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Nuffield Health lands £330m to fuel expansion

Nuffield Health has signed £330m of debt facilities as the charity bids to widen its footprint in the UK health club market as part of a concerted push towards integrated care pathways.

The business secured the funds – which were provided by a combination of banks and institutional lenders – to further its strategic development plans for offering an integrated approach to fitness, prevention and cure, across hospitals, consumer and corporate fitness, and wellbeing markets.

The expansion seems to be gathering pace with Nuffield taking over nine former Virgin Active health

clubs in August – five of which are sited within five miles of Nuffield hospitals. It has also announced a strategic partnership with Manchester Metropolitan University, which will see construction of a major facility in central Manchester, incorporating a state of the art hospital, wellbeing and rehabilitation services.

A Nuffield spokesperson confirmed that the new funds would be used to aid expansion,



Nuffield Health chief financial officer Greg Hyatt oversaw the deal

while the company's deputy chief executive KP Doyle told *Leisure Opportunities* in a recent interview that more health club takeovers were likely, particularly in the capital.

Doyle said after the Virgin acquisitions: "We'll certainly be looking at more deals like this, particularly in markets where we're underrepresented like London, where we want to boost overall integrated wellness offerings,

with more diagnostic facilities as well."

Nuffield has since followed up on this by reopening its London City flagship gym in September, following a £1.9m redevelopment of the 80,000sq ft (7,432sq m) facility. The new-look gym – which took nearly three months to complete – will operate in harmony with the in-house medical centre, which provides health assessments, physiotherapy and full GP services.

Under the new financing arrangement, lead institutional investors Pricoa Capital Group and the Metropolitan Life Insurance Company have provided long-term fixed-rate

loans of 10 and 12 years to the charity. Under these terms, Nuffield Health still retains control of its freehold asset base, providing it with long-term security and flexibility. Meanwhile, existing bank lenders Barclays, RBS and Santander were joined by HSBC and Siemens Financial Services and provided seven-year committed bank facilities. Details: http://lei.sr?a=B6p3a

£5bn proposal puts QPR stadium bid in doubt

Queen's Park Rangers Football Club's proposed move to Old Oak Common looks increasingly uncertain after the landowner blocking the club's move to the site revealed a £5bn alternative plan for the west London space.

PLP has been revealed as the lead architect behind the alternate proposal and has produced a masterplan featuring a cultural hub, canal-side dock and 9,500 homes and two schools. The plans have been formulated by managing director of car supermarket Cargiant Tony Mendes. *Continued on back cover*

Thorpe Park takes to dating app Tinder

Thorpe Park theme park has started using a unique method to draw customers to its Halloween attractions – by signing up Billy the Puppet and Pighead from the *Saw* movie franchise, and Harry from *My Bloody Valentine* to the popular dating app Tinder.

Tinder – which matches users based on a yes or no decision from pictures, ages and geographical location – has more than 10 million daily active users worldwide. The three unlikely new users have been "chatting up" their matches before asking them a question about Thorpe Park's upcoming Fright Night Event. Once matched, the user can then Tweet @thorpepark with a screenshot of their



Billy, 23 Moments

39 kilometers away Active 9 minutes ago

Saw's Billy the Puppet: single and ready to mingle

conversation to have a chance of winning a 16-night Fright Night horror pass.

With more than 500 matches so far, the trio are certainly turning heads on Tinder. *Details: http://lei.sr?a=2J9A5*

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SPORT

New Welsh sport and health tie-up

A partnership agreement between the Welsh NHS Confederation and Sport Wales has been described as a "major step" towards a healthcare system based on preventative measures.

In the first agreement of its kind, the two organisations are due to sign a memorandum of understanding (MOU), set to create a healthier and more equal Wales.

The three-year MOU will set out six areas of cooperation. These include making people in Wales more active

and to encourage people to look after their own health and thereby help to take care of the health of future generations.

The two will also work together to support the drive for a mass shift in public thinking about their health and exchange information of mutual interest - while developing joint areas of work that promote "sport for all".

"We know the importance of the links between sport with health and this new memorandum demonstrates a commitment from both sectors to come together to promote healthier



Sarah Powell, CEO of Sport Wales, is determined to boost active living

living and improve the health and wellbeing of the people of Wales," said Helen Birtwhistle, Welsh NHS Confederation director.

Sarah Powell CEO of Sport Wales, added: "This is not just a partnership that sits on paper; we're not just talking about sitting in committees discussing the issues. That would be pointless.

"We have a National Health Service, not a National Sickness Service. We need to help people to stay healthy. We need GPs to consider referring people to undertake activity." Details: http://lei.sr?a=X4c3J

Wasps rugby club lands Ricoh Arena deal

Aviva Premiership rugby club London Wasps has secured a deal to buy a 51 per cent stake in Ricoh Arena in Coventry - one of Europe's largest multi-purpose venues.

The deal will see Wasps move from its current home at Adams Park in Buckinghamshire – a venue it has shared with Wycombe Wanderers Football Club since 2002 – to the city of Coventry.

In a statement, Wasps said it plans to play its first home game at the 32,600-capacity Ricoh Arena in December 2014

- against either Castres or London Irish. The deal is not believed to affect the home games of Coventry City Football Club, which only returned to play its home games at Ricoh Arena last month following a season-long exile due to a dispute over rent with stadium operator ACL.

Wasps bought the 51 per cent share in Ricoh from Coventry City Council (CCC), which unanimously agreed to the sale at a full council meeting yesterday (7 October).



Ricoh Arena is one of Europe's largest multi-use venues

Leader of CCC, Ann Lucas, said the deal ensures the council will make a return on its original investment of £13.7m in the Arena development - alongside significant investment into grassroots and community rugby development across the city.

"The decision over the Ricoh Arena's future has been made with the interest of Coventry taxpayers and communities at its heart," she said. Details: http://lei.sr?a=7y2V6

Chelsea eyes Twickenham move

Chelsea Football Club is reportedly looking into the possibility of temporarily moving to Twickenham rugby stadium while the club's home of Stamford Bridge is redeveloped.

The Rugby Football Union has confirmed it has been in contact for the Premier League club to move to the home of the England national rugby union side, though the 82,000-capacity stadium - known as the home of rugby - has never previously hosted a football match in its history.



Twickenham has never previously hosted a game of football

"We have had an enquiry from Chelsea but have not had any discussions of any substance," said a statement from the RFU.

Chelsea revealed in June that it had appointed Lifschutz Davidson Sandilands (LDS) as lead architects to explore how the club can increase stadium capacity at Stamford Bridge after failing to find a new home in London - including a bid to move into Battersea Power Station, which was rejected in favour of a housing and leisure development.

Any possible move could not take place before the 2016-17 season as Twickenham is scheduled to be the main host venue for the forthcoming Rugby World Cup in 2015. Details: http://lei.sr?a=H5F5x

Partnership to spotlight female role models

A new collaboration the Women's Sport Trust charity and international exercise equipment manufacturer Matrix Fitness is bidding to raise the profile of role models in women's sport in the UK.

The partnership will see both organisations working to maximise opportunities to spotlight leading female sports stars – with a primary goal of getting more women and girls taking part in sport.

The renewed pledge to

strive for sporting equality for both sexes comes after a recent international report warned that women are in danger of becoming "second class citizens," if more is not done to bridge the gap. Meanwhile, the commitment to increased participation follows findings from a cross-party report that girls are being put off sport through conventional PE lessons and must be engaged through "more imaginative" activities, such as dance and cycling.

Matrix has long been a supporter of women's sport in the UK, sponsoring high profile sporting role models such as Sally Gunnell, Nicole Cooke and Dani King, and investing in female



Olympic gold medallist Dani King will feature as a sporting role model

road cycling events and a professional female cycling team for a number of years.

After a successful campaign in last year's Women's Tour of Britain, The Matrix-Vulpine Cycling team, which hopes to gain UCI status in the coming months, has announced high profile signings for the 2015 season including double Olympic champion Laura Trott.

"We have long been passionate advocates for changing the landscape in sport in order bring equality for women in terms of media exposure, funding and opportunities to compete," said Matrix MD Jon Johnston. Details: http://lei.sr?a=z3X9A

Caird Park site chosen for **Dundee regional sports hub**

Dundee's Caird Park has been chosen as the location for a proposed multi-million pound Regional Performance Centre for Sport.

The decision means plans will now move forward through a working group led by the area's local authority, with the £10m project being financially backed by Dundee City Council and Sport Scotland, which will each contribute £5m towards the scheme.

The scheme is one of a number of projects being launched to support Scotland's National Performance Centre, which is currently being constructed at Heriot-Watt University's campus in Edinburgh, with a completion date slated for 2016. Details: http://lei.sr?a=d2C7T



Onside Youth Zone can now build a sixth centre

Sport England announces latest round of funding

Boxing and skiing are among sports to benefit from the third round of Sport England's Improvement Fund, which focuses on offering young people better facilities.

In total, 36 projects will share £12.5m worth of grants. Beneficiaries include the OnSide Youth Zones, which has been awarded the maximum amount of £500,000 to build the Wolverhampton Youth Zone, a large multi-sport facility.

The Wolverhampton site will include a 3G outdoor pitch, four-court indoor sports hall, climbing wall, dance studio, martial arts/boxing room and a fully equipped gym. Funding has also been earmarked for the Empire Amateur Boxing Club (£360,000) and Ski Rosendale Social Enterprise in Lancashire (£375,000).

Sport England property director, Charles Johnston, said: "We know people have a better experience of sport when they have good facilities in which to play. This is why we're investing in these 36 projects so they are more appealing young people, and help us to get them developing a lifelong sporting habit." Details: http://lei.sr?a=M3S4m

PayasUgym joins forces with British Military Fitness

PavasUgym, the online gym pass provider, has teamed up with British Military Fitness (BMF) as part of a concerted push into the outdoor training market.

BMF joins firms like One Element and Swift who have been recent outdoor training additions to the PayasUgym marketplace - a network of gyms and health clubs totalling more than 2,000 UK establishments. With more than 140 outdoor venues - 28 of these in London alone -BMF is one of the UK's biggest fitness class providers and the new deal marks a significant landmark in PayasUgym's expansion into the outdoor sector. Details: http://lei.sr?a=n5v8H



Stalker said providers must seize their chance

Time for health delivery action is now, says Stalker

ukactive CEO David Stalker has said now is the time for the physical activity sector to step forward and take action to become a 'central pillar of the public health strategy.'

During his keynote speech on the second day of Leisure Industry Week at Birmingham's NEC, Stalker said the industry must begin to lay the foundations for growth by harnessing the knowledge gained from a broad range of recent research projects.

Having established the extent of the UK's inactivity epidemic and the impact it is having on the NHS, Stalker believes the physical activity sector must now seize its chance to become a health delivery partner - an opportunity previously identified as being worth up to £8bn to the industry.

He identified five key areas where the sector must develop to harness its physical activity expertise and become a central tenet of public health delivery.

Stalker concluded by saying that if the physical activity sector can succeed in these areas it will be ideally placed to become the centre of health delivery at both national and local levels. *Details: http://lei.sr?a=M5n7H*

Experts examine referral issues

A group of the UK's leading exercise referral experts have expressed concern at the initial low uptake of such referrals, offering recommendations to improve the situation in a new white paper.

The group – chaired by Dr Chris Beedie, the academic lead for the ukactive Research Institute – recently took part in an 'Exercise Is Medicine' roundtable hosted by fitness supplier Technogym, with the

ideas exchanged forming the basis of the paper.

Underlining the need to build greater confidence among healthcare professionals and stakeholders in exercise referral programmes, the experts recommended a long-term randomised clinical trial be undertaken, to address criticisms of exercise referral and build a stronger base for its advocacy.

A 2006 NICE review of exercise referrals found evidence of short-term positive effects on physical activity levels, but no evidence of long-term benefit. This had significant bearing on NICE's September 2014 guidance that clinical commissioning groups (CCGs) 'do not commission exercise referral schemes for the



The panel of experts at the recent 'Exercise Is Medicine' roundtable

sole purpose of getting people to be more active, with the exception of schemes that incorporate data collection for analysis and research. The experts concluded that the absence of qualifying evidence for the long-term benefits of exercise referrals is not due to a lack of long-term data from existing programmes, but inconsistencies in the way exercise referral scheme interventions are run, how data is collected and in how it is reported. They also called for greater co-operation between exercise providers and primary care CCGs, to improve data sharing and foster a greater understanding of what is required to move forward. Details: http://lei.sr?a=K9z8f

Clubs honoured at Members' Choice Awards

Birmingham's Motorcycle Museum was the scene for the glittering Members' Choice Health Club Awards 2014 on 30 September, which saw a cross-section of top-performing operators collect accolades based solely on the views of their members.

More than 250 health and fitness leaders gathered on the first evening of Leisure Industry Week to celebrate industry achievements over the past 12 months. Nearly 35,000 votes were cast for the various entrants - a mixture of small independents, public leisure centres, hotel clubs and some of the best known brands in the industry.

Now in its fourth year, the prestigious award scheme is unique because the winning clubs are decided by ratings given by members when completing an online survey. The awards, presented in partnership with Health Club Management magazine, measure the quality of customer service, facilities and value for money provided by competing gyms.

Clubs compete regionally in three categories - Budget, Mid Market or Premium and there are national categories for chains and the Grand Prix award for Best Club in the UK. As well as recognising clubs, the awards



Mark Durden-Smith in full flow at the awards

also put the spotlight on individual staff in the keenly-fought People Awards category.

As in recent years, TV personality Mark Durden-Smith continued his role as ebullient host of the awards, serving as an entertaining compere throughout the evening and uttering the sweet sounds of victory for the deserved winners. Visit the link below for the winners list in full. Details: http://lei.sr?a=t8z4J

HEALTH & FITNESS

MPs' unhealthy habits revealed

Almost one half of the UK's MPs are failing to meet the government recommendation of at least two and a half hours of moderate activity each week, according to new research.

The findings, which come from a Nuffield Health study comprising 100 members of parliament, were branded "disappointing" by CEO of ukactive David Stalker.

"Members of parliament lead busy schedules, where making healthy choices is not always the easiest option," said Stalker, "There are, however,

more than two miles of corridors in the parliamentary estate that MPs can walk around, so it is disappointing to see so few of them reaching the target needed for good health."

Aside from poor exercise habits, the study found that many of those charged with representing the public fall short of recommended guidelines when it comes to diet. Almost nine in ten MPs (86 per cent) questioned admitted that they exceed NHS daily calorie guidelines at least once a week, with 71 per cent overeating on up to four days a week.



MPs prepare for the 2012 Parliamentary Pancake race in Westminster

A fifth (21 per cent) of female MPs exceed the Department of Health's safe weekly alcohol intake guideline of 21 units, a statistic virtually mirrored by the amount of male MPs (19 per cent) who consume more than their 28-unit suggested safe limit. Asked whether they thought their lifestyle was healthy or unhealthy, four in ten MPs (41 per cent) said unhealthy.

Of the 100 MPs questioned, 40 were Conservative, 47 Labour, nine Lib Dem and four from other parties. 79 were male and 21 female members. Details: http://lei.sr?a=C7G7S

Bannatyne bids for boutique indoor cycling

Duncan Bannatyne's ex-wife is embarking on a new health and fitness venture as she bids to replicate London's current indoor cycling boom in the north east of England.

Joanne Bannatyne, who divorced the entrepreneur and TV personality last year and was also managing director of Bannatyne's Fitness, runs a string of CrossFit clubs across the north east with business partner Lee Howe and the pair are now turning their attention to indoor cycling.

Bannatyne and Howe have

bought 15 Wattbikes to kickstart the launch of their WattCycle functional training concept. The first WattCycle hub is soon to debut on a mezzanine level at CrossFit Telic - the pair's Hartlepool box - while a standalone WattCycle site is due to launch in Teeside this November.

"Joanne, Lee and the team have put a lot of effort into combining aspects of the CrossFit training programme with indoor cycling to develop the WattCycle brand and improve



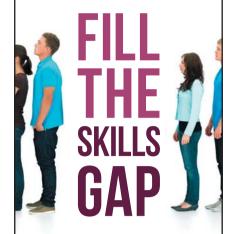
The trio behind WattCyle (I-r) Lee Howe, Joanne Bannatyne and Andy Mockler

upon the traditional spinning class set up," said Wattbike sales manager Steve Marshall.

"In the past five years cycling has gone from strength to strength, with cyclists demanding more sophistication in their training."

The announcement follows on from London's cycle-focused health club craze and suggests that workouts on wheels appear in no imminent danger of hitting the skids. Details: http://lei.sr?a=g2P2X





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What does it take to have a successful career in hospitality?



UFI IBRAHIM is chief executive officer of the British Hospitality Association

quick scan of the job sites for hospitality apprenticeships reveals a wide range of opportunities spanning across front of house; apprentice commis chef; kitchen apprentice; butchery and events staff; coffee shop server; IT and food and beverage apprentice...and that's just for starters. What always impresses me about hospitality is the sheer scope and breadth of starter jobs available to young people.

According to the Department of Work and Pensions (DWP) there are currently thousands of unfilled apprenticeships and job vacancies waiting for young people in the hospitality industry. And yet a recent study for the think tank IPPR cited a mismatch between the types of jobs young people are training for compared with the jobs actually available as one of the main barriers to solving the youth unemployment problem. This has created a disconnect between the jobs on offer and what young people will consider for their careers.

Which is why hospitality leaders are working to encourage young people to consider hospitality as a career.

Alastair Storey, chair and CEO of Westbury Street Holdings sets out the challenge for the hospitality industry: "It's worrying to see so much young talent going to waste because of the stigma attached to vocational courses. The hospitality industry is full of entrepreneurs, creativity, talent and energy and it has a great contribution to make to society and the future of Britain.

Yet [here it seems to be] something as a last resort, a job without prospects. But that couldn't be further from the truth. Entry level hospitality roles can offer young people a promising alternative to the price tag attached to going to university and not only that, quick progression and a worthy career with countless training opportunities available through employers."

So what do you need when you start your career? Some say it's a willingness to work hard, some say it's about a positive attitude and others say it's about a willingness to work in a team. What you don't need is any previous skills or experience...

HOTELS

Lancs CCC targets funds for hotel project

Lancashire County Cricket Club (LCCC) has launched a new retail bond in the hope of raising £3m to build a new hotel at its Old Trafford ground in Manchester.

Investors are being invited to put money into a five-year initial fixed-term bond offering 7 per cent gross interest per annum for investments from £1,000. The interest will be made up of 5 per cent paid in cash and 2 per cent in Credit4Cricket vouchers, which can be redeemed against the international tickets and hospitality products

at LCCC, including food and beverage packages, in addition to membership fees.

While the returns are higher than the average rate on a savings account, the LCCC scheme is not protected by the Financial Services Compensation Scheme – a safety net that protects the first £85,000 of savings.

According to LCCC chief exec Daniel Gidney, the initiative is part of plans to develop Old Trafford into a world-leading cricket venue.



LCCC has invested heavily in improving Old Trafford in recent years

"Our vision is for Emirates Old Trafford to provide one of the best sports, entertainment and business experiences in world cricket," he said. "We are looking to develop an attractive, contemporary hotel that will appeal to corporate visitors and private customers alike."

LCCC's move mirrors the Jockey Club, which last year unveiled a Racecourse Bond to fund grandstand development at Cheltenham Racecourse." Details: http://lei.sr?a=x4W3e

Dixon's Mondrian Hotel debuts

Tom Dixon and Design Research Studio (DRS) have unveiled Europe's first Mondrian Hotel by Morgans Hotel Group, overlooking London's Southbank.

Located in Platner-designed Sea Containers House along the River Thames, the building was originally conceived to hold a luxury hotel but ended up as offices due to its location. Returning part of the structure back to its originally-intended use, Tom Dixon and DRS have created

a 359-bedroom hotel in the property.

The hotel's design takes inspiration from Sea Containers House, which echoes a large cruise liner, moored alongside the Thames. Internally, Dixon continues the theme using nautical references such as a handcrafted copper hull greeting visitors at the hotel's entrance.

Other features of the Mondrian London include a 56-seat screening room, fitness facilities, a rooftop bar and an exclusive restaurant, while the ground floor of the hotel will be dedicated to a Lazarides Editions Gallery, hosting bespoke exhibitions, screenings and events.



The hotel boasts an excellent location along London's River Thames

A further asset for the Mondrian is Morgans' in-house spa brand the Agua Bathhouse & Spa. The boutique spa features six treatment rooms, one of which is a dedicated couples' space. There are also two steamrooms, a hammam, spa lounge and a glamour room.

Offering an exclusive menu of treatments, Agua has teamed up with several high profile wellness brands including House of Several, Dr. Jackson's Natural Products and Estelle & Thilde among others. The spa will also serve food from a raw menu. Details: http://lei.sr?a=e4T6b



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Global Wellness Institute's branding structure revealed

Susie Ellis, chair and CEO of the Global Spa & Wellness Summit (GSWS), unveiled the branding structure of new industry body the Global Wellness Institute (GWI) at the recent GSWS 2014, in Marrakech, Morocco.

The GWI, whose conception was first announced at GSWS 2013, is an umbrella organisation for the global spa and wellness industries. It has been formed to help attract investment and funding from outside the industry to support future growth opportunities for the sector. While the annual GSWS will remain an invite-only gathering, its parent organisation - the GWI - will help to fund industry research and regional events. Details: http://lei.sr?a=j4y4t



Barcock has also worked at Champneys' Citypoint

Sharon Barcock joins Klafs from Hilton Worldwide

Wellness supplier Klafs has appointed Sharon Barcock as managing director for the Middle East and North Africa region.

Barcock has moved from her role as director of spa operations and development for Hilton Worldwide throughout the Middle East and Africa for the Hilton. Conrad and Waldorf Astoria brands.

British-born Barcock will be based in Dubai Healthcare City for her new role at Klafs, using her knowledge of spa design, business plan execution, marketing and spa operation to add to Klafs' business development in the MENA region.

Before the move to Klafs, Barcock worked at Hilton from 2009. Before that, she joined Mandara Spa at its flagship location for the Middle East, The Monarch Dubai.

Prior to her time with Mandara, Barcock designed and developed a spa brand for a private company, in collaboration with the Dubai Women's Association - under the patronage of HE Sheikha Amina - which resulted in the opening of a 2,000sq m (21,528sq ft) ladies-only spa and health club called Jannati. Details: http://lei.sr?a=k4H3b

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UK's first indie Clarins spa opens

The UK's first independent Clarins day spa has launched in Lincoln, offering treatments from the brand's Tri-Active range.

The Clarins-only spa's founder and CEO, Karen Cook, spoke exclusively to Leisure Opportunities about the facility's development. Located in the historical cathedral quarter of Lincoln, Le Sanctuaire has opened as a two-treatment room spa. The spa's neighbouring property has also been acquired by Cook, who is transforming the space into a relaxation room and wet zone.

"The architect from RAW is coming soon," said Cook. "I hope to have a space with spa chairs and a sauna. Whether we have space for a hot tub yet, I don't know." The property, which is listed and protected by heritage bodies, was formerly a gift shop.

Cook approached Clarins with the idea for an independent spa using the brand as the main product. The spa is independent because Cook owns and runs it herself. To get approval from Clarins to stock its brand, however, she had to make sure her spa met certain strict criteria. For example, the spa has to feature at least two treatment rooms of a certain size, shower facilities must be on-site in a certain position within the facility, there must be a reception area and a minimum number of staff.



Clarins already has more than 3,000 members in Lincoln

"It cost nearly £10,000 to get the brand in and I see why: Clarins isn't going to supply just anywhere with its products, so I feel very privileged," said Cook, who revealed that the approval process took around six months.

Cook has worked for Clarins on and off for 25 years. She was first introduced to the brand as head therapist at Harrods 25 years ago.

Treatments on offer at the independent spa include hot stone treatments, facials and massages using Clarins products. Cook has said the site will offer a personalised experience, but she has high hopes for further sites. Details: http://lei.sr?a=e5w9c

Exeter club partners with ESPA for new spa

Wear Park Spa at Exeter Golf and Country Club has partnered with ESPA and will open its two-treatment room facility on 1 December at the 120-year old retreat, with plans for further expansion in future.

On the first floor of the Club's Georgian manor house, in the heart of the facilities, the Wear Park Spa will offer a variety of ESPA treatments, such as reflexology, reiki, plus face and body therapies. The full range of treatments will be rolled out as the spa expands in the future, a spokesperson for the club told Leisure

Opportunities. The massage therapists working at the site will be trained by ESPA.

Thermal facilities such as steamrooms, saunas and whirlpools will be available to members and guests visiting the spa as part of a package. Members of the public coming just for treatments will not be able to access the wet zone as it is located in a separate part of the club. There are plans to include entry to the Club's outdoor pool - in a Victorian walled garden - and wet zone as part of packages next summer, according to the spokesperson.



The Club also offers a wide range of sports activities

The Club is currently recruiting beauty therapists for the spa, which will also provide manicures and pedicures. Beauty products will either be supplied by OPI or Jessica.

The bottom floor of the Georgian building is dedicated to a dining venue that will serve traditional British cuisine. Like the spa, the floor to ceiling windows downstairs in the restaurant look out on the 18-hole golf course. Spa pamper packages will include visits to the restaurant for lunch, early dinner or afternoon tea. Details: http://lei.sr?a=s2u2W

Boeing takes tourism to the stars

The general public may one day get the chance to grab a spot on Boeing's planned space taxi, which is being developed to ferry NASA astronauts to the International Space Station.

Boeing Commercial Crew Programme Manager John Mulholland has said that there is a planned seat for paying tourists on-board its proposed craft, with the company recently winning a £2.4bn, five-year contract with NASA to develop the vehicle.

The project could see Boeing take those who have used Virginia-based space travel broker Space Adventures, which is due to prepare British singer Sarah Brightman for a 10-day visit to the station on a different craft - reported to cost a total of £31m.

"Part of our proposal into NASA would be flying a Space Adventures spaceflight participant up to the ISS," Mulholland told Reuters.

"We hope... to start working with the ISS programme to make it happen. We think it would be important to help spur this industry."

Boeing's first test launch of the taxi is not expected until 2017, with another contract also being handed out to California-based



The craft will be taking astronauts to the International Space Station

company SpaceX in order to design, build, test their spaceship and produce six missions to fly astronauts to the station.

SpaceX is already planning to offer tourist trips to consumers in the future, though it is not currently known whether it will offer these spots on its NASA-contracted trips.

As wider space travel becomes more probable, a number of different bodies and organisations have looked into developing aspects of space tourism. Earlier this year, the UK government backed plans for a four-fold expansion of the UK space industry, with the potential for an operational British spaceport within five years. *Details: http://lei.sr?a=P3A2P*

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Tourism in spotlight at Tory conference

The growth potential of the UK tourism industry came under the spotlight during a seminar at the recent Conservative Party Conference, which was held in Birmingham.

Last year was a record for inbound UK tourism with 33 million people visiting and spending £21bn in the UK economy during 2013. The first six months of 2014 have also been strong for the industry with ONS figures showing visitor numbers to the UK are up a further seven per cent so far this year, suggesting further increases in tourism-related employment.

The recent seminar - entitled 'New

Champions: Unlocking the skills and growth potential of unexploited sectors in the UK economy', was hosted by Travelodge and featured a high profile panel of speakers. These included: Travelodge chief executive Peter Gowers; Nick Boles MP, minister of state for skills and equalities; Ufi Ibrahim, chief executive, British Hospitality Association; Dr Gerard Lyons, chief economic advisor to the



mayor of London; and Baroness Neville-Rolfe, under secretary of state for business, innovation and skills. The panel discussed the need to raise the profile of UK tourism amongst policy makers and the need for government to unleash the growth potential of the industry. It also looked at how policy can help skills shortages and youth unemployment. Details: http://lei.sr?a=S9h7y

DENT SPECIAL



Student-led gym: a class apart

ne of the most common complaints from gym operators is that newly-qualified personal trainers (PTs) have a wealth of knowledge, but little, if any, practical experience of using it on the gym floor.

Eager to give his students the edge in what is becoming an increasingly competitive market, Gordon Barr chose an unconventional approach. North Hertfordshire College's vice principal for entrepreneurship and student experience bought a struggling gym and tasked his fitness and exercise students with reversing its fortunes.

The former LA fitness site - which now falls under the énergie Group's Fit4less brand - has undergone a stunning transformation since the college bought the franchise for the Stevenage gym in January 2012.

Under the watchful eye of gym manager Adam Groves, a team of 10 students have combined their studies for physical

Run almost entirely by college students, Fit4less Stevenage is the educational experiment that turned into a thriving business. Jak Phillips meets the pioneering team behind the exciting new health club concept.

activity qualifications - such as the BTEC Extended Diploma in Sport, as well as NVQs in Instructing Fitness and Exercise and in Personal Training - with paid roles which see them responsible for every aspect of the gym.

The venture is designed to ensure students

develop the entrepreneurial skills required to run a successful gym, with the students taking care of marketing, profitability and retention, as well as the usual responsibilities of a personal trainer.

While many businessmen might balk at the prospect of entrusting their investment into the hands of a group of students, Barr is delighted by how the college's faith has been repaid and says the gym now makes a six-figure yearly profit, as well as ranking among the top-performing énergie gyms in the country for several metrics.

There are now plans to reinvest these funds in a second nearby gym, giving more students the chance to take part in a scheme that has turned the heads of educators and gym operators across the country.

We caught up with Barr, Groves and star student Emma Stewart to find out what happens when young PTs are handed the reigns of a bustling commercial gym.

CASE STUDY

GORDON BARR, NORTH HERTFORDSHIRE COLLEGE VICE PRINCIPAL

A former professional footballer with Stevenage FC, Gordon Barr combined playing with a degree at Brunel University. He joined North Hertfordshire College as a Sport Sciences lecturer in 2001, rising through the ranks to his current role of vice principal for entrepreneurship and student experience.

How did the scheme come about?

We were looking at how we could make students more employable for the health and fitness sector when they leave college, and how to make them realise that they themselves could become employers in the sector. The énergie gym in Stevenage became available, so we decided to take on the franchise as a student-led business, with Adam overseeing the day-to-day operational aspects.

You started teaching aged 21. Were you able to use this early experience of responsibility to help the students?

Teaching and learning has been predicated on a Victorian model for many, many years, but I'm very much of the belief that practical teaching covering real-life working scenarios will benefit the students a lot more. It's been a bit of a journey for myself, as I've come from a teaching background towards a business environment, where my teaching qualification isn't much help. But Adam's done the opposite journey, so our skills complement each other and mean we give a more rounded experience to the students.

With more than 200 students in the sports department, how do you maximise their opportunities for gym-based learning?

The 10 students who work in the gym are here all week, for 52 weeks of the year, while the students taking more traditional courses like BTECs have project-based learning, whereby they'll come to the gym for a couple of weeks and run things like fitness testing, or training and fitness projects. Even though they don't work here, these students will do a lot of their learning in a fully-operational 18,000sq ft gym, which is obviously a more realistic environment than a classroom.

What differences have you found in terms of how the students learn in the gym as opposed to a conventional classroom?

The most pleasing thing for me is that we're seeing accelerated learning, whereby the



students working in this type of environment are actually learning four times as quickly as their peers working in classrooms, not only on their qualification, but also on the commercial side. The students have done so well that we're now looking for one of our Level 3 PTs Emma Stewart (see page 21) to manage the next gym that we're planning to launch. Because she's progressed so quickly, we're looking for her to become a gym manager at the age of 20, which is phenomenal.

How much do they get paid?

That varies depending on the student's age, but they are paid the industry rate as you would find in any other commercial gym. For the 15 hour week of work students get paid around £5-6,000 a year, with around £6,000



worth of qualifications to boot. And not only do they get the qualifications, but their commercial knowledge base grows exponentially, so that when they do go for a job, they are seen as the number one candidate, rather than just a student from another college with the same qualification. We also pay for their uniform and fund staff nights out for team bonding, as you'd see in a typical business.

What are the downsides of running a gym staffed with students?

I think the worst part is the turnover in the sense that we'd love to be able to keep all of our guys on and offer them permanent employment here, but the nature of being a college means that new students need to come through and enter the fold, so unfortunately they have to move on. It's heartbreaking to say goodbye, but that's just a downside of the model. Another is that we're only able to provide this opportunity to 10 students each year. We could take more on, but then that would dilute the experience and make it less realistic than a functioning gym.

Are there any procedures in place if students slack off or their standards slip?

They're treated as normal employees. With that, we would go down the formal disciplinary procedures that a business would follow if needs be, but fortunately we've not had any issues like that. There are quarterly reviews with each of the students and weekly oneto-ones, while secondary spend targets are reviewed and set on a monthly basis. The students are treated as members of staff and they seem to respond to that - it sparks selfmotivation and self-responsibility. They see themselves as an integral part of the team who need to deliver the required outcomes, not only for the business, but also for themselves. This helps them to grow, develop and ultimately progress towards employability.

How do you deal with issues such as when a member complains?

It depends on the case really, I'd like to think that most of the time students give it a go on their own. If a student is unsure then they can come to me and we'll work through it together so that next time they can deal with it on their own. We support them with their learning and problem solving is part of that, so students need to work things out for themselves and learn to become self-sufficient. We've had power failures and situations like that where students have had to evacuate the building and notify the relevant bodies - so far they've done us proud every time.

STUDENT SPECIAL





CASE STUDY

ADAM GROVES, FIT4LESS STEVENAGE GYM MANAGER

Adam Groves has been in the fitness industry for more than 10 years, including time in the public sector working for a leisure trust and a stint in north London with LA fitness, before becoming the manager of Fit4less Stevenage.

How do your dual roles of gym manager and teacher reflect in your relationship with the students?

It's interesting as I don't see the students as students, I see them as employees and they act like employees. That's the great thing, this a real job for them, they need to be in at 5:45am every morning and they will be here, it's not treated as a lesson that they could just skive from. Gordon and I had many sleepless nights at the start of the journey worrying whether we'd get early morning phone calls saying 'we can't make it in as we've got a hangover,' but the phone call never came. On that basis you really start to build up relationships based on trust and mutual respect as colleagues, rather than teacher and student.

How do you choose which students get to work in the gym?

It's an interview structure. Adverts for the scheme go out in June, both internally and into local newspapers, whereby applications are sent to me. I will then go through the process of shortlisting, followed by interviews, with the successful new students starting work with us in August.



Do applicants need to be a PT of Level 2 standard already?

No not essentially, we also look at people who have simply expressed a real interest in getting into the industry and that's obviously where we need to draw a line with things like teaching on the gym floor – new starters can't do that straight away and need to get the requisite qualifications under their belt first, but they're in an environment where they can pick it up a lot quicker by shadowing people who are already qualified.

How do students combine work time with studying for their qualifications?

The students get paid for 15 hours of commercial work each week, they are given 7 hours of educational skills development time

and 7 hours of commercial skills development time, all based within the club. They have a rota each week and they are expected to be in the club within those hours, working whichever patterns have been set, so essentially it's a full-time job. And then there's an additional 7 hours each week where we expect them to be in the gym training and practising what they preach. It's limited to 37 hours a week, but you find a lot of students chomping at the bit to do even more.

And how long do students typically spend working at the gym?

Students sign a 12-month contract and then at the end of that time, if we're happy and they're happy, we'll offer an additional year so that they can move up a skillset, e.g. Level 2 PTs can stay on and study for their Level 3. We've also had a few instances lately, where we've had fantastic Level 3 students who wanted to stay with us so we've actually put them onto a management course. With others, we'll do our best to help them move on to other opportunities in the industry.

What happens after they leave?

We've got some interesting stories, Ben Murphy qualified as a Level 3 with us and is now running his own PT business out of our club, which is fantastic. Another young lad actually applied for a role with the leisure trust I used to work for and ended up being offered three jobs – he's now an assistant manager. Meanwhile, one student developed a real appetite for learning more about strength and conditioning and is now going to St Mary's University to study for a degree, with the aim of moving into elite sport.

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CASE STUDY

EMMA STEWART, FIT4LESS STEVENAGE ASSISTANT MANAGER

Emma Stewart, 20, was one of the first students to be hired by Fit4less Stevenage and, having excelled during her training, is now expected to manage the college's new gym franchise project in Letchworth.

What's your role at the gym?

I've been at Fit4less Stevenage for just over two years. I've worked my way up to assistant manager, having started on my PT Level 3 qualification and then moving on to my Level 3 Leisure Management qualification in my second year. Initially, I was working as a general fitness instructor, whilst looking after some personal training clients and classes.

What does your day-to-day role include?

I work a variety of hours which could include opening the gym at 5.45am and closing the gym at 10pm. In that time, I complete all health and safety checksheets, interact with members, do general cleaning, induct new members and cash up at the end of shifts. My roles have increased since becoming assistant manager as I now monitor the business plan, set up 1-2-1 meetings with other staff and deal with customer feedback as well.

What attracted you to the scheme?

When I found out I was able to further my knowledge whilst working within a realistic and successful gym environment, I was instantly attracted. I also liked the fact that I would be completing a college course, but in a commercial environment, as it means you get a lot more life experience from day



to day activities. I completed my fitness instructor course while I was still at school and this gave me a feel for which sector I would like to further my knowledge in.

What training courses are you undertaking at the moment?

In my first year I completed the Personal Training course which included practical elements as well as theory exams for anatomy and nutrition. After that, I then began a leisure management course for my second year; this included units such as leadership, communication, health and safety, staff development plans and many more. During these two years I also became a qualified instructor for spinning classes, GP referral, Kettlebell Instructor and REPs certified. I am currently developing my skills as an assistant manager, while looking into courses such as sales and marketing.

What advice would you have for school leavers looking to get into the industry?

Working within this sort of industry is all about being as confident as possible; a job role within the gym is a fun environment to be in as there is such a good atmosphere which is created. Any school leavers interested in getting into the industry would be advised to be willing to put themselves in at the 'deep end' to get as much out of the experience as possible. Also, a sporting background and interest will help any school leavers as they will be able to develop and further their knowledge in something they enjoy.

Is working in the leisure industry what you expected?

When coming into the leisure industry, I wasn't really sure what to expect, however it has definitely turned out well. The main role for everyone working at Fit4less is to interact with all the members and provide good customer service which is the best part of the job. I have learnt so much more being in the industry, becoming more confident and I'm still learning as I go along.

What do you think you'll do once you've finished the course?

Now that I have passed my Personal Training and Leisure Management course, I would like to go into management within a gym. I would still love to work at Fit4less as I have been there since I started the training, however, I would like to keep learning as an assistant manager until the point when I am ready to become a manager of a gym and I'll then progress from there.

Hadrian's Wall to receive new £11m visitor centre

Hadrian's Wall's 1960s-era visitor centre will make way for a brand new facility after plans got the go-ahead from authorities.

The English border village of Once Brewed, which serves the stream of hardy walkers who tackle the 117.5km (73 mile) trek across the historic wall, will be home to an £11.2m development. The Sill National Landscape Discovery Centre, imagined by Newcastle-based architects Jane Darbyshire and David Kendall (JDDK), aims to flatter the landscape and be progressive in its design. The project has now been cleared by the National Planning Casework Unit, having already received local authority consent. Funding is coming from the Heritage Lottery Fund (HLF). *Details: http://lei.sr?a=h2m2Z*



The development had an Eden project-style biodome

Plans for £600m aquarium in tatters after planning lapse

Plans for a £600m aquarium in Bedfordshire have fallen through after planning permission for the project expired, despite receiving significant public investment.

The National Institute for Research into Aquatic Habitats (Nirah) initially gained approval to be built in Stewartby in 2007 and the collapse of the plans has left the Bedford Borough and Central Beds councils owed at least £1.6m, with the government also owed more than £3.5m by the developers.

The aquarium was originally presented as a scientific research centre and visitor attraction, and was supposed to be built by the end of 2012, but lack of investment meant work on the project hasn't been able to proceed. The government originally loaned the aquarium £2m, but due to interest, the figure now stands at £3.5m.

The government warned in March that it wanted to see "evidence of progress" on the giant aquarium project, calling the situation "not sustainable". Authorities are currently seeking to recover the debt, much of which is secured against the value of the land. Details: http://lei.sr?a=Y6H8d

Heatherwick toasts gin attraction

Internationally renowned gin brand, Bombay Sapphire, has cut the ribbon on its new home, a distillery and visitor centre in Laverstock, Hampshire.

Having opened its doors on 1 October, the Laverstock Mill has been completely renovated and fitted out for its new purpose of housing Bombay Sapphire's headquarters and distillery. With a full range of behind the scenes visitor experiences, the new site is to showcase the story behind Bombay Sapphire, its craftsmanship and heritage as a brand.

Heatherwick Studio came up with the masterplan for the project, and thus transformed the Grade II listed paper mill into a dedicated distillery and centre. Having worked on the entire site, Thomas Heatherwick has truly left his mark in the two intertwining Glasshouses, housing all ten of the botanicals infused in Bombay Sapphire gin. Both Glasshouses are different temperatures, allowing the exotic plants



The Glasshouses are set to two different temperatures to grow the botanicals

to thrive in their simulated native environments and guests to experience them all year round.

Gin tours are no longer a new concept, with Beefeater Gin recently opening a visitor experience in London. Other distilleries offering tours include Sipsmith's, another Londonbased purveyor of fine spirits, and COLD - the City of London Distillery - to name a few. Details: http://lei.sr?a=d3B3j

Paramount park 'needs transport investment'

A new report on Paramount's £2bn theme park development in Kent has said that more investment will be needed in public transport, with greater use of the River Thames.

The high-profile theme park resort, which gained fast-track development approval earlier this year, is to be built on the Swanscombe Peninsula, near Dartford.

The report by the local authority Gravesham Borough Council - which sent nine district council bosses to the US in May to research

Florida's theme parks - said: "Conditions here differ significantly from those in Florida and a multi-modal transport solution, with the operation of the theme park, in particular, designed to control the volume of the peak hour car-based trips on the local and trunk road network, will be essential.

"Investment in public transport and making use of the River Thames to encourage alternatives to the private car and service the development will be important.

"It is important to ensure that the River Thames is itself considered a key asset that has



Plans include an indoor waterpark, theatres, music venues and hotels

a role to play not only in terms of transport, but also as a complementary leisure resource."

Opening in 2018, the Paramount-branded theme park and resort will be built on an 872-acre site, making it one of the largest regeneration projects in Europe. When built, it will become one of the four largest theme parks in the world. London Resort Company Holdings - the company behind the development - has signed an agreement with Paramount Pictures for exclusive UK licensing. It is also currently in negotiations with other British brands. Details: http://lei.sr?a=2k8G4

Former BBC HQ to become new leisure haven

Allford Hall Monaghan Morris Architects (AHMM) has released new images of its proposed masterplan for the former BBC headquarters site in London's White City area.

Developer Stanhope has commissioned AHMM to be in charge of the redevelopment at the site, with work due to start in Q2 2015.

Following its transformation, the site will include office and studio space for the BBC, a range of entertainment and leisure facilities,

a hub for creative industries and new businesses, public open spaces, a thousand new homes and a new boutique hotel. The hotel is rumoured to be a Soho House hotel, offering at least 47 rooms, a terrace and a swimming pool. The site as it stands is made up



AHMM is working with several other firms on the impressive masterplan

mainly of listed buildings, this includes the Television Centre forecourt, Studio 1 and the central Helios Plaza. These famed locations will be preserved and made accessible to the public for the very first time by AHMM. Details: http://lei.sr?a=Z3u7X

Investors drive golf resort renaissance

Investors are rediscovering the appeal of European golf resorts, with in excess of £301m worth of major single asset transactions in golf occurring this year, according to a new report by global hotel consultancy HVS London.

The European Golf Resort Investment report suggests the sector is starting to regain its momentum, with institutional investors and private equity organisations making more moves into golf resorts.

It is believed that the resurgence is being led by the idea that resorts carry multiple revenue streams, as well as

solid potential for future development.

Golf offerings also tend to already feature well-built hotel properties, golf courses and a diverse guest profile. Such is the uptake in transactions this year, major single asset transactions in golf resorts have increased by £7.8m - with American investors now seemingly keen on the European market.

"American investors are seeking high profile trophy assets on the back of the high level of home demand, a familiarity with the business and intense competition for assets signalling lower returns stateside," said report author Harry Douglass at HVS London. "We have found the difference now is that today's golfing



Scotland's famed Gleneagles course hosted the Ryder Cup last month

clientele demand very exacting standards of golf course, facilities and food & beverage. To be successful resort owners need to invest in these, maintain them and continue investing to stay ahead of the competition."

Despite a boom in the 1990s, golf resorts had reportedly been over-supplied in many locations in recent times, with a reduction in both corporate and leisure spend driving down RevPAR (revenue per available room) to make the sector's predicament more problematic.

However, with hotel performance stabilising, a number of resorts have changed hands as investors seek to benefit from the upturn. Details: http://lei.sr?a=W2y9w



A planning application is expected in the new year

British Land set to develop £40m Drake Circus Leisure

Developer British Land has signed an agreement with Plymouth City Council to develop Drake Circus Leisure, a £40m leisure scheme next to its Drake Circus Shopping Centre in Plymouth city centre.

The proposed development is set to include a 12-screen cinema operated by Cineworld, 13 restaurant units and 450 car park spaces, while the site's current coach station is planned to be relocated.

The move comes as the owners of the Drake Circus offering seek to broaden its appeal, establishing it as an evening destination - with its trading hours also being extended. Following the agreement, a detailed planning application for the scheme is now being developed, which is due to be submitted early next year.

Corstorphine + Wright is the architect for the planned 100,000 sq ft (9,290sq m) scheme, with Wareing & Partners serving as the letting agent for Drake Circus Leisure.

"Plymouth has a very strong local catchment, and a vibrant and successful city centre, which will be further enhanced by our investment," said David Pollock, retail development director for British Land. Details: http://lei.sr?a=m4s4c

Dumbarton reveals mixeduse development plans

Scottish football club Dumbarton has revealed plans for a new 4,000-capacity stadium to replace the club's present home, which it only moved to in the year 2000.

The reason for the move is so that the club can build "a centre of excellence for sport, health and wellbeing." The plans include a 4,000 capacity football stadium comprising 3,000 seats and 1,000-person capacity terracing that can be delivered in separate phases. The proposal includes complementary non-football related offerings including gym/leisure facilities, a hotel, conferencing facilities, a restaurant, shop and offices, dedicated training facilities and additional playing pitches for community use. Details: http://lei.sr?a=k4h4p



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London Horizons Leisure Club is a state-of-the-art health club and gym, complete with an indoor 15m swimming pool and adjacent jacuzzi, three exercise studios, a 3G 7-a-side football pitch, a 10 person sauna and a 6 person steam room. The Club offers classes in yoga, pilates, spin, circuits, boxercise and bodytone. The changing rooms are recently refurbished and fitted with pin-entry lockers. Members also have access to swimming lessons and professional sessions in physiotherapy, personal training, massage and acupuncture, providing a holistic approach to health and fitness.

Centrally located, London Horizons Accommodation offers 50 well-furnished and comfortable rooms, all within easy access of Central London's most famous attractions. As well as catering to guests from around the world, Horizons has developed strong relationships and works closely with universities, colleges and agencies to ensure the accommodation on offer is of a high quality that meets the needs of university and college students. All guests have access to a continental breakfast, free laundry service, Wi-Fi and Sky television. In addition, guests also have full access to the London Horizons Leisure Club, communal kitchens and comfortable seating areas. The Accommodation is also staffed around the clock, and has secure, card-entry door systems.

Since its creation, London Horizons has had a prominent role in the shared success of the neighbouring Durand Academy which has seen both the business and the school thrive. London Horizons has gift aided its profits after management costs and overheads to Durand Education Trust, an independent Trust established with the charitable objective of supporting the development of outstanding opportunities in education for children at the Durand Academy. As a result, the school has been able to dramatically improve its facilities, employ more staff, reduce class sizes, offer subsidised organic dinners, give free swimming lessons and provide subsidised after school provisions, helping to deliver the best education to its intake. The organisation which successfully bids for London Horizons will be expected to maintain this arrangement, and this will be a condition of the tender.

SEND EXPRESSIONS OF INTEREST TO:

Expression of Interest – London Horizons Attention Qaisar Sohail, Durand Academy Trust, Hackford Road, Stockwell, London SW9 0RD Qaisar@durandprimary.com

The closing date for expressions of interest is Friday 31st October 2014

To read more about the businesses, please visit: www.horizonsfitness.co.uk www.londonhorizons.com



Invitation for Expressions of Interest for new cinema provision in Abingdon-on-Thames

Abingdon-On-Thames Town Council wishes to work with a commercial partner to provide cinema at the Abingdon Guildhall.

The Guildhall Cinema and Improvement Project provides for the building of a new 100 seat cinema and major works to the modern part of the Guildhall building which will also include refurbishment of the Abbey Hall to allow for installation of cinema projection equipment, retractable seating (220 seats), the provision of a cafe/ bar, and DDA access to the rooms of the historic Guildhall.

Expressions of interest are now invited from suitably qualified companies and organisations with a view to assisting the Council in making detailed plans for the cinema, investing in the new facility, and operating the cinema, cafe/bar and possibly other parts of the development. This will be subject to a tender process.

Further details are set out in the Expressions of Interest document available from enquiries@abingdon.gov.uk or from Mr Nigel Warner, Town Clerk, Abingdon-on-Thames Town Council, Roysse Court, Abingdon-on-Thames, Oxon, OX14 3HU. Interested parties are invited to complete a Prequalification Questionnaire (PQQ) which will need to be returned to the Council.

Site Visits – Applicants may if they wish visit the public parts of the site and Guildhall prior to submission of the PQQ.

Deadline for Pre-Qualification Questionnaire queries in relation to the above – Tuesday 21st October 2014; Deadline for receipt of completed Pre-Qualification Questionnaires: 4pm on Tuesday 28th October 2014.



MEMBERSHIP INCLUDES:

- Regular networking opportunities
- A full programme of leisure property related early evening seminars
- Details of forthcoming LPF events and other industry dates on our website
- Members' rates to LPF seminars and events
- Complimentary places at some events
- A free subscription to Leisure Opportunities magazine, which features regular LPF columns, tenders, for sale adverts and property news
- A 10% discount on property advertising in Leisure Opportunities magazine
- A dedicated LPF monthly email bulletin, delivered straight to your mailbox
- Access to the full listing of all our members

FOR MORE INFORMATION CONTACT:

Michael Emmerson, LPF Administration
E: info@leisurepropertyforum.org
T: 01462 471932 F: 01462 433909
W: www.leisurepropertyforum.org

Industry shows an appetite for learning



IAN TAYLOR is chief executive at SkillsActive

or SkillsActive, Leisure Industry Week (LIW) 2014 was a fantastic success. The appetite for learning was phenomenal as we are part of a fast-developing industry that requires professionals continuously updating their skills, qualifications and sector knowledge.

Here at SkillsActive, we work with employers to identify their training needs by asking fundamental, often neglected questions in order to identify solutions and to ensure training needs are met. At LIW we were able to spend a great deal of time engaging and cementing our relationships with organisations such as British Military Fitness, whereby we were able to learn more about their enthusiasm for developing their staff, with a particular focus on their park managers.

Accredited qualifications offer a structured career pathway; a very valuable, motivating tool. When employees are active in their development and take pride, there is an increased sense of ownership, which in turn leads to an even stronger affiliation and commitment between the individual and their organisation.

LIW also played host to the REPs National Convention, with training providers such as Discovery Learning and CHEK Europe being involved. Olympian and REPs Ambassador Louise Hazel and Paralympian Anna Turney delivered inspiring and insightful keynote speeches, sharing their professional expertise to those in the fitness industry looking to develop their knowledge and skills.

I was extremely encouraged by how receptive so many professionals still are to hearing more about professional development and just how it can be tailored to meet their individual needs. The best candidates will be attracted by an employer who offers the best opportunities for professional development. Employers should pay special attention to those who are keen to learn not only for financial and career incentives, but also out of a passion for our sector and a hunger to learn more.

TRAINING

Exercise professionals under-skilled: study

More than 55 per cent of UK fitness managers believe exercise professionals are under-skilled for delivering social and psychological support to inactive people, according to the results of a survey published by Central YMCA Qualifications (CYQ).

The study was conducted by ukactive - surveying 1,200 exercise and management professionals - in an attempt to identify current skills gaps in the active leisure sector.

Giving that the findings have shown a lack of confidence in the skills of some professionals when

looking at support frameworks for the inactive, fitness and leisure employers have called for definitive career pathways to be established within the physical activity sector.

There have also been calls from the industry for a greater focus on counselling and motivational interviewing within training, to help the workforce cope with the growing number of inactive people across the country.

Another statistic shows 33 per cent of employers feel communication skills are not sufficiently covered by existing vocational training, while concerns were also raised by the ease at which young exercise professionals can enter the sector with minimal education



The survey covered 1,200 exercise and management professionals

or without a career development plan.

"This is about developing training pathways that ultimately deliver professionals who are equipped to provide the spectrum of services required to effectively engage the most sedentary members of the community," said David Stalker, CEO at ukactive. "These are people for whom there are often deep-seated psychological and social barriers to embarking on an exercise programme. Up-skilling our professionals to be able to deal with this is not only a critical investment in the long term health of the nation, it is vital for the long term sustainability of the sector." Details: http://lei.sr?a=C9U2u

CIMSPA announces first HE partners

CIMSPA has announced the first wave of higher education (HE) partners - part of its new strategy to forge links between universities and industry for the benefit of students and employers.

The professional development body's strategy is particularly focused towards supporting students in making their first step into the world of work. The new HE partners are universities which have sector-endorsed degree courses and will also facilitate CIMSPA student affiliate status for their relevant learners.

The new higher education partners are: Cardiff Metropolitan University; Leeds Beckett University; Sheffield Hallam University; Southampton Solent University; University of Chester; and University of Portsmouth.

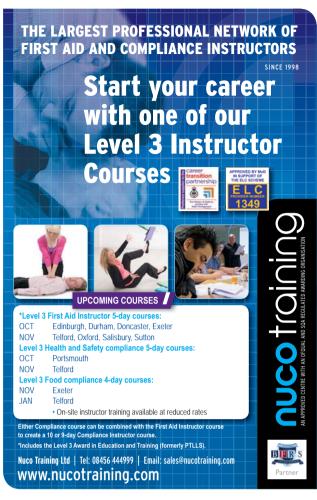
From a university perspective, the tie-up demonstrates a commitment to teaching skills and knowledge relevant to the workplace,



Ben Gittus, CIMSPA interim endorsement director

while CIMSPA is able to engage future industry talent from an early age and pave the way for full membership when they come to embark on their career in the sector.

"Higher education has a big role to play in CIMSPA and the future of the sector as a whole we look forward to expanding this list." said Ben Gittus, CIMSPA interim endorsement director. Details: http://lei.sr?a=n5V2Y











If you are looking for a meaningful job, a caring, progressive work environment and an opportunity to reach your fullest potential, consider a career with the YMCA.



Vacancies at Thornton & Poulton YMCAs

We are seeking individuals who are inspired by playing an important role in changing and enhancing people's lives and therefore communities. We are all about creating inspirational pathways and opportunities, opening doors and welcoming all to get involved and make a positive difference. Working with us means helping children, youth, adults and seniors at all levels of ability, from all walks of life, to develop their self esteem and potential in new ways.

Due to the ongoing major redevelopments of our Thornton and Poulton facilities, we have a number of vacancies currently available.

Area Fitness Manager

Thornton & Poulton Full-time 37.5 hours per week, £23,500 pa

You will manage the Fitness Studios and Group Exercise Programmes in a professional and efficient manner, ensuring that exceptional customer satisfaction is achieved.

Operations Manager

Thornton Full-time 37.5 hours per week, £21,954 pa

You will assist the Senior Manager in achieving all business and financial targets for the facility and oversee the performance of a number of designated managers.

Sales Manager

Thornton Full-time 37.5 hours per week, £18,429 pa + Commission

You will ensure the site and staff maximise on every sales opportunity and that high levels of customer service are provided at all times.

Ten-Pin Bowling Co-ordinator

Thornton Full-time 37.5 hours per week, £18,429 pa

You will oversee the day to day operation of the Ten Pin Bowling facility to ensure it is managed and used in an efficient and economic way in order to produce an entertaining service.

Roller Sports Co-ordinator

Thornton Full-time 37.5 hours per week, £7.87 per hour

You will oversee the day to day operation of the Skate Park facility to ensure it is managed and used in an efficient and economic way in order to deliver an enjoyable experience.

Duty Manager

Thornton x 2 posts Full-time 37.5 hours per week, £7.87 per hour

You will be responsible for the smooth day-to-day running of the centre and will champion the delivery of excellent service standards.

Spa Manager

Poulton Full-time 37.5 hours per week, £23,500 pa

You will ensure the financial targets for the Spa, Treatment Rooms and Juice Bar are achieved whilst ensuring the delivery of excellent service standards.





Sales Manager

Poulton Part-time 20 hours per week, £9,829 pa + Commission

You will ensure the site and staff maximise on every sales opportunity and that high levels of customer service are provided at all times.

Duty Manager

Poulton Full-time 37.5 hours per week, £7.87 per hour

You will be responsible for the smooth day-to-day running of the centre and will champion the delivery of excellent service standards.

If you are interested in any of the above positions, please visit out webpage at www.fyldecoastymca.org to get more information. Alternatively, you can email the recruitment team on recruitment@fyldecoastymca.org.

The closing date for all roles is Wednesday 22nd October 2014 by 4:00pm.

A BETTER START TO YOUR CAREER

Various roles, UK-wide opportunities

GLL is an independent, charitable social enterprise. We are the UK's largest leisure provider, currently running over 145 leisure centres and several libraries and children's centres for the benefit of the communities we serve. We also invest heavily in sports development - our GLL Sports Foundation helps young, sporting talent to achieve their full potential, enabling the athletes, coaches and role models of the future.

We work in partnership with local authorities to run a mix of local leisure facilities and world-class sporting venues such as Crystal Palace National Sports Centre, the Copper Box Arena and London Aquatics Centre on the Queen Elizabeth Olympic Park - all under the Better brand. As a not-for-profit organisation, we plough financial surplus back into our facilities, projects and the development of our staff. Being a social enterprise makes us different to most other employers in our sector – we're 'staff owned', meaning that we have a loyal and happy workforce who feel very much part of who we are and what we do. We're continually growing and investing in our communities and currently employ over 7,000 people who are committed

to developing and progressing their careers via accredited and work-related training.

There are a variety of roles to suit everyone. We have our successful two-year Trainee Manager Scheme (applications open in January) which is an opportunity for graduates to learn about all aspects of the leisure industry; various Apprentice Schemes for those that aren't graduates; full and part-time permanent roles as a gateway into a fulfilling career; and, casual vacancies that are perfect for when you're still studying as you can work as many or as few hours to fit around your lifestyle.

To find out more about our roles and to apply, visit: www.glljobs.org or visit www.leisureopportunities.co.uk/jobs/GLL







The énergie group is the UK's fastest growing fitness franchisor. We operate close to 100 clubs across the UK and Ireland under our four key brands énergie Fitness Clubs, Fit4less, SHOKK Youth Gyms and énergie Fitness for Women.

We have opportunities for experienced and motivated individuals in the roles of membership sales, fitness instructor, customer service and personal training. Our clubs operate in England, Scotland, Northern Ireland and Eire; you can find the exact locations on our 'club finder' page at

www.energiefitnessclubs.com

Our clubs are not owned by large corporate groups but by individuals who have committed their money, time and energy in to creating clubs where the members matter.

If this sounds like the type of business that you would like to be a part of, we invite you to enquire via our 'career' site at www.energiefranchise.com with a cover note including the role and location that you are interested in.









For more details on the following jobs visit www.leisureopportunities.co.uk or to advertise <u>call +44 (0)1462 431385</u>



Personal Trainer

Company: Pure Gym Limited Location: Various locations, UK

Cycle Mechanic and Coach

Company: Parkwood Leisure Location: Alice Holt Forest, Surrey, UK

Cycle Manager

Company: Parkwood Leisure Location: Alice Holt Forest, Surrey, UK

Team Leader

Company: Tonbridge & Malling LT Location: Larkfield, Aylesford, UK

Instructors

Company: Parkwood Leisure Location: Kidlington, Cherwell, UK

Sports Facilities Supervisor

Company: Bromsgrove School Location: Bromsgrove

Membership Consultant

Company: Everyone Active Location: Melton Mowbray, UK

Centre Assistants (Full/P-T)

Company: Valley Leisure Ltd Location: Romsey / Andover, UK

Qualifications Officer

Company: CYQ Location: Central London, UK

Swim Teachers Level 1 & 2

Company: Brio Leisure Location: Various locations, UK

Club Manager

Company: Handpicked Hotels Location: Wetherby, UK

Membership Consultant

Company: Everyone Active Location: Oadby / Leicester, UK

Fitness Instructor

Company: Tandridge Trust Location: Oxted, Surrey, UK

Full Time Duty Manager

Company: Snowdome Location: Tamworth, UK

Personal Trainers

Company: The Gym Group Location: Various locations, UK

Director of Visitor Experience

Company: Warner Bros Location: Leavesden, Hertfordshire

Receptionist

Company: Parkwood Leisure Location: Bexleyheath, UK

SportsDock Duty Manager

Company: University of East London Location: London, UK

Senior Duty Manager

Company: Parkwood Leisure Location: Bexleyheath, UK

Children's Activities Manager

Company: The Hawthorns School Location: Bletchingley, Surrey, UK

Freelance Yoga Tutor

Company: YMCAfit Location: Manchester & Midlands, UK

Fitness Motivator

Company: Everyone Active Location: Fareham, Hampshire, UK

Senior Recreation Assistant

Company: GLL Location: Reading, UK

Fitness Motivator Apprenticeships

Company: Everyone Active Location: Fareham, Hampshire, UK

Personal Trainers

Company: Everyone Active Location: Various locations, UK

Recreation Assistant x 4

Company: Parkwood Leisure Location: Bexleyheath, UK

Part Time Customer Advisor

Company: Parkwood Leisure

Duty Manager

Company: Parkwood Leisure Location: West Berkshire, UK

Recreational Assistant

Company: Parkwood Leisure Location: West Berkshire, UK

Lifeguard

Company: GLL Location: Various locations, UK

Customer Relations Manager

Company: Fusion Location: Croydon, UK

General Manager

Company: Fusion Location: Forest Hill, London, UK

National Cycling Manager

Company: Parkwood Leisure Location: Worcester, UK

Dry Operations Manager

Company: Fusion Location: SE15 5QN, UK

Franchise Opportunities

Company: Fit4Less Location: Nationwide, UK

Inside Sales Representative

Company: Star Trac Location: High Wycombe

Personal Trainers

Company: MK Health Hub Location: Solihull, UK

Casual Swimming Teacher

Company: Ipswich Borough Council Location: Ipswich, UK

Duty Officer

Company: East Staffordshire BC Location: Burton upon Trent, UK

General Manager

Company: Fusion Location: South London, UK

General Manager

Company: Fusion Location: SE8 4RJ, UK

Fitness Consultant

Company: Tonbridge & Malling LT Location: Larkfield, Aylesford, UK

Duty Manager

Company: Parkwood Leisure Location: West Berkshire, UK

Fitness Equipment Sales Advisor

Company: Fitness Superstore Location: Frimley, Surrey, UK

General Manager

Company: Planet Ice Limited Location: Milton Keynes, UK

Club Manager

Company: Momentum Excel Location: LONDON, UK

Development Manager

Company: Everyone Active Location: Daventry Leisure Centre, UK

Food & Beverage Manager

Company: Planet Ice Limited Location: Milton Keynes, UK

Group Exercise Instructor

Company: Everyone Active Location: Stratford, UK

Customer Service Manager

Company: Trampoline Company Location: Milton Keynes, UK

Aqua Fit Instructor

Company: Everyone Active Location: Studley Leisure Centre, UK

Leisure Attendant

Company: Brio Leisure Location: Moss Farm, UK

Leisure Attendant

Company: Brio Leisure Location: Ellesmere Port, UK

General Manager

Company: The Gym Group Location: Bournemouth, UK

Fitness Motivator

Company: Everyone Active Location: Stratford Upon Avon, UK

Duty Manager

Company: Surrey Sports Park Ltd Location: Guildford, UK

Personal Trainer

Company: Xercise 4 Less Location: Nationwide, UK

Sales and Marketing Manager

Company: Xercise 4 Less Location: Nationwide, UK

Fitness Trainer (p/t)

Company: Xercise 4 Less

Location: Nationwide, UK

Company: Queen Mary Students' Union Location: London, UK

Operations Manager

Senior Application Support

Company: Clubware Location: Milton Keynes, UK

Membership Consultant

Company: Xercise 4 Less Location: Nationwide, UK

Assistant General Manager

Company: The Gym Group Location: Leicester, UK

Corporate Account Manager

Company: GLL Location: London, UK

Senior Recreation Assistant

Company: University of Leeds Location: Leeds - Main Campus, UK

General Manager

Company: East Anglia Tennis Club Location: Norwich, UK

Assistant Manager

Company: Valley Leisure Ltd Location: Andover, UK

Roller Sports Co-ordinator

Company: Fylde Coast YMCA Location: Thornton, UK

Operations Manager

Company: Fylde Coast YMCA Location: Thornton, UK

Sales Manager

Company: Fylde Coast YMCA Location: Thornton, UK

Area Fitness Manager

Company: Fylde Coast YMCA Location: Thornton & Poulton, UK

Spa Manager

Company: Fylde Coast YMCA Location: Poulton, UK

Duty Manager x2 posts

Company: Fylde Coast YMCA Location: Thornton, UK

Duty Manager

Company: Fylde Coast YMCA Location: Poulton, UK

Sales Manager

Company: Fylde Coast YMCA Location: Poulton, UK

Ten-Pin Bowling Co-ordinator

Company: Fylde Coast YMCA Location: Thornton, UK

Les Mills Born to Move Instructor

Company: Everyone Active Location: Redcar, Cleveland, UK

Fitness Motivator

Company: Everyone Active Location: Sutton (London), UK

Financial Accountant

Company: YMCAed Location: Central London, UK

Recreation Assistant

Company: City University London Location: London, UK

Customer Relations Manager

Company: Fusion Location: EN1 1YP, UK

Support Advisor

Company: City University London Location: London, UK

Senior Receptionist

Company: City University London Location: London, UK

Sports Development Manager

Company: Quadron Services Limited Location: Various locations, UK

Chief Executive

Company: Link4Life Location: Rochdale, UK

Fitness Instructor

Company: City University London Location: London, UK

Duty Manager x 2,

Company: Parkwood Leisure Location: Exeter UK

Food and Beverage Assistant

Company: Parkwood Leisure Location: Exeter, UK

General Managers

Company: The Gym Group Location: Various locations, UK

Assistant General Manager

Company: The Gym Group Location: Bedford, UK

Online services assistant

Company: GLL Location: Woolwich, UK

Fitness Instructor

Company: énergie group Location: Wallington, UK

Assistant Manager

Company: Cheshire County Sports Club Location: Chester, UK

Personal Trainer

Company: énergie group Location: Various locations, UK

Course Tutor & Assessor x 2

Company: Sportwise

Location: West Midlands and London

General Manager

Company: Fusion Location: Croydon, UK

Fitness Instructor

Company: énergie group Location: Harrow, UK

Membership Consultant

Company: Everyone Active Location: CARSHALTON, UK

Fitness Motivator

Company: Everyone Active Location: Ealing, London, UK

Fit4Less Launch Trainer

Company: énergie group Location: Nationwide, UK

Apprentice Fitness Instructor

Company: Ènergie Group Location: Chesham, UK

Fitness Instructor (part time)

Company: Ènergie Group Location: Chesham, UK

Sales Manager

Company: Fusion Location: Braintree UK

Swim Teacher

Company: Everyone Active Location: Fareham Leisure Centre, UK

Swim Teachers

Company: Everyone Active Location: Nuneaton, UK

Programme Officer

Company: Ashford Leisure Trust Location: Ashford, UK

Stadium Manager

Company: Ashford Leisure Trust Location: Ashford UK

Weight Management Practitioner

Company: Live Well Luton Location: Luton, UK

Duty Manager

Company: Parkwood Leisure Location: Desborough, UK

Lifeguard/Swimming Teacher

Company: Stonyhurst College Location: Clitheroe, Lancashire, UK

Personal Fitness Consultant

Company: NRG Gym Limited Location: Gravesend, UK

Rackets Manager

Company: Ilkley Lawn Tennis Club Location: Ilkley, UK

Active Leisure Apprentice

Company: Everyone Active Location: Stratford Upon Avon, UK

Sales Advisers

Company: Be A Better You Location: E14, London

Sports Coach

Company: Norwood Location: (London and Berkshire), UK

Women & Girls Activator

Company: GLL

Location: South Oxfordshire, UK

Creche Lead

Company: GLL Location: Thame, UK

Speedflex Trainer

Company: Speedflex Location: South East/London, UK

Speedflex Receptionist

Company: Speedflex Location: South Fast/London UK

Membership Consultant

Company: Everyone Active Location: Watford, UK

Wet Operations Manager

Company: Fusion Location: TW13 5EG, UK

Membership Sales Consultant

Company: énergie group Location: Nottingham, UK

Ice Marshal

Company: EDF Energy London Eye Location: London, UK

Swimming Teacher Company: Everyone Active

Location: St Albans, Hertfordshire, UK Casual receptionists

Company: Everyone Active

Location: Basildon Sporting Village, UK

Football Coach

Company: The Sports Factory Location: New Jersey, US

Personal Trainers

Company: Lifetime Location: Nationwide, UK

Fitness First Middle East

Company: Premier Training Location: Middle East

Gvm Instructor

Company: Amac Training Ltd Location: Nationwide

Personal Trainer

Company: Amac Training Ltd Location: Nationwide

Head Spa Therapist

Company: Bedford Lodge Hotel Location: Newmarket, UK

Beauty Therapist

Company: Oatlands Park Hotel Location: Weybridge

Beauty Therapists

Company: Center Parcs Ltd Location: Bedfordshire, UK

Beauty Therapists

Company: Center Parcs Ltd Location: Wiltshire, UK

Spa Therapist

Company: Bedford Lodge Hotel Location: Newmarket, UK

Spa Reservationist

Company: Bedford Lodge Hotel Location: Newmarket, UK

Spa Directors

Company: GOCO Hospitality Location: Asia

Theme Park Line Manager

Company: Gullivers Theme Park Location: Warrington, UK

Guest Services Manager

Company: Gullivers Theme Park Location: Warrington, UK

Operations Manager

Company: Gullivers Theme Park Location: warrington, UK

Group Reservations and Sales Manager

Company: The Continuum Group Location: York

Head Chef

Company: Parkwood Leisure Location: Weston-super-Mare, UK

Event Sales Manager

Company: Madame Tussauds Location: California-Hollywood, US

LEGOLAND Associate

Company: LEGOLAND California Location: California-Carlsbad, US

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Beatles exhibition for Strawberry Field

The historic gates of Strawberry Field in Liverpool, UK, will be returned to their original location to become part of a permanent Beatles visitor attraction and training centre for young people with learning difficulties.

Beaconsfield Road, which previously housed a Victorian-era children's home, will include the training centre and a permanent exhibition looking at the area's history and its connection with the Beatles. The band immortalised Strawberry

Fields in the song Strawberry Fields Forever, written in 1966 by John Lennon. As a child, Lennon would regularly visit the site - close to the home he shared with his aunt Mimi climbing over the gates to play in the grounds of what was then the children's home.

As part of the new plans, the 1970s buildings that were constructed on the site in place of a children's home will be demolished.

The centre will also include a café and gift shop as part of the heritage exhibit, which will provide work experience for the young people in the training centre. Money generated from



The Beatles immortalised the site in 1966's Strawberry Fields Forever

the exhibit will go directly to the centre, which is being run by the Salvation Army.

The original gates have been in storage for some time because vandals would regularly graffiti them, largely taking the form of people on Beatles 'pilgrimages' writing their name on the gates. The new pavilion will house a training kitchen, cycle workshop, classrooms, IT suite and activity spaces, to accommodate 40 trainees and around eight staff. The site was thought to cost around £275,000 for the land, though costs for the full redevelopment have not been revealed. Details: http://lei.sr?a=w3Q7B

QPR stadium plans on shaky ground

Continued from front cover

Managing director of Cargiant Tony Mendes - whose company occupies the land in question - has drawn up the plans in collaboration with AKT II, AECOM and Space Syntax, with Mendes set to make further architectural appointments in "the coming months" ahead of an official planning application next year.

QPR's 40,000-seat stadium plans hit a major stumbling block last month, after Mendes pulled out of talks with the club over the sale of the land, where the car dealership is sited directly where the stadium would be built.

The QPR plans, designed by architecture practices Populous, Farrells and CZWG, include redevelopment of the Old Oak Common with thousands of new homes to be delivered with easy access to the planned Crossrail/HS2 interchange, as well as a commercial space to include a 350-bedroom luxury hotel, studios, offices, cinemas and restaurants.

Read Leisure Opportunities online: www.leisureopportunities.co.uk/digital



The new plans would effectively kill off QPR's bid

As well as the 24,000 homes and commercial space, Tony Fernandes, chair of QPR, said the club wanted to create a "new destination" for London, an opinion shared by London mayor Boris Johnson, who has made the Brownfield site one of his top priorities for regeneration. Details: http://lei.sr?a=X4Y7m

ADDRESS BOOK

- Arts & Business +44 (0)20 7378 8143 www.artsandbusiness.org.uk
- ALVA +44 (0)20 7222 1728 www.alva.org.uk
- Arts Council +44 (0)20 7333 0100 www.artscouncil.org.uk
- ASVA +44 (0)1786 475152 www.asva.co.uk
- BALPPA +44 (0)20 7403 4455 www.balppa.org
- BHA +44 (o)845 880 7744 www.bha.org.uk
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- CMAE +44 (0)1334 460 850 www.cmaeurope.org
- CIMSPA +44 (0)1509 226 474 www.cimspa.co.uk
- CPRE +44 (0)20 7981 2800 www.cpre.org.uk
- English Heritage +44 (0)870 333 1181 www.english-heritage.org.uk
- FSPA +44 (0)2476 414999 www.sportsandplay.com
- Fields in Trust +44 (0)20 7833 5360 www.fieldsintrust.org
- HHA +44 (0)20 7259 5688 www.hha.org.uk
- IAAPA +1 703 836 4800 www.iaapa.org
- IEAP +44 (0)1403 265 988 www.ieap.co.uk
- Institute of Hospitality +44 (0)20 8661 4900 www.instituteofhospitality.org.uk
- LPF +44 (0)1462 471932 www.leisurepropertyforum.org
- Natural England +44 (0)845 600 3078 www.naturalengland.org.uk
- People 1st +44 (0)870 060 2550 www.people1st.co.uk
- REPs +44 (0)20 8686 6464 www.exerciseregister.org
- SAPCA +44 (0)24 7641 6316 www.sapca.org.uk
- Sports Aid +44 (0)20 7273 1975 www.sportsaid.org.uk
- Sport and Recreation Alliance +44 (0)20 7976 3900
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- www.sportengland.org ■ Springboard +44 (0)20 7529 8610
- www.springboarduk.org.uk ■ SkillsActive +44 (0)20 7632 2000
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