

health club management

JANUARY 2009 £4.00

HEAVYWEIGHTS

EXTENDING WEIGHT TRAINING
OPTIONS IN HEALTH CLUBS

INTERVIEW

DAVID MOBBS & KP DOYLE

On the launch of Nuffield
Health's new joined-up
approach to healthcare

member retention

What are the characteristics of a
successful induction programme?

EVERYONE'S TALKING ABOUT...

TAX CUTS FOR HEALTHY LIVING

SHOULD WE USE THESE TO INCENTIVISE THE UK POPULATION?



The official
publication
of the FIA



a leisure media
company
publication

Read Health Club Management online
www.healthclubmanagement.co.uk/digital



ARE YOU GEARED UP FOR 2009?

**OUR FIRST EXCITING
ON PACK PROMOTION -**

**YOUR CUSTOMERS HAVE THE CHANCE TO
WIN £1000 OF SPORTS EQUIPMENT EVERYDAY
PICK UP A GATORADE FOR DETAILS**

● THE WORLD'S NO.1 SPORTS DRINK¹

● BRINGING NEW CONSUMERS INTO SPORTS DRINKS²



**NO ARTIFICIAL:
SWEETENERS,
FLAVOURS
OR COLOURS
+ NO PRESERVATIVES**



Source: 1. Euromonitor from trade sources/national statistics, date exported (GMT/BST) 17/9/2008 2. Homecan 6th Sept 2008.

Price draws commence 05.01.2009 and end 04.04.2009. An extra 'late entry' draw closes 14.12.2008. Entries received before 05.01.2009 will be entered into the first draw.

To enter and for full terms and conditions go to www.gatorade.co.uk. Promotion open to UK residents excluding NI aged 18 and over excluding employees & their families of PepsiCo International Ltd, Britvic Soft Drinks Ltd, their affiliated companies or anyone professionally connected with this promotion. Promoter: Britvic Soft Drinks Ltd, Chalfonts CMT LTD. Distributed by Britvic Soft Drinks Ltd, Chalfonts CMT UK. The GATORADE name and associated designs are registered trademarks of Stokely-Van Camp, Inc., and are used with permission.

welcome to HEALTH CLUB MANAGEMENT



Luton's plans for a new aquatic centre p8



Joined-up healthcare from Nuffield Health p34

contents

06 letters

Don't cut staff training in a recession, says Lifetime's Mike Beeney.

08 news round-up

Will JJB sell its fitness clubs? Plus good news on VAT for trusts, and a new gym concept from Life Fitness.

14 international news

Virgin Active South Africa opens its flagship facility in Cape Town, and Fitness First launches its Berlin club.

18 fia update

A summary of the recent FIA Industry Summit, plus details of the new FIA FLAME Conference.

22 reps update

The Register's bid to improve CPD options in Scotland.

24 people news

Independent operator Paul Marshallsea talks about his community youth project.



Five-a-Day vs '5 x 30' p62



Customer service skills are vital p6

26 competitive edge

Parachute, trek or horse ride – UK and international charity events to motivate staff and members.

27 diary dates

Plan ahead with this overview of all the key events for the health and fitness industry throughout 2009.

32 everyone's talking about... tax cuts

The Lib Dems are recommending tax breaks for those who take steps to remain healthy and active. We talk to our experts to find out whether this is workable for the UK.

34 interview

david mobbs and kp doyle
The group chief executive of Nuffield Health and the chief executive of Nuffield Health Wellbeing talk about the launch of a new, joined-up approach to healthcare.

38 living in harmony

We talk to Theo Hendricks about Live and Leisure – a health and fitness facility, built in a residential complex, that he's developed with his own community-focused brief.

42 inductions for retention

Dr Paul Bedford outlines the findings of his PhD, which looked into the benefits of incorporating behaviour change elements into a gym induction process.

45 plan of action

Research proves what we might logically guess: stick to a structured exercise plan for the best results.

46 making room for weight training

A growing number of clubs are incorporating more weight training options into their facilities. We look at how this can be done.



Creating successful inductions p42



Jump from a plane for charity p26



Stick to your plan for best results p45



The official publication of the
Fitness Industry Association
+44 (0)20 7420 8560

reader services



digital magazine

See Health Club Management online
healthclubmanagement.co.uk/digital

news & jobs

For jobs and news visit the Health
Club Management website at
www.healthclubmanagement.co.uk

attention buyers!

Use our search engine to find
suppliers and get innovation updates
www.fitness-kit.net

subscribe

Sign up for Health Club Management
at www.leisuresubs.com, or call:
+44 (0)1462 471915

buyers' guide

For suppliers of
products and services
in the health club
and spa markets,
turn to p78



50 thumbing a lift

Our wellness centres series
continues with a look at St Peter's
Centre in Burnley, Lancashire.

54 ihrsa europe review back to basics

Leadership, member service, staff
retention and a new European
market report. We review the 2008
IHRSA European Congress.

58 sibec uk & europe review the trade talks

Are those of us in the industry
walking the walk when it comes to
fitness? We round up the topics of
discussion at SIBEC 2008.

62 consumer perspective

Key findings and implications of the
latest HAFOS survey.

64 workforce dynamics

The results of Working in Fitness '08.

66 food for thought

We 'ask an expert' to find out
whether the brief for nutritional
products is changing as the public
becomes more health-conscious.

68 fitness-kit special fitness testing

Including the FT80 from Polar and
Suunto's Fitness Solution.

72 a greener clean

A look at what we can do to make
cleaning processes more sustainable.

74 supplier profile chris johnson, pulse

From a start-up in 1980 to a
company operating in 33 countries
and offering a full leisure solution,
we hear the story of Pulse.

83 lightweights

Yoga that keeps you hanging around,
and hairdryers mean happy members.

write to reply



Do you have a strong opinion or disagree with somebody else's views on the industry? If so, we'd love to hear from you. Email: healthclub@leisuremedia.com

investment in training will reap rewards

In the current economic climate, many employers are coming under pressure to keep a tight rein on their budget. Slashing investment in staff training can seem like an obvious and quick way of trimming costs, but I would advise employers to think again, and to actually take advantage of some of the free training opportunities on offer.

Now is precisely the time that we should be investing in the skills and talents of our staff. When markets are shrinking and membership numbers falling, it is the commitment, productivity and ability of our employees to add value that will keep leisure facilities competitive.

Peter Mandelson, Secretary of State for Business, Enterprise and Regulatory Reform, says: "Evidence shows that those [companies] that invest in training are less likely to fail. And first-class workplace skills will be key to prospering when the economy turns up. I know people face tough decisions, but I would urge businesses to invest in skills and training to ensure that they are well placed to take advantage of the opportunities when global economic conditions improve."

mike beeny

business development director, lifetime



Research shows that 79 per cent of frontline staff lack customer service skills

sector's 'worrying' skills gap

As an industry responsible for delivering the government's target to see half the nation active by 2020, it's alarming that a large number of health club operators are failing to invest in their staff.

A recent report from Leisure-net Solutions highlights a huge skills gap in managerial positions, as well as the fact that a worrying number of operators are not providing their duty managers with sufficient training to effectively manage incidents. Research from the Sector Skills Agreement, conducted by the SkillsActive Group, reinforces these disappointing

findings. It reports that 69 per cent of managers lack relevant skills, and that a massive 79 per cent of frontline staff lack customer service skills.

If we are to succeed in encouraging individuals to get active and continue to lead a healthy lifestyle, employers must train their workforce. This is true for all positions: whether an instructor, receptionist or GM, each employee should hold the qualifications and skills necessary to motivate and support people as they train towards a more active lifestyle.

flurence orban

interim ceo, national skills academy

the letter of the law

Taking early legal advice can often prevent a problem becoming a dispute. The team at Croner Consulting answers readers' questions

Q I know we have to include our full name and geographical address on our business website, but do we have to include our telephone number?

A The E-Commerce Regulations require business websites to include details that enable customers to contact the business rapidly and to communicate in a direct and effective manner. The European Court of Justice has recently considered an appeal of a German case as to whether anything more than an email and postal address are needed. They have decided that the business does have to provide a quick and effective means of communication as well as an email address. Generally this will mean a telephone number, but it could mean an electronic enquiry form emailed to the business that has to be answered rapidly by email.

CRONER
CONSULTING

We printed a story last month about Robert Cappuccio and the background that contributed to making him a successful personal trainer, manager and public speaker. We do want to clarify that, while he came from a dysfunctional and disruptive home and childhood, he did not spend any time in prison. His change in lifestyle came in 1993, at the hands of a gym owner who saw more in Cappuccio than his life had demonstrated to that point and eventually led Cappuccio to see more and therefore expect more from himself.

Engage new users.
Energize your cardio floor.



Mixa View



Master Instructor



Monitor Intensity



TV Tuner / iPod®

Introducing eSpinner™

The most exciting addition to your cardio floor in 10 years!

From its embedded touch screen to its virtual Spin® instructor

- It is the newest level in cardio. Now users of all levels can experience the coaching, motivation and intensity of music, video and a virtual Spinning® class whenever they want.

To electrify your club visit

www.startrac.com/espinner/uk or call 44 (0) 1494 688 260.



©2010 Star Trac. All rights reserved. Star Trac and the Star Trac logo are registered trademarks of Star Trac, Inc. Spinning, Zone and eSpinner are trademarks of Star Trac America, Inc. iPod, Spinning, Spinning and the Spinning logo are registered trademarks of Star Trac America, Inc. iPod is a registered trademark of Apple, Inc. SP is a registered trademark of Spinning, Inc. Spinning Release is a trademark of Spinning, Inc.



SPINNING



expect different.

in brief...

jjb to sell?

JJB Sports is said to be considering selling its fitness clubs after its share price fell and it announced a 5 per cent drop in revenue.

The company has appointed Lazard to act as joint financial advisors with Panmure Gordon to reportedly search for buyers for parts of its business.

A spokesperson for JJB says: "Discussions continue in relation to JJB's Fitness Clubs and JJB's other non-core assets and businesses. There can be no certainty that any transaction will occur or as to the terms of any such transaction."

hamilton complex opens

The £9m Fairhill Civic Centre and Library in Hamilton, South Lanarkshire, Scotland, has opened.

The complex, which includes a gym, a dance studio, a café and community facilities, will be operated by South Lanarkshire Leisure.

The Lifestyles gym contains cardio and strength equipment, and is suitable for use by anyone with a physical disability. Equipment comes from Cybex, Hur and Power Plate, with one Motor Med passive cycle.

streatham goes ahead

Construction on a multi-million pound mixed-use leisure redevelopment in Streatham, south London, is set to start this month.

The Streatham Hub will include a new leisure centre with a swimming pool, fitness suite and sports hall, which will replace existing facilities that are falling into disrepair. Other elements include an ice rink, a Tesco retail store, a public square, 250 homes and improvements to transport.

The project, led by Tesco, was originally approved in 2002 subject to conditions and revisions, and was given the final green light by the London Borough of Lambeth council in December.

The project is estimated to cost between £65m and £100m and is scheduled to open in summer 2011.

£20m plans for inverclyde

Inverclyde Council in Scotland has drawn up its final proposals for a £20m overhaul of local leisure facilities as part of the planned regeneration of the area. It will consider funding proposals as part of the budget-setting process next month.

The council's regeneration committee looked at possible options for the Parklea Playing Fields, Rankin Park, Ravenscraig Stadium, Gourock Park and the Gourock Outdoor Pool.

Options for the stadium site include selling the King George V playing fields and Kelburn Park, parts of Parklea that the council owns, to a private developer to build a new leisure centre.

A new £11m sports campus on the site of Rankin Park is also being considered to replace the existing Greenock Sports Centre and could feature an eight-court sports hall, a dance studio and a gym

as well as a five-a-side, third generation football pitch. The plans also include a replacement library.

There are two options being explored for the Gourock Pool site which could result in either £1.8m-worth of repairs to the existing structure or its demolition, making way for developers to submit proposals for a retail and restaurant development.

Finally, the proposals for Gourock Park involve a £400,000 upgrade of the pavilion to make it suitable for disabled people and revamping the open air auditorium. Part of the funds may pay to upgrade the Parklea Playing Fields.

Regeneration convenor councillor Jim Clocherty says: "It should be remembered that these are long-term plans for which external funding sources will need to be identified."



A new £11m sports campus is being considered for the Rankin Park site

esporta sale put on hold for now



Esporta: to be sold off in two parts?

The proposed sale of fitness club operator Esporta has been put on hold after administrators failed to reach an agreement with prospective buyers.

According to the *Financial Times*, it had been anticipated that the business would be sold off in two parts, with David Lloyd Leisure (DLL) reportedly interested in Esporta's racquet clubs.

However, the sale was called off as a willing buyer could not be found for the fitness club unit. This in spite of the fact that both LA Fitness and Bannatyne Fitness are believed to have been in the hunt.

A source told the newspaper: "The view was that the administrators did not want to be left with a weak asset in a falling market. They would prefer to sell the fitness side first before selling the racquet unit."



© PHOTOGRAPHIC CHALVIN AGENCY, DEANSTHE.COM

Discussions revolved around membership packages including sauna and steam

trusts are now exempt from vat

Unlimited use membership packages at leisure centres run by leisure trusts are now exempt from VAT thanks to a decision made by HM Revenue and Customs (HMRC).

The decision came after 13 months of negotiations between sporta, an association representing UK leisure trusts, and the HMRC, which has also enabled trusts to reclaim VAT paid for the use of leisure facilities over the past three years.

Craig McAteer, chair of sporta, says: "We're delighted with this result, which gives clarity to a long-standing and confusing situation. It's a relief for sporta members, who collectively were facing potential retrospective tax bills of several

millions of pounds. The decision will allow cultural and leisure trusts to continue to play a vital part in improving the health and wellbeing of the nation by providing cost-effective, high quality leisure services for their local communities."

Mark Eastwood, senior manager for VAT at PricewaterhouseCoopers, which has been advising sporta members throughout the VAT negotiations, as reported in HCM August 2008, adds: "We are delighted that the HMRC policy was revised in line with PwC's technical analysis. This means that unlimited use membership packages, that are made up of predominantly exempt sporting services, are exempt from VAT."

new newmarket pool to open this month

A multi-million pound leisure centre and swimming pool is to open this month in Suffolk.

The new centre, to be managed by Anglia Community Leisure on behalf of the district council, is an extension to the existing Newmarket Leisure Centre at Newmarket College. The existing sports hall, four squash courts, gymnasium will remain. The fitness studio is to be relocated and will be enlarged to cater for 60 users. There will also be a relocated exercise

on referral assessment room, an activity studio with treatment rooms and new changing facilities with sauna/steamroom and experience showers.

A new six-lane, 25m pool and a separate learner pool replace the town's 72-year-old swimming pool, which closed in December.

Leader of Forest Heath District Council, Geoffrey Jaggard, says: "The old pool served the town well but was showing its age. The new Newmarket Leisure Centre is a magnificent facility."

in brief...

garrison gym to open

A £21m leisure development at Catterick Garrison in North Yorkshire is set to open this year.

Work began on the project in November and the centre, which will be open to the community, is due to open in the spring.

The building will offer a variety of training and sporting facilities, including a three-pool swimming complex, a military rehabilitation centre, a six-court sports hall and a fitness suite with an aerobics studio.

Catterick Garrison is working with North Yorkshire County Council and Richmondshire District Council to complete the project – the latter having contributed £450,000 to ensure public access.

deeside investment?

Deeside Leisure Centre in Flintshire, North Wales, could reportedly be set for a £3.5m investment.

According to local paper the *Evening Leader*, talks have been held with Manchester-based consultants Pan Leisure. Once the basics of the investment have been presented to the county council, a more detailed report is to be put to the council's executive group.

In 2006, the council considered demolishing the centre and selling the land to help fund improvements to the county's eight other centres.

yate re-opens

The health club at the Yate Leisure Centre in south Gloucestershire has re-opened after a £1.8m refurb.

The purpose-designed club now includes 90 pieces of Technogym equipment overlooking the pool.

A new café, customer services area, reception and children's softplay zone have also been built. New dry and wetside changing rooms and a group cycling studio are still to be added.

The new design of the centre was carried out by Createability.

The centre is operated by South Gloucestershire Leisure Trust, and is one of five facilities it manages for South Gloucestershire Council.

training news

dg one approved to train

DG One in Dumfries has been made an Approved Training Centre (ATC) by the IQL – the body which manages the National Pool Lifeguard Programme – for all its courses.

As an approved centre, DG One plans to schedule regular lifeguard training courses. It will run training sessions for new candidates as well as those wishing to renew their qualifications.

The first National Pool Lifeguard Qualification (NPLQ) course was held at the centre in July last year.

new web-based course

PTherNet.com has launched a new training certificate in Health and Fitness Management.

The 13-week programme aims to help fitness industry managers to develop their staff and improve member retention rates.

The training will be delivered entirely online – presented by Robert Cappuccio, Bob Esquerre and Nic Jarvis – and will include topics such as goal setting, business development, customer relationship management, team building, leadership, influencing skills and change management.



Craiglockhart: £2.5m redevelopment

craiglockhart plans released

Operator Edinburgh Leisure has released detailed designs of the £2.5m redevelopment of its Craiglockhart Tennis & Sports Centre in Scotland.

The upgrade is part of the City's Sport and Physical Recreation Strategy, which is intended to make Edinburgh the most physically active city in Europe by 2020.

The centre will be extended by one storey and will feature squash courts, a new reception area, a fitness studio and a gym fitted with 42 stations of CV and 27 pieces of resistance equipment, supplied by Life Fitness. There will also be a new studio and improved changing amenities. These will be in addition to existing indoor and outdoor tennis courts, an RPM group cycling studio, two sports halls, a kayaking pond and meeting rooms. The work is expected to be completed in July this year.

outreach service launched

Sandwell Leisure Trust has launched a new outreach service to deliver activity sessions at community-based facilities.

REDi Fitness offers activities such as mobile dance mats, Street-Cheer, Fit4Kidz and sports coaching. More than 250 sessions have already been delivered to more than 7,000 people.

Lisa Richards, activity development officer, says: "We've had a wide range of groups including the over-60s, churches, community centres and schools."

Mark Wildman, marketing manager, adds: "People want more opportunities to participate in physical activities at more local facilities around them."



Sandwell: activities in the community

GET WITH THE PROGRAMME!



There's no defying the law of **GRAVITY**. Four great programmes on one amazing piece of award-winning equipment. The GTS is your business differential with a guaranteed return on investment and full marketing support. Leasing options, training and in-club demos available now.





Luton's new swimming centre will be "most welcome" says the ASA

£24.9m aquatic centre planned

Plans for a £24.9m aquatic centre in Luton have been approved by the borough council and a site named.

Following extensive research into nine locations around the borough, the Luton Regional Sports Centre on St Thomas' Road was identified by the council as the preferred location for development.

Along with an Olympic-sized (50m) swimming pool, the site will offer a diving centre, sports hall, fitness suite, aerobics centre, café, crèche and meeting rooms.

Hazel Simmons, leader of Luton Borough Council, says: "Luton deserves a fantastic swimming pool and the facilities associated with a first-class aquatic centre.

Developing the health of our residents, young and old, is something the council has made a strong commitment to."

A detailed business case will now be developed and the council hopes the pool will open by 2012.

David Sparkes, the Amateur Swimming Association's chief executive, says: "The facilities proposed will meet the swimming requirements of the whole community, leading to greater swimming participation in Luton and all the associated health benefits this will provide," he says.

"Compared to many other countries, England has a limited number of 50m pools, so the new pool is most welcome."

slm preferred for east herts

Sports and Leisure Management (SLM) has been named the preferred partner by East Herts District Council to manage its five leisure facilities.

If approved, SLM will operate the Fanshawe Pool & Gym in Ware, Grange Paddocks Pool & Gym in Bishop's Stortford, Hartham Leisure Centre in Hertford, Leventhorpe Pool & Gym in Sawbridgeworth, and Ward Freeman Pool in Buntingford – for 10 years, under its Everyone Active brand. All centres are currently operated by Stevenage Leisure.

lake district leisure plans

Holiday park operator Pure Leisure Group (PLG) expects to be given planning permission for a £3.5m leisure complex to be built at its Fell End Caravan Park near Milnthorpe, in the Lake District, this month.

The plans, submitted to South Lakeland District Council, include an indoor pool and fitness suite.

If approved, the new facility would be available to the local community and would open in June.



The New Year is here, and no doubt the gym floor is busy with people counting those calories as they embark on their annual January diet! But for how long?

At the Lucozade Sports Science Academy (LSSA) I spend a large portion of my time working with professional athletes and coaches talking about how nutrition can underpin performance. Unfortunately, this work is not always applicable to general exercisers, quite simply because the concept of 'performance' is not appropriate. However, what is becoming increasingly clear, from research into the general exerciser, is that identifying sports nutrition, specifically in relation to fuel and hydration can be crucial to enjoyment, well-being and total work done in the gym.

So, at a time when the achievement of a goal is even more important to clients and retention rates within a club are vital for business, attention to appropriate nutrition strategies and education is crucial to the total service provision. No longer is sports nutrition just about the athlete!

Nick Morgan

Head of Sport Science for Lucozade Sport

Nick drives the Lucozade Sport programme of applied research, sport science service provision and education within sport and exercise. He is a BASES accredited physiologist with vast experience working with elites in both a physiology and nutrition capacity.

The LSSA draws on over 30 years of experience in sports nutrition research. www.thelssa.com



new life fitness gym concept

Life Fitness has introduced a new concept for presenting fitness that taps into exercisers' psychology.

Known as Life Fitness Journey, the concept uses non-traditional equipment layouts and stimulating visuals. It aims to create an environment that enables exercise variety, promotes progression and encourages social interaction.

More than 20 exercise areas, known as Journey Spaces, combine layout configurations and equipment to meet the varying needs of exercisers. The Circuit Space, for example, targets people who are new or returning to exercise. The Running Space, meanwhile, positions treadmills in a half- or full-circle to encourage social interaction.

"We've seen that there are common motivational drivers among members around the world," says John Stransky, president of Life Fitness. "This new



Creating stimulating environments

concept for presenting fitness taps into that motivation and provides a variety of self-guided exercise options, keeping members engaged in their workouts."

The concept also aims to help personal trainers with a new platform for developing programmes. Life Fitness is currently introducing the concept throughout Europe, providing design and layout advice and in-facility support.

balancemaster gets ifi level 2

The BalanceMaster mark II lower limb exerciser has been awarded level two accreditation by the Inclusive Fitness Initiative (IFI) following upgrades to the user control console, which included embossed control buttons to assist partially-sighted users, plus additions such as high visibility step markers.

The accreditation is part of the IFI's Equipment Research and Development Programme. The scheme aims to ensure that disabled customers' needs are fully met by the equipment in question.

"IFI-accredited equipment is designed for all users and does not specifically target disabled people. This ethos fits perfectly with the BalanceMaster machine, which has always been suitable for a wide range of users, from athletes to clients with disabilities," says BalanceMaster's marketing director Peter Hope.

fitness first launches new home exercise equipment range through tesco

Fitness First has launched a range of equipment for people who prefer to exercise at home.

Equipment includes large cardiovascular pieces such as cross trainers, exercise bikes and rowing machines, as well as product sets for activities such as pilates, running, yoga and strength training.

The products will be sold exclusively through Tesco stores and Tesco Direct and prices range from £12.99 to £300.

The products are sourced by Tesco, with the Fitness First name being used under licence.

David Langridge, Fitness First's UK marketing manager, says: "Each product comes with a free guest pass to encourage consumers of the products to take the next step and visit a Fitness First gym. We'll then aim to convert them to full membership. This is an effective method to reach more people and raise our brand profile."



Fitness First is broadening its reach by licensing its name to Tesco

new range of children's equipment from on site

On Site Fitness has launched a new range of strength equipment for children.

GymBoy is a specially designed version for young people of the company's Switching system of strength equipment.

Comprising 10 machines, the GymBoy range provides a full body workout with each exercise performed in the standing position, enabling a more natural position and movement. This, it is claimed, helps to strengthen the stabilising core muscles – particularly important for young people to help ensure a correct posture.

The system aims to improve muscle strength and cardiovascular capacity,

helping the muscles and joints flexible. Each machine is designed to be easy to use and needs no adjustments, allowing for a safe, fast and effective workout.

The company says the equipment provides fast, visible results, helping to motivate children to train regularly. Each machine can be used individually, or they can be combined as a circuit.

Managing director of On Site Fitness, Graham Taylor, says: "Clubs can benefit from GymBoy by being able to attract the whole family – parents and children can train in the same gym. This early introduction to exercise engages children with the benefits it can bring,

helping them to develop an interest that continues into adulthood.

"As an industry, we have to share the responsibility for helping to engage children. It's not about finger-wagging. It's about developing fun, entertaining ways to exercise. We need to let children experience and understand the benefits that exercise can bring and show them the difference it can make.

"We don't want our children to be body-obsessed and deprived of things that they enjoy, such as computer games, but neither do we want them to suffer the diseases that are linked to being overweight."

**Book your advert
on our website
and be seen by
over 15,000 buyers
every month from
as little as £250.**



**CALL THE SALES TEAM TODAY
TO DISCUSS YOUR BOOKING**

01462 431385



www.healthclubmanagement.co.uk

SELÓN DEL DÍA DEL EVENTO
INSTALACIONES DEPORTIVAS Y WELLNESS
FITNESS
FITNESS, SPORTS FACILITIES AND WELLNESS SHOW

26 FEBRERO
FEBRUARY
1 MARZO
MARCH
2009

ORGANIZADA Y PATROCINADA POR

Feria de Madrid
EXPOSICIÓN DE MADRID
AVDA. DE LA CIBERLETA, 14



Asociación Española de Fitness



AFCE

Asociación Española de Fitness

CONSEJO REGULADOR

IFEMA

Asociación Española de Ferias y Exposiciones

www.fitness.ifema.es

in brief...

holmes place vs obesity

The Holmes Place-Europolis group in Spain has launched a new anti-obesity programme to promote healthy lifestyle habits among overweight people.

The programme offers an impressive free package to non-members, provided they are of legal age and with a Body Mass Index (BMI) equal to, or above, 30. A total of 600 people – 50 in each of Holmes Place's 12 clubs in Spain – will receive free membership, an initial personal training session and three months' free gym access.

After those three months, the 12 people (one per club) who have achieved the best results in reducing their BMI will be able to stay on at no cost for the whole of 2009.

The programme started on 15 December 2008 and will run until 15 March 2009, with those taking part all committing to the non-negotiable condition of attending the gym three times a week.

holland's optimal offering

Fitness First has opened two new clubs in the Netherlands – Almere, which opened in October, and Breda, which opened late December.

Facilities at the clubs include fitness suites equipped with Life Fitness, Technogym and Star Trac's HumanSport cable equipment. There are also RPM and group exercise studios and very large personal training areas, including Extreme Kettlebells. Optimal Life Fitness will be running Extreme Kettlebells instructor courses in both clubs early this year.

200th club for mrs.sporty

Having recently passed the 200-club mark, German operator Mrs.Sporty has been named the country's fastest-growing franchise by *StartingUP* business magazine.

Targeting women with a 30-minute workout and nutrition programme, Mrs.Sporty was launched in 2005 and now has 50,000 members. Growth continues in spite of the economic downturn.

pure continues polish roll-out

Escape Fitness is working with Pure Health & Fitness as the company rolls out its new concept in Poland.

Founded by James Balfour, son of Fitness First's Mike, and Tony Cowen, former operations director at Fitness First, Pure launched its first club in July, in the Blue

City shopping mall in Warsaw. It aims to open three to five sites in 2009, and up to eight clubs in 2010 across central and eastern Europe. Its latest club opened in Krakow on 2 January, and a third club is set to open in Warsaw next month.

Facilities at the 2,000sq m Krakow club include a 20m pool with, at the poolside, a large sauna and steam room and a large relaxation area with 30 loungers and mood-enhancing lighting. There is also a full service gym with circuit training area, two group exercise studios – one for fitness and one for mind-body classes – plus a café and lounge area, as well as a beauty offering.

Escape is supplying the clubs with Reebok Professional kit and is working with Pure to design its future facilities as the chain continues its expansion.



Balfour and Cowen with Escape's Steve Sykes (left) and Matthew Januszek (right)

dir dances its way to 14th club

Up & Down, a dance club in Barcelona for more than 26 years, is set to become the 14th health club in the DiR chain.

DiR will invest €3m in the renovation of the 1,300sq m site. The new gym will be geared towards those working in the business district of the city, where the gym is situated. "It will be much more of an exclusive club than the other DiR clubs," says CEO Ramon Canela. It will be geared towards personal training, with a monthly fee of €120–€150.

Work began in early December, with the opening scheduled for April 2009. One floor of the club will be dedicated to fitness, with a separate floor for massage, spa pool, Turkish bath and changing rooms.



Up & Down: Previously a dance club

bold expansion plans for portugal's vivafit

Vivafit, the Portuguese chain of women's express workout centres, opened six new clubs in the last two months of 2008 to consolidate its position as private fitness sector leader.

Vivafit, which launched in 2003, was the first brand in Portugal to launch the 30-minute, women-only concept. The new clubs – in the Lisbon area, north and south Portugal – take the chain's total to 91, including one in Spain.

The company is also developing plans for expansion through master

franchising, following up leads in Europe, South America and Asia.

"Vivafit is growing at full speed in Portugal, with an average of two new openings each month," says CEO Pedro Ruiz. "Our expansion programme is for 45 new centres by 2010, reaching a total of 130 locations in Portugal, 30 in Spain, and at least one master franchise."

Ruiz, along with wife and business partner Constance, received the European Club Leadership Award at the 2008 IHRSA European Congress.



The new Platinum club is the first in Germany to open as Fitness First

a first for fitness first in berlin

On 23 October, Fitness First opened its first own-branded club in Germany.

Located in an affluent area of Berlin, the 6,000sq m facility is a Platinum club with an opt-in Black Label area – the chain's premium offering. Membership costs €69/month for Platinum and €109/month for Black Label.

Facilities include a 4,000sq m gym – equipped by Life Fitness, Technogym and Power Plate – a separate PT area, a group cycling studio, two group exercise studios, a swimming pool, a sauna/steam area, outdoor exercise kit and a kids' play area.

Black Label members also have access to their own cardio area, sauna/steam, changing facilities, lounge and terrace.

This is the chain's first Black Label offering in Germany, with two more sites due to open in Frankfurt and Main.

It is also the first German club to open as Fitness First. To date, all clubs in the country have operated under the Fitness Company brand – a chain in which Fitness First acquired a stake in 2001. Fitness First is now being launched to the market, and all Fitness Company clubs will be rebranded by next month.

Fitness First Europe has also signed a deal with EREPs and EHFA to align all its staff in Benelux, France, Spain, Italy and Germany with the European Register. All staff at the new Berlin club – including 21 personal trainers – are already registered.

virgin active's cape town flagship

On 22 October, the new flagship Virgin Active Claremont club opened its doors in Cape Town, South Africa.

Facilities at the 4,300sq m club include a 25m indoor pool with underwater sound system and a spa pool with a view of Table Mountain. The gym is equipped by Technogym – including its Kinesis cable system – and Power Plate, and members can track key health measurements such as blood pressure and body fat percentage at the Virgin Life Care HealthZone.

The club has also been trialling Star Trac's new eSpinner, and Virgin Active

now plans to install them in flagship clubs across the country. Piet Oosthuizen, national fitness manager for Virgin Active SA, says: "The eSpinner adds to our existing group cycling programme. It gives experienced Spinners the option of an interactive workout in their own time, while non-Spinners can use their experience on the eSpinner as a launch pad to start doing Spinning classes." A second unit is being trialled in the UK.

Virgin Active SA now has 88 clubs including Claremont and Century City, which opened at the end of November.

**BRING
FITNESS
2 LIFE**

**GAIN
POUNDS
WHILST
THEY
LOSE
THEM**

The Concept2 Model E elevates everything – workouts, fitness levels, even where your clients sit. We've raised the bar, added a sturdier frame and a nickel plated chain for even lower maintenance. And when it comes to tracking progress, the new PM4 monitor is bursting with performance data at the touch of a button. **Call us now to find out how Concept2 can help pull in your profits.**

bringfitness2life.co.uk

concept2
INDOOR POWER

0115 945 5522



GYM MILES OVERVIEW

How can clubs encourage their gym members to improve their fitness attendance? We investigate the Gym miles reward scheme

The Gym miles loyalty scheme now provides even more ways to record and reward activity. Working in partnership with your MRM provider, Gym miles will integrate with your system to reward attendance and your members will be rewarded with points based on their attendance. Other options include rewarding activity across the entire range of facilities including swimming classes, pitch and court hire, personal training sessions and aerobic/studio classes.

We are currently working with equipment suppliers to also reward your members based on workouts, calories burned, and other measurables, making Gym miles the most advanced retention/loyalty scheme in the UK.

At the moment, there are over 250 major retailers on the scheme including John Lewis, M&S, Comet, Waitrose and Next to name but a few. For a full list see the website, www.gymmiles.net

Although the current external discounts scheme will remain an integral part of the proposal, Gym miles now also offers internal rewards and points-based redemption schemes. We also offer the facility to spend Gym miles as part payment on selected products.

EARNING POINTS

Each new member will receive 100 Gym miles on registration. Points will be rewarded based on a pre-set criteria – for example 10 Gym miles per recorded visit.

OTHER EXAMPLES:

- 50 points for every three months continued membership
- 100 points per new member referral
- 100 points per membership renewal

REDEMPTION

In addition to the external discounts and third party monthly promotions, Gym miles can be downloaded in voucher format and used in part payment for classes and sessions within the venue.

For example, every fifth swim could be paid for with Gym miles.

You can also spend your Gym miles on great lifestyle products. Gym miles offers great savings and special offers on over 600,000 products, including:

- fashion, music, home and family
- leisure, mobile phones, days out
- DIY, motoring & petrol, groceries
- eating out, cinema, electrical goods
- travel, accommodation, special gifts
- home appliances, insurance, holidays

YOU COULD SAVE £100S IF NOT £1,000S OVER A YEAR

With Gym miles your members will make savings everyday online, over the phone or in-store with exclusive offers, discounted vouchers and gift cards.

A monthly e-letter brings new and exclusive savings direct to your desktop as well as great one-off special offers from our Gym miles partners. As a member of a Gym miles network venue, we will give your members 100 FREE Gym miles when you register. Your members will receive bonus Gym miles every three months for as long as you are a member of the Gym miles network.

FANTASTIC ANNUAL SAVINGS FOR ONLY 50P PER MONTH

Category	Average Weekly Spend	Average Yearly Spend	Your Discount	Annual Saving
Food & non-alcoholic drinks*	£46.90	£2,438.80	Supermarkets 5%	£121.94
Clothing & footwear*	£23.20	£1,206.40	Arcadia 10%	£120.64
Recreation & culture*	£58.50	£3,042.00	Comet 10%	£304.20
Restaurants & hotels*	£37.90	£1,970.80	Superbreak 7.5%	£147.81
Petrol**	£41.73	£2,170.00	Supermarkets 5%	£108.50

*From the Office of National Statistics



Gym mile members make savings on a variety of over 600,000 products including fashion, motoring and grocery shopping



ALL PICTURES WWW.STOCK.COM

As the most advanced retention/loyalty scheme in the UK, Gym miles can offer its members savings on holidays and travel

GYM MILES FAQ'S

Q How much does it cost my club to join the network?

Clubs join the network for free. All marketing materials are provided free of charge. Members pay a £6 subscription to join for one year.

Q How do members sign up?

Most clubs include the £6 in the joining/administration fee for new members or buy it for those who have been at the gym for over a year. Others can log on and join online.

Q Can anyone sign up?

Technically yes, but you can only earn Gym miles from clubs that are part of the network. You cannot enter the site without trading five Gym miles to get a 24 hour pass.

Q How do you earn Gym miles?

Every time a member visits the club we award 10 miles. There is more information in the How it Works section for operators on the site.

Q What is a Gym mile worth?

Gym miles as such do not have a monetary value, but they are required to access limited offers and special discounts that will roughly equate to 1.5p per mile.

Q How do members redeem their Gym miles?

They can view their account and balance of Gym miles online. If an offer requires Gym miles, their Gym miles will be deducted accordingly when the member purchases the item.

Q Can Gym miles be used in my Club?

Yes. Members can download a voucher to be produced in the club in exchange for a promotion created by the club.

Q What if I am running my own Gym Challenge or reward secondary spend?

You can award Gym miles for members completing a challenge by emailing us.

Equally, members can earn further points from purchases made in the club.

Q What if a member only visits the club occasionally?

Members can still benefit and access discounts on over 600,000 products from 300 top retail names, but they will need to trade five miles to enter – so must make visits to the club.

Q What happens if a member leaves?

If they have bought a membership, this will run the full year. However, they will lose all their Gym miles. Members accounts will be closed once you inform us.

Q What management time will I need allocate to run this?

None really. Once you e-mail the spreadsheet with the members' details, we do the rest.

Q Who do I contact for help?

You can contact us online or by phone as detailed on the main website.

FOR MORE INFORMATION OR TO ARRANGE FOR A MEMBER OF OUR SALES TEAM TO CONTACT YOU
PLEASE CALL 020 3178 6647 OR EMAIL US INFO@GYMMILES.NET

from the board



rosi prescott
ceo • central yma

January is upon us once again, but instead of the sense of renewed hope that usually accompanies New Year, the world looks forward to a continued recession.

However, the sense of shock that is reverberating across the world may mean that the health and fitness industry isn't going to be picked out as the traditional media punch bag it has been in past years.

As the old saying goes: "Necessity [read economic crisis!] is the mother of invention". I sense a dramatic shift in national and global perspectives regarding what is important in life. Near the top of that list is a growing sense that we all need to find new ways of enjoying life responsibly.

Perversely, I see this as a once in a lifetime opportunity for our industry. I understand the argument that health club membership could be a casualty when people are juggling limited resources. However, if we play our cards right, I believe we will be at the heart of the renaissance that will undoubtedly emerge from the ashes of this disaster.

We need to think completely differently about our offer and see how inventive we can be in repositioning ourselves as a national prevention tool against obesity.

Through imaginative programming we must offer a fun and motivating environment for people to get together and stay active for the benefit of themselves and others.

active at school rolls out

The FIA is to roll out its Active at School programme nationwide this month following a successful trial.

An official launch of the programme was held at Beaconsfield Primary School in November, where 20 pupils have been taking part in the trial. The students showcased the new skills they have learned at the event, which was attended by the mayor of Ealing, councillor Ian Green.

Aimed at 10- to 15-year-olds, Active at School links schools with local FIA member clubs to introduce pupils to activities they wouldn't otherwise experience. Beaconsfield students took part in activities including dodgeball, football, basketball and junior cricket. The aim of the programme is to inspire young people to enjoy exercise and take responsibility for their fitness.

Andrée Deane, CEO of the FIA, says: "Recent figures show that one-third of British children are overweight or obese. All the research points to the fact that children are just not doing enough physical activity to be healthy. As far as our national child obesity issue is concerned, a major cause of the problem is simply the fact that energy consumed exceeds energy expended.

"That's why we decided to harness our collective resources and try to help parents, teachers and the government tackle this profound national problem."

Andrew Rogers, manager at Southall Sports Centre, which is participating in the scheme, says: "The Active at School programme is extremely successful at our centre and has allowed our local primary school children to access quality facilities and sports coaching on a regular basis."

Active at School has built on the success of the FIA's Adopt a School programme, which launched in 2004 and reached some 750 UK schools.

To take part in Active at School, please contact Alex Smith at the FIA on +44 (0)20 7420 8574 / alex@fia.org.uk



Active at School is designed to inspire youngsters to enjoy exercise

teenage girls are all set to go in warrington

The FIA go programme for 15- to 16-year-old girls has launched at a health club in Warrington.

Forty-four girls from Penketh High School will be taking part in the programme, which is being held at the town's David Lloyd club.

go is designed to offer girls the opportunity to participate in non-traditional sporting activities and develop healthier lifestyles.

Labour MP for Warrington South Helen Southworth, who helped launch the initiative, says: "I am pleased to be able to support the FIA in its go programme, an example of how an innovative and fun approach to fitness and sports can encourage more young people to get active. I was pleased

to see some go sports instructors in action in my constituency, and was incredibly impressed by their enthusiasm and commitment. I hope more girls in my local schools are able to get involved."

The scheme also offers the girls a discounted membership and the opportunity to work out with trained gym staff in and out of school hours.

Zerritha Brown, programmes manager at the FIA, says: "It has been fantastic working with Penketh High School and David Lloyd, which together have founded a very successful programme. Through the go programme, the school has seen an increase in participation in physical activity among their year 11 girls."



PICTURE: WWW.ISTOCK.COM/JARENWICKLAND

Free or heavily subsidised activities will allow people to try 'taster' activities

more active 4 life with the fia

The FIA is an official partner in the new social marketing campaign from the Department of Health, Change4Life. Due to launch this month, change4life focuses on getting families and children to eat well, move more, and live longer.

Change4Life has a host of commercial partners to ensure that messaging is consistent and widespread. With an eight-week national and regional TV advertising campaign starting this month, the campaign will see Tesco and Asda highlighting ways to have a healthier diet '4 less' and Kellogg's supporting the opening of Breakfast Clubs in the

500 most deprived areas in Britain. It will also see convenience stores making fresh fruit and vegetables available at affordable prices.

The FIA and its members have exclusive rights to the sub-brand MoreActive4Life. Free or heavily subsidised activities will provide the opportunity to enjoy 'taster' sessions of accessible, family-based, fun and sociable activities that will enable them to rediscover the activity habit. The campaign will culminate in a nationwide campaign in the summer months. For more information on how to get involved, please contact kate@fia.org.uk

health and fitness statistics to take us into the new year

As we go forth into 2009, it's a good time to review key findings from the health and fitness sector:

1. Overweight and obese people cost the UK economy £15.8bn a year, estimated to bankrupt the NHS by 2050.

2. Just under 12 per cent of the population (7.2 million) are gym members, and about 30 per cent are currently active. This leaves more than 50 per cent of the UK population who are inactive.

3. 89 per cent (52 million people) of the population live within two miles of a facility. In London, no-one is more than 20 minutes away from 32 facilities.

4. If we got one million overweight people 'MoreActive4Life', we could save the NHS about £53m a year. Each of those newly active people would be at a

lower risk of diseases, including Type 2 diabetes and heart disease.

5. There is ample opportunity for the fitness industry to address this problem – together, we have 7.8 million hours of spare capacity a year.

6. The fitness industry is outperforming other sectors during this economic crisis – 20 new health and fitness facilities opened during 2007 while, from Q4-Q1 2007-08, 36 pubs closed each week.

7. The fitness industry has more than 27,000 registered professionals. Training and skills in the sector are developing fast: 2008 saw the launch of the National Skills Academy as well as the new REPs Level 4 qualification which will train exercise professionals to handle medical rehabilitation of a range of conditions.

in brief...

election of new fia board directors

Following the recent FIA board elections, the FIA would like to announce the re-appointment of board members Robin Johnson and Tony Majakas.

Robin Johnson is the CEO of Total Fitness, which operates 24 health and fitness clubs in the north-west. Johnson sits on the board as a representative for multi-site operators.

Tony Majakas is Technogym's MD and will also continue his tenure on the board as a supplier representative.

fia vanguard council hosts labour party dinner

The FIA Vanguard Council was host to a Westminster dinner on 3 December, at which the Public Health Minister Dawn Primarolo was a guest. Several other Labour MPs were in attendance and the dinner debate included the former Sports Minister Richard Caborn.

The discussion centred on the increasing partnership between government and the FIA, and on the exciting new developments such as the Alliance, Fit For the Future, and Change4Life.

The dinner was one of many public events organised by the Vanguard Council. Its members benefit from bespoke public affairs strategy, attend quarterly council meetings and receive invites to events in the political calendar as thanks for their contribution to the financing of the FIA public affairs and policy department.

health club management

Health Club Management is the official magazine of the FIA.



To join the FIA call +44 (0)20 7420 8560 or go to www.fia.org.uk

fia update

the big reveal – fia flame conference 2009

As you may have heard, the FIA is to launch a brand new health and fitness industry conference in Bolton on 10–11 June this year.

Adopting the theme of 'Stepping Up to the Mark – the Time is Now!', the annual Industry Summit will be incorporated into a much broader event, designed to combine a vibrant education programme

– with speakers from around the world as well as experts from inside and outside the industry. There'll be a real opportunity for delegates to address many of the issues that currently face the industry, in a new interactive format.

FIA operations director Dave Stalker is leading the charge to make sure the event is a success. The aim is to provide a platform for debate and discussion that will enable operators to participate in shaping the future of the business.

A keynote address followed by targeted seminars addressing management, sales, marketing, programming, service and retention issues will be punctuated with workshops, round tables, focus groups, question and answer sessions and discussion groups designed to give voice to the ideas, views and concerns of attendees from all sectors of the industry.

According to Stalker, the industry is coming of age and needs a conference in which delegates have a chance to talk as well as listen: "This event will be much more interactive than anything we have seen before," he says.

"Ten years ago, the health and fitness industry was a sponge for new ideas. Conference delegates were happy to sit and listen. But the business has matured and it's our feeling that, in addition to hearing from experienced people in their field, operators now want the opportunity to question the experts and interact with others who face similar challenges.

"We're now at a crossroads in the evolution of the industry. If we're to take our place in the mainstream of health care providers, we need to improve our professional standards



2008 winners The DC Leisure team, winners of FLAME operator of the year

industry summit success

Steven Ward, the FIA's public affairs and policy manager, reports on the points of note from the recent FIA Summit



The Industry Summit was a public demonstration of the growing influence of the FIA on the policy agenda of UK Plc. The title, 'Delivering a Healthier Britain', sums up the direction in which government and FIA are moving.

For delegates attending the summit – sponsored by Matrix, Lifetime and ZigZag – the convergence of interest between our sector and government, as well as opposition, couldn't have been clearer. The FIA is shaping this agenda.

new announcements

Dawn Primarolo, Minister of State for Public Health, used the Summit as an opportunity to make two major policy announcements that will position the FIA at the forefront of the political agenda around physical activity.



Getting people active The DH gave public support for the Physical Activity Alliance

First, the Physical Activity Alliance – first detailed in *HCM* in August – received the public support and backing from a minister for the first time. Since the change in remit of Sport England, which saw its role constricted to sport, the future of funding for physical activity has been unclear.

The commitment from Primarolo signals a serious commitment from the Department of Health (DH) to support

and promote investment in physical activity. The true significance of this announcement will only be made clear in years to come as the Alliance takes shape.

This announcement was of great personal satisfaction as the FIA has put its full support and backing behind this initiative, with FIA resources invested in it. To hear it announced at the FIA Summit was just reward.



FLAME The ceremony for the FIA awards for operational excellence will be incorporated into the FIA FLAME Conference

across the board. Get it right and we will have a platform to take the sector to another level. Get it wrong and we will be consigned to join a long list of also-rans. This conference is all about making sure that we get it right."

The new conference will also provide a number of opportunities for operators to network with one another in a social format, including the FIA Ball of Fire. This ball will incorporate the ceremony for the FIA FLAME Awards,

which have become a benchmark for operational excellence.

The FIA expects to receive many more entries this year to the brand new FLAME Awards process, which opened in December.

Dr William Bird, chair of the Interim Steering Group tasked with working up the Alliance over the coming months, used the Summit as an opportunity to provide an overview of the key functions of the Alliance. We are likely to be hearing much more about this initiative over the coming years.

Similarly, a commitment was made by Primarolo to fund County Sport Partnerships (CSPs). CSPs are the local bodies with responsibility for co-ordinating sport and physical activity at the grassroots level.

However, during the commotion that resulted from Sport England's volte-face, it was announced that the funding for CSPs was to be cut by a third and their direction limited to focusing on sport. This caused great uncertainty at grassroots level, with many of the physical activity specialists employed by CSPs leaving to find alternative employment. The announcement from the DH addressed this and it should be welcomed.

By no means is every County Sport Partnership a success. However, they are a logical network for the co-ordination of local initiatives if they are developed in the correct fashion. The new Alliance is likely to take on this role and help shape CSPs for the future.

Dawn Primarolo was most complimentary about the progress made by the FIA in the past year. She praised the vision and passion of FIA chair Fred Turok. "If only we could bottle it!" she remarked.

cross-party support

Andrew Lansley, the Shadow Secretary of State for Health was just as complimentary. Crediting the FIA with leading the physical activity agenda, Lansley also used the Summit to make a major policy announcement by pledging to support Change4Life should the Conservative Party win the next election.

Continuity will be key in this agenda and the work of Turok on the Conservative Party 'Responsibility Deal' group – with other organisations such as Tesco, Unilever and Asda – is paying off. As outlined in *HCM* in September, the Conservative approach would empower individuals by offering responsibility and control. The Conservatives would also rename the Department of Health as the Department of Public Health (DPH).

independent women

Alongside the ministerial speakers, we were delighted to see an independent



Family first Jupp is due to launch a programme that will target families

operator take to the stage to talk about her initiatives and programmes. Georgina Jupp is not your average operator. She has been in the industry since its inception and is still at the forefront of its transformation into a recognised part of the health service.

The fact that Jupp is an independent operator at heart shows that, with perseverance and resilience, the health and fitness sector can make this partnership work.

This year's Summit set the bar high for next year's event, which will take place in June as part of the FLAME Summit (see above story on the FIA FLAME Conference).

leisureopportunities is the official recruitment magazine of the fia

in brief...

have your say

The Register is looking for three new members to sit on its council.

The council meets quarterly, and is a valuable platform for ensuring the needs of the membership are being fully met and that the Register as a whole is moving in the right direction.

REPs registrar Jean-Ann Marnoch says: "We set great value in the views of our members and feel their input helps us make the best decisions we can. We're looking for three new members who'd like to not only be part of shaping the future of the Register, but also be part of the continued professionalisation of the fitness industry."

To be considered, please send a copy of your CV plus a supporting letter from an employer or similar to robbie@exerciseregister.org marking it 'REPs Members' Council'.

consultation continues

The new proposed structure for entry to the Register has been presented to Scottish training providers and employers as part of a UK-wide consultation process.

Presented by registrar Jean-Ann Marnoch and Ben Gittus, senior programme manager for SkillsActive, the new structure is part of a drive to simplify the framework of the Register. The aim is to make it clearer and more easily understood by both members and outside stakeholders, including members of the public and related industries such as the medical profession.

did you know?

The REPs members' directory receives more than 250,000 hits each year from employers and the public, who are checking their instructor's qualifications. In addition, the Register's qualification and training portal clocks up more than two million hits a year from members looking to research and book courses by subject, availability and geographical location.



PICTURE: WWW.STOCK.COM/ARCH155

REPs aims to make finding CPD courses as easy in Scotland as it is in England

promoting reps in scotland

REPs registrar Jean-Ann Marnoch and SkillsActive's senior programme manager for national occupational standards and higher education, Ben Gittus, met with some of the key training providers and employers in Edinburgh to discuss raising awareness of the Register in Scotland.

This is the second meeting organised by Pam Scott from SkillsActive Scotland to find out ways of working together more closely to establish the Register and its benefits throughout Scotland. "There is no doubt that an increase in the use of the Register in Scotland will solve

some of the issues facing the current REPs-registered instructors north of the border," says Marnoch.

Many Scottish members currently find it difficult to gain the required CPD points to stay on the Register due to a lack of endorsed CPD training. This problem was addressed in England through the demand created by REPs members – members who needed to undertake CPD to maintain or develop their skills to stay current on the Register. The training providers responded and there are now more than 800 endorsed CPD opportunities available.

meet our latest recruit



Dottie Calderwood is REPs' new CPD compliance officer

Ex-army major Dottie Calderwood has been appointed CPD compliance officer.

Calderwood, who is also a personal trainer, will offer REPs members encouragement, support and advice on how to earn and log CPD points.

A keen cross-country runner, having represented the army three times, Calderwood joined the fitness industry three years ago after leaving the forces.

She says: "When I left, after 32 years, I wanted a career that would allow me to carry on exercising and still make the most of the organisational and people skills I'd learned in the army. Becoming a personal trainer seemed a natural step. I'm delighted to now be able to combine my office skills with my physical skills in this new role."

"The new audited Code of Practice is destined to become as powerful a reference of quality as CORGI or ABTA, and serves as a beacon of trust and quality for consumers as well as staff. Only audited FIA members are able to display this quality standard mark."



says David Stalker, Operations Director at the FIA.

The re-launched fully audited Code of Practice has now become a valuable business tool for FIA members covering three main areas:

- Health and Safety
- Staff Training
- Customer Care

FIA members are audited and supported through the quality assurance process by the FIA's appointed verifiers, Central YMCA Qualifications (CYQ).

The quality assurance process is designed to be a business development tool and comprises a set of criteria to help members improve their safety, efficiency and competitiveness – all crucial factors in boosting a bottom line.

John Penny, GM Reebok Club, "Anything that allows potential members to make an informed decision when choosing a gym, that can demonstrate its quality, has to be welcomed."

Lisa Taylor, Group Fitness Manager, DC leisure, "The Code of Practice helped us internally, as we used it as a development tool within the company"

For more information email pete@fia.org.uk or call 020 7420 8571.



CODE OF PRACTICE AUDITED FIA MEMBERS



more people | more active | more often



Clare Kennedy leaves CLS

cls ceo starts new venture

After 10 years as CEO of CLS, and having handed over to new MD John Oxley, Clare Kennedy is leaving to form a new partnership.

Working with her brother Chris Kennedy, an experienced golf club and food and beverage outlets manager, and with over 30 years' experience between them, they will be taking on development projects, interim management and business modelling for both local authorities and private sector clients.

She says: "I am going to miss my wonderful CLS colleagues, but Chris and I have worked together before and, with complementary skills, we are an ideal partnership for organisations looking at development and business recovery needs."

in brief...

brabants to advise at matrix

Wayne Jones and Janette Rose join Olympic kayaking gold medallist Tim Brabants as the latest recruits to the team at Matrix Fitness Systems.

Jones and Rose took up new roles as service manager and brand manager respectively in October, and Brabants joins the Matrix Advisory Panel.

Jones has over 20 years' experience in customer service, while Rose joins Matrix after four years with Technogym as B2B direct marketing manager. Brabants' role on the advisory panel is to provide business expertise to customers.

gregory moves to fitness first

Rob Gregory has been appointed to the newly created role of global member experience director at Fitness First.

The new post is to be "guardian of the member experience, from the point of joining through the rest of the lifecycle of the member," says Gregory.

"My appointment follows a clear strategic directive to increase the focus and resources on the member journey and move to a customer-centric business model," he continues. "We've developed the best sales system in the industry and our objective is to do the same in terms of the member experience. We already have a number of key initiatives underway and I'm looking to build on these in order to develop a unique member proposition."

"I'm very excited about the role – it's a great opportunity and a perfect match for my skill set and interests."



Rob Gregory: Fitness First's new 'guardian of the member experience'

Gregory ran his own consultancy company, Lifetime Health Ltd, from 2001 to 2007, during which time his clients included The Retention People and The Leisure Database Company.

indoorcycling's new emea team

Recent re-branding of The Indoorcycling Group has initiated the formation of a new Europe, Middle East and Africa (EMEA) team based in the UK.

The strategy for the team is to focus its commitment to the expansion of product distribution throughout the region.

Gary Warren, formerly sales director for the UK, is now heading up the team as director of EMEA. After seven years with the company, based predominantly in Germany, he welcomes the addition of two new UK appointments.

Graham Stoney joins as director of education for ICE (Indoor Cycling Experience) and Stacey Jacques has been re-positioned as EMEA office manager and international co-ordinator.

Says Warren: "This is an exciting development for us. We now have a strong team working together which shows our level of commitment to growth in these markets. The group intends to lead the way in the evolution of indoor cycling by pushing the boundaries in product innovation and development."

optimal appoints boxer

The Optimal Life Fitness Group has appointed ex-professional and world champion boxer Stevie Smith to teach its new boxing instructor course.

Smith will take on the REPs-accredited Performance Boxing Instructor Course, one of the group's two new CPD courses being added to its portfolio for 2009. Its other new course is Olympic Weight Lifting for Fitness Professionals.

Both will be demonstrated at the company's 2009 Educational Launch in London on 22 January. Call +44 (0)20 7731 3133 for free tickets.

cluett joins alliance

Paul Cluett has joined Alliance Leisure as commercial director.

A management consultant with more than 20 years' experience in the leisure industry, Cluett will provide commercial and legal support to the design and build arm of the team, and will oversee Alliance Leisure's partnering of more than 40 leisure centres across the UK.

Cluett spent more than four years as a director of Quality Leisure Management (QLM) and was previously MD of facilities operator Parkwood Leisure.

PEOPLE PROFILE



paul marshallsea

Inspired by his own son's struggle with drugs in a deprived community in Wales, Paul Marshallsea created a sport and activity project to turn young people's lives around

What is the Engine House?

The Engine House is a community project offering sport and activities to young people in Dowlais, near Merthyr Tydfil, Wales. It's based in an 18th-century iron works and caters for 23 sporting teams as well as 550 young people and 24 local organisations, seven days and nights a week. We've raised £1.5m to develop and run this project so far.

What led you to this project?

I've worked as an ice cream salesman, a coal merchant and a bus transport manager, but I've always had a real passion for helping young people.

My son Stephen started taking drugs at a very early age, and I soon found out there were lots of other families going through the same pain but saying nothing about it because of a sense of shame. I decided to do something about it, but I didn't know what. The very next day there was a public viewing of the Engine House building. I knew that day that this building was where I was going to carry out my calling.

How did you acquire it?

I already ran a youth club, and we begged the council to allow us to take on the lease on the Engine House. After a two-year campaign, they agreed. By

2002, we had raised £1m funding to renovate the building, create a playing area and buy sports equipment.

What's on offer?

We have football and netball courts, and we run dance classes, yoga classes, kickboxing and street dance. We also have 10 ZigZag dance mats which are incredibly popular. At the weekends it's not unusual to have 150 youngsters queuing to use them, and we're raising funds to buy another 10. In addition to the facilities on-site, we take the kids on outside activities – to outdoor pursuit centres, camping, or to skate parks.

The building also houses an internet café and a £60,000 computer room. Plus youngsters can learn to play the guitar and drums, be part of a storytelling session or cookery lesson, or attend the weekend youth club, which has 187 members.

What else do you do?

We carry out community projects with our young people. So far, we've spent £150,000 on 14 environmental garden projects in the local area, including a £40,000 picnic area and outdoor classroom at a local school. The work helps the kids to own part of their community and really care what it looks like. We also have a job club facilitator who works to help our young people into full-time employment.

What results have you seen?

The area's antisocial behaviour rate has dropped a staggering 80 per cent since the project opened. The local young people can now see some light at the end of the tunnel.

What's next?

We're looking to raise another £2m so we can put in another floor to run even more activities.

We can add
200-700 new
members to
your club
without you
lifting a finger
or paying
a penny



**CREATIVE FITNESS
MARKETING**

AUSTRALIA NEW ZEALAND UNITED KINGDOM IRELAND USA CANADA



www.creativefitness.net

Call Dave Wright
or Chevy Kelly
to find out how
0870-270-6667



Marshallsea (right) meets Prince Charles who toured the project

competitive edge

THROUGHOUT 09

parachuting

Shelter is asking people to take a leap of faith and do a parachute jump or tandem skydive to help raise money for homeless or badly housed people. Fun-seeking fundraisers can choose either a 10,000ft jump attached to a professional instructor in a tandem dive, or a solo 'static line' jump from 3,000ft. Anyone wishing to take part must raise between £395 and £535 in sponsorship, depending on the type of jump and where they want to do it. Each year Shelter, with its network of 50 advice centres, helps to house more than 100,000 people.

Details: events@shelter.org.uk



Do a tandem skydive or a 'static line' solo jump for Shelter

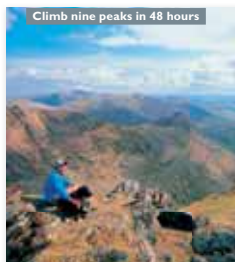


Walk the route you choose, up to 60km

9 MAY 09

just walk

In its third year, Just Walk is an open charity trek over the South Downs for people of various fitness levels and ages. Starting at Goodwood Racecourse, there's a choice of a 60km, 40km, 20km or 10km route. Entry is £15 for adults, while under-12s – who can walk the two shorter courses – go free. Minimum sponsorship varies according to the distances. Last year 400 people took part: 115 of these opted for the 60km challenge. Details: www.just-walk.co.uk



Climb nine peaks in 48 hours

18–28 JUNE 09

mongolian horse ride

Pick a charity of your choice for this 160km challenge. Riding Mongolian horses – known for their speed, strength and dexterity – the trip begins in the capital, Ulaanbaatar, where you'll visit the Gandan Monastery and Bogd Khan Palace. The route also takes in the Bayangol River and passes through wide-open plains and dense forests, home to deer, wolves and moose. In addition, you'll ride along the Ikh Yan Mountain slopes to see rock paintings of ancient gods. The trip culminates in the heart of the Khentiy mountain range on the banks of the mighty Tuul River. Entry costs £395, minimum sponsorship £2,775. Details: www.charitychallenge.com.



Wide-open: The plains of Mongolia

3–5 APRIL 09

ftc nine peaks team challenge

This new event, in Snowdonia in Wales, raises money for the Feed The Children charity, an organisation that provides support to children suffering the effects of poverty in the UK and abroad. The aim is to conquer nine peaks in 48 hours – six on day one and three on day two. Teams must include six walkers and one support driver/cook. The cost is £805 per team plus minimum sponsorship of £2,500. Details: www.feedthechildren.org.uk

JANUARY

20-21 | The Facilities Management Forum

Venue Radisson SAS Hotel, Stansted Airport, UK
Summary

Delegates will have a chance to examine emerging technologies, determine practical solutions and focus on critical issues for running their businesses. This forum will open with a presentation on partnering in recession. Topical discussion groups will also be held throughout the forum and moderated by facilities management experts Martin Pickard, Anne Lennox Martin and Patrick Jongbloet.

Tel +44 (0)1992 374100

Email info@forumevents.co.uk

Web www.forumevents.co.uk

30 | REPs & FIA Joint Convention: Professionalising the Fitness Industry in Wales

Venue TBC

Summary

This joint REPs and FIA convention will feature educational seminars and workshops, targeting managers and fitness professionals in Wales.

Tel +44 (0)20 7420 8560

Email hayley@exerciseregister.org

Web www.fia.org.uk

FEBRUARY

1-3 | Spatex

Venue Brighton, UK

Summary

An exhibition for professionals in the design, installation, retail, maintenance and operation of pools, spas, saunas and ancillary equipment.

Tel +44 (0)1264 358558

Email info@spatex.co.uk

Web www.spatex.co.uk

14-15 | EFAA Fitness Personal Trainer Congress

Venue Noordwijkerhout, The Netherlands

Summary

The European Fitness and Aerobics Association presents this congress for fitness trainers, instructors, PTs, coaches and those involved in medical fitness.

Tel +31 495 533229

Email info@efaa.nl

Web www.efaa.nl



PICTURE: WWW.ISTOCK.COM/TOMAS L. EVERTS

EFAA's event in the Netherlands targets professionals such as personal trainers

18-21 | SPATEC

North America

Venue Orlando, Florida, US

Summary

A three-day forum of one-to-one meetings between corporate spa owners, directors and design/management companies, and leading spa suppliers and vendors.

Tel +44 (0)20 8547 9830

Email events@mcleaneventsinternational.com

Web www.mcleaneventsinternational.com

19-22 | IDEA Personal Trainer Institute

Venue Alexandria, Virginia, US

Summary

A conference for personal trainers with education sessions and presentations by many of the industry's best presenters.

Pre-conference workshops include Corrective Exercise Design and the IDEA Business Boot Camp.

Tel +1 858 535 8979, ext. 7

Email contact@ideafit.com

Web www.ideafit.com

20-22 | ForumClub

Venue Verona, Italy

Summary

ForumClub is a congress and trade show for European health and fitness, wellness and aquatic clubs. Celebrating its 10th event in 2009, the organisers have taken the opportunity to launch ForumPiscine this year, a congress and show for the international pool and spa sector to be held alongside ForumClub.

Tel +39 0512 55360

Email info@ncforum.com

Web www.ncforum.com

26 February-1 March | Fitness IFEMA 2009

Venue Madrid, Spain

Summary

International fitness conference and show encompassing fitness clothes and accessories, gym equipment and technology, spa equipment, plus access to consultancies and associations.

Tel +34 91 722 30 00

Email fitness@ifema.es

Web www.ifema.es



FIBO brings together more than 480 companies from more than 35 countries

26 february–1 march | ECA World Fitness Show

Venue New York, US

Summary

Fitness and wellness convention and trade show. Register by February 14. Tel +1 516 432 6877

Email mary@ecaworldfitness.com

Web www.ecaworldfitness.com

MARCH

1–3 | Professional Beauty 2009 and Professional Spa International Conference

Venue ExCel, London, UK

Summary

Held alongside each other, Professional Beauty offers visitors access to hundreds of beauty exhibitors, while the conference combines world-class speakers with networking opportunities. Tel +44 (0)20 7728 4291

Email info@professionalbeauty.co.uk

Web www.professionalbeauty.co.uk

7–8 | Mind Body Soul Exhibition

Venue Kempton Park Racecourse, Sunbury on Thames, UK

Summary

Stands, lectures, workshops and demonstrations focused on complementary therapies and practices. Tel +44 (0)1787 224040

Email julie@primeimpact.co.uk

Web www.mbsevents.co.uk

16–19 | IHRSA 2009

Venue San Francisco, California, US

Summary

Representatives from the health club, fitness, wellness and health promotion industries can benefit from this four-day event with its diverse training sessions,

networking opportunities with operators from across the globe and world-class exhibition. Speakers include IHRSA president and CEO Joe Moore, author and business consultant Marcus Buckingham, NFL quarterback Joe Montana, and Olympic swimmer Dara Torres.

Tel +1 617 951 0055

Email info@ihrsa.org

Web www.ihrsa.org

20–22 | Asia Spa & Wellness Festival 2009

Venue Bangkok, Thailand

Summary

Trade show and professional summit for spa and wellness professionals.

Tel +603 7803 1916

Email mandy@asiaspafestival.com

Web www.asiaspafestival.com

25–28 | SPATEC UK & Europe

Venue Grand Real Santa Eulalia Resort & Hotel Spa, Albufeira, Portugal

Summary

A two-day forum of face-to-face meetings between UK and European spa owners, directors and senior personnel, with over 70 leading international spa suppliers.

Tel +44 (0)20 8547 9830

Email events@mcleaneventsinternational.com

Web www.spateceu.com

27–29 | International Fitness Showcase

Venue Winter Gardens, Blackpool, UK

Summary

Showcases the latest exercise classes, along with workshops and lectures, for fitness instructors and enthusiasts.

Tel +44 (0)113 277 3885

Email ifc_enquiry@chrysalispromotions.com

Web www.chrysalispromotions.com

APRIL

17–19 | Australian Fitness Expo

Venue Sydney, Australia

Summary

Exhibition, seminars and training for the Australasian fitness industry.

Tel +61 3 9261 4500

Email fitness@divexhibitions.com.au

Web www.fitnessexpo.com.au

23–26 | FIBO 2009

Venue Essen, Germany

Summary

More than 480 companies – including all the key players – from more than 35 countries show products, concepts and solutions for the fitness, wellness and leisure industries at this show in Essen, Germany. The exhibition offers a variety of distinct areas catering for training equipment, products and services, sports nutrition, wellness and beauty and medical fitness. The show attracts more than 50,000 visitors from 60 countries.

Tel +49 (0)211 90 191

Email Olaf.Tomscheit@reedexpo.de

Web www.fibo.de

23–26 | IDEA Fitness Fusion Conference

Venue Rosemont, Illinois, US

Summary

Education for group fitness instructors and personal trainers.

Tel +1 858 535 8979, ext. 7

Email contact@ideafit.com

Web www.ideafit.com

26–27 | Beauty UK

Venue NEC Birmingham, UK

Summary

The UK's largest beauty expo.

Tel +44 (0)1332 227690

Email info@beautyserve.net

Web www.beautyserve.com

26–27 | Holistic Health

Venue NEC Birmingham, UK

Summary

An exhibition for the holistic and complementary therapy market, showcasing exhibitors' products, equipment, treatments and training.

Tel +44 (0)1332 227690

Email info@beautyserve.net

Web www.beautyserve.com



The World Class event will include a three-hour kids' fitness 'marathon'

MAY

20-24 | Russian Fitness Festival (Convention and Trade Show)

Venue Olimpiyskiy Sport Centre, Moscow, Russia

Summary Around 17,000 fitness professionals from across the world are expected to attend this event, making it one of the biggest fitness conventions in eastern Europe. It will incorporate: a business conference, fitness convention and seminars focusing on professional education and kids' fitness; a trade show; and an aqua convention with classes and lectures. It will also feature a children's fitness marathon – a three-hour session with top instructors running back-to-back kids' activity classes – plus a competition for the Best Instructor of Russia 2009 and the Russian Fitness Aerobics Championship for adults and juniors.

Tel +7 495 755 62 64

Email convention@wclass.ru

Web www.fitness-convention.ru

MAY

1-3 | AFEEX

Venue Beijing, China

Summary

Training techniques and management information are on offer at this event – the Asian Fitness Education Expo – targeting China's fitness professionals. Tel +86 10 6712 3689

Email info@afeex.org

Web www.afeex.org

10 | Scottish Beauty

Venue Edinburgh, Scotland

Summary

This trade-only event is Scotland's largest beauty expo. It will also feature the Scottish Nail Technician of the Year Competition.

Tel +44 (0)1332 2276901

Email info@beautyserve.net

Web www.beautyserve.com

20-21 | SIBEC UK

Venue The Belfry, Warwickshire, UK

Summary

SIBEC UK brings together 120 of the most influential suppliers and buyers in the UK leisure, health and fitness sector – local authority, trust and education markets. It offers two days of interaction, face-to-face meetings, forums and networking opportunities. Tel +44 (0)20 8547 9830

Email events@mcleaneventsinternational.com

mcleaneventsinternational.com

Web www.mcleaneventsinternational.com

20-24 | Festival del Fitness

Venue Florence, Italy

Summary

This outdoor event is an exhibition for the Italian fitness industry.

Tel +075 50 10 81

Email staff@fitfestival.it

Web www.fitfestival.com



V SERIES ROPE CLIMBERS

Attract and retain members with fun and versatile upper body cardio and strength workouts.

Help trainers diversify routines to engage and motivate clients.

M Marpo
KINETICS

Excitement. Not Equipment.

www.marpokinetics.com

1.925.606.6919



LIW, held in September, is Europe's largest exhibition for the leisure industry

12-16 | IDEA World Fitness Convention

Venue Anaheim, California, US

Summary

More than 5,000 fitness professionals from around the world attend this event, which aims to "inspire the world to fitness".

Tel +1 858 535 8979 ext.7

Email contact@ideafit.com

Web www.ideafit.com

18-20 | 28th Annual National Fitness Trade Show

Venue Reno-Tahoe, Nevada, US

Summary

An annual trade show for club owners, managers, fitness directors and personal trainers.

Tel +1 541 830 0400

Email nationalfitness@msfitness.com

Web www.nationalfitnessradeshow.com

SEPTEMBER

1-3 | BASES Annual Conference

Venue Leeds University, UK

Summary

This year's British Association of Sport and Exercise Sciences conference will be hosted by Leeds Metropolitan University.

Email a.k.abraham@leedsmet.ac.uk

Web www.bases.org.uk/annualconf.asp

10-13 | Inner Idea

Venue Palm Springs, California, US

Summary

This event, organised by IDEA, features mind-body-spirit programming.

Tel +1 858 999 4332

Email inquiry@inneridea.com

Web www.inneridea.com

10-13 | SIBEC North America

Venue Pasadena, California, US

Summary

A one-to-one meeting forum between owners, operators, CEOs and COOs of health, recreation, sports and fitness organisations, and leading executives from national and international supplier companies. The event also provides ample opportunity for networking with professionals from the sector.

Tel +1 954 942 8143

Email info@sibecna.com

Web www.mcleaneventsinternational.com

► 22-24 | Fitness, Aerobics and Management Convention

Venue Arnhem, The Netherlands

Summary

For instructors, personal trainers, therapists, fitness co-ordinators and managers in the Dutch industry.

Tel +31 495 533229

Email info@efaa.nl

Web www.efaa.nl

27-30 | Club Industry East

Venue Boston, Massachusetts, US

Summary

Conference sessions targeting club owners, fitness management executives and personal trainers. Sessions focus on personal training, sales and management, programming and customer service, medical fitness and wellness.

Tel +1 203 358 9900

Web <http://east.clubindustryshow.com>

JUNE

7-9 | Wellness & Spas Middle East

Venue Dubai, UAE

Summary

For spa and fitness club operators and professionals, hotel operators, architects and designers from the Middle East, Africa and the subcontinent.

Tel +971 4338 0102

Email wellness-spas@uae.messefrankfurt.com

Web www.messefrankfurt.com

9-10 | The FIA FLAME Conference 2009

Venue Bolton, UK

Summary

Running alongside the FIA Industry Summit and FLAME Awards, this new event is designed to combine a vibrant education programme with an opportunity for delegates to address, in an interactive format, issues facing the industry.

Tel +44 (0)20 7420 8560

Email flame@fia.org.uk

Web www.fia.org.uk

22-23 | The Facilities Management Forum

Venue Whittlebury Hall Hotel,

Towcester, Northamptonshire, UK

Summary

Designed to save time, effort, money and stress by changing the way companies can source innovative solutions.

Tel +44 (0)1992 374100

Email info@forumevents.co.uk

Web www.forumevents.co.uk

AUGUST

6-7 | Health and Fitness Business

Venue Denver, Colorado, US

Summary

Free conference attracting manufacturers, suppliers, retailers, fitness professionals, media and industry influencers.

Tel +1 949 226 5712

Email lance.camisasca@nielsen.com

Web www.healthandfitnessbiz.com

20-21 | Olympia Beauty**Venue** Olympia, London, UK**Summary**

The trade fair for the beauty industry, including the Nailympics competition.

Tel +44 (0)1959 569867

Email janine.derbyshire@olympiabeauty.co.uk

Web www.olympiabeauty.co.uk

22-24 | Leisure Industry Week**Venue** Birmingham NEC, UK**Summary**

LIW is Europe's largest exhibition for the leisure industry, catering for all sectors of out-of-home leisure.

This year's exhibitors will include representatives from fitness, health, spa, sport and attractions.

Tel +44 (0)20 7955 3969

Email JSullens@cmpi.biz

Web www.liw.co.uk

OCTOBER**5-8 | ISPA Conference & Expo****Venue** Austin, Texas, US**Summary**

The ISPA Conference & Expo offers spa CEOs, presidents, owners and directors a place to come together for networking and education.

Tel +1 859 226 4326

Email ispa@ispastaff.com

Web www.experienceispa.com

10-11 | Mind Body Soul**Venue** Linton, Cambridge, UK**Summary**

Covering an array of therapies and products, from aromatherapy to reiki to yoga, this exhibition offers more than 100 stands as well as lectures, workshops and stage demonstrations.

Tel +44 (0)1787 224040

Email info@primeimpact.co.uk

Web www.mbsevents.co.uk

11-12 | Professional Beauty Manchester**Venue** Manchester, UK**Summary**

The UK's biggest beauty exhibition outside London features more than 300 exhibitors as well as seminars from industry experts.

Tel +44 (0)20 7728 4298

Email info@professionalbeauty.co.uk

Web www.professionalbeauty.co.uk/manchester

22-25 | IHRSA European Congress**Venue** Dublin, Ireland**Summary**

Featuring presentations from business leaders from within and outside of the industry. Participants will have ample opportunity to network with leading industry suppliers and operator colleagues from across Europe.

Tel +1 617 951 0055

Email IHRSAmeetings@ihrsa.org

Web www.ihrsa.org

24-25 | Camexpo**Venue** Earl's Court, London, UK**Summary**

Dedicated to meeting the needs of the complementary health care industry, this natural, integrated show offers an extensive range of products, services and training.

Tel +44 (0)1273 645119

Email zcampbell@divcom.co.uk

Web www.chexpo.com

NOVEMBER**4-7 | SIBEC UK & Europe****Venue** Split, Croatia**Summary**

SIBEC UK & Europe is a one-to-one meeting forum between the major operators from the private, local authority and trust markets in health, fitness and leisure, and the leading suppliers. The event will bring together over 200 delegates from across Europe, covering more than 35 product categories, who will have more than 1,500 scheduled meetings. It also offers networking and social events.

Tel +44 (0)20 8547 9830

Email events@mcleaneventsinternational.com

Web www.mcleaneventsinternational.com

10-13 | IHRSA Asia-Pacific Forum**Venue** Tokyo, Japan**Summary**

Exceptional speakers provide commentary on trends shaping the health club industry in the Pacific Rim. Plus a chance to meet with suppliers.

Tel +1 617 951 0055

Email IHRSAtradeshows@ihrsa.org

Web www.ihrsa.org



HUR®
AIR RESISTANCE
FITNESS EQUIPMENT
naturally different



*because
everybody
is not the
same*

www.huruk.co.uk
Tel: 01206 798864

everyone's talking about . . .



tax cuts

Other countries have introduced tax breaks for people who are healthy and active, and it's been suggested we do the same in the UK – but would it work?

There have always been debates within the industry about how to secure a more favourable position in the taxation of fitness,” says the FIA’s Andrée Deane. Suggestions from Norman Lamb of the Liberal Democrats introduce a new element to the debate, she adds.

Lamb is calling for PCTs to be given the power to adjust local taxation policies in favour of people who take healthy choices. These suggestions appear to be supported by the Conservatives – shadow health secretary Andrew Lansley signalled his support for policies of this type at the

recent FIA Industry Summit. However, there have been no moves so far on this front from the Labour government, and unfortunately the Department of Health declined to take part in this article.

Deane adds: “Lamb has shown much interest in the hugely successful Child Fitness Tax Credit in Canada” – explained below by the Fitness Industry Council of Canada. “There are also several other examples of governments which have successfully implemented tax incentives for those who keep healthy.”

In the UK, operators are starting to pass on the recent VAT cut, bringing tax on their offering to 15 per cent. But other countries have much lower

rates. Norway has no VAT on fitness at all, for example. In the Netherlands, the VAT is 6 per cent, and there are also tax-deductible company subsidies of gym membership plus subsidies on membership provided by most health insurers. And in Switzerland, where VAT on fitness is 7.6 per cent, more than half of health insurance members receive subsidies of up to 500CHF (£280).

Apart from cutting VAT on fitness, other ways of using tax to reward healthy living might include rebates on council tax or other local taxes, as favoured by the Lib Dems, or tax-deductible options in corporation and income tax. So which should we use in the UK?

SHOULD THE UK REWARD HEALTHY BEHAVIOUR WITH TAX BREAKS? EMAIL US: HEALTHCLUB@LEISUREMEDIA.COM

norman lamb

liberal democrats • shadow health secretary



Health insurance schemes that offer discounts for taking healthy choices are worth studying to see what lessons can be learned in our tax-funded system. So far in this country, government policy has focused on providing incentives for professionals, such as GPs, to promote preventive health care. But why not offer incentives direct to citizens?

Local health boards could follow Canada's lead by offering a tax-back payment for each child enrolled in sports or activity clubs, and also provide incentives – such as discounts at local shops or leisure facilities, or tax rebates – for adults to attend check-ups, nutrition assessments or preventative screening tests.

The Canadian scheme offers a tax rebate on income tax, but this would be difficult to introduce in the UK – we favour a local income tax to replace council tax. In the meantime, councils should be able to offer a rebate on council tax payments. Using money raised in this way, health boards could focus incentives schemes particularly on disadvantaged communities.

The focus should be on individual encouragement, support and incentives. We need to think more carefully about how we live our lives and make it easier for people to make healthy choices.”

dave hardy

Fitness Industry Council of Canada • president



The UK should follow Canada's lead in using tax credits to motivate its population to engage in fitness. Our government adopted a Children's Fitness Tax Credit in 2007 (CAN\$500/£269) – a non-refundable tax credit based on eligible expenses paid by parents to register a child in a prescribed programme of physical activity. In doing so, it agreed

that a financial incentive is an appropriate way to increase physical activity among Canadians – and some provinces have also adopted an Adult Fitness Tax Credit, which is being studied nationwide.

Economist studies have shown that the government would save billions in tax dollars by using their tax credits to get more adult Canadians active, as healthier citizens need less health care and miss less work due to illness. The Centre for Spatial Economics concluded that it would take just three years for the health care cost-savings resulting from a more active, healthier population to outweigh the net personal tax losses incurred by the government.

After 21 years, with a tax credit of up to CAN\$500 per person, the government would see health care savings of CAN\$9.1bn and net personal tax losses of CAN\$6.6bn. With similar government-funded systems, the UK would likely see the same results.”



Canada already rewards children's healthy living with a tax credit, and is considering a similar scheme for adults

herman rutgers

ehfa • executive director



"In this era of self-inflicted diseases with huge costs to society, it seems only logical that governments and health insurance companies would reward healthy behaviour and penalise unhealthy behaviour.

EHFA's view – as we explained to EU VAT officials in October 2008 – is that fitness, as a health-enhancing activity with many proven benefits, should be receiving favourable treatment, with a reduced tariff or no tax at all (some products in the UK, such as child car seats, do receive a reduced VAT of 5 per cent or are exempt). We are in the process of producing a position paper on this issue, although it should be noted that there are no EU taxes as such – VAT and income tax are levied at national level.

While tax cuts on an individual basis for taking steps to stay healthy may be difficult to monitor, other EU countries such as the Netherlands, Portugal and Switzerland have already demonstrated how it can be done successfully via an indirect method – through VAT, for example, or through insurance companies subsidising health club membership and making this subsidy tax favourable – and we believe it would be more practicable to use these indirect methods."

armando moreira

agap (portuguese fitness association) • board member



"I believe that healthy living should be encouraged through tax relief. In Portugal, a VAT-reduced rate of 5 per cent on the practice of sports and physical activities was introduced a year ago after a long period of lobbying. We've also recently introduced a VAT exemption on the amounts periodically paid to be part of sporting clubs/

associations that do not envisage profit.

For personal income tax purposes, the taxpayer must have an exercise prescription issued by a physician to claim the reduction, which is equal to 30 per cent of the expenses and is capped at €64 (for 2009 tax year) or to 2.5 per cent of other health expenses, if higher.

Companies that bear these costs are allowed to deduct them for corporation tax purposes, and their employees are not liable to taxation on this benefit.

From a government perspective, there are practical considerations. For example, the tax benefits for people seeking to remain healthy and active have to be related to the ability to monitor reductions in health care costs and increasing 'healthy life years'."

david mobbs & kp doyle



David Mobbs



KP Doyle

Kate Cracknell talks to the group chief executive of Nuffield Health and the chief executive of Nuffield Health Wellbeing about a new joined-up approach to healthcare

“Nuffield Health is a new national brand, launched on 2 June 08, which will provide joined-up healthcare services for the first time in the UK,” says group chief executive David Mobbs.

The new group consists of three divisions: Nuffield Health Wellbeing, which encompasses corporate wellness provider Nuffield Proactive Health (Proactive), Cannons and Courtneys; Nuffield Health Hospitals; and Nuffield Health Diagnostics. The roll out of the new brand, which started in the hospitals division, culminated with the launch of the new wellbeing division last month.

integrated offering

“We went through a process about 18 months ago of asking ourselves what the health consumer landscape would look like in the future and identifying areas where we felt we could provide a public benefit,” says Mobbs. “We identified three broad segments: treating a problem when it occurs at one end of the scale, maintaining and improving your health at the other, and a middle ground of assessing and managing your health risk – identifying, limiting and managing problems.

“Our consumer research identified that, at the health maintenance/improvement end of the market, there

were no credible healthcare operators – no healthcare brand, nobody with a clinical track record – and the consumer was identifying that their needs were not being met. With Proactive, we had a proven track record in this area and we felt we could bring that to bear for the consumer. The acquisition of Cannons gave us a platform to enter this market.”

“The fitness industry, over the last 15 years, has been a ‘me too’ product,” adds KP Doyle, chief executive of Nuffield Health Wellbeing. “I think what we’re doing is creating a whole new sector. Our clinicalisation of the offering will make it a ‘stickier’ product – less of a discretionary spend and more of a must-have healthcare product.”

Mobbs continues: “We want the customer to feel that they are part of the Nuffield Health system. Most of the time, they will simply improve and maintain their health with us. But when they need to find out what’s wrong with them, we’ll help them with that and, when they have a problem to fix, we can do that too. Nuffield Health becomes the dominant name across the whole healthcare landscape.

“However, if we are to realise our vision of joined-up health provision, we have to stitch our services together. We want to be in a situation where you might, for example, go to the club for pre-assessment and to get fit before surgery, so your anaesthetic risk is lower. Then, after surgery, the club will take on aspects of your post-operative care.

“Nobody has ever extended the pathways like that before – but no other organisation has our group infrastructure.”

phase one

Nuffield Health Wellbeing will continue to deliver integrated corporate wellness services in line with the existing Proactive offer, but that competency is also being assimilated into the consumer health clubs – formerly Cannons, now

Adopting a holistic approach: fitness as contributing to a health outcome, not fitness per se





rebranded Nuffield Health Fitness and Wellbeing – to offer a wellness concept there. Wellness will also be brought up the agenda in the Courtneys business – Cannons' local authority sites.

"Nuffield Health is a charity, and engaging with our local authority partners to drive the healthcare agenda through leisure centres is one we're going to be taking very seriously," says Doyle. "PCTs should have funding to put towards directed wellness programmes, and we'll be able to prove very quickly the outcomes – and ROI – of any additions we make to the sites.

"But the Cannons business is the one that really has to change," he continues, referencing Proactive's site at law firm Allen & Overy (see *HCM* Jan 08, p36) as a template for the sort of integrated centre Nuffield Health now aims to offer in the consumer arena. "Allen & Overy offers physiotherapy, dentistry, health assessments, fitness, private GP and relaxation services, all joined up in one

club. We want to take that, in a step-by-step process, to the Cannons estate.

"But we would have confused our 175,000 members if we'd introduced all that on day one. So, on 1 December, we simply introduced some of the core services our surveys said we needed to provide – extra cleaning, towels for everyone – and invested in our people to make sure the front desk services were a bit more polished.

"The new healthcare services were the other fundamental aspect of the launch. Across all of our clubs, we've introduced a new senior wellbeing adviser role – someone who has core competencies in physiology. They deliver what we call a Vi1 Health Assessment, which is included in all membership packages, and act as mentors both to clients and to staff on the gym floor.

"The Vi1 is a 45- to 60-minute assessment that takes a snapshot of your health at a certain point in time. You leave with various initiatives to maintain

Senior wellbeing advisers conduct the Vi1 Health Assessment, which provides the basis on which to set goals

or reach your goals, returning in nine or 10 months to be assessed again. If you've improved, we believe you won't leave."

"It's an outcome-based approach that changes the whole emphasis," adds Mobbs. "We want people to understand the contribution that fitness makes to their health outcome, rather than looking at fitness per se."

Doyle continues: "We have, at the moment, 65 senior wellbeing advisers – all brand new headcount – and around 150 wellbeing advisers. All are qualified to offer advice on the gym floor regarding daily lifestyle, nutrition, sleep and so on, as well as exercise.

"We think this career pathway – from fitness adviser to wellbeing adviser, and ultimately senior wellbeing adviser, via internal training and experience – is unprecedented in the health club



► industry, and we believe it will help us retain our staff."

"From a customer perspective, we believe a broader range of people will be interested in engaging with our wellbeing advisers than with, for example, a personal trainer. We also believe our approach will appeal to a broader range of people by moving away from running on treadmills that never actually get you to where you wanted to go."

outcome-based approach

"We've started talking about our product evolution almost in software terms," says Doyle. "What launched on 1 December was version 1.0. Version 2.0, which will be launched mid-2009, will include access to the core competencies that exist within the old Proactive business."

"We have a new site in Nottingham, which opened on 15 December, where we plan to pilot some of the services I would call version 2.0. We've designed the space to offer our medical, relaxation and fitness facilities in a joined-up manner. There are no entrance barriers – we hope to attract a wider audience than just members – and you come in and turn left for a health

Nuffield Health Wellbeing will trial some of its 'version 2.0' services at the new pilot site in Nottingham

assessment or post-surgical rehab, right for the relaxation area, and go straight ahead for a swim or a gym workout."

Mobbs continues: "This is where it gets very exciting, because it pulls the whole business together. We'll be able to offer health maintenance programmes that relate to a specific lifestyle issue or disease. Rather than selling an annual membership, people will buy a health maintenance programme that includes a membership component."

"In tandem with that, we'll be looking at predictive screening. We may be able to identify if someone has a predisposition to a particular health risk, and we will then look at what they must do – through fitness, nutrition and so on – to avoid that risk being triggered. We may well be able to offer programmes across the whole of the Nuffield Health platform, combining health clubs with hospitals and diagnostics."

Doyle adds: "There's a long way to go, but the platform is in place to allow us to look at these kinds of services."

"But we have to be very careful about how we get there, as we don't want to disenfranchise existing members. Quite the opposite – we want to reward their loyalty. And so, if they commit to us, for the next 12 months they'll enjoy all the benefits coming down the track for no extra cost. Even for new joiners, the increase in fees will simply be along RPI levels, in line with the competition."

So how will Nuffield Health recoup its costs? – in its first year of ownership, it doubled the investment in the Cannons estate compared with recent years.

"Having definitive outcomes data means we'll be able, as appropriate, to offer customers direct referrals for further diagnostic, hospital or wellbeing services,"

says Doyle, stressing that this will benefit the customer as well as Nuffield Health.

Mobbs agrees: "This isn't about getting to a point where you ratchet up the price because you have a waiting list. Apart from the commercial imperative, as a charity we also have a public benefit imperative – we want to provide a degree of accessibility to these services. What you do have to do is manage yield, offering differentiated propositions and segmenting them to maximise your capacity. The industry is not good at this at the moment."

adding value

Do they think other operators will follow their lead, perhaps by partnering with medical or other healthcare providers?

"When you look at the other health club operators, they're all venture capitalist backed, very highly leveraged with lots of debt, and none of them think sufficiently long term," says Mobbs. "This isn't something you can achieve within three years and get an exit. This is a very long-term strategy and might not appeal to some operators."

"We're probably the best capitalised business in the industry, and I think we're in a strong position to hold our nerve in the current conditions and focus on the product and the service offering for the consumer."

"In general, I'm concerned by the way the market is reacting to the economic pressures at the moment. I hope, in 2009, people start to make decisions based on the added value our sector can offer, rather than discounting. All the research shows that companies which are successful during a recessionary period, and which emerge stronger during the recovery period, have developed propositions that add value to the consumer. That's what we're doing."



kate cracknell
healthclub@leisuremedia.com



The Allen & Overy site will serve as a role model for the consumer clubs



THE CLEANING SHOW 2009

10-12 March 2009 • NEC • BIRMINGHAM

As a world-class event, the Cleaning Show provides a unique opportunity for companies in the cleaning and support services industry to market, sell and promote their products and services to an international audience.

www.cleaningshow.co.uk

Why EXHIBIT?

- Showcase products and services at the industry's premier event
- Meet Clients and build relationships with existing ones
- Generate new sales leads
- Keep ahead of the competition
- Build awareness in the industry to a captive audience
- Research new opportunities and industry trends
- Penetrate new markets
- Benefit from the extensive pre show public campaign

Who will VISIT?

Visitors to THE CLEANING SHOW 2009 will include decision makers from:

- Contract cleaning
- Education establishments/authorities
- Facility managers
- Hospital / healthcare authorities
- Industrial / factory premises
- Janitorial supplies / wholesalers
- Leisure establishments / hotels / cinema
- Local / central government
- Office / Commercial
- Retail

FOR FURTHER DETAIL CONTACT

MARTIN SCOTT (on)

Tel: +44 (0) 1895 454438


Fax: +44 (0) 1895 454443

E-Mail: martinscott@squaretttd.com

ORGANISED BY



also online
from 2009



HEALTH CLUB MANAGEMENT HANDBOOK 2009

The 5th edition of the Health Club Management Handbook, published in association with the Fitness Industry Association (FIA), is being distributed in January 2009. The handbook is a comprehensive guide and reference tool for operators and suppliers working in the health and fitness industry.

Order your copy NOW.
Call: +44 (0)1462 431385 or email: displaysales@leisuremedia.com



Original Changing Room WET KIT BAGS

All our bags are degradable and can be RECYCLED

We can now print your own logo on as few as 10,000 bags

visit www.kingswoodleisuredirect.co.uk
or call 01268-548987 for more details



Suppliers to the Leisure Industry since 1984

Before and after The apartments before renovation (right) and the transformation that includes Live and Leisure (below)



living in harmony

Vicky Kiernander talks to Theo Hendriks about Live and Leisure – a health and fitness facility developed to his own very clear, community-focused brief

Theo Hendriks doesn't like surprises: "They're fine at Christmas, but I don't want them at any other time of the year." This explains why, despite the headaches, he enjoyed working on his latest project – Live and Leisure – so much. "I had full control from start to finish," he says, with obvious satisfaction.

Live and Leisure is a full service health and fitness club set amid a residential scheme in Zwijndrecht, just outside Rotterdam in the Netherlands. Forta, a local building corporation, approached Hendriks back in 2000 for some consultancy work. Forta wanted to know what type of facility would suit the €70m development, which was set to include the refurbishment of 444 existing flats and the building of two towers to

hold 150 new apartments and luxury penthouses. "Our research showed that residents wanted a modern health and fitness club with a full range of facilities but, more importantly, they wanted a place to socialise," explains Hendriks.

But who would do it? With a 12-year track record in the Dutch health and fitness industry and with 12 clubs operating under two brands (Capital Sports and Family Fitness), the Sports and Leisure Group (SLG), of which Hendriks is CEO, was an obvious choice. Hendriks is also involved with Basic Fit, a brand of budget clubs offering facilities for €16 a month. With experience across all types of facilities – budget, family and large-scale multifunctional clubs – Hendriks was more than qualified to take on the project, but he had one condition: "I had to work alongside the

building corporation and be in charge of the entire building process."

taking control

The desire to lead was driven not by some inner craving for power, but rather by Hendriks' extensive experience of running successful health and fitness facilities. "I know what makes a profitable health club and I also know that if you hand a project over to a contractor, as most operators do, you lose control and end up with a club that doesn't always work."

He refers to some of the enormous clubs that have sprung up in the Netherlands in the last few years by way of example. "Very few are successful," he says. "It's a well known fact that a health club should be located within six to eight minutes of your main target group. The chains were so intent on finding



Clever ideas The health club includes three areas local residents can use for free, run by a community association

somewhere in prime areas that could accommodate such huge facilities that they didn't ask themselves if they were right for the local market. Not everyone is willing to pay for a centre with facilities they know they will never use. That's especially true for the Dutch."

Running the project himself was certainly more time-consuming than opting for the turnkey alternative, but it meant Hendriks could personally choose all the sub-contractors for the project and benefit from the subsequent cost-savings. For example, the construction company selected for the job part-funded the health club, leaving Hendriks to find the remaining €2.5m.

It also meant no surprises. "I've always hated working with architects because they can't seem to design functional space. The gym space is usually much

bigger than you need and they always put pillars in the middle of rooms and pool halls. I wanted to design the club exactly the way I wanted it."

Hendriks' influence on the club's design included combining the reception and bar areas. His reasoning for this is that only one person is needed to greet members and serve drinks during off-peak times, while more staff can be drafted in to cope with busy periods. It also keeps costs down and means less unnecessary space.

community club

Live and Leisure is a far cry from the token fitness facilities that are too often found in hotels or in the basements of housing schemes. Open to the public as well as to residents of the housing development in which it is located, the

2,000sq m (21,528sq ft) club offers everything that's expected of a contemporary health and fitness club. This includes a 500sq m (5,382sq ft) gym – equipped by Star Trac, Spinning and Gym80, with the addition of Technogym Cardio Waves and Precor AMTs – dance studios, group cycling studio, 20m x 10m pool, plus a sauna, steam and spa pool suite. Physiotherapy, hairdressing, dietary and beauty services are also available.

But these facilities alone wouldn't ensure SLG met its brief to provide the social hub that the residents so craved. So it added something else – three areas totalling 400sq m (4,305sq ft) were created within the club for locals, 90 per cent of whom are over the age of 50, to use for free. An association was duly formed and is now responsible for the vast array of activities on offer for this ▶



► group during the day. Run by volunteers from the community, these range from pool and bingo to painting and card games. Seniors can also use the club's fitness facilities at a discounted rate and receive a 50 per cent discount on teas and coffees. In return for access to the club space, the association must provide one volunteer a day to help around the facility – in the reception and bar, for example, or in the small shop that supplies everyday staples such as bread, cereal, milk and coffee.

This clever combination attracts hundreds of seniors from the local community to the club – people who not only enjoy socialising with their peers and the opportunity to work in the facility, but who also hugely benefit from being in contact with the wider community. "Some of these people feel very isolated and lonely, so they love coming here and watching children take part in their activities and chatting to families in the bar. It truly is a club for the community," says Hendriks.

Good value Apartment owners receive free membership to the health club for a year and tenants' membership is included in their service fee

In addition to guaranteeing a busy club during the day, this arrangement with the association frees up the space in the evening, meaning SLG can use it to run courses, such as mediation and yoga, for the paying public.

adding value

Launched in April 2008, Live and Leisure needs 1,500 members to break even. It currently has 1,600 members paying between €50 and €60 a month, while seniors pay approximately €40 a month. HealthCity, the rapidly expanding health club chain, has recently opened a club within walking distance, which annoys Hendriks, but doesn't worry him. The HealthCity club charges higher fees and doesn't offer a pool, nor does it benefit from SLG's unique relationship with the local building corporation. "All those

who own apartments in the development receive free membership to the club for the first year, and those who rent apartments get Live and Leisure membership included in their service costs," Hendriks says.

Such an agreement means that Hendriks is virtually guaranteed more than 1,000 members from the residential development but this, he says, is not an excuse to get sloppy. Running a successful health club is, he adds, all about adding value and giving something back to members. This is why members at Live and Leisure can expect free fruit and the occasional treat in their lockers, such as free beauty packs. An agreement with the resident hairdresser means they receive a free hair cut once a year too.

"The little things are very important," says Hendriks. "Operators shouldn't wait to hit difficult times to re-evaluate their businesses and improve their product. They should be doing it all the time.

"I can't emphasise enough the importance of communicating with your members and making them feel special. It's something this industry likes to talk about, but doesn't do consistently. But if we can achieve this, I think we will ride out the recession."

It's evident that Hendriks has enjoyed leading the Live and Leisure project and finds its success as a community club genuinely rewarding. But to date he has refused all other offers to develop similar projects. "Live and Leisure took eight years to complete and I feel I need a rest. And besides, none of these other companies would let me have control over the entire project. I might consider it if I could be in charge though." It seems we may not have heard the last from Hendriks.



Time to relax Facilities include a sauna, steam and spa pool suite



vicky kiemandor
healthclub@leisuremedia.com



professionalspa
conference
1-3 March 2009 ExCeL London

Revitalise your spa business!

Fresh thinking for challenging times

High level networking and key insights for spa owners operators and hoteliers, designers and consultants. Expert contributions and insight on maximising operational efficiency, developing business acumen and the future of spa from speakers including: **Andrew Gibson**, Group Director - Spa, Mandarin Oriental Hotel Group, **Richard Dusseau**, CEO, Spatality, **Geraldine Howard**, President, Aromatherapy Associates and **Anne McCall Wilson**, VP Spas, Fairmont Raffles Hotels International.

Book now for preferential rates to the Professional Spa 2009

Conference passes:

Early Bird 2 rate - 3 Day Pass:

£395 +vat from 8 Dec '08 - 11 Jan '09

Full Price 3 Day Pass:

£445 +vat from 12 Jan - 27 Feb 2009

1 Day Pass:

£195 +vat from 10 Nov '08 - 27 Feb '09

Book now at www.professionalspa.com/conference or 0845 056 8839. Quote ref: Health Club Man

Your conference pass also gives you free entry into Professional Beauty 2009 exhibition, which runs alongside the Professional Spa Conference

indoorwalking
"Authentic group walking indoor training"



visit us...
www.indoorwalking.net



INDUCTIONS for RETENTION



Dr Paul Bedford outlines the key findings of his PhD, which looked into what makes for a successful gym induction programme

Retention has been a key business issue in the fitness industry since Dr Melvyn Hillsdon published his first report on the subject in 2000 – the first time scientific methods had been used to report what was actually happening in clubs regarding member retention.

Subsequent reports began to unravel the behaviours of members during the adoption and maintenance phases of membership, and one key element was identified: members who visited their club at least once a week in the first four weeks were more likely to remain members over the longer term.

As a result of this finding, many operators rushed to develop gym induction systems – often compulsory – that forced members to attend multiple appointments to ensure this four-visit frequency. However, although these inductions involved increasing amounts of clients' time spent with an instructor – generally between two and five hours over multiple appointments – little thought was given to the needs and preferences of the member, or to the content of the inductions beyond extending the amount of kit introduced.

Having been interested in the concepts and processes of behaviour change since the mid-90s, I was intrigued to discover whether an induction process that focused on teaching the principles of behaviour change would have any effect on the lifespan of new members.

the study

A PhD requires new knowledge to be generated, adding to existing knowledge within the academic field. A search of previous research identified that elements such as one-to-one support, moderate intensity exercise, multiple

What makes a member stay? Bedford investigated the difference between a single, simple induction and multiple inductions implementing social cognitive theory

© ANDRÉS RODRÍGUEZ / ILLUSTRATION.COM

Bedford's inductions involved designing programmes that were specific to the member

appointments and the inclusion of behaviour change strategies such as Social Cognitive Theory (Bandura 1977) had been effective at increasing physical activity. However, none of this research had been conducted with gym goers, and this is what my study set out to do.

A suitable venue to carry out this research was identified in London's Central YMCA club and, over a five-month period, 475 new members were recruited into the study.

Existing fitness staff, responsible for inducing new members, were trained in delivering the intervention that I devised. This was primarily based on the principles of Social Cognitive Theory, which is governed by three key factors – behavioural, personal and environmental – and states that all three will interact to create a change, and that a change in one will have an effect on the other two.

Taking into account the existing literature, our induction consisted of four sessions which reduced in length from 60 to 30 to 20 to 10 minutes. The first was a standard gym induction, while sessions two, three and four included behaviour change principles – such as identification of motivating factors for participation, clarification of barriers to exercise, evaluation of outcome and process goals – as well as time to recap on exercise equipment.

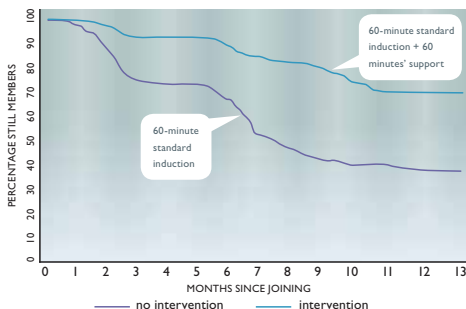
The four appointments were designed to be delivered independently over a four-week period. This meant different fitness staff could conduct the sessions, and allowed the new member to meet a number of staff during the initial weeks of membership – important in creating a sense of belonging and to ensure, with instructors working shifts, new members always knew someone in the club.

Sessions also included an opportunity for the member to demonstrate how they had progressed between sessions.

Dr Hillsdon and I had agreed that a randomised controlled trial would be the best way to test the effect of the intervention. New members were therefore randomly assigned into either a control group, who received the club's standard, one-off 60-minute induction



RETENTION RATE BY TREATMENT RECEIVED



PICTURE ABOVE: WWW.STOCK.COM/ARNE TRUTHMANN

– still a standard procedure across the industry – or the intervention group.

changing behaviour

A key element of behaviour change is self-efficacy – a person's belief in their ability to be successful. When exercises are introduced, it is vital that they are demonstrated correctly, with the member then given an opportunity to

practise while supervised. At no point should new members be shown what not to do – all demonstrations should be about correct technique. Positive language should also be used to reinforce the achievements of the member.

Our exercise programme design was also tailored to meet the individual needs of the member, with an emphasis on simplicity and low intensity in both CV

- and resistance. It's important to ensure new members are successful in the early stages of membership, avoiding over-complex and high intensity exercises. They will gravitate to this over time if they wish.

results

The members were followed for 12 months to observe changes in frequency of activity, exercise intensity and psychological processes – self-efficacy, outcome expectation (the belief that exercise will lead to specific benefits) and outcome values (the value someone places on achieving their goals).

Survival analysis – the method of measuring retention rates advocated in Dr Hillsdon's reports – was used to calculate the results of both induction processes. When all other factors – age, gender, exercise experience, distance travelled from home or work, and psychological processes – were taken into account, 70 per cent of the intervention group were still members after 12 months, compared with only 38 per cent of the control group (see graph on p43).

An attrition rate was also calculated to identify the rate at which members left. This identified that members in the intervention group left at a rate of 24 per 1,000 members per month, compared to those in the control group who left at a rate of 77 per 1,000 per month.

In both groups, over the 12 months of the study, exercise intensity rose gradually from moderate to vigorous. Overall visit frequency did not increase, however, with the average weekly visits remaining at two or fewer.

Self-efficacy and outcome expectation both increased in all participants in the first three months. However, this increased level was maintained only in the intervention group, and declined in the control group at three months. Members in the intervention group also reported increased levels of confidence in using the club and in their ability to maintain exercise in the future.

conclusions

It is possible to increase membership length by manipulating the induction processes. Behaviour change procedures



Good results: Attrition was much lower when members received multiple, more personal inductions

have been shown to be effective at developing positive behaviours in fitness facilities as well as in clinical environments. Using existing staff and manipulating the staff timetable, it is possible to provide additional support in the early stages of membership, which has been proven to make a significant difference to retention rates.

This does not require specialist staff, but does require specialist training for your staff. All the staff delivering the intervention at the Central YMCA were existing gym instructors with at least a Level 2 NVQ, plus additional training in behaviour change techniques based on Social Cognitive Theory.

Providing additional support in the early stages of exercise adoption can be financially beneficial. The intervention induction used in this study increased the time spent with an instructor from 60 to 120 minutes over four sessions. The intervention group then stayed an average of seven months longer than the standard induction – ie an appropriately trained instructor spending one additional hour with a new member in the first four weeks provided an additional seven months' revenue.

However, while all new members should have some form of induction to introduce them to the club/fitness team, ongoing observations suggest that not all new members require the additional levels of support provided by the behavioural change induction model we tested.

In the case of our study, all participants had agreed to be involved – including attending all four sessions, irrespective of their previous gym experience. However, in practice, new members who are regular exercisers and just transferring gyms may not require multiple inductions – indeed, putting them through this may have a negative effect. Limiting inductions for experienced exercisers will also free up additional time to support those new to exercise.

But it's important to remember that, while some new joiners may have been members elsewhere, they may never have got going. These are the people most likely to slip through the net when it comes to support, which happens when staff assume that previous membership equates to competence and consequently provide an induction more suitable to an experienced exerciser.

In conclusion, successful induction programmes have common elements – identifying early on who does/does not require support, providing multiple appointments in the early stages of membership that expose new members to a variety of staff, and including exercises appropriate to the skill and fitness levels of the new member. Successful inductions also require behaviour change to be considered – already common in other industries where this is the goal. Fitness staff must also realise that the aim of the induction is to help the member to begin to use the facility with confidence and competence, not to show how much they know about every aspect of programme design.



paul bedford
healthclub@leisuremedia.com

“ADDITIONAL SUPPORT IN THE EARLY STAGE OF MEMBERSHIP HAS PROVED TO MAKE A SIGNIFICANT DIFFERENCE TO RETENTION”

research round-up

People who draw up a detailed exercise programme are more likely to get fit, say scientists from the University of Zurich

plan of action

Logic says that health club members who plan an exercise programme and stick to it are more likely to reach their goals, but this is now backed up by research published in the *British Journal of Social Psychology*.

The research focused on runners in the lead-up to a marathon, with most regulating their own training. However, with the New Year influx of new members – many of whom may have signed up to an event that requires preparation through a well-designed fitness schedule – there's no reason why health clubs can't learn from the findings.

Whether members are training for a running event, a trek in Peru or a cycle ride across Britain, why not offer to help them get 'event fit'? After all, achieving results for members by setting goals and providing the appropriate programming can all lead to improved retention.

train of thought

The research in question was led by Dr Urte Scholz from the University of Zurich in Switzerland. It looked at how a group of novice runners preparing for a marathon conducted their training, and whether or not they ran in the marathon.

The study was based on 30 adults – 26 women and four men – aged between 24 and 56. None of the participants had previously received any formal training and the event they entered was the Gutenberg marathon in Mainz, Germany.

The participants received a personal training plan, developed by a personal running trainer, and took part in one weekly joint running session every Sunday (organised by the trainer).

Over the course of a year leading up to the marathon, the runners completed 11 monthly questionnaires about their training. The questionnaire covered: risk



Be organised: A detailed training plan is the key to success, say researchers

assessment, where participants were asked to measure perceived vulnerability to health problems; positive and negative outcome expectancies of the training; self-efficacy; and training intentions.

It especially focused on three aspects of their motivation. Firstly, it looked at action planning and how detailed or 'concrete' their running schedule was. Secondly, it touched on coping planning, which covered how well they dealt with obstacles such as bad weather or injury. And thirdly, it measured action control, where they checked how well they had stuck to their schedule.

To keep track, participants gave an estimate of how often they ran each week, and for how many minutes. They also logged distance covered and times.

going the distance

Participants began with an average of 152 minutes' running a week, which increased by 6.1 minutes each month.

One month before the event, trainees were running an average of 213 minutes a week – but there were big differences between the participants, with some running significantly more than others.

When the big day came, of the 30 people who took part in the study, 13 ran the full marathon, nine ran a half-marathon distance and one ran a two-thirds marathon – a legitimate option in the race. Seven did not run at all.

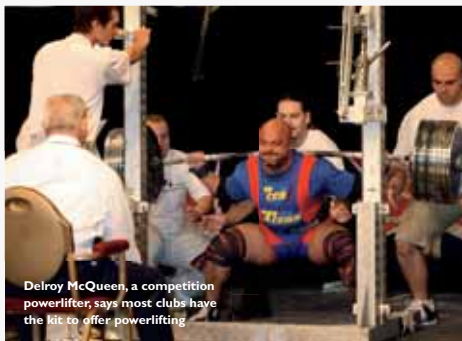
Looking back over the monthly questionnaires, the most significant differences between those who ran on the day and those who didn't were noted in the areas of action planning and action control – non-runners reported a significantly lower level than runners in both these variables.

It was the individuals who stuck to a more detailed exercise plan, increasing their mileage most over the year, who were most likely to actually take part in, and complete, the marathon.

MAKING ROOM FOR WEIGHT TRAINING

The days of spit and sawdust are long gone, but some operators are re-introducing more comprehensive weight training options to their clubs to meet customer demand. Guy Brown reports

There has been a marked increase in the number of operators integrating weights into more areas of their clubs, says Jeremy Navrady, Escape Fitness sales and marketing manager: "The notion of having only one free weights area is outdated." He reels off examples of facilities that have invested in comprehensive weights offerings, including: Sheffield Hallam University (see case study p47); Fitness First Bedford, which has a dedicated PT zone that's a fusion of weights with PT equipment; Wentworth Club, which has a functional weights area; Gosling



Delroy McQueen, a competition powerlifter, says most clubs have the kit to offer powerlifting

Sports Park, which recently invested in a heavy lifting zone; and The Athlete Performance Centre in Flintshire, which has "the best functional zone" Navrady has ever seen.

Kevin Yates, national health and fitness manager for Leisure Connection, adds that a growing number of personal trainers are doing fixed resistance and cable work, using equipment such as plate-loaded machines and kettlebells. He notes a change in philosophy away from fixed time periods on CV machines and towards functional training.

powerlifting growth

However, in spite of this move towards functional training, and although some health clubs offer a full weight training option (see case studies), most are not yet fully embracing weight training.

Dave Hembrough, a strength and conditioning expert at Sheffield Hallam University, breaks down weight training into three principal forms: weightlifting, (the clean and snatch and their derivatives as you see in Olympic weight lifting events), strength training (using resistance methods like free weights and weight machines, as associated with bodybuilding) and powerlifting (squatting, deadlifting and bench pressing). Powerlifting in particular is enjoying unprecedented growth thanks to increased media coverage, says Mark Norton, president of the British Drug Free Powerlifting Association. ▶

case study

LEISURE CONNECTION – HARPERS STEEL

Leisure Connection is launching its Harpers Steel gym brand as a predominantly (95 per cent) resistance-only club. "We're taking the old bodybuilding gym but making it a more user-friendly facility," says Kevin Yates, Leisure Connection's national health and fitness manager.

The gyms will be independent of existing Harpers facilities. The first will be a trial site, due to open between late April and June this year.

The 929sq m (10,000sq ft) site will offer 114 stations of plate-loaded resistance equipment, with each area zoned by body part. There will also be movement corners, reaction walls, basketball and boxing, a DJ booth and wide range of supplements.

Yates is not underestimating the challenge of setting up a resistance

club. "We have to get a lot right in terms of, for example, education – instructors will need an advanced personal trainer qualification – and safety, as there will be a lot weight plates and dumbbells around."

It has been done successfully elsewhere. "Gold's Gym is already doing similar things in terms of resistance. We visited Gold's Gym in Venice Beach, which is regarded as the Mecca of bodybuilding. It was packed with people resistance training. You have 60- to 70-year-old ladies in there doing seated leg presses, which makes you think this is how it should be. The community spirit is a lot better there, too – people are talking and having a great time. Maybe [in the UK health club industry] we got lost by selling loads of treadmills and CV."



Uplift: Escape reports a growth in functional training incorporating free weights – but how many clubs are really embracing weight training?

case study

SHEFFIELD HALLAM UNIVERSITY, SHEFFIELD

Sheffield Hallam University has three different training environments – two public health and fitness areas and one sports performance room – each of which features weightlifting components.

The High Performance Hallam Strength and Conditioning area at the Collegiate Campus offers the most extensive weight training options, including six Olympic lifting platforms. Going forward, it will also offer an SAQ [speed, agility, quickness] and plyometric area equipped by Life Fitness and Escape Fitness. This will include another

Cable Motion Dual Adjustable Pulley as well as plyometric platforms, speed ladders and an integrated force plate.

The two public health and fitness areas include free weights, power racks and lifting areas. The Club Hallam Health and Fitness Suite at City Campus – a 75-station facility equipped by Life Fitness – includes Signature Series and Hammer Strength Motion Technology Selectorised (MTS) Series among its resistance options. There is also a personal training area which includes a Life Fitness Cable Motion Dual Adjustable Pulley and free weight options including medicine balls.



Kettlebell instructor Steve Angell says weightlifting is the norm in US gyms

► "Powerlifting is much easier to provide for because it's just squat, bench press and deadlift," says Delroy McQueen, a personal trainer and competition powerlifter. "It needs much less space than weightlifting, and a lot of health clubs have a squat rack and bench press station already." A reinforced lifting platform would be the main addition necessary.

However, the majority of mainstream clubs still steer clear of full weight training. "Some health clubs have some good kit and the potential to offer [weightlifting and powerlifting], but they don't," says Steve Angell, personal trainer, senior kettlebell instructor and nine-times weightlifting world champion. "They make it pretty clear it's not the kind of thing they want in their facility."

case study

BODYCOACH FITNESS, BURY ST EDMUNDS, SUFFOLK

Sharon Clare, owner of Bodycoach Fitness gym, is a personal trainer, an international professional natural bodybuilder with the British Natural Bodybuilding Federation team, and a former Miss Britain Physique. She specialises in strength-based personal training – her facility offers a full range of resistance machines, as well as free weights, dumbbells, barbells and some plate-loaded equipment.

Clare says Bodycoach Fitness has succeeded in attracting both males and females to free weight training. She values the "results-based" nature of free weight training, which increases lean muscle mass that, in turn, helps decrease body fat and generate discipline, focus and self-confidence.



He says there's a perceived clash of cultures but points out that, in the US, lifting weights has always been accommodated successfully in standard gyms. Hembrough believes this can be partly attributed to the collegiate sport environment in the US – a large volume of people have had exposure to weightlifting through this, which transfers into health clubs in later years.

instructor implications

The mainstream gym population in the UK is not weight training savvy – and neither are most instructors, believes Angell. Hembrough adds that technical instruction is sub-standard, and that standard fitness qualifications do not include the relevant training to instruct weight lifting.

The United Kingdom Strength and Conditioning Association (UKSCA) provides accreditation at four levels, with entry possible at any level subject to prior knowledge and experience.

"There's a high failure rate at the moment, partly because of the technicality of some of the lifts," says Hembrough. "[Instructors] lack the necessary skills and knowledge. But, as they gain these, it will definitely have an impact on the health and fitness market." The British Weightlifters' Association (BWLA) also provides a basic qualification, adds Hembrough.

McQueen believes a lot of personal trainers would have the qualifications to teach the basics of powerlifting, but that they wouldn't know advanced powerlifting techniques, as training and qualifications provided by organisations such as BWLA and UKSCA only tackle basic powerlifting knowledge.

Angell reveals a further certification snag for weight training. He says certification from organisations such as BWLA and UKSCA meet with resistance from the certification guardians of the health and fitness industry, REPs.

Ben Gittus, SkillsActive's standards manager, says: "For fitness instructors to gain entry onto the Register, their qualification needs to cover a range of skills including weights, CV equipment, and health and safety, for example. These qualifications need to reflect the full range of national occupational standards that have been agreed and set by employers in the industry. Specialist weights certifications often do not cover this full range of skills."

"REPs fully supports instructors specialising in the integration of weights into programmes, and agrees it's a growing area. However, members of the Register will normally specialise in this area through their continuing professional development. REPs can fully recognise specialist weights courses as endorsed CPD activities."

case study

PF2 HEALTH CLUBS

PF2 Health Clubs are kitted out with Precor kit, plus a full range of free weights, dumbbells and barbells. "We also have a 'James machine', allowing members to benefit from the same safety features found on a Smith machine but with a much greater range of movement," says managing director Richard Noble.

PF2 clubs are split into four sections – a cardiovascular area, a free weights area, a resistance machine area and a studio with a sprung floor.

Weight training programmes are available and group training is included in the membership fees. Instructors

ensure that members are taught to use the equipment correctly.

"It's clear to see from the clubs that the popularity of strength work is increasing among our members," says Noble. "We're permanently writing new resistance programmes, and more and more members are participating in BODYPUMP classes."

Noble says that by educating members on the benefits of strength workouts and the need for a balanced training programme, they've been able to encourage people who'd normally miss out weight training to include this important element in their programme.

HIRST WELFARE CENTRE, ASHINGTON, NORTHUMBERLAND

The Hirst Welfare Centre is a multi-use community facility that offers both

Olympic weightlifting and powerlifting. The club has several regional and national champions, with some of their elite lifters also competing internationally.

Business at the centre supports the argument that the popularity of weight training is growing. Rob Story, health and fitness development worker at Hirst Welfare Centre, says a lot of new users to the centre have stated they have only joined due to the extensive range of free weights compared with other local centres.



The Hirst Welfare Centre counts several weightlifting and powerlifting champions among its members

HIREP GYM, FOLKESTONE

Hirep Gym is a 280sq m (3,014sq ft), traditional weight training gym owned by Alan Collins, himself a world champion and world record holding powerlifter.

The gym has a mixture of old Nautilus kit, Hammer Strength and other similar machines – more than 70 stations catering to bodybuilders. There is also Strongman kit such as the Raask stones (more commonly known as Atlas Stones) which are synonymous with the World's Strongest Man Super Series.

Competitive powerlifting requires equipment engineered to a high specification. There are different bars depending on the federation, and Collins says the weights have to weigh exactly what they say to be used in competition: "We have some Ivanco weights and a full set of Eleico plates – around 10 tonnes of plates in all."

The gym also has a power rack, which uses rubber bands in conjunction with weights, enabling variable resistance over a range of movement. Hirep Gym also uses big heavy chains on bars, and ball pressing.

Powerlifting is enjoying a surge in popularity, according to Collins. "Powerlifting is not as small as people tend to think. It's often referred to as a minority sport, but I can think

of a lot of Olympic sports with far fewer people involved," he says.

He adds that Britain has had more world champions in powerlifting than in any other sport, yet they get the least recognition. That is changing, though, with the British Championships now being picked up by Sky TV.



Hirep offers a wide range of strength kit, including 10 tonnes of plates



guy brown
healthclub@leisuremedia.com

Full Commercial & Light Commercial
Racks & Benches



Pro Medial Dumbbell
with Lifetime Warranty



Olympic ISO Plates



Huge Selection of York Signature Bars



Handmade Oak Lifting Platforms



Pro-Classic & Club Boxing Equipment



**CALL 01327 701852
FOR YOUR FREE
YORK STRENGTH
BROCHURE**

**YORK
FITNESS**
commercial range

www.yorkfitness.com

Visit us at:
York Way, Daventry, Northants NN11 4YB

Duncan Jenner reports on the integrated wellness offering at St Peter's Centre in Burnley



THUMBING A LIFT

St Peter's Centre – a combined leisure and primary care hub in Burnley, Lancashire – opened in 2006. Extending to almost 20,000sq m (215,278sq ft) and costing nearly £29m, the centre fits into the increasingly popular model of comprehensive, integrated wellness services and offers a powerful demonstration of how joined-up thinking can generate exciting, creative solutions.

With its pockets of social and economic deprivation (see information box, p52), Burnley is in the bottom fifth of

local authorities in terms of health and deprivation indices. The population suffers from higher rates of long-term illness and significantly lower life expectancy than the national average, and there are many other lifestyle-related issues – high levels of circulatory disease and coronary heart disease, for example, as well as teenage pregnancy rates. By offering a more integrated approach to primary care, giving valuable links between health care and exercise, St Peter's Centre addresses such issues directly.

The scheme came about as a result of simultaneous reviews by East Lancashire

PCT (ELPCT), which was in the process of a strategic review of health services, and Burnley Borough Council, which was conducting an independent assessment of its leisure services – in particular the future of the ageing William Thompson Leisure Centre.

Both studies identified the need for facilities in the centre of Burnley, at which point the PCT and the council began to talk about the possibility of combining their projects. It was decided to scrap the existing William Thompson Centre, with its prime town centre location, and utilise a nearby site to house both the new leisure facilities and the wide range of health facilities required (see information box, p51), all under one roof.

People are starting to realise that physical activity can be for them – ‘ordinary’ people

Landmark building (left and right) St Peter's Centre is the tallest building in Burnley, with a glass atrium as its focal point

national investment

Burnley's position in the bottom 20 per cent of local authorities meant it fell into the Spearhead Group, targeted for improvement on both local and national agendas, and the PCT was already well on the way to establishing a project team for local regeneration work – it had already secured a delivery partner, the Eric Wright Group, for the construction of new facilities across the area through the Local Improvement Finance Trust (LIFT) scheme.

LIFT is a major national programme from the Department of Health (DH), which aims to invest more than £1bn in primary care premises across the country. The scheme is flexible, depending on the needs of each PCT, and a range of facilities can be delivered, from GP premises to community hospitals to integrated joint service centres like St Peter's. There have been several waves – the East Lancs LIFT initiative, including the construction of St Peter's Centre and the regeneration of Burnley town centre, was one of 12 second-wave schemes announced early in 2002.

The scheme is run by the Partnerships for Health (PfH) company – owned by the DH – which establishes a LIFT company (LIFTCo) with the local NHS, PfH and a private sector partner all as shareholders. The LIFTCo owns and maintains the



FACILITIES AT ST PETER'S

FITNESS

- 25m x 15m main pool and 12m x 10m learner pool with movable floor, plus seating for 200 spectators
- Health suite with sauna, steamroom and spa pool
- 90-station Precor fitness suite with full AV system
- Two dance studios
- Four-court sports hall with separate one-court hall for martial arts, gymnastics and private hire
- Two glass-backed squash courts with spectator viewing and coaching areas
- Crèche
- Café

The building was a finalist in both the Local Government Chronicle Awards and Municipal Journal Awards. It was winner of the National Local Government Chronicle/Health Service Journal award, the Tackling Health Inequalities award, and a regional winner of the RICS award

HEALTH

- Five GP practices
- GP emergency out-of-hours service
- Treatment rooms
- 24-hour pharmacy
- Dentistry
- Physiotherapy
- Cardiac services
- Podiatry
- Community nursing
- Musculo-skeletal therapy
- Chaplaincy
- Family planning
- Speech and language therapy
- Minor surgery suite

► building and leases the premises to PCTs, GPs, local authorities and so on.

While very similar to the PFI scheme, LIFT typically offers good levels of flexibility for health tenants, with attractive short-term leases. The common approach, using the same partners across a range of projects, also offers economies of scale and speed as additional advantages – once the LIFTCo is set up, very little additional procurement usually takes place.

race against time

In the case of St Peter's, the entire process from concept to opening was completed in just over 18 months – a truly rapid turnaround for such a substantial scheme, but not without its drawbacks.

Both the PCT and the council had set strict deadlines for completion of the project, in addition to which some of the funding – such as the £1m Big Lottery Fund grant from Sport England – had to be activated by a certain date. Other funding sources included £7m from the council,

£500,000 from the Neighbourhood Renewal Fund and £350,000 from the Single Regeneration Budget, with the rest coming from the PCT.

With the entire process so deadline-driven, there were some clear challenges. Justin Harris, director of Nightingale Associates, the architect for the scheme, says: "While we had a very well developed brief, the timetable was demanding. We went from initial designs to planning in about six months." He adds that the strategic review of leisure services had already made reasonably specific recommendations about the facilities required, so scheduling and scoping processes were well underway.

Had there been more time, however, Harris feels they might have made a few tweaks from a design and engineering perspective: "We would perhaps have liked to push the engineering of the building a little further. As the health facilities and the leisure offer have split management, we took slightly different approaches to the heating and energy. We

might have liked to use Combined Heat and Power (CHP) across the board."

Another challenge stemmed from the broad remit of LIFT and the fact that leisure provision is not its sole focus. Nightingale – as the architect across the whole East Lancs LIFT scheme – had not previously delivered a public 25m swimming pool. However, says Harris: "We were fortunate to be able to work very closely from the outset with a number of partners – including the operator (Burnley Borough Council) and various specialist contractors. I know it's a cliché, but if the partnership hadn't worked really well, we simply wouldn't have finished the project on time."

Mick Cartledge, director of community services, says that the deadline had the effect of focusing the collective mind of everyone involved. Nevertheless, he confesses: "There's one thing I would do differently. We transferred from our old centre to the new one in just two weeks to minimise the impact on existing customers. Staff were amazing and some worked through the night, but an extra week may have resulted in fewer grey hairs for a number of people."

Lang agrees: "We closed on Sunday and had a soft opening on Friday. Fortunately we didn't have to recruit many new staff. We brought most over from the William Thompson Centre, so they had experience."

two become one

One of the greatest challenges for projects of this nature is creating an environment that's welcoming and accessible. At the root of many people's uncertainty regarding the concept of wellness centres, or polyclinics, is the sense that the atmosphere and personal quality of the services offered by GPs in traditional clinics will be lost.

Harris says addressing this issue was a priority. "This is a very substantial building, but we didn't want it to be intimidating or too clinical. We've tried to create a lot of natural light and comfortable waiting areas, avoiding corridors. This has meant small, intimate spaces. The site constraints meant that the footprint is not large, but there was scope for building upwards."

At 10 storeys, this potential was certainly realised – St Peter's is the tallest building in Burnley.

The team also tried to ensure that community consultation was at the top

ABOUT BURNLEY

Burnley, population c.90,000, is a town located in the north-west of England which developed and grew with the industrial revolution. The gradual decline of the textile industry in particular has had a dramatic impact on the town today, and there are pockets of significant social and economic deprivation.

The town made the national headlines for all the wrong reasons in June 2001, when racially-motivated tensions developed into major riots. The smoothing of community relations and development of schemes to encourage social cohesion have been a major point of local policy ever since.

The Active People survey of 2006 showed that 19.7 per cent of adults

participate in 30 minutes of sport at least three times a week, placing Burnley in the middle quartile nationally. For most other KPIs – covering tuition, sports club membership, volunteering and taking part in organised competitive sport – Burnley was placed in either the middle or bottom quartiles.

The exception is KPI 6, satisfaction with local sports provision, which scored 75.5 per cent against a national average of 69.5 per cent. This suggests that the development of new facilities and an improved overall service is being noted and well received by locals. This development is ongoing – the Padiham Leisure Centre is currently being refurbished at a cost of £1.25m and is due to re-open in July 2009.



The five-year membership target was achieved in just over one year

of the agenda. It developed various focus groups, through the Community Action Network, to work with traditionally hard to reach groups and improve engagement. These included the patients' and Asian women's forums – as a result of the latter, programming in the pool now allows for women-only sessions. Visually-, physically- and hearing-impaired people also sat on the design team, offering advice on things like using contrasting colours and symbols for way-finding and signage, rather than words.

The main glazed atrium is the most striking feature and the centrepiece of the whole facility, acting as a vibrant, colourful hub for both the health and the fitness facilities, and featuring commissioned sculptures which were partially funded by an Arts Council North West grant.

A 90-station fitness suite is located at the heart of the centre, overlooked by anyone coming or going. Paul Foster, leisure development manager with Burnley Borough Council, says this visibility has had a positive effect on encouraging activity: "We were a bit concerned that the general public might be a little intimidated seeing young, fit people pounding on the treadmills, but it hasn't been that way – it's used by a really diverse cross-section of people, so it's had a great effect." Zilpha Lang, centre manager, adds: "People are beginning to realise that physical activity can be for them – 'ordinary' people – as well."

The need for a facility that encouraged integration was paramount. The building is split in terms of the PCT (health) and local authority (leisure) managed areas, but the clear synergies between some of the services on offer – physiotherapy and fitness, for example – needed to be reflected in the layout, allowing for easy transfer. As a result, physiotherapy, for example, has its own entrance to the fitness suite to facilitate rehab sessions.

Linda Searle, manager of the local Healthy Lifestyles programme – the umbrella term for the exercise prescription, weight management, cardiac rehab, stop smoking clinics and other

health awareness initiatives, previously delivered from another venue – says the difference in uptake of all schemes since the collaboration has been dramatic: "In the case of exercise referrals, a patient can be seen by a medical practitioner, then we often come to see them straight away, without them even leaving the building. The drop-off from prescription is therefore much smaller."

"The closer working relationship between leisure services and health services has also manifested itself in many subtle ways, such as installing healthy options in vending. Tackling health inequalities is very much a process of gradual chipping away."

The project has also helped give exercise a new level of awareness, she says: "Just getting some people in the building – many of whom are from the most deprived backgrounds and with physical activity not on their agenda – has been a terrific achievement." Lang agrees: "We're seeing a lot of new faces. We're delivering new services and classes, and are reaching a totally new audience."

Foster continues: "The whole project has provided the stimulus for more

successful engagement and increased participation and it's had a greater impact than we anticipated. From a service perspective, it's been fantastic to have the council's sports development team in the same building as facilities management, along with the Healthy Lifestyles team. We're already becoming more integrated – it's a hub from which we can work more effectively with all partners in a variety of ways."

Stewart Ingham, marketing manager at Burnley Borough Council, adds: "Like any new facility, St Peter's attracted a lot of preliminary interest – more than 10,000 visitors toured in the first four days of opening – but this has been sustained. We continue to attract an average of 120+ new members a month, due mainly to the combination of high quality facilities and a very competitive pricing structure." He adds that the five-year membership target was achieved in just over one year, with a 50,000 increase in number of visits compared to the old William Thompson Centre.



duncan jenner
healthclub@leisuremedia.com



Integration Visitors do not need to leave the building to move between health and leisure



back to basics

Kate Cracknell highlights the key themes emerging from this year's IHRSA European Congress, and summarises the findings of the IHRSA European Market Report 2008



The eighth annual IHRSA European Congress took place in Lisbon, Portugal, from 23–26 October 2008, and attracted more than 400 attendees from 25 countries.

The event, which offers a combination of presentations, seminars and networking, was held in conjunction with the launch of the 2008 IHRSA European Market Report (see our summary on p56).

The Congress keynote by Kell Ryan, co-founder of Ryanair, was followed by two days of thought-provoking presentations, many of which revolved around common themes – leadership, member service, staff motivation – and, says IHRSA director of Europe Hans Muench, “provided valuable strategic and operational insights into growing in difficult times”.

passion drives profit

In his keynote speech, entitled *Leading a Business Revolution*, Ryan spoke about entering uncharted waters and redefining business models.

The aim for Ryanair, he said, is for it to become not just the largest budget airline

in the world, but the largest airline full stop. The company aims to achieve this by focusing on its core offering and delivering this consistently well. People don't need gimmicks when flying, said Ryan, they need punctuality, modern aircraft, professional staff and consistently low fares. By offering this – “a simple model in a complex field” – he believes Ryanair has redefined value and service.

“You have to remain true to your core business and not try to be all things to all people,” Ryan continued. “If you want to eat, go to a restaurant. If you want to fly, go to Ryanair.”

Believing in the potential of your staff is also key, he continued, as is securing their buy-in and sense of ownership of the business – “passion drives a business”. He said that Ryanair staff are highly paid compared to other airlines and all have share options, ensuring it's in each and every one of their interests for the business to do well.

Ryan also encouraged delegates to embrace the internet, which he said has transformed Ryanair's business – 96 per cent of all bookings are now made online.

“Today's consumer is very savvy, using the internet to compare deals. There's no middleman any more. The consumer is king, and becomes loyal almost subconsciously through experience. Other airlines might sometimes have a cheaper flight than us, but people always come to us first to check.”

Industry consultant Rod Hill picked up on a number of points made by Ryan when he spoke about the greatest opportunities and threats facing the health and fitness industry today. “In recessions, people think about their health more than at other times,” he said, suggesting that, as they realise they may have to work later into life than expected – and that they need to stay healthy to do so – they will keep exercising. He drew a comparison with the hospitality industry by quoting hotelier Horst Schultz: “I will not accept the explanation of a recession negatively affecting the business. There are still people travelling. We just have to get them to stay in our hotel.”

Price matters, continued Hill, picking up on a key theme of Ryan's speech – and the mid-market is under attack. However, Hill sees commoditisation as the biggest threat: “People can always build a club cheaper than yours”. We must build a brand, selling on emotional benefits rather than price, he continued. Fitness is about making people look and feel better. It's about combating illness. “We should be able to build a brand around this.”

Key to this theory is going back to basics – to hands-on passion and getting service right. “We're not in the coffee business serving people. We're in the people business serving coffee,” a Starbucks employee once famously said. Fitness should also be approached from

Keynote speaker Kell Ryan (centre), co-founder of Ryanair, talks to delegates at the IHRSA European Congress



The eighth annual IHRSA European Congress was held in Lisbon, Portugal, and attracted 400 attendees from 25 countries

this perspective, said Hill. Staff motivation is a fundamental factor, he added, echoing Ryan in his observation that passion makes profit: "We need to give staff the ownership mentality so they'll go the extra mile." Howard Schultz, chair and CEO of Starbucks, once pointed out that retail and restaurant businesses live or die on customer service, but that those acting as the public face of the business are badly paid. Fitness faces the same issue, observed Hill, and we must do what we can to engage the hearts and minds of our staff.

happy staff, happy members

Adrian Furnham, professor of psychology at University College London, took the baton in a presentation that looked at the importance of good management in staff motivation and retention, and at the vital importance of this in a recession.

Bad times mean the survival of the fittest, he said. Today's conditions are a test of leaders and managers, demanding creativity and new thinking and accelerating the need for change.

So what makes a good manager? Particularly in difficult times, he said, leaders need to be visible,

providing confidence through constant communication. They need to lead from the front, doing the little things right but also being strong enough to innovate when everyone else is maintaining status quo – adapting, sharpening focus and streamlining processes. "Simple ideas applied in tough times can have dramatic consequences," he added.

Managers must also understand how to motivate their staff – giving them meaningful work and the information needed to do it, demonstrating long-term commitment to their career development, seeking their ideas and involvement in decisions, providing regular feedback, creating a sense of community.

"Pay is not a powerful motivator, but it is a powerful demotivator," Furnham continued. Pay people what they're worth in the marketplace, as salary satisfaction is not absolute but relative – staff always want to know how their pay compares to that of their colleagues.

And why does all this matter? Because staff motivation and job satisfaction are

key to customer engagement. Good service is key to repeat custom and, in fitness, it is the responsibility of poorly paid instructors to deliver this service. But they will deliver if they're happy, said Furnham, and they will be happy if they are well managed.

inspiring change

Nic Jarvis, senior partner at The Alignment Partnership, continued on this theme in a presentation that looked at the role of leadership in creating a retention-based culture.

For a club to be successful, he said, it must retain members – and to do this, we have to achieve results for the customer. If we set out with this goal in mind, he continued, we would be measuring customer results, but how many of us are doing this? Not only are few of us measuring these results, he ventured, but many members don't even know what they want to achieve. Without a clear goal, they can never be satisfied that they have achieved it, and they will leave. ▶

Managers need to innovate when everyone else is maintaining the status quo

► Tapping into a member's intrinsic motivation to exercise and constantly interacting with that member, creatively finding ways to help them achieve their deep-rooted goals, is key – but, said Jarvis, very few instructors think this way. People come into the industry with a passion, he explained, but then they lose it. “Something's wrong with an industry when it takes people's passion away.”

Echoing previous presentations, Jarvis spoke about the importance of frontline staff in member retention. “If staff can't do something, we send them on a training course,” he said. “But very often they're simply not using the skills they already have. All staff have the skills to talk to a member, for example. They just don't do it. The problem is their attitude.”

Attitude, he said, is based on a company's culture – its fundamental belief system – which is dictated by its leaders. If the CEO were to point out a member and ask instructors how that person was doing, it would communicate to staff that member results were important. It is not what you say but what you do that counts; leaders must invest their own time in the things they want their staff to focus on.

And everyone can be a leader if they have the right attitude, according to Jarvis. Leaders must inspire a shared vision and empower people to deliver it through a culture of personal responsibility. They must challenge the process and change what's not working in manageable steps, continually assessing progress.

The principles of leadership and the process of change are the same at both an individual and a company level, Jarvis added. If we instil leadership attributes in our staff, they'll use them with our members – understanding them, setting a desired outcome the member can own, planning for success by keeping it simple, encouraging them, tracking results. At the moment, however, the industry keeps doing the same thing without getting the desired results, Jarvis concluded. Changing beliefs – challenging a culture – is hard. It can only be delivered by significantly and consistently changing behaviours and, with it, finding evidence to support a new belief system. But if the industry is to survive, we have to change.

The ninth annual IHRSA European Congress will be held in Dublin, Ireland, on 22–25 October 2009

european market report 2008



PICTURE:WWW.ISTOCK.COM/REITER GABRIEL

The 2008 IHRSA European Market Report presents a snapshot of the estimated €22.76m European health and fitness market, profiling the leading European countries and providing an overview of trends.

The UK remains the largest market in terms of value – €4.75m compared to second-placed Spain on €3.6m. It ranks second, after Spain, for member numbers (7.2 million), but manages only equal fourth in terms of penetration – after Spain, Sweden and the Netherlands.

In the meantime, both in terms of number of members and penetration rates, Spain has risen from second place last year to rank first on both measures, with 7.5 million members and 16.6 per cent penetration.

updated profiles

Of the 40.7 million members across Europe, IHRSA's annual consumer tracking study conducted by GfK indicates that 31.85 million are located within the six dominant markets – Spain, the UK, Germany, Italy, France and the Netherlands. The study observes the differences in health club membership

The 2008 IHRSA European Market Report provides a snapshot of the European health and fitness industry

across the six countries with, on this occasion, interesting year-on-year shifts noted in gender split and age groups.

There were two significant changes in the profile of UK membership. Firstly, 53 per cent of all members were male in 2007, marking a 7 per cent change from 2006 when the majority of members were women. A similar change was noted in Spain – a 6 per cent shift towards males, who now account for 53 per cent of members. In the other four markets, the majority of members are women, ranging from 52 per cent in Germany to 73 per cent in France (up from 66 per cent in 2007).

The second shift in the UK was a growth in the proportion of younger members. In 2006, 5 per cent of UK members were aged 14–17, 36 per cent were 18–34, 38 per cent 35–54, and 21 per cent 55+. In 2007, only one of these groups remained static – the 35–54s, dropping just one point to 37 per cent. The 55+ age group now sits at just 14 per cent, while 14–17s are on 8 per

The UK is the largest market in value – €4.75m compared to second-placed Spain on €3.6m

Country	Share of GDP
Bulgaria	0.004
Slovenia	0.009
Estonia	0.0158
Latvia	0.0155
Lithuania	0.015
Czech Rep	0.015
Hungary	0.2
Poland	0.25
Turkey	0.35
Austria	0.41
Ireland	0.43
Denmark	0.48
Finland	0.54
Switzerland	0.55
Norway	0.56
Belgium	0.6
Portugal	0.6
Sweden	0.74
Sweden	1.4
Russia	1.5
Netherlands	2.4
France	3.35
Italy	5.5
Germany	5.9
UK	7.2
Spain	7.5
Total	40.7

- **Austria:** Huge success of the annual 7 Days for Fitness campaign (see *HCM* Oct 08 p12), with 70,000 trial memberships downloaded from the website this year – significant considering Austria had only 412,000 health club members in 2007.
- **Belgium:** The number of commercial clubs decreased from 842 to 817, but membership grew from 500,000 to 600,000 members. This has attracted international players such as HealthCity, which acquired and re-branded Belgian clubs including Sportopolis.
- **Denmark:** A solid growth in the number of clubs is expected to lead to downward pressure on pricing. Some chains are now targeting consumers over 30 years of age due to this group's spending power.
- **France:** Franchising is the preferred method of expansion, with Curves and Groupe HEBE the leading players, although Club Med recently secured funding for its growth plans by selling an 80 per cent stake in the company to a private equity firm.

All numbers are estimates only, based on the industry data that has been obtained through market research and calculated as follows: (average price per month x number of members) x 12 (months). No secondary spend has been included.

Bulgaria	€2
Slovenia	€3
Estonia	€3
Latvia	€3
Lithuania	€14
Poland	€18
Czech Rep	€72
Hungary	€77
Poland	€105
Turkey	€189
Denmark	€216
Austria	€222
Ireland	€258
Switzerland	€297
Norway	€323
Belgium	€324
Portugal	€331
Finland	€335
Greece	€370
Sweden	€448
Netherlands	€1,218
Russia	€1,440
France	€2,100
Germany	€2,303
Italy	€2,370
Spain	€3,400
UK	€4,751
Total	€23,738

Country	Share of GDP
Russia	1.0%
Austria	5.0%
France	5.4%
Portugal	5.7%
Belgium	5.7%
Greece	6.7%
Germany	7.1%
Switzerland	7.2%
Denmark	8.9%
Italy	9.5%
Ireland (Rep)	10%
Finland	10.5%
UK	11.9%
Norway	14.5%
Netherlands	14.7%
Sweden	16.6%
Spain	16.6%

 **kate cracknell**
healthclub@leisuremedia.com



THE TRADE TALKS

Kate Cracknell reports back on the topics getting people talking at SIBEC UK & Europe 2008

SIBEC UK & Europe 2008, held in Cyprus in early November, was widely considered to have been the best to date. Taking place at the beautiful InterContinental Aphrodite Hills just outside Paphos, the event offered an excellent combination of networking opportunities and one-to-one meetings – over the space of two days, more than 2,000 highly focused, 20-minute meetings were scheduled between the 210 delegates.

"The audience is all at a senior level, so conversation is informed, and there really was a sense of suppliers and operators reviewing and debating solutions to issues," says event director Nigel Wallace. "There was almost an air of optimism, with a real energy in the meeting room, and the feedback has been phenomenal."

Much of the information gathered at SIBEC will naturally evolve into features and news stories in *Health Club Management* over the coming months. In this feature, we've therefore taken the opportunity to report back on some of the less formal discussions that took place – the 'corridor conversations' that shared interesting views on emerging issues, general observations regarding the industry and predictions for the future.

If you'd like to voice your opinion on any of the points raised here, please email us – healthclub@leisuremedia.com



ALL PICTURES WWW.SIBEC.CO.UK

Reaching out: David Lloyd Leisure says it is "setting a template for the future" in its outreach work with schools



Planet Fitness has introduced Planet Extreme, a club-in-club that trains together for extreme travelling adventures

WALKING THE WALK

We spend a lot of time discussing ways of increasing participation,

but the question on a number of delegates' lips was: are we leading by example? How many delegates used the hotel gym? How many went for a run or a bike ride? A good number, but by no means all.

"If a supplier comes to see me and it's clear they don't use their own equipment, it suggests to me that they don't believe in it and I have to question why I'd buy it," says Fitness First's European head of fitness Steve Kouma.

Operators should also lead by example, he adds: "How can we expect members to develop an exercise habit



Fitness First instructors are required to undergo a fitness assessment

if our staff aren't participating?" This has led to Operation Shape-Up at Fitness First, which involves a fitness assessment for all employees; if they do not pass the tests, they are set workout schedules until an acceptable level of fitness is achieved, when they receive a blue wristband. "Members see instructors wearing the wristbands and ask what they're for. It's a way of demonstrating that we practise what we preach," says Kouma.



TALKING THE TALK

"For me, the story of this SIBEC was the rise of the trusts, which now account for a large proportion of delegates," says Matrix Fitness MD Jon Johnston. "The public sector is building great clubs alongside private sites, assisted by government subsidies and tax breaks, and private operators are no longer in the ascendancy in the UK. This could represent a challenge for suppliers as the trusts have very different goals, different perspectives. Suppliers will essentially have to learn to speak a different language if they are to succeed in this exciting and increasingly prominent sector."

MANAGING THE DOWNTURN

Russian operators Anastasia Yusina of Strata Partners and Alexander Zhukov of World Class both predicted mergers and acquisitions for the Russian market in the coming 12 months.

However, says Yusina: "Strata Partners won't really be affected by the economic crisis as we don't rely on credit – the company has been built entirely on our own money. Our main concern regarding the current economic climate is that other clubs may not fulfil their responsibility to their customers, which could have a negative impact on the whole industry."

"We've introduced three-month memberships to cater for those who

may be uncertain where they'll be in a year's time. However, the most significant news from a customer perspective is our change in marketing focus. In the past, simply announcing the presence of high quality facilities has been sufficient. Now, with the economic crisis, we need to demonstrate value and prove how indispensable we are.

"In Russia, life expectancy for men is 56 years, and 69 for women. Our new campaigns have moved away from talking about looks and physique to focus on this important issue. We want to bring people into our clubs with a different motivation, making fitness something they can't afford not to do."

**"CLIENTS ARE CAPABLE OF SHOPPING
AROUND ON THE INTERNET SO YOU
HAVE TO THINK AHEAD"**



Holmes Place's www.citisteps.com enables visitors to plot a walking route, calculating the time required and the calorie burn

CHANGING DYNAMICS

"Mid-market operators can survive if they position themselves correctly and provide a good service, but they must be proactive in this," says Theo Hendriks, CEO of Sports and Leisure Group in the Netherlands – this in response to a suggestion that the market might continue to polarise, with premium and particularly budget clubs succeeding at the expense of the mid-market.

It's less about the market you're catering for and more about understanding consumer dynamics, according to Hendriks: "Nowadays, we're moving away from Unique Selling Points and towards Unique Buyer Appreciation. Clients are capable of shopping around on the internet,

so you have to think ahead – if you wait until a prospect comes to you, you're too late, because nowadays most purchasing decisions are made in advance. You have to take customers very seriously nowadays, identifying what they want, creating a relevant positioning for yourself and pre-emptively delivering against their needs."

Hendriks also stresses the need to create a sense of community within a club, something that has been taken very seriously by Russian chain Planet Fitness, which has created Planet Extreme – a club-in-club for members who train together in facilities across the country and then go on extreme travelling adventures.

REACHING OUT

David Lloyd Leisure is, says family and programming manager Sarah Hobbs, "setting a template for the future" in its outreach work with schools. Its pilot NG Kids site in Swindon is providing services to around 15 local schools including in-school PE, after-school clubs and healthy living days.

"The schools have the funds and we have the expertise to deliver variety in the required five hours' PE a week," says Hobbs. "By taking

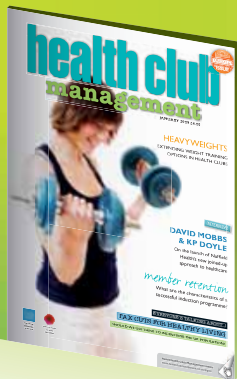
our staff into the schools, we can work with them, fitting into their environment and timetable, without affecting our members."

Offering non club-based activities can have benefits beyond balancing the needs of different audiences, says Neil Burton, CEO of Holmes Place Central & Eastern Europe: "We need to be involved in more activity-based initiatives beyond the walls of our clubs to build up our role as experts. It may not immediately add revenue to our core business, but we need to look long term and develop trust first."

These initiatives needn't draw on precious man hours. For example, www.citisteps.com is an internet tool that, while Holmes Place branded, can be used by anyone. Encouraging people to walk more – to work, for example – users type in start and finish points and the site plots a route, calculates how far it is and tells them how many calories they'll burn. It's quick, easy, accessible to all – and provides Holmes Place with 1,000 leads a month.



kate cracknell
healthclub@leisuremedia.com



“ Keep up to date
with the health & fitness
market by reading
the leading title
for the industry
subscribe today

SPECIAL OFFER
Add Leisure
Opportunities to
your subscription
for only £10
(UK only)

ADD THE FOLLOWING TO YOUR SUBSCRIPTION...



spa business

Read about the innovators shaping the global spa market from curative and thermal to resort, day and destination spas



sports management

For managers and policy makers in the sports market who want to keep ahead of the game



leisure management

The magazine for professionals and senior policy-makers. Leisure Management looks at the latest trends and developments from across all leisure markets



leisure opportunities

Fortnightly leisure recruitment, training, property and news publication which gets you the right job or the perfect candidate for your vacancy



attractions management

Everything you want to know about the visitor attractions market. From theme parks and museums to science centres, zoos and corporate brandlands



spa opportunities – for free!

Fortnightly international spa recruitment, training and news publication
For your FREE copy visit www.spaopportunities.com

subscribe online: www.leisuresubs.com

Alternatively please call our subline +44 (0)1462 471912 or fill out the form below and fax back to +44 (0)1462 433909

PLEASE SEND ME THE FOLLOWING MAGAZINES:

Attractions Management ☐

UK £34,
EU £45, Int £65,
Student £17

Leisure Management ☐

UK £38,
EU £49, Int £69,
Student £19

Health Club Management ☐

UK £41,
EU £52, Int £73,
Student £20

Leisure Opportunities ☐

UK £10 (*standalone
subscription £31),
EU £41, Int £62,
Student £16

Spa Business ☐

UK £28,
EU £38, Int £38,
US/Canada £28
Student £18

Sports Management ☐

UK £27,
EU £37, Int £58,
Student £13

Total subscription cost: £ **I wish to pay by:** ☐ Visa, ☐ Mastercard, ☐ Maestro, ☐ AMEX, ☐ Invoice – purchase order No

☐ Cheque (in £ sterling – please make payable to the Leisure Media Company Limited and post to the following address:
Subscriptions, The Leisure Media Company Limited, Portmill House, Portmill Lane, Hitchin, Herts SG5 1DJ)

Card No: **Expiry date:** **Issue No:**

Name: **Position:** **Signature:**

Company: **Main business of organisation:**

Address:

Postcode:

Tel: **Fax:** **Email:**

CONSUMER PERSPECTIVE

This year's HAFOS survey provides an insight into consumer attitudes regarding health and fitness. Mike Hill, MD of Leisure-net Solutions, gives an overview of the findings and their implications for our industry

The seventh annual HAFOS Survey was based on a national sample of more than 2,400 people interviewed at 10 locations across England and Scotland. The sample was selected to be representative of the national population, with the results as follows:

good intentions

Most people (91 per cent) believe that physical activity/exercise is important to their health – a figure that has remained consistently high over the last three to four years. However, in line with previous HAFOS surveys, fewer than half (46 per cent) say they exercise/undertake activity as much as they would like, and activity levels remain low.

More than ever the sector, working hand in hand with government and health agencies, needs to find innovative ways of turning recognition of importance, combined with a real desire to do something, into action. Campaigns such as

Change4life must have a real call to action if they are to result in lifestyle changes.

awareness of guidelines

Only a third of respondents (33 per cent) understood that five sessions of activity a week is the government's recommendation for health benefits. This has increased 6 per cent since 2007, but compares unfavourably to people's understanding of the recommendations for alcohol consumption (87 per cent of respondents were aware of these) and fruit and vegetable intake (79 per cent).

The activity sector lacks the big backers – supermarkets and food manufacturers – that have got behind the Five-a-Day message, while government has put more time and effort behind reducing alcohol consumption than increasing activity levels. The desirability of headlining the '5 x 30' message (30 minutes' moderate exercise five times a week) has been questioned recently lest it seem unachievable – but, if people don't

know what they should aspire to, can they be truly motivated to reach towards a target?

barriers to activity

Time remains the main reason given by respondents to explain why they are prevented from undertaking more physical activity/exercise (29 per cent). Direct costs (16 per cent) and lack of personal motivation and goals (13 per cent) were cited as the next two most important factors (see Figure 1).

Over the years, however, people seem to be becoming more aware that lack of time is a perception rather than a reality for most of them. The percentage of adults quoting this issue as the main direct barrier has reduced and the other reasons quoted – such as direct costs and lack of motivation/goals – have increased.

However the perception of a time deficit is still a very real barrier in many people's minds, and the industry needs to continue to come up with imaginative ways of helping people to incorporate



The public is far more aware of the Five-a-Day fruit and vegetable message than the '5 x 30 minutes' exercise recommendation

Figure 2. WILL 2012 ENCOURAGE YOU TO BE MORE ACTIVE OR CONTINUE TO BE ACTIVE?

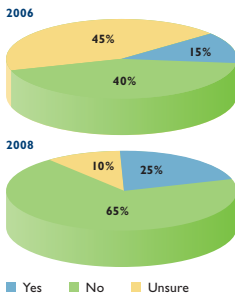
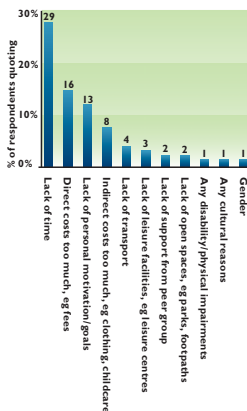


Figure 1. RELATIVE IMPORTANCE OF BARRIERS TO ACTIVITY



Time is the main factor that people say prevents them from doing more exercise

physical activity into their everyday lives in bite-sized chunks. With work-related time pressures being the key driver of this perception, working with employers to integrate activity opportunities into the working day – before, during and after work – must be a priority.

Operators should continue to address the false, but nonetheless common, perception that you must spend hours in the gym to get results and achieve value for money for your monthly membership fees. They must also remove physical barriers, such as poor changing facilities and lockers that don't hold work clothes.

cost issues

Reducing fees was the most popular response when it came to factors that might encourage people to use a local centre or health club, and was quoted by 51 per cent of respondents. Next on the wish list was a better range of facilities/equipment (21 per cent), with better transport, more information and more childcare facilities each accounting for 16 to 17 per cent of responses.

The perceived cost of being active is a particularly interesting and perverse factor. It is always the case that many more people say lower prices would encourage them to use facilities, compared to the numbers who identify cost as an actual barrier – focus group

work carried out by Leisure-net suggests that, for most people, costs are not the key barrier. The impact of programmes such as Free Swimming and FIA initiatives around free gym memberships will be the ultimate test of this, but what is a certainty is that the sector must strive to improve the consumer's perception of value for money of services provided. This means delivering results that are promised or presumed, as well as addressing the perceptions of leisure centres/health clubs which, for a lot of adults, are based on experiences from last using these places more than 20 years ago.

font of knowledge

Consistent with HAFOS surveys over the last four to five years, the local leisure centre or health club continues to be the preferred location for receiving information and advice about improving lifestyle, with 49 per cent of respondents naming it – above even local GP practices (45 per cent) and the library (33 per cent). Respondents say they feel less intimidated about going there than other possible alternatives.

The sector must use this research to convince government and its health partners that it is the best delivery partner for the activity agenda. Most people know where their local leisure centres are, have visited them before and

understand the link between leisure time, physical activity and better health – even if they do not yet put this into practice.

source of inspiration

Fifty-six per cent of the sample said the London 2012 Olympics will encourage people to be more active, but only 25 per cent said it would encourage them personally – 65 per cent said it wouldn't, while the remaining 10 per cent were unsure. These responses have polarised since 2006 (see Figure 2).

The leisure, health and fitness sector must maximise all opportunities presented by the build-up to 2012. However, it should not rely on it to be the panacea that will increase participation and memberships/usage of health clubs and leisure centres, because there is no evidence to suggest that this will be the case. We might expect an impact on children taking up new sports – as was recorded after high-profile successes such as winning the Rugby World Cup and the recent cycling success in Beijing – and an increase in adults volunteering in sport-related activities. However, the direct effect of such events on the physical activity patterns of adults has yet to be proven.



mike hill
healthclub@leisuremedia.com

workforce *dynamics*

Liz Smith of SkillsActive outlines the key findings of the 2008 Working in Fitness Survey

People who work in fitness plan for a long-term future in the industry, feel valued by their employers and believe training levels are high. These are some of the positive results that came out of the fifth annual Working in Fitness Survey, developed by SkillsActive and REPs. The survey was conducted in the summer of 2008, before the economic downturn.

This article highlights the positive findings, but also identifies potential problem areas and focuses on where improvements can still be made to enhance staff satisfaction.

staff recommendations

In five years' time, we should still see many of the same faces working in the fitness industry. Four in five of the fitness workforce expect to be in the industry past 2013, and the more established general managers are particularly positive about their long-term future – nine in 10 expect to remain.

These stable prospects may be a reflection of the positive image fitness workers have about the organisations they work for, particularly in the public sector where 82 per cent of respondents were willing to recommend their employer. Chains of private fitness clubs were less likely to receive a recommendation, with only 63 per cent of workers willing to recommend them.

By examining these two areas of recommendation and future prospects, it is possible to identify potential areas for improvement.

The first two areas are remuneration and career development, which have the two lowest satisfaction scores (see Figure 1). Both are notably lower among respondents who would not recommend their employer. Low pay was also cited as the key factor that would persuade people to leave the industry (57 per cent of respondents), followed by better career prospects elsewhere (41 per cent). Low pay was quoted particularly by those with the shortest expectations

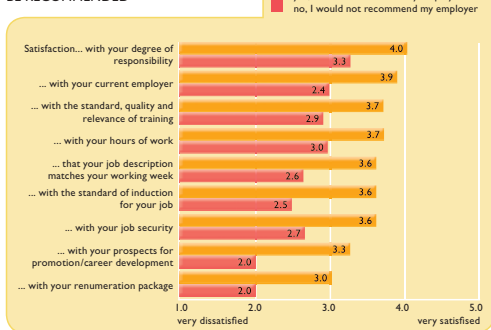
of remaining in the industry (86 per cent of those expecting to stay up to one year; 73 per cent of those expecting to stay up to three years). Those who had not received a pay raise in the last year were also less likely to recommend their employer (24 per cent).

Dissatisfaction with remuneration centres around the lower-salaried Level 2 and Level 3 occupations. While management salaries are upwards of £26,500, Level 2 advanced instructors and group exercise and aqua instructors earn less than £13,000 a year. Level 3 roles earn an average basic salary that ranges from £13,700 for advanced instructors to £16,900 for personal trainers.

Across all occupations working in permanent or self-employment, the average basic salary is £17,200. Permanent full-time staff earn an average of £20,200 a year, the self-employed and freelancers average of £15,500, and permanent part-time staff average £12,400.

However, although receiving a low satisfaction score from both genders, remuneration is less of an issue for females than males. This is also reflected in factors that would make them leave the fitness industry: both sexes note the same

FIG 1. LEVEL OF SATISFACTION AND WHETHER AN EMPLOYER WOULD BE RECOMMENDED



Positive findings: Most people who work in fitness feel valued by their employer



Areas for improvement Remuneration package, career prospects and training could be better

main factors, but males are more likely than females to cite low pay (64 per cent of males versus 50 per cent of females) and better career prospects elsewhere (49 per cent versus 35 per cent).

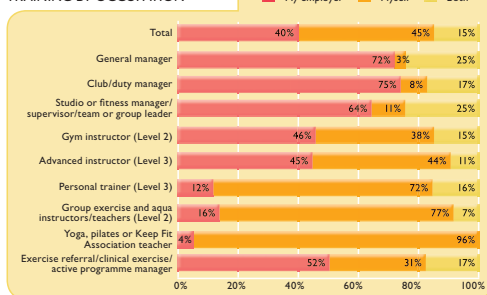
training needs

A third area for improvement is in training. One-third of respondents who undertook no training would not recommend their employer, while 82 per cent of respondents who had spent 11 or more days training would. Expectations of remaining in the industry also correspond with the number of training days received. Those who intend to stay for up to one year received an average 4.7 training days, up to three years received 4.2 training days, up to five years 5.5 days and more than five years 5.9 training days.

A fifth of respondents reported a lack of training, but only seven per cent said they had not received any. The average number of training days for employees in the sector is six days, with 19 per cent attending 11 days or more.

There is some evidence to suggest a problem with the relevance of training. The level of education among respondents was good, with 27 per cent of fitness workers holding an honours degree as their highest level of education. However, only 55 per cent of respondents who held a degree or doctorate had a sport- or fitness-related qualification. This breaks down to 81 per cent of studio and fitness managers, 51 per cent of advanced

FIG 2. WHO PAYS FOR TRAINING BY OCCUPATION



instructors, and only 40 per cent of personal trainers. When asked specifically about their fitness qualifications, the most common was other Level 3 (38 per cent) followed by other Level 2 (16 per cent). Only 24 per cent reported having an NVQ/SVQ at Level 2 or 3. This indicates that, although a high proportion of respondents hold a higher level qualification, this may not be directly relevant to their work.

More respondents report employers contributing to training – 40 per cent compared to 31 per cent in 2007. Generally, management occupations receive a lot more support – 75 per cent

of club/duty managers and 72 per cent of GMs have their training paid for. A high proportion of yoga or pilates teachers (96 per cent), group exercise and aqua instructors (77 per cent) and personal trainers (72 per cent) pay for their own training, which can be partly attributed to their self-employed/freelance status.

In summary, where there is dissatisfaction in the fitness workforce, links can be made to remuneration package, career prospects and levels or relevance of training and development.

liz smith
healthclub@leisuremedia.com

With lifestyle diseases such as obesity continuing to occupy the headlines, are we seeing a change in brief for nutritional products in health clubs? Mark Edmonds speaks to our panel of experts



PICTURE: WWW.STOCK.COM/IDILLFRANKS

food for thought

kevin milnes
UK marketing manager
PowerBar



In many ways we're going back to basics. Gone are the days when people would accept bad-tasting sports nutrition, sacrificing flavour in the hope of it doing some good. The ultimate trend that consumers and retailers are demanding is great taste, regardless of the product type.

Our key focus when it comes to R&D for the fitness channel is new delivery formats. In health clubs nowadays, the demand from the consumer is for ready-to-use products, and we offer a range of drinks and bars in various formulations and sizes so clubs can tailor their offering to cater for the needs of the local

demographic. We launched single-serve liquid supplements during 2008 in a test tube format and, for 2009, we have an energy jelly chew with a liquid centre that tastes like a regular jelly sweet, but actually has our C2MAX carbohydrate blend – a fast-delivering energy source – included in its formulation.

We phased out low carbohydrate protein/recovery products a while back, as research shows that restricting carbs to very low levels doesn't have a positive effect on recovery.

In the future, and as we're already starting to experience now, health clubs are looking for more convenient point of sale solutions – whether to help drive sales or to add value for the members. Consumer education also needs to improve and is something we drive towards when working with health clubs.

michael clark
wellness director
ultralife



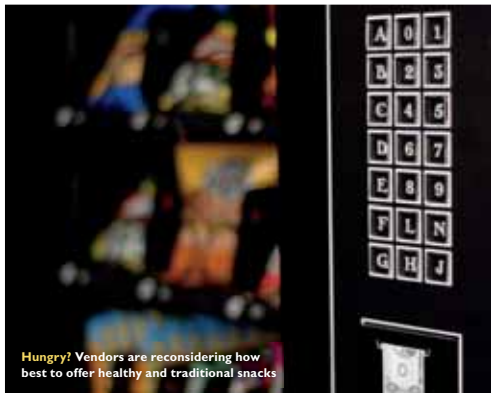
We're noticing an upturn in the number of members considering supplements as a solution to healthier eating and to support their diet, due to improvements in education and understanding of how they should be used. Our flagship products therefore include the Lifestyle Range, which is aimed at the average man and woman and which helps members manage their diet.

Packaging and branding are key, and we try to avoid six-packs and bicep-style images on our packaging as this can often be off-putting to members.

For 2009, our focus will be on building up our range. Development will focus on convenience though a ready-to-eat and ready-to-drink vended range, and we will also continue to focus on product taste. We recently launched our ICE range, which allows clubs to produce a selection of our products in a crushed ice blend, as a take-away option.

In terms of change, I think health club operators are seeing secondary spend items as an increasingly important part of their business. In my time at LivingWell, we surrounded our core products with bolt-on offerings that would help members achieve their goals in a quick and easy way, and this is happening more and more.

Members are also becoming more discerning and knowledgeable about structured eating. I believe it will be those suppliers that are able to adapt and get their message and product range closely matched to member knowledge and demand that will see the most success in the future.



PICTURE: WWW.STOCK.COM/SHAWN GERHART

Hungry? Vendors are reconsidering how best to offer healthy and traditional snacks



Target market Ultralife is rebranding its products in a consumer-friendly way and offering more convenient, ready-to-consume products

walter gill
marketing director
outlook management services



The 'Jamie Oliver' effect is being felt, with pressure from government and local authorities for health clubs to adopt a clearer position on healthy eating by dropping traditional vended products. The vending market is therefore segmenting and becoming more sophisticated in its offering. New branded products

that meet the specific requirements of health-conscious consumers are steadily emerging as clubs offer dietary advice as part of personal training programmes. Nutritional drinks continue to be the most popular products purchased through our managed vendors, but healthy snack product sales are increasing.

However, the most significant change we're witnessing is the move towards presenting nutritional products in individual, clearly defined vending packages. Combination vendors that dispense both snacks and drinks are also

becoming more popular, with consumers complementing their drink with a snack.

Looking forward, we're currently working on trialling vendors with built-in video screens. These provide product information and colour-coded displays that can integrate with personal training programmes. In the meantime, we've completed a trial of Weider branded vending systems that include pop-up stands clearly identifying the product benefits and usage guidelines to the member. Initial results look positive and will be reviewed fully early in 2009.

carey cenn
md
out of the box retail



The range of healthy products available in health clubs has increased significantly recently, although the healthy snack market is still primarily made up of cereal bars, dried fruit/nuts and baked products. In terms of vending, the market is still dominated by some of the larger, 'traditional' manufacturers – providing energy/soft drinks, chocolate and crisps.

Out Of The Box offers machines that are tailored to the needs of each location. Some contain a combination of traditional and healthy lines, while others are 100 per cent Fair Trade. Our best-selling items include energy drinks, fruit juice and ethical water, low fat baked crisps, Fair Trade nuts and dried fruit.

The launch of new products that are both healthy and attractive to

the mass market is the next big thing. Currently a lot of healthy products are quite specialised and don't have the brand presence or image that the more established soft drink or snack manufacturers can create. The 'cool' element is missing from most healthy product brands, although this is changing with the recruitment of more savvy marketing managers.

As with any retail offering, consumer taste dictates the commercial viability of a new proposition. In health clubs, the vast majority of consumers still opt for traditional snacks and drinks, and clubs that try to push healthy vending alongside traditional vending will tend to find healthy vending lagging far behind in terms of sales. However, clubs that move to an 'only healthy' approach – including a concerted marketing drive behind the nutritional value of these products – can make the vending offering fit with their healthy drive, as well as ensuring it is commercially viable.



Limiting choice Will consumers only buy healthy snacks if they have no other option?



mark edmonds
healthclub@leisuremedia.com

fitness testing

fitness-kit.net
PRODUCT
FOCUS

Wherever you are in the world, find the right products and services 24/7 by logging on to Health Club Management's free search engine, www.fitness-kit.net

If you're a supplier, sign up for your free listing now on www.fitness-kit.net



THE TRADITIONAL WAY

For those who prefer to stick with more traditional methods of fitness testing, Baly International supplies the Harpenden Skinfold Caliper. Able to measure a person's body fat content, Body Mass Index (BMI) and lean body mass, the calipers can also be used in conjunction with the company's Body Assessment Software (pictured). This allows the assessor to display results in both graphical and plain text formats in order to make it easier for subjects to understand the gathered data.

fitness-kit keyword: **baty**



TESTING STRENGTH ISOMETRICALLY WITH SCIFIT

Performance Health Systems and SCIFIT Systems, Inc have introduced bioDensity™ Isometric Strength Technology, a bio-mechanically efficient and personalised approach to improve, measure and track functional strength. This patented process involves four isometric exercises – bench press, leg press, pull down and dead lift – to provide comprehensive stimulation of all major muscle groups, skeletal structure and associated connective tissues. Exercise intensity is dictated by the user and the force output is accurately measured using state-of-the-art load cell sensors. This is claimed to record precise session tracking data through a central processing unit, and there is real-time feedback. The bioDensity load delivery system and integrated data management programme is said to provide intense stimulation in only five minutes, while



carrying little risk of injury because the load is created by the exerciser. After each session, a printed bioDensity Performance Report, showing current and cumulative session history, is reviewed to demonstrate progress and areas that may need improvement.

fitness-kit keyword: **scifit**

WEIGHTLESS FITNESS TESTING FROM H/P/COSMOS

From German company H/P/Cosmos comes the Airwalk unweighting system, a partial body support structure designed for rehabilitation and physiotherapy use. Distributed in the UK by HaB, the equipment is linked to a computer, which enables the tracking of time, distance covered, heart rate and elevation. Suitable for people of all fitness levels, the Airwalk comes in three variants and is able to support weights of up to 35kg, 70kg and 160kg respectively. Other options that can be added to the range include a gait analysis system and a wheelchair stabiliser, which enables the product to be used by the disabled.

fitness-kit keywords: **h/p/cosmos**

fitness-kit.net

For more information, or to contact any of these companies, log on to www.fitness-kit.net and type the company name under 'keyword search'

Paying too much

for name badges..?

...Smart Buyers Don't!

Take the Badgemaster
Price Challenge!



*"Their combination of style, flair and
Badgemaster 'know how' always
means a uniquely distinctive badge"*

Jeff Banks
Designer

Badgemaster's very latest manufacturing technology offers *superb quality engraved badges at new, lower prices.*

So even with a discount from your current supplier, chances are you can still save money by switching to Badgemaster - **with no minimum order and no compromise on quality.**

Call now to find out if you're paying more than you should for badges - you've nothing at all to lose!

Smart buyers choose Badgemaster for

- ✓ **Immediate** replacements for new starters
- ✓ **Best** price guarantee
- ✓ **Free** no-obligation design service
- ✓ **Huge** variety of colours, styles and fasteners
- ✓ **Expert** logo reproduction
- ✓ **Hassle-free** transfer of supply and roll-out
- ✓ **Free** bespoke ordering and reporting

Don't lose another penny! Find out if you're paying too much for your name badges as soon as possible.

For an instant quotation and free samples call **01623 723112**
or go online to **www.badgemaster.co.uk**

Badgemaster
create the right impression

Badgemaster Ltd.
Woodford Way Industrial Park Hemel Hempstead
Hertfordshire AL3 9QQ United Kingdom

Tel: +44 (0)1462 723112
Fax: +44 (0)1462 723111
Toll: +44 (0)1462 734062
Email: info@badgemaster.co.uk
www.badgemaster.co.uk

*'Every day over 1 million
people enjoy the benefits
of wearing a Badgemaster
name badge'*



fitness testing continued



ESCAPING POOR FITNESS

Escape Fitness has supplied a range of fitness testing equipment for Leisure Connection's Harpers fitness clubs. The Harpers Experience comprises five personal training sessions as well as a full-body health check. The five-point health check measures body fat, peak flow, blood pressure, resting heart rate and flexibility. The equipment from Escape includes the Omron M6 digital blood pressure monitor, which stores up to 90 measurements in its memory and calculates an average value based on the last three measurements. Other fitness testing kit includes a Mini Wright Peak Flow Meter (pictured) and a sit and reach box with magnetic cursor for more accurate measurement of flexibility. The tests are conducted at weeks two, six and eight to measure and monitor progress.

fitness-kit keywords: escape fitness



FITMATE GOES PRO

Fitmate PRO allows experts to perform fitness assessments on individuals wanting comprehensive feedback on their wellness and physical fitness. A handheld device, it allows testing to be carried out in a variety of locations, including on exercise bikes and treadmills. The product is able to test a person's cardiovascular capacity through a series of tests involving various physical activities. It also takes into account a person's anthropometrics, muscular fitness and flexibility when calculating their overall fitness. Fitmate PRO can also determine an athlete's body composition, either by using the skin-fold caliper included in the standard package or by connecting to third-party equipment. All results can be printed out, so users can have their own copy of results.

fitness-kit keyword: idass



POLAR HAS A HEART

Heart rate monitor manufacturer Polar has launched the FT80, claimed to be the most advanced and dedicated fitness and cross-training partner available. By monitoring your heart rate, the FT80 is able to tell the user how effective their training is and where they can improve to reach their goals. As well as a fitness test, relaxation test and the ability to show calories burned, the FT80 has a body workout feature designed to optimise strength training. By reading the user's heart rate, the computer can give guidance on how long to rest between sets for optimal impact, delivering the information via easy-to-use digital graphic displays on the wrist unit. The FT80 also features the new Polar STAR training program, which provides a personalised training plan that adapts to the user's training habits. It provides weekly targets, feedback and guidance. Other features include wireless connectivity, allowing users to upload their information to the Polar website.

fitness-kit keyword: polar



SUUNTO'S COLOUR-CODED FITNESS SYSTEM

Suunto's heart rate monitoring system is said to lead to more effective results and higher overall satisfaction for members. The new Suunto Fitness Solution system is designed for use in group exercise and cardio training environments. It shows up to 72 participants' heart rates simultaneously in real-time in the class, either through a PC in front of the instructor or projected on the wall. The colour-coded training zones – light blue for low heart rates, green for medium and red for high – inform the instructor on individuals' fitness levels. The instructor is then able to guide members and adjust the session accordingly. At the end of each class, the system automatically generates members' personal performance reports with summary data.

fitness-kit keyword: suunto

fitness**ASSIST**

Measuring and Monitoring Specialists

Issue 16 - Have you got your copy? Call **01978 660077**

Working with fitnessASSIST gives you access to specialist knowledge, expert advice and world leading products to deliver testing, measuring and screening to assist you in producing professional individualised fitness programmes and outstandingly effective training schedules. And then we have to start discussing the quality issues which can be brought to your, customer focused, services with the fitness monitoring products we have to offer the fitness coaching professional....



Measuring success
Monitoring change

fitness**ASSIST**



Telephone: 01978 660077

Webstore: www.fitnessassist.co.uk

Location: Unit 7, Ash Road South, Wrexham Industrial Estate, LL13 9UG

Fax: 01978 664702

Email: sales@fitnessassist.co.uk

Martin Scott, director of The Cleaning Show, looks at the relevance for the health and fitness sector of the cleaning industry's drive towards sustainable management

A GREENER CLEAN

On 16 October 2008, the Cleaning and Support Services Association (CSSA) held a UK Round Table on sustainable leadership for building service contractors. The aim was to kick-start a proper appreciation of the far-reaching changes that sustainable management – essential for long-term survival – will require in the business models of cleaning contractors in the UK and beyond. We take a look at how a drive towards sustainability in cleaning might affect the health and fitness industry.

GREEN PRODUCTS

The leisure industry in general is keen to embrace sustainability – many of its

customers are from the demographic that see green issues as vitally important. However, the health and fitness industry also has such an obvious responsibility to deliver exemplary cleanliness that nothing that smacks of going green at the cost of clean can possibly be considered.

There are, of course, many green innovations that can be easily implemented with little or no cost implications – using air dryers rather than paper towels, for example, and actively encouraging members to shower before using the pool, sauna or spa, which can make a very dramatic difference to the level of chemicals required.

In terms of products, concentrated chemicals are an example of a

sustainable approach to cleaning. There are obvious savings on packaging waste and energy in transport, manufacturing and CO₂ emissions, as well as cost savings. There is also a safety benefit in reducing the physical effort of lifting heavy bottles of pre-diluted chemicals, which are largely water.

A range of green products will be launched at The Cleaning Show in March (see information box for examples). Are we able to use any of these within our clubs and centres?

BROADER SUSTAINABILITY

Important as they are, environmental policies and green products are only one part of the issue. As we move into a



Demon's easy-to-use high pressure washer saves on labour

GREEN LAUNCHES AT THE CLEANING SHOW

Green products due to be launched at the Cleaning Show include:

- The **Miele Professional PW 5064** – a powerful machine that can re-process 6.5kg of mops or cloths in just 42 minutes and doubles their longevity.

- An innovative spray-on mist cleaning process from **Ceiling Pro** that saves more than 70 per cent of the cost of replacement ceiling tiles – tiles need to be replaced less frequently as they remain cleaner for longer.

- The **Mini-Bowser**, a high-pressure washer from Demon International Ltd, that's powered by a Honda GX120 engine providing 1500psi at nine litres a minute. The design ensures that it can be easily operated by just one person, saving money by improving labour effectiveness.

- The **Meleco Mop** from the Anser Group – a simple, all-purpose sponge fitted to a flexible pole that doesn't require any chemicals, only water. Environmental and cost savings are therefore significant.



Miele's efficient washing machine can double the longevity of mops

Paying attention to the environmental sustainability of our operations is vital, even in an economic downturn

recession, a focus on environmental issues without a similar focus on social issues and profitability will simply not work. However green we wish to be, the maths still has to add up.

When it comes to genuinely sustainable cleaning initiatives that tick all three boxes – social, environmental and financial – one of the most common suggestions is daytime cleaning. Daytime cleaning saves energy, and thereby costs, because the lights can be turned off at night. And, as a social advantage, it enables cleaning staff to work more sociable hours, facilitating a better balance between work and family life.

However, while immensely popular in Scandinavia, daytime cleaning has failed to capture people's imagination in other parts of the EU. Do our club members object to seeing cleaners while they're working out or swimming? If so, perhaps we need to educate them on the benefits of this very sensible cost-/environment-saving policy.

Outsourcing cleaning is also worth consideration as a way of further controlling budgets, as contractors' prices tend to be fixed well in advance.

In addition, the responsibility of what can be perceived as a menial task is taken away from salaried staff, helping ensure that permanent staff feel valued.

Andrew Large, chief executive of the CSSA, says: "One of the key issues for any business wishing to become sustainable is to ensure that commitment among senior management is backed up by the correct incentives to line managers and staff to deliver sustainable solutions. There is no point in the CEO speaking about sustainability if the purchasing manager is rewarded for cutting costs by 3 per cent each year without also being rewarded for achieving sustainability."

"Sustainability also has a marketing paradox attached. Sustainability is not marketing, but without marketing there will be no sustainability. What this means is that sustainable management does not sell itself. It requires skilful marketing, based on real changes in the way products and services are delivered, to convince clients that it represents a better approach. It's vital to be proud of being green, and this message should be included in promotional material."

GREEN EMBRACE

In these difficult economic times, we should not walk away from sustainability initiatives. When membership levels are declining, it may be tempting to shelve the green issues – but we ignore them at our peril. The mood of the consumer is changing. We are moving away from a selfish disregard for the future – people now care about the legacy we leave our children. The leisure industry should highlight this change and demonstrate that it has embraced it.

Besides, being green can also mean being lean. It can lead to savings in energy costs, for example, so the increasingly exposed P&Ls can actually be improved. The current economic crisis may be just the boost that sustainability needs.

The Cleaning Show takes place at the Birmingham NEC from Tuesday 10 – Thursday 12 March 2009 (10am – 5pm Tues/Wed, 10am – 4pm Thurs)
www.cleaningshow.co.uk

 **martin scott**
healthclub@leisuremedia.com



Smart thinking Smart Centre is a gym management software system that stores a member's workout and fitness data on one card



chris johnson

Kath Hudson talks to the MD of Pulse to find out how a start-up by two brothers in 1980 has, today, grown to become a total leisure solution provider operating in 33 countries

Q When was Pulse established?

I originally set up the company in 1980 with my brother Dave. We are both qualified engineers and, as regular gym users, felt we could make some improvements to the equipment that we were using.

We originally set about designing and engineering equipment just for ourselves, but to our amazement somebody bought it and we grew from there. The fitness industry went into overdrive in the mid-1980s and we were able to capitalise on this incredible boom.

Q What's the company philosophy?

We want to be at the forefront of the leisure market, delivering across a full spectrum of services. We can do anything, from delivering the latest

equipment innovations to design and build solutions, swimming pools, sports halls and soccer centres.

I'd like to think that we offer the best commercial leisure solution in the current market.

Q What's your USP?

We offer a total leisure solution package. We design it, build it, fund it and, if required, we can operate it or simply offer sales and marketing support. We can also provide an equipment solution for every end user, from cradle to grave.

Who are your main customers?

In equipment terms we actively sell to all market sectors. With our total leisure solutions package, we purposefully target all public sector organisations, including council leisure centres, leisure trusts, colleges, schools, universities and hospitals.

Q What are your main projects at the moment?

We're currently partnering with Tameside MBC and Tameside Sports Trust in a £7m refurbishment of three leisure centres in the area. We're also building a new fitness centre and sports hall for a school in Bradford and a mixed-use development including a swimming pool at Carshalton College in Sutton. We also recently refurbished the Park Leisure Centre in Barrow, which was a combined £1.5m refurbishment funded by the council and Pulse. In addition, we have planning permission for a Soccer Centre in Sandwell and discussions are already in progress on many more.

Q What's the Soccer Centre concept?

This is about bringing third generation floodlit all-weather pitches to local authorities and schools at no capital



Gathering momentum Pulse is able to provide an equipment solution for all user groups, whatever their needs and interests

COMPANY BY NUMBERS

Head office: Congleton, Cheshire
Employees: 140

Turnover this year: £16m is our prediction

Growth figures: 20 per cent in the last 12 months; 15 per cent year-on-year overseas, exporting to 32 countries through 15 distributors

cost to our partners. A typical Soccer Centre operated by ourselves will have four indoor and four outdoor five-a-side pitches and a full-size third generation pitch – all FIFA two-star standard – together with a changing pavilion, a licensed café-bar and parking for 80 to 120 cars. It can be developed with or without a fitness suite, as the partner prefers. The grass we use is also suitable for rugby, hockey and netball training – not just football.

Q What was the rationale for the recent merger with Wellness UK?

Wellness UK offered Pulse an entry into a market that had previously not been part of our offer. We want to be able to offer a total solution for everyone, and that has to include children. By bringing Wellness UK into the Pulse family, we have a market-leading range

of interactive products that strengthen our offer in the children's sector, but that also provide a different type of activity to get other customers interested in the Pulse solution.

Q How are you targeting the children and youth markets?

We have a wide variety of products now suitable for use in the children's and youth markets.

Our own fitness equipment range caters for children from 11 years upwards, and the Vibe hydraulic range caters for younger children.

We also have interactive equipment such as iDANCE from Dance Machine, and Lightspace Play Wall and Floor. The interactive floor caters for toddlers right up to adults and involves playing interactive games using your feet. The wall is a similar concept, but the upper body is used to interact and there are single games and relay games.

Even a year ago, making kids' fitness financially viable was very difficult, but we think we have a solution that will give a commercial return for public sector operators. Historically there have been a lot of one-to-one products. However you can, for example, get up to 60 kids on a 20-pad dance mat system, meaning you can generate more income per hour. We are now so confident in the return on these products that we offer them free of charge on an income share basis.

Our wireless dance mat platforms are built with the same technology as is used in arcades and in home-use versions, so kids understand it and don't need a lot of training. Kids who hate PE will use DanceMachine and schools are already having great success in this area.

Q What's new in the latest version of Smart Centre?

The Smart Centre is the latest addition in gym management software technology, where all your fitness information is on one card. It guides you round your fitness regime and collates all the data. It tells members where to start, gives a choice of the next three pieces of equipment and counts you in to automatically start your cardio programme without the need for all that button-pressing.

Smart Centre can also email customers, both internally and externally, with automated or personalised messages. For example, members could receive an automatic weekly, monthly or quarterly workout report, or perhaps personalised motivational messages when fitness goals are achieved. They could also be advised of the latest fitness classes or promotional offers.

A whole range of retention functions have been built in to the software, and tests have shown it can make up to a 2 per cent difference a month with membership retention. It will never replace staff, but it's a good helping



WHO'S WHO?

Managing director: Chris Johnson
Production director: Dave Johnson
Commercial director: Paul Shinnors
Director of football: Warren Ormerod
Director of client support: Julie Hunt
Director of projects: Aron Nassim
European sales director: Jimmy Andrews
Finance director: Steve Wright

Exercise is child's play

The Lightspace Play Wall allows children to play interactive games while developing their upper body strength

FAVOURITES

Book: No time to read
Film: The Bourne trilogy
Music: All music genres, including live R&B
Place: Monaco
Season: Late spring/early summer
Food: Seafood
Leisure: Golf, tennis and walking

► hand. Managers can see workout levels and can identify members who aren't training as much as they should be.

Additional enhancements include a colour-coded early warning system for members who need personal attention from gym staff, plus new reporting options for trainers and gym managers to monitor activity, profile members, monitor gym staff performance and create targeted marketing campaigns.

Q You have 15 pieces of IFI stage 2 accredited fitness kit. Did you purposefully go after this market?

Our Evolve range is our latest premium commercial strength range and we worked closely with the IFI from day one to ensure that the product included many inclusive features. The consequence of this is that 13 pieces of strength equipment have gained IFI stage 2 accreditation, together with our Freedom cardio range treadmill and recumbent cycle.

Q What new equipment is in the pipeline?

We're well advanced in the design process of our next generation of cardio products and are planning to unveil prototypes at the next LIW. We finished the Evolve 22-piece strength line in 2007 and have also launched a new 20-piece free weights range. We will also be continually advancing the functionality of Smart Centre, as this is something that our customers are keen to see progressed.

Q Where would you like to take Pulse in the future?

We will continue to be at the forefront of the leisure market, both in the UK and in the other 32 countries we operate in. Despite economic troubles the fitness industry, for us, is still in growth and we want to capitalise on this. The design and build side of our business is continuing to grow in both the UK and Germany. We're looking to

work more closely with our partners regarding Building Schools for the Future projects, to provide standalone, sustainable, self-financing leisure solutions for the education market.

Q What are you most proud of?

The entire company! We have developed so much over the years we've been in the leisure market. We now have such a wide offering that we can seriously provide a solution for just about any leisure problem. We're also helping to address some of the environmental impact issues of leisure with wireless equipment and, with our design and build hat on, we're even integrating this into the build of new centres. I hope that the company will go on to leave a lasting legacy for many communities throughout the country for years to come.

kath hudson
 healthclub@leisuremedia.com



at the *heart* of every successful leisure facility

PULSESELECT.COM

CLUB-PULSE.COM

PULSESOCER.COM

PULSEFITNESS.COM

Pulse, The Bromley Centre, Bromley Road, Congleton, Cheshire CW12 1PT
T: 01260 294610 F: 01260 299282 E: info@pulsefitness.com

health club management

DIRECTORY

For just over £20 per issue you can access over 10,000 motivated leisure professionals committed to the industry.
To book your space call the sales team on Tel: +44 (0)1462 431385 Fax: +44 (0)1462 433909

architects/designers



To book your
advert call the sales
team on
+44 (0)1462 431385

AV/sound



clothing & merchandise



**To book your
advert call**
John +44 (0)1582 607970
Nadeem +44 (0)1462 471902
Julie +44 (0)1462 471919
Jan +44 (0)1462 471909
Tessa +44 (0)1462 471903

clothing & merchandise



club operation support



To book your
advert call the sales
team on
+44 (0)1462 431385

computer membership software

brightlime

Maximise the competition:

- With powerful browser-based only software
- A fully smart (anti) booking protection

"Brightlime delivers fantastic software with the economic benefits of the web and 24-7 support. It ticks all the boxes for our club."

Provenance & Performance: A proven solution in over 1000 clubs across the UK and Ireland. It's the most powerful and secure membership software available.

1 brightlime.co.uk 2 www.brightlime.co.uk
T 0844 806 8350

Legend
Club Management Systems
THE DEFINITIVE SOLUTION

- The definitive set of club management software modules
- Fully integrated CRM
- Tried and tested solutions
- No upfront investment

0800 389 2069
www.legendware.co.uk

See more of your members

Sales Prospecting • Bookings
Member management • CRM
Access Control • Retention
BACS/STEL/IF Billing

sda solutions

sdasolutions.com
+44 (0)1670 607 1966

LeisureMOST
Software for the Leisure Industry

Membership
Visit Recording
Card Production
Image Capture
Access Control
Text Messaging

Bookings
Point of Sale
Back Office
Courses
Web Bookings
Single/Multi Site

0113 2370488
www.leisuremost.com

CheckFree Compete

Membership Management Software

www.checkfreecompete.co.uk

ez systems.
INTELLIGENT MANAGEMENT SOFTWARE

maximise your yield and retain more members

- 'Intelligent' membership
- 'Intelligent' spa
- Online prospecting
- Online bookings with SMS and email confirmation
- Online CRM

make life

ez

T. +44 (0) 207 449 4999

E. info@ezsystems.co.uk

www.ezsystems.co.uk

SPRINT

- Staff Management
- Time & Effort
- Accounts & Finance Control
- Inventory Management
- Training & Development
- Marketing & Promotion
- Customer Relationship Management
- Reporting & Analysis
- Integration with other systems

T 01453 679679
www.sprint.co.uk

ClubRunner

...software that puts you in control

Cost effective, simple and stress free solutions for Prospecting, EPOS Reporting, CRM Membership Security Bookings Billing

T 0844 8475827 www.clubrunner.co.uk
E sales@clubrunner.co.uk

computer software

SOFTWARE SPECIALISTS FOR THE HEALTH AND FITNESS INDUSTRY

Website design • E-commerce solutions • CRM systems
Desktop software • Business solutions • Bespoke solutions

www.optimumfitness.co.uk
info@optimumfitness.co.uk
01634 883 444

optimumfitness

direct debit collection

Flexible Direct Debit Solutions

- Professional collection on contracted or non contracted memberships
- High Collection Rates
- BACS BUREAU for existing Originators
- Online Direct Debit with our SNAP sales portal
- Development Loans
- We can ALSO collect your debts FREE OF CHARGE?

T: 0845 230 1636 e: sales@harlandgroup.co.uk
www.harlandgroup.co.uk

direct debit collection

Direct Debit Solutions

Tailor Made for YOU

Bespoke Direct Debit Solutions from **Debit Finance Collections**

E: sales@debitfinance.co.uk
W: www.debitfinance.co.uk

FASTDD ON LINE DIRECT DEBIT **dfc** Debit Finance Collections Ltd
Part of The Leisure Finance Group

belmont
leisure solutions

- ✓ Membership Fee Collection
- ✓ Facility Management Software
- ✓ Marketing Sales and Retention
- ✓ Direct Debit Collection
- ✓ Flexible Credit Control
- ✓ Free Debt Collection
- ✓ Call Centre Facility

No 1 IN FLEXIBLE MEMBERSHIP COLLECTIONS

Email: sharon@belmont-finance.co.uk
www.belmontleisure.com
Tel: +44 (0) 1932 753213

To book your advert call

Jan +44 (0)1462 471909
Tessa +44 (0)1462 471903
John +44 (0)1582 607970
Nadeem +44 (0)1462 471902
Julie +44 (0)1462 471919

exercise equipment

GRAVITY
DROP PRICES • PLATS • TREADMILLS • WEIGHTS

RESIST

Four great programmes, one award-winning piece of equipment.

www.gravityuk.net

For more information call 0845 602 7485 or email admin@gravityuk.net

To book your advert call

Tessa +44 (0)1462 471903
John +44 (0)1582 607970
Nadeem +44 (0)1462 471902
Julie +44 (0)1462 471919
Jan +44 (0)1462 471909

free weights, flooring & studio equipment

Jordan

Tel: +44 (0)1945 880257
www.jordanfitness.co.uk

STOTT PILATES® has earned an international reputation as the world's most respected Pilates brand.

Distributed in the UK by Pilates Solutions, we can work with you on space planning, sourcing instructors or training existing staff, marketing and finance options to create a profitable Pilates studio for your facility.

0800 434 6110

www.pilatesolutions.co.uk

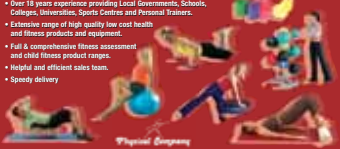
UK Distributor of STOTT PILATES® Equipment



PHYSICAL COMPANY

functional, results driven, innovative equipment for fitness, sports and rehabilitation

- Over 18 years experience providing Local Governments, Schools, Colleges, Universities, Sports Centres and Personal Trainers.
- Extensive range of high quality low cost health and fitness products and equipment.
- Full & comprehensive fitness assessment and client fitness product ranges.
- Helpful and efficient sales team.
- Speedy delivery



Email sales@physicalcompany.co.uk

Web www.physicalcompany.co.uk

Tel 01494 769 222 Fax 01494 769 333

FITNESS SYSTEMS

Fitness Systems are one of the UK's fastest growing suppliers of Best-Qual Solutions. Everything you need to create, design and maintain your gym from initial design through to full installation of your own single solution.

Fitness by Design

For further information contact Fitness Systems on 01204 547110

Cardiovascular Strength Free Weights Aerobics

- Free loaded strength products
- 30 Day TV Cardiovascular Products
- Free gym loans
- Flat loaded equipment and free weights
- Loading levels reconditioned OI and strength equipment
- Flexible equipment loans

NAUTILUS

Cardio Resistance Free Weights Studio Cycling Education

Be Strong™

Why Nautilus?
35 years ago, Nautilus practically invented fitness equipment. We've been reinventing it ever since.

NAUTILUS

"Changing the game in health and fitness"

For further information contact Nautilus on 01908 267 345 or enquire@nautilus.com
www.nautilus.com

STOTT PILATES

SALES AND SERVICE
NEW/RECONDITIOED RESISTANCE, CARDIO
WEIGHTS AND FREE WEIGHTS EQUIPMENT.
TEL: 01204 547110
WWW.STOTTPILATES.CO.UK



IRON GRIP

HANDBELL COMPANY

LARGEST PRODUCER OF
COMMERCIAL FREEDOM
WEIGHTS

PREMIUM QUALITY PLATE,
BAR AND DUMBBELL
5 YEAR WARRANTY

For a full list of products in the UK, visit www.iron-grip.co.uk

Power your way to a healthy profit

Shapemaster, the pioneers of power assisted exercise have introduced two new exciting ranges. These machines will help you to unlock the lucrative 50+ deconditioned market.

Client benefits - Improves Shape, Posture, Flexibility, Circulation, and Wellbeing

With Shapemaster you can maximise your profit and improve your clients health and wellbeing...

www.shapemaster.co.uk
UK: 0800 792 48 15 Outside UK: +44 1488 887 424

facility development

TOTAL LEISURE SOLUTIONS WITH NO CAPITAL OUTLAY



- Design & Build • Facility Development • Equipment Supply & Service • Operational Support
- Five-a-Side Soccer Centres • Finance & Investments • Sales & Marketing • Staff Training

Ask today for a **FREE** feasibility study...

t: 01260 294610 e: info@pulseselect.com

www.pulseselect.com



finance

Looking for finance?

CMF provide competitive & flexible finance options for any type of equipment

Call Chris Duffell now for a quote and further information
01928 739 712 or click
chris@cmf-ltd.co.uk
www.cmf-ltd.co.uk

Finance is a commitment to quality

ARE YOU ABOUT TO BUY EQUIPMENT?

THINK!

WHY TIE UP YOUR VALUABLE WORKING CAPITAL?

FINANCE EQUIPMENT PURCHASES WITH RATES FROM 4.9% APR

CALL **0844 800 88 25**

OR VISIT

WWW.PORTMANASSETFINANCE.CO.UK



To book your advert call

Tessa +44 (0)1462 471903

John +44 (0)1582 607970

Nadeem +44 (0)1462 471902

Julie +44 (0)1462 471919

Jan +44 (0)1462 471909

To book your
advert call the sales
team on

+44 (0)1462 431855

flooring

flooring solutions for
the fitness industry



Tel: +44 (0)1945 880257
www.easylockflooring.co.uk

lighting

lightmasters uk ltd.

Whisper Cavity Channel
Window Awning for Sports Classrooms
Full RGB & A/V Systems
LED & Fibre Optic Lighting Systems

01480 407727

Traverse Pottery Available

lockers/changing rooms

hairdryers

Wyvern Leisure Ltd

HAIRDRYERS, COMB OIL OR PUSHBUTTON

4 Traditional features with a choice of 600W or 1200W

4 New hot air 'bake' 'bustle' 600W

4 Continuous charging room facilities

4 Oil heated

Tel: 01258 455555

Fax: 01258 455555

Email: sales@wyvernleisure.co.uk

www.wyvernleisure.co.uk

insurance

Bespoke Insurance Solutions



GYM INSURANCE

Individual Approach
Individual Advice
Individual Premiums

Tel: 01702 437800
Fax: 01702 437788

Email: tomfrisky@fmlinsurance.com
Web: www.fmlinsurance.com

lockers/changing rooms

Crown Sports Interiors
...for a finer finish

- Leisure centres
- Golf clubs
- Health clubs
- Hotels



Company Address: 140-142 Old Road

Unit 11-12, Tynes Business Park

Wharfedale Road, Fagbarn

Wakefield WF1 3JF

01937 555555

4. 1937 555555

www.crownlockers.co.uk



CRAFTSMAN
CQL
QUALITY LOCKERS
For a Great Changing Room Experience
Style



Design



Innovation



Craftsman Quality Lockers
Allington Road
St Neots
Little Barford
Cambs
PE19 6WE

Tel: 01480 405396
Fax: 01480 470196
Email: johng@cqlockers.co.uk
Website: www.cqlockers.co.uk

Health and Fitness Clubs,
Gyms & Leisure Centres...
Use the Market Leader

THE Fitness Industry
Combined Insurance Scheme



Specialist cover
for all your
business
requirements.
FIA Discounts

John Aswell & Partners Ltd

Chesham House, 18-22 Longbridge Road

London EC1Y 9JN

Tel: 020 7591 8821

Email: enquiries@johnaswell.co.uk

Web: www.aswell.co.uk

Specialist cover for the FIA FLAME Award 2007

(One of the Top 1,000-2,500 members)



FITLOCKERS

Quality Affordable
Timber Lockers

T: 01923 770435 sales@fitlockers.co.uk www.fitlockers.co.uk

Sell your refurbished equipment fast by advertising your refurbished kit in the new directory. Book your space now by calling the display sales team on **01462 431385**, or e-mail your request to displaysales@leisuremedia.com

www.creativefitness.net
Need to increase your memberships?
We can H.E.L.P.I
CALL: 0870-270-6667



The Worldwide Leader in Health Club Promotions
CREATIVE FITNESS MARKETING

spas saunas sunbeds

Viking Saunas and Steam Rooms
Specialists in new build, replacements & refurbishment.
01257 427019
www.viking-saunas.co.uk

H2LO
The world's largest sauna & steam company
saunas steam rooms
facility design
01462 600602 • sales@h2lo.co.uk • www.h2lo.co.uk

sports towels

Boundless Towels
think...
www.granville11.com
01462 600602

training

lifetime
outstanding training
lifetimehf.co.uk 0870 702 7273

vending

STOCKING UP
THE VENDING MACHINE COMPANY
Stocking Up provides the UK's health clubs with quality bonded products for members and staff from our range of vending machines.
• Flights • Exercise Equipment
• Fruit Refresh • Mental and Training Parks
For our brochures and further information please contact us at Stocking Up Limited
01462 600602 • Tel: 01462 600602
Email: sales@stockingup.co.uk
www.stockingup.co.uk

COPYRIGHT NOTICE

To subscribe to Health Club Management, log on to www.leisuremedia.com, email: subs@leisuremedia.com, tel +44 (0)1462 471913, fax +44 (0)1462 433909. Annual subscription rates: UK £41, Europe £52, rest of world £72.50 and students UK £20.
Health Club Management is published 11 times a year by The Leisure Media Company Limited, Portmell House, Portmell Lane, Hitchin, Herts, SG5 1DJ, UK, and is distributed in the USA by SPP, 75 Aberdeen Road, Emigsville, PA 17318-0437. Periodicals postage paid at Manchester, PA. POSTMASTER: Send US address changes to Health Club Management, c/o PO Box 437, Emigsville, PA 17318-0437.

The views expressed in print are those of the author and do not necessarily represent those of the publisher The Leisure Media Company Limited. All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by means, electronic, mechanical, photocopying, recorded or otherwise without the prior permission of the copyright holder. Printed by Warners Midland.

© Cybertrek Ltd 2009 ISSN 1361/351

5 Reasons to buy from Amazon Leisure (UK) Ltd



- 1) UK's largest supplier of refurbished gym equipment
- 2) Refurbishment levels to suit all budgets
- 3) Extensive warranties & service contracts available
- 4) UK's leading installers of commercial gym equipment
- 5) Over 18 years of trading

Call us now
Tel: 01953 498098
Web: www.amazon-leisure.co.uk
Email: sales@amazon-leisure.co.uk

servicesport
Service and sales of equipment

- Fitness Equipment Servicing
- Sportshalls Servicing
- Equipment Sales
- Parts Sales

Call: 0845 402 2456 www.servicesport.co.uk

Reconditioned sunbeds

- Flexible leasing options
- Fully factory reconditioned.
- Ergoline specialists.
- Service/repairs to all makes.

Sunbed & Leisure Systems (UK) Ltd, Unit 8, Network Centre, Midland Way, Barlborough, Chesterfield, S43 4WW
www.sunbedandleisure.co.uk

Tel 0845 241 4555

Sell your refurbished equipment fast by advertising your refurbished kit in the new directory. Book your space now by calling the display sales team on **01462 431385**, or e-mail your request to displaysales@leisuremedia.com

lightweights

NEW US TREND WILL HAVE YOU HANGING ON

As the US gym chain behind classes such as Naptime (see *HCM* November/December 05, p96) and Siletto Strength (see *HCM* March 06, p80), Crunch is known for its unorthodox approach to fitness. Its latest offering sees people suspended in hammocks performing mid-air moves.

Wings is a one-hour workout in which attendees experiment with a series of yoga, pilates, gymnastics and basic dance poses while suspended from the ceiling in individual hammocks. The techniques are said to be very beneficial for the relief of compressed joints and body alignment.

Wings, also known as AntiGravity Yoga, was devised especially for Crunch by the acrobatic performance troupe AntiGravity. The technique was developed by the troupe to help them explore performances in the air. The company also created the AntiGravity Hammock, which is used in the classes.



PICTURE THE PUBLICITY OFFICE CHRISTOPHER HARRISON

HAIRDRYERS TO HELP WITH RETENTION

Operators should invest in hairdryers to keep female members for longer, it has been revealed.

A recent survey of more than 1,000 UK women showed that more would participate in sport if they could style their hair afterwards.

Carried out by the Women's Sport and Fitness Foundation, the survey showed that 56 per cent of girls aged 10 to 15 said hairdryers were a necessity, and 91 per cent cited private cubicles as a must-have.

The findings will be used to urge schools to upgrade changing facilities in a bid to raise levels of physical activity among females.



PICTURE WWW.ISTOCK.COM

walking to help chocoholics

A walk of just 15 minutes can reduce chocolate cravings, research from the University of Exeter has found.

Following three days of abstinence, 25 regular chocolate eaters were asked to either complete a 15-minute brisk walk or rest, in random order.

They then engaged in tasks that would normally induce chocolate cravings such as unwrapping a chocolate bar and mental challenges.

After exercise, participants reported lower cravings than after rest. The cravings were reduced for up to at least 10 minutes after the tasks.

Past research shows that 97 per cent of women and 68 per cent of men experience food cravings: typically for calorie-dense, fatty or sugary foods.

Previously exercise has been proven to help people manage dependencies on nicotine and other drugs.



PICTURE WWW.ISTOCK.COM

CARRYING COAL'S THE GOAL IN GAWTHORPE

It started as a £10 bet between two coal merchants in the Yorkshire mining village of Gawthorpe in 1963, and this year up to 50 people are expected to take part. It's none other than the World Coal Carrying Championship, to be held on Easter Monday.

Endurance, strength, determination – and possibly a touch of madness – are required for this 1,000m contest, which will see men carrying a 50kg bag of coal and women burdening 10kg sacks. Since 2006, a children's version of the event has also been staged.

The current world record stands at four minutes, six seconds for men and five minutes, five seconds for women.

Makes perfect business sense.



KINESIS™

ONE



KINESIS ONE generates REVENUES

Kinesis ONE, is a stand alone version of Technogym's highly innovative Kinesis technology. Designed to provide a gym floor solution to engage members & generate Personal Training Revenue.

Kinesis ONE : Maximise your investment through income generation with Kinesis:

- Business Models**
- Member Programmes**
- PT Education**
- Marketing Support**
- Layout & design**
- Accessories**

Learn more about the Kinesis family and discover the benefits awaiting you if you choose Kinesis ONE for business at www.technogym.com/kinesisone
UK info@technogym.com or call 01344 300236

TECHNOGYM
The Wellness Company™