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S&PAProfessional ISSUE 34 SUMMER 2019

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THE SPORT & PHYSICAL ACTIVITY INDUSTRY MAGAZINE



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**Richard Clay, Group Spa Revenue Manager,
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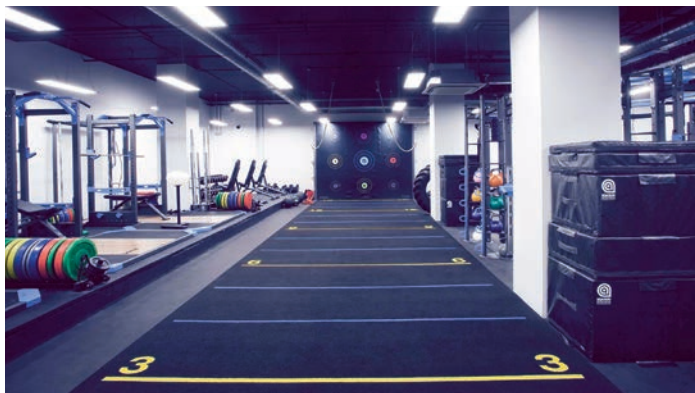
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State of Cycling Report

"The hours are not massive and not all swimming teachers are contracted, so it just doesn't cover the mortgage. Some teach for a variety of providers – to get their hours up" (p30)



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► DeeDee Doke

Respect the elders



Older generations shouldn't be forgotten about when it comes to getting everyone engaged in physical activity

This issue, as promised in our Spring edition, we're giving you the lowdown on how characterising people over 50, 55 or 60 years of age as one big group when it comes to physical activity capability and interest is at the cost of everyone. The 'one size fits all' school of thought doesn't work for either S&PA and health professionals or the individuals themselves.

Sir Muir Gray's prescription is an appropriate catalyst: "People should become more active each decade, not less active." See Roisin Woolnough's illustrative feature on how the older population experiences physical activity from p20.

Coventry Council CEO Martin Reeves is putting the moves on his city – or rather, helping the city's residents to move more via Coventry on the Move.

Aimed at ensuring the city is "far more active" by 2024, Coventry on the Move is a framework to support local residents in doing just that.

And as one who practises what he preaches by running, playing football and field hockey, Reeves is setting the tone for his community in its pole position as European City of Sport 2019 and celebrating a Year of Wellbeing, in partnership with the Warwickshire Health and Wellbeing Board.

Assistant editor Patrick Appleton met Martin Reeves, even joining him for a

jog up the stairs of his office building to gain insight into how Coventry approaches its responsibility to getting everyone in the city more active, regardless of social setting. See Patrick's report from p26.

Enjoy your summer!



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CIMSPA

S&PA News

A round-up of the latest developments in the industry

BE AWARE OF THE AGGREGATORS, SAY INDUSTRY LEADERS

By DeeDee Doke

The rise of ‘aggregators’, or intermediaries, in the gym & leisure industry threatens operators’ margins but at the same time may help “get bums through the doors”, panellists at a CIMSPA partner ukactive Active Uprising session have contended.

A code of conduct for aggregators is needed across the industry, panellists argued, alleging that some of the intermediary services are “trying to push others out of the industry”.

Aggregators are intermediaries that sell classes or memberships online for a variety of gyms and leisure facilities to earn cuts from those sales. Already common in industries such as food & drink (Just Eat) recruitment (Indeed), and travel (Booking.com, Expedia) the phenomenon within gym & leisure is a recent development in the UK.

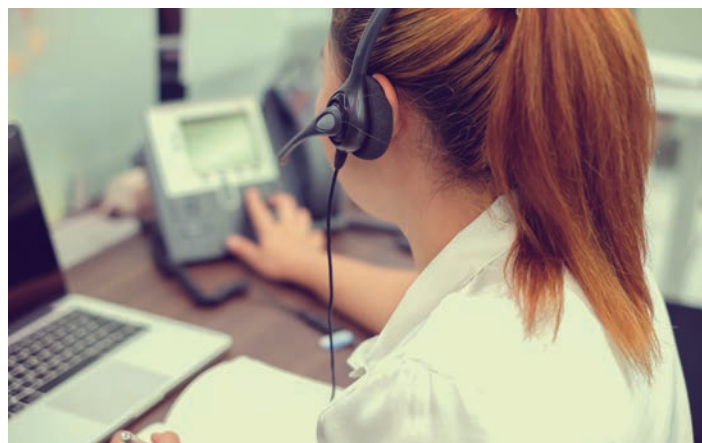
The practice is established in the US, while other geographic markets in

which gym & leisure aggregators have gained strong footholds are Bulgaria, Hungary and Poland, panellists said.

Panellists at the Active Uprising session were Humphrey Cobbold, CEO of Pure Gym; Sam Harney, founder of RIG Fitness; Chris Heron, founder of the Engine Room; and Leigh Phillipson, head of partnerships, MoveGB.

Cobbold said the pros to using aggregators include “providing a level of marketing reach and reducing your marketing costs”. However, he added that if an aggregator charges customers a monthly membership fee for its own service, then the operator will only be paid for usage of its facility, which will cut into its margins. A business “needs profit to reinvest in the future”, Cobbold said.

Phillipson, previously of Just Eat, said that those who succeed in the business of aggregation develop financial models that work for both organisations with healthy relationships key to



win-win scenarios. Constructive relationships between aggregators and operators are essential, panellists agreed. But some major players in the aggregator market are offering guarantees, incentives and seeking exclusive deals with operators to tighten the market, Cobbold alleged.

The Engine Room’s Heron said that there were “conversations between studio operators” to look at solutions with “openness and honesty – it needs to be a ‘win-win’ situation”.

Cobbold emphasised that operators need to be in control of the situation, pointing out that in Poland, a single intermediary “effectively dictates” how the market operates.

“They didn’t see it coming,” he said.

“We need to get the correct model,” said Phillipson. “There are lots of examples of where people can team up to meet consumer demand – find the route where we can partner and help grow the industry. That’s our big blue ocean.”

UPFRONT

S&PA NEWS

ROUTINE THE KEY TO RETENTION

By Patrick Appleton

Getting gym customers into a habit of using the facilities early in their membership is vital for retention, a fitness professional has said.

Speaking at May's Retention Guru conference in Birmingham, Jose Teixeira, head of fitness at Portugal's SC Fitness said making sure people use the facility soon – and often – after induction is imperative.

"Customers have said poor inductions are one of the reasons they don't stay," said Teixeira. "However, others join and don't use the facility within the first 30 days, which is crucial.

"If the person doesn't pick up a habit of using the facility, then they don't get into a routine and ultimately the business suffers."

According to Teixeira, membership retention at SC Fitness is well above the average in Portugal and he said that was down to a move away from a solely sales-driven focus to one that incorporates both retention and new business.

Some of the company's methods to membership retention include exit interviews to find out why people are leaving, software which looks at members' activity within the complex and focus groups to frequently take the sector's pulse.

"When the customer changes, we need to change quickly enough to get them back on board," he said, adding that listening to the customer, eliminating bias, and using data analytics are all important.

"Choose your own path, don't follow others."

CIMSPA LEADING WAR ON DRUGS IN GYMS

CIMSPA has signed a landmark agreement with UK Anti-Doping (UKAD) to help tackle the use of drugs in gyms.

Leaders of the UK's fitness and gym industry have made a commitment to a new education programme, which highlights the risks of image and performance enhancing drugs (IPEDs).

The news comes after a UKAD survey found that a third of gym goers said they knew of other gym members taking IPEDs.

Almost a sixth added they knew of people suffering side effects. CIMSPA CEO

Tara Dillon said the organisation would work together with UKAD to promote clean sport across the industry.

"We are looking forward to playing a key role in educating frontline professionals on the importance of clean sporting environments," she said.

"Studies like this create greater awareness of the challenges we face and CIMSPA expects our members to work in line with our code of conduct to help promote a drug-free sport and physical activity sector."

UKAD, CIMSPA and CIMSPA partner ukactive will work together in leading the initiative to develop educational support and training resources for the workforce.

MESSAGE FROM
CIMSPA CEOTARA DILLON ON KEY
CHANGES TO CHARTERED
STATUS

After months of hard work by the CIMSPA team, I am thrilled to be able to share the news that the Privy Council has awarded key changes to our Charter and Statutes.

CIMSPA was awarded Chartered Status in 2012, the year after the organisation was formed following the merger between the Institute for Sport, Parks and Leisure and the Institute for Sport and Recreation.

Until now, we only had the power to confer Chartered Status on CIMSPA members working in management roles. However, as you know, we have undergone transformational change since then: not least being tasked by government with leading the sport and physical activity (S&PA) sector's workforce development programme. We also have a new vision, mission and strategy. We needed to alter our Charter and Statutes to ensure that we can successfully deliver our objectives and be flexible to the changing needs of our sector, both now and in the future.

So, what does this mean for sports and physical activity professionals? Recognition! It means in addition to managers, we can now award Chartered Status to the outstanding people working in our sector, from PTs and coaches to academics. Having a recognition system that is understood by our customers, employers and health professionals is key to driving forward the ambitions of this sector.

Having Chartered Status means that we can begin to build a comprehensive career pathway for all individuals within and entering our sector, and plays a key part of our strategy to ensure recognition and validation for all S&PA professionals. It will allow us to mirror other professions and refer to an individual professional status, rather than their academic level – a Chartered Personal Trainer sounds so much better than a Level 4 Personal Trainer!

This has been a tremendous undertaking. We couldn't have achieved it without guidance and advice from the DCMS, Sport England, The Charity Commission, as well as the Privy Council.



UPFRONT

S&PA NEWS

VIEWPOINT

**IAN MULLANE, FOUNDER
AND CEO, KEEPM
SHIFTING FOCUS FROM
MEMBER ACQUISITION
TO RETENTION**



Member retention is a perennial industry problem. It consumes thousands of words in the press, has conferences dedicated to it and has even grown an industry of consultants with ideas on how to tackle it. So why is there no evidence to suggest we are improving?

Surely any business with 40% of its customers leaving each year would be eager to do something about it. They don't because the number coming through the front door is currently more than those leaving through the back.

A business who meets their new member targets year on year will not give retention the attention it deserves. Why? Selling memberships is easier to understand and execute than member retention.

Despite all the optimism around industry growth metrics, market penetration is plateauing. Competition is increasing and not just from bricks and mortar operators. Companies like Peloton will have a major impact on the market over the next five years.

If your business model is predicated on the assumption that industry growth metrics will remain the same, you are in for a shock. We are heading into turbulent times.

We must concentrate on retaining more of what we have rather than relying on the constant supply of new members. Those businesses that retain more will grow through the failure of those that do not. This is a worthy, viable and exciting sector but it won't look anything like it does today in five years unless the focus on retention changes.



IMPROVE SECTOR ROLES FOR DISABLED PEOPLE – PANEL

By Graham Simons

Leisure centre operators can improve the numbers of disabled people working across the sector by including disabled people in recruitment marketing and being open to discussing workplace adjustments.

That's according to Hilary Farmiloe, the national manager of InstructAbility, a programme created to boost accessible training and employment opportunities for disabled people.

Speaking at Elevate, Farmiloe urged delegates to think about including disabled people in their marketing and work on influencing others of the role disabled people can play in the sport and physical activity sector.

She added that centres need to think about the accessibility of the building for wheelchair users and also work on making adjustments to assessment so that it doesn't require wheelchair users

to get on a treadmill in order to effectively instruct people.

Fellow panellist Richard Millard, partnerships director at CIMSPA partner Places Leisure told delegates it now has a registered deaf person working at its Wolverhampton centre.

And in Surrey, a situation where a blind man and his guide dog were refused entry to a Places Leisure centre was followed up with training for the receptionist who made the decision.

In addition, Millard said the blind man has become a fitness manager at one of the organisation's gyms.

Farmiloe said research shows individuals applying for a gym instructor role are three times more likely to be rejected if declaring as a wheelchair user on the application form. CIMSPA CEO Tara Dillon, chairing the panel, said that in the modern world, those who discriminate are unlikely to prove successful.

UPFRONT

S&PA NEWS

WILLIAMS: USE PHYSICAL ACTIVITY TO BATTLE LONELINESS

By Patrick Appleton

Physical activity has a huge part to play in tackling social isolation and a range of preventable diseases, a TV doctor has said.

Speaking to *S&PA Professional* at Elevate, Dr Zoe Williams, resident doctor on ITV's *This Morning* said social isolation is "dangerous" to a person's health.

"Where I work as a GP in south-east London, there's a programme called Silverfit," said Williams. "And the patients that I've referred to

Silverfit – they do the physical activity, but the reason they keep going back is the social engagement."

Silverfit is a charity aimed at promoting lifelong fitness through a range of diverse activities, and its founder Eddie Brocklesby backed Williams' assertions, saying that people often tell her they continue to attend sessions mainly for the camaraderie.

"As human beings, we need social interactions. It's a basic need," said Williams, adding that people continue to underestimate the role



physical activity – however small – can play in preventing common chronic illness.

The ex-Gladiators star said government's 150-minutes-a-week recommendation is "more achievable than people think", especially if broken up into daily chunks with something as simple as 25 minutes of brisk walking as the main form of exercise.

£40M FUNDRAISING TARGET FOR GRASSROOTS SPORT CAMPAIGN

Community sport has been put top of the agenda by a new fundraising campaign that aims to raise £40m.

Backed by the Duke of Sussex, and boxing champions Anthony Joshua and Nicola Adams, Made by Sport is a four-year campaign set up to promote the role that sport and physical activity can play in changing lives.

Intending to reach a £40m target through corporate sponsorships and public fundraising initiatives, the campaign wants to shine a light on the importance of community sport in improving the lives of young people.

Sport England could potentially match some of the funds raised with National Lottery money.

CEO Tim Hollingsworth said the national governing body "looks forward to exploring with Made by Sport how Sport England can play our part".

"We fully support the campaign to shine a spotlight on sport as a driver of social change and raise much needed funds for the unsung charities in the sector."

Made by Sport will work in collaboration with the Sport for Development Coalition to deliver its programme.

WAVE MAKER OF THE QUARTER: 10 TODAY

Taking inspiration from a Japanese programme, a new radio resource is helping older people stay active in an accessible way, as **Graham Simons** reports

Demos and Anchor Hanover have joined forces to launch a new initiative which takes inspiration from Japan and aims to tackle inactivity and improve the lives of older people.

Launched in May, 10 Today is a physical activity broadcast and collaboration between charity Demos, residential care provider Anchor Hanover and a range of other organisations, supported by National Lottery funding through a grant from Sport England's active ageing fund.

It has been designed by 72-year-old Terry Keen, who is an Anchor Hanover resident and fitness instructor.

The initiative is currently being piloted, while sessions are being broadcast for free online, on



YouTube and across local radio stations.

"10 Today has been inspired by Radio Taiso in Japan, an established and evidence-based national daily exercise broadcast on Japanese radio," said Rose Acton, a Demos associate. "It

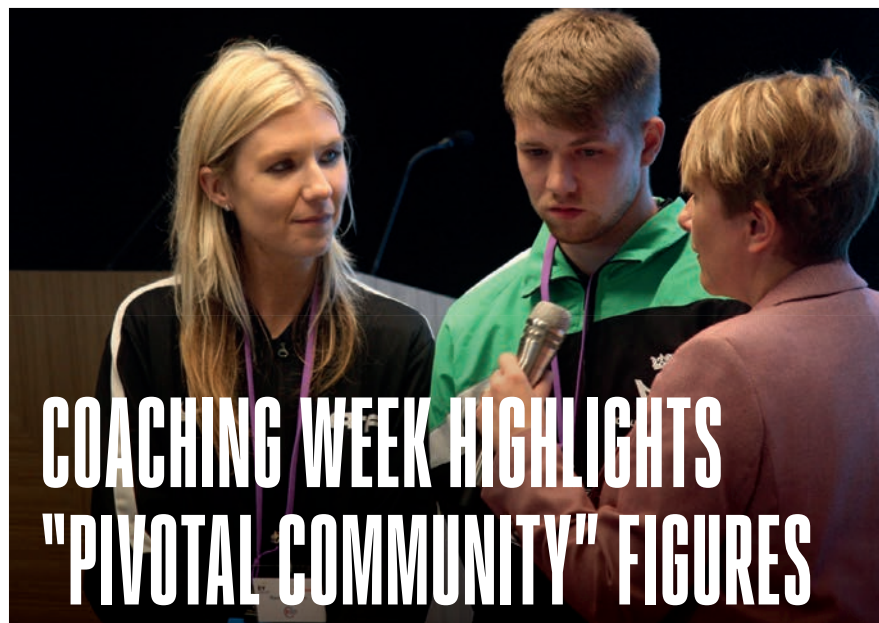
provides a series of accessible and enjoyable 10-minute broadcasts. We're excited about the potential of radio to reach and engage older people in physical activity in an accessible way."

The programme will be broadcast for six months initially, followed by an evaluation of its impact on physical and mental wellbeing.

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

UPFRONT

S&PA NEWS



UK Coaching has celebrated the second annual Coaching Week by announcing the provision of new learning resources to aid coaches across the country.

From June 3-9, the week-long showcase demonstrated the role coaches have to play in creating healthier, happier lives in the community.

UK Coaching CEO Mark Gannon said the organisation will further help coaches across the UK improve their skills by offering workshops, a digital subscription service and relevant content on its website.

"Coaching week aims to help people understand that coaches are pivotal figures within their communities and crucial to delivering an active nation," said Gannon.

As part of Coaching Week 2019, the organisation released six videos on how coaching can play a part in crime prevention, combating loneliness, integrating communities, helping disabled people grow in confidence and creating the conditions for communities to thrive through football and cricket.

Research from UK Coaching found that although most rate their experience of being a coach as positive, almost half (44%) said they would have appreciated extra help and support from others when coaching.

In response, UK Coaching announced a pledge to encourage policymakers, organisations, coaches and the public to support coaches in their endeavours.

The organisation also called on coaches to make a commitment to its Principles of Great Coaching, launched during last year's inaugural Coaching Week and based on the PEOPLE (person-centred, empowering, organised, positive, learning, engaging) acronym.

"Great coaching takes place throughout the UK every day," said UK Coaching's director of coaching Emma Atkins. "It is a fundamental element of every community, as demonstrated by all of our Coaching Week case studies.

"We want to celebrate great coaching, thank those who deliver it and provoke everyone to make a pledge to continue to help, support and improve coaching."

SCHOOL COACHING GUIDANCE PUBLISHED

Detailed guidance for using the sector's professional standards framework to employ coaches for extra-curricular activities in England's primary schools has been published.

Led by Sport England in conjunction with CIMSPA, UK Coaching, ukactive, Active Partnerships, Association for Physical Education and the Youth Sport Trust, the Minimum Deployment Requirements Guidance factsheet is the first of its kind.

Children and families minister Nadhim Zahawi said good coaching "can be the difference between loving a sport or never trying it again".

The guidance provides primary school headteachers with certified information about exactly what qualifications are required from sports coaches delivering extra-curricular activities.

Also included are details of the transitional phase currently underway, and due to end in the school year 2022-23, which will see the sector move to deployment requirements based on standards created by CIMSPA.

CIMSPA CEO Tara Dillon said the guidance was a "milestone" for the industry and advocated the importance of offering "real clarity" on the issue of after-school coaching.



MOVERS & SHAKERS

SPORT AND RECREATION ALLIANCE

Lisa Wainwright has been named as the new CEO of the **Sport and Recreation Alliance**.

Wainwright has more than 30 years' experience in the sport and physical activity sector and has served as CEO of Volleyball England in the past.

Chair of the Alliance **Andrew Moss** said Wainwright's "rich and varied experience gives her understanding" of the challenges facing the sector.

SCOTTISH SWIMMING

Scottish Swimming has appointed **Euan Lowe** as CEO.

The former Scottish Gymnastics CEO began his role at Scottish Swimming in June, replacing **Forbes Dunlop**.

"This is an incredible opportunity to work with a leading sporting body," said Lowe.

SPORTED

Nicola Walker has been named as CEO of **Sported**, replacing **Chris Grant**.

Meanwhile, the charity's founder **Sir Keith Mills** is stepping down as chairman after 10 years at the helm. He will be made a life patron of the charity.

Mills has been succeeded by **Simon Cummins**, managing partner of global sports practice at **Odgers Berndtson**.

WOMEN IN SPORT

Women in Sport has named **Stephanie Hilborne** as the charity's new CEO.

Hilborne was previously CEO at the **Wildlife Trusts**, having worked in the nature conservation sector for more than 20 years.



UK SPORT

UK Sport has announced **Sally Munday** will replace **Liz Nicholl** as CEO in the autumn.

Munday has a wealth of experience, having been in charge of England Hockey for the past decade. Interim summer arrangements will be made once Nicholl leaves in July.

"I love the ambition of the new strategy – realising the social and community impact that is possible," said Munday, pictured.

RLSS UK

Robert Gofton has been appointed as the CEO of the **Royal Life Saving Society (RLSS) UK**.

Gofton arrives from **One World Events**, where he held the role of director of operations, and has extensive experience working with charities. He replaces **Rick Tazzini**, who had held the role of interim CEO following the departure of **Di Steer**.

CONTRACTS AND DEALS

GYMPASS MAKES MENTAL HEALTH PLEDGE

Gympass has signed an employer pledge with **Time to Change** as a display of commitment to changing how it thinks and acts about mental health. **Time to Change** is a growing social movement run by charities **Mind** and **Rethink Mental Illness**, aimed at supporting people to open up about their mental health issues.

BASKETBALL ENGLAND PARTNERS WITH ACTIVE IQ

Basketball England has partnered with **CIMSPA** partner **Active IQ** to train its staff to deliver the **Level 2 Award in Mental Health Awareness**. The award provides coaches with an understanding and awareness of common mental ill-health symptoms and issues, and greater understanding to help reduce stigma and discrimination.

£250K BOOST FOR SCOTTISH SPORTS CLUBS

Nine sports clubs in Scotland will share £250,000 in **National Lottery** funding to develop their programmes. The latest round of investment will see clubs receive between £9,800 and £40,000, aimed at increasing participation in basketball, volleyball, cricket, cycling, football, gymnastics, ice skating and swimming.

SPORT FOR CONFIDENCE SIGNS WESTMINSTER DEAL

Sport for Confidence has extended its reach to central London thanks to a new partnership with **Westminster City Council**. This marks the sixth addition to the social enterprise's venue portfolio in the last three months, bringing the total up to 10, with further site launches planned over the coming months.

UPFRONT

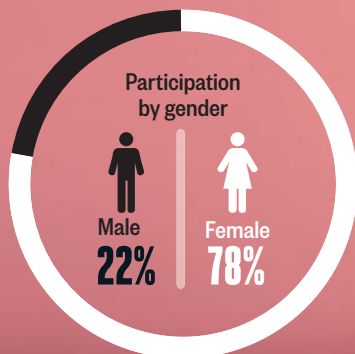
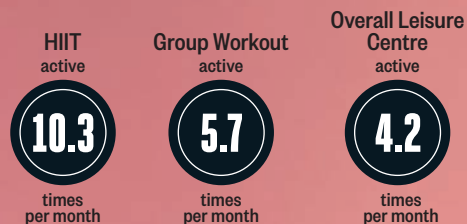
Source:  Powered by
DataHub

IT'S A HIIT

High intensity interval training (HIIT) is gaining popularity among gym-goers, according to the latest figures from DataHub. Recorded over the past 24 months from April 2017 to April 2019, points of interest include the fact that women are four times more likely than men to take HIIT classes, while people aged between 45 and 49 take the classes most. Despite the increase in popularity, HIIT continues to make up less than 1% of all group exercise classes across the UK.

11%

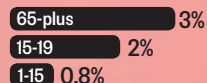
In April, high intensity interval training (HIIT) saw an **11% year-on-year increase** from annual figures recorded in April 2018.

MONTHLY PARTICIPATION FIGURES (BY AVERAGE)
HIIT PARTICIPANTS VERSUS OTHER

Note: Figures taken from January to April 2019

14.2%

The highest participation figures among age groups in the last 24 months were found in the 45-49 bracket, which accounted for 14.2% of total HIIT participation.

LOWEST THREE AGE GROUPS
FOR HIIT PARTICIPATIONGROUP WORKOUT
PARTICIPATION NUMBERS

36,922,876

HIIT PARTICIPATION NUMBERS

246,359

HIIT participation accounted for 0.7% of ALL GROUP WORKOUTS

Note: All figures taken from 302 sites across the UK unless stated otherwise



IN DEPTH

CIMSPA UPDATE

NEW CODES OF CONDUCT

Danielle Peel, CIMSPA's head of organisation design and development, talks us through the chartered institute's new codes of conduct

WHAT ARE THE NEW CODES OF CONDUCT?

We have developed two new codes of conduct setting out the practices and standards ordinarily expected of sports and physical activity professionals in membership of the chartered institute as well as the organisations we partner with.

WHY ARE THEY NEEDED?

As the professional development body for the sport and physical activity workforce in the UK, CIMSPA champions professionalism and integrity in the workforce. This is vital for engaging communities in physical activity and inspiring trust in our sector.

The new CIMSPA Member Code of Conduct determines the standard of conduct expected of all CIMSPA members, regardless of membership level, category or status. It outlines the minimum standards in relation to practice, behaviour and attitudes that clients, customers, participants, colleagues, peers, employers, sector agencies, or any other engaged individuals can expect to experience from CIMSPA members.

At the same time, CIMSPA partners must also commit to achieving a high standard of conduct as they support the sector's workforce. These standards are outlined in the CIMSPA Partner Code of Conduct.

WHO DID YOU CONSULT IN DEFINING THE NEW CODES?

We consulted with a wide range of stakeholders including our board and sub-committees, the Youth Panel, university partners who shared with their student panels, employer

partners and education partners and experienced sector professionals in HR, learning and development. We compared the codes against other sectors to identify best practices and develop the CIMSPA member and partner codes in line with these standards. The codes took more than a year to develop.

WHAT HAPPENS IF A MEMBER OR PARTNER FAILS TO ADHERE TO THE NEW CODES?

The codes are a mandatory requirement that our members and partners must fully adhere to at all times. Failure to adhere to the codes may result in sanctions, which could result in the removal of CIMSPA membership or the termination of the CIMSPA partnership.

We have established a new disciplinary panel to which cases will be referred. Chaired by an independent trustee, the panel comprises CIMSPA members and means we now have a mechanism in place to rectify any practices or behaviours that fall short of the standards we expect from our members and partners.

For more information on the new Codes of Conduct, visit <https://www.cimspa.co.uk/about/governance/member-and-partner-codes-and-policies>

IN DEPTH

CIMSPA UPDATE

CIMSPA APPOINTED PSRB FOR HIGHER EDUCATION

CIMSPA has been appointed by the Quality Assurance Association (QAA) for higher education as the professional statutory regulatory body for higher education. But what does this mean for the sector?

WHAT IS A PROFESSIONAL STATUTORY REGULATORY BODY?

Professional statutory regulatory bodies (PSRBs) are a diverse group of professional and employer bodies, regulators and those with statutory authority over a profession.

PSRBs engage with higher education as regulators. They provide membership services and promote the interests of people working in professions, accredit or endorse courses that meet professional standards and provide a route through to the professions or are recognised by employers.

WHAT IS THE ROLE OF THE QAA FOR HIGHER EDUCATION?

The QAA is the independent body responsible for monitoring and advising on standards and quality in UK higher education, checking that the 3 million students working towards a UK qualification get the higher education experiences they are entitled to expect.

HOW WILL THIS BENEFIT THE SECTOR?

This is a significant achievement for the sector's chartered institute enabling CIMSPA to work with the higher education sector to more closely align higher education provision with the needs of employers. It reflects the changing mindset of higher education to provide graduates that are work-ready on the day of graduation.

"Being the PSRB enables us to work with the sector to amend current and develop additional subject sector benchmarks – the guidance that all universities align to when validating their degrees," says Colin Huffen, head of education at CIMSPA.

"This means we can influence the whole of the higher education sector – every university that offers a degree covering one of the roles we have

developed professional standards for. Many institutions are already working with CIMSPA to gain our endorsement by aligning their programmes to the sector's professional standards; this puts them in a fantastic position to support us in our role as the PSRB and developing future benchmarks."

Any university and further education college delivering relevant higher education degree programmes can become a CIMSPA partner.

Once approved, institutions will be recognised as official CIMSPA higher education partners and their degree programmes that align to the sector's standards can be

submitted for endorsement and will be quality assured by the chartered institute.

CIMSPA-endorsed programmes are certified as meeting employer-set standards, meaning that students have demonstrated the

knowledge, skills and behaviours the sector's employers have outlined as essential to be deployed in one or multiple roles within the sector.

■ For more information, visit <https://www.cimspa.co.uk/organisations/higher-education-partner>



YOUTH PANEL UPDATE

Less than 12 months since CIMSPA appointed its first Youth Panel and the impact of these young adults is already being felt across the chartered institute

At the end of last year, CIMSPA created its first Youth Panel, an advisory group comprising 14 young adults aged 16 to 25 with a view to engaging the younger generation, the potential future workforce, and gaining insight into their perspective on the sector.

The Youth Panel provides strategic guidance to the board of trustees, acts as a sounding board and constructively challenges stakeholders to influence the organisation's policy and direction.



Seven months in and the young adults are making a big impact at the chartered institute. Their interest, engagement and commitment so far has been commended by CIMSPA, with all 14 members of the panel attending meetings and regularly video calling when education or work commitments prevents them from travelling.

At the first meeting, the Youth Panel asked if they could attend CIMSPA board meetings to better influence the organisation's governance and strategy. The board agreed and since then a member of the Youth Panel has attended each meeting to give an update on their work and to learn more about how the chartered institute works. CIMSPA also briefs them prior to the meetings and offers feedback on their performance afterwards.

It has been a rewarding exercise for the CIMSPA executive team, the board of trustees and Youth Panel members, as Youth Panellist Fraser Ford explains.

"Attending the board meeting was a hugely beneficial personal development opportunity," says Ford. "Having never attended before, learning about the structure, the way in which attendees conduct themselves and seeing how they expressed their ideas and opinions

was really interesting and valuable. It is also an amazing platform for the Youth Panel to share innovative, contemporary ideas with the board. It is a unique opportunity for Youth Panel members and I feel excited for other Panel members who may get to experience this environment in the future."

The Youth Panel was consulted on CIMSPA's new codes of conduct, the National Workforce Register and CIMSPA's 2019-2023 strategy. Their comments and feedback were incorporated and shaped CIMSPA's strategy, which supported its recent Sport England submission. In addition, they have just set their own panel objectives against CIMSPA's new five-year strategy.

On CIMSPA's part, the organisation is working with each of the Youth Panel on their own personal development and is about to launch a mentoring scheme that will pair a board member with a member of the panel to further their development.

CIMSPA has hailed the talents of the group and reiterated that attracting and retaining members going forward will not only add great people to the workforce, but also create the future leaders of the sector.

IN DEPTH

ONLINE PLATFORM

Sport England's quality assurance mark Quest is going online, meaning that for the first time operators will be able to view their performance at the touch of a button.

The move is part of an upgrade to the Quest scheme by Right Directions, the company that manages the scheme on behalf of Sport England, to bring the continuing improvement tool, which has been running since 1997, well and truly into the 21st century.

The RD-Dash, developed by Right Directions and hosted by leisure intelligence repository, the DataHub, will see all Quest Assessment reports uploaded to the platform, enabling organisations and teams to analyse and benchmark themselves against national, regional and group/contract data.

Centres and teams can also view the breakdown of each Quest module to individual section and question level, helping them to follow the Plan, Do, Measure, Review and Impact process that has made Quest a valuable continuing development tool for organisations.

Quest and Right Directions director, Caroline Constantine said: "The RD-Dash will enable the tracking of Quest assessment performance for specific analysis, revealing powerful insights and instantly identifying areas that are performing well and those that require improvement, as well as highlighting potential efficiencies and previously unknown trends.

"Visual aids, such as photographs, charts and key performance indicator (KPI) widgets, will also help give instant visibility of KPIs."

Centres and teams, who will have their own login to the RD-Dash, can choose to download their Quest report either in a summary format or a detailed format, which includes all the section and module bandings, along with the

QUEST DASHES INTO 21ST CENTURY

A new data tool will help organisations better track performance and analyse key trends



“The RD-Dash will enable the tracking of Quest assessment performance for specific analysis”

‘Strengths’ and ‘Areas for Improvement’ for every question.

Initial insight data is already revealing interesting trends, with the first set of figures released highlighting room for improvement in the management of environmental issues and customer experience.

“Whilst it’s pleasing to see mystery visitors found environmental conditions acceptable in 73% of the leisure centres they visited, when it comes to how centre managers are measuring and reviewing their utility consumption, the figure drops to a disappointing 48%,” continues Constantine.

“Other key hotspot areas include just 22% of facilities providing environmental awareness training for staff and only 19% having an action plan in place to reduce utility consumption.

“However, it’s important to remember there are exceptional examples out there. A lot could be learnt from Circadian Trust’s approach at Longwell Green Leisure Centre, which won this year’s NBS Award for efficiency.

“Its heat transfer pump, which uses waste water from the pool, saves the centre £12,000 a year

alone, and, as well as a data logger that measures gas and electricity use in real time, the site has a 24/7 building management system in place, pre-programmed to turn on and off lights and air conditioning, so nothing can be left on by mistake.”

The benchmarking data so far also highlights key areas for improvement around how customer and sales enquiries are dealt with by leisure staff; only 26% of mystery visitors felt their sales enquiries were dealt with in a professional manner, and telephone enquiries only fared a little bit better, with mystery visitors saying just 38% of telephone enquiries were proactively dealt with.

However, on a positive note, the data shows 75% of facilities have friendly, helpful and knowledgeable staff when face-to-face.

Constantine concludes: “If we can use the RD-Dash to help identify trends, this will further support our aim of assisting operators to improve operational procedures and health agendas; all of which would be a very positive outcome.

“It may also challenge them to think differently about their service delivery and help them to work smartly by identifying the areas of service that achieve most impact and by looking more closely at their wider return on investment.”

Once the RD-Dash data is established, Right Directions will be releasing regular national data from the platform, along with an annual State of the Nation Quest report.

IN DEPTH

CIMSPA UPDATE

CIMSPA TO REFRESH INDUSTRY BEST PRACTICE GUIDELINES

Right Directions has been appointed to manage the library of leisure operations guidance on behalf of CIMSPA

The health and safety and quality management company, a CIMSPA partner which manages Quest on behalf of Sport England, will undertake an initial six-month project to review all 250+ existing guidance documents and bring them up to date with current advice, best practice and legislation, as well as adding new content for emerging markets across the sector.

The library of resources covers everything from advice on floor cleaning and legislation on safeguarding, to accepted chlorine levels and dealing with petting in swimming pools, and provides a 'go-to' manual for frontline leisure staff.

Caroline Constantine, managing director of Right Directions explains: "As a young leisure centre duty manager, the old ISRM (Institute of Sport and Recreation Management) industry guidance

notes on the noticeboard were a valuable source of information for me, signposting where I could go for further advice and support.

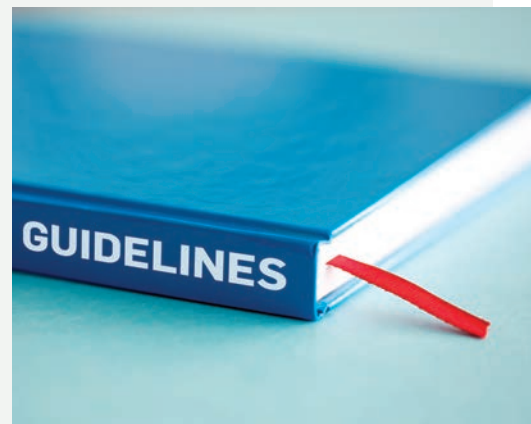
"Whilst the content of the guidelines has changed over the years, their importance to frontline staff has not. But keeping these documents up to date, when advice and legislation changes week-by-week, is a massive project.

"Reviewing and updating these guidelines on behalf of CIMSPA will enable us to align the guidance offered to leisure operators through the Quest process too, ensuring each module is also kept up to date in real time."

Tara Dillon, CEO of CIMSPA, says:

"Once complete, the rebranded guidance documents will be made available, free of charge, to all members via the CIMSPA website"

"This official guidance is invaluable to people working on the frontline. The three-year contract with Right Directions will start with the initial full review, but will also include an ongoing review process and



adding new guidance documents, to ensure the library is always up to date.

"Once complete, the rebranded guidance documents will be made available, free of charge, to all CIMSPA members via our website."

Right Directions has been a CIMSPA partner for five years, working alongside the organisation to deliver the Quest/NBS & CIMSPA conferences each year. As well as providing quality management and health and safety advice and support, Right Directions also manages CIMSPA partner ukactive's Code of Practice, the Activity Alliance's IFI Mark, GP Referral Accreditation Public Health Suffolk, the Pool Water Management Award for the Swimming Teachers Association and accreditation for CIMSPA partner Swim England's Learn to Swim Pathway.



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IN DEPTH

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REVERSING THE AGEING PROCESS

A tailored approach is key to keeping people active as they get older, as Roisin Woolnough discovers

Every time there's another candle on the cake, Sir Muir Gray adds another press-up to his morning routine. He is now on 80 press-ups before breakfast. "I do the number of my age each morning," says Gray, a consultant in public health and director of the Optimal Ageing Programme. Why? "Because people should be becoming more active each

decade, not less active. Ageing reduces your resilience, you lose fitness more quickly, so you have to compensate by doing more."

Gray is on a mission to get more older people exercising and he's not the only one. Sport and leisure providers, the government, GPs, health professionals and age institutions are all trying to get older adults – typically categorised as 55-plus or 60-plus – to get active and stay active.

However, does it work lumping everyone over the age of 55 or 60 into one bracket? Are the physical needs, likes, dislikes and abilities of a group of people ranging from 55 up to 100 and potentially beyond, the same? Of course not. There is a huge range of difference in what the average 55-year-old and average 85-year-old can do, for example.

"As you get older, the gap between

what [individual] people can do gets wider and wider," says Dr Dane Vishnubala, an NHS sport and exercise medicine doctor who is also a qualified personal trainer. Fitness levels and habits also vary widely for people the same age. "Take two 55-year-olds, for example," he says. "One could be still running marathons while the other has multiple diseases and is inactive."

And how about the 75-year-old who has led an active and healthy life and still enjoys regular physical exercise? That 75-year-old is likely more physically able than a 55-year-old who has led a largely sedentary life, has health issues and engages in little or no exercise.

If the drive to get more seniors active is to be achieved, Gray thinks it's time we stop categorising everyone over 55 or 60 as one homogenous group. Instead, he would like to see older adults categorised in 10-year brackets. "People identify with the big Os, so I think it's appropriate to talk

People should be becoming more active each decade, not less active

SIR MUIR GRAY,

Director at Optimal Ageing Programme

in terms of decades. It's still a bit artificial but ageing is a biological process, so it is a reality of life."

DataHub, a UK data collection platform developed by the sports intelligence team at sports consultancy 4global, recently conducted research specifically into the exercise habits of older adults at the request of *S&PA Professional*. The figures cover an age range from 45 to 100 and are broken down into five-year chunks, looking at the most



THE GYM IS THE TOP ACTIVITY for most adults aged between 45 and 89

IN DEPTH

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95-100-year-olds love
badminton as their
FAVOURITE ACTIVITY,
the figures show

popular activities in those age ranges.

Alice John, business development manager in the sports intelligence team at 4global, says the research generated some interesting results. She, for one, was surprised to learn that the number one activity for most people aged between 45 and 89 is the gym.

“It was not what you would anticipate to be the story. Many would expect swimming to be the most popular, particularly in the older age group, because it’s more gentle exercise.”

Swimming wasn’t far behind the gym – it came out as the second most popular sport, up until the 90-to-94 age category, when it overtook the gym to take the number one slot. Then for 95-to-100-year-olds, the most popular sport is

badminton, followed by the gym and swimming.

Pilates and yoga feature in the top 10 in all of the age brackets up to 70-to-74, but once the figures get to the 80-plus category, both disciplines drop off the list altogether. John says it could be that people are doing Pilates and yoga in group fitness and health classes where it is not specifically mentioned. Or it could be that neither disciplines appeal to this age group. “It may be something that the older groups are not aware of as it’s not on their radar,” says John.

Such statistics raise awareness of what activities are popular with older generations, helping leisure and activity operators provide a better, more targeted service. “The data shows that there is a

significant variety of activities that people are taking part in," says John. "It just shows that lumping everyone over 50 together and assuming they will want to do armchair aerobics or yoga is not serving customers."

When certain activities are not generating much interest or there is a dip in numbers at a particular age, then operators need to think about what they can do to build up numbers. If the issue is a lack of awareness, then it might be that operators need to adjust their messaging or try new communication channels.

It's important that sport and leisure providers reach out to the local community to establish what provision older adults would like to see and what the barriers to take up are. Sometimes it's simply a matter of educating people about what's on offer, when and how to access it, and giving reassurance that activities are available to all

age groups.

Jane McDermott, programme development, healthy ageing at the Centre for Ageing Better, says it is vital that sport and leisure providers ensure staff are aware of and sympathetic to the physical and social needs of seniors. "They need to have a general awareness of what an older adult needs and understanding of long-term conditions and disabilities."

Staff need to be well trained, not just to Level 2, but to Levels 3 and 4. McDermott says it is important that staff help older adults map out a fitness journey, with clear and achievable progression points. She is a big fan of a traffic lights system. "Progression is really important, so if someone starts

with a walking club, then moves into a strength and balance group, for example. Then maybe on to Pilates or yoga."

Rather than categorising older people according to their age, McDermott thinks the industry should be categorising them according to their physical state and abilities.

"Organisations shouldn't be making assumptions about people based on their age – it's much better to think of people in terms of capacity. There are people who are active, maybe using the gym or running – they are high and stable capacity. There are people who are in transition and are declining in capacity, perhaps as a result of diagnosis of a long-term condition or a bereavement. And there are people with a sudden, significant loss of capacity."

It's the declining actives that McDermott says the industry should be really focusing on. They make up the biggest proportion of the senior population and it's where the industry

The data shows that there is a significant variety of activities that people are taking part in

ALICE JOHN,

Sports intelligence business development manager at 4global



IN DEPTH

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can have the most impact. In order to reach out to and engage with this group, McDermott says providers need to take a person-centred approach.

Some people will need very specific interventions because of health or weight issues. Others will just need encouragement and steering in the direction of appropriate activities. “We are all individuals, with different motivations and interests, so it’s important to understand people’s motivations and functional ability.”

Providers also need to ensure that their centres are appealing to all age groups. Older adults might be put off by loud music in the gym, for example, or if all the staff are young adults. Sport and leisure provider GLL makes an effort to employ older staff. When there was a shortage of lifeguards last year, it launched a successful campaign to recruit 70 and 80-year-old lifeguards.

Critical to the success of any programme or class activity is the social element. Rod Noble, community sport manager at GLL, says providers need to deliver the right infrastructure and environment to enable people to connect.

“If you get the social element right, the

physical side will work,” he says. “People come to catch up with and have conversations with the people they have met at a session, so you need to provide a nice environment for them to socialise in and have a cup of tea or coffee.”

It’s what Steve Tansey, head of research and development at group fitness specialists Les Mills, calls relatedness – “I feel like I am part of a group. I am supposed to be here, and I have a connection with the trainer.”

Tansey says every participant in a Les Mills class, whether young or old, needs to feel relatedness in order to enjoy the class and keep coming back. As well as relatedness, he says they also need to have autonomy and competence. He classes autonomy as participants feeling they have some control over what they are doing so that they feel comfortable with the activity. Competence is



Organisations shouldn’t be making assumptions about people based on their age – it’s much better to think of people in terms of capacity

JANE MCDERMOTT,

programme development, healthy ageing
at the Centre for Ageing Better





SIMONA SCOTTO, DANCE ARTIST AND EDUCATOR FOR OVER 50S

"A 55-year-old might be horrified because they don't think of themselves as older. Older adult yes, but older person... People of 55+ or 60+ can be super fit. When I think of an older person I think more of 80-85. I encourage people to think of themselves as people, rather than older people. You need to have a positive society and think about your fitness. What can you do to improve? Just because you're getting older you don't have to go down. I have a massive array of people in their 70s and 80s. All their abilities are different. You can be 70 and a beautiful dancer. It's all about suppleness, range of motion and the ability to move your body in a certain way."

participants feeling they are doing well in a class and mastering the exercises.

Get these elements right and he says there is no need to provide classes specifically for older adults. "Older people can do any of our programmes, including high intensity," says Tansey. "I don't care how old someone is, it's more about how they move, their flexibility and movability. It's about biological age and variables of fitness, things like static strength and dynamic strength."

The trainer's role, he says, is to provide an inclusive setting and to adapt workouts according to individual needs and abilities. It's what he calls teaching the differentiation.

"For example, you give an easier version of some things or give an alternative exercise. So instead of squats, someone does press-ups. Or how long would you put someone on the treadmill? It needs to be tailored to the individual. A great instructor will inspire people of any age, providing options and adaptations that are applicable."

Rather than herding people into a particular class on the basis of age, Tansey says instructors have to adapt their teaching within a class so that anyone and everyone can participate. And if someone has a particular health condition, such as diabetes, they need to have an exercise plan to help them manage it and limit its effects.

"The health of our nation will continue to deteriorate unless we find a modality of training for everyone," says Tansey. "A lot of us look after our teeth

more than the rest of our body, yet our heart and lungs are more important."

All forms of exercise can be adapted – the popularity of walking football and walking netball is testament to the power of adapting a sport to make it more inclusive.

And most important? Assumptions based on demographics could easily be wrong. Sport and physical activity professionals have an opportunity to challenge conventional wisdom and build a more active nation.

IN DEPTH

PROFILE

When Martin Reeves told colleagues at Coventry City Council that he had plans to close down the Coventry Ring Road (A4053) to accommodate runners, cyclists, walkers and more, colleagues gasped at their CEO. “What about congestion? We’ll get no shoppers! Ring roads are for cars!” came the rebuttals amid the chaos. But the suggestion wasn’t made flippantly, for Reeves had delivered what he calls “a jolt to the system” and created an enticing prospect of engaging with people living less than active lifestyles.

“When you see the data on activity levels and you realise you have problems, as well as doing the nuts and

*Coventry Council’s CEO
tells Patrick Appleton
how engaging an inactive
population requires
more than just funding*

SHOCK TO THE SYSTEM



bolts of getting people active you also have to do something I call 'an electric shock'," Reeves tells *S&PA Professional* as we meet at Friargate One, the council office centrepiece of a £700m ongoing regeneration project. "It has to be a jolt to the system, something that comes in with plenty of 'oomph!' and for me that was closing our ring road down."

Reeves pitched the idea by referencing South American cities and their weekend fiestas, where people come and 'reclaim the streets' for cultural events including physical activity. The proposition was a precursor to Coventry on the Move (see box p29) about how to get people active, with Coventry Council's CEO envisaging swathes of people engaging in activity on the iconic ring road.

"My thought was 'Close it down, you do what you like – walk, run, cycle, whatever; it's your ring road, these are your streets'," explains Reeves. "But above all, I wanted this to happen so that people could come together in our city centre and we could give them that jolt to provide them with details about how to access public health messages and what is available for them in their city."

Astonishingly, Reeves says he discovered a sizeable number of Coventrians had never been in the city centre before. Coventry reaches eight miles into the outer city limits, and the CEO explains that for a large number it was the first time they had engaged with the city centre. Opening up opportunities to the many is key, he says.

Although Reeves acknowledges that the idea won't change behaviours overnight, it started a conversation and "above all it jolted and had the media interested". "I'm not interested in closing down the ring road per se," he explains in a frank manner. "I'm interested in getting out there and saying 'this city needs to be more active'. We need to walk more, cycle more, run more, and we need to be together more. We are going after isolation and loneliness. It's not about a facilities strategy or blocks of infrastructure; it's about engaging people in an inventive and exciting way."

Coventry has invested heavily in infrastructure in recent years, with The Wave

"If you want to tackle sedentary lifestyles, go where these busy or underperforming people live – make it easy for them to engage"

– a £36.7m water park – just opened in June and the nearby University of Warwick expanding the bricks and mortar offering of its sport and leisure department. The Wave has been part-funded by recycling council assets and moving departments from old buildings into the new Friargate office, which was completed in October 2017.

Reeves recognises the importance of the move, and thanks local politicians for the support they've provided for the business cases put forward to secure the lending for the new infrastructure. The new facilities such as The Wave are part of a bigger plan, he says.

"The elected councillors have backed the decisions to build on our leisure offering, which is important to lock people into these new facilities, but it isn't for everyone. Some people won't cross the threshold into The Wave or the 50m pool or university leisure centres, but they will use our parks and we have put just as much thought into that."

Adapting behaviours on physical activity, Reeves says, means "going to where people are, not where you want or expect them to be". And so in Coventry, he has overseen plans to put down route mile markers in parks to help walkers, runners and cyclists, increase the level of cinder track available close to local schools and open more of the city's cycle paths.

IN DEPTH

PROFILE

“To tackle sedentary lifestyles, you have to go to where these busy or underperforming people are – do it close to where they live, close to where they’re going to work, or where they would normally take part in activities. Make it easy for them to engage.”

On the topic of cycling, Reeves is quick to point out the role of Coventry in popularising the modern bicycle (see box below). He urges the city to take pride in this, and adds that the Council

has “gone in strong” on securing velorides, nocturne rides and the Skyride – with the ring road closed off again. In addition, the local authority has its eye on being part of the road race route for the 2022 Commonwealth Games.

Reeves says these events are aimed to inspire, but with a new bike hire scheme set to be rolled out in the next six months he comes back to his earlier point of an all-round approach to engaging and activating people.

“Cycling is a perfect example,” he begins. “There’s absolutely no point in opening up all this network and down the canals if it’s just for affluent people or those with disposable income who have Cannondale bikes and all the gear.

“There’s nothing wrong with that, but if you’re going to get someone from the toughest bit of the city to get better physically and mentally then you have to make it easier – provide access to bikes and take those barriers out of the way.”

Coventry Council’s CEO is no stranger to breaking down barriers, coming from a background that saw his mother become one of the first certified female referees in the country. With brothers also keen on sport, and his father a referee in his own right, a love of sport and desire to continue testing yourself were prevalent in the Reeves’ household.

As a keen runner, footballer and field hockey player, Reeves thrives on leading by example when it comes to health and fitness, something which became apparent as we climbed the stairs to his

“It’s about engaging people in an inventive and exciting way”

Reinventing the wheel

In 1868 a French ‘bone-shaker’ bicycle was brought to James Starley’s Coventry Sewing Machine Company in the city.

Intrigued and impressed in equal measure by the two-wheeled machine, Starley’s company began to get involved in making bicycles.

Within a few years, Coventry had become the centre of the British bicycle industry as designs included the ‘high-wheel’ Penny Farthing developed with a lighter, all-metal configuration instead of previous heavy, wooden designs.

After his death in 1881, Starley’s nephew John Kemp Starley continued the family work and invented the modern bicycle, with wheels of equal measurement and a chain drive.

Making a move

Coventry on the Move is the council's framework to ensure the city "is a far more active" one by 2024.

With government figures showing almost two-thirds of the population are classed as obese, and lifestyle indicators below the comparators for England, the local authority says "we need to take collective action".

Developed by stakeholders and supported by the council and the West Midlands Combined Authority, the Coventry on the Move framework (2019-2024) wants to involve local residents in being part of the campaign to increase physical activity in the area.

European City of Sport in 2019, Coventry is also delivering a Year of Wellbeing across the city in partnership with the Warwickshire Health and Wellbeing Board, while new facilities include The Wave and a 50m swimming pool under construction at the Alan Higgs Centre, due to complete later this year.

Ahead of its reign as UK City of Culture 2021, these events, campaigns and developments are just some of the ways in which the council believes it can "ignite a social movement that makes physical activity and getting involved in local communities a part of daily life" in Coventry.



fifth floor office at a sprightly pace before settling down into our conversation.

He is trying to promote such a lifestyle throughout the council, encouraging employees to take the stairs with signs explaining the benefits. A park-and-ride system a few miles outside the city centre has also inspired the workforce to park up and run or cycle in on fold-up bikes. "Some have said 'Martin, I've never felt better'," he smiles.

Reeves points out this idea is part of the bigger picture for the council to lead by example in a country that has a productivity challenge compared to the rest of Europe. Under Reeves' leadership, the council asks firms hoping to invest in the city about what they will do for their workforces in terms of activity levels, such is its importance to the local authority's health and wellbeing strategy.

"We can use the planning system to insist on certain conditions – green travel plans, green space around the offices – but we prefer to focus on how to connect those employees to local facilities already in place. We also invite the investing company to sign up to the West Midlands Thrive Charter, to promote mental wellbeing in the workplace."

He says Sport England's 'Working in an Active

Nation' strategy has played a part in developing the plans, and welcomes the ongoing work of CIMSPA in professionalising the workforce.

"If you're going to develop stuff, make sure you have an eye on building in health and wellbeing, because this is now what people want," says Reeves, adding that funding is only one facet of the approach.

He is effusive in his belief that "spirit and a common vision makes a massive difference" at local leadership level, and is adamant that creating a more diverse workforce from all backgrounds can't be solved solely through funding.

"It's about building coalitions of the willing, and sometimes coalitions of the unwilling – start somewhere, anywhere, but follow it everywhere," he says. "All of this about building momentum and social movements, it's not virtual reality – it's a contact sport!"

Reeves adds that for every time he meets someone "amazing and you want 100 of them", often he encounters individuals "resistant to change".

"It's hard work," he says. "Bit-by-bit we are starting to see greater physical activity uptake among both young and older populations and people just gradually getting healthier. It is going to take a generation to change it, but we have to keep people motivated to keep going – and it's really hard. It's not for the faint-hearted."

IN DEPTH

CASE STUDY

OPENING UP THE POOL

Recruiting swimming teachers is proving a difficult sell, but plans are underway to get more people involved in helping others learn to swim

By Roisin Woolnough

Swimming can be a major revenue generator for local authorities. But despite its potential, the activity is not doing as well as it might across the UK. “People are fighting for swimming teachers,” says Barrie Swift, training and development manager at the national governing body and CIMSPA partner, Swim Wales.

The UK is suffering an ongoing shortage of qualified swimming teachers, with the North, South East, East Midlands and Wales the most badly affected. This makes recruiting and retaining teachers a constant challenge.

According to the 2018 Industry

Swimming Teachers Recruitment Survey by the Swimming Teachers Association (STA), 78% of UK swim schools say they can’t find appropriately qualified swimming teachers to meet demand.

The result: more than two-thirds of UK swim schools have waiting lists for lessons, and 68% say it is having a huge impact on the opportunity for children to learn how to swim. Figures from the Swim England Swim Census 2017 reveal that teacher shortages are restricting 30% of Learn to Swim providers from growing their programmes.

Given the statistics from the Amateur Swimming Association that a third of children leave primary school unable to

swim, despite it being on the national curriculum, this is a big problem for the industry.

The industry needs to do a lot more to tackle the problem, says Dianne Breen, coached programmes manager at Sport Aberdeen. “Demand for swimming lessons is growing and growing. We have a decent number of pools in Aberdeen, but the number of children coming to us saying they have never been in a pool before is concerning, particularly in areas of deprivation.”

Breen says that Sport Aberdeen is not as affected by teacher shortages as other trusts because the organisation is proactive in





“Swimming is far
and above the biggest
income generator,
after gym
membership”

IN DEPTH

CASE STUDY

continually developing its talent pipelines.

"I know a lot of trusts are struggling, but it's not as tough for us as it is for other trusts because of the infrastructure we have in place. We take on volunteers from 14 and have them assisting at our lessons. At 16 they can do the swim teacher qualification. This helps us to generate our own workforce.

"Historically, there has been a lack of tutors and courses. "But Scottish Swimming have run tutor courses, so there are more tutors around now."

A lack of tutors was a problem that Swim Wales identified in a review of its swimming programme recently. It only had 12 tutors across the whole of Wales, including just three in north Wales. This restricted the number of courses that could be run and where best to host

them. It also meant that tutors had to travel long distances to deliver training.

As a result, Swim Wales recruited 12 new tutors, who are distributed across the region. This has enabled it to put on more courses, such as workshops on safeguarding. But even with more tutors and more courses, Swift says recruitment still remains an issue, largely because of the hours and the pay.

"The hours are not massive and not all swimming teachers are contracted, so it just doesn't cover the mortgage. A lot of people combine it with other roles and some teach for a variety of providers – private providers and school swimming – to get their hours up."

Pay rates vary and the teaching hours (mostly between 3-7pm) don't suit many of those with children, which means the workforce is largely students. And the

problem with a student workforce, says Breen, is that teaching swimming is almost always a stopgap option for them, leading to a high rate of turnover.

"Most don't see it as a career step but a job to get money while they are at college or university, so we generally only have them for two to three years." Having such a transient workforce means that swim schools are stuck on a constant wheel of recruitment and training.

Sport Aberdeen, like many other organisations, has tried to target different groups of people and different generations, such as women returning to work when their children reach a certain age, but Breen says this has only worked to a certain extent.

Hanna Guise, national Learn to Swim manager at Swim Wales, agrees that swim schools and governing bodies have to build up the talent pipeline by reaching out to different target audiences. That could be parents of children in swimming lessons, in particular parents of children going into secondary schools, who might find the 3pm-7pm time slot more manageable.

If the shortages are to be addressed, the industry has to be proactive in raising awareness of the profession. It has to bring more people in, rather than fighting over an inadequate resource pool. The industry realises this, with 79% of swim schools taking part in the STA survey saying they were prepared to invest in training unqualified staff, a 16% rise since 2015.

Guise says Swim Wales is promoting its courses through new channels, such as Facebook and Instagram, in an attempt to reach a broader base of people. But raising awareness is only part of the battle.

Lauren Licetis, marketing manager at CIMSPA partner the Institute of Swimming, says the cost of qualifying deters a lot of people from entering the



78% of UK swim schools say they can't find appropriately qualified swim teachers to meet demand



profession, particularly if they could enter another profession that doesn't have any upfront training costs.

"While the main problem is the lack of awareness, the cost of qualifying is also a barrier," she says. "It costs £390 to get a Level 1 qualification and that is four days of training which enables people to support a swimming teacher in the pool. Level 2 costs £680 and then a person can lead sessions themselves."

The Institute of Swimming recently launched a recruitment academy for teacher training. Called the 'Teachers' Academy', it started as a pilot initiative last year with CIMSPA partner Everyone Active in London and Trafford Leisure in Manchester.

Under the scheme, trainee teachers can get qualified for £79. The Institute of Swimming handles the search and recruitment side of things and supports the candidates through Levels 1 and 2. They are assigned a mentor and a CPD programme and in between the two courses the trainee teachers work with potential future employers to gain practical experience.

Since the pilot phase was launched, five fully qualified teachers have been trained up and are now employed at Everyone Active, while six hold positions

"While the main problem is lack of awareness, the cost of qualifying as a swim teacher is also a barrier"

at Trafford Leisure. 1Life, a leisure operator with centres nationwide, has also signed up and now has four teachers qualified to Level 1.

Licetis said the programme has drawn considerable interest – much more than expected. Due to these successes, the pilot is now being rolled out as a full programme and the Institute of Swimming hopes that by removing the costs barrier, it will become a more attractive career option for more people.

The STA is also attempting to boost the number of qualified teachers in the UK, having identified economic constraints,

reduced budgets, teacher recruitment and retention as major issues for leisure operators. It is working with swim providers to overcome these barriers.

For instance, in 2017 it entered into a partnership with CIMSPA partner GLL (Greenwich Leisure Limited), the organisation that runs sports and leisure facilities and libraries across the UK under the Better brand. GLL and STA have introduced new training and employment opportunities for new and existing swim teachers and can offer a clear aquatics career pathway for them.

One example allows aspiring swim teachers to enroll on the STA's new qualification, the STA Level 2 Award in Teaching Swimming and the CIMSPA-endorsed STA Level 2 Certificate in Teaching Swimming.

This has resulted in GLL recruiting more than 300 new members of staff at its Better leisure centres across the UK over the past 12 months.

After all, not only do swim schools need to boost teacher numbers in order to meet demand, it also makes good business sense. "It's one of the few programmes that makes money for local authorities," says Swift. "Swimming is far and above the biggest income generator, after gym membership."

TECH

ONLINE PLATFORM

A CELEBRATION OF INGENUITY

Disruptors from across the industry were recognised for their work in taking sport and physical activity into the future

An artificial intelligence (AI) companion tool that helps people to achieve their fitness and wellbeing goals has won CIMSPA partner ukactive's prestigious ActiveLab accelerator programme for 2019, following stiff competition from eight other fit-tech disruptors.

Coach AI was chosen by the audience at the ActiveLab Live! Finale in Manchester in June. "This award will help us further our efforts to collaborate with UK gyms, health clubs, and leisure centres as we strive to increase participation in physical activity," says Coach AI CEO Shai Neiger.

The 12-week accelerator programme includes a series of workshops and expert mentoring to help scale their businesses. The cohort of 2019 ActiveLab finalists included:

COACHAI

Launched in August, Coach AI is an AI companion that interacts with users through their smartphones using behavioural science to support them to make exercise a regular part of their weekly routine. It has recently started working with CIMSPA partner Everyone Active.

Neiger explains that, “Unlike an app, Coach AI interacts conversationally, so the experience feels just like texting with a friend.”

SHAPEWATCH

Shapewatch, launched in March 2019, scans the body to measure biometrics, such as waist-to-hip ratio and body fat percentage. Measuring more than 150 points around the body, it creates a 3D representation of the user as an avatar. Consisting of a scanning kiosk and an app, it also analyses movement through dynamic movement assessment, which is useful for rehabilitation, wellness and performance.

“Shapewatch empowers users to be accountable for their own goals and achievements,” says Shapewatch’s sales director Alan Loudon. It also enables wellness centres and fitness facilities to track their clients’ progress.

FITTRACK

Launched in 2015, Fittrack is a retro-fit sensor that can be fitted and integrated into fitness equipment to automatically measure training data such as weight, number of repetitions, time muscles under tension, cardiovascular activity and distance covered. Not only is this information available to the user via an app, it is also accessible to the trainer and the gym or leisure centre operator. Trainers benefit from having detailed and accurate information about their clients, “while operators can optimise the service they provide for members”, says CEO Nicholas Festi. Fittrack already sells in four countries.

GOSWEAT

One of the founders of GoSweat describes the service as “similar in concept” to restaurant app Just Eat. In GoSweat’s case, users can book classes and activities across the spectrum of wellness, physical activity and fitness. Available through employers’ employee benefits programmes, “GoSweat gives the power back to the individual in terms of the huge variety of choice, allowing them to pick and choose any type of activity as well as where and when,” says co-founder Alex Hinds. After targeting the corporate market at the start of this year, Hinds says 20 companies have already signed up, with users “probably doubling every month”.

HEALTHPOD

A ruptured disk was the catalyst for the launch of HealthPOD. “Trying to find the right expertise was incredibly expensive,” says co-founder Tom Sheppey. The idea is to connect people who need coaching advice and support with personal trainers (PTs), using one-on-one video on-demand. This allows PTs the opportunity to monetise around three hours of downtime a day, while at £15 for 25 minutes, it’s cheaper for users. Currently only available through an e-commerce site, Sheppey says Android and iOS versions will be available in July. “This will help us to scale the business,” he says.

IMMERSIVE REHAB

Unlike the other companies in the 2019 ActiveLab cohort, Immersive Rehab is “very much a healthcare company,” says CEO and founder Isabel Van De Keere. Launched in August 2016, and still undergoing regulatory approval, Immersive Rehab creates interactive physiotherapy programmes in virtual reality. Using VR makes the process of recovery both more interesting and less isolating than traditional

rehab, explains Van De Keere. As soon as the company gets regulatory approval, she says it plans to focus on the UK, Europe and US markets.

ROCKET IMPACT

Rocket Impact specialises in creating mobile games for the sector. Aimed at those not exercising enough, the company’s first product Afitar “creates a platform for people to have fun in an interactive game, and links fitness with gaming, so that people need to exercise in real life to improve their in-game performance,” explains co-founder Deepak Vohra. A main feature is a dynamic avatar whose appearance changes to reflect the users’ real-life running or walking activity. Other features include puzzles and the ability to see and support friends.

PLAYERMAKER

PlayerMaker is a performance intelligence platform that uses AI contained in a motion sensor mounted on football players’ boots to provide a host of data to clubs, coaches and players. Clubs that use it include Millwall and Fulham. According to Yuval Odem, PlayerMaker’s COO, the product meets three customer needs: player assessment – the ability to quantify performance and to identify talent, improving coaching effectiveness, and injury prevention.

BLAZEPOD

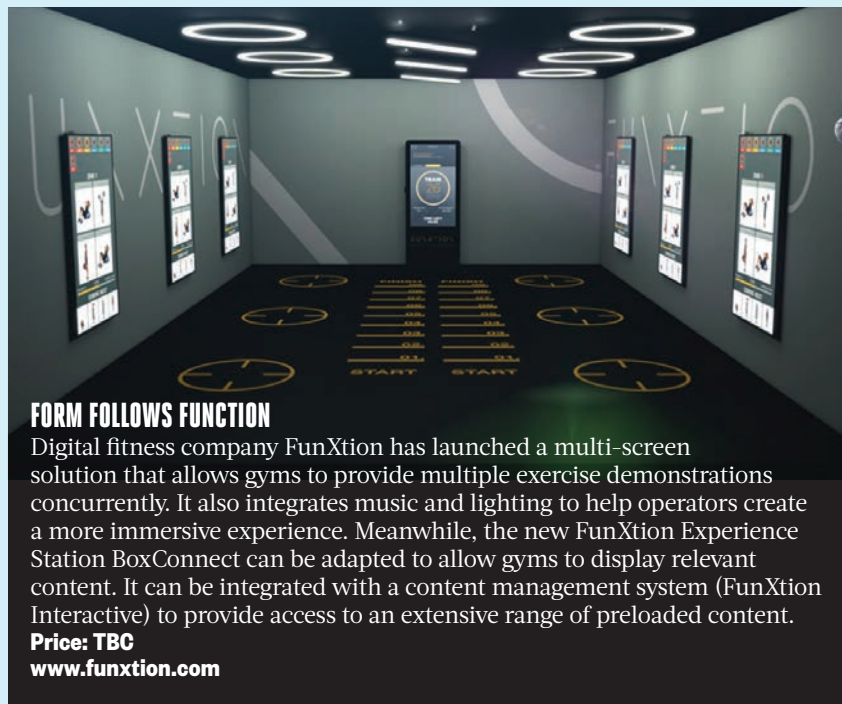
The idea behind BlazePod’s flash reflex training product is to use its visual cues “to trigger user’s brains to react faster, to push their limits, to motivate themselves in their training and to track their performance”, says Simon Jacobs, BlazePod’s sports and fitness development manager. Controlled via an app, BlazePod records users’ speed, agility, power and reaction times to track performance. Launched in September, BlazePod has customers in more than 60 countries.

TECH TOOLKIT

PRODUCT ROUND-UP

SHOW-STOPPERS

Take a look at some of the best gear on display at Elevate 2019



FORM FOLLOWS FUNCTION

Digital fitness company FunXtion has launched a multi-screen solution that allows gyms to provide multiple exercise demonstrations concurrently. It also integrates music and lighting to help operators create a more immersive experience. Meanwhile, the new FunXtion Experience Station BoxConnect can be adapted to allow gyms to display relevant content. It can be integrated with a content management system (FunXtion Interactive) to provide access to an extensive range of preloaded content.

Price: TBC

www.funxtion.com

REACTING ON IMPULSE

The neuromuscular range of fitness solutions from Reaxing is exclusively available in the UK through the Physical Company. Reaxing has developed a training product range that uses unpredictability and water-based loaded movement training. The technology releases gradual and monitored sudden motor impulses, which force the user to activate quick neuromuscular reactions. This unpredictability reportedly boosts training performances, and has attracted AC Milan and Italy Rugby among its client-base. The range includes flexible ring weights, kettlebells and medicine ball.

Price: on application

www.physicalcompany.co.uk



Step up to the climb

CrossClimb from Pulse Fitness claims to be the first ever cross-trainer/incline stepper hybrid machine. It combines cardio and strength training and is designed to maximise lower body muscular engagement. Pulse explains that the machine requires a larger range of lower body motion than a typical cross trainer, "recruiting" more muscle and increasing the number of calories burned. It is also designed to reduce the pressure on knees, hips and ankles, making it more accessible for all levels of fitness. Users can take advantage of the PulseMove app to track their workouts and stay connected via social media.

Price: TBC

thepulsegroup.co.uk

INDOOR CYCLING JUST GOT SMARTER

AtomX is the latest smart bike from Wattbike which aims to give riders a fully immersive indoor cycling experience. Building on the Wattbike Atom, it provides interactive workouts, tests, training plans and climb mode all accessible from a touchscreen performance monitor. Riders can automatically change resistance to follow structured workouts, simulate gradient changes and mimic real climbs from around the world such as Tour de France regular Alpe d'Huez. It is also launching the Wattbike Icon, an evolution of the Wattbike Pro/Trainer, which similarly offers a performance touchscreen that provides feedback for a fully connected user experience.

Price: TBC

www.wattbike.com



MAX WORKOUT FOR THE GLUTES

The Matrix Glute Trainer uses advanced biomechanics to maximise activation of the glutes and hamstrings. The trainer seeks to mimic bar-hip thrusting without the difficulty and discomfort of free weights. A floating hip pad adjusts to fit users of all sizes and aims to create a smooth, comfortable feel while a large angled foot platform with non-slip surface provides stability to better engage the glutes. The company is also launching Matrix Ride education, a target training programme which compliments the new Matrix Training Cycles and is designed to teach trainers how to lead a next-level indoor cycling class.

Price: to come

www.matrixfitness.com



AI TOOL DETECTS FLIGHT RISK IN MEMBERS

KeepMe uses artificial intelligence (AI) to improve membership retention in the health and fitness industry. AI is used to identify patterns in individual member data that coincide with membership exits. The tool then enables the gym or club to re-engage with customers through its integrated communication suite. According to KeepMe, more than half of all new members terminate their membership within 12 months. "Membership retention is a primary factor in the financial viability of a fitness business," said KeepMe founder Ian Mullane. "It's also one of the most resource-intensive and time-consuming to manage. That's why we've designed the KeepMe tool - to revolutionise the approach to keeping customers and maximising revenue streams effectively."

Price: annual contract, starting from \$750 (£590) per month (tiered pricing for multi-site operators)
www.keepme.ai

EXPERT ADVICE

CHANGES TO IR35 – HOW WILL THEY AFFECT YOU?

*“Off-payroll” employees need to be defined properly in the wake of alterations to the tax rules, says law professional **Sybille Steiner***



From 6 April 2020, organisations that engage “off-payroll” workers will become responsible for determining their employment status and paying National Insurance Contributions for those who are deemed to be employees. This is likely to affect larger gyms, some personal trainers and other sportsmen and women.

The off-work payroll working rules, commonly known as IR35, have been around since 2000 and were introduced to ensure that individuals who work like employees pay broadly the same employment taxes as employees, regardless of the structure they work through. The rules apply to anyone who provides their services to another person or organisation through an intermediary, such as a personal service company (PSC).

HMRC has found it difficult and time consuming to enforce the rules and is shifting the burden onto those engaging them. In 2017, the government addressed non-compliance in the public sector by reforming the legislation for off-payroll workers in that sector. It has now set its sights on the private sector.

WHAT IS CHANGING?

Currently, the PSC has to decide if the relationship between the individual it supplies to a client is, in reality, one of employment. This is done by looking at

who controls the work being carried out, whether the PSC can send a substitute to undertake it (with or without the agreement of the client), who supplies the equipment used and the extent to which the client is obliged to offer work and the contractor to accept it. HMRC has an online tool, Check Employment Status for Tax (CEST) to help organisations and individuals get this right.

HMRC believes that 90% of PSCs who should apply IR35 don't do so – at a cost of £700 million and increasing. Despite that, it doesn't have a great track record on enforcement and has lost more cases than it has won.

From April next year, the onus of deciding if an individual falls under IR35 has to be decided by the client engaging them. If it decides they are an employee, it must pay employers national insurance of 13.8% on their charges. This will result in clients paying higher fees or (most likely) negotiating lower fees with the contractor.

Because responsibility falls on the client, they will primarily be liable for the underpayment of tax if they make the wrong call.

It is suspected that many will err on the side of caution and treat their contractor as an employee for tax purposes unless it is very confident HMRC will accept that IR35 doesn't apply to the relationship.

WILL THESE NEW RULES APPLY TO ALL CLIENTS?

No. The government has said that the rules will only apply to large and medium organisations. It defines these as organisations that meet at least two of the following criteria:

- 1 Annual turnover of more than £10.2 million
- 2 Balance sheet total of more than £5.1 million
- 3 More than 50 (F/T equivalent) employees

In the sport and physical activity sector, this means that the rules are only likely to apply to bigger chains (such as large gyms) or organisations.

WHERE CAN I OBTAIN MORE INFORMATION?

The original consultation closed last year, and a further consultation opened in March 2019 and closed on 28 May 2019. The government has said that it will publish a new Finance Bill in the summer and make changes to the CEST calculator.

There has been much criticism surrounding the new scheme. Despite this, HMRC is adamant that the changes will take place and individuals providing their services through PSCs and those using them need to start making preparations.

***Dr Sybille Steiner** is a partner in Irwin Mitchell's Employment team*



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WORKPLACE

FOCUS

Andrew Carrano of The MindFit Coach offers some techniques to help fitness professionals stay as motivated as their clients

PRACTISE WHAT YOU PREACH

As a fitness professional you are part of a unique group, holding the responsibility of motivating others to reach fitness goals whilst finding opportunities to reach your own. However, finding the motivation to take your own advice can sometimes prove difficult. Motivation can be defined as 'The direction and intensity of one's effort.' The challenge you face is how to sustain your own motivation whilst motivating others.

Individuals who are ego-orientated judge themselves against others and feel most successful when they win trophies (extrinsic). Task-orientated individuals focus on learning and personal improvement (intrinsic).

Although competition is important in fitness, studies show that task-orientated individuals are more likely to maintain high levels of motivation to perform.

1. SETTING ACHIEVEMENT GOALS

Research has shown that setting goals increases and maintain levels of motivation. Often the goals we set aren't meaningful or are ego-goal orientated e.g. 'I want to look better than them'. This creates even more pressure for oneself and inevitably failure.

Taking this into account, it is better to adopt a task-goal orientation which emphasises comparisons with one's own performance.

- What do you want to achieve?
- Why do you truly want to achieve this and by when?

"It is better to adopt a task-goal orientation which emphasises comparisons with one's own performance"

- How you will do this, what is your process?

By asking these questions, it will allow you to create meaningful goals that reflect your values and behaviours.

2. MAINTAINING GOALS - MINDFIT PLANS

Now that your goals have been set, you should identify and plan for potential obstacles. I like to call these 'MindFit' plans. Try the following

1. Separate a page into two columns.
2. On the left have your obstacle, your 'Mind' column.
3. On the right have your solution, your 'Fit' column.

Mind: If I am feeling unwell

Fit: I will not beat myself up about it, I'll focus on getting better so I can work out

This will help, because having plans allows you to prepare for setbacks by narrowing your options, increasing motivation and self-confidence.

3. SELF-TALK

'The way that we think affects the way we feel, and the way we feel affects our performance.'

i.e. if we think negatively, we will have negative emotions leading to negative behaviour. In turn, positive thinking will lead to positive emotions and behaviour.

Develop a MindFit phrase to replace negative ones (as below) and practice being in control.

Situation: Finished work

Thought: 'I'm not bothered to workout'

Behaviour: Lack motivation

New MindFit Phrase: 'If I complete my workout, I will get closer to my goal'

4. MIX IT UP

It is understandable to think that after working long hours, training clients and travelling around exuding all your energy, doing a workout of your own is the last thing on your mind.

Some PTs like to train at different gyms to the ones they work at for a change of environment. Others like to organise group workouts with colleagues. Something that will be fun, competitive and get you pumped.

Setting your goals; planning for obstacles; practising MindFit phrases and mixing it up, increases your commitment and bridges the gap between intention and action.

Andrew Carrano is owner and founder at the MindFit Coach, a sports psychology consultancy which helps people improve their wellbeing and performance by showing them how to understand and channel their behaviours and emotions



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



LAST WORD

SPORT AMBASSADOR



Doyenne of swimming instructing Val McFarland tells Graham Simons how the next generation can enjoy a fulfilling vocation helping others

WATER WOMAN

I began life in the industry as a volunteer, teaching swimming to the disadvantaged – blind and deaf children – before progressing into a full-time career by 1975.

Having enjoyed my earlier voluntary work so much, I sought out a career in the sector, going through the Amateur Swimming Association (ASA) swimming teacher programme, progressing to the ASA's advanced teacher qualification and finding work after that in Dudley, Stourbridge, Wolverhampton and Staffordshire teaching swimming to schools and private instruction.

Back then, my work involved that of special schools as I had the ASA disabled teacher's qualification but I was soon side-tracked by lifesaving, holding Royal Lifesaving Society (RLSS) membership for many years. I gained the lifesaving teacher's qualification and training assessor qualification, going on to teach swimming to people of all ages and nationalities in Dudley. I eventually moved to Sandwell Leisure Trust (SLT) in 1992 and I've been there since! During my time at the SLT, I have acquired the Swimming Teacher Association's (STA) tutor qualification for lifesaving and aquatics. Becoming an aquatic tutor allowed me to prepare others to teach and become lifeguards

and trainers, with some 'first aid at work' teaching also part of the job.

I love how the job allows you to help others, but I was taken aback when I received the STA Cross of Merit award, which the SLT nominated me for. The award is for lifelong dedication to the profession, and they felt my dedication and help to others was worthy of the accolade. I'm very honoured.

For young people looking to progress in the industry, getting as much advice and experience as possible is key. Go to swimming clubs. Offer to be a volunteer. Having an interest in empathy in sport is very important; understanding what people are feeling and being able to explain and impart that knowledge.

The STA has brought the age group down to get on the ladder for swimming teaching.

There are plenty of options, and such a lot to do within the field, but you need to be able to get your own personal qualities across and have a willingness to learn. Show your experience, give

examples and an explanation because as we know, people can shine on a CV but it's the face-to-face meeting that makes the real impact. Be yourself and explain honestly and openly about where you can benefit both the organisation and the consumer.

Provide a lesson plan for that particular group you want to teach, so you've explained exactly what you are going to do in the interview. It's also important to listen to your peers. We learn something new every day, and even now at 72 I'll pick something up and think 'Ooh, that's a great idea'. You're never too old for good advice.

Val McFarland is swimming development officer at Sandwell Leisure Trust



LAST WORD

SPORTING LIFE

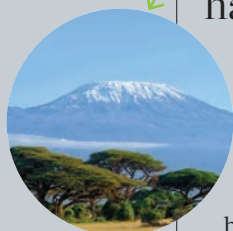


Kelda Wood, Atlantic rower and founder of Climbing Out – a five-day activity programme rebuilding self-esteem in young people affected by trauma – on why helping others battle through adversity motivates her

INSPIRING THE COMMUNITY

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

I climbed **Kilimanjaro** in 2010, and upon my return I had an ambition to retrain as an outdoor instructor. Following that, I set up the Climbing Out charity and began working in the adaptive industry.



WHAT WAS YOUR FIRST JOB IN THE SECTOR?

That was working with Battle Back, an adaptive sport and adventurous training programme for wounded, injured and sick servicemen and women. I had already set up Climbing Out, but was only working in a voluntary capacity with the charity at that time. Both had the same provider [Carnegie Great Outdoors] and I then became involved with them. I've left Battle Back, but when Carnegie offered me that job it really made my mind up to immerse myself within that sector.

WHO IS YOUR ROLE MODEL IN SPORT AND LEISURE?

I have got to say (CIMSPA chair) Marc Woods! I met Marc when we were in the Himalayas, and he's really mentored me throughout my whole

"It's amazing to see the change that happens in five days on the programme – it's so rewarding"

journey within sport, the charity and everything else. I hate to boost his ego, but it has to be Marc!

WHAT DO YOU LOVE MOST ABOUT YOUR CURRENT ROLE?

I think it has to be the difference that we can make to young people. It's amazing to see the change that happens in five days on the programme, from when they arrive until they leave. After that, the long-term change as you see them head off and really live their lives again – that's amazing. It's so rewarding.

WHAT DO YOU FEEL IS THE MOST BRILLIANT MOMENT OF YOUR CAREER?

The ultimate moment would be the Atlantic crossing this year – doing that as a solo effort and the first adaptive person (Wood has a fused ankle) to do it was huge.



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

Recruiting young people is difficult. Often, they will have barriers to coming on the programme because they see it and think 'I'm not well enough or fit enough'. The biggest challenge is letting them know the programmes are achievable no matter what issues they face, whether it's physical, emotional or mental.

WHAT'S YOUR ULTIMATE CAREER GOAL?

We've got more programmes running this year than ever before. We want to be in a position where those are fully loaded. We've got a waiting list for the programmes so we know that we are really reaching young people and giving them as many as opportunities as we can.

WHO WOULD YOU REGARD AS YOUR PERSONAL INSPIRATION?

When I **rowed the Atlantic**, I rowed for a different young person each day. When you read their stories, what those guys have been through, and yet they are so resilient and so happy getting on with their life. You couldn't ask for better inspiration.

Kelda Wood spoke to Graham Simons



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LAST WORD

SPORT BY NUMBERS



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This issue... State of Cycling 2019

British Cycling published the first State of Cycling Report in May, showing that barriers remain for many when it comes to feeling comfortable enough ride a bike.

Issues such as hazardous driving and unsafe road surfaces are main worries, while a lack of belief in the government's cycle plan and a desire for more employers to embrace cycling as a means of transport for employees also feature as concerns.

However, British Cycling has reached 150,000 members, with the UK owning almost half a million bikes between them. In 2000, membership was 14,000.

British Cycling has
150,000
members



Members own an estimated
484,000 bikes

£15m

Supported by Sport England and the government, British Cycling has committed to spending **£15m on cycling facilities** as part of a legacy fund connected to the 2019 UCI Road World Championships, which will be held in Yorkshire



Addressing the issues would be best served by:
68% A campaign to increase mutual respect between road users

42% Ring-fenced funding for cycling and walking projects

46% Traffic-free facilities to help people build up their confidence

40% Better facilities for bikes on public transport

40% Regular 'car-free days'



More than half

of people **use a bicycle as a mode of transport** rather than just for fun



The oldest member of British Cycling is **99 years old**, with the youngest just **14 months**

77% say employers could do more to **encourage people to ride to work**, such as:

- Provide showers and changing rooms
- Secure parking facilities
- Join a Cycle to Work scheme

Just 16% of people believe that **cycling is taken seriously** by the government in Westminster



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Crown Spa
Health Club

"Online integrates seamlessly with Core by Premier Software and we have complete control of the date, time and treatments available. In the first month, we saw spa treatment booking increase by 20 per cent and we are looking to maintain this level going forward, whilst expanding the treatments that can be booked."

**Stuart Russell, Health Club & Spa Manager,
Crown Spa Hotel**



Silver
Microsoft
Partner



* Ex.VAT. For a single user site licence. Installation starts from £450 with training from £1995. Support from £658PA. Compulsory 12 month support contract. All prices Ex.VAT.



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