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S&PA Professional

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THE SPORT & PHYSICAL ACTIVITY INDUSTRY MAGAZINE



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"I took people through how I use social media, the messages that I share, why I think it's been successful and how other trainers could benefit from using social media in their business" (p31)

UPFRONT

EDITORIAL

► DeeDee Doke

Green shoots



Growth is good, but the sector's skills shortage is an issue

In the final week of March 2022, the growth in the number of job advertisements overall across the UK had stabilised, with 1.83m active job adverts, including 172,000 new job postings. According to the Recruitment & Employment Confederation's Labour Market Tracker, the number of new job posts reflected a 25% drop from the previous week and the lowest since mid-January.

But make no mistake: the S&PA sector still has too many jobs unfilled and a significant skills/talent shortage.

In this issue of *S&PA Professional*, we dive deep into CIMSPA's innovative approaches to filling the gap. We also explore the toolkits of other sectors to learn hard lessons about attracting people to take our jobs on offer.

My own reading led me to a public-private partnership in the US in which a gym operator is working with former military personnel who want to pursue careers as a personal trainer. UK military PTs have already benefited from CIMSPA training – how can operators benefit from their certification as they re-enter Civvy Street?

Also in your Spring 2022 issue are findings from the 'Fitness and Active Leisure Workforce State of Mind Survey'; they can help inform your tactics for skills shortages.

It's spring. Time for renewal!



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CIMSPA

S&PA News

A round-up of the latest developments in the industry



SURVEYING THE SECTOR'S MENTAL HEALTH LANDSCAPE

A new report on mental health in the UK sport & physical activity workforce has found “moderately elevated levels of reported mental distress” in 2022 compared with last year. The report also suggests the sector is “less focused” on ways to support psychological health and safety at work than it was in 2021.

Produced in partnership with CIMSPA, the second ‘Fitness & Active Leisure Workforce State of Mind Survey Summary Report’ was conducted by Workplace Mental Wealth, and surveyed 666 people and 77 organisations. Of the individual respondents, 86% were from England, 13% from Scotland, 1% from Wales and 1% from Northern Ireland (rounded up or down to nearest 0.5%). The largest response groups were

charitable trusts (19%), local authorities (15%) or one person businesses (11%).

Researchers found “raised awareness” of mental health was “one small positive thing to come out of Covid”; on the negative side was “withholding pay, cancelling work without notice and creating climates of fear”.

Key findings in the 32-page report include:

- 57% of respondents had experienced a mental health issue in the past 12 months, compared to 53% in 2021
- 73% of respondents said they have experienced a mental issue at some point, compared to 69% in 2021
- 60% of women had experienced a mental health issue in the past 12 months, compared to 50% of men

- 75% of those with a line manager considered they cared about their well-being
- 11% of employees said that someone regularly checks on their mental health at work, down from 19% in 2021
- 77% of organisations – up from 63% in 2021 – and 72% of individuals would value support and advice from an industry body to help shape their approach to employee mental well-being and share best practice.

Fifty-two of the 77 employers took a positive view of their approach to staff wellbeing. However, the report notes: 32% of employers who started the survey opted out. “We don’t know why,” researchers said. “It is interesting that all dropped out when asked how they would rate employee mental health in their organisational priorities for 2022.”

Of employers, the research found:

- 38% had a leader at the ‘top table’ who was explicitly responsible for employee mental health
- 62% collect data on absences due to mental health conditions
- 17% quantify the cost of absences due to mental ill-health
- 44% have a budget specifically allocated for mental health activities
- 21% have team well-being in their managers’ yearly objectives.

Respondents who claimed independent status was 15% in the 2022 survey, compared to 29% in 2021, with the percentage of freelancers at 13% in 2022 (18% in 2021), a “significant drop”.

Independent and freelancer workers’ top three positive influences on their mental health were: feeling their work had purpose and that they were valued (39% in 2022, compared to 54% in 2021); good work/life balance (26% in 2022 versus 21% in 2021); and having good relationships with clients and partners (20% in 2022, 17% in 2021).

UPFRONT

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On the downside, their top three negative influences were poor work-life balance (28% in 2022 compared to 21% in 2021); having responsibility for everything (27% this year, 23% last year); and finding it difficult to get work (18% in 2022 compared to 28% in 2021).

Comments left by respondents to the 2022 survey reflect a change in mood. "There's a strong call for a shift in culture," researchers said. "There was palpable anger... around the way workers are treated and paid, particularly those who teach or instruct... Our survey suggests this is harming our people, damaging the sector's reputation and... ability to attract and retain talent."

Finally, the researchers make four recommendations.

First, employers need to have board-level conversations about their organisational culture and legal obligations around workplace psychological health and safety.

Sector bodies can also support employers through robust membership principles, assessments and charters which require action in areas associated with mental health and well-being.

Sector membership organisations could provide education, resources, signposting support, HR or legal advice and training to individuals.

Finally, consult on 'living with Covid' with possible measures to counter "a range of potential challenges, and risks and stresses for the workforce if expectations and processes are unclear".

GET THE CX RIGHT TO KEEP CONSUMERS COMING BACK

By DeeDee Doke

Salt rooms, sleep pods, outdoor experiences, experiential showers and micro workouts that are short and stackable.

These are just a few of the boutique gym offerings gaining traction as the world rebounds from the global pandemic, sport & physical activity trend observer Emma Barry shared with audiences at ukactive's 2022 SWEAT knowledge-sharing event.

Barry, a SWEAT regular, also brought news of fast-food giant McDonald's nod to fitness by introducing phone-charging technology to their in-store operations that requires users to pedal a stationary bicycle.

"The pie has got bigger, as have the expectations," Barry said, in explaining how the S&PA market is expanding

to incorporate innovations from unexpected sources.

However, even exciting developments across the sector have not stalled financial difficulties for many operators around the world, Barry pointed out. Among the major US-based gym chains that have had to seek financial restructuring over the two years of pandemic chaos are Gold's Gym International (corporate entity only) and 24-Hour Fitness.

In the UK, a casualty of the pandemic has been Digme Fitness, which entered administration in February this year, and in which Chancellor Rishi Sunak's wife Akshata Murty is a director.

Adding that 75% of consumers switched to a new store, new product or different method of buying during the pandemic, and 76% of consumers are considering purchasing from brands that personalise their offerings, Barry said that customer experience is going to be the differentiator when consumers choose their preferred fitness outlet and service.

MESSAGE FROM CIMSPA CEO



**TARA DILLON ON
CIMSPA'S 3-STAR
AWARD FROM BEST
COMPANIES**

We are very proud to have been awarded 3-stars accreditation by employee engagement specialist Best Companies in recognition of our workforce engagement.

The award makes CIMSPA one of the best companies to work for in the UK.

This accreditation – the highest available reflecting world class standards – was awarded after CIMSPA employees gave their honest views about working for the Chartered Institute.

Employee engagement is more than just a survey, but this independent review has given us real understanding of what our people are thinking and feeling, and I hope other organisations in the sector will be inspired to conduct their own reviews to get the same important insight.

It's yet another reminder that by taking the time and effort to invest in your people, you are taking the time and effort to invest in your business and your future performance.

This accreditation now gives us a benchmark to compare our engagement year-on-year as we continue to grow and evolve.

As part of that journey, we have appointed our first Equality, Diversity & Inclusion sector lead, who will help both CIMSPA and the sector to move the dial on inclusion as we continue to drive for better and more inclusive cultures across the sports and physical activity sector.

For more on Best Companies and what the 3-star accreditation means for CIMSPA, see pp10-12.

UPFRONT

S&PA NEWS



CIMSPA KICKS OFF WORK-BASED SKILLS PROGRAMME IN NOTTINGHAM

By Roisin Woolnough

CIMSPA has embarked on a place-based skills development programme to help employers address local talent shortages.

It is running a pilot project in Nottinghamshire to kick start the programme. It partnered with West Nottinghamshire College to develop and endorse a new diploma, the first of its kind in the UK – the CIMSPA Level 2 Practitioner Professional Qualification. After running a skills diagnostics with local employers, CIMSPA tailored the qualification to meet their specific needs.

The Institute wants the programme to build partnerships between operators and training providers so that the sector can develop and access the skills it

needs, now and in the future. Clare Dunn (*below*), head of partnerships at CIMSPA, says it is vital that employers work together with training providers to build a talent pipeline that addresses local skills gaps, enabling operators to access the expertise they need.

“It’s a skills-driven, employer-led initiative to ensure that education meets the employer and deployer needs of local areas,” she says. “We want to provide a local education provision so that employers have a more positive relationship with the providers.”

CIMSPA started the pilot by undertaking a comprehensive skills diagnostics with local employers. This helped them

identify training and recruitment needs and to engage with local training providers about both current and future provision. Last year CIMSPA also recruited a specific skills hub manager for the programme.

Dunn says employers need to be more strategic and proactive with their workforce planning, during recruitment and in terms of developing the skills of existing employees.

She says: “We are supporting them to be more strategic in their workforce needs. This is CIMSPA working with local employers and deployers to get them to look up and look at the 12 months ahead – what does my workforce need to look like? What government initiatives are coming out, etc? It’s about upskilling the workforce – we are supporting them in this, without them having to hunt down training courses themselves.”

There is a well-documented shortage of talent in the sport and physical activity sector, with many operators struggling to access the skills they need.

There is also a shortage of candidates joining the sector with the appropriate skills set, particularly school leavers.

“The perception has always been that people leaving college aren’t work ready, that they don’t have skills that are fit for purpose,” says Natasha Eason, interim head of education at CIMSPA.

“We are changing that narrative so that there is a continuous workforce coming through, with people ready to be the next generation of the workforce.”

The new, bespoke professional qualification, aimed at those aged 16 to 19, will enhance the employability and development potential of graduates.

It has been created using insights from the Institute’s relationship with, and knowledge of, more than 300 employers in the sector. It is a



36 week-long course, with a set of different modules, including specific modules on roles, such as being a group exercise instructor, a sports coach, a sports leader or a recreation assistant.

As the programme is rolled out across the rest of the UK, starting in the next few months, employers and training providers will be able to tweak elements of the course content to suit their specific needs.

“If there’s a high demand for sports coaches or lifeguards in their area, for example, then they can make sure it’s embedded in the qualification,” explains Eason. “When employers say they need people to have this kind of training and these kinds of skills, we can embed that into the training and the qualification. They will have input into the curriculum and will be heavily involved in developing it.”

The qualification also focuses on softer skills, such as customer experience, communication and business acumen, and on industry requirements around health & safety and sector regulation. Each unit is certified by CIMSPA.

Once the students have finished the formal education aspects of the programme, they undertake work placements with local sports and physical activity employers.

The first cohort of students, of which there are 24, started in Nottingham in September 2021. Eason says it has been a very positive experience so far, for the students, employers and the training providers. “All of the students now have a positive end destination and a lot of them are already in employment in the local community.”

Rachel France, a chartered member of CIMSPA, director of Biomechanics Education and a specialist biomechanics coach, sports massage therapist and BWL Olympic lifting coach, has been involved in the

Nottinghamshire pilot. She delivered practical sessions to the students as part of employability week and thought it was a very positive experience. “My aim was to offer them experience of vocational skills they could learn to stand out from the crowd and deliver premium services, alongside the skills they will learn in college or university.”

France says partnership working schemes like this really benefit everyone involved. And she believes they help graduates make the shift from education to the work environment.

THE DIFFERENT STAGES OF THE NEW CIMSPA PROGRAMME

- Local operators identify their recruitment and training needs to be able to deliver local provision
- CIMSPA will work with employers and deployers to identify needs through a skills diagnostic
- Once local data is gathered, local colleges and training providers provide bespoke courses meeting the skills need
- Graduates offered work with deployers on completion, along with work placement throughout learning
- Graduates sourced from the local community and thus representative of the community they serve
- Graduates arrive work ready and with CIMSPA membership, their skills will be maintained and improved as they progress their careers
- Employers have a constant new workforce source

“It’s hugely important to let young people know what job opportunities may be out there. It allows them to try different skills before making potentially big career decisions.”

Following on from the success of the pilot, CIMSPA plans to start rolling the programme out across other areas of the UK. It will focus first on areas of high deprivation. “We will go where there is the greatest need as we really want to improve health in those communities,” says Dunn.

As in Nottingham, CIMSPA will begin each programme by contacting operators and providers in the local area to identify their skills and recruitment needs.

Running alongside this initiative, CIMSPA is also working on a similar but separate government-backed scheme. It is another place-based skills programme, this time in Leicester and Leicestershire, and it is funded by the Department for Education and the Department for Digital, Culture, Media and Sport as part of the government’s Local Skills Improvement Plan (LSIP) trailblazers project.

The aim of these LSIPs is again to address local skills gaps by bringing on homegrown talent and developing skills interventions that meet the specific needs of the area. There are eight trailblazer projects taking place across the UK, with the Leicestershire scheme being one of them.

Dunn says initiatives such as these are critical if the sector is to address long-standing skills shortages and bring more people into the sector. She also thinks employers need to invest more in developing the skills of their existing employees. “A lot of employers under-utilise their existing workforce. If you upskill people in different areas, then you end up with a diverse, multi-skilled workforce that can deliver an additional range of services.”

IN DEPTH

CIMSPA UPDATE

WORLD CLASS LEVELS OF WORKPLACE ENGAGEMENT

CIMSPA has achieved a 3-star Best Companies accreditation reflecting world class levels of engagement with its employees and excellence in the workplace





It's official. CIMSPA is one of the best companies to work for in the UK after being awarded 3 stars – the highest standard of workplace engagement – by the employee engagement specialist Best Companies.

CEO Jonathan Austin launched Best Companies after attending a Servant Leadership conference in the USA in 2000, where he was inspired by the top two companies to work for in America at the time.

"I learned that companies that were purpose-led not only enjoyed excellent engagement with their employees and communities, but also delivered results significantly outperforming their competitors," said Austin.

After securing funding from the then Department of Trade and Industry and working with academics from the University of Plymouth to develop a rigorous methodology to measure workplace engagement, Austin launched the first Best Companies to Work For list in 2001 in conjunction with *The Sunday Times*.

The Best Companies to Work For list has gone from strength to strength since then and the list, along with the organisation's accreditation programme, is now recognised as the standard in workplace engagement. The company recognises those in the small, mid-size, large and big categories on a national level and has additional categories by region and sector.

Best Companies helps organisations understand how their employees think and feel about their work and the data it has gathered from some of the UK's best-known and most successful employers over the last 22 years allows companies to see how they compare against their peers and competitors.

Today, Best Companies works with companies in 27 countries across the world, typically surveying 500,000-

"Engagement is consistent across all sectors. We measure companies in 27 different countries and these eight factors still prove to be the driving factors that engage people"

600,000 employees each year to measure, improve and recognise great workplace engagement.

HOW DOES IT WORK?

To assess an organisation's workplace engagement, employees are invited to say how they feel about various aspects of their working lives by scoring a series of 24-70 statements on a scale of 'Strongly Disagree' to 'Strongly Agree'. No chief executives or judging panels are involved in the process. Companies are assessed in the following eight areas:

- Leadership
- My manager
- My company
- Personal growth
- My team
- Wellbeing
- Fair deal
- Giving something back

"Engagement is consistent across all sectors. We measure companies in 27 different countries and these eight factors still prove to be the driving factors that engage people," says Austin.

Best Companies gathers the data and establish the organisation's BCI score – its unique measurement of workplace engagement. Companies with a high BCI – like CIMSPA – receive a Best

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Companies Accreditation, ranging from a 'Ones to Watch' status to the 3-star accreditation.

CIMSPA's 3-star accreditation reflects world class levels of workplace engagement. The accreditation instantly identifies CIMSPA as an organisation that takes engagement seriously and cares about its people.

"CIMSPA has now joined a very elite club of 3-star companies in the UK – it's our highest accreditation," says Austin.

To provide some context, in 2021 Better Companies identified the best 30 not-for-profit organisations in the UK and only nine of these achieved 3 stars.

Other 3-star ranking organisations in the UK include Toyota, Roche, the family jewellers Beaverbrooks, the Admiral insurance group, global investment firm Blackstone and Coventry Building Society.

CIMSPA is now in the running for a place on Better Companies' national, regional or sectoral League Tables of the Best Companies to Work For.

"These are the three factors that really lead engagement. People want to be well led, well managed, and have great growth and development opportunities"

DIFFICULT LABOUR MARKET

CIMSPA scored well across all eight of the above factors, but performed particularly well in the leadership, my manager and personal growth categories. And this is significant, says Austin.

"These are the three factors that really lead engagement. People want to be well led, well managed, and have great growth and development

opportunities. The fact that CIMSPA scored so well in these areas shows why it is one of the best companies to work for in the UK."

Thanks to the pandemic, the world of work has changed beyond all recognition over the last two years.

"It's tough to be a leader at the moment. We are experiencing an increasingly difficult labour market. The fatigue of working from home is starting to take its toll and the rising cost of living is a real concern."

Which is why it's never been more important to improve workplace engagement.

"Engagement is a journey, not a destination. I'm delighted that CIMSPA decided to take part in the programme, and I hope that by sharing its results, we can encourage other organisations in the sport and physical activity sector to take part so they can also benefit from understanding how their people feel about their workplaces and how they can improve engagement to enjoy a more successful future."

IN DEPTH

CIMSPA UPDATE

EDI IN ACTION

We talk to Ebrahim Vorajee, who was recently appointed as CIMSPA's first equality, diversity & inclusion sector lead, about this important new role



"This is the first organisation I've been really excited about working for in 16 years," says Ebrahim Vorajee.

Vorajee admits that he knew little about the sector before taking up the role as CIMSPA's first equality, diversity & inclusion (EDI) sector lead in January, but says he was attracted by the organisation's refreshing approach.

"CIMSPA's scope through this appointment is to exemplify what EDI should look like, both internally and externally; we are going to be the change we want to see."

He added: "I liked that the fact the post-George Floyd and the Black Lives Matter movement, CIMSPA didn't make a knee-jerk reaction. Instead, it issued a statement of intent to do something meaningful.

"It takes a lot of strength and courage for an organisation to not be reactive, and instead to take the time to ensure that a response should not only be appropriate, but backed up with clear, decisive, and sustainable action. It

seemed to me that CIMSPA was a small organisation doing big things."

One of those things was a commitment to improving EDI across the organisation and the sports sector.

MASSIVE MANDATE

"I've been an advocate of EDI my whole life; it comes naturally to me," says Vorajee, who has worked across the voluntary, education and health sectors. He has experience in roles ranging from engaging disaffected young people outside of mainstream education to developing strategy and training around sexual health and HIV, and creating and delivering bespoke programmes to diverse communities.

The themes of equality, equity, diversity and inclusion have been constant throughout.

For example, while working at the NHS, Vorajee was seminal in facilitating the establishment and chairing of the Black Staff Network to improve representation across the organisation. The network was eventually disbanded when it became apparent that it had no real power to effect change.

Vorajee is therefore under no illusion of the scale and scope of the task ahead of him.

"The higher up you go in any organisation, the more white, male and middle class it becomes. The



"It takes a lot of courage for an organisation to not be reactive... but backed up with clear and sustainable action"



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CIMSPA UPDATE

sport and physical activity sector are no different,” he says.

“Ultimately, we want to develop a manifesto for CIMSPA that becomes a living, breathing entity that can adapt and change, so we remain proactive and become reactive when required. We do not want a strategy that is written and then shelved – instead we need to embed EDI so that it becomes woven into the tapestry of the organisation. It’s a massive mandate, but you have to start somewhere.”

For Vorajee that means a period of introspection.

“We need to look at who we are as an organisation, what we are doing right and embedding that across CIMSPA. And for that, we need to create safe spaces to start a dialogue and ask difficult questions without fear of prejudice or reprisal.”

The first order of business is assessing its use of language.

“If we can change our language, and through it unconscious bias, we can change thoughts and behaviour. As a driver for the sector, CIMSPA can deliver effective change. Focusing on something as simple as language could encourage more people like me to consider a career in the sector.”

EXEMPLAR IN EDI

CIMSPA may well be a driver for change – Vorajee likens the organisation to a small, but powerful tugboat that can pull the largest ship in the fleet – but it does not work at the coalface of recruitment, training and employment in the sector, where improvements in EDI are needed.

“As CIMSPA progresses with its EDI journey, we will have to take our partners and members along with us. We want the sector to live and breathe EDI values, so that will mean working together to challenge historic practice and overcome barriers in gender,

“If we can change our language, and through it unconscious bias, we can change thoughts and behaviour”

sexuality, ethnicity, other protected characteristics and beyond. Those who want CIMSPA membership and

affiliation will have to come on that journey with us.

“There’ll always be the naysayers – those who say it’s not broke, so why fix it – but this is about having the courage to challenge apathy, to move the discussion to action and to develop great cultures. The ground is fertile for change. By ensuring that we as the chartered institute are an exemplar, we can encourage the sector to adopt the same philosophy.”

CIMSPA is growing

CIMSPA continues to expand its own workforce to service the needs of the sector.

In addition to the new EDI sector lead, CIMSPA welcomes Michael Hilton as IT systems manager, Hasan Mussa as compliance and complaints manager, Matt Peasland as partnerships engagement officer and Sara McCaffery as programme administrator – COVID-19 Recovery Projects.

CIMSPA also welcomes four new trustees:

JESSICA REDMAN

Jessica is a personal trainer and founder of online training business Work That. She has eight years’ experience in marketing, specialising in the health and fitness industry. Jessica is committed to helping the sector grow and supporting others by sharing information on the relationship between physical activity and mental health.

JONATHAN DRAKES

Jon is currently leading brand partnerships and marketing strategy for McLaren Racing. Before this, he spent nine years working with Fuse, Omnicom Media Group’s Sports & Entertainment marketing agency. Most recently he led Fuse’s

business in Asia-Pacific, prior to which he was director of strategy in EMEA, working with clients such as Renault, Vodafone, Volkswagen, HSBC, Johnnie Walker and Carlsberg. Jon has also written a book – *Merge Sport* – on the future impact of technology on sport.

JOELLE CONWAY

A marketing and communications specialist, Joelle is currently chief marketing officer at myHealthSpecialist.com. Having worked across the leisure, sport and healthcare sectors for 20 years, she is committed to implementing strategies that benefit people’s health and well-being.

ELENA PORTAS

Elena is a strategy consultant and health expert working for a global management consultancy in the sport and physical activity sector. She leads the organisation’s Health Practice, which supports clients to better understand and harness the benefits of physical activity on population health. Elena is passionate about supporting the next generation of young people to have better access to sport and physical activity, and to further their education and careers in the industry.

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WORK-READY GRADUATES

CIMSPA's higher education partnership network is growing, as higher education establishments team up with the institute to help create degree programmes that also foster employable skills for graduates. Helen Hiley, education manager – Higher Education, explains

Launched in 2019, CIMSPA's higher education endorsement scheme aligns undergraduate and post-graduate degree programmes with the chartered institute's employer-led professional standards.

The programme was developed by CIMSPA and its higher education partners, and has been ratified by the sector's employers to ensure the content of CIMSPA-endorsed degrees provides students with the knowledge, skills and experience that employers value most.

This, in turn, ensures that graduates of these endorsed degree programmes are 'work ready': they have demonstrated they have the knowledge and skills required for a particular job, so they can step into their first career role in the sector.

PROFESSIONAL QUALIFICATIONS

The first professional qualifications have been issued to students and graduates of endorsed degrees over the past year – giving operators access to a bigger, multi-skilled workforce.

Such a qualification confers a status that is awarded by the pertinent body to honour the achievement of competency within an occupation, outlined by the professional standard completed.

INDUSTRY-RELEVANT QUALIFICATIONS

CIMSPA's higher education partnership network is growing, with 34 universities and higher education institutions engaging with the chartered institute to build employable skills into degree programmes to make graduates more employable. To date, more than 100 degrees across the UK have been endorsed by CIMSPA.

Of these, 14 institutions have been able to apply to CIMSPA for



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Professional Qualification certificates across a number of occupations, environments and populations in exercise and fitness, community sport and performance sport industry areas.

Students completing CIMSPA-endorsed programmes can gain a degree endorsed against a number of CIMSPA's employer-led professional standards such as General Manager, Gym Instructor, Coach, Health Navigator and Personal Trainer.

For example, a student who has achieved a CIMSPA-endorsed BA (Hons) Sports Coaching and Development, is awarded the Coach, Working in the Community Environment and Working with Inactive People professional qualifications.

Similarly, a student who has achieved Level 4 on a CIMSPA-endorsed BSc (Hons) Sport and Exercise Science, receives a professional qualification of Gym Instructor.

In an innovative move, some of the higher education institutions have aligned the foundation level of the degree to entry professional standards. This means students will achieve an employability benchmark even before they graduate – making it easier to take part in suitable work placements during their studies.

BENEFITING OPERATORS

Edge Hill University in Ormskirk, Lancashire was one of the original cohort of 10 universities to take part in CIMSPA's higher education endorsement pilot.

"We try to ensure students and staff are appropriately prepared to meet the challenges of the industry, over the next five to 10 years. This ensures students engage in studies that are industry-relevant and academically rigorous.

"This is underpinned by our staff, teaching and research that support a wider range of communities and



"Students have noticed how being associated with CIMSPA has been recognised positively from prospective employers"

diverse sets of students," says Andy Smith, professor of sport and physical activity and a member of the senior management team in the Department of Sport and Physical Activity.

As such, the university has aligned a number of its sport and physical activity degrees with CIMSPA professional standards.

"The endorsement process has been an excellent platform to develop our strategic plans for our provision of sport management, sports coaching and sport, physical activity and mental health. Prospective students are already enquiring about CIMSPA endorsement of our undergraduate and postgraduate courses at our recruitment events.

"We explain how the CIMSPA endorsement has been central to the work we have been doing over the past eight years. We also explain how this has increased student employment and provided an excellent, nationally recognised teaching and learning experience," explains Professor Smith.

"Our current students have already noticed how being associated with

CIMSPA has been recognised very positively from prospective employers. That can only bode well for future generations of graduates."

The higher education endorsement programme has already benefited the likes of Everton Football Club.

"My staff and I have been consistently impressed with the quality, enthusiasm and commitment of Edge Hill's sports development, management and coaching students when working with us to improve our communities," says Michael Salla, Everton FC's director of health and sport.

"They have been critical to the success of many of our programmes where, as part of their CIMSPA-endorsed programmes, we have been able to support students to undertake paid, voluntary and placement work to obtain real world experience of working in sport, health and wellbeing.

"We've been so impressed with the quality of students who have worked with us that we now employ several of them, including in senior roles, across the organisation.

He adds: "The CIMSPA endorsement of their programmes clearly adds significant value to their studies, and professional development, and equips them extremely well for obtaining graduate employment and further study at the end of their undergraduate programme."

For more information on CIMSPA's higher education endorsement programme, visit shorturl.at/ikuJO

IN DEPTH

RIGHT DIRECTIONS

QUEST'S NEW SERVICES

Sport England's national quality scheme, Quest, is launching two new services to help the leisure industry transition out of the pandemic, as well as provide opportunities to people and communities that have usually been left behind.

The **Quest Foundation Review (QFR)**, launching in April, will see every local authority in England receive a free review as part of Sport England's Moving Communities programme. The QFR will provide scored and benchmarked insight into real-life, 'live' customer service experiences from people traditionally excluded from physical activity opportunities, such as lower socio-economic groups, culturally diverse communities, disabled people and people with long-term health conditions. It will focus on how such people experience and interact with local leisure services via websites, telephone systems and social media platforms.

Sarah Maxwell, head of external accreditations at Right Directions, which

manages Quest on behalf of Sport England, says: "Running for three years, QFR aims to identify how the sector is performing at present and use that data to create awareness of inequalities and shape training and education to help enhance and improve services."

The QFR is embedded in the Continuous Improvement pillar of the Moving Communities programme, managed by 4GLOBAL, which tracks participation at public leisure facilities and provides on-going evidence of the sector's performance, sustainability and social value. As such, QFR will be able to provide KPI's and benchmarking linked to customer experience and service delivery to help tackle inequalities and remove barriers to activity.

Kevin Mills, director of capital investment at Sport England, says: "The goal is to help every single person in every community have the opportunity to get active. QFR will assess one facility from each local authority, every 12 months, to identify

best practice and support continuous improvement for the individual sites and the sector as a whole. The completed QFRs will support the commitment made by Sport England to help the sector in its recovery from the Covid-19 pandemic and to tackle inequalities as part of its 10-year Uniting the Movement strategy by removing barriers to activity."

The QFR process enables Quest to view the facility and its linked services from a customer's perspective. It will include three different, equally weighted and scored reviews, as well as assessor comments and feedback, based on how the facility and its online services were perceived during one specific call, one online/digital visit to the website and linked social media platforms.

QUEST RECOVERY LAUNCHES

Quest Recovery is also launching to support facilities building their basic operations and business resilience post pandemic.

Maxwell explains: "Quest Recovery not only enables operators to be nationally recognised and accredited for their hard work as we emerge from the pandemic, but provides a view of what 'good' and 'great' look like so they can benchmark and review their services against a national picture and ensure their teams and their facilities deliver greater impact and social outcomes.

"It's no longer just about

being safe. We will be undertaking detailed mystery visits onsite from a customer perspective and making sure aspects such as their programming are fit for purpose in this Covid recovery phase as we approach a busy September."

Quest Recovery has been developed combining the latest industry best practice with learnings from Quest Prime (Recovery), which was written to support the sector during the pandemic, and key principles seen in Quest Entry (pre-pandemic), which include the re-introduction of a more detailed mystery visit, as well as reviews of business development and operational plans.

- **Quest Recovery** includes a mystery visit and one-day assessment conducted against seven core modules that provide the key building blocks for success, such as cleanliness and hygiene, the customer journey and programming.

- **Quest Recovery Plus** also includes a second day-long assessment covering modules tailored to the individual facility, helping them improve in specific areas of their business.

Quest Entry and **Quest Plus** will still be available for sites that don't wish to use Quest Recovery, and are ideal for leisure facilities that have re-established a strong core offer and are ready to review their business plans and community development plans in full.

ADVERTORIAL

UK LEISURE FRAMEWORK CONTINUES TO UNLOCK LATENT POTENTIAL THROUGH LEISURE DEVELOPMENT

Denbighshire Leisure has announced the extension of the only end-to-end, leisure-focused Framework this month, naming Alliance Leisure as the Framework's continuing Lead Development Contractor

Paul Cluett (FCIMSPA), Managing Director, Alliance Leisure, reviews some of the UK Leisure Framework's successes to date and explains how the Framework will continue to provide an efficient and effective mechanism for public sector organisations to drive community transformation through leisure development.

WHY IS THE RENEWAL OF THE UK LEISURE FRAMEWORK SO SIGNIFICANT?

The UK Leisure Framework provides a bespoke and proven, low-risk mechanism through which public sector organisations, principally local authorities, can confidently scope, procure, design and build sustainable leisure development projects that directly address community needs.

The Framework is unlike any other on the market. While its focus on leisure sets it apart, it is the full-service approach that makes it truly unique. In addition to using its trusted network of suppliers to scope, procure, design and build physical buildings, the framework offers services that drive whole-community engagement and provides a platform for funding schemes. This results in the creation of sustainable active environments engineered to encourage community level engagement and an increase in physical activity.

As local authorities continue to be challenged by years of austerity measures, the effects of a global pandemic and now rising energy costs, the UK Leisure Framework offers a means through which to direct

investment based on solid feasibility studies and robust commercial modelling.

WHAT WOULD YOU SAY TO LOCAL AUTHORITIES RELUCTANT TO INVEST IN LEISURE DURING THESE CHALLENGING ECONOMIC TIMES?

Councils taking a long-term approach to whole community wellbeing are advised to consider calculated investment in leisure, even now, when there is more demand than ever on budgets. Redevelopment can act as a catalyst for economic growth, health and social cohesion that is hard to match.

Traditionally, when tired leisure stock stops meeting community needs, it becomes a drain on resources and the immediate reaction is to close facilities down. This is often not the only or the most effective solution and as often as not, closures are in areas of greatest deprivation and health inequalities.

Through the UK leisure Framework, Alliance Leisure has spent the last 10 years working with local authorities across the country presenting a case for reinvestment and regeneration in leisure.

Take the SC2 development in Rhyl as an example. In 2019, Denbighshire County Council opened a £17 million destination waterpark and adventure centre, SC2, delivered via the UK





Leisure Framework. The development features a number of indoor and outdoor water features including a splash pad and a variety of flumes. The facility also launched the first TAGactive facility in Wales.

The attraction has achieved a Gold Award from Visit Wales for the all-round quality of the visitor experience and in its first summer season was attracting 10,000 visitors a week. This kind of uplift in footfall has acted as a catalyst for further regeneration of the promenade which now boasts a myriad of sustainable shops, restaurants and hotels. The area has been completely transformed from a tired, under-utilised seafront to a thriving



promenade that is delivering huge commercial and social value.

This is just one example. Many current UK Leisure Framework projects are tapping into levelling up funding to tackle health, economic and social disparities, whilst others are utilising PSDS funds to invest in energy saving technologies and infrastructure across leisure stock to support Councils in the achievement of their zero net carbon targets.

WHAT'S NEXT FOR THE UK LEISURE FRAMEWORK?

To build on the success to date. This third generation of the Framework has a total investment cap of £2bn. With a committed project pipeline already valued at £250m, there is plenty of scope for many more transformational community projects. Alliance Leisure is looking forward to working closely with Framework owners, Denbighshire Leisure, over the coming years to help local authorities unlock the latent potential in leisure development.

Where there is a will there is always a way. Leisure provision forms the backbone of our communities and, with the right facility and service mix, it can drive happiness, health and prosperity, creating active environments people are proud to call their community.

Recent examples of projects delivered through the UK Leisure Framework

WHITE OAKS LEISURE CENTRE

Representing the largest public investment for Swanley in over 30 years, the new £20m White Oaks Leisure Centre launched in February 2022 to replace an inefficient centre of the same name built in the 1960s. The new activity hub incorporates two pools – a 25m, six lane pool with an adjustable height floor plus a learner pool – supported by a family changing village. In addition, there is a 100-station gym, featuring mainly Technogym equipment, a virtual group cycling studio, two large group exercise studios and a multi-purpose sports hall. Other facilities include a Feel Good Suite, soft play area and a TAGactive game-based indoor obstacle course for kids, teens and adults.



DUNCAN EDWARDS LEISURE CENTRE

The £18m Duncan Edwards Leisure Centre opened in January 2022 as part of the near £1bn Dudley regeneration programme, which is set to transform Dudley town centre over the next decade. The new venue offers a 25m, eight-lane swimming pool and a teaching pool with spectator provision. A four-court sports hall is suitable for indoor football, badminton and more, while other facilities include a 100-station gym and fitness suite, two group exercise studios and the first immersive cycle studio in the area. A wellness suite featuring power-assisted equipment from Shapemaster provides specialist support for those recovering from injury, older customers and those living with long-term health conditions. ALS has also refurbished Crystal Leisure Centre and is working on phase two of the multi-million-pound redevelopment of Halesowen Leisure Centre as part of Dudley's regeneration scheme.



Key Framework Facts

Who owns the UK Leisure Framework:

Denbighshire Leisure Ltd

Lead Development Provider:

Alliance Leisure

Number of developments delivered to date: 69

Value of completed projects: £112.4m

Value of committed projects: £250m+

Total value of the new UKLF: £2bn

AGENDA

SKILL SHORTAGES



The sports and physical activity sector needs to learn lessons from other industries for the best way to attract and maintain an engaged workforce.

In May last year, the demand for workers in the UK rose at its fastest rate for more than 23 years. At the same time, candidate availability fell at the quickest rate in five years.

That's according to the KPMG and Recruitment & Employment Confederation's (REC) Report on Jobs representing every industry in the UK, from the sports and leisure sector

through to the care sector through to manufacturing and IT.

Fast forward to spring 2022 and what's the situation now? The latest KPMG/REC Report on Jobs found that talent shortages are still a huge problem for employers. Overall vacancy growth has eased slightly, compared to the previous highs, but still remains 'sharp', with substantial increases in both permanent placements and



“They’re not willing
to take the risk of
jumping into the self-
employed model”

*Dan Rees, MD, Premier
Global NASM*

AGENDA

SKILL SHORTAGES

temporary billings. And candidate availability continues to fall rapidly, causing starting salaries to rise – they are increasing at the third-fastest pace on record.

As a result, employers across all industries are feeling the squeeze, says Shazia Ejaz, director of campaigns at the REC. “We are at a really difficult time for a lot of sectors, with vacancies increasing across all sectors. And so employers are competing with each other for talent and skills.”

Several factors are driving this escalating skills crisis. Firstly, Brexit. Kent Thompson, MD at recruitment company Pertemps, says Brexit has had a huge impact on the UK’s pool of available talent, compounding existing recruitment problems. One sector that Pertemps specialises in – logistics – has been hit particularly hard by the mass departure of migrant workers. “In the last 10-15 years we’ve had a massive influx of Eastern Europeans in the UK – 55% of our logistics sector workforce were Eastern Europeans 10 years ago,” says Thompson. “When Brexit hit, we literally cut off a million floating workers.”

Then, of course, there’s the Covid-19 pandemic, which sent massive shockwaves through industry, the economy and the employment market. The steep rise in demand for new recruits in May 2021 was partly due to the lifting of Covid restrictions at the end of the third national lockdown. As several parts of the economy reopened and market confidence returned, employers desperately needed more staff, particularly in industries such as hospitality. But many workers did not share that confidence and decided against returning to (or starting a career in) sectors that were severely impacted by lockdown restrictions. This included sectors such as hospitality and sports & leisure.



And then there’s the Great Resignation, a term that describes the record numbers of people quitting their jobs after the pandemic. Research by the management consulting firm McKinsey, carried out in 2021, found that 40% of employees said they were at least somewhat likely to leave their current role within the next three to six months.

The pandemic has prompted a lot of people to re-evaluate what they want from work and life. And the rise in hybrid working has opened up opportunities for many people,

changing their expectations about how, where and why they work.

NEGATIVE STARS ALIGN

As operators across the sport and physical activity sector know all too well, this combination of factors – Brexit, pandemic, market and employment insecurity – is hurting at the moment, exemplified by huge recruitment and retention issues. According to Dan Rees, MD at CIMSPA partner fitness training



The 10 sectors with the most vacancies lying open

Job Sector	Total vacancies, Jan '21	Total vacancies, Jan '22	% change
IT	85,849	162,902	89.75%
Logistics & Warehouse	48,646	93,838	92.90%
Engineering	55,028	89,019	61.77%
Teaching	52,869	88,147	66.73%
Healthcare & Nursing	73,408	82,737	12.71%
Sales	40,582	82,700	103.78%
Accounting & Finance	41,446	80,591	94.45%
Trade & Construction	57,853	75,351	30.25%
Hospitality & Catering	15,264	73,578	382.04%
Social work	44,148	62,640	41.89%

Source: Adzuna

provider Premier Global NASM, says the industry is facing an acute shortage of personal trainers, for example, with very low numbers of entry-level recruits. "There has been a 37% drop in people booking courses in 2020-2021," says Rees. "And it's because people want a job that gives them a secure salary month-on-month."

In particular, it's 18-24-year-olds, normally the biggest cohort of new starters, that are wary of joining the industry currently. "They're not willing to take the risk of jumping into the self-employed model," says Rees.

That's a quick snapshot of what's happening in the personal trainer market. What about other industry sectors? According to research by the job search engine Adzuna, the IT sector is reporting the highest number of vacancies. "We're seeing hundreds of thousands of job vacancies lying open in the IT sector, which as of January had the most open job positions to fill of any industry, at 162,902 jobs," says James Neave, head of data science at Adzuna. "The pandemic has accelerated the adoption of tech as the UK increasingly works, shops, socialises and relaxes online. As a result, the tech sector has expanded faster than there are enough skilled workers to fill positions."

So what are employers doing about these skills shortages? What initiatives are in place to attract and retain staff across these different sectors? And what lessons can sport and physical activity employers learn from other sectors?

PAY

When there's a war for talent, the first and most obvious solution is to draw people in by upping salaries. Adzuna's research identifies widespread pay hikes. "At the entry-level to the labour market, there has been a bidding



Advice from those in the **KNOW**

"Little things can make a big difference, but listening to employees and understanding their pressure points and motivation is crucial – why might they leave and how can you get ahead of it?"

Matt Weston, senior district director for the UK, Ireland, UAE and Benelux at recruitment agency Robert Half

"Companies need to ensure they give employees opportunities for progression and to gain experience – this means setting out a structured career plan. This should include opportunities to move around the business geographically, as well as functionally, to gain different experiences so they can identify where their passions lie."

Mike Drew, partner and head of the technology and IT services practice at executive search and recruitment firm Odgers Berndtson

AGENDA

SKILL SHORTAGES

war for talent with large companies upping hourly rates to steal a march on their competition and attract enough staff,” says Neave. “Many of the large supermarkets, for example, have raised pay rates beyond the new legal minimum wage.”

Neave says there is also a rise in the number of employers offering one-off signing bonuses. “Over 10,000 UK jobs are currently offering ‘welcome bonuses’ to tempt new workers. Tesco and Asda started offering £1,000 signing bonuses to new HGV drivers, as well as driver apprenticeship programmes. Some of these bonuses were eye-watering – we saw one company offering signing bonuses of £10k for registered night nurses.”

However, there is a problem with financial incentives, as Ejaz explains. “Ultimately, there will be a point where employers can’t keep increasing pay. They need to think about what else they can offer to retain people.”

FLEXIBLE WORKING

Flexible working is key for many people, whether it’s flexibility over hours or location. Research conducted by the International Workplace Group found that 83% of global workers would not take a job that didn’t allow for flexible working, and that was before the Covid-19-induced homeworking revolution. Lee Biggins, CEO and founder of CV-Library, says employers need to offer flexible work options in order to attract and retain staff and to open up access to employment opportunities. “There’s only so much movement in the salary budget a business has so, my advice is to focus on flexibility,” says Biggins. “There’s a huge selection of untapped, quality candidates that open up when vacancies are designed to fit around more flexible working.”



RECRUITMENT

Many organisations are focusing on improving their recruitment process to provide the best possible candidate experience, according to Emma Mirrington, MD at The FIRM, a membership organisation for in-house recruiters. “Employers are looking at how they can enhance every element of the recruitment process, make it as seamless as possible and remove any barriers,” she says. “For example, removing the need for CVs, offering options like WhatsApp reply and reducing the number of interviews during the recruitment stages.”

Some employers are also widening their recruitment search, looking outside their industry for talent. Becca Guinchard, head of UK sales at behavioural assessment firm AssessFirst, says employers are using behavioural assessment tools to identify candidates with transferable skills

and attributes. “Our algorithms can identify, for example, the soft skills that make an individual thrive in management and teaching-related roles, an area in sports identified as lacking adequate personnel,” she says. “These skills and personality traits will correspond to those hardwired to achieve within the sports industry, meaning the identified individual has a high chance of succeeding within the sports sector, regardless of experience, background, or CV.”

TRAINING

Rather than just looking externally to buy in skills, employers are increasingly investing in upskilling and reskilling their existing workforce. Building internal talent pipelines has several benefits – it helps ensure employers have the skills needed now and in the future, it drives down recruitment costs and it boosts employee retention.



Ultimately, it's a candidate's market, so employers need to do all they can to attract staff in and then retain them. And the best way to do that, according to Neave, is to talk to them about what they want. "There needs to be a shift in focus to retention. We've seen the rise of the stay interview, as employers look to take preventative steps to stop their brightest and best from leaving. Ideally, these informal 'check-in' conversations should happen every few months, with a focus on discussing any blockers preventing the employee from thriving in their role, be that training, progression opportunities or different ways of working."

The war for talent shows no sign of slowing down in any sector, so employers need to get a lot more creative and proactive about attracting and retaining talent. And the needs of the candidate must be centre stage.



CIMSPA's skills platform aims to ReEngage S&PA workforce

CIMSPA's new, free learning and skills platform is for anyone working or volunteering in the sport and physical activity sector in England, writes *Roisin Woolnough*.

Called ReEngage, the aim of the online scheme is twofold: to future-proof the skill set of the workforce and to give people the skills, knowledge and confidence to engage with people across all communities in the wake of the Covid-19 pandemic.

"It's part of the recovery package as we look to get the workforce back engaged with learning post pandemic," says Clare Dunn, head of partnerships at CIMSPA. "It's a really nice way to support people, particularly people who are new to the industry. We are trying to get people more comfortable with and confident about coming back into the workplace."

The training is all delivered online and focuses on four key areas:

- awareness of the prevalence, impact and treatment of long Covid
- engaging effectively with inactive adults with no pre-existing health conditions
- communicating with customers, especially those who may be lacking the confidence to return to physical activity
- awareness of the aspects of ageing that can be controlled or influenced through physical activity.

Sport England is funding the training, which will be delivered by the training provider Future Active Workforce CIC. After completing a learning module, participants will receive a digital certificate as proof of learning. Each learning module includes content that can be mapped to the criteria for further training, enabling learners to pursue additional, CIMSPA-endorsed professional development.

Natasha Eason, interim head of education at CIMSPA, says these bite-sized chunks of learning are very accessible, effective

and popular with learners and help with general career development. "People like to engage with quick snippets of information. Through continuous engagement, we are supporting people with their CPD [continuing professional development] and career development."

There is also a ReEngage employer platform, which is open to leisure and fitness employers, larger community organisations and national governing bodies.

ReEngage follows on from ReActivate, CIMSPA's online Covid-awareness training that was launched in 2020 to help the sector get back on its feet after the first Covid lockdown. ReActivate was very popular – more than 22,000 people participated in the training. The vast majority (93%) said it made them feel more confident about returning to work, with 85% saying they would welcome training that was specifically designed to help them understand the effects of Covid and how to support people in their communities.

CIMSPA asked learners why they had engaged with ReActivate. The responses were:
42% wanted to be safe when returning to work or volunteering
41% were required by their employer/club/sports organisation or governing body
13% to reassure customers/clients
2% to gain CPD points

Having completed the ReActivate training, one person said: "I felt more confident in knowing how to handle certain situations and how to adapt." Another person said: "The training was excellent. It added to my experience and knowledge and gave me confidence that was I was doing was correct, whilst answering some queries I had about best practice. Each section of the training was very specific and had resources I could easily digest."

STANDARDS

ACTIVITY REFERRALS

SCOTLAND CHANGES

PHYSICAL ACTIVITY

REFERRAL STAND

Although exercise referral schemes have been around for 30 years, lack of consistency and quality have highlighted the inequalities within the UK

► by **Dean Gurden**

Public Health Scotland (PHS) has just released its new physical activity referral standards – and they couldn't be timelier. The worst of the pandemic appears to be over, but NHS waiting times remain seriously above pre-Covid rates, meaning the more individuals do to help themselves remain healthy or recover from illnesses or ailments the better.

"Being physically active is one of the very best things we can do for our overall physical and mental wellbeing," says Professor Sir Gregor Smith, chief medical officer (CMO) for Scotland, in the foreword to the new standards. "It can have a transformative effect on individuals and communities by providing opportunities for people to connect and come together in shared activities that can inspire and motivate long-term lifestyle change. It is a powerful way of addressing isolation and giving people control over their own health, particularly those with long-term conditions."

As well as reinforcing the importance of physical activity in all our lives, the pandemic has also highlighted glaring UK-wide inequalities in access to physical activity services across both economic and geographical lines.

Not that this wasn't known anyway. An audit in 2018 of exercise referral schemes in Scotland, commissioned by NHS Health Scotland and carried out by the National Centre for Sport and Exercise Medicine at Loughborough University, found that the availability and delivery of these services varied considerably across the country. Its report urged steps to be taken to achieve greater consistency and quality across the services being delivered. This is just one of many issues that the new standards are hoping to address.

But what exactly is meant by 'physical activity referral'? According to

PHS, it's "a broad term used to define physical activity referral services for inactive people with, or at risk of, one or more controlled long-term conditions". This involves an assessment by a health or social care professional to determine that someone is sedentary, inactive or simply not meeting current UK CMO's physical activity guidelines.

Exercise referral schemes have been around in one form or another since the 1990s. "They are clearly not a new thing," says Flora Jackson, health improvement manager (physical activity) at PHS, "but there's been no consistent approach in the way in which they've been delivered. The last formal guidance was in the form of a UK-wide quality assurance framework produced in 2001. And the only other thing we've had to go on in terms of trying to drive consistency and quality was produced by the National Institute for Health and Care Excellence in about 2014, but it hasn't been updated since then."

That said, the new standards make plain that they are not intended to replace NICE's 2014 guidelines for exercise referral, but that those guidelines should be used to support the implementation and delivery of these new standards.

However, the whole issue of physical exercise referral can be a divisive one, as Jackson readily admits. "It's an area that people are either really enthusiastic about or quite stand-offish, mainly because the evidence that sits around it is still emerging," she says.

Some of the negativity surrounding referrals stems from a perceived lack of real uptake of physical activities by the people referred. "But sometimes that's simply because the person who's been referred to a physical activity service just isn't suitable for it," says Jackson. "It's not that the service has failed,"

ARDS

STANDARDS

ACTIVITY REFERRALS

► Aims of new physical activity referral standards

but essentially it wasn't the right activity for that person."

Anecdotal evidence also suggests a degree of abuse has unfortunately crept into the system. "Making these sorts of schemes work is quite resource intensive and they should only be targeted at those that have long-term conditions," says Jackson. "What we were sometimes seeing is patients being referred, but when you dug a bit deeper, it was simply because the individual wanted a cheap membership of their local gym rather than actually needing a particular service."

Conversely, PHS's report also suggests that patients themselves can sometimes be reluctant to take up referrals because they believe whatever condition they have may worsen with activity. By way of contrary evidence, the report cites a consensus statement on the risk of physical activity for people with long-term conditions from Moving Medicine. It's an organisation whose remit is to help healthcare professionals integrate physical activity conversations into routine clinical care, and its statement clearly demonstrates that the benefits of being active outweigh any risk.

PHS also worked closely with CIMSPA in formulating the new

► Improve overall consistency and quality

► Reduce inequalities and improve equal access and inclusion ► Ensure workforce has the knowledge, skills



standards. As Colin Huffen, head of regulation and standards, says: "We were delighted to contribute and support their development by helping write the content that pertained to the workforce. We also supported the consultation events, presenting alongside PHS. It means all healthcare professionals now have a clear reference point when referring people to physical activity. The standards are

very clear on the types of activity and the workforce that are in the best place to help them."

Jackson agrees that increasing confidence among healthcare professionals when referring patients is key to the success of the standards. "A lot of that involves building their awareness of what's happening and available in local communities," she says. "Health professionals are

Key facts

2,500

Physical inactivity adds to nearly 2,500 deaths in Scotland each year.



Source: Public Health Scotland

£91m

The cost to the economy of physical inactivity is around £91m per year.



72%

Adults in the most deprived areas of Scotland are less likely to meet physical activity recommendations (56%), compared with the least deprived areas (72%).





“Making these sorts of schemes work is quite resource intensive and they should only be targeted at those that have long-term conditions”

▶ Improved data systems, monitoring and evaluating of services. ▶ Promote continuous improvement and knowledge exchange. ▶ Build evidence base on the effectiveness of physical activity referral services.



and behaviours to design, manage, implement and evaluate physical activity referral services.

extremely busy and may not necessarily live in the same place in which they work. They might simply lack the knowledge to advise patients on where they can go to be active.”

She also says that historically healthcare professionals have received very little training around physical activity as part of their pre-registration training, which is something that needs to be addressed. “Health professionals are also people just like you and me,” she says. “If they themselves have had a negative experience in the past around physical activity, they may be less inclined to think about encouraging other people to do it as well. We know that health professionals who are active themselves are far more inclined to encourage others to be active because they have experienced the benefit that comes from that activity.”

Ultimately, the standards are about improving the quality and consistency of referral services across Scotland. “The

standards have been developed with and for the sector,” says Jackson. “That has been a key element throughout. They have been a real collective effort that now need to be taken forward, not so much by Public Health Scotland, but by the sector itself. Whether that’s through Community Leisure UK or CIMSPA or each of the individual providers, it’s now very much about them taking ownership of the standards and beginning to use them.

“We’re not going to see overnight change, but stakeholders are certainly using them to identify where improvements can be made. It’s important that they also know that nobody is being judged. It’s just up to them to look at the standards and reflect on where they currently are against them, and to look at ways in which they can improve services that they provide.”

Source: Public Health Scotland

IN DEPTH

PROFILE

INSTA INFLUENCER REACHES OUT TO TARGET

ACTIVE

By Lisa Hanley

AGEING

*Popular Instagram influencer
Jacqueline Hooton discusses the digital
evolution of the fitness industry and how she
utilises social media to reach her target audience*



IN DEPTH

PROFILE

Jacqueline Hooton is a force to be reckoned with in the fitness industry. A personal trainer, tutor and influencer working with women in their 50s and 60s, with over 20 years' experience in the fitness industry, she has worked in gyms, corporate facilities and as part of a larger team of trainers. Within her long career, she has also worked as a fitness tutor for CIMSPA partner Future Fit Training.

With nearly 70,000 Instagram followers engaging in her posts and videos where she shares training and workouts, Hooton, the owner of Her Garden Gym training and fitness business, has become not only an influencer to the age group she specialises in and target audience, but also to other members of the fitness industry.

In 2021, CIMSPA invited Hooton to host a webinar for members of the Digital Marketing Hub, to share how she utilises social media for her business to inspire member business owners to improve and grow their own online presence.

Hooton said: "I took people through how I use social media, the messages

that I share, why I think it's been successful and how other trainers could benefit from using social media in their business."

And her webinar was a "real success", according to Ollie Bell, commercial director at CIMSPA.

Bell explained: "Jacqueline has harnessed her passion for fitness and laser focus on her target market to successfully find her niche on social media and become an authority in her own right. She understands her audience so well, that she has not only grown her number of followers in the tens of thousands but has created a real community through her authenticity

and consistent interactions.

"These factors made her uniquely qualified to talk to members of the Digital Marketing Hub and deliver real, usable advice. The feedback we had for the session was extremely positive, with attendees taking away confidence and practical tips that they too could reach people through social media."

PASSION FOR FITNESS

A mother of five, Hooton's original passion for fitness stemmed from pioneer activity in video marketing by the queen of fitness video herself, Jane 'Feel the burn' Fonda. In the late 1980s, Hooton did her physical fitness activity at home with a young baby. First entering the world of health and wellbeing as an antenatal teacher, she furthered her knowledge as her children grew older, and she progressed into working in fitness.

Today, at 59, she is especially interested in helping women in midlife and beyond optimise their health and fitness. About the time of menopause, Hooton believes, women go through a turning point. Her own experience in approaching midlife found her bombarded with messages around fitness and getting a smaller body.

"It was all about being lean and thin, and I feel that women of my age group have really suffered a bit of injustice



"I think I'm
passionate about
this group because
I am this group"



IN DEPTH

PROFILE



“I took people through how I use social media, the messages that I share, why I think it’s been successful and how other trainers could benefit from using social media in their business”

over the years,” she says. “When we went to school in the 1970s, we had outdoor changing rooms, cold showers and there wasn’t the range of activities in school in terms of PE [physical education] that you have now. So many women in my age group share on

social media that they detested exercise, as they associated it with these early experiences.”

As she recalls, yo-yo dieting was a common link to fitness, and many women suffered as a result. Subsequently, Hooton’s aim through

her online training business and digital marketing is to make fitness especially accessible to the midlife age group. Dropping the narrative of ‘drop a dress size’ and losing weight, Hooton focuses on health. For instance, during the first five years of menopause, women can experience a rapid decline in bone health, so Hooton creates functional exercises which contribute to their overall health.

“I think I’m passionate about this group because I am this group,” Hooton reflects, “and things could have easily gone differently for me. I could have been a woman who grew up with years of yo-yo dieting and having a bad relationship with my body or an eating disorder, and then hit menopause and felt thoroughly depressed. I too could have been that woman. That’s why I feel passionate about helping this group of women and show them there is a place for them in the fitness industry.”

In 2016, Hooton became a certified member of CIMSPA when she was tutoring with Future Fit Training. As an educator, she says, it is important that her training is CIMSPA-approved and that she meets the latest requirements. Through CIMSPA, she attested, she has access to a range of online learning tools as well as being able to connect with other fitness professionals.

“I think it’s important for all fitness professionals to be part of this



professional body,” she says, “and I know if you work in any main gym in the UK, you have to be. But individual operators may not always choose to. I think for me certainly as a personal trainer, working in my own space, if you’re not careful, it can be quite isolating. So you need to stay in touch with the wider concerns of the fitness industry and make sure your practices are aligning with the current standards.”

ONLINE CHANNELS

During the pandemic, many fitness businesses adopted the online world as a channel. Hooton believes her success came from keeping her finger on the pulse and evolving with the trends of digitalisation. From working online, Hooton has both grown her audience and acquired an international reach. From training clients who are local to her Bognor Regis home to training people around the world, social media has opened up a world of opportunity for her business.

Addressing newcomers to the fitness industry, Hooton says she doesn’t see the viability of only operating offline today. Having an online presence is a major part of the fitness industry now. Being an influencer has its own implications, and she isn’t comfortable with the stereotypes associated with the term. “I think there can be a negative connotation,” she says. “It’s easy for people to slam fitness influencers, as there’s an awful lot of stuff on social media that isn’t evidence-based.”

Neither does she care for the social media term “followers”, and she would rather see her audience as people journeying with her in sharing knowledge.

As a stand-out in the fitness environment, Hooton has worked



with presenter Davina McCall’s brand, Own Your Goals Davina (OYGDavina), delivering exercise classes through an online app. She also collaborates with fitness clothing brand Women’s Best, which caters to women of all ages, sizes and disabilities all over the world.

“Working with them as an athlete is really important to me,” she says,

“Jacqueline has harnessed her passion for fitness and laser focus on her target market to successfully find her niche on social media and become an authority in her own right”

Ollie Bell, commercial director at CIMSPA

“because it’s about that representation. So when women are buying fitness clothing, it’s important that they see an older woman wearing the stuff and sharing fitness workouts.”

Instagram is a main social media tool for Hooton, and she has both created her own presence on the platform and been interviewed by fitness superstar Joe Wicks on his own Instagram account. “Joe enabled me to reach a wider audience... and it meant that the messages I was getting out about health ageing and stopping the stereotyping of middle-aged women was reaching a wider audience,” she says.

What lies ahead for Hooton? Obviously, staying active is on her personal and professional agendas, working in her home studio with clients one-on-one and online, as she advises them on nutrition, fitness and health. Watch out – Hooton is no doubt coming to a social media channel near you.

TECH TOOLKIT

PRODUCT ROUND-UP

TRACKING PERFORMANCE

Analytics for home, at the gym and on the go

BY SUE WEEKES

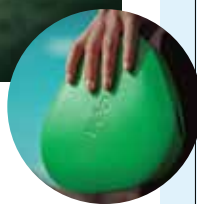


DEMOCRATISING VIDEO AND ANALYTICS IN SPORT

Copenhagen-based Veo wants to democratise the use of video broadcasting and analytics in sport and fitness that today is largely only available to professional clubs and organisations. Veo's automatic recording and video-editing capabilities allows sports clubs, teams, coaches, scouts and fans to record a match or event without a camera and enables coaches and players to watch and share it. The videos give 'panoramic' player detector views, and the platform contains analytical and sharing features enabling all users to access and utilise the content. Later this year it will launch Veo Cam 2.0, which has a built-in 4G/LTE modem to stream an event live and record it. It also features improved directional microphones with noise-reducing features to enhance game sounds. Its battery records up to four hours with one charge and it provides 128Gb storage, which Veo reports is enough for more than six football matches. The camera also features 'hydrophobic' lens covers to repel water when recording in the rain.

Price: on application

<https://event.veo.co/>



A holistic approach to wellness and fitness

Health and wellness company thriveologie has launched a content service to support the fitness and leisure sector. The company has developed the White Label Wellness brand, providing platform integration or bespoke and off-the-shelf holistic wellness content packages across five pillars including, movement and exercise, nutrition, self-improvement and wellbeing, rest and recovery and mental health. The latest McKinsey 'Future of Wellness' survey valued the global wellness market at more than \$1.5 trillion (£1.1tr) and highlighted the demand in the market for a more holistic approach to improving overall health status. The aim of thriveologie is to align with this thinking and support fitness and leisure operators in creating an alternative dialogue with both existing and potential new members. It says that by focusing on health and wellbeing, rather than leading with "a fitness focused message" – which can often be a barrier to entry into the sector – operators can appeal to a wider demographic of customer. Fitness operators can choose between full integration of content (which can be branded) to content bundles and there is also a bespoke offering.

Price: on application

thriveologie.co.uk/white-label-wellness/

GPS BRA TRACKS PERFORMANCE

GPS performance data specialist STATSports has launched its first-ever women's GPS sports bra. It claims to be an industry-first, and the company reports that footballers such as Steph Houghton and Katie McCabe helped in the development and testing of the product. The STATSports Apex pod, which measures athlete performance across 16 key metrics such as maximum speed, high speed running, high intensity distance, step balance, sprints, stress load and more, inserts into the bra without the need for a performance vest. It replaces the company's standard unisex vest and is longer in length with removable cups. The bra is part of a new range of apparel, which also includes a unisex performance vest, designed by Liverpool football player Alex Oxlade-Chamberlain, drill top, short and long sleeve performance tees and a women's drill top.

Price: £30

statsports.com/



ON-DEMAND WORKOUTS ON-THE-GO OR IN THE GYM

Technogym has launched more than 2,000 new on-demand workouts available within its Technogym Live platform. These can be accessed at the gym, home or on-the-go via the Technogym App and through its freemium model. The video workouts are available on all console-driven equipment. It has produced more than a 1,000 single exercise videos, that it describes as "the fuel" of the artificial intelligence-based Technogym Coach, which prescribes new, tailor-made workouts to each app subscriber. The on-demand workouts also comprise 350 silent video drill routines, and more than 30 outdoor trails. In addition, the mix of content also includes its previously-produced, 600-strong library of Sessions both on and off-equipment, available in English, Spanish and Italian. Technogym Sessions are one-on-one trainer led workouts, each with a specific target and workload. In the on-equipment sessions, the machine interacts with the video content, responding to the trainer's instructions and offering different options to the end-user.

Price: on application

www.technogym.com/gb

FURTHER CONNECTIONS MADE BY DIGITAL PLATFORMS

The move towards connecting the gym, home training and workouts continues with further announcements from Sony that its connected digital platform, Advagym, is being integrated with Matrix Fitness and Core Health and Fitness brands. Advagym integrates data, information and videos to enable facility operators to use it to engage, train and motivate exercisers both inside and outside the gym. The platform can be integrated with Matrix touchscreen cardio consoles, including the Touch XL, Touch, and select 7-series consoles, and Core Health and Fitness brands such as the Nautilus strength machines, Star Trac and Stairmaster cardio equipment, and Schwinn group cycle bikes. Advagym collects exercise data and machine usage information and uses sensors and other technologies to track workouts, view statistics and workout history and more. This enables trainers to create personalised programmes and connect with users while operators have



access to real-time usage data for making strategic decisions to help drive results and improve member satisfaction and retention.

Price: on application

www.matrixfitness.com/uk/eng

corehandf.com/

advagymsolutions.com/

WORKPLACE

FOCUS



BUILDING A STRONG CULTURE

*Looking to recruit
(or keep) great talent
amid the Great
Resignation? Then
focus on your culture*

Workers in Britain are ready for a change. In a December 2021 survey from research firm Randstad UK, nearly one in four workers plan on making a professional move in the next three to six months.

How can an organisation prepare itself to be one of the lucky firms that's on the better side of the Great Resignation? How are you able to turn this current phenomenon into a Great Retention or Great Recruitment moment?

By building a strong ethical culture. That's what researchers at my organisation LRN found in its recently released LRN Benchmark of Ethical Culture report. The study, a multi-year, collaborative research effort with data drawn from a cross-section of nearly 8,000 employees, representing 17 industries and 14 countries, tracked

dimensions of ethical culture and how they shape team member conduct and impact company success.

Companies always have a culture – 'the way things are done around here' – but creating and maintaining good company culture requires intentional focus, goals, metrics and accountabilities, just like any other aspect of organisational strategy. Our research shows that this effort pays off: organisations with the strongest ethical cultures outperform others by a significant margin – about 40% – across various measures of performance, from employee loyalty and customer satisfaction to adaptability, innovation and business growth. There is also greater transparency around reporting worker misconduct.

Here are six takeaways to bear in mind as companies prepare to build and preserve their culture and good company ethical behaviour.

1 THERE'S AN EXISTING NEED FOR ETHICAL CULTURE TO BE SHAPED GLOBALLY

Data shows that there is a pervasive and consistent need to improve ethical culture in all regions across the globe, regardless of company size. There are important variations by industry, with the technology industry reporting the highest levels of ethical culture performance and the industry grouping of chemicals, coatings, fibres and plastics reporting the lowest across the various ethical culture dimensions.

2 THE MORE ETHICAL THE COMPANY, THE BETTER THEY PERFORM

It should go without saying that culture impacts business results. But at the end of the day, how much it makes a difference is telling. LRN leveraged statistical modelling to explore the relationship between our Ethical Performance Model and



After conducting research on 8,000 employees from across the globe, LRN learned valuable insights as they relate to ethical workplace culture. First, LRN discovered that there's an existing need for ethical culture to be shaped globally, and more so in certain industries. Second, LRN established that the more ethical a company is, the better they perform across traditional business metrics. The third takeaway was that corporate leadership is often disconnected from the average employee, which is a hurdle that needs to be overcome to achieve company inclusion. Next, good culture influences workers to behave more ethically, creating a positive feedback loop.

However, the research highlighted a Pandemic Paradox, where employees who are considered essential during the current crisis view their workplaces the least highly. Finally, LRN found that employee loyalty is directly correlated to trust, ethics, and diversity, underscoring the need for organisations to focus on these dimensions to remain resilient during this Great Recession.

Organisational culture 'happens', with or without any intentional leadership focus. Businesses and recruiters should bear these six takeaways in mind to ensure they are shaping and maintaining the culture they want, for the long haul.



traditional business performance metrics, and the answer is quite a lot. The model found that 66% of the variance in business performance can be attributed to an ethical culture. It follows, then, that organisations with strong ethical cultures outperformed by a wide margin across these measures of business performance. The data illustrate how culture reduces organisational risk, protects reputation and propels growth.

3 LEADERSHIP IS OFTEN DISCONNECTED FROM THE TYPICAL EMPLOYEE

There is often a gap between senior leadership and individual contributor employees. The 'leadership disconnect' is a long-studied corporate dynamic, whereby the further up the corporate hierarchy one is, the rosier one's glasses tend to be. The data reinforces this concept, with senior leadership reporting scores on average about 11% higher than those of individual contributors across all dimensions of culture.

4 CULTURE INFLUENCES WHETHER PEOPLE BEHAVE ETHICALLY

It's easy to do the 'right thing' when there is no pressure to not do it. As many corporate scandal headlines show, it is far harder when under pressure to meet production timelines, sales goals and other business targets. The top two predictors of ethical behaviour and decision-making when under such pressure are high-trust workplaces and a sense of organisational justice. When these two elements are present, respondents were eight times more likely to observe ethical standards being upheld under pressure than in environments with low trust and low organisational justice.

5 THE PANDEMIC PARADOX

Frontline workers and individual contributors gave their organisations the lowest scores across the various dimensions of culture. These are often the very same workers who were tasked to perform despite risks to their own health and safety during the pandemic. They were also asked to adapt to change and be resilient, embrace new safety and operating procedures, and take on new responsibilities. Though circumstances may be vastly different depending on individual roles and industries, there is a clear disconnect between who we say we value in the pandemic and their experience on the ground.

6 EMPLOYEE LOYALTY IS DIRECTLY CORRELATED TO TRUST, ETHICS AND DIVERSITY

How we work has been transformed by the Covid-19 pandemic and employees are leaving their companies in droves due to burnout, concerns over mental health and safety, the desire for more flexibility, greater pay, more meaningful work. So what should organisations seeking to retain and attract talent do? LRN's research shows that employee loyalty is most predicted by whether a company is purpose-driven and ethical, levels of trust, and a sense of belonging and inclusion in the workplace.

As organisations prepare for a flurry of activity in early 2022, it may be worthwhile having conversations about ethical culture – both with companies looking to hire and those in search of a new job. Building a stronger ethical culture pays off in the long run, in more ways than one.

Emily Miner, senior adviser in LRN's Ethics & Compliance Advisory practice

LAST WORD

SPORTING LIFE



Caroline Calver's life changed when she took up weightlifting in her late 50s and she looks forward to competing in her 70s

LIFE-CHANGING LIFTS

HOW DID YOU GET INTO POWERLIFTING?

I'm a 63-year-old primary school teacher and I started my powerlifting journey back in 2015 because I needed to do something different. I was around 90kg, which was quite a lot for my 5ft 2in frame and I was determined to change my health. I saw a friend who looked really well and she said she had been training with a personal trainer. So I contacted a local PT called Dom. I had never set foot in a gym, so it was quite nerve wracking.

HOW DID YOU FIND IT?

The first few sessions were really tough. I was very unfit and couldn't do half the things Dom wanted me to – the concept of a squat was hysterical! But I really enjoyed it. I stuck with my sessions once a week and found that bit by bit I was getting stronger, dropping the excess weight and generally feeling so much better. About six weeks in, Dom got me to have a go at deadlifting and I thought "I love this!".

WHAT HAPPENED NEXT?

By 2018 I was training three times a week and absolutely loving it. I supported a friend at a powerlifting competition and thought it looked fun. With powerlifting there are three lifts – squat, deadlift and bench press – and I just really like the discipline of knowing it's three lifts.

WHEN DID YOU START GETTING COMPETITIVE?

I first competed at the East Midlands Powerlifting competition. I'm in the Masters 3 category (60–70 years); then I was in the 72kg category, although I've gone down to 63kg now. I set records for my age group in that competition and realised I was quite good at lifting. I went to the Nationals in Belfast later that year and finished second. I really loved it. Then I was invited to go to the Commonwealth in Canada in 2019. I finished fourth overall, with a bronze medal in bench press. Not bad for a 61-year-old teacher from Norfolk!

HOW DID YOU MANAGE DURING LOCKDOWN?

My wonderful husband turned the garage into a gym so I could continue my sessions on Zoom and not lose too much momentum. It worked brilliantly and led to my first World competition – competing for Team GB in Sweden at the World Powerlifting Championships.

WHAT HAS POWERLIFTING DONE FOR YOU?

It's impossible to explain how much powerlifting has changed me – my fitness, my mindset and my life in general. I have met incredible people, been on amazing journeys and seen that it really doesn't matter how old you are or what your fitness level is: with hard work and grit you can do anything you set your mind to. With the support



of my coach, husband and three daughters, I have truly changed my life and found a new passion. My coach always says age is just a number.

WHAT ARE YOUR FUTURE GOALS?

I would like to still be able to lift when I'm in Masters 4, when I'm in my 70s. My other goal is to lift double my body weight in the deadlift. I'm not far off. It's lovely winning medals but when I pick anything up, for that second you feel like you could take on the whole world.

DOES YOUR CLASS KNOW YOU ARE A POWERLIFTER?

Yes – they think it's amazing. I teach a year 4 class of 20 boys and 10 girls. The girls are quite shy and quiet. I used to be shy but powerlifting has given me so much confidence. I try to use my experience to show that it doesn't matter about your age or gender.

Caroline Calver spoke with Roisin Woolnough

LAST WORD

SPORT AMBASSADOR

As the The QHotels Collection unveils its 19 relaunched fitness clubs, golf, leisure & spa director Keith Pickard talks about the transformation



A LONG TIME COMING

WHAT DROVE THE GYM OVERHAUL?

We wanted to reposition ourselves from a brand perspective. While our health and fitness offering was fine, I'll admit it was a bit out of date. Gym floors have moved forward significantly over the last five or so years and we realised we needed to future proof our business. We also wanted to raise our digital game and provide an immersive experience.

DID THE PANDEMIC HAVE ANY BEARING?

It's probably taken the pandemic for health and fitness to rise to the top of people's agendas. I think the public have a different perspective on their health and wellness now. The change in our equipment mix has tried to respond to this and very much positions us in the premium sector of the marketplace. Covid restrictions created logistical challenges for us, but we're about 90% through our upgrade journey.

WHAT KIND OF CLIENTELE ARE YOU TARGETING?

Our customers are very much based on local membership – those within a 10-15 minute drive of the centres. Our offering is very premium, very boutique. I guess you could call it high-end

high street, rather than what you might expect from a standard hotel chain. We're also consciously targeting the corporate as well as the leisure-based user who stays in our hotels.

WHAT DO YOU THINK CLIENTS AND CUSTOMERS WANT FROM HOTELS IN THE WAY OF FITNESS FACILITIES?

They want the same facilities they can get in their local gyms: a good mix of equipment to cover cardio, resistance, strength, stretch and recovery. And they want all this in a sensory environment that makes them want to work out. So sound, smell and lighting are things we've focused heavily on, with curated bespoke playlists and modern neon strip lights in a cool, vibrant setting. People want an experience.

ARE PEOPLE MOVING AWAY FROM CLASSES AND PERSONAL TRAINERS BY USING MORE STATE-OF-THE-ART MACHINES?

Not at all – PTs and group sessions still form core parts of our offering. And although a bike's a bike and a treadmill's a treadmill, we want it to be about the whole connected experience. The equipment we have now, such as Discover

SE3HD interactive cardio machines, SPARC Trainers and PowerMill Climbers, offers a far better overall experience and much greater variety.

HOW EASY TO USE IS THIS TECHNOLOGY?

We've kept it very simple. The cardio screens, for example, are similar to a smartphone and the whole interface is designed to get people engaged. We also have the Life Fitness Connect app, which is free and requires no training or setup. Exercisers just download the app and start tracking themselves.

DO YOU STILL HAVE PERSONAL TRAINERS?

Absolutely. In fact, PTs and group activities are going to be a key focus for us over the next 12 months. I can't say we're currently brilliant at it, but we've got a good vision of what we want to achieve. We already offer quite a few classes, but there's an opportunity to overhaul and freshen them up.

WHAT'S THE REACTION TO THE REOPENING?

It's been brilliant. To be honest, it's been a long time coming, but we've been extremely careful not to alienate our existing demographic. They absolutely love the new equipment and technology, but also the look, feel, sound and atmosphere of the gyms.

Keith Pickard spoke with S&PA's Dean Gurden

