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2016 REVIEW

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## The current crisis in adult social care is largely the result of a blind spot in the physical activity agenda which fails older people

**A**s I write, the UK government is grappling with a crisis in adult care, with talk of allowing local councils to increase rates to fund vital services for the elderly and infirm, which are dangerously under-resourced.

Stepping back and looking at the demographics which have brought us to this point reveals a woeful lack of foresight on behalf of government. We've been talking about the ageing population since the early 1980s and yet here we are, with a huge number of infirm older people – something we could have headed off with better lifestyle interventions – and no plan for how to care for them.

And this situation is the tip of the iceberg. The current generation were not overweight in their youth, but as today's young citizens grow old – with their record breaking levels of obesity – they'll need higher levels of care.

I believe this crisis in adult social care will turn out to be a greater challenge than the obesity crisis when it comes to the strain on NHS and local government resources.

So what can be done? Although some people are genetically predisposed towards ill health and need nursing care in old age, it's estimated this only applies to around five per cent of the population. The remaining 95 per cent suffer ill health as a result of lifestyle choices.

This is exciting because it means we can take steps to support people in ageing healthily, enabling them to enjoy better quality of life with more independence and reducing pressure on budgets – win:win outcome.

Yet exercise and healthy living in old age is, for the most part, a blind spot for our society. Just recently my mum, who's 89, moved house and – having been going to a great gym regularly in her old home town – set out to look for a place to exercise closer to her new home.

I went with her – we toured the local gyms – and the response was, without exception, utterly appalling.

**Enabling people to have access to exercise and leisure into older age combats loneliness, improves quality of life and independence and leads to less health issues**

The staff looked at her with their mouths open, stammered, had no idea what to say and in every case, made it very obvious she would not be welcome.

So she's resorted to walking each day, but this is difficult, because pavements are not being maintained. A note to the council about this was replied to saying there is no budget for repairs. All the pressure is on her to sit quietly in her chair and watch TV until she is dependent.

We must do better. And now there's such a huge financial motive, we stand more chance of creating opportunities for people to stay active into old age.

There are examples to inspire us from nations such as Japan, Sweden and the Netherlands and we have all the evidence we need to prove that exercise slows ageing, reduces dependency and falls, improves mental health and wellbeing and reduces reliance on medication.

We have a strong lobby via ukactive banging on the door of government and the CEO of the NHS no less – Simon Stevens – lauding exercise as medicine. Now we must fight to ensure this extends to people of all ages.

*Liz Terry, editor @elizterry*

Tel: +44 (0)1462 431385 [www.leisuremedia.com](http://www.leisuremedia.com) [@leisuremanmag](https://twitter.com/leisuremanmag)



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## ray hole architects - Practice Profile

**ray hole architects** is a specialist international, award winning architectural practice with over 25 years' experience gained through delivering a broad portfolio of visitor attractions and experiences - *wildlife (animal and botanic), cultural, science, industrial, educational, man-made heritage and natural history, sports, brandlands, museums, themed environments, hotels and restaurants* - across a range of locations and a rich diversity of cultures.

Our belief is that creating 'architecture' is a very important criterion of a much broader responsibility, providing the means by which greater value can be created for our clients, stakeholders, end users, society in general and the environment. We strive to achieve this through realising achievable, yet technically innovative and sustainable design solutions. Our projects are informed by active exploration of as many influences as possible which allows us to develop a design attitude which differentiates our approach to completed work. This combination of attitude and understanding has provided us with opportunities to play an influential role of redefining the UK and International visitor attraction sector.

We have a proven track record of working on projects ranging from; the multi-billion pound London Paramount themed resort at Ebbsfleet to the Volkswagen AG Brandland - Autostadt, Wolfsburg; from the first UK based Kidzania at Westfield, White City to the Rainforest House for the Herrenhauser Garten in Hannover; from the Gold Medal and RIBA Award winning *Showdon Summit Building - Hatod Eryii* - to the Heritage amusement park at *Dreamland, Margate* and the re-masterplanning of *ZSL London Zoo*.

Equally, maintaining an understanding of cultures and trends within the visitor attraction sector itself is fundamental to our ability to deliver relevant, engaging, commercially sound, operationally efficient and enhanced revenue generating facilities.

Our membership of client trade bodies (private, public and institutional) and regular attendance and active participation at attraction industry conferences, UK Government sponsored International trade missions and keynote talks is crucial in developing our inclusive knowledge base, as is our highly specialised in-house and Chartered RIBA Practice CDP program.

Our completed projects and enviable client list demonstrates our versatility and growing reputation for applying our expertise and delivering world class, sustainable projects regardless of the challenges imposed by budgets, timeframes, multi-stakeholders, sensitive environments and subject matter.



RIBA Award Hatod Eryii - Showdon Summit  
Gold Medal for Architecture T Alwyn Lloyd Memorial Medal



**BHSTS Master Plan**  
Brighton



**Fashion Hotel**  
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**Rainforest House**  
Hannover



**Int. Sports Village**  
Cardiff



**Ripleys BION  
Museum**  
London



**VW Brandland**  
Autostadt



**Bentley Pavilion**  
Autostadt



**Marwell Wildlife  
Cafe Graze**  
Hampshire



**London Paramount**  
London



**Grand Pier**  
Weston-Super-Mare



**Restless Planet**  
Dubailand



**Railway Station**  
Castellon



**Kidzania London**  
Westfield, White City



**Dreamland**  
Margate



**Sports Campus**  
Newcastle



**VW Pavilion**  
Autostadt



**Master Plan  
ZSL London Zoo**  
Land of Lions



**Balloon  
Apartments**  
London



**Gorilla Enclosure**  
Durrell Wildlife



**Lingfield  
Racecourse**  
Surrey



**Snowdon Summit  
Visitor Centre**  
Wales

rayhole architects

...museums brandlands cultural attractions botanic gardens  
zoos safari parks visitor centres themed attractions mixed  
development heritage centres science centres hotels restaurants...

# PEOPLE

“People with mental health or anxiety problems, particularly kids, need to find their own way back to recovery. And that’s what we facilitate”

**Joe Taylor, founder, the Wave Project**

**T**his project started out like a little snowball, rolling down the hill – and it has just kept going and growing since,” says Joe Taylor, founder of charity the Wave Project. “We started as a small, local surfing project in Cornwall, funded by a NHS primary care trust. Now we operate in eight locations, receive grants from the Big Lottery Fund and are about to open two more sites – as well as our first surfing shop.”

The Wave Project runs surfing interventions for isolated young people and children with mental health issues. The aim is to encourage kids who’ve experienced trauma, anxiety or isolation to feel more positive and build their confidence and social skills.

“Our objective is to get kids from being anxious, nervous or shy and help them become confident enough to help other people involved in the project,” says Taylor. “We believe surfing’s a perfect hook for that, because it gets kids physically active, it’s seen as being cool and you get to be outdoors, which is important to kids with attention problems such as ADHD.”

## MAKING A DIFFERENCE

The programme is based on each child having their own mentor – often an experienced volunteer surfer. The one-on-one contact, combined with the experience of learning a specialised skill such as surfing, can at times lead to extraordinary outcomes for children who find new confidence in themselves.



Joe Taylor has driven the growth of the Wave Project initiative

“On one of our first ever programmes there was this little lad called Sam, who was experiencing selected mutism,” Taylor recalls. “The condition is usually brought on by a traumatic experience or anxiety

and results in the child losing the ability to speak.

“It’s not that they can’t speak, but they stop because their brain doesn’t engage the mouth. So Sam was entirely mute when he started with us. Then one day, I think in week three or four, he suddenly just started talking again. There he was, chatting away to his mentor in the water.



Wave Project surfing interventions help build confidence and social skills in youngsters



"At the end of the six-week project, his parents came to me with tears in their eyes and said 'thank you, you've given us our son back'. Those kind of moments stay with you and the mentors for life.

"I believe people with mental health or anxiety problems, particularly kids, need to find their own way back to recovery. And that's what we facilitate."

### EXPANDING INTERNATIONALLY

Launched by Taylor with the help of a few volunteers in 2010, the Wave Project now employs 12 staff in the UK and will launch in Australia in 2017.

In addition to the NHS and Big Lottery Fund it receives funding from other sources, such as Children in Need, and private donations, but Taylor is keen to move away from being dependent on grant funding.

As part of diversifying its income streams, the Wave Project now also runs paid-for sessions for people who want to learn to surf and the charity opened a shop in the surfing Mecca of Newquay in May.

"It's not a traditional charity shop in terms of people bringing stuff for us to sell," he says. "We're making our own products and launched our own range of T-shirts, hoodies and bags. We promote limited edition clothing by involving local designers.

"We want to try and move away from being entirely reliable on grant funding and prop up our income. If the shop is successful, we might do more of them in areas we already work in to underpin the projects."

For Taylor, the expansion of the Wave Project and its new strands has brought new challenges.

"Personally, it's been a big learning curve to figure out how to manage a project that has expanded so quickly," he says. "It's gone from something quite manageable and small to being suddenly this huge thing that's being delivered all over the UK and expanding abroad.

"To track, manage and coordinate all this activity remotely from an office in Cornwall hasn't been easy. There's no management course you can do that teaches this you all this stuff."



## “Three things make a successful museum tour: guides, games and gossip”

**Nick Gray, founder and CEO, Museum Hack**

**T**hey're museum tours for people who don't like museums, and Nick Gray, founder of private museum tour company Museum Hack, was once one of those people.

"I used to hate museums. I thought they were the most boring places in the world, and some of them still are," Gray says.

Today he's in charge of an extraordinarily well-received enterprise that offers alternative tours of the Metropolitan Museum of Art in New York (such as the Big Gay Met Tour) as well as in Washington, DC, and San Francisco. On TripAdvisor, a Museum Hack tour at the Met is one of the highest-ranking things to do in New York City, with a five-star rating.

"There are three things that make a successful museum tour: guides, games and gossip," says Gray, who believes today's audiences have to be entertained

before they can be educated. "We don't hire guides based on whether they have a PhD in art history. The most important thing is that they're great storytellers."

Guides engage the group with games and activities, and the "gossip" comes from finding out fascinating and unusual facts – the "juicy backstories" – about the art.

"The tours are two or three times more fast-paced than an ordinary museum tour," says Gray. "A lot of our target audience is in the ADD [attention deficit disorder] generation – always on their phones, always going from one thing to another. So that's the kind of speed we maintain."

Tours are conducted by guides who have designed their own unique routes through the museum, based on their own passions and interests. There are six or seven people in a group, and the price per person is US\$59, including museum admission. At the Met, Museum





**Museum Hack guides devise tours of the galleries inspired by their own artistic passions**

Hack is registered with the Group Services office, in a similar way a foreign language tour guide would be.

Museum Hack also offers teambuilding tours, family-friendly tours and tours for big groups like bachelorette parties. It works with museums around the world to do staff workshops and training programmes.

The company, which has grown to have more than 24 employees and has hosted about 6,000 people on its tours, has been branching out into other areas and was invited by a global sports company to train its staff in Museum Hack's storytelling techniques.

The Hackers also worked recently with a newly renovated luxury heritage hotel in Times Square, the Knickerbocker. "The Knickerbocker hired us to do their staff training. The hotel has all these crazy stories about Babe Ruth and the Titanic, for example. We trained their staff to be tour guides to tell these stories," Gray says.

The business has come along way since Gray quit his job to focus on Museum Hack in July 2013. The definitive moment came a couple of years before that, when his opinion about museums was challenged.

"I was brought to the Met on a date," he says. "The museum was empty and my date basically gave me a private tour, which unlocked a sense of curiosity about history and art that I never knew I had."

Gray began touring his friends around the Met and soon his friends were bringing their friends. "Soon I was doing so many tours that I decided to establish a business."

Now it's about attracting Millennials. Gray says they have to be engaged at the speed and pace they're used to.

"I would love it if museums stole our ideas and put us out of business," Gray says. "I know that will never happen, but if they did steal our ideas then great. It's important to engage fresh audiences with art."



**Museum Hack tours unearth hidden stories about artefacts, works and artists and move through the items at an engaging pace**

Boomtown Festival, now in its eighth year, takes place at a pop-up city at Matterley Estate near Winchester



It evolves each year, with new stage concepts, new narratives and all types of music

Lak Mitchell, founder, Boomtown Festival

Having been part of the festival scene since childhood, they feel like a second home to Lak Mitchell. But eight years ago he realised the main stage at the festival he was attending lacked atmosphere and that many musical genres were being overlooked.

So, he resolved to create his own festival which would be full of colour, creativity and expression. Embracing all types of performers, it would be expansive and eclectic.

"I have loads of talented friends playing in all types of bands – ska, folk, gypsy, reggae, punk – but there was no space for these artists to perform," he said.

In a saturated market, Mitchell knew a new festival would have to be fresh and different to survive. The result was BoomTown: part music festival, part theatrical experience and part architectural showcase,

its home is a pop-up city at Matterley Estate near Winchester. It has grown year on year and this August's event had more than 500 musical acts and 60,000 visitors.

"It's about the experience, rather than just the artists. It evolves each year, with new stage concepts, new narratives and all types of music," says Mitchell "It takes a lot of work to keep the energy and excitement going."

As BoomTown steers clear of big brands and sponsorship, it is reliant on ticket sales (priced from £135, but free for under 12s). An economic report showed the festival generates £6m a year for the local economy. It pulls people from 80 countries and although most of them are in their 20s, an increasing number of families are now coming along too.

Going forward, Mitchell thinks the festival industry will remain buoyant and there will be an appetite for them, but he warns organisers will have to stay on their toes and keep coming up with new ideas.





BoomTown: part music festival, part theatrical experience and part architectural showcase



## “Maruia Springs – a multi-million dollar redevelopment – will create an experience in keeping with this magical location”

**James White, managing director, Maruia Hot Springs**

**H**ot springs research and development consultant James White is the managing director of New Zealand’s Maruia Hot Springs and has promised a world-class bathing and wellbeing attraction, as well as a “total renewal of the Southern Alps bathing experience which fits harmoniously into the surrounding mountains.”

South Islanders White and his partner, Kim Hamilton, are planning extensive revitalising and expansion of the open-air hot pools that will help Maruia Hot Springs “become the blissful New Zealand nature escape that it should be” he says.

While this is the first property White has co-owned and managed, he’s no stranger to the industry. He headed up research for the Hot Springs Alliance Group between 2013 and 2015, which identified best practice in bathing industry.

His research analysed how global natural hot springs create, deliver and capture value. And it involved him visiting 20 countries and 122 hot springs sites, as well as conducting more than 180 interviews.

White’s findings concluded that Australia and New Zealand are well-placed to be premier destinations for wellness activities.

The people behind Australia’s Peninsula Hot Springs (PHS), which is also undergoing a major expansion, are co-investors in the development which was acquired by a consortium for a reported NZ\$2.26m (US\$1.6m). PHS founder and CEO Charles Davidson sits on the board of the Australasian Spa and Wellness Association with White.



White and Hamilton bought the springs as part of a consortium for a reported NZ\$2.26m

White and Hamilton have been rejuvenating what was a Japanese-style bath house at Maruia Hot Springs into two communal indoor bathing experiences. Other soon to be developed facilities include thermal massaging showers, heated stone

beds, new changing facilities, relaxation lounges, a sauna, steamroom and more indoor relaxation experiences.

The outdoor and indoor bathing pools are fed from a natural 56°C mineral spring and the eco-resort generates its electricity from its own hydro-power station.

“Over time, I’m looking to apply the knowledge gained from the global hot springs research to transform Maruia Hot Springs into an innovative, world-class hot springs experience and destination,” says White. “Maruia Springs will be a multi-million dollar redevelopment to create an experience that’s in keeping with this magical location.”



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## ‘Activity has to be a by-product rather than the end in itself. It must be social, fun and have a purpose’

**Dr William Bird, CEO, Intelligent Health**

### What's the ethos of Intelligent Health?

We focus on building communities with activity at the heart of things. It isn't just about health: if you have an active society, you have more volunteering, more people in the streets and the parks being connected with each other. People feel safer, there's less antisocial behaviour. Essentially, an active society is a society we want to live in.

But to get new people into being active, activity has to be a by-product rather than the end in itself. It must be social, fun and have a purpose.

### Can you give an example?

Our Beat The Street project is a perfect example. It isn't 'physical activity': it's nothing to do with step count, 150 minutes a week or diabetes prevention. It's a game.

You have a smartcard which you tap on sensors – hundreds of which are built around the area, about half a mile apart – whenever you walk to school or the park or the shops. Every time you connect two beat boxes, you get 10 points that go to your team.

Each project runs for seven weeks and the winning team gets £1,000 – although we've found people aren't as motivated by the prizes as by the fun of the game itself.

The seven-week timeframe is very important: any shorter and you don't have enough time to create a habit in people; any longer and you get people who become dependent on the extrinsic reward of tapping



William Bird: why can't gyms offer memberships around health walks?

the box, whereas we want them to quickly start thinking about doing their own thing. We target deprived areas of the UK and we give out smartcards to virtually every single child in that area. We recently w

### Is it only for kids?

Not at all. Most GP surgeries have the smartcards too, as well as many of the community centres and libraries. However, it tends to be through the schoolchildren that we capture the adults – the kids get their parents, and even their grandparents, involved. In fact, that people were able to spend time with friends and family is one of the main benefits we hear from participants; in many cases, it's even more important to them than the fact they feel healthier.

### How many people take part?

We generally aim to get 30,000 to 40,000 playing by week two or three, and typically get almost 1 million smartcard swipes in the space of seven weeks – so around 20,000 a day. At a minimum, we'll get 10 per cent of the community involved – and interestingly, 20 per cent of our participants have long-term conditions such as diabetes and heart disease.

### How do you know about participants' health conditions?

Although the process is all anonymised, we have a lot of data about the participants, all of which is linked to the ID chips in their smartcards.



The winning  
Beat the Street team  
receives a £1,000 prize



Using our data, we're able to show how, before a Beat the Street project starts, on average 35 per cent of the community will be active. By the end of the seven weeks that statistic goes up to 45 per cent. A year later, it's still at the same level – those people are still being active. We always aim to create a habit and then we signpost people into trying out other activities, which could be anything from Zumba classes to nature walks in the local area.

We're also introducing a facility whereby, after the seven weeks is up, local fitness providers can swipe people's smartcards on their NFC phones to track attendance. If they can show lots of attendees who were previously inactive, or who have health conditions, they may be able to get NHS funding.

#### What are your plans for Beat the Street?

Last year we had 175,000 people playing Beat the Street in areas around the UK. This year we're on track for about 300,000 people. We've also run it in Poland, Italy, Greece, Austria – all under an EU grant.

#### What can gyms learn from it?

We get people engaged with activity in a non-scary way and then signpost them towards other fun activities. If operators want people to choose the gym, they have to put the enjoyment back into their offering. Gyms have to start where people are, not where they want them to be. Why does membership have to mean going to the gym? Why can't gyms offer memberships based around health walks outdoors, for example?



## ‘There’s now a legal obligation for government to set targets and investment for cycling and walking’

**Jason Torrance, policy director, Sustrans**

**W**e’ve worked really hard over the past six years to ensure cycling and walking are a priority for the government,” says Jason Torrance, policy director at transport charity Sustrans. “The introduction of a walking and cycling investment strategy (WCIS) last year is an example of what our work can achieve.”

The inclusion of the WCIS means the secretary of state for transport is now required by law to set out a strategy for cycling infrastructure. More importantly, it also requires the government to provide funding to meet the plans.

This was a significant win for Sustrans, which lobbies – and partners with – governments, councils and businesses to encourage active transport.

“There’s now a legal obligation for government to set targets and investment for cycling and walking,” Torrance says. “It’s a historic opportunity to guarantee the long-term funding that will extend travel choice, help ease congestion and improve our health and also improve the environment.”

Despite the breakthrough, however, there’s still a long way to go, Torrance adds: “Physical activity still takes a back seat in government planning. The broad commitments aren’t backed up by investment, which means there are limited plans to actually improve opportunities for people to get more active.”

According to government figures, investment in cycling in England outside London stands at £1.40 per person per year, while the Get Britain Cycling

report, from the All Party Parliamentary Cycling Group, recommends an investment of £10 per person per year.

“Words are one thing – action and investment to make those actions happen are a different thing entirely,” Torrance adds. “Between 2015 and 2016 alone, we’ve seen investment in cycling, walking and public transport being reduced by about a third.”

### GIVING EVIDENCE

The government’s stance might change if it trawled through the abundance of research on the benefits of active transport to public health and the Treasury.

These include a study by the University of East Anglia (UEA), which looked at 18 years of data on 18,000 commuters aged between 18 and 64 in the UK. The research shows that people who stopped driving and started walking or cycling to work benefited from improved wellbeing. In particular, active commuters felt better able to concentrate and were less under strain than if they travelled by car.

Jason Torrance, policy director at Sustrans, says sport is linked to transport planning



Sustrans wants to partner with sports clubs and councils to make safe cycling available to all

UEA's lead researcher Adam Martin said: "We found that switching from the car to walking, cycling or public transport is associated with an average reduction of 0.32 BMI, which equates to a difference of about 1 kg for the average person.

"This might sound like a relatively small proportion of their total weight, but we also found that the longer the commute, the stronger the association. For those with a commute of more than 30 minutes, there was an average reduction of 2.25 BMI units, or around 7 kg (over one stone) for the average person."

As well as improving public health, a focus on active transport would also improve finances. A report in *The Lancet* – entitled *Effects of increasing active travel in urban England and Wales on costs to the NHS* – calculated that £17bn could be saved by an increase in cycling and walking over a 20-year period.

"This and many other studies are part of a strong evidence base on the economic benefits an increase in physical activity would deliver," Torrance says.

#### WORKING TOGETHER

According to Torrance, there are synergies between the sports sector and Sustrans. The charity works alongside activity providers and has partnered with the Designed to

#### ATTITUDES TOWARDS CYCLING IN THE UK

**73%** Believe things would be better if people in general rode bikes more

**67%** Think that more people riding bikes would make their environment a better place to live and work

**61%** Agree that things would be better if friends and family rode bikes more

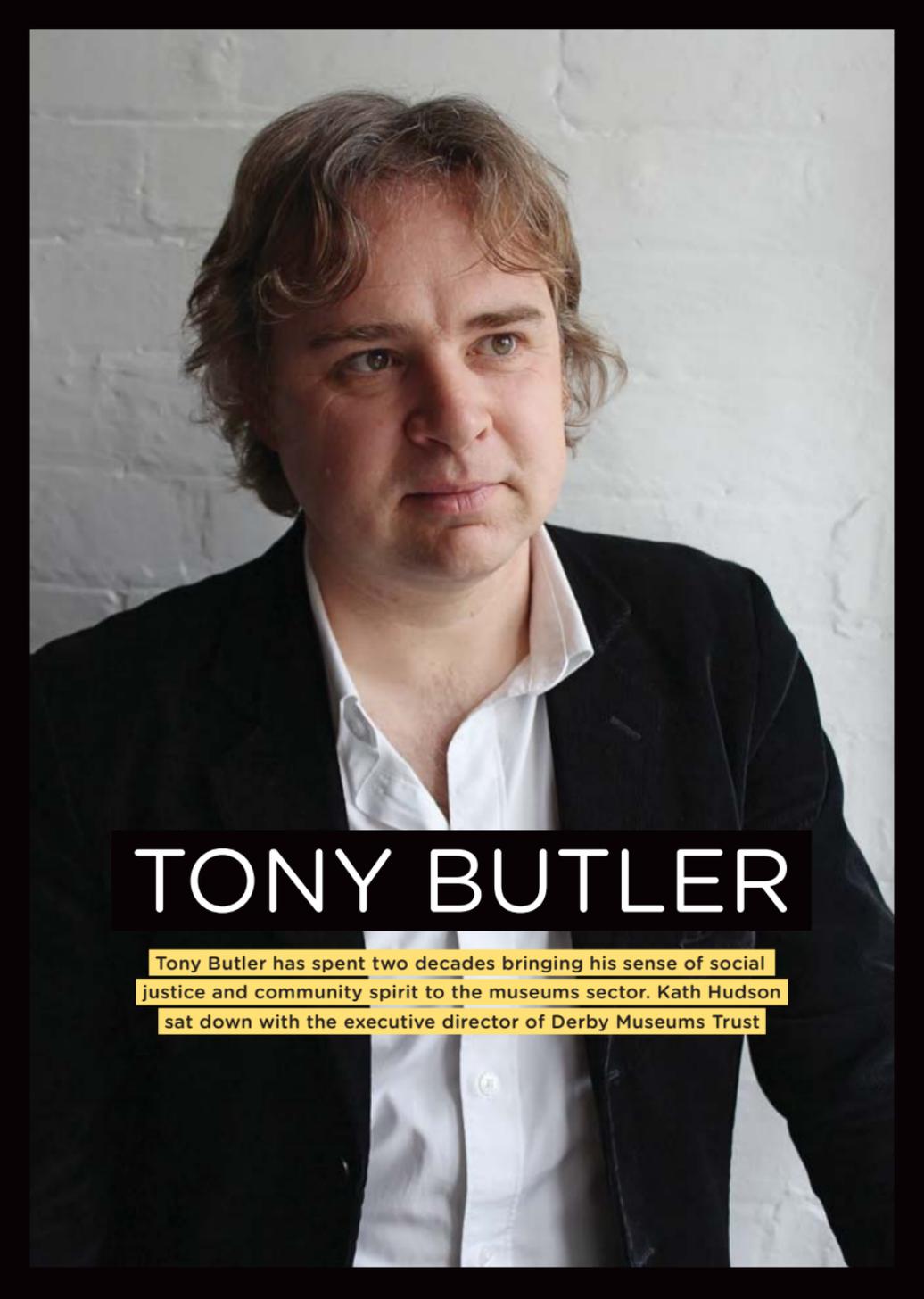
Move (DTM) initiative. This scheme brings together public, private, and civil sector organisations who are dedicated to ending the growing epidemic of physical inactivity.

"One of the things we did with the DTM initiative was set up a physical activity commission in 2014," Torrance says. "We partnered with Nike, the Lawn Tennis Association, the English Premier League and British Heart Foundation to bring together experts, to ask questions and make recommendations as to how the health of the nation could be improved."

Torrance is keen to see sports clubs use their expertise in getting people active by extending their reach outside the pitches, pools and sports halls. He highlights bike buddy schemes, cycle to work schemes, pool bike loans and walking meetings as ways to make customers and staff more active outside the facilities they manage. And Sustrans is there to help with any advice, he adds.

"The key synergy between Sustrans and sport is enabling physical activity," he says. "We have common cause to improve lifestyles. I'd encourage everyone to get involved by becoming advocates for active transport."

*Reference: Does active commuting improve psychological wellbeing? Evidence from the British Household Survey. [www.leisuremedia.com/sustrans/](http://www.leisuremedia.com/sustrans/)*

A portrait of Tony Butler, a man with wavy brown hair, wearing a white shirt and a dark jacket, looking directly at the camera against a white brick wall background.

# TONY BUTLER

Tony Butler has spent two decades bringing his sense of social justice and community spirit to the museums sector. Kath Hudson sat down with the executive director of Derby Museums Trust

# Museums can add so much value to society beyond simple pleasure & entertainment

Ever since I started working in museums, I've thought they should be for everyone: there shouldn't be any physical or intellectual barriers to cultural heritage," says Tony Butler, executive director at Derby Museums Trust, UK. "I've always been really interested in how you can get the broadest audience possible for history and art."

Butler's belief that everyone should have the right to both enjoy and participate in cultural heritage has been a thread running through his career, which took root in his childhood.

From an early age he had a voracious appetite for history, though his parents never took him to museums.

"I grew up in a working-class family and my mum and dad felt museums weren't for them, that they were hoity-toity," says Butler, who recently delivered a keynote at MuseumNext in New York.

As a result, Butler has consistently worked to disprove this notion. Believing everyone should have a right to participate in and enjoy cultural heritage, he has not only worked to make heritage sites feel welcoming, but extended this to running inclusive programmes for groups like the long-term unemployed.

"Museums should be welcoming places with a friendly face at the door



Social history: Tony Butler's first project was about young Asian men in Wakefield, Yorkshire

and good seats," he says. "It's about getting the right programming and creating a sense of place, so people feel comfortable. Museums can add so much value to society beyond simple pleasure and entertainment."

Having spent many childhood hours devouring social history books in the local library, Butler was determined to make a career in the museum service. After graduating from the University of Wales with a history degree, he spent a year volunteering at a museum in Aberystwyth, working evenings at Burger King to pay the rent. He did an MA in Museum Studies at the University of East Anglia before taking a post at Wakefield Museum in Yorkshire.

## BREAKING DOWN BARRIERS

Straight away he went to work breaking down the barriers to entry, inviting the community to be part of the museum experience. His first project

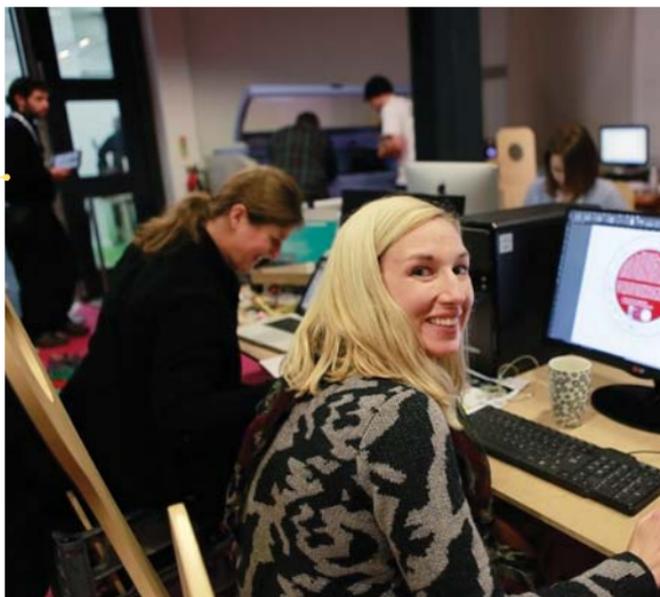
involved giving cameras to young Asian men so they could tell their stories about what it was like to grow up as an Asian in Wakefield.

This role was followed by three years on the Isle of Wight, running the museums service in Ipswich. He became the director of East Anglian Life in Stowmarket in 2004, leading a social-enterprise approach to managing open-air museums with responsibility for over 20 historic buildings.

With many gardens, woodlands and historic buildings – which lent themselves to outdoor communal activities – under Butler's stewardship, the museum service devised a range of 10-week training programmes, linked to literacy and numeracy, for people with mental health problems and the long-term unemployed. These included courses such as land management, construction, animal husbandry – including the rare breed animals – and horticulture, where students helped look after the formal gardens.

"These were entry-level programmes for long-term unemployed and those for whom mainstream education hadn't worked," he says. "There were

The £17m Derby Silk Mill, opening in 2020, has been dubbed a "museum of making" and is being co-produced with the public



## We're co-producing the museum with the public

some really good results as people learned to live independently and gained the confidence, skills and qualifications to go into the workplace. We helped over 40 people find jobs."

Butler claims it's possible to combine a visitor attraction with a social enterprise and says that more attractions should be thinking along these lines: "These programmes could be done anywhere, but what made them special was working with local cultural heritage to create a sense of place and sense of purpose."

East Anglian Life also participated in Rekindling Memories, a countryside programme developed with the Alzheimer's Society, that used memory boxes based around themes like holidays and the war, which could

be borrowed by care homes to run reminiscence sessions. Because of the rural area, the Rekindling Memories programme was also expanded so individual carers could borrow boxes to visit people in more isolated locations.

### HAPPY MUSEUMS

While at Stowmarket, Butler spearheaded a side project which epitomised his beliefs and conviction. The Happy Museums Project was launched in April 2011, funded by an award from the Paul Hamlyn Foundation Breakthrough Fund, providing a leadership framework for museums to investigate a holistic approach to sustainability and wellbeing.

"This was influenced by research by the New Economics Foundation

which found five key areas to be important to wellbeing: connect with others, keep learning, take notice of the world around you, be physically active and give back to the community" says Butler. "The project invites museums to develop programmes which will improve wellbeing and happiness in their communities."

So far, projects have been funded at 22 museums in England and Wales. The London Transport Museum, for example, has worked with St Mungo's homeless charity to create a Conversation Hub in the museum. Ceredigion Museum in West Wales joined forces with a social enterprise which worked with long-term unemployed people and encouraged them to make handcrafted



The local community takes part in activities as part of a consultative process on the vision for the mill

tools, based on the historic collection, which could then be sold. And the Woodhorn colliery museum in Northumberland funded a comedian in residence to connect with visitors.

Butler also believes museums have a stewardship role for people, place and planet. A five-year research project is underway, which will follow five museums to see what level of social change can be brought about by them taking an environmentally responsible approach.

#### DERBY SILK MILL

One project appealed to Butler so strongly that he decided to join it 18 months ago when he took up his current role as executive director of Derby Museums Trust. The £17m

lottery-funded Derby Silk Mill is expected to open in 2020 on the site of the world's first factory. Branded a "museum of making", it's being created in collaboration with the local community, with members of the public working alongside the museum service to literally build the museum. The project aims to equip them with new skills and experiences, as well as inspire generations of innovators and makers.

"We're co-producing the museum with the public," says Butler. "Instead of investing in the building, we've invested in kit, buying tools such as laser cutters and 3D printers, so the public can come in and make things like the display cases at the workshops."

"We've also had makers-in-residence who have developed learning programmes with local people and the team has been working with hackers, tinkerers, artists and makers to create a heritage site that will reflect the soul of the city."

The Silk Mill inspired a new approach for the Derby Museums Trust to run its portfolio. For example, the cases in the new nature space at the Derby Art Gallery were designed and made at public workshops.

Butler wants people not just to learn, but be part of what's happening: "The whole set of values around Derby Museums Trust is to involve the public and encourage them to participate as much as they can – not just to find out about heritage, but to actually do it." ●

# CRUISE CONTROL



We asked four cruise industry experts to share their thoughts

Cruising is the fastest growing sector of the tourism industry. However, as it expands, ships grow bigger, causing concerns about pollution – especially in cities where they dock. Kath Hudson reports



Royal Caribbean's MS Harmony of the Seas, the largest passenger cruise ship in the world

**R**oyal Caribbean's 16-deck-high *Harmony of the Seas* is an example of the new style of monster cruise liner, developed to meet customer demand in this fastest-growing sector of the tourism industry.

These floating cities, accommodating up to 9,000 passengers and crew, have a myriad of on-board food and beverage and entertainment facilities. But is as much investment going into the environmental impact as it is the guest experience? And how much of an environmental problem do these cruise liners pose?

The Environmental Protection Agency says that each day an average cruise ship emits more sulphur

dioxide than 13 million cars, because they run off dirty bunker fuel which isn't allowed on land.

Research into air pollution on ships lags behind research into pollution caused by cars and forest fires, but Dr Matt Loxham, research fellow at the University of Southampton, says air pollution is estimated to lead to around 3.5m – 4m premature deaths worldwide each year and some 65,000 of these are attributable to the wider shipping industry.

"There is mathematical evidence to suggest the biggest death tolls are in busy shipping areas with big populations, particularly in Southeast Asia and Northern Europe," Loxham says.

Southampton, Europe's busiest cruise terminal, is one of nine UK cities cited by the World Health Organisation as breaching air quality guidelines even though it has little manufacturing.

As cruise ships now start to broaden their geographic range, with Crystal going into the Arctic, many groups, including Arctic officials and the Nunavut government are also calling for the size of cruise ships to be reduced and for the number of ships to be controlled, saying the small communities can't handle the influx of tourists.

What is the extent of the problem, what needs to be done, and are improvements being made? We asked the experts. ▶



## Sotiris Raptis

Shipping and aviation officer: Transport and Environment

**One cruise ship emits as many air pollutants as five million cars going the same distance**

**C**ruise ships represent an environmental problem. One cruise ship emits as many air pollutants as 5 million cars going the same distance. They use a lot more power than container ships, consuming the same amount of fuel as whole towns.

They use heavy fuel oil that isn't allowed on land. Even when they burn low sulphur fuel, it's 100 times worse than road diesel. Research shows air pollution from shipping causes 50,000 premature deaths a year in Europe, at an annual cost to society of €58bn by 2020.

At the moment there is no meaningful regulation in place: the shipping industry is very conservative and resistant to changes from either

the International Maritime Organisation (IMO) or the EU. This is why the industry wasn't explicitly referenced in the Paris Agreement.

At the moment there is no cap on CO<sub>2</sub> emissions from ships and marine fuel burnt by ships is tax free. From 2019, EU emissions monitoring systems will make information publicly available regarding CO<sub>2</sub> emissions and energy efficiency data per ship. A similar system which is currently being negotiated at IMO is likely to keep this data secret.

However, changes are hopefully afoot. A global 0.5 per cent sulphur cap will be in place by 2020, so ships will have to use cleaner fuel.

The IMO is also reviewing design efficiency standards

for new ships (EEDI), another test of IMO's climate ambition after Paris. More stringent design efficiency standards would lead to more efficiency of fuel consumption and less emissions.

Recent studies have found that newly-built ships covered by the design fuel efficiency standard have much the same efficiency performance as those not covered. This is because the current targets are too weak. The EU is considering the inclusion of the shipping sector in its 2030 climate commitment, through a climate fund under the emissions trading scheme (ETS). This measure would reduce CO<sub>2</sub> emissions as well as facilitate investments in innovative technologies in the sector.

## Bud Darr

Senior vice president, technical & regulatory affairs: Cruise Lines International Association



**T**he cruise industry continues to steadily grow and is set to continue growing for the foreseeable future. In 2015, CLIA Cruise Line Members carried 23.2 million passengers on approximately 300 oceangoing ships, generating £91.3bn in economic impact worldwide. This year, the cruise industry is expected to carry 24.2 million guests. Travellers find cruising to be an excellent holiday option, offering a combination of exciting destinations and excellent value.

An average cruise holiday is seven days, visiting four or five destinations. Each typical port call can provide an estimated £60,600 to

the local community, as guests spend the day shopping, taking excursions, eating lunch and enjoying other on-shore activities.

Our guests' experience hinges on a pleasant, clean environment, and we take seriously our environmental responsibility. Our commitment makes sense from both a business standpoint and a moral standpoint. To have a sound and sustainable business, we must do our part to protect and preserve the environment.

CLIA members continue to develop the use of liquefied natural gas (LNG) as a fuel, investing more than £6.07bn. Currently, AIDA Cruises, Costa Cruises and MSC Cruises have announced plans to build

giving due regard to the very high capital investment required and the relatively long planned service life for a modern cruise ship.

The cruise industry continually challenges itself with the design and operation of ships resulting in a £7.58m investment in new environmental technologies and cleaner fuels. Also, a great deal of research, investment and development goes into creating new generations of ships and upgrading older ships. As the cruise and the maritime industry as a whole continues to implement and develop new environmental technologies, we look forward to continuing to raise the bar on environmental performance.

**We look forward to continuing to raise the bar on environmental performance**

up to eight new ships, with the first to be in service in 2019, running principally on LNG, and more lines may follow suit. These ships are planned to be built by Meyer-Werft and STX France. Some significant regulatory, commercial and logistics issues had to be resolved prior to these bold commitments being made,



## Liz Batten

Spokesperson: Southampton Clean Air

**Some ports, such as Los Angeles, are offering electric hook ups, which alleviates the issue in docks**

**S**outhampton has a serious pollution problem. Most of the city is above the legal limit, even in pedestrianised areas. When the Royal Caribbean's Harmony of the Seas docked, it raised a lot of concerns about the increasing size of cruise ships and the number of visits. There are 600 visits a year from cruise liners, so the issue is significant. As well as from the ships, there is also pollution caused by the traffic in and out of the city.

When cruise ships chug around the planet they burn bunker oil which is full of sulphur and creates the worst emissions. When they are approaching the English Channel and the Isle of Wight they are meant to switch to less polluting fuel, but this is still higher in sulphur than cars are allowed to use. While in port they use diesel generators because they still need huge amounts of power.

There are other options available: towing ships in with electric tugs and then

using electrical hook ups. Some shipping is being built using alternative means, such as LNG which is lower in emissions, or a mixture of electric and diesel and retrofitting engines.

Some ports, such as Los Angeles, are offering electric hook ups, which alleviates the issue in docks, but there is no sign of that happening here. As the council sold the docks to Associated British Ports, they have no control over what happens and can only beg and plead.

## Marcie Keever

Oceans and vessels programme director: Friends of the Earth

**G**ood work is being done to make cruises more environmentally friendly, but we still need to have a concerted effort from the industry, as well as people who take cruise vacations. The Friends of the Earth produces the Cruise Ship Record Card, so people can make an informed choice when they spend their money. We encourage them to choose companies from the top of the list.

The main things we look at are sewage and greywater, and air pollution emissions. Disney comes out top: it has four ships, and is growing fast. From a sewage point of view, Royal Caribbean is doing well, it has one more ship to retrofit and then its fleet of 25 ships will be running off the most advanced sewage treatment systems.

At the other end of the scale, Carnival has only done three of its 24 ships. Older sewage treatment systems give minimal treatment before discharging into the

**Crystal runs an Arctic cruise through the Northwest passage. This is only accessible as a result of climate change, which the industry is contributing to**

water and an average cruise ship, with 3,000 passengers and crew, produces 21,000 gallons of sewage a day. They also dump up to eight times as much grey water from sinks, showers and baths.

Across the board cruise lines are still using dirty bunker fuel. Bunker fuel is a residual fuel left after the refining process and is exponentially dirtier than on road diesel fuel. The US has an emissions control area, so ships must use cleaner fuel within 200 nautical miles of the coast.

Some lines are now starting to use cleaner fuels, and are retrofitting with scrubbers (which 'scrub' pollution from the smokestacks) and are looking to install diesel PM (particulate matter) filters like you see on buses and trucks. Princess Cruise

Lines has a scrubber on every ship and has invested heavily in on-shore energy at ports on the west coast of America, so the ships no longer need to run their engines in port. Royal Caribbean and other lines are also installing scrubbers.

From a public health point of view, it is very important that this happens. Air pollution can travel a long way and millions of dollars would be saved in healthcare if ships ran off cleaner fuel. By 2030, up to 31,000 early mortalities will be avoided in the US due to its cleaner fuel mandate.

Within the next two to three years, we would like to see all the major cruise lines install the best sewage treatment systems, and reduce air pollution with scrubbers and selective catalytic reduction technology,



along with diesel particulate filters, which mean ships have to burn cleaner fuel. After a campaign from the NGO NABU in Germany, the cruise line AIDA is doing this.

However, while we see improvements in one direction, other worrying developments are afoot as cruise liners start to go further afield. Crystal runs a month-long cruise into the Arctic, through the Northwest passage. This is only accessible as a result of climate change, which the industry is contributing to. We are concerned that they are taking a ship which has an older marine sanitation device, into one of the most pristine places on earth. One of the British government's research vessels is going as an escort. Is this an appropriate use of a vessel whose main job is to investigate climate change? ●

# rule

These projects are fusing typologies, pushing boundaries in engineering and design and upturning our expectations. They're built to surprise

# breakers

## Sky Pool, Embassy Gardens

Location: **London**

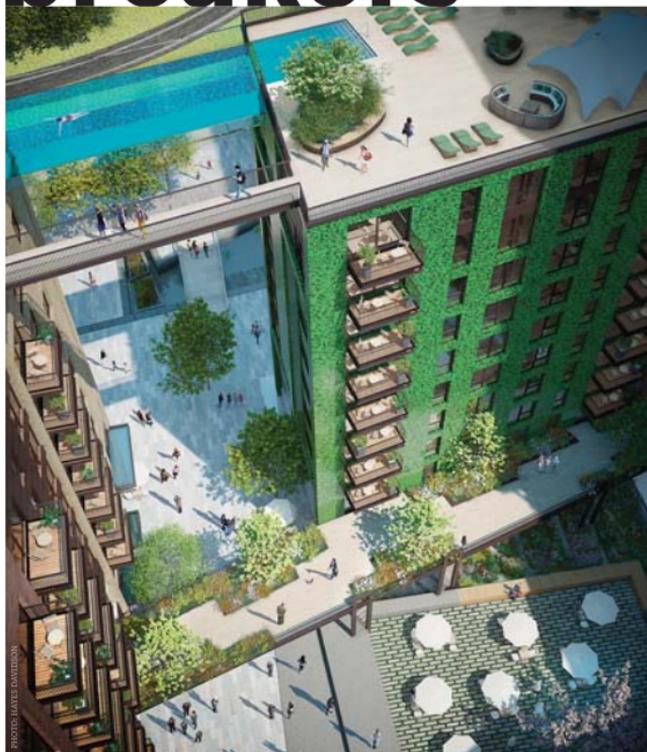
Architect: **Arup**

Developer Ballymore's glass Sky Pool spans two apartment blocks at the Embassy Gardens development next to Battersea Power Station, London.

The 25m pool will be 5m wide and will enable residents to swim between the buildings with only 20cm of glass between them and a 10-storey (35m) drop. The pool was designed by Arup Associates, marine design engineers Eckersley O'Callaghan and aquarium designer Reynolds.

Ballymore Group chair and CEO Sean Mulryan says: "The Sky Pool's transparent structure is the result of significant advancements in technologies over the last decade. My vision stemmed from a desire to push the boundaries of construction and engineering."

Jo Wright, Arup Associates practice leader, says: "It's an amazing amenity for residents to enjoy, whilst delighting the community with its gravity-defying design."



The glass Sky Pool is suspended 35 metres above the ground

## a gravity-defying design”

# a drainage system that doubles as a skate park”



SNE Architects answered the problem of flooding with a skate park that drains away rainwater

2016 issue © cybertrek 2016



## Rabalde Park

Location: Roskilde, Denmark

Architect: SNE Architects

As Denmark has suffered serious urban flooding after bursts of heavy rainfall, architects are looking for ways to mitigate the effects of these events. SNE Architects designed a network of integrated drainage canals – which come into use with heavy downpours – as skate routes in the recreational park of Rabalder in Roskilde.

“The whole canal system and the reservoirs have dual purpose, ensuring that the area is not left as empty, unused space throughout most of the year, but will always be an attraction in its own right,” says SNE Architects, adding that the park also has fitness equipment, trampolines, swings, hang out spots, designated bike and jogging paths, parkour equipment, a dancing area and a performance stage.

“It contains a continuous drainage system that doubles as a skate park. The skate park is fully integrated into the water canals and one of the empty reservoirs. In other words, the skate park is the actual water canal and reservoir.”

# “a striking, inviting & motivating place



## Derby Arena, Pride Park

Location: **Derby, UK**

Architect: **FaulknerBrowns**

The multi-purpose Derby Arena wraps an elite standard cycle track around a 12-court community sports hall and event space. The flagship venue aims to inspire participation in cycling, whilst also providing a wide range of community sport and leisure facilities to meet the needs of local residents.

The raised cycle track at first floor level allows unimpeded access to the central infield from ground level, vastly improving visibility of the infield space and allowing the entire 3,000sqm of space to be utilised without compromising cycling activities.

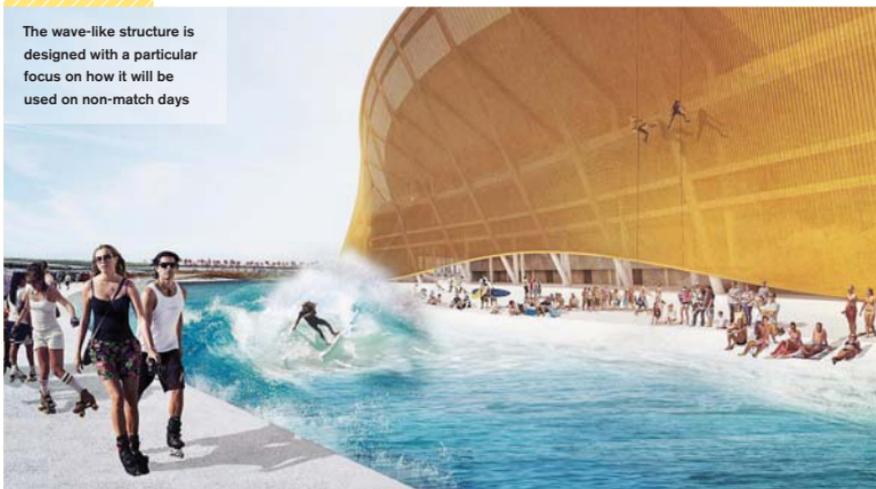
“Derby Arena represents a new era and sets new standards in both multi-use velodrome and local authority community sports facility design,” says Michael Hall, FaulknerBrowns’ project partner. “The arena is a striking, inviting and motivating place to participate in sport and also to visit as a spectator.”



By raising the cycle track, access to the central arena is clear and sightlines are unobstructed



The wave-like structure is designed with a particular focus on how it will be used on non-match days



## Washington Redskins stadium

Location: **Unconfirmed**

Architect: **BIG**

Bjarke Ingels Group (BIG) is designing a new home for National Football League (NFL) franchise the Washington Redskins. Described by the Redskins as "a new stadium concept", BIG's creation will be surrounded by a moat for kayakers, which is crossed by bridges linking the stadium with surrounding parks and green space.

"The stadium is designed as much for the tailgating, or pre-game events, as the game itself," says Bjarke Ingels. "Tailgating literally becomes a picnic in the park. We have found a way to make the stadium a more lively destination throughout the year without ruining the turf for the football game."

# "a lively destination throughout the year"



# the world's first multi-storey skate park”



## Skate Park

Location: **Folkestone, Kent**

Architect:

**Guy Holloway Architects**

Guy Holloway Architects is developing the world's first multi-storey skatepark in the British port town of Folkestone.

The proposals were developed by the architects and skatepark design consultancy Maverick after public consultation showed demand for an urban sports facility.

The park will host a variety of popular urban sports including skateboarding, BMXing, rollerblading and scootering, with additional trial cycling facilities, a bouldering gym and a boxing club. A cafe and rooftop function room with views across the harbour will also feature.

“The skate park will be the world's first multi-storey facility of its kind, and will add to the ever expanding skate and BMX scene in Folkestone allowing it to act as an attraction for people to visit and enjoy,” the firm says.



Urban sports like BMX, skateboarding, boxing and rollerblading inspired the modern leisure park design





The issues of food production and food scarcity are highlighted by BuzzBuilding

## BuzzBuilding

Location: Stockholm / Taipei

Architect: Belatchew Arkitekter

Swedish firm Belatchew Arkitekter has been tackling the question of how the world will produce enough food to feed 9 billion people by 2050. It's answer is BuzzBuilding – a concept they debuted in Stockholm before taking it to Taipei. The insect farm, with a steel exoskeleton, demonstrates the cultivation of crickets from larvae to protein-packed insect meat for use in restaurants and hotels, as well as for sale through supermarkets.

"The goal is to make meat production public. In contrast to today's hidden meat production, BuzzBuilding invites the public to observe and participate and offers accessible knowledge about where our food comes from," says Belatchew Arkitekter. "By situating the farms at unused places in the city, such as roundabouts, the goal of making the city self-sufficient in protein can be obtained."

BuzzBuilding also provides a haven for wild bees and other insect and plant species.



# “Making cities self-sufficient in protein



TOURISM

A person stands on a rocky cliff overlooking the ocean at sunset. The sky is a mix of orange and grey, and the sea is visible in the distance. The foreground shows the rugged texture of the cliff face.

# IRELAND'S WILD SIDE

Irish tourism is growing, with a 12 per cent increase  
in overseas visitors during the first nine months of 2016.

Kath Hudson explores the latest tourism initiative

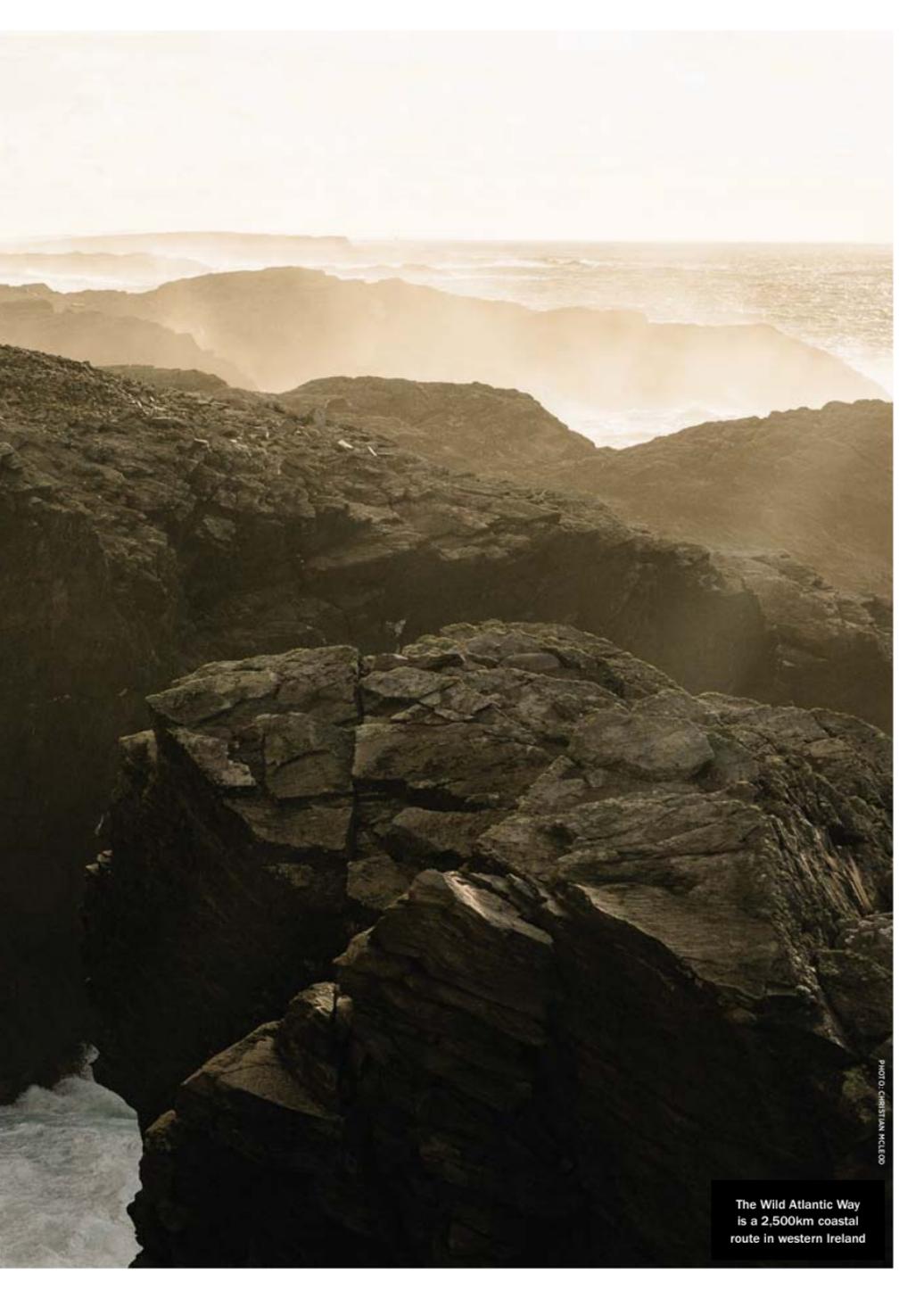


PHOTO: CHRISTIAN MCELROY

The Wild Atlantic Way  
is a 2,500km coastal  
route in western Ireland

When *Star Wars: The Force Awakens* hit cinema screens at the end of 2015, it gave Ireland the last word. Luke Skywalker's vignette appearance, in the enigmatic scenery of Skellig Michael, was the final impression viewers were left with from the film. So when they started thinking about their spring getaways, Ireland was uppermost in their minds. And bingo, it was a bumper Easter for Irish tourism!

Starring in a blockbuster has clearly helped, but the success is not all down to Disney, who owns the Star Wars franchise. Fáilte Ireland and Tourism Ireland have worked very hard over the past few years to rejuvenate visitor figures, which started to lag from key markets – such as the UK – in 2008.

One of the main initiatives has been the creation of the Wild Atlantic Way, which launched in spring 2014. This iconic 2,500km coastal route runs from the northernmost point of southern Ireland – Malin Head – to Cork at the very bottom. After a €12m investment in signage and infrastructure, there is now a sense of wayfinding and a joined-up experience all the way along the coast. There are 188

▼ Pollan Bay is near Malin Head, County Donegal, at the start of the Wild Atlantic Way and Ireland's most northerly point



## It's a **spectacular** and **culturally rich** route with very different areas and **iconic coastal scenery**



PHOTO: LUCASZ WARCZECIA



▲ The Wild Atlantic Way follows the west Irish coastline; Vanessa Markey, left, head of Great Britain at Tourism Ireland

### Aims of the Wild Atlantic Way

- Re-package the Atlantic seaboard as a destination to overseas and domestic visitors
- Increase visitor numbers, dwell time, spend and satisfaction
- Improve linkages and add value to a range of attractions and activities
- Improve interpretation, infrastructure and signage along and around the route
- Direct tourists to less-visited areas
- Assist businesses, agencies, local groups and other stakeholders along the area to work together
- Reinforce the particular strengths and characteristics of all of the areas located along the west coast, while offering the visitor one compelling reason to visit

PHOTO: FÁILTE IRELAND

discovery points with photo spots and interpretation story panels to encourage visitors to stop off and explore the area.

### ICONIC COASTAL SCENERY

The Wild Atlantic Way is divided into six areas, each with its own distinctive character. The route can be marketed as a whole or in separate parts. The intention is to influence people not to drive, walk or cycle the whole way in one go, but to explore areas in depth and return later to experience another part. To encourage this, a Wild Atlantic Way passport was developed, which can be picked up at any Post Office, providing a memento of the visit and encouraging repeat visits to other parts of the route.

"The Wild Atlantic Way creates one package with a number of discovery points along the route and allows people to select different elements," says Vanessa Markey, head of Great Britain at Tourism Ireland. "It's a spectacular and culturally rich route with iconic coastal scenery."

Although the main goal of the Wild Atlantic Way is to increase visits, dwell time, spend and satisfaction along the whole route, Fáilte Ireland was also keen to push tourism in some of the less popular areas. Traditionally,



PHOTO: SHUTTERSTOCK / IAN POOL

Tourists near Slieve League, a 601-metre mountain on the Atlantic coast of Donegal



The Northern Headlands, Donegal, which follow on from Northern Ireland's Causeway Coastal Route

PHOTO: FAIRIE IRELAND



Parts of the Wild Atlantic Way are famous for their cuisine

# THE SIX ZONES OF THE WILD ATLANTIC WAY



Fanad Lighthouse, County Donegal

PHOTO: MARTIN BROWN

## 1 Donegal

**The Northern Headlands:** the journey begins

Untouched rugged and remote coastline



Dooehoma Bay, County Mayo

## 2 Donegal to Erris

**The Surf Coast:** wind and waves out west

Yeats countryside, this area is renowned for its surf spots, such as Mullaghmore and Enniscrone



Surfing in County Sligo

### 3 Achill Island to Galway Bay

#### The Bay Coast: an open air playground

Beaches, Bluway trails and opportunities for activities like walking, kayaking, cycling, kite-surfing, paragliding, swimming and diving are plentiful here

PHOTO: DAVID SCORSA / GETTY IMAGES

Dog's Bay in County Galway

### 4 Galway to the north Kerry coast

#### The Cliff Coast:

hard land,  
warm hearts

Ice age landscapes,  
cliff walks and the  
Irish hospitality

PHOTO: FALUTE BELIANO

Inishmore, County Galway



Kayaking in County Galway

### 5 Cork and Kerry coasts

#### Southern Peninsulas: that edge of the world feel

The next stop is Manhattan from  
this remote, most westerly point

PHOTO: GEORGE FARRELLS

### 6 Bantry to Kinsale

#### The Haven Coast:

nature sets the pace

The southernmost stretch has  
Blue Flag beaches, whale watching  
trips, kayaking and beautiful  
gardens with sub-tropical plants

Toe Head, County Cork

Humpback whale in West Cork



Cork and the south west, which has good access from the UK, have been the most popular destinations. The marketing partners have been eager to give visitors compelling reasons to go to some of the less obvious locations, such as the north.

Prior to launching the route, a lot of work was put into consumer profiling. "This allowed us to segment the market and appeal to people based on passion points as opposed to demographic," says Markey. "Appealing to their motivations is working really well."

### SOCIAL ENERGISERS

Three main markets were identified. The culturally curious, who are drawn by the culture, history and heritage. The great escapers who come for longer, touring breaks and enjoy activities such as kayaking or walking. Social energisers are younger, coming for the weekend via one of the four regional airports.

Markey says dwell time also varies by market and segment. Longer haul markets, such as those from the US and Australia, will stay for 10 days to two weeks. European consumers are more likely to come for about a week, whereas British visitors frequently come for a long weekend.

"People are drawn by the allure of the Atlantic Ocean, the imagery they've seen of the west coast and the Irish hospitality," says Markey. "In recent

## People are drawn by the allure of the Atlantic Ocean, the imagery they've seen of the west coast and the Irish hospitality



▲ From kayaking in County Galway to foodie tours, stopping at Belleek Castle in County Mayo (bottom), the Wild Atlantic Way has much to offer



▲ Horn Head, located near the village of Dunfanaghy in County Donegal, is home to thousands of guillemots, gulls and puffins

years, Ireland has also become better known for its cuisine. Parts of the route are famous for their food offerings, such as dairy products in Cork, as well as meat products, seafood, breweries and distilleries. All in all it creates a gourmet destination, whether it's fish and chips or fine dining."

### DOUBLE DIGIT GROWTH

Irish tourism is now at a record high and enjoying double digit growth. In 2015, there were 8.6m overseas visitors, spending €4.2bn, which is 4 per cent of the GNP. This came on top of gains already made in 2014.

From January to September this year, visitors from the UK were up 13.2 per cent on 2015. In the same period, visitors from mainland Europe rose 10.6 per cent and visitors from North America by 15.4 per cent.

Another benefit of the Wild Atlantic Way is that it has brought different sectors of the tourism industry together. "It has allowed us to consolidate our

### WILD ATLANTIC WAY HIGHLIGHTS

2,500km route, from Inishowen in Donegal to Kinsale in West Cork

200 towns and villages

5 national parks

1 UNESCO world heritage site

188 discovery points

15 signature discovery points

1 gold-tier dark sky reserve for stargazing



▲ Iain Miller, owner of a local activities company called Unique Ascent, prepares to abseil at Fanad Lighthouse, Donegal

marketing globally, which has been very powerful," says Markey. "It has brought the Irish industry together to create marketing bundles, so hotels, restaurants and attractions are working together to cross promote and there has been a huge amount of consolidation as a result. We now all speak the same language with regards to our consumer segments and know what they're looking for."

More than 100 visitor experiences have been launched, in partnership with businesses. For example, this year a new visitor centre has opened adjacent to Fanad Head Lighthouse. At Derrigimlagh, Connemara, an interpreted looped walk has been developed on the site of the Marconi Wireless Station and Alcock & Brown Transatlantic Landing site.

There is still more work to be done and the main aims will be to continue to raise awareness of the Wild Atlantic Way, create a good regional spread of visitors and extend the shoulder



▲ Horseshirring on the Wild Atlantic Way route in Donegal

season, as outside some of the tourist hubs the season can last as little as eight weeks. To counteract this, Fáilte Ireland is encouraging businesses to stay open longer and running a dedicated multimedia campaign to encourage autumn breaks.

Other areas of Ireland now look set to get a similar level of support. The coastal route in Northern Antrim, Northern Ireland, links to the Wild

Atlantic Way and so the potential of this is set to be maximised. The Ancient East was recently launched, a similar concept for the opposite side of the country, though it's not a driving route. It brings together the offerings on the east coast in a cohesive way.

"In Wild Atlantic Way, we created an iconic driving route. We've been overwhelmed by its success and we will build on that success," Markey says. ●

# CRAIG LISTER

Green Gym harnesses the power of nature and physical activity to engage deconditioned and vulnerable people. Managing director Craig Lister tells Jak Phillips about the initiative's ambitious five-year plan

**D**elivering physical activity with a purpose. That's the objective of conservation initiative Green Gym, which aims to improve the health and wellbeing of its participants – typically harder to reach demographics who may be experiencing joblessness, ill health or mental health conditions – by boosting their activity levels, reducing isolation and supporting better mental wellbeing.

Co-founded in 1998 by activity expert Dr William Bird with the Conservation Volunteers, Green Gym has steadily grown to reach 140 sites across the UK and last year won £475,000 in growth funding from Nesta and the Cabinet Office.

Having scooped a Health and Wellbeing Award from the Royal Society for Public Health, Green Gym organisers want to reach 600 locations in the next five years, working with local authorities, GPs, leisure operators, schools and employers.



Green Gyms are a weekly activity, running for three to four hours at a community facility such as a park. Each Green Gym has up to 50 or 60 volunteers (the organisation's name for participants), with turnout on any one week typically ranging from six to 20. Sessions include a specialised warm-up and cool-down, plus a wide range of gardening and land management activities. Intensity increases over time according to ability; volunteers may begin with light tasks like potting seedlings, later moving on to shifting gravel or digging.

We spoke to Green Gym managing director Craig Lister – a physiologist who has held senior roles in both the fitness and public health sectors with the likes of Public Health England and the NHS – about why a more rounded approach to wellness could be the key to successful long-term behaviour change.

## What should we be doing to bring fitness and public health closer together?

My underpinning belief around public health is that we've moved too far down the evolutionary process. We evolved with physical activity being obligatory – for example, if you wanted to eat chicken, you would have to go and catch a chicken, which isn't an easy task. Then you had to pluck the chicken, cook it, and only then did you get some calories. Now you can simply go to a fried chicken shop and get three times the calories with no calorie expenditure. We've moved from being frequently active to passive.

## How can we reverse this and bring physical activity to the fore?

In the NHS, we remain very prescriptive and tend to give tablets for symptoms such as high blood pressure. But actually, in most cases, high blood pressure, poor

blood cholesterol and obesity are all symptoms of lifestyle choice. You can medicate against some or all of those, but if the lifestyle choice doesn't change, then the symptoms can become life-threatening cancers and conditions.

However, GPs don't really have time to have those discussions with their patients. Meanwhile, Level 4 qualifications in the fitness industry are ensuring there are some very



well qualified people in the sector now, so it's in a good position to help.

Public health is all about managing the cause. People drinking fresh water was a very early example of public health, which reduced a whole range of conditions. Rather than treat people for the conditions associated with drinking dirty water, you make an effective intervention to tackle the cause. It's the same with lifestyle conditions.

## How has this shaped the guiding principles of Green Gym?

The Green Gym founder and practising GP William Bird recognised these evolutionary and treatment issues. He realised the gym wouldn't appeal to people with obesity issues and chronic back pain – you have to have a level of confidence to go to a gym, particularly these days – so he set out to create an alternative solution.



INSECT  
HOTEL

GREEN  
GYM

Craig Lister hopes Green Gym will one day be the biggest gym chain in the UK

PHOTOGRAPH BY KATHY GARDNER

EFFECTIVELY WE'D LIKE TO BECOME THE  
• BIGGEST GYM CHAIN IN THE UK - AND IT  
WOULDN'T COST PEOPLE ANYTHING TO JOIN •



That alternative consisted of directing people to activities that are far closer to what we've always done as a species – gardening-type activities in parks and green spaces, which we call physical activity with a purpose. Rather than running on a moving belt or cycling on a bike that doesn't go anywhere, you do some physical activity and achieve a tangible outcome.

#### What is a Green Gym session like?

We get people together for three to four hours once a week. Participants will do a structured warm-up, like you might see in a gym but pertinent to the activities that are about to take place.

For the activities, we use only manual tools – no power tools – which is considerably harder work than you might expect. Try digging for 20 minutes, or hoeing, and you'll appreciate the workout this gives. People work for about an hour and then we have a tea break and talk about stuff – that's a very important part of the session.

We then go back to work, but people can now increase or decrease their workload depending on how they feel. We end with a structured cool down.

#### What are the benefits compared to a more conventional workout?

At the end of an activity – maybe it's digging a new path or planting –

participants step back and something's changed. There are trees planted where there weren't trees before. There's now a path where once there were weeds and litter. You get immediate visual feedback. Not only that, but you've done it with a group of people you didn't know before. You start to get a serotonin response, a dopamine response – feelings of satisfaction and achievement.

#### How important is the social aspect of a Green Gym?

It's all about social cohesion. We create strong, resilient communities where these didn't exist before.

We seem to disproportionately attract people with mild to moderate mental health challenges, people who are lonely and isolated, people who might have not had a job for a long time or with mild learning difficulties. A key thing for us is creating a non-judgemental environment.

You don't wear a uniform and don't have to buy gym kit or trainers, which for a lot of people are prohibitively expensive. You wear whatever you want to wear. But also you're in the middle of a park, so you can walk away at any point if you want to – there's no threat, no enclosed space where you might feel trapped.

But more than anything else, that space which wasn't being used by the community because it was overgrown

or full of litter is now a pleasant place for the whole community to enjoy.

#### What does it take to set up a Green Gym?

We pull people together into a green space through posters and social media advertising. Each Green Gym is led by a trained officer, who will typically be experienced in managing green spaces, with horticultural and environmental qualifications.

Typically somebody – a local authority, for example, or public health or private organisation – would commission a Green Gym for two years and we then run it once a week for two years; we focus on environmental work around an annual cycle, so two years is two annual cycles. We upskill the volunteers during that time so, by the third year, we tend to step away and the volunteers set themselves up as a non-constituted group. They take on a licence from Green Gym, which costs £2,000 a year. For this we offer training, data collection and reporting. In some places, we have Green Gyms that have run themselves for more than 10 years.

#### How are the gyms funded?

Green Gyms are free for the user: whoever commissions us pays us, so to the user it's free. In terms of the cost of a Green Gym, the standard model costs £30,000 a year for two years.



Only manual tools are used, so it's hard work





Each Green Gym has a leader who we employ: they create a management programme for the land, because they're not just planting trees and managing ponds but also ensuring biodiversity, enabling more animals, insects, birds and frogs to thrive. That runs for two years and during that time we gather data, we train lots of people, we put quality standards in place. We also procure all the tools, which is quite an expensive process to get the quantity we need.

### Can leisure and fitness operators collaborate with Green Gym?

Leisure centres are excellent facilities and we're eager to increase our collaboration in this area, particularly around exercise referral. Leisure centres are at the heart of communities, with parking around them, so we're very much looking to develop that.

We're looking to work with Sport England to introduce a certain number of our people into sport – not everyone, but a certain group. We also believe that using fitness instructors to measure the fitness of our volunteers would be much more effective than using our own volunteer leaders – firstly because fitness instructors are qualified to do that, but secondly it doesn't damage the relationship between our volunteer leaders and our volunteers.

### Are you working with any operators on exercise referral schemes at the moment?

We're working in Camden and Islington, and we work with Aquaterra

Each Green Gym caters for 50 to 60 volunteers, with typically between six and 20 people attending each week

to have Green Gyms as part of the exercise referral scheme there. The exercise referral options will be to go to the gym, go on a walking programme, or go to a Green Gym.

We also have three Green Gyms at Queen Elizabeth Hospital in Birmingham – actually on the hospital site – so people come straight out of some of the mental health and musculoskeletal programmes into the Green Gym.

Green Gym is all about lifestyle change and what we find is, after a while, people actually start doing a bit more gardening in their own homes and they tell other people about that, which helps to pull more people in.

### Evidence is key to exercise referrals. How do you go about tracking the fitness progress of Green Gym volunteers?

We have two specialist researchers – Joy and Natasha. Joy is a quantitative specialist and Natasha is a qualitative specialist. As we scale up, we're looking to gather more evidence. We already have good evidence in terms of the mental health benefits, but the challenge we have is measuring changes in physical activity in real time – not self-reported, but direct measurement – because obviously we're in the middle of a field or a park, and the people who run the Green Gyms aren't exercise

professionals or physiologists. We're therefore talking to fitness suppliers about gathering data in the field through wearable tech, for example.

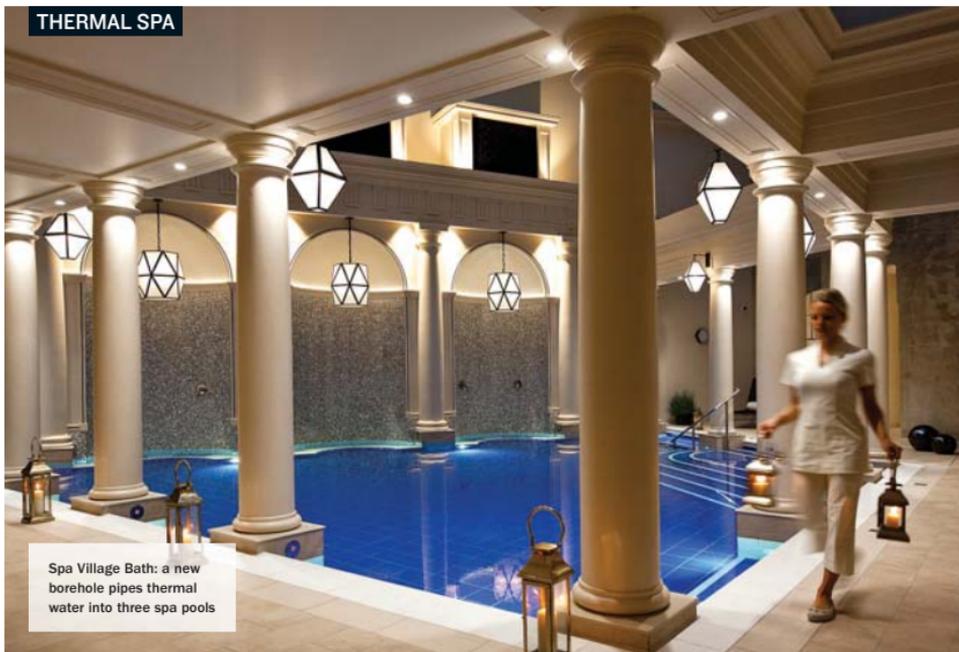
We're also potentially going to be working with some GP practices, which will take measurements like blood pressure, blood cholesterol and blood glucose before and after we deliver a Green Gym cycle.

We'll need a reasonably large sample size to be able to say the Green Gym is the cause of any positive change, but there's a lot of interest in this because the cost of delivering Green Gym sessions is considerably lower than the cost of having people on drugs.

### What are your long-term ambitions?

At the moment we have about 140 Green Gyms in England, Scotland and Northern Ireland. My four colleagues and I are funded by Nesta and the Cabinet Office, because the social return on investment in Green Gym has been assessed by the New Economics Foundation to be £4.02 to every £1.00 invested. Nesta has recognised this and wants us to scale up Green Gyms, so my job as MD is to guide us past 500 Green Gyms in the next two to four years, by working with other groups such as CCGs, hospital trusts, local authorities and leisure operators.

Our long-term goal is to have a Green Gym within reasonable travelling distance of everyone in the country. Effectively we'd like to become the biggest gym chain in the UK – and it wouldn't cost people anything to join. ●



Spa Village Bath: a new borehole pipes thermal water into three spa pools

**T**hanks to its thermal waters, the city of Bath has been a wellness destination since Roman times.

However, for almost 40 years, since the closure of its municipal thermal baths in 1978, Bath was a spa town in name only. The opening of the Thermae Bath Spa day spa in 2004 went some way to addressing the lack of access to the city's famous waters, but unlike most other European spa towns, Bath still had no five-star spa hotel.

Until now that is. The opening of the Gainsborough Bath Spa Hotel in 2015 means the city now has both a day spa and a luxury spa hotel, and tourism chiefs hope it heralds the start of a resurgence for the city of Bath as a global spa destination.

The project had been many years in the making. Plans for a hotel were announced in 2004 but stalled in the recession until Malaysian conglomerate YTL – which also owns both the Thermae Bath Spa and

## Taking the Waters

A year on from the opening of the Gainsborough Bath Spa – the only hotel in the UK with direct access to natural thermal waters – Magali Robathan talks to the team about how they made it happen



■ The Gainsborough is YTL's first hotel in the UK

local utilities firm Wessex Water – took it on in 2011.

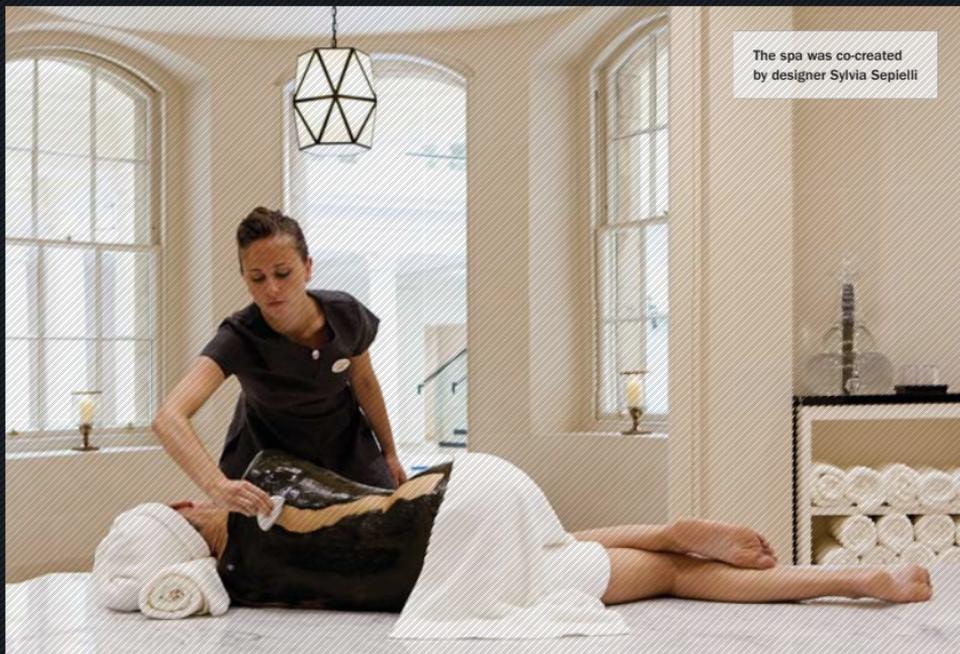
The hotel occupies two Grade II listed buildings above the remains of ancient Roman baths, which made the refurbishment extremely complex. Delays were caused by the discovery of more than 17,000 Roman coins and an original Roman mosaic on site.

Finally, however, Gainsborough Bath Spa hotel opened – operated by Bath Hotel and Spa Ltd, the YTL subsidiary which also manages the nearby Thermae Bath Spa.

### NEW HOTEL SPA

The hotel taps into natural thermal waters via a newly created borehole. It has 99 bedrooms, including three above the spa which have direct access to it.

The 1,300sq m Spa Village Bath within the hotel is spread over two levels. Highlights include three pools with thermal water cooled to 40°C, a salt room, ice grotto, infrared sauna and relaxation



The spa was co-created  
by designer Sylvia Sepielli



The Grade II-listed hotel  
sits above the remains  
of ancient Roman baths



terrace. The 11 treatment rooms include a VIP suite with a Japanese *ofuru* thermal bathtub and two tatami rooms.

Spa Village Bath was designed by Sylvia Sepielli, who's known for creating YTL's original spa village in Pangkor Laut, Malaysia. As a result, the UK spa has some Asian influences, such as treatments using Malay, Thai, Chinese and Indian massage.

Sepielli created the spa with Melissa Mettler a consultant who's worked exclusively for YTL



■ **Hotel guests have restricted access to the spa to help maintain tranquility**

for six years. Mettler worked on the concept, seeing it through the design and planning stages, recruiting the team and helping ensure the vision was delivered.

Sepielli worked with DaleSauna on a number of the thermal experiences and with Barr + Wray on the filtration and water

treatment system. The hotel's interior design was by Champalimaud, while EPR were responsible for the architecture.

As Bath emerges as a leading wellness destination, we spoke to the key people involved in the project.

## Colin Skellett chair of Bath Hotels & Spa Ltd, YTL Hotels

### Why did YTL take on this project?

YTL was already a significant investor in the Bath area so it was a natural development for us. Creating a five-star hotel and spa, which is the only one in the UK with direct access to natural, hot waters in a city such as Bath, was an irresistible opportunity. The Gainsborough Bath Spa is a key development for YTL and the start of our growing hotel and spa business in the UK.

### Why did YTL take on the Thermae Bath Spa in 2014?

YTL had a long association with Henk Verschuur, the former director of Thermae Bath Spa, who sadly passed away in April 2015. Indeed, we sponsored the Three Tenors concert that celebrated its initial opening.

With the development of Gainsborough Bath Spa,

The Gainsborough Bath Spa is a key development for YTL and the start of our growing hotel and spa business in the UK

acquiring the operational contract for Thermae Bath Spa made sense and Wessex Water's expertise in treating water means we can ensure that these precious thermal waters are properly managed.

### What's your role?

I look after YTL's interests in the UK and this includes chairing both Thermae Bath Spa and the Gainsborough Hotel.

### What's the aim of the hotel?

To create a five-star luxury experience for our guests - bringing back the thermal waters in the way the Romans experienced them.

### Why did you decide to restrict hotel guests' access to the spa to 7-9am and 8-10pm?

Because we really want the spa to be an oasis of calm. If you allow unrestricted access it becomes too busy and that would be detrimental to what we're trying to achieve.

Guests having treatments can use the facilities at any time. The treatments start after 10am and usually finish by 6pm so we try and keep that time very quiet. If you're paying a lot of money for a massage you don't want overcrowding in the spa, you want peace and serenity. Our uppermost limit is 30 people at any one time.



■ **Spa access is restricted to avoid overcrowding, says Skellett**

## Peter Rollins marketing director, Gainsborough Bath Spa and Thermae Bath Spa

### What does the development of the Gainsborough Bath Spa mean for Bath?

To have a successful day spa and now a five-star spa hotel puts Bath on a level footing with many of the other great spa destinations in Europe. It has added real credibility. Bath is an incredible tourist destination. The whole city is a UNESCO World Heritage site and it attracts 967,000 staying visitors and 4.8 million day visitors a year.

It doesn't just benefit Bath either. I've worked closely with other spa towns in the UK, including Buxton, Droitwich, Harrogate, Malvern and Royal Leamington Spa, and they're all really supportive of what we're doing. If it helps to raise the spa culture in the UK, those other places will benefit, too.

### What was the vision for this hotel?

To create the UK's only natural thermal spa hotel. From day one, the Spa Village concept was absolutely at the heart of the hotel.



■ Thermae Bath Spa attracts around 280,000 visitors a year



To have a successful day spa and now a five-star spa hotel puts Bath on a level footing with many of the other great spa destinations in Europe

### What's the history of the thermal waters?

In 1590, Queen Elizabeth I granted the thermal waters to the people of Bath in a royal charter, under the guardianship

of the local corporation. The local corporation is now Bath and North East Somerset council, which looks after the waters on behalf of the people of Bath.

### How do you treat the waters?

When the waters come out of the springs, they go through a filtration system. We add minute elements of chlorine – not because the waters aren't pure, but because of the elements that humans introduce. We use the minimum amount permissible by law.

The waters are 45°C when they come out of the ground, but we cool them to 35–40°C [a more comfortable temperature].

**You worked for Thermae Bath Spa which faced a many challenges. How did you turn it around?**

Initially everyone in Bath was really excited about the

Thermae Bath Spa, but because it opened three years late and cost a lot of money, there were understandably many detractors.

It wasn't easy to win back the hearts of people, but I think we've done that now. It's been hugely successful. Thermae Bath Spa attracted around 280,000 visitors in 2015, which was our busiest year to date.

### Did that experience affect people's attitudes towards the Gainsborough project?

There were a few throwaway lines, but the majority of local people really welcomed the fact that a significant building was opening up again.

The two projects are very different. Thermae Bath Spa is a public initiative and the Gainsborough has always been planned as a private project. The Gainsborough was only a few months late opening – YTL was determined to get it right.

**Jessica Grant Brugada** manager,  
Spa Village Bath at The Gainsborough Bath Spa hotel

**Can you talk us through the spa experience?**

When guests arrive, they sit down at the Aroma Bar with one of our therapists, who will create a personalised pouch using a blend of Neal's Yard aromatherapy oils which they can take into the sauna.

A spa attendant will then talk them through the self-guided bathing ritual. This takes around an hour and is a very important part of the spa experience. It involves taking the waters in the three thermal pools, relaxing in the sauna and steamroom, and cooling down in between with cold showers and in the ice grotto. As part of this ritual, they can relax in the spa suite with a cup of chocolate infused with cardamom and cinnamon, a drink which was inspired by the Georgians who were strong believers in the health-giving properties of chocolate.



The magnesium-rich waters are good for aches and pains

Most spa members have joined because of the thermal waters: they want to invest in their health

**What are the benefits of the healing waters?**  
Our water is very rich in magnesium, copper and calcium. Magnesium is particularly good for aches and pains, sore joints and tired muscles.

Many of our hotel guests are leisure guests who come because it's Bath and we are part of their experience. Eighty per cent of our guests come from the UK; 75 per cent of whom visit as a result of Spa Village Bath.

We have 100 spa members who make up approximately 12 per cent of our customers. Most of them have joined because of the thermal waters and because they want to invest in their health.



■ A personal oil is blended at the Aroma Bar (left); a bathing ritual includes alternating hot and cool experiences (right)



Reflecting YTL's background, the spa includes Asian touches such as egg rolling (left) for the face and ofuru baths (right)

#### SPA VILLAGE BATH TREATMENTS

- The 120-minute Malaysian Experience costs £240/€300, US\$347/US\$433, €319/€398 (week/weekend). Malay massage techniques include long kneading strokes with a warming spiced oil blend. Next is an Indian scalp massage and the experience finishes with Chinese acupressure and time-honoured egg rolling to tone the face.
- The Freedom water treatment (below) lasts 45 minutes and costs £120/€150, US\$173/US\$217, €159/€200 (week/weekend)
- A 60-minute Swedish massage is £120/€150



## Spa Village Bath, Freedom treatment

First-person experience: Magali Robathan

Spa Village Bath is centred around a four-storey, glass-roofed atrium, which houses the main pool – it's a beautiful, calming light-filled space. My experience started with the self-guided water ritual with the alternating hot and cool experiences, which really helped relax me for my treatment.

I chose the signature 45-minute Freedom treatment, which was designed specially for the spa by Mexican watsu practitioner Raphael Quiroz. I was slightly apprehensive and unsure of what to expect, but my therapist Sarah put me instantly at ease and the treatment turned out to be one of the most amazing I've ever had. I relaxed on my back in the water, with Sarah supporting my head. She then carried out a series of stretches, moving me through the pool.

It's a dynamic treatment: you're constantly moving through the water, sometimes quite quickly.

Towards the end, Sarah squeezed my arm to let me know that she was going to take me under water.



The treatment turned out to be one of the most amazing I've ever had

This was the part I was worried about as, although I love being in water, I'm not good at holding my breath. Sarah was very tuned in to my body and as I put my trust in her we settled into a rhythm where she was anticipating my breathing and taking me under accordingly.

At the end of the treatment I was held upside down in the foetal position

for what seemed like a minute or more. But by then I'd entered a meditative state, relaxed at a very fundamental level and felt as though I'd gone deeply into myself, so I was able to cope without any problems.

I found the Freedom treatment an extremely powerful experience, with the real strength being the fact you have to let go completely. As a mother of small children, I spend a great deal of my life looking after others, so it felt amazing to let go and allow someone to look after me for a change.

Afterwards my body felt light and free of tension and I carried a feeling of serenity with me the rest of the day. ●



The Freedom treatment involves guided movement in the water and was created by Mexican watsu practitioner Raphael Quiroz

# BRIGHT HART LANE

**It's a great time to be a Spurs fan, with a new 61,000 stadium set to open in time for the 2018-19 season.**

**Simon Lansley speaks to the CEO of the Tottenham Hotspur Foundation, Grant Cornwell, about what this means for the club's community work**

**A**s you approach Tottenham Hotspur's famous old White Hart Lane stadium in North London, the slogans on the boards screening the building work repeatedly scream 'Passionate about Tottenham'. Not unusual, you might think, for a Premier League football club to be shouting about its brand in front of the local community.

That is until you realise the slogan is simultaneously referring to the local community. Next season Spurs will play its Champions League games at Wembley Stadium and, during the 2017-

18 season have the option to stage both domestic and European matches at the national stadium, as its iconic old ground is transformed into a state-of-the-art 61,000 all-seater stadium.

As part of the preparations, next summer the club's award-winning charitable foundation will move into a new hub in a Grade II-listed townhouse on Tottenham High Road, bought and donated by the football club and refurbished with a grant from the Heritage Lottery Fund. According to Grant Cornwell MBE, chief executive of the Tottenham Hotspur Foundation, this will serve two purposes – firstly, to provide more "walk-in" access to the



Tottenham Hotspur players like Danny Rose are encouraged to take part in community work



foundation's services and secondly to demonstrate that, while the first team may be temporarily based elsewhere, the club's phenomenal community work is still completely committed to the people of Tottenham.

The new stadium is being seen as the catalyst for the regeneration of east Haringey and south Enfield, with the foundation's impact across nine wards reported in a social audit published by the social impact research company Substance in late 2015 – a first for a Premier League club's charitable foundation.

◀ The Tottenham Hotspur Foundation works closely with local primary schools as well as youth and adult groups



### COMMITMENT TO WELLBEING

The report calculated that for every £1 invested by the foundation, there was a social cost saving of £7. Read it and you realise that this goes way beyond the remit of just another club 'doing good' in the local community. It's a major investment and commitment to the health, wellbeing and future prosperity of some of London's most impoverished wards. The audit specifically looks at the work of the foundation in nine wards identified as part of the North Tottenham Regeneration Programme.

"When that report was finished and launched, it was not a time for everyone to sit back and say 'look how great we are'," Cornwell says.

"The report highlighted that what we are doing is relevant and is appropriate for the area we represented. It was good to know that the foundation is having an impact and making a difference.

"The chair and board at Tottenham Hotspur fully buy into the foundation. There is an acknowledgement that it is an integral part of this football club, where we use what is a valuable brand to go and do some pretty tough work with some of the most hard-to-reach people in our society.

"The club chair and the board have given a lot of positive support and encouragement for the Foundation to go out and do what it does. I have been here for nine years now. We are

As a club we have a huge responsibility to our local community and to deliver life-changing opportunities to local people



## “We are in one of the most deprived wards in the country”

the biggest employer in Tottenham. You can go all around the world and if you say you come from Tottenham, everyone will immediately know Tottenham Hotspur Football Club. As a club we have a huge responsibility to our local community and delivering life-changing opportunities to local people.”

Cornwell adds: “Our stadium is a venue that is available to the local community 365 days a year. We open the executive boxes up on weekdays for people to have health checks, for example. The club is committed to investing the time,

energy and dedication to deliver the community work – from first-team player and director engagement, right through the very fabric of the club.

“We are in one of the most deprived wards in the country. We have some of the highest rates of obesity and diabetes, unemployment through generations of families, some of the lowest levels of educational attainment – even though we have got some great schools. So building aspirations for young people are a focus for us, for example we are the first club to offer a foundation degree. We set



that up because we want youngsters who can't usually afford it to still be able to have a university degree.

“All of this contributes to greater community cohesion. There are more than 200 different languages spoken in this borough. With the postcode wars which are going on between kids from different areas, we know that we have got to build confidence and relationships right from the grassroots.

“It's not as easy as saying ‘build it and they will come’. Getting a kid to go from an activity to a college programme, to university to a job, is not something you can say ‘we've got this so come and join in’; it takes time and a huge amount of

◀ Building aspirations – for example, by offering a foundation degree – is important in this deprived area

England and Spurs footballer Harry Kane with students from the Education and Football Development Programme



effort, and really good quality, driven people. The engagement part of it is fundamental to making it work."

#### RE-EVALUATION

The audit has also enabled the foundation to better understand its place in terms of service providers to the local community.

"We have gone through a major re-evaluation and a lot of what we are doing is more than just sport. The Tottenham Hotspur brand is just a catalyst for what we do. So for example we have our own Spurs nurse; a qualified health practitioner who is contracted to go out and undertake health checks. We mainly target men, because a lot of the time it is the men who don't go to the doctors.

"We were tasked with engaging with 45-year-olds and older, so we

send the Spurs nurse in the Spurs tracksuit to Halfords, B&Q and all the other places where men might traditionally go. She sets up the stand and engages with people and we offer them a tour of the ground if they have a health check. We have done more than 3,500 health checks so far and we have found a percentage of those did need to go to the doctors so we have identified issues.

"None of that is because the men are now doing sport, it's because they will just come and talk to someone in a Spurs tracksuit."

#### SOCIAL OUTCOMES

Cornwell feels there can sometimes be a "reluctance" outside of football to truly embrace the power of clubs to their communities – perhaps in part because of the omnipotence of the

“We know that we have got to build confidence and relationships right from the grassroots”

Premier League itself. He hopes that the new strategies announced by the government and Sport England over the last six months, which have a greater focus on the social outcomes of sport as opposed to solely driving participation, will open up the sector to more genuine collaboration.

"The skillsets here are far beyond traditional football coaching. All of our staff are mentors and have a deep understanding of the risks associated with young people. We work with all of this borough's looked-after children – at the last count there were 412. We have got some of the highest rates of teenage pregnancy, unemployment, domestic abuse and young people leaving school early.

"You look at the figures for children in care, they are horrendous and so we have focused on them for the last 10 years – not just the last 10 minutes," Cornwell says. "They are the most vulnerable in society. We are not going to change the world on our own so we work alongside many other services, and to properly understand some of these young people and work out if there is anything we can do as a football club, is a really powerful thing. What we do has to be user-led, it has to make a tangible difference. It has to be what this community wants and needs."

With some of England's best young players and the new stadium taking shape, this is "an incredibly exciting time" for everyone involved with Spurs, both on and off the field, says Cornwell.

But when it comes to the club's role in the community, he adds: "We want it to be real – not superficial – and as a club we are not superficial about any of this; we want this new stadium to genuinely be something for everyone." ●



# Beyond Demographics

Old market research techniques are making way for Culture Segments – a mass personalisation approach that asks what motivates different types of cultural consumers. Gerri Morris explains

A number of the UK's museums, galleries and heritage attractions have adopted a new way of looking at their audiences, and it's paying dividends. They're using an audience segmentation system that's based on understanding the deep-seated values that drive people's engagement with culture. Then they're using these insights to craft offers and messages that really resonate.

Using this system, the Museum of London saw a massive increase in visits; Royal Botanic Gardens at Kew is increasing its exhibitions engagement; the Tate Modern is maximising its audiences; and Historic Royal Palaces (HRP) is using the insights across every area of its work, from marketing to interpretation to retail.

The system is called Culture Segments and it takes a psychographic approach to classifying customers. Developed by cultural research consultancy Morris Hargreaves McIntyre (MHM), it's designed as a system that can be used by any organisation targeting audiences for cultural, leisure and heritage attractions.

## WHY SEGMENT?

Audiences are not homogenous. They're made up of diverse people with different needs and wants. To be audience-focused, we need to understand and

meet those needs and wants. In an ideal world we'd develop personalised offers for everybody, but this is expensive and impractical. Segmentation is a good half-way house: clustering people into groups who share the same needs and wants and developing differentiated strategies for those segments whose needs we can best meet.

## WHY USE PSYCHOGRAPHICS?

Many segmentation systems are based on demographics such as age groups, life stages, income levels or social class. Or they're based on behaviour – people who already engage in different types of activity and people who might. There are other proprietary systems that are based on making assumptions about the attitudes and values people might have depending upon their postcode.

Most of these systems are concerned with finding audiences for mass-market products and so they take a broad-brush approach. What we've found when people engage with culture is that such approaches simply don't apply and so these systems will always have limited success.

## WHAT MOTIVATES US?

Cultural activity is highly discretionary. The motivations people have for engaging with culture and the benefits they seek are highly personal. In this respect, broad



Gerri Morris

demographic groups are not homogenous in their attitudes towards culture. In those areas where there's a critical mass of cultural offerings – in cities, for example – housing is so diverse that a single postcode can't possibly serve as a proxy for what all residents might be looking for as cultural options.

Through years of research we have found that values and attitudes are the key factors that drive cultural behaviour.

Some people are open to taking risks with what they see and do, others are more conservative and want the reassurance of popular events. Some people want to have a great time with friends; others want deep and meaningful experiences, sometimes on their own. Some people want to be challenged and provoked while others want the comfort of familiar things. Some people have their imaginations fired by the creative process, while others prefer to be wowed by the finished article. Some people want to learn; others want to have fun. These and many other factors determine the type of cultural consumer an individual is.



### EIGHT CULTURE SEGMENTS

Culture Segments have been derived from robust research using large-scale quantitative methods and multivariate 3D cluster analysis. The system divides the majority of the adult population into eight distinct groups. In this system, the definition of “culture” is very wide – stretching from high art to movies, from playing an instrument to making a film, from going to a pantomime to going for a walk. The eight segments are:



#### ENRICHMENT

Mature; traditional-minded and interested in heritage, nostalgia and life-long learning



#### EXPRESSION

Community-focused, receptive, confident; value inclusivity and creatively inclined



#### AFFIRMATION

Aspirational; seek quality time, build their self-identity and look for self-improvement



#### STIMULATION

Contemporary-minded; social, active, experimental and like discovery



#### ESSENCE

Sophisticated, discerning, independently-minded and spontaneous; very active cultural consumers



#### PERSPECTIVE

Settled, self-sufficient, focused, content, with fulfilling interests; appreciate being reminded how much they enjoy occasional cultural outings



#### RELEASE

Time-poor, busy, ambitious; struggle to prioritise leisure activities; wishful and need guarantees they're not wasting time or money



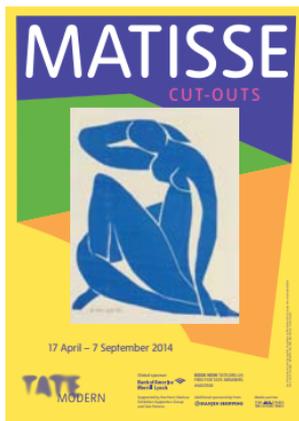
#### ENTERTAINMENT

Enjoy mainstream fun, popular acts and events; see mainstream culture as great social and leisure opportunities

This is not to suggest that there are only eight kinds of people in the world, but that if we group people according to those who have these factors in common, we're in a better position to understand

and meet their needs. We've developed detailed “pen portraits” – easy-to-use data sketches full of details about the eight segments, designed to help attractions recognise and understand their

audiences and prioritise those that offer most potential. Organisations are proving that this approach to “mass personalisation” is more effective than targeting people by superficial, irrelevant factors.



“The museum used Culture Segments to identify its core, priority and developmental audiences, creating events programmes to attract new groups”



Tate Modern (above) and Museum of London (below) have boosted attendance by targeting certain sectors in their audience

#### REACHING YOUR AUDIENCE

Using these insights about their markets, organisations can begin to develop cross-departmental strategies to respond to the needs, values and motivations of audiences. This gives teams across departments a common language for talking and thinking about audiences.

Culture Segments have worked effectively for the Museum of London, where they have increased their audiences from 500,000 to over 1 million in the past two years. The museum used Culture Segments to identify its core, priority and developmental audiences, creating events programmes to attract new groups and effectively target exhibitions at very different segments, thereby attracting entirely new audiences.

At London's Tate Modern, for *Henri Matisse: The Cut-Outs*, Culture Segments were used to identify those audiences that are always slow in booking tickets and attending certain exhibitions, to then urge them into taking action promptly and reassuring them that the show would deliver positive benefits. The result was that the Matisse exhibition broke all of Tate's records to date, attracting some 600,000 visits over its five-month period.

Royal Botanic Gardens at Kew uses an audience segmentation system to understand engagement

#### UNDERSTANDING YOUR VISITORS

At HRP every department is familiar with Culture Segments and develops its strategies with its priority segments in mind. Each palace has priority segments that inform programming and events planning. Developments, retail and catering offers are all increasingly being informed by research with key segments.

MHM also works with the Royal Botanic Gardens at Kew, most recently to evaluate several of their festivals, including the summer festivals Plantasia and Full of Spice. Applying the segmentation developed for the attraction – which is based on the attitudes, needs and motivations of visitor groups – enabled Kew to understand its festival visitors through a segment lens, and to understand what potential visitors might want from a festival depending on their segment. This has allowed the attraction to actively focus on and address visitor engagement with their festivals.



Culture Segments are universal. MHM has now conducted studies in many different countries, including the UK, the US, Norway, Sweden, China, India, Brazil, Australia, South Korea, Turkey and Indonesia. It works across the subsidised and commercial cultural sector from performing arts and exhibitions to plays and visitor attractions.

Gerri Morris is an arts management consultant. In 1997, she established strategic cultural management and research consultancy Morris Hargreaves McIntyre with Jo Hargreaves and Andrew McIntyre. Morris has led projects for clients such as Tate, the British Museum, National Trust, Art Institute Chicago and the Philadelphia Museum of Art. You can access Culture Segments free on the MHM website, where you can also find out which segment you are in. [www.mhminsight.com](http://www.mhminsight.com)

## MUSEUM OF LONDON

### Sharon Ament director, Museum of London

The Museum of London is as much about the people of London as the “stuff” and the history of London. Therefore, it’s imperative that we’re connected to our audiences and understand them in a sophisticated way.

It was important for me that the museum went beyond the broad classifications of audience. I wanted to understand motivations as much as demographics.

We worked with MHM on Culture Segments, because we wanted to understand and target our audience more accurately to make the most of our resources.

Audience segmentation has a real ability to impact on an organisation if it’s part of a bigger package - a bigger transformation agenda. At the Museum of London we’ve been thinking about ourselves strategically in a new way, and now a whole slew of new strategic activities are coming together as one.

Culture Segments allowed us to identify core audiences and effectively target exhibitions at existing and new segments. A Michael Caine exhibition and a Sherlock Holmes exhibition



were aimed at attracting specific audiences. We prioritised two groups of our main audience, which we called “London insiders” and “cultural connoisseurs”. The first group are locals who love to go behind the scenes and discover the hidden London, and the second group use and consume culture all the time. We chose to target them, because where they lead, other groups will follow.

The “Look Again” campaign to promote the museum was designed to attract London insiders, and was hugely successful. We have found using YouTube videos to promote our exhibitions is not only effective, but quick, economical and sharable.

In 2015, the exhibition was Sherlock Holmes: The Man Who Never Lived and Will Never Die.



Sherlock Holmes tweed hats sold out in the shop

Our curators analysed the colours referred to in Sherlock Holmes stories and designed a tweed with Liberty of London

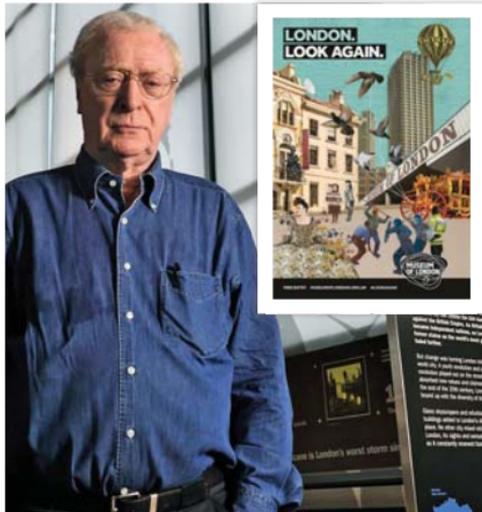
Everything from our advertising to our late nights to our Sleeping with Sherlock sleepovers, all our products tried to be more contemporary and to connect more with audiences.

We also created a Museum of London tweed. Our curators analysed the colours referred to in the Sherlock Holmes stories, and we designed an urban tweed fabric with Liberty’s of London and used it to create Sherlock-style hats and other items, which were priced around £40 and sold out in the museum shop.

We had advocates who wore the hat, helping us promote it and communicating the message of the museum to the contemporary London audience we want to attract.

In the end, it’s about being extroverted rather than introverted and being more savvy when it comes to the audience needs.

A Michael Caine exhibition targeted London “insiders”, according to the museum



The mountain already has a ski lift (right). It is a popular resort, but as it has little in the way of accommodation, most skiers go for the day. Paving the roads to the village (below right)



# HIGH i d e a l s



**A group of young US entrepreneurs is setting out to create a unique, crowdsourced ski resort where creatives and thought leaders can share ideas. Kath Hudson finds out more**

"We want to subvert resort culture," says Sam Arthur, design director for Summit. "This is a blank slate to work with: we have a 100-year vision to create a town which is enduring and meaningful."

Summit intends to create a hip and select ski resort with a difference: one with arts and culture at its core, featuring contemporary architecture, which will blend with and complement the spectacular surroundings.

Formed eight years ago by a group of four young entrepreneurs – Elliot Bisnow, Brett Leve, Jeff Rosenthal and Jeremy Schwarz – Summit organises invite-only social mixers, the Summit Series, with the aim of "building

a community and places that catalyse entrepreneurship, creative achievement and global change to create a more joyful world." Speakers at the events could include the founder of Wordpress, Uber or SoulCycle and the seminars are always complemented by food and entertainment from trendy, emerging chefs, artists and musicians. Immersive experiences, such as yoga, diving and skiing, are also part of the format.

The Summit Series started out as nomadic: taking over a tropical island or a cruise ship for the weekend, but as the Summit community grew, the need for a headquarters became clear. In February 2013, Summit bought

Utah ski area Powder Mountain, with a view to creating a permanent home for the community, and as a destination for its events.

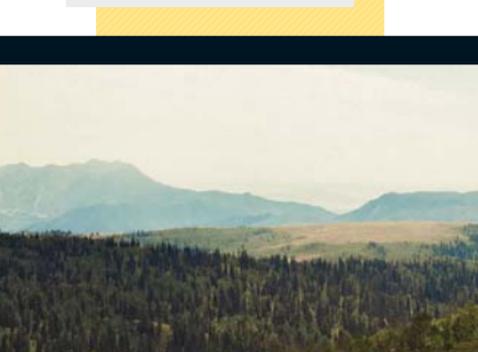
"The Summit founders felt like the community would benefit from having a place to invest in long-term, to build its culture," explains Sam Arthur. "This project could have been in New York, on an island, or in a lot of different places; it just so happened that here in northern Utah the founders found a raw, beautiful, up and coming area."

The Summit team were introduced to Powder Mountain by a member of its community, Greg Mauro, a venture capitalist who is also a partner in the project. The acquisition was achieved using





Sam Arthur is design director at Summit (above); Construction of a ski bridge on the road into the village (below). Cars will drive over the bridge and skiers will ski underneath it



**People very much believe in the community of Summit and so investing in continuing and empowering that community was the logical next step**



The circular, wooden Summit Skylodge on the top of Powder Mountain. Construction was completed on the building in 2013 (above); A Summit Series gathering in Skylodge (left)



funds raised through crowdsourcing within the Summit community, who bought in to the ski resort dream.

Formerly a privately owned and operated ranch, the evocatively named Powder Mountain is already a functioning ski area, with 7,000 acres of skiable terrain. It is much beloved by adventurous regional skiers, drawn by its uncrowded slopes and untracked powder, and it hosts 120,000 skiers/riders annually.

Its full potential as a ski resort has never been realised, partly because the local community have fiercely guarded its integrity: they have already driven away two development companies who wanted to build 2,000 houses and three golf courses. Apart from a few cabins by the main ski area there is little in the way of development at the resort, so most skiers come for the day.

Although Powder Mountain will serve as the headquarters for Summit and host its events, it is also important that it will function as a ski village in its own right, with

day visits and tourism part of the ambitious plans going forward.

Construction of a new village will start this summer, comprising a main street down the middle, with restaurants, cafés, artisan retail, artists' workshops and working studios on either side. Food will be at the core, as many of the Summit community are involved with the catering business, so the restaurants might change operators regularly and will reflect the seasons.

"It will be a culinary institute where there'll be seasonal restaurants, and the operators will rotate," says Arthur. "There will also be third party operators, but we're not bringing in national chains to anchor the experience. There won't be stores for high-end designer clothing brands. There will be a lot of interesting partnerships and brands, but not the formulaic type – only those that align with the values and ethos of our community."

As part of the crowdsourcing arrangement, members of the Summit community paid between

\$1m and \$2m for a one to two acre plot. There will be around 500 dwellings and several hotels.

Fifty founding members bought into the vision initially; this has now risen to around 110. "People very much believe in the community of Summit; investing in continuing and empowering that community was the logical next step," says Arthur.

### Building a community

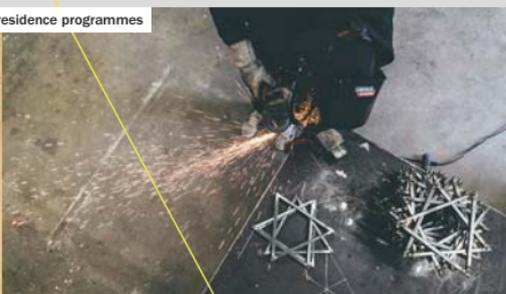
All houses will be limited in size to 4,500sq ft, because Summit doesn't want people to build castles which they don't emerge from; they want them to be mixing in the village. "This isn't a place to get away," says Arthur. "It's a place to lean in closer, like gathering around a campfire. It will be an incubator for ideas and friendships and will catalyse goodness in the world."

In addition to the privately-owned residences, there will also be a mix of tourist accommodation. Arthur says they want to be "wealth agnostic" so are building affordable accommodation as well as some high-end hotels, the details of which





Summit runs artists in residence programmes



## Arts & culture

It is its role as the Summit headquarters which the team feel will put the soul into the place. Arts and culture are a key part of Summit and they will become part of the DNA of the village, in the same way that Aspen came together around arts and culture in the 1950s. As part of its support of emerging artists, Summit runs artists in residence programmes to create physical artworks. "It's partly an incubator and partly a residence," says Marshall Birnbaum, who runs the programme. "Artists spend between 14 and 21 days at the resort. They get the benefits of living in Utah, come to the Summit Series weekends and meet business leaders. Art and artists offer a unique perspective."



Summit members learning calligraphy

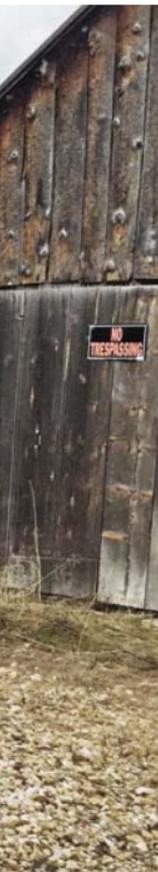


## REGENERATION



Sam Arthur (above); Preservation of the existing natural environment is one of the leading design principles behind the development of the resort. Paving new roads out to the village (left)





**The expectation is that people will come and participate: ski, have a blast, meet people, share stories and be involved in making the next part of this place, as it grows and changes**



are still under wraps. Drawing on its community, Summit has worked with LifeEdited, which specialises in experiential design and branding and focuses on small scale urbanist living, to design the micro-units.

"To keep it affordable we have put an emphasis on the social spaces," says Arthur. "The living room, the hearth and the kitchen are scaled up, while the sleeping experience is scaled down. Bedrooms are only as big as they need to be and there will be bunkrooms and shared bathrooms."

The approach to interior design is less about luxury and more about experience. "The architecture will recede into the landscape, to be part of the bigger whole and the interiors will allow guests to enjoy the view and the sunset. The interest will come from the people inside," says Arthur. "The materials will be humble, earnest and unpretentious, ergonomic and functional."

### Design and architecture

Fifteen residential projects are about to break ground in phase one of the build. At the same time, a couple of key venues and lodgings will get underway. Arthur says these public buildings will be humble and fit with the landscape: "They will be wood clad buildings, which are not yelling for your attention. Warm on the inside and friendly on the outside, not asking too much of the landscape, or being too opulent."

The village will be densely clustered, all the buildings will be

orientated to make the most of the views and the light. Building sustainably is a given, but the buildings will also be modern in character. "Our goal is to create new mountain architecture, which will be subservient to the natural landscape," says Arthur.

In keeping with many European resorts, the focus at Powder Mountain will be on pedestrian activity, with cars kept to a minimum; Arthur says they don't want big car parks.

"Many US ski resorts are based on prosperity and sprawl, so they've become hollow experiences," he says. "For us, restraint and focus and building stuff we really believe in, and which people want to use, is how we will be different. The expectation is that people will come and participate: ski, have a blast, meet people, share stories and be actively involved in making the next part of this place, as it grows and changes."

The dream has been set out, but now the challenge is to bring it to fruition and the next focus is on the build. For a team of entrepreneurial creatives who expect to see quick results, the progress has been slower than hoped.

Services and infrastructure need to be brought in, village

amenities and the dwellings have to be built, plus three or four more ski lifts to reduce the dependence on snow cat touring.

"Construction will take some time," says Arthur. "We've got a lot of the nitty gritty work ahead of us, before we can have the curtains-up reveal. Lots of our planning is based around choreography: how we can build the place, but also fill it."

After the initial crowdfunding, the development is now being funded by income generated from the Powder Mountain ski area, as well as Summit's events business.

"We continue to sell ski-in-ski-out real estate ranging from small cabin sites nestled between old growth trees to larger estate lots with panoramic views," says Arthur.

The Summit community sounds desirable and edgy, but as members mature, can they continue to keep up the same levels of energy? Arthur says the community will continue to evolve, welcoming new people with fresh ideas.

"You can't hold on too tight. You have to set it up for success, so interested, passionate people can get involved. We learn from the more tenured people and listen to the younger people and put it all together to create the best experience we can." ●



This article first appeared in CLADmag issue 1 2016, available in print and online at [CLADglobal.com](http://CLADglobal.com)

for leisure architects, designers, investors & developers

# WASTED OPPORTUNITY

Offal dishes, vegetable peel crisps, zero waste and menus which adapt to ingredients ... waste is an issue that's not going away, so what should restaurants be doing? Kath Hudson reports

According to a report from the charity Wrap, just 1.78 per cent, or 47,000 tonnes of 2.64m tonnes of surplus and waste food is redistributed for human consumption. Currently 1.9m tonnes, or 73 per cent, of all food and drink waste generated by supermarkets and their suppliers are thrown away. Even though the UK's supermarkets have pledged to reduce their food waste by 20 per cent by 2020, there will still be mountains of waste. Wrap believes that 1.1m tonnes (56 per cent) of this waste is avoidable and calculates that as much as 270,000 tonnes of wasted food may be suitable for redistribution.



Supermarkets are portrayed as the biggest demons in the food waste debate, but how much is the leisure and hospitality industry doing?

At the moment, supermarkets are portrayed as the biggest demons in the food waste debate, but how much is the leisure and hospitality industry doing to reduce food waste – or is it adding further to the problem?

According to Italian chef and food activist Massimo Bottura, there is a lot more that the industry could do to both reduce waste and raise awareness among its customers.

## MINDSET CHANGE

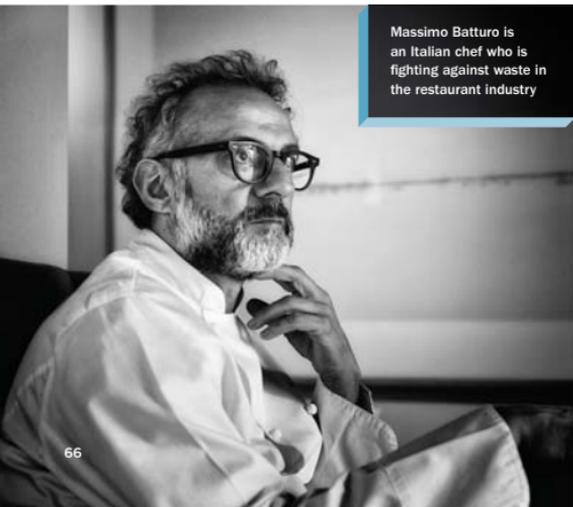
Last year, Bottura opened Refettorio Ambrosiano, a wasted food café in Milan, Italy, to feed homeless people. Food for Soul is a non-profit offshoot of this. One of the aims of the organisation is to encourage chefs to be more mindful about waste and create *refettorio* (which translates as refectory) elsewhere to feed the poor.

The first international site was at the Rio Olympics. The RefettoRio Gastromotiva was set up in space donated by the municipality of Rio de Janeiro and cooked food from the surplus from the Olympic village. Now, it is a hub for projects related to food and social inclusion, empowering the local community by running workshops on nutrition and healthy food.

Bottura argues cutting down on food waste is a cultural process which needs to engage all restaurant staff, as well as restaurant guests. More education and training is needed for hospitality staff and using 100 per cent of products should be the golden rule of any restaurant's programme.

He calls for a mindset change in both the kitchen and back office:

Massimo Bottura is an Italian chef who is fighting against waste in the restaurant industry





Food for Soul is an organisation that teaches chefs to be more mindful about waste



RefettoRio used surplus food from the Olympic Village to feed homeless people in Rio de Janeiro



All restaurants should aim to use 100 per cent of the products and produce they purchase



## Reducing food waste is connected to the quest for quality ingredients: the best ingredients are valuable not just for their flavour

"Often ingredients are ordered and rationalised in terms of price, not quality or ethical value," he says. "Reducing food waste is connected to the quest for quality ingredients: the best ingredients are valuable not just for their flavour. Buying entire animals and fish – no more fillets – is one step in the right direction. Initially these ingredients might be considered expensive, but if you consider the whole – and use every part of the animal, fish or vegetable – then you are not only not wasting, but also respecting the butchers, fishermen, farmers and artisans who produce them."

As well as using a nose to tail approach, Bottura calls for a root to tip approach: "When I say the whole vegetable I mean stems, peels and trimmings. Cutting down on waste really means using everything – bones, leftover bread, vegetable

trimmings, and so forth. Any part of a fruit or vegetable that is inedible should then be composted."

Leading on from this, Bottura says the hospitality industry should be educating the public through its front of house staff: "When you are serving offal, variety meats, bone stock, potato skins and broths made with vegetable trimmings or onion skin infusions, it is really important to have a shared vision of the restaurant experience with front of house and service because they are the ones who communicate with the public."

Aesthetics and ethics should go hand in hand and chefs should be expounding these values beyond their restaurants, says Bottura.

"I advise chefs to get out in the world and act outside their kitchens, as well as inside them," he says. "Participating in the dialogue is important, because it sends out a message to encourage

everyone to do something to cut down on food waste, to shop and cook more ethically and feel that they are part of a bigger community."

### WASTED FOOD CAFÉS

This thinking is resonating with some chefs, and a new genre of restaurants is springing up. 'Pay as you feel' wasted food cafés gather food waste from a number of sources and create a menu reflecting that day's supplies. If there is no coffee, punters have to drink something else. Customers leave a donation according to what they feel the meal is worth. Some can't afford to pay anything, others trade their services for food. Principally run by volunteers and charities, the aim is not to turn a profit, but to reduce food waste and highlight the waste issue.

Already this fledgling model is starting to adapt. Notting Hill's organic, vegetarian, wasted food



Justin Home is director at Tiny Leaf, a vegetarian wasted food café in Notting Hill, London





PHOTOS: TONY JACOBEL, WWW.TONYJACOBEL.CO.UK



People at a wasted food café in Brighton; Adam Smith (below) founded the Real Junk Food Project



Intercepting food before it heads to landfill and knowing how to create and manage an adequate supply are the most common challenges faced by wasted food cafés

café, Tiny Leaf, has a business model based on turning a profit, rather than being a charity project.

"We want to challenge the perception of public waste and do what we can do to make a positive change in the world," says director Justin Horne.

"We see Tiny Leaf as a scalable, franchisable and profitable business – this is a global problem, so this could be a global business: we've already been approached by people in France."

Tiny Leaf successfully trialled the concept of transforming what would be wasted food into gourmet dishes at a pop-up restaurant. Dinner costs around £8 to £15 and the menu changes daily, although it's likely to be along the lines of courgetti with hemp pesto and a butter bean ragu.

Horne, who uses vegetable peelings to make crisps and braises (delicious) beetroot tops, has been shocked by the amount of food waste in the industry.

"Typically restaurants will use about 10 per cent of an artichoke and throw the rest away. There needs to be more training and a mindset change. Chefs need to become more adventurous, offering dishes which use everything."

## REAL JUNK FOOD

His long-term aim is to create a restaurant which produces all its own ingredients and he is currently in talks with BRE about buildings which could have rotating walls to grow vegetables.

Getting the supply network underway has been the biggest challenge for Tiny Leaf, although this became easier following the press coverage after the launch of the pop-up. Now it works closely with Planet Organic, as well as other organic wholesalers.

"It is good for them too," says Horne. "Their customers tend to be ethical and don't like waste, so we've stopped a hole in their supply chain."

Intercepting food before it heads to landfill and knowing how to create and manage an adequate supply are the most common challenges which wasted food cafés face. Happily, the Real Junk Food Project, which runs a network of wasted food cafés in the UK, has recently made a step forward in this respect, by signing an agreement with Ocado. The online supermarket will store food from orders cancelled by customers after it has been picked and packed, for the charity to collect each day.

Although this is still a way behind French supermarkets – which now, by law, have to donate food to charities or food banks, rather than discard it – it is, at least, a step in the right direction. Like everyone, the pressure is now on the leisure and hospitality industry to be mindful about the amount of waste generated. Not just with food, but across the board. ●

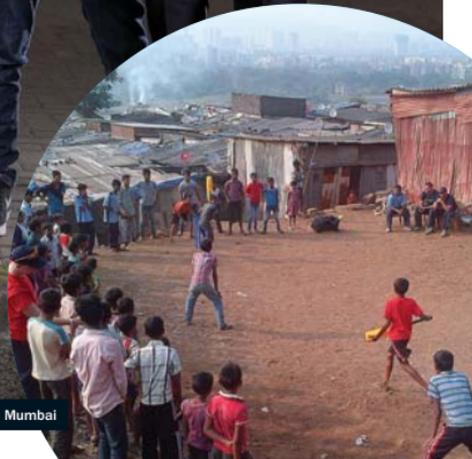
## SOCIAL GOOD

Last year, the Change Foundation provided opportunities for 3,000 disadvantaged children in the UK, Jamaica, India and Ghana. Simon Lansley finds out what's next for the 35-year-old organisation

# WINDS of



# CHANGING



Working with at-risk kids in Mumbai



**T**his year **the Change Foundation** will celebrate 35 years of using sport to change the lives of young people from disadvantaged backgrounds.

But you still won't read about it on the back pages of the nation's newspapers.

Not that this bothers the charity's director of design and impact, Navjeet Sira. That is because what matters first and foremost to her is impact – that, and sharing the expertise which will enable more people and organisations to drive change and help young people.

Last year the foundation provided opportunities for almost 3,000 marginalised and at-risk young people in the UK, Jamaica, India and Ghana. It did this through its own network of programmes and partners, which range from the Refugee Cricket Project in Croydon to the Chris Gayle Academy in London and Kingston, Jamaica.

But these days the organisation, which expanded from Cricket for Change to the Change Foundation in 2014, offers much more than just cricket programmes. Its Dance4Change and Storm fitness and wellbeing projects work with young women at risk of anti-social behaviour in South London, and Rugby4Change helps to rehabilitate young offenders. The Hit the Top programme works with disabled eight- to 25-year-olds in schools to build confidence and social skills.

At the core of the Change Foundation are some simple key principles; every programme helps young people in difficult situations learn to "engage, trust, transform and achieve". And all of their programmes are run by young people



Navjeet Sira, the Change Foundation's director of design and impact (left); Channeling energies into positive action: kids play cricket in Southend (this photo)

The fact that these targeted groups of young people are now being viewed as a priority is music to our ears

who have previously come through a Change Foundation project. When Sira describes the organisation as "genuinely youth-driven", it's not just lip service.

She explains how the charity has evolved. "We were purely a cricket organisation for 29 years, using cricket as a tool for a combination of outreach, sport for development and participation.

"Our CEO originally set up the England Blind Cricket team, so we started a blind cricket programme and soon the whole charity transitioned into this 'sport for good' focused organisation, just using cricket and adapted forms of cricket.

"We also designed a short, sharp version of cricket called Street20 cricket and it became this really interesting product, so many people wanted to be trained in it and so many people wanted to use it.

"It influenced our international strategy and we were being responsive to so many organisations who were asking us to train them. So the whole organisation started moving and it became a capacity-building organisation as well as one that delivers cricket for change-orientated programmes in London and UK-wide."

It is this expertise which has enabled the Change Foundation to help world sports stars such as Lawrence Dallaglio, Chris Gayle and Bryan Habana set up their own sport for development programmes. Some in sport might fear giving away such 'trade secrets' but it is this steadfast belief in collaboration and holistic thinking, while upskilling other providers, that the Change Foundation sees as vital to helping the sport for development sector move into the mainstream.

"As well as delivering many of our own programmes, we are also training and upskilling – if you need some help, you can get in touch with us and we will be happy to help," says Sira.



To find out more visit  
[thechangefoundation.org.uk](http://thechangefoundation.org.uk)  
or follow @ChangeFdn  
on Twitter

### CONSULTANCY APPROACH

"Sports celebrities have come to us and asked for help. They like the breadth of our work and our flexibility," says Sira, "So the consultancy approach which has emerged from our attitude to sport for development has grown.

"Chris Gayle set up an Academy in the UK and Jamaica which we designed for him, and we're doing the same with Bryan Habana now," she says.

All of which leads nicely into the subject of the government's current sport strategy which focuses on five key outcomes which aim to improve sport's contribution to society, as well as driving sporting participation amongst the general population.

Sira believes the the implementation of the strategy should be about joining the dots and empowering organisations who have been delivering sport for social good for

years – in the foundation's case, since 1981, in the wake of the Brixton riots.

"We were part of a conversation with the previous sports minister around the development of the sports strategy, so when Tracey Crouch came in it was very much all-go, which was brilliant. So we're very pleased about what it says and are linking in our overall Change Foundation impact measurement to those outcomes," she says.

"We were at a Sport England consultation and there was a significant group of organisations there who can match up the strategy with what localised sport for development is doing nationwide. We are chuffed because we're already doing some of this work where traditionally perhaps people haven't wanted to go – similar to Street League and other organisations.

### NEW COLLABORATIONS

"The fact that these targeted groups of young people are now being viewed as a priority is music to our ears. And if we can share our information, then great. A big part of this strategy is about new friends coming to ask how we work and us explaining that to them. We're delighted that's happening. It doesn't feel like competition, it feels like collaboration. We know we'll all have to fight for money, but if Sport England gets it right when implementing the strategy I think you'll find 70 per cent of applications going in collaboratively, as opposed to individual organisations."

As you would expect from her job title, Sira also knows there are no shortcuts to proving your value in this

new environment. The demise of Kids Company demonstrated that there can be no hiding places any more – charities must be run on a sustainable and sound business footing. This is why monitoring and evaluation aren't just buzz words, they are fundamental to demonstrating which organisations can be trusted to deliver the social return on investment which the government is demanding.

"The last three years have been incredible for the sector," says Sira. "In the past, sport for development organisations have spent endless energy defending their work to funders. Now we're predicting outcomes, engaging funders along the way and forcing ourselves to be better and I find that really refreshing, for us and for our funding partners and stakeholders.

"It means our corporate supporters, like the Berkeley Group and Investec, know exactly what they're investing in. It feels as though they're almost part of the Foundation, rather than external partners. And then you have genuinely collaborative relationships with grant-giving organisations like Comic Relief, Children in Need and Wembley National Stadium Trust. They're all right behind what we're doing."

Now Sira, and many like her who have committed their careers to using sport to improve society, are eager to see this new approach make an impact.

"It's a really exciting time. We want to believe Sport England is taking a new approach and the funding isn't going to go to the same places all the time – that there's a genuinely diverse approach."

If that happens, perhaps the Change Foundation – and all of its stakeholders in the sport for development sector – will start to make the headlines. ●

**The Change Foundation's Hit Top Heroes programme empowers youth leaders with disabilities**





# making a BIG PLAY

A combination of over-connectivity and work-life balance stresses are igniting a need in grow ups to rediscover the carefree times and spirit of childhood.

Kath Hudson reports on the emerging trend of adults playing like kids

**W**

e have lots to thank smartphones and social media for, but both are leading to societal issues as we become increasingly sedentary while also giving ourselves less downtime.

As 90 per cent of 16- to 24-year-olds have a smartphone and spend around seven hours a day on them (Ofcom), virtual hanging out is replacing physically spending time together, or being fully present when we're with friends and family. Hanna Chalmers, research director at Ipsos MORI, says research shows young people are spending more time indoors, on their own, than any previous generation. Interestingly, an upside is that engagement in risky behaviours and teenage pregnancy is lower.

Daphne Kasriel-Alexander, consumer trends consultant at Euromonitor, says over-connected consumers are isolated and there are rising concerns that people are even outsourcing their memories to digital devices.

"Now half of the world's population has internet access, more consumers are dwelling on the flipside of digital



**Many adults have trouble with the work-life balance, which is often fuelled by over-connectivity**

**Daphne Kasriel-Alexander**

life," says Kasriel-Alexander. "The physical and emotional health hazards of non-stop device use, and the impact on children, teenagers and family time, are all under review. Many adults also have trouble with the work/life balance, often fuelled by over-connectivity."

Although the virtual world is hypnotisingly alluring, it is frequently dull and unsatisfying, so a kickback is already starting to happen. "New initiatives are developing, to help consumers sidestep digital

engagement and reclaim offline living," says Kasriel-Alexander.

Such initiatives include a luxury jewellery collection from Altruist, which includes a chip connected to the wearers' smartphone, only alerting them to texts or calls which are urgent.

A hit US app for Millennials, Down to Lunch, encourages users to meet friends in person, while Osss is an app that encourages users to "disconnect in order to connect", letting contacts know that they are disconnecting.

"More adults are opting for active summer camps as a way for them to enjoy the perceived carefree times of childhood," she says. "Although the real drivers of this interest in, and success of, adult summer camps are over-connectivity, work/life balance stresses and sedentary lifestyles."

So, what opportunities does this present for the leisure industry? Many adults want to play and not just as part of a family or hen/stag group; there's a growing appetite for activities which are social, encapsulate an element of childhood nostalgia, laughter and sometimes a shot of adrenaline.



## ADULT CAMPS

### Mates escape

Founded by an overworked 30-something Canadian, Adam Tichauer, who hit on the concept of adult summer camps when he wanted to escape with his mates for the weekend, Camp No Counselor proved an instant hit and soon became a fast-growing business.

Recreating the experience of summer camp, adults can participate in activities like kayaking, rock climbing, softball and tug of war. There's no wifi and accommodation is in unisex dorms. What differentiates it from kids' camps is the freely available alcohol and late-night partying.

In the UK, Canoe Cornwall, which primarily works with

schoolchildren, is also responding to demand for adult courses, teaching people how to canoe, build shelters and cook on open fires, while they camp on National Trust land.

"It's camping with a purpose," says director Jay Dormand. "It appeals to those who fancy getting a bit earthy and back to nature and provides a release from work and their everyday lives. It harks back to the halcyon days of *Swallows and Amazons*. We teach them the type of skills that grandparents used to teach. Sometimes they use these skills to have fun with their own children, work in the voluntary sector or even change careers."



There is no wifi at adult camp, and participants have to sleep in unisex dormitories. Guests are, however, allowed to stay up late partying



Canoeing, cooking and bush skills are some of the activities campers master



It appeals to those who fancy getting a bit earthy and back to nature

Jay Dormand



Retallack Resort in Cornwall, UK, saw the trend for water challenge attractions and launched Aqua Park

## WET OBSTACLE COURSES

### Splash and dash

Inspired by *Total Wipeout*, water-based obstacle courses are proving to be another hit. Retallack Resort, in Cornwall, opened its Aqua Park last Easter, with the aim of appealing to the family and team-building market.

After climbing slippery towers and sliding down inflatable slides into the water, adults like to have fish and chips with beer or Prosecco, says marketing director, Amy Keyter.

"It's quite a workout, so some even use it for the exercise," says Keyter. "It's a completely different experience, with adults being able to take their children, be silly and fall over on the inflatables without a care in the world. The danger factor is also appealing: the huge slide is quite daring."

Offering a similar experience, but without the need for a wetsuit, Ocean Mania in Ibiza's San Antonio bay has a 7,000sq ft course with interlocking slides, trampolines, balancing beams and bridges, ropes to swing from one piece of equipment to another and even a free floating catapult.



It's quite a workout, so some even use it for the exercise

Amy Keyter



Ocean Mania is a popular waterside attraction in San Antonio, Ibiza, Spain



## SWINGS

The Nevis Swing in Queenstown, New Zealand – the thrill is from not knowing when you'll be released"

### Share the thrill

New Zealand's adrenalin capital, Queenstown, has a long been a playground for adults. The Nevis Swing, at the birthplace of bungee, offers a gnarly experience which is a little less terrifying than jumping off a ledge head first, but still affords bragging rights.

"The Swing doesn't rely on you physically jumping or pushing yourself off, the thrill is from not knowing when you'll be released," says spokesperson Carys Rolley. "It appeals to those with a thirst for adrenaline and the split between male and female is pretty even. It gives a sense of personal achievement, an adrenalin kick and lifelong bragging rights. Customers also love that they can share the thrill of this blood pumping activity with a friend."

From stomach flipping to whimsical, Canadian company, Daily Tous Les Jours, takes an altogether different approach to swings with its touring swing installation 21 Balancoires (21 Swings). Each swing triggers different notes, so when people swing together they can create a tune. Launched in 2011, New York, Montreal, San Jose and Detroit have all been visited by the swings.

"Melodies emerge only through co-operation, and the exercise of co-operation means more layers are unravelled. It's a game where people have to adjust to the actions of others," says co-founder of Daily Tous Les Jours, Mouna Andraos. "Swings were chosen as the conduit because everyone has nostalgic childhood memories of them."



Touring installation 21 Balancoires (21 Swings) appeals to adults everywhere



The Skyslide at the OUE Skyspace LA observation deck takes guests from the 70th to 69th storey

## SLIDES

### The only way is ... down

Nothing takes you back to childhood and puts a smile on your face quicker than losing your stomach on a slide. And they are popping up in the most unlikely places. Last year the Hayward Gallery, on London's South Bank featured two Carsten Holler slides as an option for visitors to exit the top floor.

Now the Belgian artist has souped up the ArcelorMittal Orbit, at London's Olympic Park, with a 584-foot tunnel slide. Holler says this is the first time he has attached a piece of his artwork to another piece of artwork.

Launched in June, The Slide features covered and transparent sections, to allow riders to view the London skyline on their 40-second descent. Visitors whizz around the UK's tallest public artwork 12 times on their way down.

Los Angeles has just seen the launch of the world's highest slide. Positioned 300 metres above ground level, the glass

Skyslide at the OUE Skyspace LA observation deck, runs from the 70th floor to a new observation deck on the 69th floor.

"The OUE executives wanted to include an additional 'thrill factor' element which truly made the experience unlike any other," said an OUE spokesperson. "There's a whimsical sense of fun and excitement associated with slides which appeals to both adults and children alike; we feel that the Skyslide captures this with an added unique twist, thanks to the height and views below the glass structure."

The slide, which is expected to draw 1 million visitors a year, will provide secondary revenue (US\$8 a go), attract publicity and, unfortunately, a law suit.

According to the *LA Times*, a woman from New York has filed a suit claiming she broke an ankle on the ride as a result of a flaw in the design, which doesn't slow you down at the end and a stack of mats in the run-out area creates a gap to trap riders' feet.





Carsten Holler designed The Slide and its 12 twists around the ArcelorOrbit in London



## JUMPING

### On the bounce

“I’m sure there’s a physiological link between bouncing and smiling,” says Dave Stalker, founder of London’s first trampolining park, Oxygen. “People are loving it. We’re not pushing the exercise angle, we’re just selling it as fun.”

This love of jumping is fueling a trampolining boom, with 120 parks operational, or being built in the UK and growing at a rate of 10 per cent a month.

Since launching in July 2015, Oxygen has found that as many as 40 per cent of the visitors are adults, which has exceeded expectations. “We are delighted to know that we are welcoming people of all ages, and that trampolining and staying active isn’t just for the very young,” he says. “We believe adults are looking for experiences which are suitable for all ages and abilities, where they can let off steam and have fun.”



We’re not pushing the exercise angle, we’re just selling it as fun

Dave Stalker



London trampolining centre Oxygen is part of a far wider trampolining trend in the UK

# PLAY TO THE CROWD

**At a time when public sector budgets are under pressure and grants can be wrapped in red tape, crowdfunding offers an attractive option for sports clubs, individuals and teams who need capital investment**

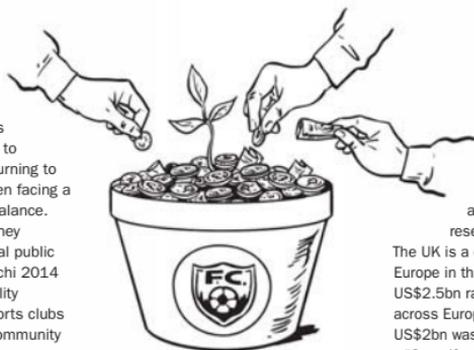
Tom Walker, managing editor, Sports Management

**A**n increasing number of athletes, sports clubs and organisations – from grassroots to elite level – are turning to crowdfunding when facing a big plan and a small bank balance.

In the past few years, money pledged online by the general public has sent athletes to the Sochi 2014 Olympic Games, funded facility projects for professional sports clubs and secured the future of community clubs by providing improved spaces.

The types of crowdfunding available are divided into four categories. Donation crowdfunding provides a straightforward financial contribution to a project, while reward crowdfunding – perhaps the most popular among sports projects – offers donors something tangible in return for their money, such as a piece of memorabilia, a product or an exclusive experience with an athlete or club.

There are also financially incentivised methods. Loan-based crowdfunding



allows a club or organisation to borrow money from people by paying interest, while equity-based crowdfunding offers a share or stake in the business in return for investment.

While most of the major crowdfunding platforms – Kickstarter, Indiegogo and Crowdfunder – all welcome sports projects, there are now a number of sports-specific platforms to consider: Pledgesports, Rallyme, MakeACHamp, Dreamfuel, Pursu and Tifosy.

## VALUE CREATION

The global crowdfunding market is now worth more than US\$30bn annually, according to research by Massolution.

The UK is a clear market leader in Europe in the sector and of the total US\$2.5bn raised through crowdfunding across Europe in 2014, nearly US\$2bn was generated in the UK.

“Crowdfunding has gained huge momentum,” says Irish entrepreneur Richard Pearson, who launched the PledgeSports.org platform in 2014. “Equity crowdfunding in the UK alone tripled to reach £84m in 2014 and there’s no ceiling to this industry.”

## GOING POMPEY

For professional clubs that lack the financial riches of a Manchester United or Chelsea, a crowdfunding project can provide a vehicle for success. One of the largest ever UK projects was completed by English League Two club Portsmouth FC. The club raised £270,000 through crowdfunding, enabling it to build a permanent home for its youth academy in 2015 and increasing its ability to attract and develop young talent.

Using the specialist football funding site Tifosy as its platform, the club went down the crowdfunding route in response to feedback from fans for the organisation of more fan-funded projects.

Crowdfunding helps clubs like Bury Broncos – junior team pictured – raise money





Tifoso CEO Fausto Zanetton (left) and co-founder and brand ambassador Gianluca Vialli

Football fans care deeply about the game and will often choose to help out another club in need

FAUSTO ZANETTON, CO-FOUNDER OF TIFOSY

"We kept fans up to date all the way along and made sure the interest never waned," says Portsmouth FC's Colin Farnery, who project managed the initiative. "Our campaign was perfect for crowdfunding because it was a clearly defined, concrete project."

Portsmouth's campaign also proved that, while clubs can always rely on passionate supporters to put their hands in their pockets, contributions to a worthy cause can also come from unexpected sources.

"We received contributions from 39 countries for the Portsmouth campaign," says Fausto Zanetton, co-founder of Tifoso. "It shows that football fans care deeply about the game and will often choose to help out another club in need."

#### GRASSROOTS

For community clubs, a successful crowdfunding project can be transformative. The Bury Broncos Rugby League Club in Manchester raised £3,800 on crowdfunder.co.uk to help

convert an old cricket pavilion into a new sports hub. The amount needed was too small to warrant a funding bid, so a crowdfunding campaign was deemed the best option.

According to sports marketing consultant and academic Alan Seymour, crowdfunding is a great way for smaller clubs and community groups to get projects off the ground. He points out, however, that in a crowded space, a project has to stand out to have any chance of success.

"Crowdfunding is all about awareness, connections, networks and – above all – distinguishing yourself from the crowd," he says. "You need a strategic plan for your crowdfunding. First impressions count, so it should be approached as if making an elevator pitch."

Seymour suggests making the rules of engagement clear from the start. "The key is succinct summaries of who you are, what you need, where you're going and how it benefits all stakeholders," he says. "Creating a win-win scenario is the priority." ●

Alongside major crowdfunding sites like Kickstarter, there are sports-specific platforms:



Pledgesports



Rallyme



MakeAChamp



Dreamfuel



Pursu



Tifoso



## SELBY SUMMIT

Location: **Selby, North Yorkshire**

Total cost: **£5.2m**

Build cost: **£4.3m**

Fitting out of facilities: **£900,000**

Principal contractor: **ISG**

Operator: **Inspiring Healthy Lifestyles**

Owner: **Selby District Council**

Developer: **Alliance Leisure**

### FACILITIES

- Six-lane 10 pin bowling
- 20 climbing walls
- Aerial trekking ropes
- Adventure play zone
- Indoor skate and BMX park
- Outdoor skate park
- Café and restaurant

# future OF leisure?

The opening of Selby Summit could spell a new era for publicly-owned leisure centres. Tom Walker investigates

What makes the Selby project unique is that it's the first public sector leisure facility which has no traditional sport within it," says Sarah Watts, CEO of Alliance Leisure. "It's what Sport England's new strategy calls for – a focus on activities, rather than simply sport."

Watts is describing the £5.2m Selby Summit Indoor Adventure in North Yorkshire – a next generation leisure centre developed by Alliance Leisure.

Launched this year, the facility is owned by Selby District Council and operated by Wigan-based leisure trust Inspiring Healthy Lifestyles (IHL).

The centre's facilities are unusual for a public



Sarah Watts, Alliance Leisure

leisure centre: no swimming pools or sports courts, but instead a six-lane 10 pin bowling facility, 20 climbing walls designed for a wide range of abilities, aerial trekking ropes, an indoor skate and BMX park and an adventure play zone. There is also a Summit Ski centre – consisting of two indoor simulators, with their own mini slopes. An outdoor





The centre will target families and parents by offering a wide range of activities for all abilities and ages

#### FACILITIES MIX

"The face of leisure is changing as local councils look for more sustainable facilities," says Watts.

"A typical four-court sports hall will generate £70,000 a year. We recently completed a project in Inverclyde, Scotland where we took one such space and installed a mezzanine level, created an adventure climbing and play zone on the ground floor and a budget fitness offer on the first floor. That same space generated £70,000 in its first six weeks after opening."





### It's about making leisure facilities more relevant and effective

skate park, designed following consultation with local skate park users, will also be built on site with work due to start in July and be completed during the summer.

#### FUTURE VISIONS

The centre's concept was borne out of the desire of Alliance Leisure – in partnership with the council – to approach leisure in a different way. The aim was to create a place which would complement traditional mainstream local authority leisure provision, but provide innovative, exciting activities which would attract new people to physical activity.

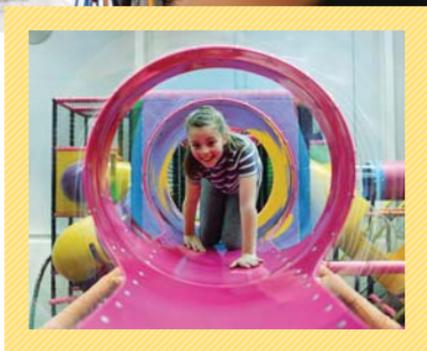
James Foley, Alliance Leisure's development lead for the project says: "The vision was to create a concept that would redefine leisure provision in the public sector. We

believe that we've shown that physical activity can be sustainable and challenge the norm."

He adds that the use of innovative leisure products – and focusing on family activities – is at the very heart of the project, as the intention is to target families and young people, matching the growing trend to encourage participation by parents.

"It's quite literally a box of tricks and a great example of what the future of public sector leisure could look like," adds Watts. "It's a great credit to Selby District Council (SDC) that they had the vision to make this a reality."

For Mark Crane, leader of SDC, the centre is a



**The innovative design of the centre is a first for a publicly-owned leisure facility**

statement of intent. "This isn't just about the climbing walls, the bowling facilities or the ski simulator – the only one of this kind outside of London by the way," he says.

"This is about putting Selby and the whole district firmly on the map. This is about giving our residents more opportunities to get involved in sport and leisure activities and making our area a great place to enjoy life. It's these big ambitions that we're supporting. And it's these big ambitions on which we're delivering."

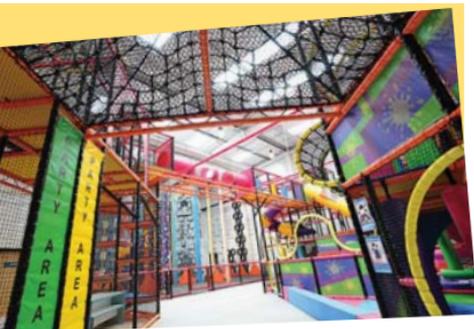
#### FUTURE GROWTH

As well as being a trailblazer for publicly-owned leisure

provision, Watts says the centre is a first for Alliance Leisure too. No small thing for a specialised development company which has delivered more than 100 leisure centre projects since its launch in 1999. "This is the first time we have been involved in building something from scratch," she says.

"So far, each of our 100+ developments have been refurbishments or extensions. This is the first we've built out of the ground."

According to Watts, Selby won't be the last such project, either. "I see new-build projects as a growth area for us, as a company. One of the aspects of Selby we're excited about is that it has roll-out capability. You could take it and locate it anywhere in the UK." ●





# alliance DIGITAL

Alliance Digital provides a range of digital marketing services to the leisure industry. Keeping pace in an ever developing digital world is what we do to ensure your business continues to see results from your marketing activity. Our digital experts will get to know your business before developing a strategy to improve your ROI.



"Alliance have helped us change our approach to marketing and lead generation and we're doing so much more online. This is easier to monitor and quicker to implement when we need a quick win. Their expertise in digital marketing means each month I have leads in front of me without actually having to do any work!"

**Kimberly Hill,**  
Health & Fitness Manager, Roefield Leisure

## Our Digital Toolkit:

- ✓ e-Marketing & SMS Communication
- ✓ Online Advertising
- ✓ Web & Mobile Design
- ✓ Training & Development
- ✓ Social Media Management
- ✓ Analytical Reporting
- ✓ Online Insight Surveys
- ✓ Listening Projects



Analysis



Engage



Results

"We focus on 3 core principles: to understand our client's needs and apply the right digital solution, monitor your results to continuously improve the ROI, and enjoy the work we do!"

**John Leaver,** Head of Alliance Digital



"Since working with Alliance Digital we have been overwhelmed by their commitment to our partnership and the level of success we have experienced has been amazing. Our social media channels have never been so engaging and this is reflected by the size of the audience they have generated for us so far. Their targeted approach using digital advertising has allowed us to be more focused with our marketing budgets whilst reaping even greater returns. In particular, John Leaver's attention to detail and his availability to be there for us, sometimes 24/7, has been a huge support."

**Hugh Davies,** Energi Leisure Parks

- 1 Do you want to see better results from your marketing campaigns?
- 2 Would you like to move to a more user friendly digital customer service?
- 3 Do you need lead generation tools that are low cost and low of staffing requirements?
- 4 Does your business need to grow income but with a reducing marketing budgets?

## If yes



Then we have solutions to all of these questions. Contact our Head of Alliance Digital direct.

**John Leaver**

**Email** john@allianceleisure.co.uk

**Twitter** @JohnLeaver

**Mobile** 07909 988532

# SPACE AGE

Research shows that access to green space correlates with better mental health and lower rates of mortality, obesity, depression and cardiovascular disease. With space at a premium, the definition of parks is evolving. Kath Hudson reports

## TOURIST ATTRACTION



### HOUSTON BOTANIC GARDEN

Location: Houston, Texas

By: West 8

West 8 is working on a project in Houston, Texas. The city is undergoing a revamp of its green space, with new and enhanced parks being added and the creation of a 240km system of connected linear parks along the natural system of bayous. As part of this green renaissance, the development of a botanic garden is also underway.

"The Houston Botanic Garden [HBG] will preserve and enhance 120 acres of green space just a few miles from the centre of Houston's urban core," says Nancy Abendshein, chair of



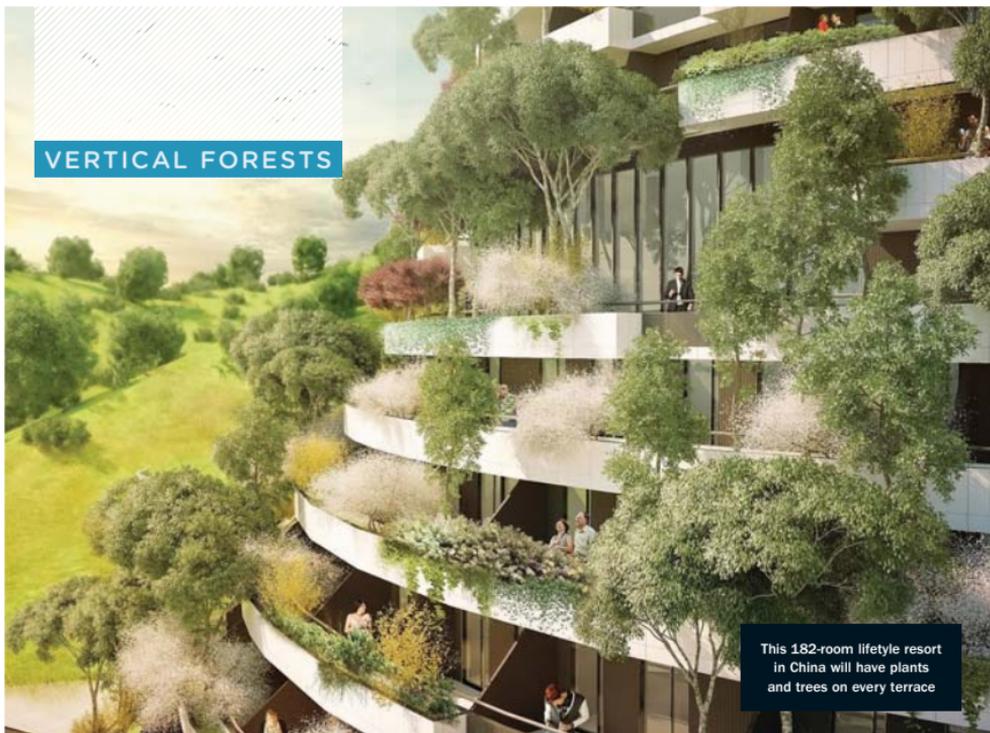
Thousands of visitors a year are expected to visit the Houston garden

the HBG board. "When established, it is expected to attract thousands of visitors a year, including schoolchildren from across the region, area residents, horticulturalists and scientists and tourists to the city. Economic impact

is expected to exceed US\$20m every year." Work is expected to begin in early 2018. West 8 is teaming with a number of consultants and designers in Houston, including Clark Condon Landscape Architects and Walter P

Moore, ETM Associates and environmental experts Berg-Oliver. The property, which spans Sims Bayou, has a mature tree canopy and is a prime example of Gulf Coast habitat. The masterplan will take advantage of the site's topography and features.

## VERTICAL FORESTS



This 182-room lifestyle resort in China will have plants and trees on every terrace



Stefano Boeri specialises in green design and how to grow trees around high-up structures

### WANFENG VALLEY RESORT

Location: Guizhou province

By: Stefano Boeri

**A** wave of architects and landscape designers is pushing the limits of how far nature can be integrated with the built environment. Several have adopted the vertical forest model of architecture, in which trees and greenery climb the outside of structures.

Italian architect Stefano Boeri specialises in such green design methods and is using them for a series of hospitality projects in China, including a “lifestyle destination” resort in Guizhou Province with trees on every terrace.

The building – the centrepiece of Cachet Hotel Group’s Wanfeng Valley resort – will feature a 182-room Cachet Resort Hotel and a 71-room URBN hotel, two restaurants and lounges, a swimming pool, spa and a fully equipped fitness centre. Boeri told *Leisure Management* that vertical forests – which he described as a “continuous experiment of cohabitation” – promote wellness and create sustainable urbanisation in towns and cities.

“Multidisciplinary research has enabled us to develop

the building technologies to bring trees very high up in the sky in and around our structures and irrigate them with recycled water,” he said. “This advancement, alongside ongoing analysis of the vegetation that can thrive in these special environments, is allowing us to conceive unique buildings specific to their locations.

“The result is new spheres, where people, trees and animals can coexist in an environment of wellness. It induces sustainability and a relationship of symbiosis between man, architecture and nature.”

“The result is new spheres, where people, trees and animals can coexist in an environment of wellness”



## LINEAR PARKS

### SEOUL SKYWALK

Location: Seoul, South Korea  
By: MVRDV

The Seoul Skywalk project, next to the city's central station, is building on the city's green ambitions. A 938m elevated section of former highway will become a walkway and public space, populated with 254 species of trees, shrubs and flowers to create an arboretum of local species and a library of plants (planted in alphabetical order) to be enjoyed by Seoul's public.

MVRDV is leading the project and director, Winy Maas, says this will change the daily lives of many

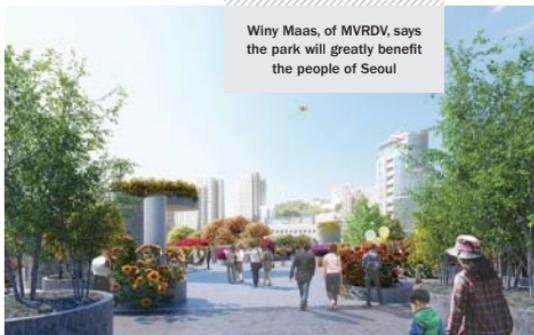
people in Seoul for the better: "They will have a pleasant shortcut through a green oasis in the midst of all the traffic and concrete. It is a walk through a park, a living dictionary of the natural heritage of Korea, connecting the city dwellers with nature."

It is slated to open in April 2017. Construction has already begun, and a visitor centre, showing 3D animations of the project, has been erected to engage with the community and gather feedback on the design.

“They will have a pleasant shortcut through a green oasis in the midst of all the traffic and concrete,”



Winy Maas, of MVRDV, says the park will greatly benefit the people of Seoul



Seoul Skywalk is being built where a section of highway once was





**T**his community-led project aims to breathe new life into some South London coal sidings, which were decommissioned in the 1950s. This 1km elevated urban park will provide valuable green space in the midst of an industrial area and, by linking two parts of the national cycle route, it could also create an almost green route

### PECKHAM COAL LINE

Location: London, UK

Feasibility study by: Adams & Sutherland

from Brixton to Rotherhithe and possibly on to Canary Wharf in the future.

Following a 2015 crowdfunding campaign, a design and feasibility

study, led by Adams & Sutherland, is underway to work out what would be possible, the technical and engineering side of the project, as well as exploring

funding and business model options for the running and maintenance of the park.

Spokesperson Louise Armstrong predicts similar projects will come on stream going forward: "We get a lot of requests from other local projects looking to use crowdfunding – as well as community groups from all over looking to learn from our experience. The latest was a city in Finland."

### THE MIAMI UNDERLINE

Location: Miami, Florida

By: James Corner Field Operations

**A** pop-up preview of James Corner Field Operations' Miami Underline has opened to showcase how the landscape architects plan to transform the disused land beneath the city's MetroRail into a 16km linear park.

The pop-up is located at the Underline's "Brickell Backyard" fitness area at the north end of the Miami River. It includes a mini gym, a yoga area and park designs.

Picnic areas, native vegetation, a nature-inspired playground, a dog park, a basketball court and art



James Corner is pioneering the Underline project set to transform Miami



installations will be added to the site later to form the Brickell Underline Park. Other Underline segments will follow; similarly combining urban trails, cycle and pedestrian paths, green leisure spaces and a showcase for art.

Miami-Dade mayor Carlos Gimenez has said the Underline will connect

communities, promote healthier lifestyles and encourage residents to walk, bike or ride transit as an alternative to driving. The scheme is part of the county's Masterplan Greenway network that consists of around 800km of trails and connected public spaces.



## REGENERATION PROJECT

Four hills were created to facilitate 360-degree views of the New York harbour and the Statue of Liberty

### THE HILLS ON GOVERNORS ISLAND

Location: New York

By: West 8



Discovery Hill features a cabin sculpture designed by British artist Rachel Whiteread



Adriaan Geuze of West 8 choreographed the visitor experience of the park

The transformation of a former military base into a public park was completed in July. Dutch architects West 8 masterminded the regeneration of Governors Island, a short ferry ride from Manhattan and Brooklyn, into a landscaped tourist destination. Four hills were created, rising above the island to offer 360-degree views of the city's harbour and the Statue of Liberty.

Recycled demolition debris, general fill and lightweight pumice was used to make the hills, which are stabilised with geotechnical reinforcement and covered with grassy lawns, trees and shrubs. The highest, Outlook Hill, features granite blocks which visitors can climb up. Slide Hill features the longest slide in New York and Discovery Hill features a cabin sculpture designed by British artist Rachel Whiteread, a concrete cast of a New English-style shed. The fourth, Grassy Hill, also provides a viewing platform.

"Sculpted topography works in concert with

winding pathways and trees to create, conceal and reveal vistas, choreographing the park experience," says design director Adriaan Geuze, co-founder of West 8.

The completion of The Hills follows the opening to the public of 30 acres of parkland in 2014, which comprised places for play and relaxation, including two natural turf ball fields, a maze and hammocks. Plans are in the pipeline for a European-style hydrotherapy spa at the site.

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# ANGELS' ADVOCATE

Gymtopia founder Ray Algar presents two international projects that are making a real difference to the lives of people far beyond the walls of the health club



## Gymtopia: a place where clubs do social good

Ray Algar launched Gymtopia in 2013, a website that gathers stories that show different ways the health and fitness industry is giving back to its local communities. The idea came after Algar heard about a project in Brazil where gym members could donate their old sports shoes to Symap, a charity that helps get poor children into sports. Since its launch, Gymtopia has given a platform to numerous projects that have fought against animal cruelty, climate change and poverty; promoted education, healthy eating and fitness; or funded clothing and shelter or medical research.

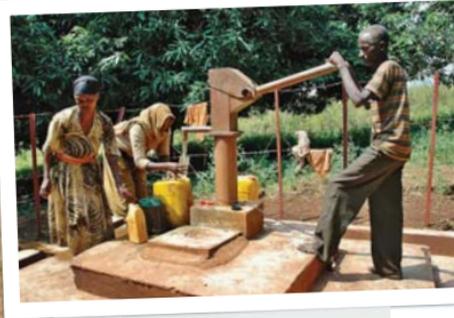
● Read more stories and submit your own: [www.Gymtopia.org](http://www.Gymtopia.org)

The club and other donors are transforming the lives of 40,000 people across nine villages





Help for the Hungry and Fifth Avenue Club aim to alleviate poverty in Belo, Ethiopia



The project is supplying accessible drinking water for the villagers

### CASE STUDY ONE

## Walking alongside a community

Ray Algar reports on a remarkable club in Canada that's enriching the lives of Ethiopians – on a long-term basis

I want to share the remarkable story of how the independent Fifth Avenue Club in Calgary, Canada, is making a nine-year commitment to support the growth of communities in the Belo region of western Ethiopia.

#### Why tell this story?

What appealed to me about this project was the long-term nature of the club's support for Food for the Hungry, its chosen Canadian charity partner.

Darren Kanwischer, owner of the Fifth Avenue Club, had noticed the tendency for some gyms to approach charity as a one-time short-term event, whereas he wanted to forge a long-term partnership that could make a meaningful and enduring impact, touching thousands of lives. ▶





Canadian health club owner Darren Kanwischer wanted to make a long-term commitment to Belo

#### ► It started over a coffee

Kanwischer became aware of Food for the Hungry and its work across Africa through the club's coffee supplier, and was drawn to the idea of 'adopting' the Belo community as part of a sustainable development project.

The purpose of Food for the Hungry is to end poverty one community at a time, and the charity achieves this by 'walking alongside' a community. 'Walking alongside' means the charity doesn't believe in short-term handouts, but instead works to understand the root causes of poverty and commits to support a community for about 10 years, after which it should be self-sustaining. It seeks donor partners who believe in this long-term approach and are able to support the funding of health, sanitation, food security, education and local leadership.



▲ Children, armed with books, are going to school for the first time



▲ Three dollars of every monthly gym subscription goes directly to the Belo community, plus other fundraising

### IN A NUTSHELL

PROJECT BY: **Fifth Avenue Club, Canada**

WEB: **www.fifthavenueclub.ca**

CHARITY SUPPORTED: **Food for the Hungry, Canada**

PROJECT STATUS: **Ongoing and long-term**

IMPACT: **Belo region, Ethiopia**

GYMTOPIA KEYWORDS: **Clothing and Shelter, Education, Food & Nutrition, Health & Wellbeing**

**"I love that Fifth Avenue Club is not only making a difference in Calgary, but also changing lives on the other side of the globe"**

Darren Kanwischer

#### Friendliest club in town

Since the 1,440sq m Fifth Avenue Club opened in 2006, it has focused on becoming the friendliest fitness venue in the city. Calgary itself is the largest city in the province of Alberta, with a population of 1.1 million at the 2011 census. It's a prospering city that has attracted many of Canada's largest companies, so residents can choose from many different club brands: GoodLife Fitness operates nearby, as do Anytime Fitness, a number of specialist studios, CrossFit and many other fitness providers. 'Friendly' and 'supportive' are therefore two important attributes for this 700-member club as competition intensifies and people make their club choice.

#### Every member counts

Since 2007, three dollars of every member's monthly membership subscription is donated to Food for the Hungry. These compound over the years, which means this one club has so far donated more than C\$250,000.

Members and staff fundraise on top of this via sponsored runs, and the club also donates proceeds when replacing gym equipment. This partnership has become a part of the club's story and features prominently on its website.

"I love that Fifth Avenue Club is not only making a difference here in Calgary, but also changing lives on the other side of the globe in Belo," says Kanwischer.

#### A personal investment

Long-term partnerships like this only work when owners, staff and members feel a genuine connection with the project, which in this case is separated by more than 8,000 miles. Kanwischer has personally visited the region four times and so is able to report back first-hand on the difference the club is making, along with mid- and full-year updates



Belo completes the programme and is deemed self-sufficient, with running water, schools and more

from the charity. Kanwischer's family has also been personally sponsoring a child from the area for many years.

### Making a difference

The club will continue its support of the Belo community through to its 'graduation' in December 2016 – the point at which the community is untethered from 'charity' and deemed to be self-sufficient. Food for the Hungry characterises this as being this point at which the charity is able to transition from being the 'coach' to watching from the sidelines.

When this stage is reached, more children will be flourishing in school, proudly wearing their new school uniforms and possessing all the materials necessary for learning. New water points will not only be providing fresh drinking water, but their close proximity will also mean time previously spent walking for

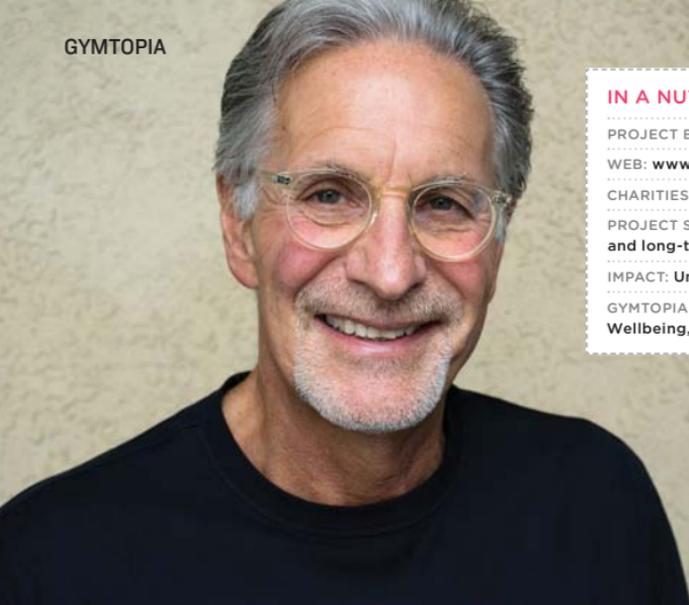


water can now be reclaimed and better invested in activities such as farming, education and also just joyful play. Counselling will at this point be available on HIV/AIDS awareness, food nutrition, women's rights, child marriages and much more, creating a virtuous spiral.

And all this will have been achieved because a health club bothered to care some 8,000 miles away. In all, Fifth Avenue Club and other donors are

helping transform the lives of more than 40,000 people across nine villages.

The test of a remarkable club is knowing members, staff and the wider community would genuinely miss it if it were to permanently close – not simply a temporary sense of frustration, but profound disappointment. So let me ask you: Do you believe members, staff and the wider community of Calgary would miss this club if I made it disappear?



### IN A NUTSHELL

PROJECT BY: **The Claremont Club, US**

WEB: [www.claremontclub.com](http://www.claremontclub.com)

CHARITIES SUPPORTED: **Various**

PROJECT STATUS: **Ongoing and long-term**

IMPACT: **United States**

GYMTOPIA KEYWORDS: **Health & Wellbeing, Helping Children, Education**

#### CASE STUDY TWO

## Project Walk

A health club in the US is being transformed into a world-class facility for people living with a spinal cord injury. Ray Algar reports

**M**ike Alpert's early career was as a Californian stockbroker with Shearson Lehman Brothers, but it was a move to Oregon that profoundly changed his life. He had been drawn to Oregon for the winter skiing, but soon after arriving decided with a close friend to create the Athletic Club of Bend, a new multi-use athletic, aquatic, tennis and social club.

One programme they started at the club was for children with severe physical disabilities, called US Able Oregon, and Alpert began twice-weekly warm waterpool sessions with a five-year-old boy living with severe spina bifida. Alpert was struck by the joy these sessions brought to a boy who would never walk and asked himself why the club wasn't doing more programmes like this. "I became obsessed with wanting to do more of these kinds of things. That five-year-old boy changed my life and gave me meaning," he says.

Alpert eventually returned to California where, since 1997, he has been the president and CEO of The Claremont Club. Founded in 1973, the health club, fitness and wellness centre nestles in 7.5 hectares in the city of Claremont – around 52km east of downtown Los Angeles – where it serves more than 10,000 members.

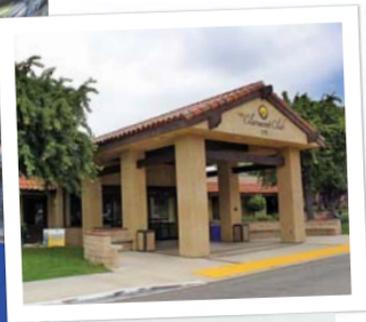
The inclusive operating philosophy that Alpert embedded in his earlier Oregon club is also evident at the Claremont Club, which is why this year it was the recipient of IHRSA's Outstanding Community Service Award; each year, IHRSA recognises one health club that's making a difference in, and beyond, its local community.

#### Spinal cord injuries

In 2007, Claremont Club member Hal Hargrave was involved in a road traffic accident that resulted in a life-changing spinal cord injury. After one year, his insurance company stopped



▲ Hal Hargrave, a crash victim, was the first beneficiary of Project Walk



The club offers a free one-year programme for children and adults living with cancer. The club serves more than 10,000 members

## Living Well After Cancer programme

"I feel like I'm trying to run away from my cancer when I'm on the treadmill," says Linda Johnson, a Claremont Club member. Johnson used to describe herself as a 'professional couch potato'. That was before she enrolled onto

the club's Living Well After Cancer programme. Private donations enable the specialised programme to be delivered without charge.

The programme is a collaboration between The Claremont Club and

Pomona Valley Hospital's cancer care centre, and over 13 weeks men and women take part in fitness conditioning, nutrition workshops and support group meetings. As of June 2016, 790 people had completed the programme,

reporting higher self-esteem, better fitness levels and an enriched quality of life as a result.

Due to its popularity, the club now offers a free one-year programme for children and young adults living with cancer.

paying for rehabilitation and Hargrave was in limbo until The Claremont Club stepped in and offered to convert a single 84sq m racquetball court into a dedicated therapy gym.

It soon became evident that there were many other people with spinal cord injuries needing ongoing rehabilitation. What started as the conversion of a single court has therefore been extended into a 474sq m world-class facility called the Project Walk Spinal Cord Injury Recovery Center, supporting approximately 80 full-time clients.

Project Walk is a fee-based programme, as the centre employs seven specialist staff, but the club financially supports people on a case-by-case basis. Close family members receive complimentary club membership so they can recuperate and also not have to witness their loved ones going through what can be very distressing therapy.

Approximately 300 people living with paralysis have experienced Project Walk

**"In so many cases, these people have been written off and forgotten"**

Mike Alpert

to date. Lives are being transformed, with some people making such remarkable progress in both their physical and mental wellbeing that they are subsequently hired to work at the club.

Meanwhile Hargrave has since formed the Be Perfect Foundation, a non-profit organisation that supports people living with paralysis.

### Health club meets healthcare

Alpert believes a health club should be more than a domain for those predisposed to physical activity – a playground for 'active affluent'. His passion for supporting people affected by a life-changing injury or illness comes from his belief that exercise really is a medicine.

It's an operating philosophy that's allowing his club to straddle fitness and healthcare. "We have the ability to reach out and really help people struggling with chronic injuries and illnesses," says Alpert. "In so many cases, these people have been written off and forgotten."

He adds: "Exercise is medicine. Isn't it time we took the lead in merging the experts in healthcare with the experts in fitness? Why do they continue to work so independently of each other when we know that exercise has such a powerful effect on people's health?"

### What's your club's story?

What is your business doing in standing for something and using its influence to create some meaningful change? Once you've created a significant difference, remember to share your story on Gymtopia and see how remarkable things can really spread.



FairWild aims to monitor resources to ensure harvesting is sustainable, as well as promoting fair standards for workers

## Nature's bounty

**Bryony Morgan**

Executive officer, FairWild

### What is FairWild?

FairWild is a non-profit organisation, founded in 2008, with the intention of setting standards in the harvesting of wild ingredients, such as plants, fungi and lichen. We want to create transparency and traceability for wild products.

We aim to set standards in two areas: conservation – ensuring harvesting is sustainable and not depleting resources, or ruining habitats for endangered species. Secondly, to create fair trade standards and protect those people doing the harvesting, as often they are from marginalised social groups.

### How can FairWild help to reduce waste?

One of the areas we are interested in is educating harvesters on what they are collecting and how to store it, to help them minimise waste. Herbal products have very high quality specifications, so if harvesters cut the wrong part of the plant it might not meet the quality specification and a lot can be wasted.



It would be great if the industry could source products which are FairWild certified

### What are popular wild ingredients?

Liquorice is one of the most popular plants harvested from the wild. It is used in lots of medicines, especially Oriental and herbal teas and cosmetics.



### What could the leisure and hospitality industries do to promote your message?

So far we have been piloting and introducing the scheme, but are now ready to move to the next level. It would be great if the industry could source products which are FairWild certified and then run an event which creates a buzz and raises awareness of the standard.

For example, London and Scottish use wild juniper in their gins, so a gin tasting event could be organised. Neal's Yard Remedies are developing some cosmetics products for massage, which could be of interest to spas. Pukka teas are accredited and they incorporated a FairWild exhibit into their display at The Eden Project.

We would welcome the opportunity to work with cafés and restaurants to raise awareness around concepts, such as harvesting wild products, sustainability and waste.



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E: [sales@barrandwray.com](mailto:sales@barrandwray.com)



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