

leisureopportunities

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Budget gyms among UK's fastest growing firms

Any suspicions that the boutique studio boom is stealing the thunder of fast-growing budget gyms has been dispelled by the latest *Sunday Times Virgin Fast Track 100* list, which names Pure Gym and Xercise4Less among the 20 fastest growing private firms in the UK.

Having dominated last year's list alongside The Gym Group, both Pure Gym and Xercise4Less made improvements on their rankings in the list of the 100 UK private companies with the fastest-growing sales over their latest three years. Pure Gym climbed nine places to rank 9th, while Xercise4Less edged up four places to 17th. The Gym Group is no longer eligible, having gone public at the beginning of last month.

The league table – published in *The Sunday Times* on 6 December, but seen in advance



Xercise4Less CEO Jon Wright said success has come from starting small and evolving

by *Leisure Opportunities* – shows that Pure Gym sales for 2014 reached £68.6m, reflecting annual sales growth over the last three years of 121 per cent. 2015 has also been a busy year for the UK's largest gym chain, with new CEO Humphrey Cobbold taking the reins, followed

by the high profile acquisition of LA fitness. Pure Gym is currently working to convert these new sites, with the project expected to be completed by May 2016.

Meanwhile Xercise4Less, which plans to hit 100 sites in 2017, had annual sales of £21.8m to July 2015, with three-year annual sales growth of 99 per cent.

"Our organic business model is tried and tested to ensure we can adapt and flex to stay ahead of the game," Xercise4Less CEO Jon Wright told *Leisure Opportunities*.

"We're an ambitious brand and our rapid expansion has outperformed our biggest competitors. We are in a healthy position ahead of 2016 and very much looking forward to an even bigger roll out in the New Year." Details: http://lei.sr?a=k8G9G_O

Everton chief criticises council's "non-action"

Robert Elstone, CEO of Everton Football Club (EFC), has called on Liverpool City Council to make up its mind on whether it will support plans for a new 50,000-capacity stadium in the Walton Hall Park area of the city.

Speaking at EFC's general meeting, Elstone said the club was committed to the project, but needs to know the council's level of backing for the development. He accused the council of not understanding the positive effect a new stadium – and added infrastructure – would have on Liverpool. *Continued on back cover*

Crystal Maze to launch in London

Crowdfunded plans to revive hit 90s game show *The Crystal Maze* as a visitor attraction are finally set to become reality, with a venue in London, set designer and ticket information for the immersive experience confirmed by its developers.

The trio of Ben Hodges, Tom Lionetti-Maguire and Dean Rodgers launched an ambitious IndieGoGo campaign in June to develop a full-scale replica of the show. The crowdfunding effort by far exceeded expectations, raising £930,000 – nearly half-a-million pounds more than the original target goal.

Much like the popular show, the experience will see teams of eight people taken



The challenge will end in the Crystal Dome

around four zones divided into Aztec, Medieval, Industrial and Futuristic. Each of the teams will be led by an eccentric quizmaster, who in the series was portrayed by both Richard O'Brien and Ed Tudor-Pole. *Continued on page 10*

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China firm invests £265m in MCFC

The parent company of Manchester City FC has sold 13 per cent of the business to a Chinese consortium as part of a £265m deal.

City Football Group (CFG) has agreed the stake with Chinese media, entertainment and sports firm China Media Capital (CMC) and private equity company CITIC Capital, following six months of discussions.

The deal values CFG at £2bn, although the agreement is subject to regulatory approval in some territories. CFG also owns Major League

Soccer (MLS) franchise New York City FC and the A League's Melbourne City FC, as well as a minority stake in Japanese club Yokohama F. Marinos. Prior to the sale, CFG was wholly owned by the Abu Dhabi United Group (ADUG) – the privately-owned company of Sheikh Mansour bin Zayed Al Nahyan.

The deal will see new shares issued in CFG in addition to the ones held by ADUG. Chair of CMC, Ruigang Li, will become a board member of CFG alongside chair Khaldoon



Sheikh Mansour's ADUG is no longer the sole owner of CFG

Al Mubarak, and non-executive directors Simon Pearce, Martin Edelman, Mohamed Al Mazrouei, John Macbeath and Alberto Galassi.

According to CFG, the deal will facilitate the funding of growth in the Chinese market, with the chance to develop "infrastructure opportunities". Al Mubarak said the partnership would provide an "unrivalled platform to grow CFG, our clubs and companies both in China and internationally."

Details: http://lei.sr?a=k8j8a_O

LTA chief responds to Andy Murray barb

Michael Downey, the Lawn Tennis Association (LTA) chief executive, has encouraged players to collaborate and express their views on the game, following criticism from Andy Murray.

The world No.2 used the aftermath of Great Britain's Davis Cup win – its first in 79 years – to voice his frustrations at the association and the lack of emerging players capable of matching his success.

Downey, who joined the LTA in January 2014, responded to the criticism by offering Murray, and his fellow professionals, the opportunity to "work collaboratively" to ensure a bright future for British tennis.

In a statement issued by the governing body, Downey said the Davis Cup win was "an incredible sporting achievement" and should represent "a chance for the nation to celebrate" and "inspire people to pick up a racket and get on court".

"We value the opinions of all our players on how we grow the game in Britain and our door is always open to Andy [Murray], Dan [Evans], Dom [Inglot], James [Ward], Jamie [Murray] and Kyle [Edmund] to hear their views and work collaboratively with them and all of our partners," he added.



LTA chief executive Michael Downey

Murray's criticisms, which included the fact that he had only spoken to Downey once since his appointment, as well as the decision to stop using the £40m National Training Facility in Roehampton, were echoed by former Davis Cup captain John Lloyd who told ESPN that "the LTA has gone backwards under Downey".

During a recent interview with *Sports Management*, Downey stressed his new £26m four-year investment strategy in grassroots would take time, pointing at falling participation rates.

Details: http://lei.sr?a=3S8v6_O

Daley launches Diving Academy

Olympic star Tom Daley has unveiled the Tom Daley Diving Academy at Manchester Aquatic Centre – the first venue to offer the diving school outside of London.

The GLL-operated facility, which is home to a host of elite athletes in training for Rio 2016, will have qualified professional coaches on hand to help pupils master diving techniques.

The new academy follows on from the first Daley diving initiative which is based at the London Aquatics Centre. The partnership between Daley and GLL forms part of efforts to create a lasting diving legacy from the London 2012 Olympic Games.

“GLL recognises the importance of getting more people, more active and more often. Where possible we want this to be by participation in sport – whatever their backgrounds and experience,” said GLL



Tom Daley was at the launch to give a diving masterclass to kids

deputy managing director Peter Bunday.

“This is a unique partnership with Tom and is a tremendous boost to getting more people enjoying and developing skills through diving. Having the Tom Daley Diving Academy in the North West’s premier Aquatics venue is fantastic for us and for the growing population of Manchester.”

Details: http://lei.sr?a=m2D4c_O

Chelsea submits new stadium plans

Chelsea Football Club’s (CFC) proposal to build a stadium comparable to those of its top-tier Premier League rivals has been submitted to the council.

The application, which was registered by the London Borough of Hammersmith & Fulham on 19 November, comprises the demolition of the existing 41,600-capacity ground and its surrounding buildings, and replacing it with a 60,000-capacity stadium.

Designed by Swiss architects, Herzog & de Meuron, the development will include a club shop and museum, as well as a separate restaurant or cafe.

The project will require excavation works and the construction of external concourse areas. Pedestrian access from Fulham Broadway Station and Fulham Road will be provided, with vehicle access along Wansdown place.

The development is being put forward by the Chelsea hierarchy after it commissioned a feasibility study. The club had previously explored the possibility of moving to Earls Court, White City or Battersea Power Station, although supporters opposed the mooted relocation of the club which has played at Stamford Bridge since



The 60,000-seater stadium includes a museum and restaurant

its inception in 1905. A consultation process is now open until 8 January 2016. If the project gets the green light, the current Premier League champions would have one of the largest home grounds in the country. At present, its capacity lags behind the likes of Manchester United’s Old Trafford (75,731), Arsenal’s Emirates Stadium (60,338) and Manchester City (55,000).

According to a statement on the club website, the planning process will last beyond the end of the season, with “lots of work to do before redevelopment can start” if planning permission is granted. Details: http://lei.sr?a=v7f6F_O

Veteran MP to cover sports minister’s maternity leave

David Evennett, Conservative MP for Bexleyheath and Crayford, will pick up Tracey Crouch’s ministerial brief of Sport, Tourism and Heritage when she takes maternity leave next year.

Crouch, who was appointed as minister following the party’s 2015 general election victory, will exit her role temporarily in January 2016. She is expected to deliver the government’s strategy for sport, which has been subject to a public consultation process, before she departs.

Evennett has been an MP since being elected in 2005, and also served as a member of parliament between 1983 and 1997. Details: http://lei.sr?a=a9x6D_O



Lewis takes over from Dame Kelly Holmes

Lewis new Commonwealth Games England president

Olympic gold medalist Denise Lewis, OBE, has been appointed as the president of Commonwealth Games England (CGE).

The former heptathlete, who won gold at the 2000 Games in Sydney, takes over from Dame Kelly Holmes, who is retiring from the position she’s held since 2009.

Lewis will act as an ambassador for CGE, offering leadership and guidance to the organisation. She will also focus on developing the next generation of athletes while leading Team England into the next Commonwealth Games being held in Australia’s Gold Coast in 2018.

Team England topped the medals chart for Glasgow’s 2014 Commonwealth Games, taking home 58 gold medals, while England’s youth athletes came second in the medals table during Samoa 2015, winning 12 gold medals and 44 overall.

“I’ve devoted my life to track and field athletics and while that particular sport will always be my passion, it’s great to have the opportunity to pass on my experience to athletes from a wider range of sports,” said Lewis. Details: http://lei.sr?a=c2d3e_O

Is a workout actually the best way to train the brain?

Typically, the festive period sees various 'brain training' games and gizmos emerge as cerebral stocking fillers, but it may well be that a gym membership is the greatest gift for getting smarter this Christmas.

According to new research, exercise can enhance development of new brain cells in the adult brain – a process called adult neurogenesis – which play an important role in learning and memory. The study has determined that mice which spent time running on wheels not only developed twice the normal number of new neurons, but also showed an increased ability to distinguish new objects from familiar objects. Details: http://lei.sr?a=R9N6q_O



The app tracks a wide range of activities

New Cancer Research app to help fundraisers stay fit

Cancer Research UK has teamed up with exercise reward app bounts to inspire charity fundraisers to keep active all year round.

Available for both iOS and Android, the CRUK Active app encourages current exercisers to go beyond an annual Race for Life event or charity cycle, and maintain their fundraising efforts and physical activity throughout the year.

The app incentivises users with reward points which can be redeemed for cash vouchers from brands and high street retailers. It is also intended to motivate inactive individuals to take up a challenge or Cancer Research UK sporting event, based on research that participation levels are found to be 30 per cent higher in people using a fitness reward system.

The CRUK Active app, powered by bounts, connects to members' Just Giving pages, and enables them to receive additional reward points when they hit fundraising goals. They can track a range of activities, including walking, running, swimming and cycling. Details: http://lei.sr?a=9X2A3_O

1Rebel raises £3m in crowdfund

A £300,000 vote of confidence from Pure Gym co-founder James Jack has helped boutique fitness chain 1Rebel surge to £3m in its latest funding round – double the initial £1.5m target.

Jack, who was a founding director of the UK's biggest gym chain and served as finance director from 2009 to 2012, bought a £300,000 stake in 1Rebel during the funding round on Crowdcube. This sparked a late flurry of interest from investors, leading 1Rebel management to double the funding round target in exchange for more equity.

Having initially offered a 13.04 per cent stake in the business for £1.5m in the funding round, the revised offer saw 23.08 per cent equity on offer for £3m – a target which the fitness chain reached with two days to spare.

"Funding grew substantially after James Jack invested, giving us an extra stamp of approval," 1Rebel co-founder James Balfour told *Leisure Opportunities*, adding that the chain is one of only four companies to have ever reached £3m on Crowdcube. "Investors in this round



(L-R) 1Rebel founders James Balfour, Giles Dean and Kevin Yates

get a smaller slice of a bigger pie due to the massive overfunding, but they also have shares in a business with firepower for growth now."

The successful completion of the latest funding round means 1Rebel now values itself at £13m. Having launched two studios in London this year, 1Rebel plans to continue this rate of expansion over the next four years, with a view to reaching at least 10 sites in 2019.

The money raised from the latest funding round will be used for day-to-day costs of running current and future clubs, as well as to cover capital expenditure in opening new clubs – mainly equipment and leasehold improvements. Details: http://lei.sr?a=2D3p9_O

Pure Gym partners Great Run Series

Pure Gym has announced that it will partner the UK's biggest mass participation running series "Great Run" – the latest example of a gym teaming up with a popular outdoor event to expand its reach.

The tie-up sees Pure Gym – the UK's largest gym chain in terms of sites – become the official fitness and gym partner for the running series, which encompasses world famous races including the Great North Run. The collaboration enables Pure Gym and the Great Run Series to tap into synergies between the businesses, allowing for cross-promotion across email databases, social channels and websites.

The partnership is a three-year agreement and will start at The Great Winter Run on 9 January, where Pure Gym will be the headline sponsor. There will be mini pop-up Pure Gyms at a number of the events, as well as group exercise classes for people to try. Pure Gym will also work with "Great Run" to develop a class for their members that has a focus on running and technique.



There will be mini pop-up Pure Gyms at a number of the events

"The Great Run Series is a fantastic partner to have with more than 200,000 people taking part in their events each year," said Pure Gym director of strategic development Francine Davis.

"Participants of their events are fitness and running enthusiasts of all abilities, from those trying it for the first time to the more experienced participant. This is obviously a great match for Pure Gym and reflects the profile of our members." Details: http://lei.sr?a=H8Z4X_O

PfPL targets GP swim referrals

Operator Places for People Leisure (PfPL) is working on an innovative partnership with a London university, gathering evidence to build the case for swimming to be prescribed by GPs.

ukactive recently called for exercise professionals to be embedded in all GP clinics and job centres to help tackle the UK's inactivity crisis and swimming referrals could form a vital pathway into exercise for those intimidated by the gym. With lack of exercise across society estimated to cause 37,000 deaths annually and costs the economy £20bn per year, the need for innovative solutions to get people moving is more pressing than ever.

PfPL is halfway through an academic research project with Kingston and St. George's University, London, where researchers are gathering evidence and looking at the role of the operator's Swim4Health initiative as an aquatic pathway for GP referral.

"Our future goal is to encourage GPs and other healthcare professionals such as dieticians to partner up with schemes such as Swim4Health as an alternative or adjunct model of care for their patients," said Susan



Swimtag technology helps participants track their progress

Rossetto, PfPL head of Health & Wellbeing.

"We want to offer an activity solution for overweight individuals to help them prevent health problems. We know that swimming is often the activity of choice for those who are overweight as the water supports their weight and they often feel less self-conscious exercising in the pool."

To tie in with Swim4Health, PfPL also provides free Swimtag wristband trackers, which enable the scheme's participants to track data from their swim and analyse the information online to evaluate goals.

Details: http://lei.sr?a=H6mzb_O

GLL named H&F partner for Sport Relief

GLL has been announced as the official health and fitness partner for Sport Relief 2016 – the first time a not-for-profit has partnered with the charity in the category.

The leisure operator has set its sights on raising £500,000 by helping Britons to walk, run, swim and cycle their way to fundraising glory across its 230 venues. GLL is now mobilising staff for the biggest fundraising challenge in its 23-year history.

"As UK's largest leisure charitable social enterprise, we share Sport Relief's mission to use sport to change lives for the better," said GLL managing director Mark Sesnan.

"We are aligning our staff and communications to raise as much money as possible while offering existing members and non-members some first class venues for their training challenges and enthusiastic staff to lend moral support."

Up to half a million customers and staff at GLL's pools, trampoline parks, leisure centres, spas, libraries, children's centres and playgrounds will be invited to play their part in the corporate fundraising challenges. The operator also hopes to reach out to the community at grassroots level and encourage more people



The money raised will be used by Comic Relief

to exercise in the run up to the Sainsbury's Sport Relief Games (18-20 March 2016).

"The partnership with GLL is a very natural fit, with the organisation helping us encourage the nation to get together to get active, raise cash and change lives," said Kevin Cahill, CEO at Comic Relief. "We're very grateful to all of our partners, including GLL, for helping to make what is set to be the biggest and best Sport Relief yet, with more ways than ever for everyone to take part and feel proud."

Details: http://lei.sr?a=6k6W3_O



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MATRIX

THE YEAR
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MATRIX

CHALLENGING THE EXPECTED...
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Are you ready for ESOS energy reporting scheme?



PETER DUCKER
is chief executive
of the Institute
of Hospitality

According to some, the UK hospitality and leisure sector does not have a great record when it comes to publishing data on its environmental impact. Dominic Burbridge, of the Carbon Trust, says other industries such as retail, construction and professional services are “streets ahead” of hospitality and leisure in terms of measuring their overall environmental impact.

Why should this be? Firstly, the fragmented nature of the UK hotel industry is a barrier. Just over 55 per cent of the UK’s 45,000 hotels are independent and the majority are small units with some 33,000 having less than 10 bedrooms. Secondly, although most businesses take some action to be sustainable, it is not always clear what they should be doing, especially to SMEs.

Thirdly, unless forced, hospitality businesses are generally unwilling to share information about their environmental performance. They want to avoid headlines such as: ‘Manchester United crashes down the carbon reduction league table,’ which greeted the government’s mandatory Carbon Reduction Commitment performance league table in 2013. The controversial ranking of more than 2,000 large businesses was discontinued after just two years. Critics argued that organisations that had already made significant energy efficiency savings would find it harder to deliver further savings (hence United’s dramatic nosedive from 1st place to 488th).

The initiative continues as a mandatory scheme for large organisations. A further mandatory EU scheme, the Energy Savings Opportunity Scheme (ESOS), has widened the net to capture data from an estimated 10,000 UK firms.

Awareness of ESOS, which requires businesses to report energy consumption and identify areas for reduction, has been low. The original 5 December 2015 deadline for eligible firms to comply has now been extended to 29 January 2016. ESOS can help businesses save money, but there’s clearly not been enough advice from the Environment Agency to help firms get ready; further action must come soon.

HOTELS

Swissotel to offer fitness-focused suites

Upmarket hotel operator Swissotel is aiming to meet the growing demand for wellness travel by creating fitness-focused guestrooms for health conscious travellers.

The specialised fitness rooms – expected to be trialled at Swissotel Zurich from Q2 2016 – will feature vertical wall units containing a rower, workout system and a screen for virtual fitness classes. Continuing the theme, the rooms will be supplied with filtered air, functional furniture that can be incorporated into workouts, circadian lighting and an infrared bench in the bathroom designed to replicate the heat of a sauna.

According to Andrew Gibson – VP of spa and wellness for Swissotel’s parent company Fairmont Raffles Hotels International (FRHI) – the move is part of a wider response to the importance travellers are placing on health.

“There’s a fitness renaissance at the moment, with so many different niches – we want to offer a more comprehensive set of workout options to travellers,” Gibson told *Leisure Opportunities*. “We’re also offering pars cours



Andrew Gibson – VP of spa and wellness for FRHI

and outdoor running options at Swissotel sites, together with a beefed-up 24-hour gym featuring best-in-class equipment, body analysers and a stronger focus on nutrition.”

Gibson said average Swissotel guests stay 1.2 days, so the proposition will be aimed at business travellers in city sites looking for easy ways to stay in shape. He stopped short of saying it would make Swissotel the hotel of choice for fitness fans, but said it would hopefully give the brand a “fitness-edge” over competitors. *Details: http://lei.sr?a=D3D4D_O*

Design Awards celebrate hotel style

A Parisian hotel created inside a 19th century bathhouse once frequented by novelist Marcel Proust has won the top prize at the 2015 European Hotel Design Awards at a ceremony in London.

Les Bains in Paris – designed by Tristan Auer and French studio RDAI – claimed the Hotel Design of the Year Award for the sophisticated new interiors created within the existing 1885 building.

Located in the French capital’s third arrondissement, Les Bains features 39 rooms and suites and a clubhouse which was once a favourite spot of Mick Jagger, David Bowie and Andy Warhol.

The design – which references this unique cultural heritage – was hailed by the judges as “a perfect melange of historical significance and design vision, encapsulating the new wave of hospitality based on old world roots.”

Les Bains also won the Hotel Restaurant Design of the Year Award for its La Salle à Manger & Le Reservoir venue, and completed a hat-trick of wins by claiming a prize



Les Bains won the European Hotel Restaurant Design of the Year Award

for its bedroom and bathroom interiors. In other categories, Dutch designers Concrete were rewarded for their lobby design at the INK Hotel Amsterdam and ReardonSmith Architects won the Best Adaptive Re-Use Prize for their work on London’s Beaumont Hotel.

Members of this year’s judging panel included a number of representatives of industry leading companies such as Design Hotels, Marriott International, Universal Design Studio, Starwood Hotels & Resorts and Hilton Worldwide. *Details: http://lei.sr?a=h2C8W_O*

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ATTRACTIONS

V&A unveils seven new galleries

Seven galleries dedicated to European art and history at London's Victoria and Albert (V&A) Museum reopened on 9 December following a £12.5m redesign by architects ZMMA.

The entire front wing of the museum has been restored to house more than 1,000 artefacts dating from Europe in the 17th and 18th centuries.

Storage space has been reclaimed to enlarge the galleries by a third to 1,550sq m, the 1970s interior cladding has been stripped and windows have been uncovered to allow more natural daylight into the building.

The four largest galleries take visitors on a chronological journey from the 1600s into the 1800s and the Age of Enlightenment. Displays incorporate paintings and sculpture, furniture and metalwork, ceramics and glass, prints and books and textiles and fashion made for historical figures including Louis XIV, Marie Antoinette and Napoleon. The three other galleries have historically-themed interiors



Architects ZMMA led the multi-million pound redesign

recreating a 17th century French bedchamber, a Parisian cabinet from the reign of Louis XVI and a mirrored room from 18th century Italy.

"Inspired by the Baroque, Rococo and Neoclassical objects in the V&A's collection, we have created richly engaging galleries with modern interventions poised elegantly in the restored Aston Webb architecture of the building," said Adam Zombory-Moldovan, design director at ZMMA. Details: http://lei.sr?a=m3zw2H_O

Crystal Maze to launch in March

Continued from cover

Visitors to The Crystal Maze will have the quizmaster guide them around the visitor attraction as they take on a series of challenges themed around either intelligence, skill or physical ability.

The experience ends with the signature Crystal Dome cash grab, where competitors must collect gold but avoid silver tickets inside a giant fan dome to win prizes.

Little Lion Entertainment, the team behind the development, confirmed that the venue will cover 30,000sq ft (2,787sq m) and will be located in North London between Angel and King's Cross. The attraction will also include a bar and viewing platform offering various street foods.

Set creator Steve Scott, who has previously worked on films including *Titanic*, *Hellboy* and *Die Another Day*, is behind the attraction's design. The show's original creator Malcolm Hayworth is also part of the development team, as is Zodiac Rights, the production company



Ben Hodges, Tom Lionetti-Maguire and Dean Rodgers are behind it

which owns the The Crystal Maze concept.

In addition to the money raised through crowdfunding, Little Lion says there has been substantial private investment into the venture, which will continue to run "as long as there is demand for it".

The attraction will stay at its London location until at least March 2018, with tickets having gone on sale on 1 December. The Crystal Maze Experience will launch on 15 March 2016. Details: http://lei.sr?a=Q4Y7D_O



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Global wellness 'will be mandatory'

Thierry Malleret, co-founder of The Monthly Barometer – a predictive analysis for private investors and decision makers – spoke at the recent Global Wellness Summit (GWS) in Mexico City about how wellness may become mandatory worldwide.

“The macro world is ‘unwell’ – meaning the global economic, geopolitical, societal and environmental outlooks are all negative,” said Malleret, noting the major trends affecting the global economy are ageing populations, followed by health spending.

“Adult obesity is increasing in most emerging markets around the world,” he added.

To help people live longer and healthier lives, Malleret says policies are needed to make wellness compulsory worldwide.

In the US, 30 per cent of all federal spending goes to ageing-related costs. Obesity costs £1.3trn a year, which is 2.8 per cent of the global GDP – and these are only two of the reasons that pressure is increasing to make the world ‘well’. Malleret reasoned that there



Thierry Malleret of The Monthly Barometer speaking at GWS

are two ways to fix the over-spending on health and wellbeing. “First, we can increase the global GDP dramatically – 2-3 per cent is not enough,” he said. “We would also need to see a giant increase in productivity for this to work. Second, we can implement preventive health care to reduce costs through wellness.”

Malleret described the first option as uncertain, making the second inevitable. “It will be up to countries to address health issues,” he said. “Countries simply have no choice.”

Details: http://lei.sr?a=4W7N4_O

Key trends outlined for wellness at work

During the Global Wellness Summit, SRI International (SRI) revealed some of the early findings from the Global Wellness Institute’s upcoming research report into wellness at work.

The full report will be published in January 2016. SRI’s Ophelia Yeung and Katherine Johnston said bad working conditions worldwide were undermining the wellness of the planet and productivity.

“Wellness at work is the right to work in a manner that is healthy, safe, motivating and edifying,” said Johnston. “We are responsible for conducting work in a way that improves our wellness and the wellness of others.”

Their research found that existing workplace wellness schemes are valued by less than one in ten workers because they are suspicious of company’s motives in delivering them.

Workplace wellness is worth £26.5bn globally as an industry, but Yeung said many workplace wellness programmes miss the mark because they are seen as an



SRI’s Ophelia Yeung said bad working conditions hurt productivity

HR function, instead of being integrated into the company culture. Yeung suggested companies should adopt a wellness culture across the entire organisation.

In total, SRI identified seven trends that will have a major impact on the future of work, visit the link below to read all of them.

Details: http://lei.sr?a=N9Z3u_O

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TOURISM

Tourism magazine showcases UK

VisitBritain has turned to famous adventurer Bear Grylls and popular period drama *Downton Abbey* to entice visitors to the UK through its new tourism magazine.

Grylls and *Downton Abbey* setting Highclere Castle star in the first issue of *Imagination – Make Britain Your Own* magazine, which aims to showcase why Britain is an ideal place in which to holiday, study and do business. Grylls talks about the benefits of studying in the UK, while there are also profiles on shopping, food and the adventures that await visitors to the British Isles.

The 86-page publication is available in print and digital formats and has been translated into 10 languages (Arabic, Chinese, English, French, German, Italian, Japanese, Brazilian-Portuguese, Russian, Spanish) giving it a combined global reach in the tens of millions as VisitBritain bids to continue raising Britain's profile around the world.

"Everything we do is motivated by the goal to add value to the tourism industry, maximising the taxpayers' investment in tourism and driving economic growth across the nations



Adventurer Bear Grylls stars in the new magazine

and regions ensuring that the economic benefits of tourism are felt across the whole of Britain," said VisitBritain marketing director Joss Croft. "This magazine provides a valuable marketing tool for VisitBritain and partners because it puts the spotlight on Britain as a destination offering something for everyone."

GREAT Britain campaign partners – the British Council, the Foreign and Commonwealth Office and UKTI – are promoting the magazine in emerging tourism markets including South Korea, Singapore and Mexico. Details: http://lei.sr?a=Q4S6h_O

Eden Project picks up Travel Award

The Eden Project and Giant's Causeway have both been recognised at this year's British Travel Awards, while Cornwall has also been named best UK holiday destination for the seventh consecutive year.

The publicly-voted annual awards ceremony – which recognises the best leisure travel and tourism enterprises across the UK – named the Eden Project as the Best UK Leisure Attraction for the fifth year running, with Legoland Windsor and Longleat Safari Park finishing narrowly behind, picking up silver and bronze awards respectively.

The accolades have been rolling in for the Eden Project, which also recently picked up the green award at the inaugural National Geographic Traveller Reader Awards.

The highly acclaimed project is looking to expand its reach outside of the UK, with plans to develop sister sites in China and possibly New Zealand. Closer to home, the Eden Project has also secured a deal to develop a £150m second development in Devon. The wider Cornwall area was named Best UK Holiday County in



The Eden Project team accept their Best Attraction Award

the country – something it has done so far for every year since 2009 – besting Northumberland and Devon, which picked up the silver and bronze awards. Cornwall also saw the town of Bude named Best UK Coastal Resort.

"To be named the nation's favourite holiday destination for seven years is a truly incredible achievement," said Malcolm Bell, CEO of Visit Cornwall. "Each and every person involved in tourism in the county should be proud." Details: http://lei.sr?a=c3K9j_O



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Oldham can hold regional and televised events

£15m Oldham Leisure Centre opens to public

Oldham Community Leisure (OCL) has launched its second new leisure facility in a matter of months – the £15m Oldham Leisure Centre.

The new site follows swiftly on from the recent opening of Royton Leisure Centre and again saw operator OCL work in partnership Oldham Council, constructor Willmott Dixon and GT Architects to bring the project to fruition.

Along with Glodwick Pool, the previous Oldham Sports Centre has now closed for the final time – with the site included in plans for further town centre regeneration.

As for the new site, Oldham will now have the capability to hold regional and televised competitions thanks to the enhanced facilities; which include a 25m (82ft), eight-lane swimming pool of county-level standard, an 80-station gym supplied by Technogym, two dance studios and a bespoke indoor cycling studio.

Details: http://lei.sr?a=p5m8x_O

'Imaginative' designs sought for forest hub

The Royal Institute of British Architects (RIBA) has launched an open design competition for a visitor centre at Langley Vale Wood; a historic forest in Surrey.

UK conservation charity the Woodland Trust (WT) has partnered with RIBA to select an "innovative and imaginative" design for the 300sq m (3,200sq ft) structure, which will welcome 180,000 annual visitors to the 640-acre woodland site.

"The visitor hub will provide our visitors with shelter and public convenience facilities but also welcome them and excite them about the landscape beyond," said the WT.

"The design for the project should be memorable, functional and durable and complement the natural landscape."

Langley Vale Wood was formerly a training site for British soldiers during the First World War and will serve as 'a living tribute'.

Details: http://lei.sr?a=6K3D4_O

Bristol Arena plans push forward

Revised proposals for the £92m Bristol Arena project have been submitted to the council following a consultation period.

Bristol City Council will consider the proposal for the 12,000-capacity multi-use venue, which is due to be constructed on the old diesel depot behind Bristol Temple Meads railway station.

The plans for the Populous-designed arena have been adapted following a number of concerns raised during the pre-planning consultation period in relation to access to the arena site, the quality of pedestrian and cycle routes and parking on residential streets.

As a consequence, the new proposal has factored in a widened cycle path and walkway on the A4 via a new bridge over the railway line to link with the arena.

It has also incorporated a park and ride service for events over 9,000 capacity, additional shuttle trains between Temple Meads and Bristol Parkway for the largest 12,000 capacity events and cycle parking



The proposal includes a solar panelled roof and perforated steel facade

increased to 250 spaces. Temporary road closures of Cattle Market Road and Albert Road for large events on weekday and weekend evenings have also been put forward, with funding set aside to cover set-up costs of parking controls in residential areas.

The submission of the planning application has kicked off a statutory consultation period which runs until 11 January. Councillors are expected to discuss the plans in February next year, while the project is due to be completed in 2018 if given the green light.

Details: http://lei.sr?a=e9R6k_O

Living buildings are the future: Liz Terry

Liz Terry, CEO of Leisure Media and editor of *Leisure Opportunities* was invited to identify architectural trends for the wellness industry in a Trends Jam brainstorming session at the recent Global Wellness Summit in Mexico City.

Terry's main trend was Living Buildings. She said that in the future, buildings that are alive will be able to sense our every need: "One day, we'll live and work in structures which are alive and sensing, like us. They'll be a new species which we'll create through a form of genetic engineering."

"We know our personal biome dictates all sorts of things about our health and existence. These buildings will be part of our personal biome," she continued. "Imagine walking through the door – the building will immediately know how you are – if you're tired, it will dim the lights or increase oxygen levels; if you're cold, it will make the air warmer and if you're hungry, it will scan your body, know what nutrients you need, and fabricate the



Liz Terry identified architectural trends at the Global Wellness Summit

food for you," said Terry. "But it won't just do this with electronic sensors, it will be a living organism with heightened senses."

She imagined buildings that can grow additional rooms, or move doors or windows to follow the light, and that when damaged, are able to heal themselves. "They'll be able to fasten their foundations on to a wide variety of landscapes and surfaces," she said, "But if there's a flood, it will detach and float."

Details: http://lei.sr?a=t4agz_O



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Lifetime scores awards hat-trick

Lifetime Training scooped a trio of awards as the leading lights of physical activity sector training gathered in Marlow last month (26 November) to celebrate 2015's top achievers at the second annual Active Training Awards.

Lifetime landed three of the ten awards on offer: Best use of Technology, Large Training Provider of the Year and Apprenticeship Provider of the Year. Other winners of this year's awards included GLL, Nuffield Health, Fusion Lifestyle, Jubilee Hall Trust, Gemma Quinnell, Schwinn Cycling and Richard Latham of Places for People Leisure.

"This year has been characterised by change at Lifetime and we have developed many new strands to our programmes," said Lifetime Training client services director Nigel Wallace.

"Winning three awards was a huge endorsement of the direction we're heading. It is great to receive the recognition for the hard work and dedication of our team and the brilliant partnerships we have with our clients."

More than 200 delegates from the industry's top training companies, employers, higher education providers and commercial vocational providers were at the event to hail exceptional performance and commitment to vocational training and development. The Active IQ-sponsored event is jointly-delivered by ukactive and CIMSPA.



Lifetime Training won three awards on the night

All of the finalists demonstrated strong performance and commitment to vocational education, training and development across the physical activity sector, and to recognise this fierce commitment, three finalists received 'Outstanding Achievement' awards.

"The Active Training Awards are a fantastic initiative celebrating excellence in the training and development of our workforce," said ukactive executive director Steven Ward.

"Events such as the ATAs are a superb example of how we can come together to drive standards, improve quality and recognise success."

Details: http://lei.sr?a=r4s9C_O

New Trailblazer standards unveiled

Work to improve physical activity sector apprenticeships through the Trailblazer initiative has made another leap forward, with the foundations now in place for three new sets of standards.

Unveiled at the Active Training Workshop and Awards 2015 by the Physical Activity Sector Trailblazer group, the new standards cover apprenticeships for the roles of fitness instructor, leisure assistant and children's activity practitioner. They follow the standards set out for personal trainer and leisure duty manager apprenticeships, which were approved by the Department for Business, Innovation and Skills in August.

The government-backed Trailblazer programme aims to place responsibility for defining apprenticeship standards in the hands of employers, enabling the industry to streamline training pathways and proactively address skills shortages. Initial expressions of interest for the three new standards will be submitted to the relevant government agencies in the first quarter of 2016, with unique steering groups for each standard to be formed. "The Trailblazer project has been a



Rich Millard is driving the Trailblazer initiative

shining example of employer and sector collaboration on workforce development," said chair of the Trailblazer Project Management Group Rich Millard.

"By the end of January 2016 we'll have submitted the first two assessment plans for the leisure duty manager and personal trainer roles, the standards for both of which were successfully developed and approved this year, driven by two employer-led steering groups."

Details: http://lei.sr?a=j3f5S_O

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Lifeguard

Company: GLL
Location: Various locations, UK

Marketing Director

Company: Mytime Active
Location: London Borough of Bromley

Development Manager

Company: Ashford Leisure Trust
Location: Kent, UK

Gym Manager

Company: Ashford Leisure Trust
Location: Kent, UK

Technical Services Manager

Company: Swale Borough Council
Location: Sittingbourne, Kent, UK

Fitness Instructor - Part Time

Company: énergie group
Location: Harrow, UK

Leisure Attendants

Company: Brio Leisure
Location: Chester, UK

Contract Sales Manager

Company: Everyone Active
Location: Sutton, UK

Casual Senior Sports Attendants

Company: Brio Leisure
Location: Malpas / Chester, UK

Casual Swim Teachers

Company: Brio Leisure
Location: Various locations, UK

Leisure Attendants

Company: Brio Leisure
Location: Chester, UK

General Manager

Company: The Original Bowling Co.
Location: High Wycombe, UK

Casual Leisure Attendants

Company: Brio Leisure
Location: Various locations, UK

Operations Manager

Company: Shenley Leisure Centre Trust
Location: Buckinghamshire, UK, UK

Active Communities Manager

Company: Slough Borough Council
Location: Slough, UK

Assistant General Manager

Company: Mytime Active
Location: Beckenham, London, UK

Front of House Receptionist

Company: Everyone Active
Location: Fareham, UK

Climbing Leader

Company: Everyone Active
Location: Stratford - Upon - Avon, UK

Sport and Leisure Assistant

Company: The Knole Academy
Location: Kent, UK

Personal Trainers

Company: The Gym Group
Location: Various locations, UK

White Water Centre Manager

Company: Lee Valley Leisure Trust
Location: Hertfordshire, UK

Recreation Assistant

Company: Legacy Leisure
Location: Kidlington, UK

Trainee Duty Manager

Company: Parkwood Leisure
Location: Portsmouth, UK

Leisure Centre Manager

Company: Falkland Islands Government
Location: Stanley, Falkland Islands

Membership Consultants

Company: Everyone Active
Location: Fareham, Hampshire, UK

Apprenticeship in Fitness

Company: Legacy Leisure
Location: Exeter, UK

Assistant Manager

Company: Tone Leisure
Location: Churchill, Somerset, UK

Gym & memberships manager

Company: Boringdon Hall Hotel
Location: Devon, UK

Personal Trainer

Company: énergie group
Location: Various locations, UK

Membership Consultant

Company: Everyone Active
Location: Silksworth / Sunderland, UK

Membership Consultant

Company: Everyone Active
Location: Enderby, UK

General Manager

Company: Jump Arena
Location: Leeds / Luton, UK

Fitness Motivator

Company: Everyone Active
Location: Hampshire, UK

Lifeguard

Company: Parkwood Leisure
Location: Thetford, UK

Assistant General Manager

Company: The Gym Group
Location: London Tottenham Hale, UK

Duty Manager

Company: Impulse Leisure
Location: Thurrock, Essex, UK

Swimming Teachers

Company: Everyone Active
Location: Harrow, UK

Senior Recreation Assistant

Company: GLL
Location: Keynsham, Bath, UK

Community Dev Manager

Company: Everyone Active
Location: Harrow, UK

Duty Manager

Company: Legacy Leisure
Location: Maidenhead, UK

Fitness Instructor

Company: Parkwood Leisure
Location: Bexleyheath, UK

Activities Dev Manager

Company: Nene Whitewater Centre
Location: Northampton, UK

Sport Activator

Company: Liverpool City Council
Location: Liverpool, UK

Swimming Teacher

Company: Everyone Active
Location: Bedworth, UK

Sport Coordinator

Company: Liverpool City Council
Location: Liverpool, UK

Neighbourhood Dev Officer

Company: Liverpool City Council
Location: Liverpool, UK

Catering Assistants

Company: Everyone Active
Location: Watford, Herts, UK

Recreation Attendant

Company: Everyone Active
Location: Watford, Herts, UK

Exercise Referral Coordinator

Company: GLL
Location: Cambridge, UK

Marketing Duty Manager

Company: énergie group
Location: Loughborough, UK

Facilities Assistant

Company: GLL
Location: Swindon, UK

Swimming Teachers

Company: Everyone Active
Location: Watford, Herts, UK

Squash Coach/

Racquet Coordinator

Company: Al Corniche Club Resort & Spa
Location: Kuwait

Senior Recreation Assistant

Company: GLL
Location: Oxfordshire, UK

Membership Sales Advisors

Company: Parkwood Leisure
Location: Bexleyheath, UK

WV Active Lifeguards

Company: WV Active
Location: Wolverhampton, UK

Front of House Receptionist

Company: Everyone Active
Location: Watford, Herts, UK

Cafe Assistant

Company: Rush Leisure
Location: Bromsgrove, UK

Membership Consultants

Company: Soho Gyms
Location: London, UK

Cafe Duty Manager

Company: Rush Leisure
Location: Bromsgrove, UK

Membership Sales - P/T

Company: énergie group
Location: Milton Keynes, UK

Fitness Instructor

Company: énergie group
Location: Various locations, UK

Duty Managers

Company: Soho Gyms
Location: London, UK

Personal Trainers wanted

Company: Budget Gym
Location: London (south), UK, UK

Swim Teacher

Company: Everyone Active
Location: Stratford - Upon - Avon, UK

Fitness Motivator

Company: Everyone Active
Location: Hampshire, UK

Distributor Service Manager

Company: Core Health & Fitness, LLC
Location: High Wycombe

Membership Advisor X2

Company: Legacy Leisure
Location: Windsor, UK

Training Academy Manager

Company: Club Training
Location: London, UK

Membership Consultants

Company: Everyone Active
Location: Sutton, UK

Membership Advisor

Company: Parkwood Leisure
Location: Windsor, UK

Training Academy Manager

Company: Club Training
Location: London, UK

Membership Consultant

Company: Everyone Active
Location: Various locations, UK

Swim Teachers

Company: Everyone Active
Location: Nuneaton, Warwickshire, UK

Principal Consultant

Company: Max Associates
Location: Hampshire, UK

Swimming Teachers

Company: Everybody Sport
Location: Cheshire, UK

Duty Manager Positions

Company: Everybody Sport
Location: Cheshire, UK

Fitness Apprentice

Company: énergie group
Location: Fit4Less Cheadle Hulme, UK

Sales Manager

Company: Everyone Active
Location: Staines upon Thames, UK

Personal Trainer

Company: Everyone Active
Location: Various locations, UK

Duty Manager

Company: Parkwood Leisure
Location: Solihull

Swimming Teachers

Company: Everyone Active
Location: North Yorkshire, UK

Fitness Suite Instructor

Company: Redditch Borough Council
Location: Redditch, UK

Sales Manager

Company: énergie group
Location: Wembley, UK

Swimming Instructor

Company: Parkwood Leisure
Location: Kettering, UK

Recreation Assistant

Company: Parkwood Leisure
Location: Kettering, UK

Swim Teacher (part time)

Company: Everyone Active
Location: Stowmarket, UK

Recreational Assistant

Company: Legacy Leisure
Location: Bicester, UK

Creche Assistant Supervisor

Company: Everyone Active
Location: Loughton, UK

Full Time Team Leader

Company: Everyone Active
Location: Loughton, UK

Swim Lesson Manager

Company: Everyone Active
Location: Shipston Leisure Centre, UK

Lifeguard Apprenticeships

Company: Everyone Active
Location: Various locations, UK

Assistant Manager

Company: The Original Bowling Co.
Location: High Wycombe, UK

General Manager in Training

Company: The Original Bowling Co.
Location: Various locations, UK

Trainee Duty Manager

Company: Parkwood Leisure
Location: Solihull, UK

Seasonal & Freelance Instructor

Company: Parkwood Leisure
Location: Dolygaer, UK

Personal Trainer

Company: Xercise4Less
Location: Nationwide, UK

General Managers

Company: The Gym Group
Location: Various locations, UK

Facilities Assistant

Company: GLL
Location: Swindon, UK

Membership Consultant

Company: Xercise4Less
Location: Various locations, UK

Impact Sales Consultant

Company: Xercise4Less
Location: South Eng & Midlands, UK

Sales and Marketing Manager

Company: Xercise4Less
Location: Various locations, UK

General Manager

Company: Xercise4Less
Location: Various locations, UK

Sports Coach Level 2

Company: Oxford Brookes University
Location: Oxford, UK

Leisure Assistant

Company: Legacy Leisure
Location: Banbury, UK

Children's Activities Co-ordinator

Company: Legacy Leisure
Location: Banbury, UK

Front of House Manager

Company: Everyone Active
Location: Stratford - Upon - Avon, UK

Recreation Assistants

Company: Everyone Active
Location: Aylesbury, UK

Parks Area Manager

Company: Hull Culture and Leisure
Location: Hull, UK

Fight Klub® Instructors

Company: Everyone Active
Location: Bedworth, UK

Dryside Attendant

Company: Everyone Active
Location: Loughton, UK

Park Manager of Operations

Company: Alpmare Waterpark
Location: Scarborough, UK

Personal Trainers

Company: Ben Dunne Gyms
Location: Manchester UK

Dry Side Leisure Assistant

Company: GLL
Location: Buckinghamshire, UK

Swim Manager

Company: Everyone Active
Location: Nuneaton, Warwickshire, UK

Relief Duty Manager

Company: Everyone Active
Location: Stratford - Upon - Avon, UK

Duty Manager

Company: The University of York
Location: York, UK

Fitness Level 2 Assistant

Company: Rush Leisure
Location: Bromsgrove, UK

Operations Manager

Company: Three People
Location: Bristol, UK

Swimming Teachers

Company: Everyone Active
Location: Bedminster, Bristol, UK

Personal Trainers Needed

Company: Lifetime
Location: Nationwide, UK

Spa Directors

Company: WTS International
Location: Various locations, US

Spa Receptionist

Company: Boringdon Hall Hotel
Location: Plymouth, UK

Treatments Manager

Company: Boringdon Hall Hotel
Location: Plymouth, UK

Spa Therapist

Company: Boringdon Hall Hotel
Location: Plymouth, UK

Mobile freelance beauty therapists

Company: Relax Massage
Location: London, UK

Senior Spa Therapist

Company: Boringdon Hall Hotel
Location: Devon, UK

Therapists / Beauticians

Company: Raison d'Etre
Location: Cairo, Egypt

Beauty Therapist

Company: Center Parcs Ltd
Location: Woburn, Bedfordshire, UK

Associate Director of Spa

Company: Four Seasons Hotel George V
Location: Paris, France

Beauty Therapist

Company: The Wellbeing (London) Co
Location: Richmond, London, UK

Spa Therapist

Company: Rockliffe Hall
Location: Hurworth, UK

Beauty Therapist

Company: Center Parcs Ltd
Location: Brandon, Suffolk, UK

International Training Manager

Company: ESPA International
Location: Based in the UK with international travel, UK

Spa Therapists

Company: Lifehouse Spa and Hotel
Location: Essex, UK

General Manager

Company: The Eye Brand
Location: London, UK

Product Excellence Assistant Manager

Company: Merlin Entertainments Ltd
Location: Poole, Dorset, UK

Co-op Student, Mechanical Design

Company: Whitewater West Industries
Location: Richmond, Canada

Estimator

Company: Whitewater West Industries
Location: Richmond, BC, Canada

Mechanical Designer, Product Development

Company: Whitewater West Industries
Location: Richmond, BC, Canada

Waterpark Designer

Company: Whitewater West Industries
Location: Richmond, Canada

Communications, Fundraising and Engagement Manager

Company: Merlin Entertainments Ltd
Location: Poole, UK

Visitor Attraction Director

Company: Cofely UK-ArcelorMittal Orbit
Location: Queen Elizabeth Olympic Park, London, UK

Park Manager of Sales

Company: Alpmare Waterpark
Location: Scarborough

Arcade Manager

Company: HB Leisure
Location: Alton, Staffordshire, UK

Head of Operations

Company: Merlin Entertainments Ltd
Location: California-San Francisco, US

Cavalry Stable Manager

Company: Eleven Arches
Location: North East, UK

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Lakes 'as important as leisure centres'

Almost 90 per cent of people value outdoor spaces like the coast, lakes and waterways as much as they value leisure centres, pitches and courts for sport.

That's according to a new report from the the Sport and Recreation Alliance and the Outdoor Industries Association (OIA), which has been commissioned by DCMS to explore what role outdoor recreation could play in its forthcoming new sport strategy.

The new report was informed by a poll of the British public, which also found that eight in ten people believe ministers should support outdoor recreation in the same way as it supports sport. By extension, the report calls for the creation of a named minister for the Outdoors.

The recent government Spending Review saw a 29 per cent increase in funding for elite body UK Sport, while there was also £350m of funding for public forests, National Parks and Areas of Outstanding Natural Beauty. However, there are fears that some of the cuts announced by chancellor George



Kayakers on Conistone Water in the Lake District National Park

Osborne as part of the review could have a detrimental impact on outdoor recreation.

As reflected in the latest poll, al fresco physical activity enjoys broad support from the public, with 83 per cent agreeing that schools should give every child the chance to take part in outdoor recreation like sailing, climbing and orienteering. Health experts such as Dr William Bird have long extolled the virtues of inhabiting green spaces, while a growing number of gyms and fitness companies are offering expanded outdoor exercise programmes.

Details: http://lei.sr?a=m8Y4m_O

Everton stadium plans frustrated

Continued from front cover

At the Everton Football Club (EFC) general meeting, CEO Robert Elstone hit out at the lack of support from Liverpool City Council.

"A new stadium at Walton Hall Park as part of a major regeneration partnership with the city council would make a massive difference to the club and the city," Elston said.

"It would have economic benefits and social benefits, create houses, jobs, community facilities and new and enhanced leisure facilities. The biggest risk [to the project] in my opinion is the failure to grasp collectively the belief in the transformational possibilities of Walton Hall Park for north Liverpool.

EFC is desperate to move to a new venue in order to increase capacity and Walton Hall Park is the club's third proposed new stadium site in recent times – following failed plans to build new venues in Kirkby and at King's Dock on the Mersey waterfront.



Everton Football Club CEO Robert Elstone

Despite the lack of progress with the Walton Hall Park site, however, Elston has ruled out a redevelopment – or a rebuild – of its existing, 40,000-capacity Goodison Park stadium. "A new stadium on the the same footprint is just not viable," added Elston.

Details: http://lei.sr?a=U8J4j_O

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