

STEEL WARRIORS

From blades to gym barre

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DRESSED SMART

Smart wearables come of age

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COACHING EMPATHY

Celtic FC's Dylan Conti

p43

S&PA Professional

ISSUE 33 SPRING 2019

THE SPORT & PHYSICAL ACTIVITY INDUSTRY MAGAZINE



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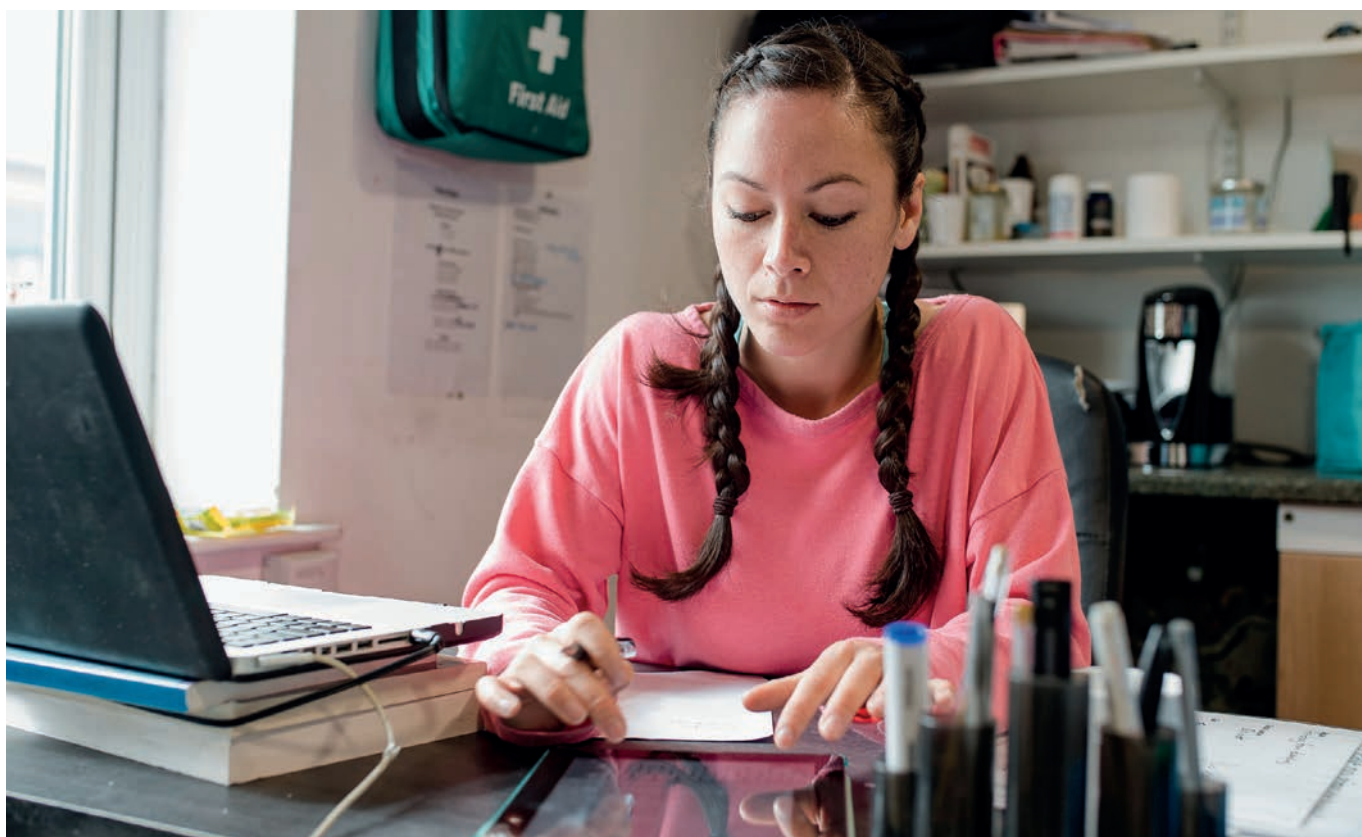


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"We wanted the gym to be a very open symbol in the community – having it made of knives is a way of sparking conversation on the issue. And it's encouraging young people to be fit and healthy" (p20)



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► DeeDee Doke

Forward thinking



CIMSPA's conference showed how the sector is stepping up to the task of professionalising the industry

You could feel the energy in the Kenilworth Room at Chesford Grange when CIMSPA's 2019 conference 'Looking five years from now' got underway this year. A good thing, too, because 2019 stands to become one of the most significant years in our chartered institute's history, in which crackling energy from all quarters will be needed to drive CIMSPA's sector professionalisation to its zenith. At the end of the day on 28 February, delegates were asking themselves what their next action should be in the movement to professionalise and to develop new waves of CIMSPA members. Let the actions begin!

A major sector theme right now is co-location, meaning co-location of fitness and leisure centres with libraries, police stations, pharmacies, creches, GP surgeries and a host of other necessary services to create neighbourhoods.

There's potentially big money available to organisations that opt for co-location, and if you read our Agenda report from p24, you'll see the advantages of setting up house with others as well as become aware of factors to fully familiarise yourself with before embarking down this route.

Let me call your attention to our infographic on p11. For too long, people over 55+ have been grouped altogether

in terms of their fitness interests. This information opens the door to a wider discussion of what different age bands classified as "older" actually want.

Look out for a feature on this subject in a future issue, including the hot take on why 90-year-olds love badminton.

Have a sunny Spring.



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S&PA News

A round-up of the latest developments in the industry

FOCUSING ON THE FUTURE

CIMSPA's 2019 annual conference looked at the many ways in which the sector needs to challenge itself to ensure the workforce is ready to meet the needs of an inactive nation

By DeeDee Doke

From shaping the future of the sector's workforce to the importance of technology and data to the way ahead for physical activity, the insight and information on offer at CIMSPA's annual conference on 28 February focused on the next five years for the sport and physical activity (S&PA) sector.

Attended by 200-plus S&PA professionals, the one-day event featured talks by Marc Woods, chair of CIMSPA's board of trustees, and CIMSPA CEO Tara Dillon, as well as a variety of small group and panel sessions aimed at prompting discussion, debate and questions (*see p7 article*).

Break-out sessions offered delegates the chance for 'how to' explorations of upskilling leisure staff to deliver comprehensive health checks, nurturing the

future workforce, supporting job opportunities for disabled people in the sector, and implications for developing and retaining talent.

Steve Ward, outgoing CEO of ukactive, predicted "seismic" activity in the S&PA sector over the next five years in his afternoon keynote address. The sector was "strong enough", he said, "to build a new future". He cited "the boom of boutiques [gyms and studios]" and the prospect of retail spaces becoming gyms as trends that would contribute to the sector's transformation.

"Chaos always emerges when someone tries to draw lines," Ward said. "Life doesn't work in straight lines. People have to be willing to work across boundaries."

As an example of organisations working across geographic and other



boundaries, Ward pointed out the work of the Greater Manchester Combined Authority, where a joined-up approach to public services such as health, social services, leisure and more is being implemented. "We are so far away from that as a nation," Ward said. "As a nation, we're on life support."

Calling on the sector to join forces to make

necessary changes, he said: "Together, we must continue to make our own path, and not wait for government to show our value."

And, Ward added, "we have a clear togetherness in our sector. We can have an enormous impact", without waiting for the government to validate the S&PA sector's contributions. Ward leaves ukactive this spring.

UPFRONT

S&PA NEWS



CAMPBELL: A CAUSE NEEDS FOLLOWERS

Would-be leaders take note: there is no movement without a first follower for your cause.

And leaders, who risk being labelled a “lone nut” without at least one follower, should appreciate and “nurture your first few followers”, urged keynote speaker and business coach Jeremy Campbell in his message to CIMSPA’s annual conference on 28 February.

“Being a first follower is the spark that makes fire,” Campbell said. “There’s no movement without the first follower.” First followers must in fact be leaders themselves who go out on a limb in being the first to throw their support behind a leader and a movement, he said.

Campbell added: “Leadership is over-glorified.”

Previously chief commercial officer for payroll, HR and time solutions company SD Worx, Campbell went on to explain that a movement, or new direction for an organisation, must be public, and leaders must be able to clearly articulate the ‘movement’ or end goal.

“You must be easy to follow,” he said. “What is the end goal? Who can describe the end goal? If you can’t, then it’s going to be difficult to follow you.”

TARA DILLON ON A BRIGHT NEW FUTURE FOR CIMSPA

This issue of *S&PA Professional* follows CIMSPA’s third conference and best yet, and I’d like to share some of my keynote with you.

First, let me say how uplifting it was to see so many members of the sector coming together to meet the needs of the industry. I’m immensely impressed by our operators for what they achieve in such challenging times, and for investing in CIMSPA membership and our recognised training and development.

I’m equally impressed by the training providers and awarding organisations who are dedicated to raising qualification standards to drive our sector forwards. And I’m delighted to see huge numbers of our higher education partners coming together to create our new degree endorsement framework and ensuring the launch of the first CIMSPA-endorsed degree.

I’m proud to be a part of a sector that, as a collective, has achieved so much to establish a recognised and respected profession for those working in sport and physical activity. We’ve made incredible progress, but this is not a time to rest on our laurels. Looking ahead to our work over the next five years, we need to widen and deepen our reach and profile. We cannot afford to stop.

Currently, 70% of training providers are signed up with CIMSPA; we need all of them. We are working with a handful of sports; we want to work with all 46 funded sports and are making

great inroads with Sport England to achieve that. There are 130 operators signed to CIMSPA; all operators need to be part of this. We have 10,500 members – that’s a fantastic achievement, but why stop there? Shouldn’t the entire workforce, all 500,000 sport and physical professionals, be in membership? We think so and that’s what we are aiming for over the next five years.

In the 32 years that I’ve been in this sector, now is the best example of sector collaboration that I’ve ever seen. Everyone needs to be part of this movement, because we are so much stronger when we pull our journeys together.

We will continue to speak to your agendas over the next five years. We will remain nimble and agile to respond to the challenges you face and provide solutions. I’ll end by repeating my pledge to you: I will not stop, and CIMSPA will not stop, until the public and the allied professions understand just how good this sector and its professionals are.



UPFRONT

S&PA NEWS

ACTIVE WOMEN
BOOST LEISURE
CENTRE FIGURES

Local authority sport and leisure centres in England enjoyed a high number of female users in 2018, the National Benchmarking Service (NBS) has revealed in its latest Annual Report.

Other strengths in overall performance by sports and leisure centres with main halls and/or swimming pools last year were usage by 26-to-64-year-olds and ethnic minorities, customers' overall satisfaction with their visits, and customer satisfaction with reception staff, the standard of coaching, other staff and availability of services.

Weaknesses were revealed in usage by 14-to-25-year-olds, the lowest socioeconomic classes and disabled people under 65. Also falling short was customer satisfaction with cleanliness, equipment quality and value for money of food and drink.

In 2018, 257 centres participated in the benchmarking exercise, a 40% increase in participation since the previous year, an NBS speaker said at February's Quest conference.

Sport England's NBS provides local authorities with rigorous information on performance of their sports and leisure centres, compared with equivalent family facilities elsewhere in the country and in line with strategic priorities.

NEVILLE: ORGANISATIONS
NEED LEADERS EVERYWHERE

By Patrick Appleton

Tracey Neville has said creating an ethos of leaders throughout an organisation is the blueprint for success in the leisure sector.

In a Q&A at the Youth Sport Trust (YST) Conference, England's netball coach spoke to YST CEO Ali Oliver about how organisations can use the recent success enjoyed by her team as a springboard for their own aspirations.

"One of the things I really learnt is that the team you surround yourself with, you have to be ready to fail as much as you are willing to win," Neville told delegates at Coventry's Ricoh Arena.

Neville said that during her reign, fostering an atmosphere of healthy competition throughout the organisation – from players up to management – created leaders in every area of England Netball.

Pointing to an instance before the Commonwealth Games gold medal match, which England won, Neville said one of her senior players had the whole staff involved in fixing up posters with inspirational quotes on them around the changing rooms, hours before the game.

"I didn't know anything about it, but for me the learning thing from that was that we had created leaders throughout our Roses programme," said Neville. She also explained the importance of being together as one, even if some projects do not have universal approval throughout the whole organisation.

Neville added that her tactical changes during games can also be applied to the workplace: "You need to constantly refine your product – always be ready to bring more ideas, more energy, and be prepared to take them onboard."

UPFRONT

S&PA NEWS

GEN Z 'WANT TO PLAY' AT PHYSICAL ACTIVITY

By DeeDee Doke

Young adults classified as Generation Z are “obsessed with childhood” and could be attracted to gyms by being offered play-type activities, a Gen Z expert has suggested.

The population born between 1995 and 2012 also has a short attention span, the audience at ukactive's Sweat conference heard. They need to build trust, they engage with stories, they love social, they worry a lot about data, they want to do good, “and they're everywhere”.

“The headline feature of Gen Z? The most interesting is that they're the first generation that has never known a world without mobiles. Technology is part of their identity,” said Chloe Combi, author of the 2015 book *Generation Z: Their Voices, Their Lives*.

The question being addressed by the panel Combi spoke on focused on the potential loyalty of Gen Z to gyms. A potential selling point for gyms to this group, she said, is “the re-creation of play within adult pursuits”.



Gen Z are “obsessed with childhood and re-creating childhood programmes and films”, Combi said.

Addressing loyalty issues specifically, fellow panellist Kevin Teague, of fitness, wellness and beauty platform Mindbody, said people of all generations who have booked into their gym four times within 30 days are “usually loyal, across the board”. Teague said Gen Z also “want to feel the product offering connects with them”.

CIMSPA COMMITTEE MEMBERS ANNOUNCED

The Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) has announced the appointment of new committee members.

CIMSPA's Disciplinary Committee ensures that fair, effective and consistent methods are used to deal with performance matters from its members across the industry. It will be headed up by CIMSPA board member Tracy Rea as chair, with Simon Gardner, Greg Martin and Malcolm Stammers as committee members.

The Membership Committee is responsible for ensuring that the rules for Chartered Membership entry are defined, applied and adhered to while being compliant with CIMSPA's chartered statutes and guidance issued from the CIMSPA board of trustees.

CIMSPA board member Manos Kapterian will sit as chair, alongside Shelley Austin and Darren Humphrey as committee members.

CIMSPA's head of project and policy Danielle Peel said: “We had a fantastic response from our CIMSPA members throughout the recruitment process.

“The new committee members are all strong communicators with great experience from a wide spectrum of backgrounds.”

WAVE MAKER OF THE QUARTER: BRAMLEY BATHS

A recently refurbished Edwardian Grade II-listed building in Surrey is offering accessible and affordable physical activity in an area with high deprivation, as **Graham Simons** reports

Competitive pricing and a new eco-hub are among the key factors that Bramley Baths hopes will help attract customers through its doors following the Grade II-listed building's refurbishment.

The baths, originally a steel foundry, opened its doors in 1904. It has operated as a not-for-profit, community-led, professionally-run enterprise since 2013, and provides a range of services from pool to gym classes. In December, the centre closed ahead of refurbishment works and reopened four weeks later with a ‘eco-hub’ replacing ageing machinery powering the pool.

Independent trust Power to Change and Sport England provided £295k and £75k respectively in funding to support the project. The funding



has provided a new pool plant, with additions including a new filtration system, pipework and three boilers. It is hoped the hub will cut energy costs by up to 40%, reducing the environmental impact and allow it to reinvest savings into other projects.

“We have a beautiful, Edwardian Grade II-listed building, which is a big draw,” a spokesperson told *S&PA Professional*. “We offer easy, affordable access to leisure facilities in an area that has high deprivation in parts, and our close community relationships mean we have 18 local schools who value our high-quality swimming lessons.”

■ Is your facility making waves in the industry? Get in touch at sandpa@redactive.co.uk

UPFRONT

MOVERS & SHAKERS

EMD UK

EMD UK, the national governing body for group exercise, has appointed **Nigel Wallace** to the position of chair.

Wallace replaces the outgoing chair Innes Milne, and has been tasked with playing a key role in driving EMD UK's plans to increase participation in group exercise by supporting the workforce and raising educational and professional standards of the sector.

BRITISH GYMNASTICS



Mike Darcey has been appointed the new chair of **British Gymnastics**.

Darcey is currently chairman of B2B technology services firm M247, as well as a board director for Sky New Zealand and Arqiva. He will replace Matt Neville at British

Gymnastics in March, with the outgoing chair stepping down having served the maximum term of eight years.

WOMEN IN SPORT



Dr Steven Mann, healthy communities director at Places

Leisure, has joined the board of trustees at **Women in Sport**. ukactive's former research director began his work in the role on 1 January, which sees him advise the charity on its research work, and chair the Women in Sport's Research and Advisory Group. Mann replaces professor Simon Chadwick, who stepped down last year.



UKACTIVE

ukactive has announced **Steven Ward** will step down as CEO after more than 12 years with the organisation. Following the approval of ukactive's business plan by its board, Ward has decided to become chief transformation officer at the Madrid-based fitness operator Ingesport, owner of the GoFit brand. Ward joined ukactive in 2006, rising to executive director in 2015 (later rebranded as CEO).

LES MILLS INTERNATIONAL

Les Mills International (LMI) has named **Clive Ormerod** as CEO. Ormerod was previously chief marketing officer. His role will focus on growing Les Mills' global presence. As part of a top team reshuffle at LMI, CFO **Doug Robb** has moved to become COO, while **Jean-Michel Fournier** will take on the CEO job at Les Mills Media. **Keith Burnet** will continue as CEO of global markets.

CONTRACTS AND DEALS

TESCO AGREES GYM PASS DEAL FOR STAFF EXERCISE

Gympass has teamed up with Tesco to offer staff across the UK more opportunities to engage in physical activity.

The corporate fitness sales company will subsidise gym memberships to encourage employees to be more active. All of Tesco's 300,000-plus staff are eligible for the scheme.

ALLIANCE LEISURE TO BUILD CHARD LEISURE FACILITY

South Somerset District Council has appointed Alliance Leisure to lead the development of a new leisure centre in Chard.

Proposals centre on the redevelopment of the historic Boden Mill and will provide a co-located health and community facility alongside the leisure centre.

SWIM ENGLAND SIGNS PACT WITH EVERYONE ACTIVE

Swim England and Everyone Active have agreed to a three-year partnership to get more people swimming.

The deal will see the national leisure operator and swimming's national governing body focus on a trio of key areas to create improvement across the whole aquatic activity sector.

FULHAM FC TEAMS UP WITH METRO BLIND SPORT

Metro Blind Sport has joined forces with Fulham FC, CIMSPA partner SENSE and the London Football Association to get blind and partially-sighted people involved in playing football.

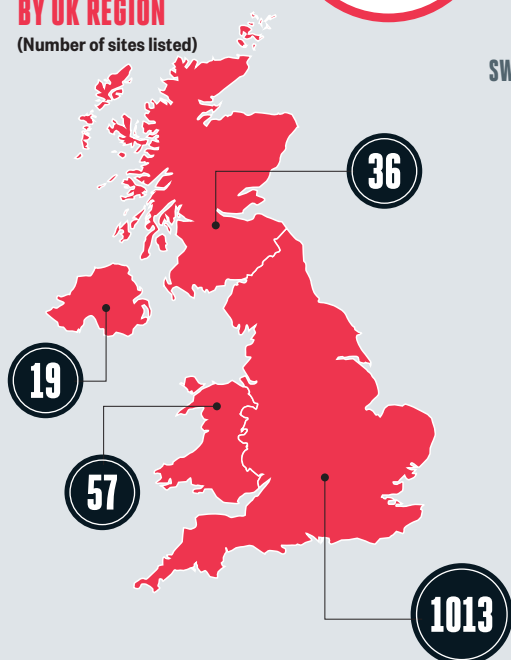
The programme offers both five-a-side and Futsal sessions, a tour of Craven Cottage and tickets to a Fulham match.

AGE IS JUST A NUMBER

Once the population hits a certain age, there can be a tendency to group them as 55-plus and that's that. How wrong that is, according to the latest research on participation figures among older people, taken from 1,500 sites across the UK. Although those between 50 and 69 have similar activity interests, for instance, the gym and swimming, interests shift between different age band, just as they do with younger groups. Focused swimming sessions without children make appeal at the start of one's 70s, personal training begins to pique the interest of more 80-somethings, and surprisingly, badminton holds court for many at the age of 90 and beyond.

BREAKDOWN: BY UK REGION

(Number of sites listed)



UPFRONT

Source:  Powered by DataHub

AGE: 50-59

FITNESS - GENERAL GYM	1	2,815,266
SWIMMING - GENERAL SWIMMING	2	1,136,420
GROUP WORKOUT - GROUP FITNESS	3	823,533

AGE: 60-69

FITNESS - GENERAL GYM	1	1,932,620
SWIMMING - GENERAL SWIMMING	2	1,072,894
GROUP WORKOUT - GROUP FITNESS	3	539,323

AGE: 70-79

FITNESS - GENERAL GYM	1	1,005,022
SWIMMING - GENERAL SWIMMING	2	592,963
SWIMMING - ADULT-ONLY SWIMMING	3	305,755

AGE: 80-89

FITNESS - GENERAL GYM	1	160,833
SWIMMING - GENERAL SWIMMING	2	116,341
FITNESS - PERSONAL TRAINING	3	80,644

AGE: 90-100

SWIMMING - GENERAL SWIMMING	1	4,769
FITNESS - GENERAL GYM	2	4,444
BADMINTON - CASUAL	3	2,968



IN DEPTH

CIMSPA UPDATE

HUB OF ACTIVITY

The latest developments involving the Institute in the sport and physical activity sector

CIMSPA BECOMES HIGHER EDUCATION PROFESSIONAL REGULATORY BODY

CIMSPA has become the Professional Statutory Regulatory Body for higher education.

The news is a significant achievement for the sector's chartered institute, putting CIMSPA at the top table for higher education policy.

"Being the Professional Statutory Regulatory Body enables us to work with the sector to develop the subject

sector benchmarks – the guidance that all universities have to align to in order to validate their degrees," says Colin Huffen, head of education at CIMSPA.

"This means that we can not only influence the higher education partners that have signed up with us, but also every university that offers a degree covering one of the roles we have developed professional for."

FIRST CIMSPA-ENDORSED DEGREE

Cardiff Metropolitan University has become the first higher education partner to have a degree endorsed by the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA).

The university's BSc in Sports Management has been fully aligned to the CIMSPA General Manager Professional Standard.

The achievement follows the creation of the sector's first degree endorsement framework, which maps course content to professional standards.

These professional standards are employer-led, meaning that graduates of CIMSPA-endorsed degrees will have the skills that

employers are looking for, ensuring they are job-ready from day one and increasing their employability.

Cardiff Metropolitan University is also mapping the CIMSPA Entry Manager Professional Standard into the degree. This will mean that course students will achieve an employability benchmark before they even graduate, making it easier to enable employer-suited work placements during their studies.

CIMSPA's other higher education partners are currently implementing the degree endorsement framework into their degree programmes.



Extending our work into further education

CIMSPA has endorsed the Pearson BTEC Level 3 National Diploma in Fitness Services qualification.

The qualification is endorsed against CIMSPA's new generation of professional standards, which will be studied by thousands of 16 to 17-year-olds in further education. The move represents a big step forward in providing employers with a job-ready workforce.

NEW PROFESSIONAL STANDARDS LAUNCHED

CIMSPA has released its Working with People with Long Term Conditions Professional Standard, one of five new standards to join the chartered institute's growing library.

Developed in partnership with industry leaders and health professionals, it outlines the knowledge and skills required by practitioners involved in the support and delivery of physical activity, exercise and behaviour change for adults who are at high risk of developing or living with one or more long-term conditions.

"Working with People with Long Term Conditions is CIMSPA's largest standard yet and will form the backbone of the new GP referral service,"

says Colin Huffen, CIMSPA's head of education.

The launch comes hot on the heels of NHS England's plans to recruit 1,000 extra social prescribing link workers to help patients live fitter, healthier and happier lives.

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

The other four new professional standards are:

- Pool Plant Operative
- Assistant Swimming Teacher
- Working with Children 0-5 years
- Strength and Conditioning Trainer

NEW CHARTERED PROCESS FOR MANAGERS

Following a successful six-month pilot, CIMSPA has launched its new chartered process for managers.

There are two chartered categories available for managers – Chartered Member and Chartered Fellow. Chartered Member status is designed for operational managers, including general managers and heads of department etc, while Chartered Fellow is for more strategic leaders such as directors and CEOs.

"Chartered status is a quality mark given to individuals who can evidence they have achieved certain criteria that makes them stand out from the crowd," says Ian Doherty, CIMSPA's

head of operations. "The status gives individuals the edge when applying for jobs as well as the level of professional recognition they deserve for their achievements in the sport and physical activity sector."

To improve accessibility, the refreshed process now provides managers with the opportunity to complete their assessment via video interview or written exercise. The new process also includes revamped assessment criteria and a new scoring system, making it more transparent and accessible.

■ For more information, visit www.cimspa.co.uk/chartered or email chartered@cimspa.co.uk

WELCOMING NEW HE PARTNERS

CIMSPA is working with a host of new higher education partners to ensure sport and physical activity degree programmes are mapped to its employer-led professional standards to develop pathways into employment in the sector.

CIMSPA's higher education partners comprise:

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

CIMSPA's higher education associate partners are:

- Abertay University
- Loughborough College
- Hartpury University
- Newman University
- Staffordshire University
- University of Chichester
- University of Wolverhampton
- University College Birmingham
- University of Highlands and Islands
- University of South Wales



IN DEPTH

CIMSPA UPDATE



ISTOCK

LISTEN AND LEARN

Steve Mitchell of Sporting People speaks about the workforce registration and regulation consultation currently underway in the sport and physical activity sector

“Everyone agrees that things have to change and we need to take a more collaborative, transparent and professional approach to building a workforce fit for the future,” says Steve Mitchell, lead consultant with Sporting People, a new group established to help organisations develop the people who make sport and physical activity (S&PA) happen.

He is referring to workforce registration and regulation, and the independent consultation that Sporting People is currently undertaking. CIMSPA, leading and coordinating the project, commissioned Sporting People to conduct the Sport England-funded consultation and engage with the sector, including professions that have tackled these challenges, as well

as organisations which have a view on the S&PA workforce – such as the Royal College of GPs and professional membership bodies across marketing and HR.

“If we want to play a pivotal role in addressing the nation’s inactivity crisis and deliver on other societal issues, we need to reinforce the message about being professional, and we need a more fit for purpose workforce, reducing risks and improving the customer experience,” Mitchell says.

After winning an open tender run by CIMSPA, Sporting People has been conducting independent research, focus groups and one-to-one consultation on workforce registration and regulation. The time is right for such a project, says Mitchell.

“The consultation represents the coming together of a number of strategies and policies over the last few years. It started with the government’s cross-departmental Sporting Futures strategy in 2015 and was followed by

Sport England's 'Towards an Active Nation' strategy in 2016. Since then, Sport England has also launched strategies for coaching, volunteering and the professional workforce.

"There are a number of common threads across these – workforce diversity, leadership, career pathways, professionalism and being more societally reflective of the communities we aspire to serve. Add into that the independent Duty of Care in Sport Review conducted in 2017, and now is the time to take these issues seriously."

FULLY INDEPENDENT

The aim of the consultation is to harness the views of the widest possible range of S&PA sector organisations, employers/deployers, policy makers and professionals themselves. Also included are the insurance sector, educational establishments such as FE (further education) and HE (higher education), the voluntary sector and the recognised equality partners such as Women in Sport and Sporting Equals.

Phase one of the process focused on engaging with key stakeholders to discuss the issues, barriers and solutions to a potential workforce register or alternative mechanisms for addressing the challenge.

"The first phase was really about listening – to the bigger leisure operators, national governing bodies (NGBs) of sport, county sports partnerships and representative organisations, and asking them the big

SPORTING PEOPLE

The consultation project is being led by the newly-formed Sporting People. Its lead consultants – Steve Mitchell, Dan Thorp and Rob Young – have more than 60 years' experience across sport and physical activity between them, from advising NGBs to third sector sport to learning and development.

Steve Mitchell has worked extensively with employers across the leisure sector around people, skills, and learning and development.

Mitchell spent 10 years in the public sector and four years working on three successful new ventures where his clients include CEOs, boards, NGBs, commercial businesses, leisure operators, CSPs and educational institutions.

ticket questions about their experience of workforce and the issues they are facing," explains Mitchell.

Such organisations include the Department for Digital, Culture, Media & Sport, Sport England, UK Coaching, County Sport Partnership Network, the Sport and Recreation Alliance, Women in Sport and various NGBs including Badminton England, British Gymnastics and the LTA. Sporting People held lengthy one-to-one interviews with each organisation to gain their views and this first phase of the project is all but complete.

Phase two of the consultation got underway in February and aims to engage a wider section of the industry – and more frontline organisations – through a series of workshops held around the country.

"It's important that people know that this consultation is fully independent and that we are approaching it without pre-meditated outcomes," says Mitchell.

A MORE COMPETENT WORKFORCE

"There are huge swathes of best practice with lots of amazing people driving these agendas across the organisations mentioned above. One of the common issues is a lack of consistency across different areas of the sector."

The project provides an opportunity for the sector to consider whether a common approach can ensure the sector presents the end user and other stakeholders with a qualified and safe workforce in a transparent way.

The consultation will also address the needs of the public health sector, parents and other groups in ensuring that the S&PA sector's work is delivered with trust and competence. Engagement to date shows that there is appetite for change and there is momentum behind finally building a sector-wide consensus to moving this agenda on.

"We are still listening to the sector, but we've learned that change is needed if we want to meet our ambitions for the sector and improve the health of the nation," Mitchell says of phase one.

"Just think what we could achieve if the general public had more confidence in our abilities; if other professions took us more seriously; if organisations could enhance workforce productivity by 5%; if we made it easier to move through and across employment environments; and if young people had clarity about how to move into a career in the sector. Just think how we could move forwards as a sector."

CIMSPA has commissioned another independent organisation – Eight Strategy – to conduct wider market research, which all CIMSPA members will be able to take part in. The online questionnaire will be available in the next few weeks.

"What we've learned so far is that change is needed if we want to meet our ambitions for the sector and improve the health of the nation"

IN DEPTH

CIMSPA UPDATE

HIGH DEGREE OF QUALITY

The first institution to receive formal CIMSPA degree accreditation, Cardiff Metropolitan University has a long and fruitful relationship with the chartered institute

Tracing its history back to 1865, Cardiff Metropolitan University provides practice-focused and professionally orientated education to students from around the globe. Cardiff School of Sport and Health Sciences (CSSHS) is a recognised centre of excellence in the UK and has established a national and international reputation for the quality of its academic and research work in the areas of sport and health sciences.

The school's vision is to be known globally for its employability-focused education and impactful research. To help achieve this vision, the undergraduate and postgraduate sport and health sciences degrees are structured to provide distinctive pathways, which cater for individual student interests and meet the vocational requirements of an

expanding marketplace. With a comprehensive portfolio of interdisciplinary programmes, its 2,100 sport students are provided with the opportunity to develop knowledge and skills, gain experience and utilise cutting edge equipment and facilities, in preparation for their chosen career.

The school engages closely with industry to provide consultancy services and professional development programmes to suit the needs of the organisation and its staff. Over 98% of students are in employment or further study six months after graduating.

The university has been working with the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) since its formation, with academic staff active in the previous National Association for Sports Development (NASD) and Institute of

Sport and Recreation Management (ISRM) communities committed to seeing the development of a strong professional body.

Since 2016, the university has made a concentrated effort to engage with CIMSPA, sponsoring a careers event in October 2016 with over 400 sport students and 40 employers and featuring a keynote from CIMSPA CEO Tara Dillon.

Cardiff Met was part of the higher education (HE) pilot programme and has been involved in national professional development committees supporting the drafting of new professional standards – Strength and Conditioning, Working with Children 0-5 and Community Settings.

The university has also provided support and feedback on a range of professional standards as they have been released, including management, coaching, population specialisms and context specialisms.

In November 2018, Cardiff Met hosted the CIMSPA national employer event in Wales and in December 2018, two of its undergraduate students – Gareth Picken, Level 5 Sports Development Student, and Grace Faulkes, Level 5 Sport and Physical Education Student – secured positions on CIMSPA's new national youth board.

CIMSPA DEGREE ACCREDITATION

This year, Cardiff Met became the first institution in the UK to receive formal CIMSPA degree accreditation against the General and Entry Manager Standards for its BSc Sports Management programme.

This revised programme also utilised the European Observatoire for Sport Employment-led (EOSE) S2A sports administration framework as part of its review and constructive alignment exercise. This has resulted in a new programme that provides a balanced



curriculum for students wishing to specialise in a range of managerial pathways in the sector.

“Along with the employer consultations that influenced the development of the CIMSPA professional standards and EOSE S2A framework, a recent periodic review committed to auditing current employability practice, consulting with internal professional services staff and consulting with over 50 domestic industry employers to shape the seven degree programmes and influence our research agendas,” explains Steven Osborne, employability coordinator and principal lecturer in sport management and development at Cardiff Met.

This work and model of employability has provided a framework to develop a broad range of interventions drawing on academic expertise, with input from all sectors (public, private and not-for-profit) including government, government agencies, international, national and local sport organisations, education, local health boards and a range of clients from the private sector (sports organisations, service industries and manufacturers).

Sport management students were

encouraged to engage directly with CIMSPA staff during the HE pilot, resulting in final year undergraduates providing feedback on the value of the benefits available and expectations.

DEVELOPING PROFESSIONAL COMPETENCIES

“CSSHS has aimed to develop a holistic curricular and extra-curricular approach to embedding employability across the undergraduate sport portfolio. We have established a clear framework that provides a shared point of reference and common language for academics, professional services staff and employers to support students,” explains Osborne.

This holistic framework aims to support academic teams in developing innovative teaching, learning and assessment strategies.

These strategies include aligning knowledge outcomes to professional competencies and standards, provision of work-related and work-based learning opportunities, development of lifelong learning competences, career development, and supporting the move to self-employment through enterprise and entrepreneurship education.

Listening to the feedback of employers,

CSSHS will be developing an Open Campus initiative, which will provide initial work-related and work-based learning opportunities for students, as well as civic impact to schools, clubs and organisations, which can access its facilities for free when working directly with university students as part of their curriculum.

“Our aim is to support our students in developing their professional identity and competencies before progressing into external professional environments in their final year. We work collaboratively with industry partners to deliver these opportunities without putting too much pressure on our local providers to engineer placement roles,” says Osborne.

“This collaboration extends to work-related learning activities such as off-campus insight visits, live case studies and direct work with senior managers through guest seminars and network events.”

Graduate employability became a key focus in 2014 and CSSHS has delivered strategic targets since, including increasing work placements from under 100 in 2013/14 to over 800 in 2017/18, embedding vocational qualifications into the curriculum and linking extra-curricular careers events to assessment and alumni mentoring opportunities.

“We have ensured that students understand the employability-related skills they are developing. The aim of this programme is to engage students in well-designed, coordinated and sustainable curricular and extra-curricular interventions that enhance their employability,” Osborne explains. “The aspiration is for all our students to successfully graduate into professional level roles or further study, supported through the delivery of quality learning, work experience and access to professional networks.”

IN DEPTH

CIMSPA UPDATE

LEARNING FROM INSIGHT

More than 300 delegates flocked to this year's Quest NBS conference. Here, we give a short round up of the day...

Opening the Quest NBS conference 2019, Sport England property director Charles Johnston gave an update on the 'Towards an Active Nation' strategy, reminding operators that it's no longer just about how many participate in physical activity, but the impact that has. He said the still inactive 25% of the population represent a real opportunity to influence agendas far wider than sport and fitness, and encouraged local authorities to look at urban design and consider how it can be replicated in communities to provide a naturally active environment.

GOING FOR GOLD

Mark England OBE, chef de mission Team GB for the Rio 2016 Olympics, congratulated the audience on being the wheels behind Team GB's successes. He gave a history of his career, saying he "started out in your world" and that delegates should never underestimate the difference they are making.

England explained the difficulties of attempting to replicate Rio's successes at the next Olympic Games in Tokyo, but said Team GB would be shooting to win more medals at six consecutive games – a feat never achieved before. He added that the power of Olympic sport and Team GB to inspire and unite the nation should not be overlooked.

Quest director Caroline Constantine

gave an annual update on Quest, which has seen 115 new facilities and teams join in the last year and congratulated the industry on its continuing improvement on health & safety, highlighting that standards overall are also improving, with many sites moving from Good to Very Good. She also encouraged delegates to keep challenging themselves.

LEARNING FROM FAILURE

Andy Reed OBE's session was based on *The Black Box Approach* by Matthew Syed, which discusses how to approach failure and turn it into an experiment from which to learn.

Reed claimed that if the sport and physical activity sector's aim is to get the nation active, it is failing. He added that the industry's fear to admit failure means less learning from mistakes.

Changing the mindset of decision makers and looking at failures as an opportunity to grow is crucial, he said. Adding that "failure isn't fatal", Reed warned that failing to change could be. The former MP also reiterated the importance of appetite for risk, saying that targeting harder to reach

communities means failure is inevitable at times, and closing with a recommendation to delegates to embrace areas of Quest where they might seem to be lacking.

100-DAY CHALLENGE

Chris Perks (pictured), Sport England's executive director for local delivery, talked about his 12 years as a PE teacher in the past, and admitted he'd probably put thousands of kids off from being active as he "didn't get it", having been good at school sport himself.

Having recently bumped into two ex-colleagues, he was shocked to see the stark differences in the facilities they represented, all within the same town; one a vibrant sports club actively encouraging people to move more, and the other in a poorer location where the facilities weren't great.

"It's an area of deprivation and poverty, but not an area of low ambition," he said. "They know the value of being active, but having money to heat their home and feed their family are more 'here and now' issues. But sport does have a role to play."

Changing the system is about leadership, he said, and seeing all parts of the system working together is what will enable and facilitate. He encouraged delegates to get their local communities together with those delivering services and set a 100-day challenge to make positive changes.





YMCA
awards

EMBRACING PROFESSIONAL STANDARDS

YMCA Awards has become the **first awarding organisation to receive endorsement** from the Chartered Institute of the Management of Sport and Physical Activity (CIMSPA) having embraced the organisation's new professional standards in three new **gym instructor** and **personal training** qualifications. These new qualifications are also mapped to the UK National Occupational Standards and are recognised by REPS.

For more information about these new qualifications please visit ymcaawards.co.uk/cimspa-standards



IN DEPTH

CASE STUDY

By Roisin Woolnough

FREE

AND

Recycling confiscated knives to provide an open-air callisthenics gym in East London has helped re-engage the local population with sport and physical activity while turning others away from a life of crime

In a park in East London stands an outdoor callisthenics gym that is made entirely of recycled knives recovered from amnesties and police operations. The blades, which were confiscated by the Metropolitan Police over a two-month period a couple of years ago, have been melted down and the resulting two tonnes of metal repurposed into steel bars.

Two former PR executives are behind the initiative, which launched in 2017 and is called Steel Warriors. Ben Wintour says he and his co-founder Pia Fontes felt the dialogue around knife crime needed to be revitalised.

Wintour explains how they hit on the idea of the callisthenics gym. “We did a lot of research into the motives for young people for carrying knives because we wanted to really understand the issue,” he says.

“What we discovered is that the two main reasons are protection and bravado. So we wanted to create a network of free

facilities to help people feel more confident in their bodies and more physically protected.”

Further research led them to callisthenics, a sport that originated in ancient Greece and has witnessed a surge in popularity recently around the world. Lots of athletes and sports teams do callisthenics to improve their fitness levels, as does the military, but it has also taken off with the general public and even the incarcerated.

“In Brixton prison, you can see that they have a callisthenics gym in the middle of the courtyard,” says Wintour. “On that basis, we thought it would work well on the streets.”

The location of the gym – outdoors, in a park in Tower Hamlets, an area of East London with a high rate of knife crime – fitted well with what Steel Warriors wanted to say and do. “We wanted it to be a very open symbol in the community and having it made of knives is a way of sparking conversation around the issue. And it’s encouraging young people to be fit and healthy.”

The fact that it’s outdoors with no shelter from the elements means that it is naturally less popular in the winter. However, perhaps there is more need for a gym like this in the warmer months, as Wintour explains that knife crime levels are “much higher in the summer”, and exercise is “a great way of letting off steam” and socialising.

Being in a green public space means the bars are highly visible, accessible and most important of all – they are free. There is even a Snapcode, a Snapchat feature, at the site that people can

scan, giving them access to videos showing them how to use the gym equipment, meaning that even complete novices can turn up and give it a go.

Wintour is happy to add that the videos aren’t always necessary because there are often people using the equipment who are happy to give impromptu tutorials to others, or there are people who use the gym to run dedicated training sessions. “Lots of people have volunteered to help out,” he says. “And there are lots of kids going down there to do training sessions organised by the local community.”

The gym is on the doorstep of Spotlight, a creative youth service that runs a

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CASE STUDY



range of free programmes for young people, which now includes some programmes at the gym site.

"It's been well received by the local community and had a positive impact in the park. It's free and it provides a different opportunity for people," says Daniel Rose, director at Spotlight.

People of all ages, gender and background come to use the facilities, from the advanced callisthenics user to the complete beginner. With people coming from outside the local area just to use the facility, Rose adds that "it really has helped bring the park to life".

Also, the nature of the equipment means that it appeals to some members of the community who don't typically

engage with more traditional forms of exercise and physical activity. Rose says it's really important that these types of facilities exist, encouraging marginalised groups to get active and get involved in communal activities.

The fact that the equipment is free to use and requires very little maintenance is important, making it a sustainable resource. "There's a real shortage of free facilities out there," says Wintour, adding that key considerations when setting up the project was accessibility and removing costs from the equation.

Tim Cooper, a personal trainer and CIMSPA member, agrees that the fact that the equipment is free and outdoors will encourage more people to use it.

*Forging ahead with their plans:
Pia Fontes and Ben Wintour*

"Having ready access to equipment with no cost, in a central public area is a great way of allowing people to access different types of exercises," he says. "An outdoor facility widens the access to fitness to those who might not be able to afford a gym membership."

Having trained as a youth worker in the past, Cooper sees many positives, in terms of health and fitness, mental wellbeing and social wellbeing benefits.

Geoff Thompson MBE, former karate world champion and chair of governors at the University of East London, goes even further. The CIMSPA member says that as a society, we have to provide the physical space and facilities for young people to engage with exercise.

"It's a fundamental human right that young people have access to physical activity, facilities and the right coaches – social coaches."

Thompson is founder and executive chair of the Youth Charter, a charity and NGO that focuses on sport and artistic excellence to tackle problems in some of the UK's most troubled communities. Growing up in Hackney in East London, Thompson says discovering martial arts aged 16 was the best thing that ever happened to him and his friends.

"Martial arts provide the bravado and feeling of confidence so people don't

"Having ready access to equipment with no cost, in a central public area is a great way of allowing people to access different types of exercises"



Steel Warriors: The benefits

- Free health and fitness equipment in an area of high knife crime and social deprivation
- Reaches out to all groups, but has particular appeal to the youth population
- Outdoors, in a park with a high footfall and youth centre nearby, it has encouraged more people to engage in healthy activity in a public space
- Accessible and visible
- A socialising space, bringing together different groups of people, communities and age groups
- Adds to the debate about knife crime and the need to engage with marginalised groups



have to revert to carrying a weapon," he explains. "I see the gym as one aspect of emotional, physical and mental development to help young people not to see a knife as equally important an accessory as a mobile phone."

He adds that the fact Steel Warriors' gym is made out of confiscated, recycled knives, sends out a really positive, interesting message. "Out of a negative comes a very significant good."

While Thompson says the initiative undoubtedly has the potential to boost the physical, emotional and mental wellbeing of the local community and reach out to marginalised groups, he would like the social coaching side to be brought out more, with trainers on site.

"Social coaches are critical," he says. "These are relationships of trust, confidence and respect. You need to provide the software – the people bit – to complement the hardware. It needs to be people in the community, for the community, by the community."

Thompson would like to see community members put through accredited leadership programmes. That way, he thinks the initiative would be

self sustaining and truly successful. Otherwise, he thinks it could go the way of 3x3 basketball initiatives, where the hardware was put in place, but not the software.

"They didn't have the right programme support and coaching support so they just became remnants of what could have been," he says with frustration, adding: "You have to have everything that is required to keep young people interested and engaged."

Although there aren't any dedicated Steel Warriors trainers, Wintour says the local community has stepped up to the mark, and points to some individual success stories that demonstrate the positive effect the gym has had so far.

"One kid has lost two stone since going to the gym and two people have qualified as personal trainers as a result," he says, adding that the scheme has generated a lot of media interest from the likes of *The Guardian* and Sky News, but more importantly from local and external communities as well.

"We have had boroughs writing in to see if they too can get a gym."

As a result, he is currently developing plans to extend out into other boroughs, with eight sites across London under consideration. Wintour is looking for sites similar to that of Tower Hamlets – gang-neutral zones with a high footfall and particularly high levels of knife crime. In addition to helping put an end to knife crime, the end goal remains a UK-wide rollout to get people active in the communities and areas that need it most.

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PIECING THE PUZZLE

By Colin Cottell

Placing a multitude of diverse services alongside sport and physical activity facilities is the blueprint to achieving a healthier, happier and fitter future



Imagine a business model that resulted in a 379% rise in visits to leisure centres in just five years. Service providers and those in the sector would surely be queueing up to copy it. Then visualise a business model that could transform and modernise the UK's ageing collection of leisure centres, increase physical activity levels among inactive groups, and achieve savings of around 30% in both construction and operating costs.

Too good to be true? Such a business model actually exists right now. The almost five-fold rise in leisure visits was recorded at Warrington Borough Council's leisure centres after they were transformed from traditional leisure centres into co-located neighbourhood hubs, where users choose from a range of services all available under one roof.

At Orford Jubilee Neighbourhood Hub, alongside the usual sport and physical activity facilities, users can take out a library book, drop their children off at a crèche or visit the pharmacy. At the newer Great Sankey Neighbourhood

Hub in West Warrington, users can enjoy the benefits of a learning and cultural centre, visit their GP and use other primary healthcare services, along with going to the gym.

Warrington's residents are not the only ones to benefit from the convenience of a range of activities and services in one building. For instance, Leeds City Council's aim to make sport and leisure activities more accessible to people with learning disabilities culminated in a partnership with Aspire Community Benefit Society, a not-for-profit social enterprise, giving these residents new access to 10 integrated facilities across the city. One of them, Holt Park Active, is an integrated leisure

and social care facility, with a gym, sports hall and courts, and a therapy pool for people with learning difficulties, those with physical disabilities, as well as older people. However, most of the 10 facilities are on a smaller scale. "We are talking about a small piece of a building that, in many cases, used to be a bar," says Mark Allman, head of Active Leeds at Leeds City Council.

Meanwhile, in Plymouth, alongside fitness classes, walking football, yoga and Pilates, Four Greens Wellbeing Hub, run by a local community trust, provides an innumerable range of services including debt advice, a café and specialist health services. It also houses the charity Barnardo's.

According to Sport England figures, in 2017 there were 54 integrated wellness hubs across England – and all the indications are that their numbers have risen since then, with more in the pipeline. However, they still make up a small number of the UK's leisure facilities. To put it in perspective, there are 5,000

"New people were exposed to services that traditionally they wouldn't have engaged with"

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swimming pools in England, says Charles Johnston, head of facilities at Sport England.

All this could change if a joint proposal by Sport England and ukactive to invest up to £1bn in new co-located facilities is given the green light by the government, says Huw Edwards, public affairs director at ukactive.

The proposals that are supported by Sport England are based on evidence that every £1 from Sport England's Lottery-funded Strategic Facilities Fund typically leverages £10 in investment from a range of other sources, including the private sector and local authorities.

"The opportunity for us with this fund is to breathe new life into the public leisure, public sport and community assets that communities depend on, and the vision is that much of this would be co-located," says Edwards.

Johnston says a major advantage of co-location is increased financial viability, which also improves the chances of service providers receiving a positive response to their funding requests from Sport England.

Matthew Parker is operations director at LiveWire, which runs three neighbourhood hubs on behalf of Warrington Borough Council: Woolston, which began as a small-scale pilot, Orford and Great Sankey.

Parker is clear about the many benefits co-location brings. Referring to Woolston,

"It's important to identify your shared goals and objectives, only then can you begin to look at how you can make those services work together for the benefit of the customers"

POWER POINTS: MAKING CO-LOCATION A SUCCESS

- Get buy-in and commitment from all partners at all levels
- Agree on common objectives and clarify roles and responsibilities at the earliest opportunity
- Think about the customer journey to ensure that services are as accessible as possible, and that customers gain maximum exposure to those services
- Design spaces that are flexible and multi-purpose, allowing adaptation to future demands and opportunities
- Provide opportunities for staff from different service providers to develop informal relationships
- Be innovative and don't stand still



which includes a children's centre, a GP practice, and a sexual health clinic, he says: "New people were exposed to services that traditionally they wouldn't have engaged with – specifically, an older demographic that used the library that wouldn't traditionally access a leisure centre.

"But by coming into the building initially and using the library," Parker continues, "they got to know staff and build relationships, and they developed more of a sense of belonging. And some started to use the leisure facilities."

He says that at least two more hubs are in the pipeline in Warrington: Bewsey Dallam and Birchwood. A site comprising an indoor tennis court, a small gym and a fitness studio is being considered as a hub that includes co-location of a library.

Parker adds that GP referrals to sports and leisure services prove much more successful in a co-located facility compared to standalone GPs surgeries, where people are more likely "to talk themselves out of the ideas as soon as they



MATTHEW PARKER
Operations director
at LiveWire

“At Great Sankey, we have one large shared staff area... What we are finding is that through those more informal relationships, and discussions over coffee, they are finding more synergies at work and developing better partnership working”



£1BN

maximum proposed investment by Sport England and ukactive in new co-located facilities



70%

Research carried out two years ago indicated that 70% of visitors to Warrington's co-located neighbourhood hubs used at least two services



379%

rise in leisure centre visits in five years at Warrington Borough Council, where leisure centres were transformed into co-located neighbourhood hubs

get home”. Research carried out two years ago indicated that 70% of visitors to Warrington's co-located neighbourhood hubs used at least two services.

However, according to David McHendry, managing director of Knight, Kavanagh & Page, a consultancy that specialises in the sport and physical activity sector, not all co-locations have proved so successful.

While he accepts that having a library in the same building can boost the numbers of people using sports and leisure facilities, and especially those who would otherwise not go into a leisure centre, he says there are major challenges to overcome. “What we often find is just a back-to-back, co-located service with no real impact,” he says.

Particularly lacking is targeted interventions, says McHendry, citing the example of a 45-year-old male at risk of coronary disease: “It's great, a health centre being co-located with a leisure centre, but if those two organisations don't work together then you won't get the best results.”

While a leisure operator might be able to say it has 100 45-year-old men among their members, McHendry says only the health partner has the information as to which individuals are at risk. However, he says, there is often a reluctance to share this information, “often hiding behind GDPR because it is a challenge and difficult”.

Cultural and operational differences between disparate organisations can also get in the way of making co-location a success. “If you open and simply drop in two organisations into a co-located facility, they are not going to be ready for the change,” McHendry warns.

Pre-work is also crucial. “It is about getting the partners on board prior to the facility opening or the services being delivered,” he explains. “It's important to identify shared goals and

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MARK ALLMAN
Head of Active Leeds
at Leeds City Council

“It’s about the extent that you are able to influence others in the system at every level, whether it is in planning, social care or in the NHS. You have got to be having those conversations and that takes time”

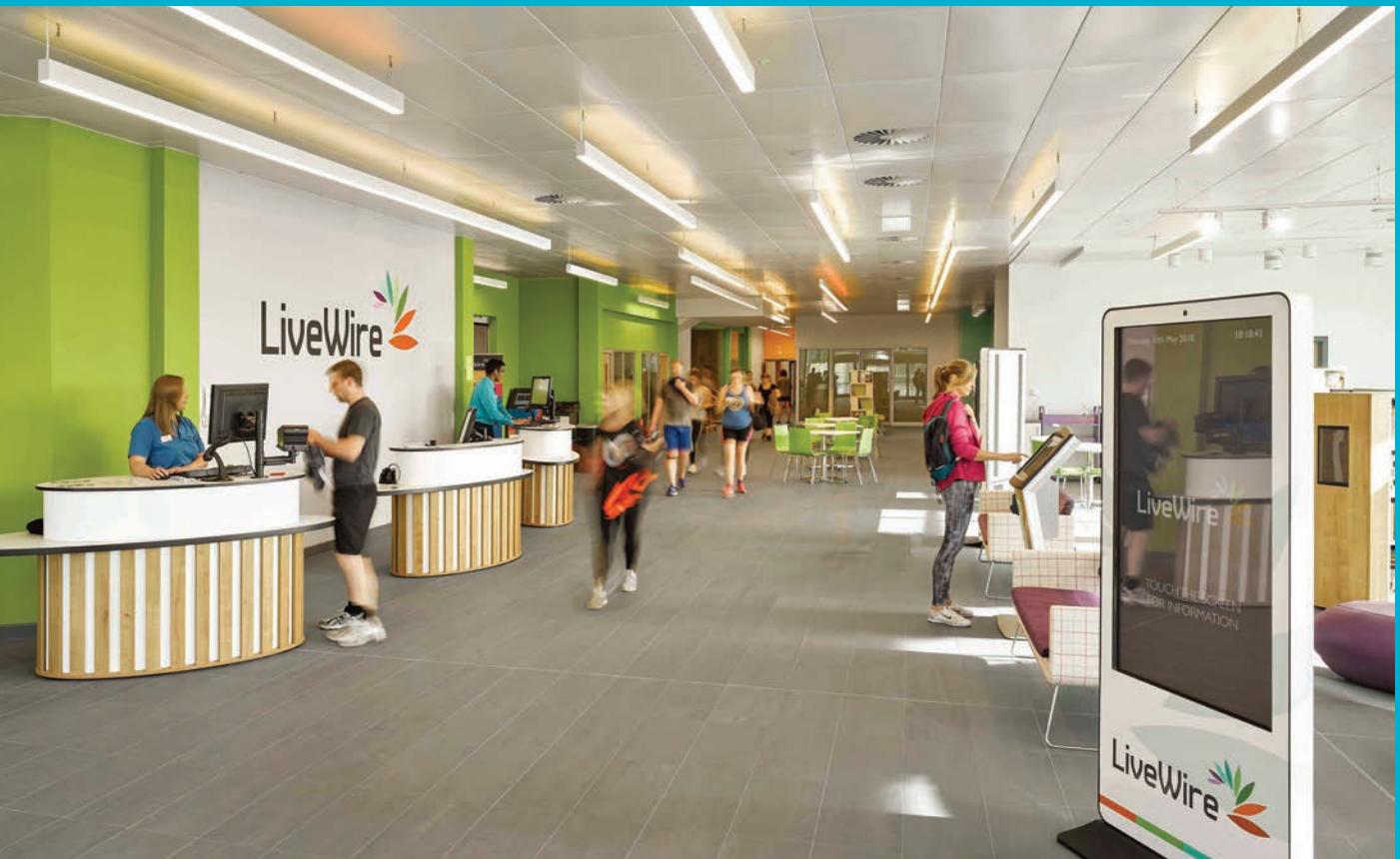
objectives, only then can you begin to look at how you can make those services work together for the benefit of the customers.”

Whether it is a new-build situation, where different service users move into the same building at the same time, or whether the arrival of service providers is phased, which is the approach being adopted at Great Sankey, Parker says it is vital this preparatory work is done. Failure to do this at Orford, which opened as a new-build facility in 2012, delayed the development of those services areas for two to three years. Indeed, “it is still work in progress now”, he says.

McHendry concurs with the thoughts that there needs to be “a whole philosophy around co-location” that is agreed between all the parties.

“There is no simple answer to it,” he says. “It requires organisations to work together, to speak to each other and set some key parameters as to how they will work together.”

A good example is agreeing principles on sharing data to allow more targeted interventions, for example, of people



with particular health conditions. "These sorts of principles need to be agreed up front because unless you do so, all you will get is back-to-back services," McHendry says.

Mark Rowles is strategic lead for wellbeing at Four Greens Community Trust that runs Four Greens Wellbeing Hub, in Plymouth. "The important thing is that we are all working together in partnership," he says, "so the people who do our debt advice know if they have got somebody who is really low and they see an opportunity even for them to go and kick a football around and let off steam, we are at a point now that people are talking to each other and knowing that we are putting on these sessions."

However, Rowles says that more needs



DAVID MCHENDRY
Managing director of
Knight, Kavanagh & Page

"There is no simple answer... co-location requires organisations to work together, to speak to each other and set some key parameters as to how they will work together"

to be done, especially for those who lack the confidence to take the plunge.

"Sometimes, it is not that they don't want to do a fitness class, it's that they don't have the confidence to walk in on their own. That is the next phase of what we are looking to do through our social prescribing work, is to actually have someone who peer supports them until they feel confident."

Such support fits neatly into a key recommendation in the recently launched £20.5bn Long-Term Plan for the NHS, which is funding around 3,000 link workers, who will work with GPs to refer people to exercise or dance classes and health walks. "The role of co-located facilities is going to be integral to the success of that project," says Edwards.

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Active Leeds' Allman says that probably the biggest challenge was "convincing the staff that it was the right thing to do: 'Why are we doing this, why are we doing that, I don't want to do it, I don't like change,' nothing more complicated than that".

However, the more the integrated facilities have become successful, the more staff concerns have fallen away, he says: "It's a better place to come, staff are happier and the clients are happier."

Allman says the biggest lesson he has

taken from Leeds' experience of co-location is the importance of having positive relationships with colleagues and of building trust: "It's about the extent that you are able to influence others in the system at every level, whether it is in planning, social care or in the NHS. You have got to be having those conversations and that takes time and you have to be very focused on how you do it."

Parker says the importance of building good working relationships between different service providers should not be under-estimated. A vital lesson was learned at Orford, where employees from different organisations had separate staffrooms. "When we have spoken to staff they say one of the most effective things is having informal relationships outside the professional environment," he says.

£10 EXTERNAL INVESTMENT FOR EVERY £1 OF SPORT ENGLAND FUNDING

Proposals are supported by Sport England, based on evidence that every £1 from Sport England's Lottery-funded Strategic Facilities Fund typically leverages £10 in investment from a range of other sources, including the private sector and local authorities



HUW EDWARDS
Public affairs director
at ukactive

"Co-location is a good opportunity... to help leisure operators become anchors on high streets"



CHARLES JOHNSTON
Head of facilities at
Sport England

"[Co-location] investment would have a transformative effect on communities the length and breadth of the country"



MARK ROWLES
Strategic lead for wellbeing at
Four Greens Community Trust

"The important thing is that we are all working together in partnership, so people who do our debt advice know if they have got somebody who is really low and needs to let off steam – we are at a point now that people know we are putting on these sessions"



"At Great Sankey, we have one large shared staff area, where all the different services will have their welfare facilities for their staff.

"What we are finding is that through those more informal relationships, and discussions over coffee, they are finding more synergies at work and developing better partnership working."

Another important factor is building layout, says Parker. At Great Sankey, the first thing users see before they can go through to medical services is a library and the leisure facilities. "Make sure the journey for the individual who needs support is made as accessible and reassuring as it can be so they are not dissuaded or intimidated, and [instead] encouraged [to do physical activity]," adds Edwards.

For Parker it is also vital that the co-located services are tailored to meet the specific needs of their local community. At Orford, for instance, the main co-located services are the further education College, Jobcentre Plus, library and the police. Customer demand at Great Sankey, on the other hand, dictated that work underway includes a luxury spa, along with other services.

"Having a number of linchpins like these in each

"It is great, a health centre being co-located with a leisure centre, but if those two organisations don't work together then you won't get the best results"

hub also attracts other types of service to come forward," he says.

Co-location is a growing trend across the country, McHendry says. However, ukactive's Edwards contends that the surface is only being scratched when it comes to its potential transformative influence. One such opportunity is in efforts to rejuvenate Britain's high streets.

"What we know is that having a leisure option in the high street will help wider businesses through secondary spend, so co-location is a good opportunity for government and local authorities to help leisure operators become anchors on high streets," says Edwards.

Parker agrees that the potential for co-location is vast, and could include sports retailers, health spas, universities and even post offices. "It just depends on local opportunities," he says.

Co-location also ties in with the government's wider health agenda of targeting groups that are less physically active, says Edwards: "Our evidence base show there is more we can do with people in the 55 years of age cohort to ensure they see co-located facilities and wellness hubs as something that is attractive to them, and it the same with BAME and people with disabilities."

All indications are that co-location represents a massive opportunity for the UK's fitness and leisure sector, while at the same time contributing to the government's wider health agenda.

"We are just waiting on the green light from government so that we can start to activate this investment, which would have a transformative effect on communities the length and breadth of the country," says Sport England's Johnston.

IN DEPTH

TECH

By Sue Weekes

As the data-driven revolution in sport and physical activity continues to gather pace, clothing products are providing new ways of recording all facets of an individual's health and fitness during exercise sessions

DRESSED SMART



Wearables such as the FitBit, Apple Watch and Garmin Vivoactive have put the power of data within the reach of everyone who wants to use information to better inform their fitness and exercise programmes. And while the use of data to help improve performance is already proving invaluable – as well as addictive in some cases – it is fair to say that we are only really at the start of the data-driven journey as far as health and fitness is concerned.

In time, such data won't be collected by a piece of kit on a person's wrist but from all-round their body. According to Global Market Insights, the smart clothing market is set to be worth more than \$4bn by 2024 and shipments will grow at over 50% (compound annual growth rate). One of the main drivers across the globe is anticipated to be the growing adoption of smart products by professional athletes to optimise performance level and prevent potential injuries.

Companies such as Athos, Hexoskin and Sensoria already sell a range of smart clothing that features components and sensors embedded in sportswear that collect and analyse data and provide tracking and feedback.

The range of products and what they measure is growing all the time, but smart wearables aren't just getting smarter – these devices are also

“We’ve known hardcore runners who love data so much that they wear a strap even though it digs in and makes them bleed”

becoming more wearable. Manchester-based research and development company Smartlife has developed a range of fabric sensors capable of detecting a range of biophysical data from the body. “We have discreetly integrated our sensors and electronics into garments that people wear anyway, such that they are barely noticeable to the wearer or to an observer,” says product director Clare Simpson. “Smartlife turns a ‘normal’ item of clothing smart, delivering the quality of data not usually available outside of a lab.”

Advanced algorithms then turn the raw data into meaningful output data, which is then transmitted to a receiving device via Bluetooth.

A key benefit of the Smartlife technology is how comfortable it is compared with, for example, a traditional chest strap. “We’ve known hardcore runners who love data so much that they wear a strap even

though it digs in and makes them bleed. And for women they are difficult to position,” says Simpson.

While many wearables feature optical sensors, Smartlife works by picking up bioelectrical signals from the body such as electrocardiogram (ECG) and surface electromyogram (sEMG) signals. The technology has been independently validated by academic institutions to be more accurate than the optical sensors that use light to measure blood flow.

Simpson explains that the sensors can help improve performance in a number of ways, such as measuring the intensity of training sessions and monitoring cumulative ‘internal load’ over the period of a training programme. “They can also be used to monitor fatigue levels and [help someone] decide how hard to train on a given day to minimise the risk of injury or illness,” she says. “And they can monitor several key markers of aerobic fitness to judge the impact of a training programme on performance.”

Smartlife has initially focused its research on insight for runners and cyclists, but the technology can be used to monitor heart and breathing data in any sport and will release new features aimed at specific markets. It is seeking to license its technology rather than develop its own range of clothing products.

Meanwhile, yoga has so far



IN DEPTH

TECH

“This sort of technology could revolutionise the way we detect and manage respiratory performance and disease”

been the focus for New York-based company Wearable X, which has been named one of the most innovative companies in fitness by the business magazine *Fast Company*. It launched the Nadi X range of smart apparel for yoga in 2017, which uses embedded sensors to help individuals learn and improve their performance in a session.

The Nadi X technology is able to identify the pose of an individual in real-time and guide the wearer on where to focus using vibration. Founder and CEO Billie Whitehouse explains that when integrated with Apple Health, the Nadi X app can also make recommendations of complementary

poses for other exercises; for example, following a long run. The trousers will assist with the sequence of poses that will help with running performance.

“We are focused on launching new software, with new features that include further poses and flows, further progress tracking, flows from some of New York’s best instructors and eventually upper body products for further posture monitoring,” says Whitehouse.

Smart garments aspire to do more than just improve performance though, and can also help individuals to train more safely. Whitehouse says that many of Nadi X’s users are in their 40s and

want to “pay careful attention to their body”. “They use Nadi X for injury prevention,” she says.

Similarly, Simpson says the Smartlife technology in the near future will also be able to understand features of movement patterns that are inefficient or associated with injury risk. The company is also involved in knowledge transfer partnership (KTP – see *boxout p35*) projects with two UK universities, funded by Innovate UK, which could see the technology having far-reaching health benefits for sportsmen and women in the future.

Dr Steve Preece is director of the Centre for Health Sciences Research at the University of Salford, whose research focuses on understanding the biomechanics of human movement and the role of muscle co-ordination in musculoskeletal pathology. He has established a running performance clinic which attracts runners from all over the UK.

“No other system on the market gives you information on what your muscles are doing,” says Preece of the KTP project. “A lot of joint health is determined by how we co-ordinate movement. People who co-ordinate movement and run well tend to put less stress on their joints.”

Smartlife is also working with Dr John Dickinson, head of the exercise respiratory clinic at the University of Kent, and an expert in the diagnosis and treatment of exercise-related respiratory issues. The KTP aims to enable Smartlife to develop a versatile, garment-based method of diagnosing and treating dysfunctional breathing in athletes. “This sort of technology could revolutionise the way we detect and manage respiratory performance and disease,” says Dickinson.

“If we are able to achieve our goals we will be able to provide feedback to users on breathing pattern mechanics.



£3.04BN

According to Global Market Insights, the smart clothing market is set to be worth more than \$4bn (£3.04bn) by 2024

This information can be used to detect dysfunctional breathing patterns in athletes and differentiate between [that and] exercise-induced asthma.

“Once we have successfully completed this proof-of-concept stage, we have plenty of ideas to build-upon our current work.”

A cliché being bandied about the world of business currently is that “data is the new oil” and in the sport and fitness sector its currency is certainly increasing. The key to truly maximising the benefit of its insight for health and fitness programmes though is not just being able to process and analyse this data, but finding new sources of it. Many of these lie in the body and increasingly sophisticated smart wearables could hold the key to extracting it accurately.

KTP: How it works

The KTP project aims to embed the knowledge required to deploy wearable technology in sport and health applications by achieving three objectives:

- to accurately predict energy expenditure
- characterise running gait
- measure muscle activation



TECH TOOLKIT

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RUN FREE INDOORS

Comments directed at Star Trac's 10TRx FreeRunner treadmill have included "like running on a track" and "easy on the joints".

Star Trac claims to deliver this cushioned and responsive indoor running experience courtesy of the patent-pending HexDeck system, which features an aluminium deck supported by a hexagonal polymer suspension system.

It isn't just users that benefit, as it is built for reduced maintenance with the FreeRunner's aluminium deck designed to dissipate heat and keep the belt surface cooler than a traditional treadmill, reducing wear and tear.

Users are provided with a 20% maximum incline and the machine has a 15mph top speed. The FreeRunner connects to Star Trac's series of consoles which offer entertainment, fitness tracking and asset management, and also to Apple Watch for real-time data-sharing.

Price: On application
corehandf.com/



Measuring everything that matters

Samsung has added to its range of Galaxy wearables designed to make it easier to manage fitness and wellbeing.

The Galaxy Watch Active claims to measure "everything that matters most" and includes blood pressure monitoring with an app jointly developed with the University of California, San Francisco.

It also has a Stress Tracker, while Easy Fitness Tracking auto-detects when an individual starts to run, ride, row or engage in another activity. You can also manually engage with more than 39 activities.

Meanwhile, Galaxy Fit and Fit e similarly automatically start tracking activities and workouts, and you can manually select from more than 90 different activities in the Samsung Health app on a smartphone.

They will sync with information received from a smartphone. Galaxy Fit and Fit e are designed for everyone, from fitness enthusiasts up to coaches and athletes.

Price: TBC
www.samsung.com/uk/

HARD ABS THE EASY WAY?

Hard abs “made easy” is the catch line of The Abs Company and two new products aim to make training even more targeted.

AbSolo features a patented ball design and claims to provide a “fun way” to make traditional ab crunches more effective. The seat features an air-filled lumbar support pad designed to provide a pre-stretch to maximise the full range of abdominal contraction.

Three multi-colour touch targets enable oblique training and provide an opportunity for personal trainers to interact with clients during sessions by calling out a sequence of colours. A counter/timer gives instant feedback for counting reps or timing intervals.

Meanwhile, Tyreflip 180 aims to give users of all abilities the opportunity for a great workout with the flexibility to add 80lb of additional weight.

With a resistance range of 100-240lb, a gym doesn't need to have multiple tyres. Tyreflip has a 4 x 5ft footprint and features eight floor mounting points and sound reducing bumpers.

Price: TBA

www.craigyoungconsulting.co.uk



IN THE ZONE

MZ-Book is a new booking feature that sits inside a gym operator's Myzone app and is designed for clubs that do not have a booking system. Operators can upload a class schedule for members to reserve a spot in any class within the club's Myzone app.

Operators can determine the amount of spaces available, room location, cost options and even book an individual bike. Instructors get visibility of all participants as soon as members book and check into a class. It also facilitates push notifications for cancellations and extra spot availability.

MZ-Book can work as a standalone app alongside a membership management system but Myzone points out that a simple integration with the system helps to create “a frictionless member experience” and you can also take payments and buy credits through the app.

Price: free to Myzone users

www.myzone.org/club-operator





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EXPERT ADVICE

ENDING THE FREESTYLE APPROACH

Everyone Active's Jacqui Tillman says making swimming qualifications fully integrated and affordable is key to solving recruitment problems and increasing pool participation

Swimming is a uniquely valuable activity. It can have huge benefits for a person's physical health, and recent campaigns have also shone a spotlight on the positive impact it has on mental wellbeing. On top of this, swimming is a life-saving skill that genuinely helps to keep people safe – an advantage that few other activities can make claim to.

Despite the benefits, it is estimated as many as 400,000 people are missing out on learning to swim. This is due in part to a lack of qualified teachers, and it is time for leisure providers and the sport and physical activity sector to join forces in tackling this issue.

Attracting teachers is an industry-wide challenge, which results from historical misconceptions. Swim teachers play a vital part in keeping the nation safe and active, but the role is often perceived as a temporary vocation as opposed to a long-term career option.

Despite aquatic qualifications demanding as much skill and knowledge as any other sport or leisure accreditation, teachers are often not recognised in the same way and do not fulfil the same opportunities to progress. Combined with the expense of current swim qualifications, the perceived value of investing in this can drive potential trainees away from aquatics.

It is arguable that the sector as a whole has not done enough to combat



“In reducing the cost of the qualifications, a fundamental barrier that prevents aspiring swim teachers from progressing is removed”

these views, and has been too modest when it comes to celebrating the progression opportunities swimming provides. It is essential that we break down these perceptions to make careers in swimming more accessible and attractive. Everyone Active is tackling the issue of accessibility by joining forces with the Institute of Swimming to pilot a recruitment programme that gives those

looking to pursue a career in aquatics access to Swim England-accredited Level 1 and 2 training for as little as £79, making it a more affordable standard.

Trainees are connected with potential employees to continue the practical side of the course, meaning that once complete, the programme provides the ideal mix of high-grade training and practical experience cost effectively.

In reducing the expense of the qualifications, a fundamental barrier that prevents aspiring swim teachers from progressing is removed.

It is also essential that swim teaching is promoted as an attractive career. This can be done at an organisational level by defining and promoting clear progression pathways, and at a nationwide level by raising the profile of the sport more generally. It is up to aquatic organisations to demonstrate clear and attractive career paths and shout about the success of colleagues.

Everyone Active has a number of colleagues in senior management who started their journeys as swim teachers. It is our responsibility to champion their stories and showcase the benefits of pursuing a career in swimming.

More generally, operators, national governing bodies such as CIMSPA, and athletes need to work together to make noise for swimming, pushing it further up the public agenda and increasing the attractiveness of a career in aquatics.

We work with a number of high-profile athletes to run free events that engage local communities, encourage participation and bring the sport to the forefront of the public's mind.

Recruiting swim teachers has been a problem for the industry, but it does not need to be an issue in the future. Innovation, collaborative working and unashamed promotion of the aquatic industry can ensure the right individuals are in place to get more people benefitting from this life-saving activity.

Jacqui Tillman is head of swimming at Everyone Active, a CIMSPA partner

WORKPLACE

FOCUS



Active IQ's Steve Conopo explains how to utilise the most well-rounded option yet in personal training qualifications

GETTING THE MOST FROM YOUR PT APPRENTICESHIP PROGRAMME

The new Personal Trainer (PT) Apprenticeship standard, developed by CIMSPA in collaboration with its alliance of employers, education bodies and experts, means employers can now access up to £4,000 in funding for each apprentice personal trainer, either directly or against their levy payments. That all sounds great but it's a 'buyer beware' situation if operators are to fully realise the potential of their apprentices.

Firstly, employers may find that the apprenticeship is not enough on its own to equip apprentices for work in the industry. The magic happens when you combine the standard with the Level 3 PT qualification.

This maximises the benefit of acquiring knowledge and skills by undertaking the Level 3 PT qualification whilst acquiring practical/real-life 'hands-on' mentored experience from the full apprenticeship.

The new apprenticeship aims to train a PT to coach clients towards their health and fitness goals. It shows them how to design and provide creative and personalised exercise programmes and instruction, nutritional advice and overall lifestyle management.

Through experience and mentoring in real-life situations, it equips them with the skills to motivate clients to positively

"The new standard is a highly valuable work-based learning model that will increase the likelihood of newly qualified PTs staying in the industry, and doing a great job too"

change their behaviour and improve wellbeing by providing specialist, tailored advice within their scope of practice.

Alongside this, a comprehensive understanding of business, finance, sales and marketing is also essential, included to enable the PT to build and retain a stable client base.

Whilst an apprentice is learning as they earn, they will benefit greatly from achieving the Level 3 PT qualification as part of their full apprenticeship. We developed a Level 3 Diploma in PT qualification for exactly that purpose – to underpin the knowledge, skills and behaviours of the new standard.

Having completed the Level 3 PT qualification, an apprentice can put their knowledge into practice and gain that

all-important workplace experience, fully mentored and supervised.

Employers know they are taking on apprentices who are committed to training to Level 3, thus gaining a high degree of knowledge and insight. Apprentices understand the theory of their work and can put their new-found knowledge into practice.

And both sides know that when it comes to end-point assessment, the apprentice is most likely to succeed having taken the time to combine knowledge with experience.

The new standard is highly valuable to the apprentice, the employer and the wider industry. This work-based learning model will increase the likelihood of newly qualified PTs not just staying in the industry, but doing a great job too. It helps them understand the complexities of being a personal trainer while developing valuable real-life soft skills and business insight.

Fledgling personal trainers who combine their Level 3 knowledge with practical abilities from a work-based learning apprenticeship are set to enter the workforce with greater skills and confidence. The investment of time and resources is well worthwhile.

Steve Conopo is head of assessment services at Active IQ



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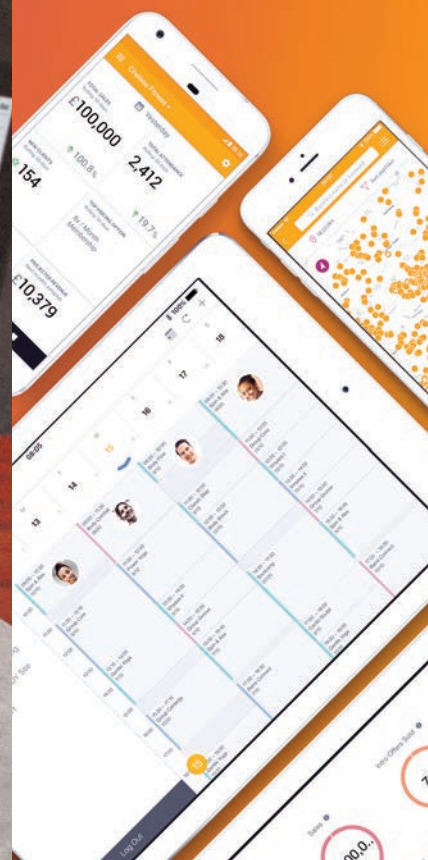
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LAST WORD

SPORT AMBASSADOR



CIMSPA Youth Panel member
Dylan Conti on how his job as a coach
 at Celtic FC is more than just teaching
 people how to play football

CHANGING PERCEPTIONS

As a young player with Falkirk FC, elite football sucked some of the enjoyment out of playing. It was the same – “train more, train harder, get your diet right” – day after day, and it was getting boring. I just wanted to play football, but eventually I had enough and made the decision to study sports and focus on teaching rather than participating.

That became a driving force, because even though I was taught well, there were always things the coaches could have improved on. To that end, joining the CIMSPA Youth Panel is an important step for me. We want to make a big difference to how the Institute works with young people and how it is going to work with that group going forward.

My entry into coaching began with volunteer roles at a grassroots football club I was playing for due to the fact I knew some of the coaches. There was always someone who would be happy for the help, and after a while I thought ‘I could do something here’ so I took on a junior team before ending up in a development role at the club.

Not everyone will have that initial link, which is why our work at the Youth Panel is so important because once CIMSPA begins publishing the standards, the Institute will be able to influence young people and encourage them on to certain career pathways in

the sport and physical activity sector. The framework is key to that.

In terms of my own coaching experience, being on the Youth Sports Trust Inclusive Futures Project in the past has influenced me massively. You learn a lot about different ways of coaching. For example, take people with autism or people that are non-verbal, they might not recognise their emotions so you’ve got to deal with certain situations in a particular way.

It’s all about interacting with them to find different coping mechanisms and working alongside them to understand what each wants from the situation. That has helped me engage with children because you understand them more easily through body language. You pick up on how they speak, react, laugh and act. Often the children don’t realise how their body language can relate to our coaching of them.

Wellbeing is everything to me. When it comes to the women’s first team at Celtic (pictured), a lot of the girls are at their in-between phase within the club – one or two are professionals with the Scottish international set-up, but many are still

students or full-time in other jobs. There can be a lot of travel and outside factors involved for many of the players; some won’t even realise the impact a bad week can have on their match performance and training.

At Celtic we want the players to recognise their own feelings so they are not just going through the motions, like I was at Falkirk. Don’t just train for the sake of it.

I learnt most when I stepped back from playing football. That’s when you learn about yourself and how you react to things. Taking a backseat allows you to do this, to have a better understanding of how people cope with the sporting environment. It’s about understanding, and creating a human connection.



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LAST WORD

SPORTING LIFE



CIMSPA member **Katrina Morgan**, director of community at Mid and East Antrim Borough Council, is rising to the challenge of helping defeat inactivity in one of the UK's more sparsely populated areas

INSPIRING THE COMMUNITY

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

I started working in this sector once I had finished my degree in hospitality management. Within three years I had an opportunity that was too good to turn down to move into leisure management. As I always had a passion for health and fitness, it was an easy decision.

WHAT WAS YOUR FIRST JOB IN THE SECTOR?

As a club manager of a privately-owned fitness centre – Bodyworks, in Dungannon, Co Tyrone.

WHO IS YOUR ROLE MODEL IN SPORTS AND LEISURE?

Dame Mary Peters, who won Olympic gold in the pentathlon in 1972 and represented Northern Ireland at every Commonwealth Games between 1958 and 1974, winning three golds and one silver. Over 40 years ago, she established the Mary Peters Trust to support talented young sportsmen and women, including those with disabilities. It has helped countless young athletes across Northern Ireland.



“As a mum to three young kids, I want to make them proud and help them live active and fun lives”

WHAT DO YOU LOVE MOST ABOUT YOUR CURRENT ROLE?

The diversity. My role covers everything from environmental health to animal welfare. I look after community development to ensure good relations right across the board, which includes keeping tabs on indoor leisure and sports development.

WHAT IS THE MOST BRILLIANT MOMENT OF YOUR CAREER?

When I was actively coaching and training clients, I had a lady who was so unfit that her first session lasted just five minutes. Twelve months later, she had been able to cut her grass for the first time in eight years. She arrived at the gym beaming from ear to ear. That was a real ‘wow!’ moment, and a

reminder of the real difference we can make to people's lives.

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

Transforming how we deliver our services to meet increasing customer expectations, while at the same time becoming more efficient.

WHAT'S YOUR ULTIMATE CAREER GOAL?

To be honest I'm in my dream role. For me, it's all about being the best director that I can be and delivering on the council's corporate and community planning agendas.

WHAT IS YOUR SIGNATURE DISH?

I don't have a specific dish per se, but I have been told I make a great lasagne and curry. I'd couple that up with a pineapple cheesecake for dessert.

WHAT WOULD YOU REGARD AS YOUR PERSONAL INSPIRATION?

Making a difference to the people and communities in the Mid and East Antrim Borough and beyond. And as a mum to three young kids, I want to make them proud and help them live active and fun lives, full of happy memories for years to come.

Katrina Morgan was speaking to S&PA's Graham Simons

LAST WORD

SPORT BY NUMBERS



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This issue... Keeping schoolgirls active

Recent data from the Youth Sport Trust has shown that confidence issues can stunt girls' activity levels as they transition from primary to secondary school. Surveying 5,454 boys and girls between the ages of seven and 11, the Girls Active research shows that these doubts stop almost twice as many girls as boys from being active in school. The Girls Active Stepping Up for Change survey was followed by action research, which saw more than 26,000 students from 138 schools surveyed as part of the programme.

25%
Just a quarter of girls aged 7-11 said they were **active for more than 60 minutes per day**, with 42% saying they did some type of physical activity every day



13% of boys said they **lacked the confidence** to enjoy being active in school



21% of girls said **confidence was an issue** stopping them from enjoying being active in school

Just over half of girls (56%)



surveyed said physical activity was an important part of their life, **compared to almost three-quarters of boys (72%)**

60% of boys aged 7-11 said PE **skills are relevant** in day-to-day life, compared to **45% of girls**

11-14
Boys 63%
Girls 49%

14-16
Boys 47%
Girls 29%



Key Stage 2 girls enjoy being active, with **63% of those in year 3 saying they love getting involved in physical activity**. By year 6, that figure **falls 8% to 55%**



64% of girls in year 3 said they love PE, **compared to just half** of respondents in year 6

41% of boys said nothing stopped them from being active in school, **compared to 34% of girls**.

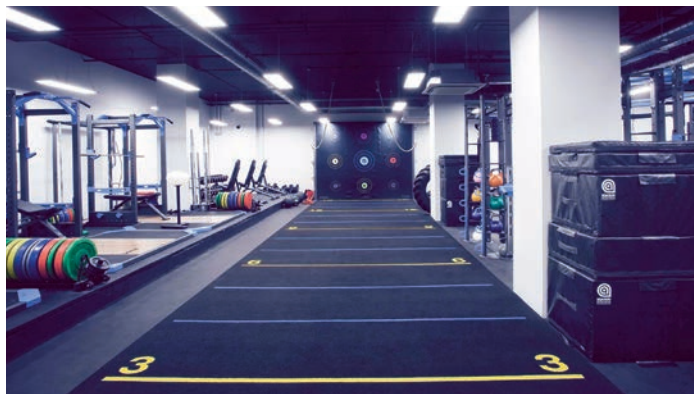
The top barriers to being active for girls were:

23% - Don't like getting sweaty
21% - Not confident
20% - Not good at it
18% - Can't keep up with my friends
18% - Worry about trying new activities

More than three-quarters of boys and girls surveyed all said **they understood the importance of an active lifestyle**
86% Boys
82% Girls

1
Just 1% of girls in Key Stage 2 said they **hated being active**

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