIMATE CAREER GOAL?

To own my own business or be the CEO of a company.

WHAT IS YOUR SIGNATURE DISH?

A roast dinner with all the trimmings. It's also probably the only meal my kids always have an empty plate at the end of.

WHAT WOULD YOU REGARD AS YOUR PERSONAL INSPIRATION?

A clip from one of the **Rocky films**, 'Rocky Balboa's inspiration speech to his son', is a clip I have used in many of my presentations to instructors or staff over the years. I've also watched it many times for myself. The main message is to believe in yourself.

Ruth won ukactive's Outstanding Individual of the Year Award for 2018, given to individuals who have shown exceptional commitment to learning and development and achieving great things, whilst inspiring colleagues and consumers at the same time

LAST WORD

SPORT BY NUMBERS



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This issue... Youth activity levels

Sport England CEO Tim Hollingsworth called results from a major survey of children's activity levels "a big wake-up call" following the first sets of publication in December. The first-ever Active Lives Children and Young People Survey revealed that 2.3m children (32.9%) do less than 30 minutes of physical activity a day, and the Sport England CEO called for change to address the problem. "I am calling for the whole system to be united in delivering change. Our children deserve better," said Hollingsworth.



minutes

Active life is 60 minutes of sport or **physical activity every day**

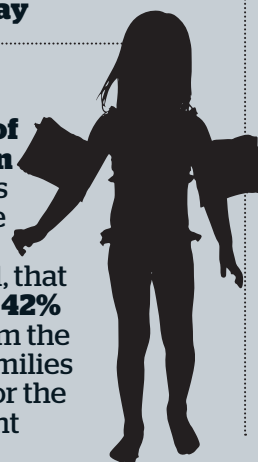


43.3%

Around **3m children** lead active lives

25m

Although **77% of all children can swim** 25 metres unaided by the time they leave primary school, that figure drops to **42%** for children from the least affluent families and is at **86%** for the most affluent



23.9%

1.7m are classified as **fairly active**, doing between 30 and 59 minutes of physical activity a day

32.9%

2.3m children do **less than 30 minutes** of physical activity a day

Less than **30 minutes** of activity a day - **39%** of children in the least affluent families do fewer than 30 minutes of activity a day, compared to **26%** of children from the most affluent families



Active play and **informal activity** was the most prevalent activity among younger children
Ages 7-9 - 65%
Ages 9-11 - 70%

Team sports became most popular as children got older, but dropped as they entered their teens
Ages 11-13 - 65%
Ages 13-16 - 56%

1.6m children and young people volunteered at least twice in the last year to support the delivery of sport & physical activity

A **gender divide** on activity levels shows that boys are more likely to be active on a daily basis than girls
20% (boys)
14% (girls)

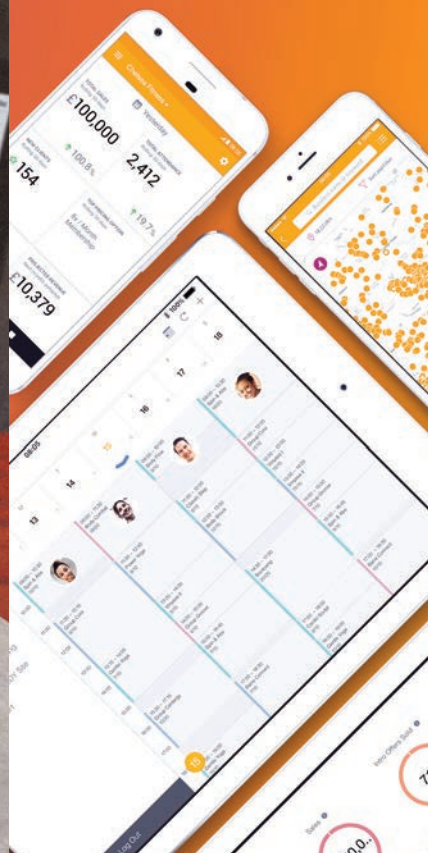
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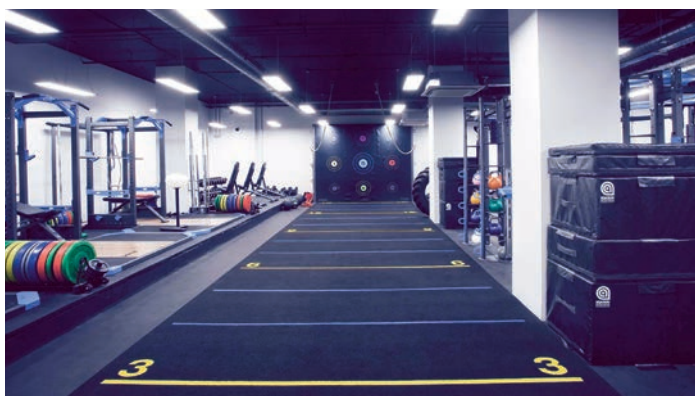
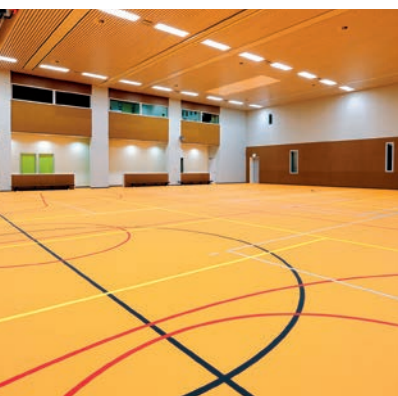
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