

leisure opportunities

9 - 22 FEBRUARY 2016 ISSUE 677

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Budget gym sector still holds 'huge potential'

The founder and CEO of The Gym Group believes that the UK's budget gym sector still holds significant growth potential, despite a boom in new openings over the past five years.

John Treharne – whose chain has been a preeminent player in the low cost market along with Pure Gym – says there are an estimated 350 budget gyms currently operating in the UK, and independent research suggests that there is capacity for three times that figure.

"All the research we've done on the low cost market indicates that there's room for around 1,000 low cost gyms," Treharne told *Leisure Opportunities*.

"Like their airline counterparts, low cost gyms serve to widen the market by opening up fitness memberships to more people. So given that the market is constantly expanding – around one third of our members have never joined a gym before – there's lots more potential in the low cost market." Budget gyms have been the health club sector's



Treharne and his top team on the day of The Gym Group's IPO

standout success story since the recession hit in 2008, with operators frequently cited among the UK's fastest growing businesses.

Having come close to a merger with its rival Pure Gym in 2014, The Gym Group went public in November 2015 on a valuation of around

£250m, while Pure Gym is understood to be considering its own IPO.

The Gym Group's listing was the first by a UK gym operator in more than 15 years and Treharne says the lessons learned from the health club industry's bruising brush with the stock market in the 90s – when several big chains quickly delisted – have informed his company's strategy. The Gym Group expects to add 15-20 gyms to its 74-strong portfolio during 2016, with the chain focused solely on quality over quantity in terms of its site openings.

"The gym sector has got it wrong in the past and has often focused on growth for growth's sake, rather than successful growth, meaning big chains have been dragged down by their tail (loss-making clubs)," added Treharne. "We're meticulous about locations and there are plenty of opportunities. But we've rejected thousands of sites, due to local demographics, building visibility, parking issues or size, for example. Details: http://lei.sr?a=z5T3J_O

Sexy Fish restaurant marries art and fashion

The worlds of architecture, art and fashion have collided at Sexy Fish, a lavish new Asian seafood restaurant in London which was opened at the end of 2015 by British restaurant magnate Richard Caring.

Aquatic-themed artworks by Damien Hirst, architect Frank Gehry and *Vanity Fair* style editor Michael Roberts decorate the extravagant interiors, which have been designed by Martin Brudnizki Design Studio to emulate "the style and sophistication of a mid-century brasserie." *Continued on back cover*

'Ghost train-like' Derren Brown ride

Paul Moreton, global creative director for Merlin Magic Making at Merlin Entertainments has exclusively revealed to *Leisure Opportunities* new details about Derren Brown's upcoming ride at Thorpe Park, which will use modern and traditional techniques to create an experience from the mind of the master illusionist.

Touted as a ghost train reinvented for the 21st century, the age-restricted Derren Brown's Ghost Train will incorporate grand illusions, live action, next-generation technology, 4D special effects and physical transit. "We've taken the ghost train as an inspiration," said Moreton. "The thing we love about a good



The concept comes from the mind of Derren Brown

ghost train is creating that sense of being scared, but laughing at the same time. We're trying to capture that element and we thought it was about time we took that Victorian product and gave it a 21st century makeover." Details: http://lei.sr?a=c7m6S_O

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Leisure Opportunities is published 26 times a year by The Leisure Media Co Ltd, Portmill House, Portmill Lane, Hitchin, Herts SG5 1DJ, UK. The views expressed in this publication are those of the author and do not necessarily represent those of the publisher The Leisure Media Co Ltd. All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by means, electronic, mechanical, photocopying, recorded or otherwise, without the prior permission of the copyright holder, Cybertrek Ltd. Printed by Warners Midlands PLC. Distributed by Royal Mail Group Ltd and Whistl Ltd in the UK and Total Mail Ltd globally. ©Cybertrek Ltd 2016 ISSN 0952/8210 (Print). ISSN 2397-2394 (Online).

Team GB on course for 'record haul'

Team GB athletes are likely to achieve 47-69 medals at the Rio 2016 Olympics – with the Paralympic team on course for its best ever haul of medals.

Early projections for the Games were revealed during a press conference held by elite sports quango UK Sport on 26 January. While the “aspiration goal” it announced in the afterglow of London 2012 of winning more medals than the

65 it achieved four years ago was “on”, a number in the mid-50s appears to be the most likely outcome according to data.

The organisation’s head of performance Simon Timson told journalists that the minimum goal was for the team to eclipse the 47 medals won in Beijing in 2008 – Team GB’s best performance away from British soil.

However, projections made when looking at athlete-by-athlete analysis means that an overall record of 71 is achievable but “unlikely”. Final media targets will be made in July, taking into account form and fitness over the next six months.



Team GB won 65 medals in 2012 and 47 medals at Beijing 2008

“Our likely final medal target range will include 66,” concluded Timson. “It will most probably be at the top end.”

A simulation programme which distributes likely outcomes has calculated GB’s medal haul at 53, while if you take into account Team GB athletes’ performance over 2015 – in which they won 5 per cent of all medals on offer in World and European competition – the team will take home 50 titles from Brazil this summer. Throughout the year, British Olympic sports won 47 medals against a target of between 39 and 71. Details: http://lei.sr?a=v3P5W_O

Tennis chiefs investigate corruption claims

Tennis governing bodies have fired the starting gun on an independent review into their anti-corruption operations, amid claims of high-level match-fixing in the sport.

The chairs and executives of the Association of Tennis Professional (ATP), Women’s Tennis Association (WTA) and International Tennis Federation (ITF), as well as the Grand Slam Board, have signed off the review which will report on the “appropriateness and effectiveness” of the Tennis Anti-Corruption Program, and make recommendations for change.

Adam Lewis QC will head up the Independent Review Panel (IRP) which will look at the processes, procedures and resources of the Tennis Integrity Unit (TIU).

It will investigate how the TIU can become more transparent without compromising confidentiality, the need for additional TIU resources, the possibility of structural or governance changes to “enhance the independence” of the TIU and ways to extend the scope of the Tennis Integrity Education Program.



The Independent Review Panel will be led by Adam Lewis QC

“Tennis remains one of the leaders of integrity. We have a zero-tolerance approach to all aspects of corruption and all of us are absolutely committed to rooting out corruption whatever it takes,” said a statement made by the tennis authorities.

“Given the seriousness of the issue, we call on all governments worldwide to make match-fixing a criminal offence, resourced by national crime fighting agencies working with sports integrity boards and other stakeholders.” Details: http://lei.sr?a=x5V9H_O

'Tinder for sport' app raises £150k

Stressed-out sports captains struggling to raise a team have been thrown a lifeline in the form of a new app which links available players with local sports teams.

Find A Player, a start-up business based in Glasgow, has launched the app after raising £150,000 via a crowdfunding initiative.

The free app lists more than 140 sports; offers the chance to build a personalised sports network; lets you rate players on skill, fitness and reliability; and allows users to schedule availability on a day-to-day basis.

Captains, managers and coaches will be able to access a list of available players in the local area to call upon as last minute replacements.

"I'm an avid sportsman, having been involved in lots of different sports, at various levels, from a young age," said founder Jim Law. "I've seen and felt the benefits of regular participation first hand and with Find A Player I really just wanted to deliver a product



Find A Player helps teams find player replacements at short notice

that makes it easier for people to play sports at times and places that suit them best.

"Basically we're delivering a hub between sports people and games, allowing each user to build their own local sports network." The app has been backed by former Betfair chief financial officer Owen O'Donnell and co-founder of Music Magpie Steve Oliver.

It will initially launch in Scotland, followed by the rest of the UK, with the "intention of rolling out internationally" over the coming years.

Details: http://lei.sr?a=Z9y9C_O

Grassroots: £47m investment boost

Grassroots facilities have benefited from £47m worth of grants in 2015 according to the Football Foundation's annual report.

The body, which was set up to distribute funds donated by the government, Football Association (FA) and Premier League, ploughed £18m into development of facilities in the form of 712 grants, with the money leveraging a further £29m in partnership funding.

The money contributed to 44 third generation (3G) artificial playing surfaces, 49 changing pavilions, 46 properly-drained natural grass pitches and smaller infrastructure projects. Participation at the improved sites increased as a result, said the Football Foundation, pointing to "an average increase of 7 per cent" across all Foundation-funded facilities year-on-year.

"We also achieved an average increase in general sports participation (e.g. cricket, netball, etc...) of 8 per cent at those same sites," said Football Foundation CEO Paul Thorogood. According to statistics within the report, the increase contributed to almost 30



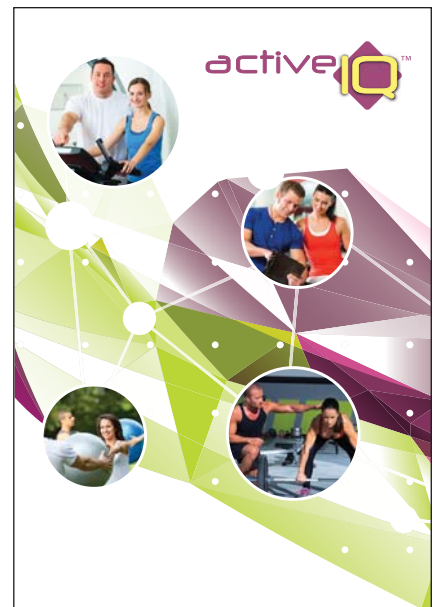
Funds went towards the creation of 44 new 3G pitches in 2015

million hours of sporting activity being delivered at Foundation sites, with 111,561 new players registered in 2015. In total, 811,767 people played regularly at Foundation-developed facilities, with a further 810,711 taking part in one-off events.

The report also found that 40 per cent of the investment earmarked for 2013-16 was invested into the most deprived areas of the country.

Sports minister Tracey Crouch said the Foundation made a "real difference in encouraging participation in sport across the country".

Details: http://lei.sr?a=c2R9B_O



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Tech start-up Dibs planning to revolutionise pricing

Dibs Technology has raised £687,000 in seed funding as the fledgling business bids to expand the reach of its dynamic-pricing technology for fitness classes.

Founded in New York City in June 2015, Dibs aims to help fitness businesses apply dynamic-pricing technology – already common in the air travel and hotel industries – to maximise revenue potential for unfilled class spaces. The Dibs algorithm crunches data from the available inventory, historical purchase patterns, and booking velocity to price based on demand, offering discounts to fill undersubscribed classes and premium prices on those in high demand. Details: http://lei.sr?a=f6k5h_O



Jason Worthy joined Life Fitness in April 2012

Life Fitness promotes Worthy to helm EMEA

Life Fitness has promoted UK managing director Jason Worthy to the newly-created role of managing director, Direct Business, Europe, Middle East and Africa (EMEA).

According to Life Fitness, Worthy's "excellent track record in delivering growth in both saturated and new markets" have led to his quick progression within the company's leadership ranks.

The new role sees Worthy return to the patch he first covered when he joined Life Fitness in April 2012 as general manager for distributor business in EMEA. He is now tasked with leading all Life Fitness direct business within Europe and will help support company growth plans within the International Sales Business Unit (ISBU).

"Having spent nearly 17 years within the sector, working with some of the world's largest fitness brands, I'm looking forward to meeting the challenges ahead through our diverse equipment portfolio and commitment to exceptional client support," said Worthy, who has previously held roles at Technogym, LA fitness and Fitness First. Details: http://lei.sr?a=Q2c5g_O

Budgets 'can boost' upper market

The continued rise of budget gyms doesn't spell the end for mid and premium market operators, according to Bannatyne Group MD Justin Musgrove, who says the pulling power of low cost sites can bring benefits for everyone.

The rise of the budget sector, led by heavyweights such as Pure Gym and The Gym Group, has been cited as a key factor in the erosion of the traditional mid-market. In the past year, LA fitness has been acquired by Pure Gym while Fitness First has also been put up for sale, as mid-market powerhouses have seen their share 'salami-sliced' by competition from budget gyms and boutiques.

Despite this, Musgrove says that Bannatyne's has been reaping the benefits of the budget gyms' ability to 'widen the pool' of gym users through low prices and frictionless sign-up processes. Budget chains such as The Gym Group have stated that more than a third of their members have never joined a gym before, and this has been reflected by the total number of UK gym users hitting a record high of 8.78m in the latest *State of the UK Fitness Industry Report*.



Bannatyne's MD Justin Musgrove says budgets are helping

"Much is made of the threat to the mid-market from budget gyms, but actually their ability to widen the market and bring in new faces has been very beneficial for our business," Musgrove told *Leisure Opportunities*.

"New members – particularly students – can now afford to join a gym and become familiar with the fitness environment from an earlier age. Then, as they progress in life and their career, they aspire to a higher level of service. They want their gym to have a pool, a steamroom and premium facilities, so they trade up to clubs like ours." Details: http://lei.sr?a=P2kgu_O

King: Deliver fitness and sport as one

Local authority leisure operators must adopt a "more rounded approach" to delivering sport and leisure activities if they are to truly make an impact in a challenging marketplace.

That's the view of iLife managing director Neil King, who says restraints on local authority budgets and pressure on overstretched health services mean leisure providers must no longer view fitness, sport and health as separate entities. Instead, he says, they must be "delivered as one" to ensure effective outcomes for public health, driven by closer collaboration between leisure providers and key partners.

"It's clear that the old goals of maximising fitness memberships and children's swimming lessons have become basic expectations and we know that leisure management companies must embrace the 'now' and aim higher," King told *Leisure Opportunities*.

"A key point from the government's new sports strategy is that the delivery of sports and leisure needs to fit within a more-rounded approach. Fitness, sport and health are – from the local authority view – no longer separate entities, but delivered as one."

King added that iLife's work in preparation for managing leisure in Milton Keynes has



iLife managing director Neil King

given him first-hand experience of the practicalities and challenges of fostering a joined-up strategy for the provision of physical activity.

King's comments chime with those of sports minister Tracey Crouch, who last month told the DCMS Select Committee that local authorities should continue to invest in physical activity in the face of budget cuts, as it brings a wide range of benefits to the community in terms of physical and mental health, as well as social cohesion. Details: http://lei.sr?a=g8C2j_O

Pure Gym enters boutique market

Pure Gym has tapped into London's booming boutique fitness market with the launch of a high-end indoor cycling studio in Moorgate.

The UK's biggest gym chain has enlisted the expertise of six-time Olympic Gold medal winner Sir Chris Hoy to formulate the new Pure Ride concept. Hoy, who is a Pure Gym investor and advisor, has had significant input in creating a new high-intensity performance training programme for the site.

Situated two minutes from Moorgate Station, Pure Ride will offer up to 60 indoor cycling classes a week. The 45-minute classes will be split into two studios, with one delivering Hoy's programme and the other room offering themed workout routines set to high energy dance music.

The strategic move – which comes in the same week that it emerged the company is considering a potential £500m IPO – sees Pure Gym well-positioned in both ends of the gym market which are currently experiencing growth: budget and boutique studios. The company told *Leisure Opportunities* there is potential for further Pure Ride sites in London and possibly other cities over time, although no concrete plans are currently in place.

"This is clearly a new segment of the fitness market for us, but it remains true to our



Sir Chris Hoy is a Pure Gym investor and advisor

overarching mission, which is to offer fabulous fitness experiences and to make great exercise opportunities accessible and appealing to as many people as possible," said Pure Gym CEO Humphrey Cobbold. "We know in London, particularly in the City, that there is an increasing demand for premium, high intensity pay as you go fitness and we have developed a product to serve that market."

The facility will be pay-as-you-go with credits costing customers from £16 to £20 a ride. Details: http://lei.sr?a=N5V6g_O

Use iPhones to boost infant activity: Ward

Devices such as iPhones and tablets should be harnessed to create active lifestyles for children, rather than obstruct them, according to ukactive executive director Steven Ward.

Responding to last month's British Heart Foundation National Centre (BHFNC) findings that 91 per cent of all 2-4 year olds are not hitting recommended exercise levels, Ward noted that tablets and smartphones have become the modern day dummy – a means by which parents can pacify their children.

He said modern lifestyles mean that today's children are exposed to environments not always helpful for creating active habits, so creative solutions must be sought to encourage healthy lifestyles.

"The UK is in the grip of an inactivity crisis stretching from cradle to grave. From the earliest age, it's essential that children are given the best chance to set positive habits for life," said Ward. "We need to find a way to use technology to create active lifestyles rather than remove them altogether." His comments came after the BHFNC research



Steven Ward said creative solutions must be sought

shed further light on the extent of inactivity among British infants. The findings showed only nine per cent of 2-4 year olds are meeting the three hours of activity a day recommended by the Chief Medical Officer (CMO).

"That not even 10 per cent are meeting the CMO guidelines shows the message isn't getting through and something radical must be done," added Ward, whose organisation's recent *Generation Inactive* warned youth inactivity is a 'ticking time-bomb' for the NHS. Details: http://lei.sr?a=Y5V7p_O

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Spa giant ESPA expands into haircare market

Skincare brand and spa management company ESPA has branched out into the world of haircare, adding a purifying shampoo and nourishing conditioner – which the company said are the two most client-requested haircare products – to its mix.

The shampoo and conditioner are free of silicone, SLS and SLES and created using plant and aromatherapy actives. The purifying shampoo is 99 per cent natural, while the conditioner is 98.5 per cent natural, and the company said it took 115 formulations to get the line right.

The newly-launched line is being made available at ESPA salons and spas worldwide. Details: http://lei.sr?a=g3Q9Q_O



Anna-Cari Gund, CIDESCO president

CIDESCO sets agenda for 64th World Congress

International beauty and spa therapy standard-setter CIDESCO will hold its 64th World Congress and Exhibition in Dublin, Ireland from the 22 to 26 September 2016. Expected to attract delegates from around the world, the event provides the opportunity for beauty and skin therapy professionals to discuss industry issues, learn new skills and network.

Organised by CIDESCO Section Ireland, the theme for the five-day congress is 'Into the Deep.' The programme includes a CIDESCO Examiners' Meeting, Schools' Meeting, General Assembly and two days' Professional Beauty Exhibition & Lecture programme which is open to trade visitors. Lectures will feature speakers discussing the latest trends, procedures, ingredients, business management skills and financial advice.

The Congress will also include a welcome reception, an evening at a traditional Irish Pub and a Gala Dinner at Dublin's Doubletree by Hilton, where CIDESCO members and guests will celebrate the organisation's 70th anniversary. Details: http://lei.sr?a=Q3R4r_O

Subtle wellness 'is key' to design

Andrew Gibson, vice president of spa & wellness for FRHI – parent company of Swissotel, Raffles and Fairmont – spoke recently at the London Health Show about spa industry trends.

He highlighted that wellness is moving beyond the confines of spa, and affecting the entire hotel, in everything from air quality to lighting to building materials.

"This is a rapidly changing market," said Gibson.

"Wellness is no longer a basement operation – the whole hotel is about wellness...Wellness is not just treatments and services you provide to guests."

Because of this, said Gibson, more of his work is helping design departments integrate wellness throughout the hotel through what he calls "imperceptible wellness."

With Swissotel, Gibson said the focus is on wellness through fitness, with Raffles, it's the "overall feeling" of the hotel, and Fairmont stresses the socialisation aspect of wellness. "You can walk out feeling more healthy than



Gibson's work is increasingly helping designers integrate wellness

when you walked in," Gibson explained.

Not all hotel developers are willing to look at wellness holistically, said Gibson, as there's a cost involved – but the ones that do, get it.

"The sensory feeling, the building materials – you look at the overall experience," he added. "If you can deliver an experience that gives a positive effect on all five senses, then you get that sixth sense of harmony and balance, where everything feels right just walking in."

Details: http://lei.sr?a=f5p3w_O

Hammer takes over at Urban Retreat

Reena Hammer has been appointed MD of London-based The Urban Retreat Group, which operates a flagship spa on the top floor of the iconic department store Harrods.

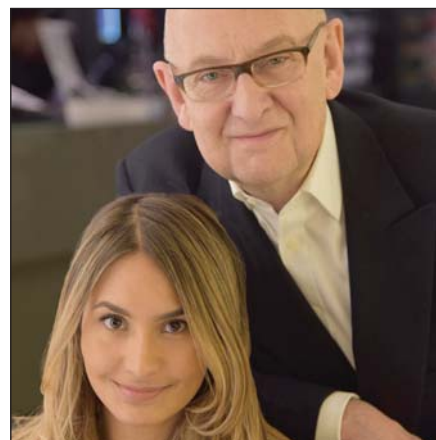
Hammer has worked at The Urban Retreat Group for ten years, most recently as creative and brand director, and succeeds her father, George Hammer, who founded the business and will remain as chair. He will continue to be engaged in all aspects of the business.

"Reena has worked alongside me in the business for over 10 years," said George Hammer.

"She has gained the support and respect of our staff, client base and suppliers, and has proved to be an invaluable asset to our business. I am both delighted and proud to be able to announce her as the MD of our company."

Reena Hammer has spearheaded and managed some significant changes and growth for the company over the last few years, including a multi-million pound refurbishment and the introduction of The Moroccan Hammam and The Make-Up Salon.

Family-run The Urban Retreat Group has been in business for 25 years, and will celebrate 16 years in Harrod's in 2016. The company also runs U.R. Beautiful in Kingston and the



Reena Hammer her father, George Hammer

luxury online beauty shop The Urban Retreat Beautique, as well as the mobile beauty therapy service At Home – The Urban Retreat.

"I would like to thank my father for building an amazing business that I, alongside our fantastic team, can grow into the future," said Reena Hammer. "I am honoured and very proud to lead and represent The Urban Retreat Group." Details: http://lei.sr?a=K2P2e_O



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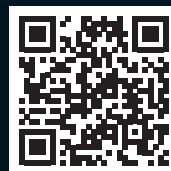
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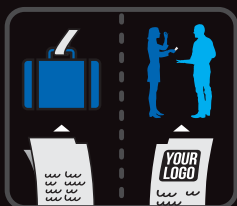
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HOTELS

Hotel design needs 'more personality'

The new managing director of hospitality interior design practice RPW Design has encouraged designers and hospitality operators to infuse their projects with more distinct personalities.

Ariane Steinbeck, who joined the London firm in December, told *Leisure Opportunities* that despite the abundance of new hotel and spa offerings being developed, true diversity is hard to find.

"Consumers face a difficult choice between all the different brands that aim to serve a specific market segment, and may struggle to firmly distinguish one from another," she said. "The hotel may have some variation in brief, but it's increasingly hard for new locations to stand out from the crowd."

Steinbeck – who has previously worked on the refurbishment of Peninsula Hotel's flagship venue in Hong Kong and the Arabelle Restaurant at the Plaza Athenee in New York – added that "guests tend to relate more to their experience in a hotel than they do to brands specifically."

She said: "If you look at Tripadvisor reviews, the brand image is what may have initially steered the purchase decision, but it's the service that keeps guests coming



RPW Design managing director Ariane Steinbeck

back, or leaving glowing reviews. That is why the service element may be more important than a witty or familiar design.

"Many hotels at the top end of the market are known not necessarily for their specific brand, but for their personality – which is a unique combination of the atmosphere, design and service. Ultimately, they're in the business of delivering special experiences."

Details: http://lei.sr?a=G4a2h_O

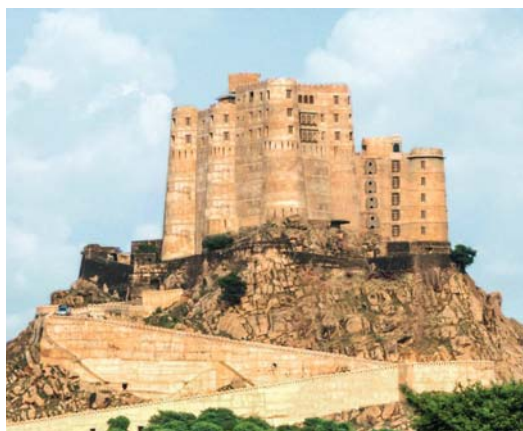
Commune and Destination merge

Commune Hotels & Resorts – which operates Alila, Joie de Vivre and Thompson Hotels as well as Belgraves London – is merging with independent hotel operator Destination Hotels, which runs 45 properties in the US, including Miami Beach's Eden Roc, the Royal Palms Resort & Spa in Phoenix, and Paradise Point Resort & Spa.

Together, the combined company will manage more than 90 hotels and resorts in seven countries, with approximately £1.4bn of total property revenues. The new company will be based in Denver, Colorado, with offices in San Francisco, New York, Singapore and Shanghai.

Geographically, both Commune and Destination operate in highly complementary markets, and with very little overlap, the new company said. San Francisco-based Commune manages more than 45 hotels and resorts across North America, Asia and Europe, while Destination runs a wide range of resort properties in the US.

The new company will "look to opportunistically broaden the geographic reach of its brands," it said in a statement.



Commune will soon open the Alila Fort Bishangarh in India

"We are thrilled to join with Destination," said John Pritzker, chair of Commune Hotels. "Their team and the Lowe family share our passion and commitment for offering locally relevant, unique and personal experiences for our guests, while also delivering strong financial results for our property owners."

This is the third hotel merger in as many months. In November, Marriott announced it is buying rival Starwood for £8.6bn, while Accor soon followed with plans to buy FRHI.

Details: http://lei.sr?a=j7M5r_O

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'Set the trend' or risk falling behind

Innovators producing technologies for the museums sector have said that risks must be taken to develop new technologies, with those playing it safe risking being left behind.

Speaking at the Museums Association's Museum Tech conference in Manchester, a panel of forward-thinking creators spoke about the future of technology in museums and the implications that could have.

George Oates, who invented Flickr Commons and is in the development stage of a new project – Museum in a Box – said that innovation in technology is about having focus and taking a leap of faith to realise your idea. But she cautioned that museums shouldn't be introducing technology just because it's a trend.

"One of the primary motivations of Museum in a Box was to increase the audience for museum objects," she said. "About five per cent of museum objects go on display at any one time. We want to make that number bigger because generally, museums are struggling to demonstrate use of these things.

"With our concept, which condenses a museum experience down to a small box, I'm betting that even a replica of a famous



The future of 3D printing was among the topics discussed

object will be attractive to people and interesting. We don't know if kids are going to like it. Generally, they like this kind of thing where they can play with it, but with emerging tech you've just got to follow your nose a bit. Tech for tech's sake however is pointless and museums and institutions need to be aware of that."

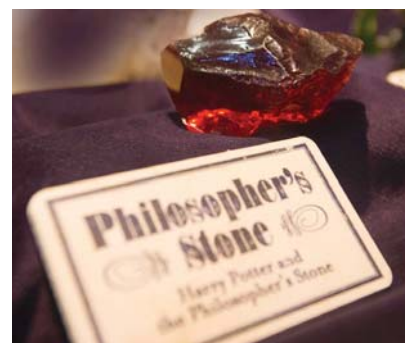
Peter Law, creative producer at Flying Object which developed an IK-prize winning installation known as Tate Sensorium at Tate Britain, added that without testing technology in a museum environment, a concept will inevitably remain just a concept.

Details: http://lei.sr?a=C3G6K_O

Government announces £30m science centres fund

The UK's minister for Universities and Science, Jo Johnson, has announced a new partnership with the Wellcome Trust to deliver £30m of grants for science centres and attractions across Britain aiming to inspire young people in STEM careers.

Made up of £20m in government funding and a further £10m from the Wellcome Trust, the Inspiring Science Capital Fund (ISCF) will be used to revamp exhibitions and infrastructure, with the UK's scientific institutions able to bid for specific funding. Johnson said applicants must demonstrate how the funding would help them engage underserved and underrepresented audiences. Details: http://lei.sr?a=E6t7q_O



The celebrations mark 15 years since the first film

Crystal Maze creator outlines vision

Tom Lionetti-Maguire, co-creator of the upcoming Crystal Maze Experience, has revealed to *Leisure Opportunities* exclusive details about the crowd-funded project which has captured the imaginations of nostalgic fans of the hit 90s game show across the UK.

Lionetti-Maguire, along with his partners Ben Hodges and Dean Rodgers, launched an ambitious IndieGoGo campaign in June last year 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 group's original target.

"It's grown exponentially already from what we initially conceived a few years ago," commented Lionetti-Maguire speaking exclusively to *Leisure Opportunities*.

"We never expected it to get the reaction it did and you can't really know until you take that leap of faith. It was a fantastic surprise to us and it was really encouraging to see that people loved the show as much as we did and that they are keen to relive it."



Tom Lionetti-Maguire (centre) co-founded the Crystal Maze

Just like the show, the experience will see teams of eight people taken around four zones divided into Aztec, Medieval, Industrial and Futuristic. Each of the teams will be led by an eccentric quizmaster, who will guide them around the maze as they take on a series of challenges themed around either intelligence, skill or physical ability. Failure to complete a task in a set time means contestants will be locked in, however, they can be released if their teammates complete a quiz.

Details: http://lei.sr?a=f5z8z_O

Warner Bros Studio Tour celebrates Harry Potter

The Warner Brothers Studio Tour London – The Making of Harry Potter, has lined up a host of special events for 2016 as the visitor attraction celebrates 15 years since the release of the first Harry Potter film.

A series of exhibitions and features at the studio in Leavesden will celebrate the anniversary of *Harry Potter And The Philosopher's Stone*, which was released on 4 November 2001 – the first of eight films based on the books by JK Rowling.

New features for 2016 will include a close up look this month at the Sorting Hat and stool on display for the first time in the Great Hall. Between March and April, a special exhibition on Hagrid will tell the story of the half-giant, also revealing how he was brought to life on-screen, with a selection of costumes, props and filming techniques showcased to visitors.

Then for two weeks from 27 May, for the first time ever, visitors will be able to explore inside the set of 4 Privet Drive, home of the Dursley family and the place where Harry Potter grew up. Details: http://lei.sr?a=a8U4r_O



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TOURISM

Chinese visitors up 40 per cent

Visits from Chinese tourists to the UK were up 37 per cent in the first nine months of 2015, as a number of pro-China tourism initiatives started to take effect.

According to the latest figures from VisitBritain, there were a record 214,000 visits from China between January to September 2015 – beating the number of visits for the entire 12 months of 2014. But despite the large increase in visitor numbers, spend from Chinese tourists increased by a comparatively poor four per cent over the same period, reaching £435m.

In recent years, Britain has lagged several European rivals in attracting Chinese visitors, with efforts to boost these figures hampered by the various visa complications that have arisen due to the UK falling outside of the Schengen Area – whereby one visa enables Chinese visitors to travel around the whole of continental Europe.

To counter this, Prime Minister David Cameron recently declared that the UK would extend multiple-entry visas for Chinese visitors to two years from six months. The visa extension was the UK's latest in a long line of initiatives to overcome these issues and attract more Chinese tourists, following the single visa pilot announced in June.

Britain hoped to build on the positives of the latest visitor figures in the lead up to



Chinese tourists are among the highest spending

Chinese New Year – this year on 8 February – considered one of the prime times of travel for the Chinese. Chinese visitors are already some of the UK's highest spenders, spending on average £2,688 a head, while VisitBritain hopes to double overall spend from Chinese visitors to £1bn by 2020.

“China is the world's largest outbound market and a huge tourism opportunity for Britain,” said VisitBritain director Patricia Yates. “Chinese New Year is traditionally one of the busiest travel times for Chinese travellers and we want Britain to be at the top of their list as a must-go-now destination.”

Details: http://lei.sr?a=X8D3G_O

Cameron unveils flood support package

Prime Minister David Cameron has announced a multi-million pound funding pot to help repair infrastructure damaged by floods and drive a campaign to promote tourism in the north of England.

During a recent visit to Cumbria and Lancashire, where the Prime Minister surveyed the damage caused by December's devastating floods and the ongoing rebuilding efforts, Cameron pledged support for the regions through a raft of measures.

Efforts to entice visitors to the UK beyond London have been a key focus for Cameron, who last year announced a five-point plan to boost regional tourism.

The new flood support package will include £2m of government funding which will be used to fix bridges, rebuild walls and restore footpaths across the iconic Lake District National Park. As part of this, the Department for Business, Innovation and Skills (BIS) has identified 180 local apprentices who will be mobilised to help with the park's repair effort.

The package will also feature £1m in new funding to launch a marketing campaign, co-ordinated by VisitEngland,



David Cameron is eager to boost regional tourism

encouraging British families to spend their Easter break in the north of England.

“From York Minster to Honister Mine, Carlisle Castle to the Leeds Armouries, the north has some of the most iconic tourist attractions the UK has to offer,” said Cameron.

“So it is absolutely right that we do everything we can to make sure these businesses feel supported and ready to receive visitors.”

Details: http://lei.sr?a=g2k5p_O

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The final piece of glass has now been fixed

Brighton i360 milestone as viewing pod is finished

The glass viewing pod for a vertical cable car billed as “the world’s tallest moving observation attraction” was completed last month on Brighton beach.

The 162m (531ft) tall British Airways i360, conceived and designed by Marks Barfield Architects – creators of the London Eye – has now entered the final construction phase before opening in late Q2 2016.

The final piece of glass has now been fixed in the 4.7m (15ft) high, 18m (59ft) wide viewing pod, which is 10 times bigger than the capsules on the London Eye. When operational, the pod will carry up to 200 people to a height of 138m (450ft).

“This is an extremely important moment for us,” said studio MD Julia Barfield. “The pod is completed and it looks stunning. The fluid form of the glass sits beautifully in its beachfront setting and the mirrored underside will cast reflections of the naturally shifting shapes of the sea and sky.”

Details: http://lei.sr?a=R4v4x_O

Gym property expert Nik Dockree joins i-motion

Independent chain i-motion gym has secured the services of former Xercise4Less property director Nikolaj Dockree as it bids to ramp up growth in 2016.

Dockree, who takes up his new role as i-motion gym commercial director in February, arrives after four years at Xercise4Less, where he oversaw the development of more than one million sq ft of gym space across the UK.

Having recently opened the second i-motion site in Stafford, the company now expects Dockree to help drive a significant expansion, with plans to reach 20 sites in the next two to three years.

“The opportunity to join i-motion gym was based on the quality they are delivering,” said Dockree. “The market leading design and technology makes this one of the best budget gym brands on the market.”

Details: http://lei.sr?a=5S8g3_O

Legendary London venue reborn

The iconic London venue where the Rolling Stones made their musical debut will unveil its latest incarnation on 28 January when it is reopened as a new lounge, bar and dining space.

Restaurateur D&D London – which has operated two previous restaurants on the site of the former Marquee Club in the city’s Soho district – is relaunching the venue as 100 Wardour St: “a destination celebrating creativity, talent, eccentricity and culture.”

In decades past, the building hosted the cream of the music world, including David Bowie, Jimi Hendrix, Fleetwood Mac, Pink Floyd and the Stones – who played together there for the first time in July 1962.

To keep the building’s vibrant history alive, interior design firm Russell Sage Studios have introduced eclectic, colourful furniture and design features across the venue’s two floors.

The ground level features a cocktail bar, an all-day restaurant and a playroom containing a pool table, games and a vintage jukebox. The basement floor houses the

Wardour Club; a dining and entertainment space focused around a central stage which will host live music and DJ performances.

The venue’s restaurant can welcome 425 guests for dining and 870 for events. It will be run by chef Liam Smith-Laing, formerly of London’s French bistro La Petite Maison.

The menu will be inspired by flavours from the Mediterranean and the kitchen will have a coal-fuelled open robata grill and a Josper oven. Superfood options – including cauliflower tabbouleh and seabass ceviche – will also be available. Details: http://lei.sr?a=t3s6k_O



Rolling Stones played live together for the first time at the venue in 1962

Museum of London seeks architect

The Museum of London has officially started its search for an architect to design its proposed new home inside a vacant Victorian market.

Design competition organiser Malcolm Reading Consultants has been appointed to lead the search. A two-stage contest will begin in February 2016. A panel will be selected to create a shortlist and the winning architect will be announced in Q2 2016.

The museum and the City of London Corporation – which has bought the leasehold for the new site in central London’s West Smithfield locality – are aiming to receive planning permission, raise the necessary capital funds and deliver the new museum by 2021.

The new facility will be located within a 25,000sq m (269,000sq ft) market complex comprising several 19th Century buildings, including a general market and a fish market.

“It’s a challenging site with a strong identity and a robust setting,” said competition



The Museum of London is scheduled to relocate by 2021

organiser Malcolm Reading. “The museum’s ambition to create a dynamic cultural destination here is inspirational. This is a project which will intrigue the global design community.”

Sharon Ament, director of the Museum of London, pledged to identify “a world-class, outstanding and inspiring architect who will deliver a design which combines stunning modern vision for a new museum with West Smithfield’s sensitive heritage.”

Details: http://lei.sr?a=c3H3a_O

EXPRESSION OF INTEREST

Catering and Leisure opportunities for historic Hanley Park

Stoke-on-Trent City Council is offering a unique opportunity for suitably experienced operators to establish and develop high quality catering, refreshments, and leisure facilities in the city's historic Grade II* Hanley Park.

Location

At 24 hectares the park is one of the UK's largest Victorian public parks. The park was designed by the well-known landscape designer Thomas H. Mawson, and opened in 1897.

Situated in the city's University Quarter, adjacent to the city centre 10 minutes walk from the main railway station, Hanley Park is Stoke-on-Trent's premier historic park and continues to serve the recreational needs of the city's citizens, annually welcoming nearly 1 million visitors. Thanks to a large grant award (nearly £4.6 million) from the Heritage Lottery Fund, the £6 million make-over commences in February 2016, and will see the comprehensive restoration of the park's historic core, including its fine buildings, terracotta fountain, and terraced formal gardens.

We are therefore seeking 'expressions of interest' from operators of high quality catering and leisure facilities who want to work with us to make Hanley Park even more special for all who visit us.

Catering opportunities are at:

The Main Pavilion which has approximately 400m² over two floors, plus an external terrace, for a cafe/restaurant including the provision of hot food, hot drinks, cold drinks and snacks, ice cream.

The Boat House which has approximately 78m² on one floor for a seasonal 'grab and go' style kiosk refreshment facility with some internal seating.



The former Northern Pavilion has approximately 45m² on one floor, plus an external terrace, for a 'grab and go' kiosk refreshment facility.

Leisure opportunities are at:

The former Northern Bowling Green (adjacent to the former Northern Bowls Pavilion and play areas), an area of approximately 2000m², and possibly more, suitable for mini golf or other leisure uses.

The Boating Lake for leisure boating. This would include the Boat House's wet and dry dock and lake side landing stage for such an operation.

For further details and to register your interest visit: <https://iewm.bravosolution.co.uk/sotandstaffordshireauthorities> and either register or login if you have previously registered.

An open day will be held at Hanley Park on the 18th February 2016 at 11am.

Expressions of interest and all supporting documentation should be received by 12 noon on Wednesday 2th March 2016.



Preliminary Market Consultation

Cobtree Manor Park Golf Course & Leisure Hub opportunity



Maidstone Borough Council, in association with the Cobtree Manor Estate Trust, wishes to undertake preliminary market consultations with suitably experienced operators prior to issuing a call for competition to manage the Cobtree Manor Park Golf Course. The contract will include the opportunity to invest in a new commercial leisure and hospitality activities hub on the site, centred on a possible new or refurbished club complex (subject to planning approval).

The Course offers a fine opportunity for an experienced golf/leisure operator to develop the business in the vibrant commercial centre of Kent and the county town of Maidstone with great potential for growth of associated new on-site leisure investments.

Cobtree Manor Park Golf Course is a successful and well regarded 18 hole public pay and play golf course with a clubhouse, green keepers, and out buildings. The Trust has benefited from a regular income stream and wishes to see a continuation of income from its land and it may also be prepared to make capital available to invest in future development in partnership with an operator, linked to an ongoing commercial return.

The Council and the Trust wish to attract a wider range of users in the future, and will support innovative proposals to increasing the offer. These could be based on the core golf offer with the opportunity to attract new ancillary commercial leisure or amenity uses, while avoiding duplicating the current leisure provision in the area.

The Council welcomes written outline proposals with indicative financial models from interested companies on the best way to achieve its requirements and how these could effectively be delivered whilst gaining an insight into the market's potential and capabilities.

For further information and how to register an interest please go to the Kent Business Portal: <https://www.kentbusinessportal.org.uk/procontract/portal.nsf/vLiveDocs/SD-DEVV-6UGE9Y?>

Reference: 'MBC1755 Cobtree Golf Course'. Contract: A5XP-PQ6A14



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The active leisure industry is evolving, bringing new opportunities and prospects

Education and skills are key to new Active Britain blueprint

The publication of ukactive's Blueprint for an Active Britain presents huge opportunities for those entering the sector.

Turning the tide on inactivity requires a holistic approach and following recommendations that every GP surgery should offer access to a trained fitness professional, there has never been a better time to start a career in active leisure.

As an awarding organisation Active IQ is working hard alongside training providers and employers to continue creating fit for purpose qualifications so learners can hit the ground running. Active IQ's broad suite of qualifications have been designed to support the public health agenda, ranging from Community Health & Wellbeing to Health & Fitness courses.

Jenny Patrickson, Managing Director of Active IQ, comments: "The Blueprint has truly put the physical activity sector at the forefront of the Government's approach to public health. Everyone has a role to play in tackling health issues and fitness professionals are ideally placed to reach people that may struggle to engage with activity. We're passionate about equipping those entering the sector with the right skills to positively impact the health of the nation. Working with partners in the sector, we want to close the skills gap and ensure that fitness professionals are correctly viewed as skilled



Jenny Patrickson, Managing Director of Active IQ

providers of wellbeing. Those coming into the workplace should know the active leisure industry is evolving, bringing with it new opportunities and prospects."

Jenny adds: "With CIMSPA taking responsibility for the delivery of a unified professional strategy for skills, the body can lead the way in ensuring all necessary reforms take place to support the industry's workforce. The Trailblazer programme, which has been a significant example of what can be achieved through employer and sector collaboration, has already led to

the emergence of two new sets of apprenticeship standards and marks a significant development in creating a workforce to meet tomorrow's challenges.

Furthermore, the call for CIMSPA to establish the basis of a Chartered Physical Activity Professional to create recognition for activity professionals and the well-being workforce is another step towards bolstering the authority of the sector.

An employer-led matrix of agreed standards for every role in the leisure sector is already in development and the call for one register for multiple functions has been sounded, providing a transparent career pathway for sector professionals. With so many new developments on the horizon, including opportunities to work alongside the existing community of medical professionals, there's a wealth of opportunities for young professionals entering the active leisure space."

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Apprenticeships: How to make an entrance

Leisure sector apprenticeships are currently undergoing the biggest shake-up in a generation, with improved frameworks, significant government investment and renewed enthusiasm from employers meaning now is the perfect time to consider a career in leisure.

Ask anyone working in the active leisure sector and they'll say the same thing: apprenticeships are making a serious comeback.

Having suffered a period in the wilderness since the start of the new millennium, the current government has made investment in apprenticeships a top priority as it seeks to create a skilled workforce fit to face the challenges of the future.

From a young person's perspective, apprenticeships offer a number of benefits. Training is typically funded by employers, which means that not only are apprentices shielded from skyrocketing university tuition fees, but they can also earn while

they learn. Meanwhile the chance to hone their skills in the buzz and excitement of a busy leisure centre, rather than a classroom, is another attractive aspect for many.

Government backing

Part of the reason for the resurgence of apprenticeships is the political momentum behind vocational learning. Delivering the government's *Spending Review* in November 2015, chancellor George Osborne announced a new apprenticeship levy for employers that is expected to raise £3bn a year to be spent on training, as the government aims to make good on its target of creating three million more apprenticeships by 2020.

For employers in the leisure sector, this means there are huge opportunities to upskill the current workforce by investing in young people. According to Tara Dillon, CEO of the active leisure sector's chartered body CIMSPA, leisure employers can improve the quality of their workforce and generate returns by embracing apprenticeships and the funding available from the new levy to train them.

"Some forward-thinking operators are already reviewing their staff structures, working with CIMSPA to better qualify their workforces to prepare for the introduction of the National Living Wage and apprenticeship levy," said Dillon. "I would strongly urge other operators to do the same."

Another example of government support for apprenticeships has come in the form of the Trailblazer programme, which 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.

The practical approach aims to reflect the desire of employers for their staff to have tangible work experience over academic qualifications.

Can't beat experience

A recent *Fitness Industry Confidence Survey* showed that work experience was the most important attribute a school leaver could have when applying for a job in leisure. Around 47 per cent of senior leisure centre managers expressed a preference for new-starters to have work experience, compared to just 15 per cent saying academic qualifications.

"Relevant experience has always been an important component within service based industries, but the margin in this finding is still surprising," said Nigel Wallace, client services director for Lifetime Training.



Customer service and an ability to engage with people are key traits for leisure industry workers

Leisure apprenticeships offer an active working life and the chance to learn on your feet



“Many of today’s industry leaders began as fitness instructors and lifeguards, climbing the career ladder to eventually end up in the boardroom”

“It really suggests skill and knowledge-based training integrated within the work setting is perhaps the most effective means to build talent within an organisation.”

The findings are good news for committed applicants to the leisure sector, who are less likely to encounter barriers to entry based solely on their educational background. Whereas many industries require years of training and expensive qualifications before you even glimpse a paycheck, leisure is unique in the sense that anyone with the right commitment and mindset can make a start. Indeed, many of today’s industry leaders began as fitness instructors and lifeguards, climbing the career ladder to eventually end up in the boardroom.

In terms of the initial rungs on the ladder, work to improve physical activity sector apprenticeships through the Trailblazer initiative has made steady progress, with the foundations now in place for three new sets of standards. The new standards cover apprenticeships for the roles of fitness instructor, leisure assistant and children’s



Vicky Mose, YMCA Awards senior product manager

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.

Vicky Mose, senior product manager at YMCA Awards believes apprenticeships are an important element for the progression

of the active leisure sector and avoiding the talent crisis that threatens to cripple other industries. She believes the sector is leading the way in the development of robust, employer-led apprenticeship pathways.

“In other sectors, the government’s ‘Trailblazer’ programme has been mired in difficulty, with plans falling short of the quality and validity standards that training providers, awarding organisations and regulators have established through collaboration, experience and expertise,” said Mose.

“By 2020 the active leisure sector should see a replacement of all the current apprenticeship frameworks by new Trailblazer apprenticeship standards. It’s encouraging that our sector recognises the importance of having awarding organisations’ expertise when developing new standards and end-point assessments.”

With that in mind, we look at three young people currently in leisure industry apprenticeships to find out how they got to where they are and the recommendations they would make to people planning their future. ➔

PATRICK McMANUS

19, recreation assistant



Where are you working and what is your position?

I am a recreation assistant at Freedom Leisure Uckfield.

Tell us about your core duties. What does your day-to-day role include?

My main role is lifeguarding but I regularly undertake other tasks including swim teaching for a variety of ages and abilities, and receptionist duties. I also lead a walking football class.

What was it that attracted you to the leisure industry?

I have always been really passionate about sport and so I have found that working in the leisure industry has been the perfect way to turn my passion into a career. There are so many opportunities in a wide variety of roles.

Did you know much about apprenticeships before you started?

Yes, I had a basic understanding of the NVQ structure of mixing learning and working, and the responsibilities with ongoing training and courses.

How well has your apprenticeship prepared you for your role?

The apprenticeship was a great start to the role, I feel I have many years' worth of knowledge and experiences which I have learnt in just 12 months.

Have you attended any training arranged by your current employer?

I have had lots of training recently, for example, First Aid at Work and Defibrillator training. I am also about to start my Pool Plant Certificates.

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

Go for an apprenticeship as it will be a great boost for your career in terms of experiences. The courses are very beneficial; you meet great people. Work hard and you can go far, and it's usually a good laugh along the way.

Is working in the leisure industry what you expected?

I expected the lifeguarding but I didn't expect to have roles such as swim teaching, leading walking football and being a receptionist, all of which I gained through being an apprentice.



Working in a leisure centre means you'll be helping all sections of society to become more active

JAMIE GALLOWAY

19, fitness instructor



Where are you working and what is your current position?

I am working at Northolt Leisure Centre Everyone Active as a Fitness Instructor and a Recreational Assistant.

What does your day-to-day role include?

Motivating and interacting with clients, meeting customer needs, carrying out group exercise classes, group inductions, safeguarding poolside, doing Health and Safety checks, pool tests, cleaning duties, setting up equipment around the building.

What attracted you to the leisure industry?

I joined the Everyone Active apprenticeship scheme after leaving college. I was playing semi-professional football then, but I knew I had to think about a career. I didn't want any old job – I wanted to do work in an industry I really cared about. Fitness is my passion.

Did you know much about apprenticeships before you started?

I didn't really. To be honest, I knew that I wanted to work in the industry but I didn't know where to start.

How easy was it to find your apprenticeship?

I found out about the Everyone Active apprenticeship scheme online through the apprenticeship company Lifetime and attended a 12 week course. After explaining that I wanted to achieve two qualifications instead of one Lifetime arranged an interview with Everyone Active Northolt as this fitted what I wanted to do perfectly.

How well do you think your apprenticeship prepared you for your role?

On the apprenticeship scheme I spent four days a week as a lifeguard and one with fitness instructors doing inductions and assisting classes. It was a rounded experience and shadowing helped me learn quickly. I became confident and learnt key skills.

Have you attended any training arranged by your current employer?

I received training throughout the apprenticeship and gained qualifications in Fitness and Lifeguarding. I gained my Fitness Instructing Level 2 and my lifeguarding NPLQ. For lifeguarding we have monthly training to remain competent. I am currently starting my Personal Training Level 3 course and looking at other qualifications.

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

Start with an apprenticeship because it's a fantastic way to get your foot in the door and learn from those with experience.

Is there anything you would do differently if given the chance?

No, I believe it was a perfect choice I made to do an apprenticeship and I wouldn't change anything because it has allowed me to develop as an individual, gain qualifications and also earn money alongside.

Is working in the leisure industry what you expected?

Yes, this is what I expected because fitness is my passion. I still play semi-professional football and have always been heavily involved in fitness. That is probably the main reason why the leisure industry is the perfect place for me to work.



Around 47 per cent of senior leisure centre managers expressed a preference for new-starters to have work experience, compared to just 15 per cent saying qualifications

■ **RYAN HAMBLETT**
20, fitness instructor



Where are you working and what is your position?

I work at West Bromwich leisure centre as a fitness instructor.

What does your day to day role include?

I do personal training sessions with my regular clients and am also responsible for gym inductions, goal setting and taking measurements to track progress. I also teach classes, which I love doing as I get a great workout myself and it gives me a chance to get to know more people in the centre.

What attracted you to the leisure industry?

Being able to do something that I am passionate about for a living, which is fitness. I love sharing knowledge with people and helping them achieve their goals, it's very rewarding seeing people hit their targets, knowing you were partly responsible.

Did you know much about apprenticeships before you started?

Not a great deal! I always thought of apprenticeships as the old fashion version where you work at a garage or something along

those lines. When I started to do research, I found apprenticeships have really expanded and are available in many different sectors nowadays, which gives people a chance to get their foot in the door with a company that can really help them progress. I knew the money wasn't a great deal but I don't think anyone really goes into an apprenticeship for the money, it's more about a learning experience and gaining a qualification. It does teach you how to be sensible with money and not waste it, that's for sure!

How well do you think your apprenticeship prepared you for your role?

Very well! During my year apprenticeship with Places for People Leisure, I learnt the job role inside out so when I was given a permanent position, it was a very easy transition because I already knew the job and had already built up a good client base.

Have you attended any training arranged by your current employer?

Yes I have done an aqua course and indoor cycling course, and my level 3 Personal training qualification was funded by Places for People Leisure. They are very interested in helping you progress further in your career and are constantly giving you opportunities to better yourself.

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

Make sure it's definitely something you want to do, if you want to be successful at anything it's critical you have a passion for it. Do research about the job and company beforehand, it always goes down well in interviews if you have knowledge of the company. And most importantly just put yourself out there! Don't be afraid of trying new things, when you're young it's the perfect time to find your passion.

Is there anything you would do differently given the chance?

I think when I first started I wasn't the most confident person and didn't speak up that much, so I wish I had been a bit more confident in the early days. However, confidence grows as you get more familiar with the job, so there's no need to worry if you find that you are a little bit shy to start off with!

Is the leisure industry what you expected?

Yes absolutely - you deal with a variety of people from different backgrounds because a leisure centre is usually right at the centre of the community. It's very interesting speaking to people and finding out a bit about them, which is why I love the variety of the job, each day is different!



Therapists must act like a 'Beauty Doctor', which means discussing and concentrating only on issues relevant to clients' needs and why they've gone to your spa

You Don't Sell, Your Clients Buy

Employers prefer therapists who can sell, so any additional learning students can do to increase their awareness of this subject will help their employment prospects

By Gill Morris, partnership director, Hair and Beauty Industry Authority (HABIA)

Sales is not a standalone action, it is part of a process which encompasses all aspects of your salon. You must ensure everything is in place to make a sale from the moment your client walks in, starting with the visual standard you project. All visual impressions should shout 'excellence' – particularly at reception as this is often the first chance to communicate the quality of brands to potential clients and existing customers.

Questions to ask are: Is the reception welcoming and does it 'communicate' what the salon or spa wants to say about their treatments and how they go about delivering those treatments behind the closed doors of the treatment rooms?

Therapists must act like a 'Beauty Doctor', which means discussing and concentrating only on issues which are relevant to clients' needs and the reason they have gone to your salon or spa. You should spend the available time uncovering information from your client just like a doctor does; you should not be discussing holiday plans, where they bought their shoes, where they went last night or any other irrelevances!



Gill Morris is a chartered marketer

You should be using the Consultative Sales Method (CSM), which allows you the structure to uncover your clients' wants and needs and the outcome they want from you.

You should also have on hand the products you believe your client needs in order to achieve what they want. You will talk

through the products, and their costs, while reaffirming their wants and explaining how each product will help. When going through the process of reaffirming needs and product benefits, your client will also be giving you buying signals i.e. agreeing that each product's benefit is what they need, agreeing with your comments and showing other positive body language signs.

It's time for your client to buy, what do you do? If you are one of the many who don't get it right, you'll be doing either 1 or 2!:

- 1.** Panic, tell them to think about it whilst helping them into their coat, getting them out of the door and thinking 'thank goodness that's over'
- 2.** Panic, and give them a load of samples.
- 3.** Continue to act like the Beauty Doctor you are and prescribe what they need to achieve what they want.

1 & 2 are too common in this industry. They are classic examples of therapists not understanding what their clients want, of not being 'doctor like' in uncovering their clients wants and falling back on the old



Being a 'Beauty Doctor' starts at the beginning of the CSM process – the consultation – and continues until the end, which is when your client has taken your 'product prescription' home

“ You should be using the Consultative Sales Method (CSM), which allows you the structure to uncover your clients' wants and needs ”

excuse of 'I'm a beauty therapist...I do treatments, I don't sell!' Even when falling back on giving away samples, the process is not carried out correctly; all samples should be recorded on the record card and contact made about the efficacy of the products in-between treatments. Therapists should not leave finding out how their client's skin is responding until the next treatment.

Being a 'Beauty Doctor' starts at the beginning of the CSM process i.e. the consultation and continues until the end, which is when your client has taken your 'product prescription' home and is using them.

A lot of beauty therapists find asking for a sale difficult because they perceive it as being pushy. If you haven't gone through the whole CSM process first, asking for a sale comes out of the blue.

When you and your client have been through the CSM process it is the most natural thing for you to ask your client which products they want and the most natural

thing for them to expect. So when you do ask, you should view it as a natural progression of the process. So just ask "Which products are you going to take" in the same authoritative Beauty Doctor voice you used when discussing their needs and the benefits of the products, then keep quiet!

Do not be tempted to interrupt as you can quickly descend into verbal diarrhoea as nerves take over. This silence (which will be difficult for you as you are not used to it) allows your client time to think.

CSM rules at this point are:

1. Don't rush your client, be patient.
2. Don't interrupt their thoughts; give them time to think which products they want and how they are going to pay for it etc..... (Just as you like to be given time to think when you are buying).
3. Don't start moving around as this can spoil the moment and indicate you want them out of the treatment room.

When your client has told you what they want to take, you can then give them samples of any they are not taking.

To reiterate, products as well as samples need to be recorded on the record card and all products need to be followed up if you are not seeing your client for 10 days or more, don't wait for the next treatment which may be a month away.

Asking for the sale or closing the sale comes at the end of the CSM process. No part of that process can be missed out or rushed. Successful CSM and resultant sales relies on the process being worked through by you and your client together. It is successful because it has been carried out in consultation and conjunction with your client.

Gill is a chartered marketer and business consultant. She delivers management, marketing and sales training in the UK and abroad. To discuss your college's training requirements contact Gill on: gill.morris@habia.org

A new era of professionalism for the activity sector



TARA DILLON
is chief executive
of CIMSPA

The government's backing of the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) in its new sports strategy is a ringing endorsement of the solid foundations we've put in place to professionalise the workforce in our sector.

We're doing this to enhance the career prospects of those working in sport, leisure and fitness; to change how other professions view our sector and to expand our skills so that we can deliver on the healthcare agenda.

We've already put the groundwork in place by identifying five pillars within sport and physical activity (community sport, performance sport, health and fitness, operations and physical activity), and are working with employers and expert partners to build a matrix of standards for every job role in our sector around each of those pillars from Levels 1-7.

The *Sporting Future* strategy supports our workforce development project and asks Sport England to work with us to roll it out to the wider sports sector. In light of this, Sport England is currently consulting on its own strategy, seeking input from CIMSPA and other bodies to help shape future policy.

In the meantime, we're continuing our work to improve health and fitness qualifications and the way that education and training is delivered and quality assured. When it comes to REPs, just about every operator is looking for reform – a new beginning which takes the principles of a personal quality assurance register and builds these into a truly fit-for-purpose ecosystem of education, training, qualifications and certification, which is available through the new CIMSPA Affiliate scheme.

We're working with employers, awarding bodies and training providers to ensure qualifications are robust and fit-for-purpose. Training providers will need to continue to become CIMSPA Skills Development Partners and complete an endorsement process to ensure their syllabus, training delivery and assessment methods meet the new agreed standard.

TRAINING

Lifetime lands partnership with GLL

Lifetime Training has secured a major new partnership with GLL to become the key training delivery partner to the UK's largest sports and leisure provider.

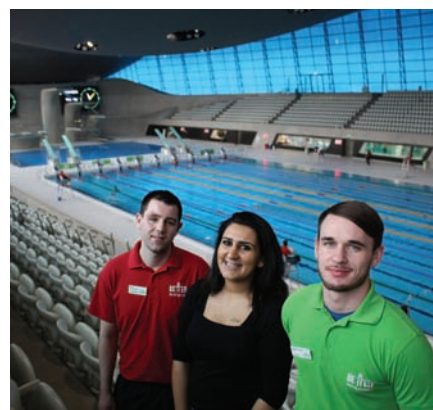
The tie-up will see Lifetime Training providing a full range of apprenticeship programmes across GLL's 210+ leisure centres nationwide, with a target of 500 apprenticeship starts over three years. The first learners are due to begin in February and will help towards the government target of creating 3 million more apprenticeships by 2020.

GLL managing director Mark Sesnan described the partnership as a "perfect match" because of the synergy he sees in the way both companies focus on valuing and developing their staff.

"As a social enterprise company that works in local communities, we have a responsibility to re-engage our public services with those communities and the best way we can do this is to develop people at a local level," said Sesnan.

"The real celebration of our partnership with Lifetime is the way in which we will change people's lives by providing a clear career pathway. Lifetime will help us get to the next level in providing flagship apprenticeships within the leisure industry."

As part of the initiative, a range of bespoke apprenticeship programmes are being



GLL is investing heavily in apprenticeships

developed in association with CIMSPA, which has been instrumental in helping to improve physical activity sector apprenticeship standards through the Trailblazer initiative.

Lifetime Training client services director Nigel Wallace said creating bespoke training programmes for the leisure sector's leaders of tomorrow is always an exciting opportunity.

"We court challenging, bespoke propositions that enable us to build a training programme that is right for the right learner at the right time. GLL has a great philosophy and an ambition we're keen to support," said Wallace.

Details: http://lei.sr?a=n7a7V_O

AoC adapts activity standards

The national body for sport and physical activity in colleges has refreshed its standards as it attempts to deliver on the government's *Sporting Future* sports strategy.

Towards Outstanding, the framework created by the Association of Colleges (AoC) Sport, has emphasised the importance of physical activity on mental health, community links and its ability to help youngsters engage employers.

The standards have been published to encourage colleges to "embed sport and physical activity across the curriculum" and help staff identify how sport or physical activity, alongside links to leisure industry employers, can "support and improve outcomes for students".

Improving mental health, creating a workforce plan and blurring the line between sport and physical activity were key targets in the sports strategy, which was published in December by the



The standards have been updated to boost physical activity

DCMS. CIMSPA and Sport England have worked with AoC to support the standards.

Suzanne Glavin, Sport England strategic lead for youth, said the development of lifelong sporting and physical activity habits could "only be done effectively if sport is used throughout college as one of the means by which students can progress, gain knowledge and skills, and develop as individuals."

Details: http://lei.sr?a=M9fs_O



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It goes without saying that you'll be bright, motivated and committed. The hard work pays off as many of our previous

Trainee Managers now hold senior positions within the company. Rest assured, you'll be supported and mentored throughout - and by the end of it, you'll have all the skills, knowledge and qualifications to start your leisure career with GLL.

If you have what it takes to be part of our 2016 intake, then find out more and apply now at www.glljobs.org and search for Trainee Manager Scheme



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If you are interested in applying for this role, please email David Evans david.evans@bayleisureltd.co.uk by the 29th February 2016 outlining why you are interested, and with an explanation of why you think you would be an outstanding success in this role, along with a completed Bay Leisure Ltd application form (www.bayleisureltd.co.uk/careers/)

For further information on the roles please visit <http://the-lc.co.uk/recruitment>



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Duty Manager

Company: Everyone Active
Location: Bedworth, UK

Group Exercise Instructor

Company: Parkwood Leisure
Location: Bexleyheath, UK

Area Manager

Company: Borders Sport & Leisure Trust
Location: Scottish Borders, UK

Recreation Assistant

Company: Parkwood Leisure
Location: Paignton, UK

Lifeguard

Company: GLL
Location: Various locations, UK

Recreation Assistant

Company: Parkwood Leisure
Location: Thetford, UK

Trainee Duty Manager

Company: Parkwood Leisure
Location: Thetford, UK

Senior Recreation Assistant

Company: GLL
Location: London. South East., UK

Facilities Assistant

Company: GLL
Location: Swindon, UK

Swimming Instructor

Company: Parkwood Leisure
Location: Bexleyheath, UK

Personal Trainers

Company: The Gym Group
Location: Various locations, UK

Catering Assistant

Company: Everyone Active
Location: Aylesbury, UK

Fitness Instructor

Company: énergie group
Location: Various locations, UK

Facilities Manager (x2)

Company: Amateur Swimming Assoc
Location: Loughborough, UK, UK

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Location: Various locations, UK

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Company: Parkwood Leisure
Location: Portsmouth, UK

Membership Consultant

Company: énergie group
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Centre Manager Stevenage

Company: 360 Play
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Les Mills Instructors

Company: Les Mills
Location: Nationwide, UK

Membership Consultant

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

Assistant General Manager

Company: The Gym Group
Location: Milton Keynes, UK

Sales and Retention Manager

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Area Leisure Manager

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Company: énergie group
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General Manager

Company: The Gym Group
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Lifeguard

Company: Everyone Active
Location: Various locations, UK

Receptionist

Company: Everyone Active
Location: Bedworth, UK

General Manager

Company: Glo Gym
Location: Oldham, UK

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Fitness Instructor

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Location: Oldham, UK

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Company: Manchester Met Uni
Location: Manchester, UK

Personal Trainer

Company: énergie group
Location: Various locations, UK

Membership Advisor

Company: Parkwood Leisure
Location: Portsmouth, UK

Personal Trainers Wanted

Company: Soho Gyms
Location: London, UK

Membership Sales Advisor

Company: énergie group
Location: Long Eaton, UK

Swimming Instructor

Company: St. Helens Council
Location: St. Helens, UK

Recreation Assistant

Company: GLL
Location: Buckinghamshire, UK

Health Club Manager

Company: Hilton Bournemouth
Location: Bournemouth, UK

Assistant Sales Manager

Company: Everyone Active
Location: Carshalton, UK

Operations Manager

Company: Tonbridge & Malling LT
Location: Kent, UK

General Manager (Golf)

Company: Mytime Active
Location: Kent, UK

Personal Trainer

Company: Pure Gym Limited
Location: Various locations, UK

Duty Manager

Company: Parkwood Leisure
Location: Bexleyheath, UK

Food and Beverage Manager

Company: Mytime Active
Location: Kent, UK

General Manager (Golf)

Company: Mytime Active
Location: Kent, UK

Duty Manager

Company: Love Withington Baths
Location: Manchester, UK

Sales Manager (Golf)

Company: Mytime Active
Location: Kent, UK

Duty Officer

Company: Accrington Academy
Location: Lancashire, UK

Front of House Manager

Company: Mytime Active
Location: Kent, UK

Trainee Duty Manager

Company: Parkwood Leisure
Location: Birmingham, UK

Tennis Development Manager

Company: Alive Leisure
Location: King's Lynn, Norfolk, UK

Swim Teachers

Company: Brio Leisure
Location: Various, UK

Casual Recreation Assistant

Company: Parkwood Leisure
Location: Birmingham, UK

Leisure Attendants

Company: Brio Leisure
Location: Chester, Various, UK

Cafe Bar Chef

Company: Ilkley Lawn Tennis Club
Location: West Yorkshire, UK

Business Development Mngr

Company: Parkwood Leisure
Location: Worcester, UK

Apprenticeships

Company: Brio Leisure
Location: Various, UK

Assistant General Manager

Company: The Gym Group
Location: Greater Manchester, UK

Fitness Motivator

Company: Everyone Active
Location: Nuneaton, UK

Creche Assistant

Company: Everyone Active
Location: Epping, UK

Event Water Safety Manager

Company: Swim Safety
Location: Herts, UK

Physical Activity Co-ordinator

Company: Wiltshire Council
Location: Trowbridge, UK

Recreation Assistant

Company: GLL
Location: Various locations, UK

Fitness Motivator

Company: Everyone Active
Location: Fareham, UK

Administration Assistant

Company: Parkwood Leisure
Location: Merthyr Tydfil, UK

Sports Development Manager

Company: Nene Whitewater Centre
Location: Northampton, UK

Sales Director

Company: Parkwood Leisure
Location: Worcester, UK

Receptionist

Company: King's College London
Location: London, UK

Recreation Assistant

Company: Brentwood School Sports
Location: Brentwood, Essex, UK

Marketing Officer

Company: SIS Pitches
Location: Nottingham Area, UK

Part Time Fitness Motivator

Company: Everyone Active
Location: Bourton-on-the-Water, UK

General Manager

Company: The Original Bowling Co
Location: Peterborough, UK

Assistant Manager

Company: The Original Bowling Co
Location: Milton Keynes, UK

General Manager

Company: The Original Bowling Co
Location: Peterborough, UK

Deputy Manager

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

Swimming Teacher

Company: Everyone Active
Location: Watford, UK

Water Babies Instructor

Company: Water Babies
Location: Hertfordshire, UK

Sales Manager

Company: Anytime Leisure
Location: London and Midlands, UK

Food and Beverage Supervisor

Company: Parkwood Leisure
Location: Bexleyheath, UK

Sports Events Officer

Company: Nottingham City Council
Location: Nottingham, UK

Partner Support Assistant

Company: Move GB
Location: Bath, UK, UK

Fitness Motivator

Company: Everyone Active
Location: Hampshire, UK

Freelance Personal Trainer

Company: Everyone Active
Location: Various locations, UK

Fitness Motivator

Company: Everyone Active
Location: Loughton, UK

Customer Support Consultant

Company: Clubwise Software Ltd
Location: Buckinghamshire, UK

Fitness and Leisure Manager

Company: Lifehouse Spa and Hotel
Location: Essex

Assistant Leisure Officer

Company: Denbighshire County Council
Location: Denbigh. N Wales, UK

Campsite Manager

Company: Camping in the Forest
Location: New Forest, UK

Duty Manager

Company: Atlantis Leisure
Location: Oban, Scotland, UK

Leisure Business Manager

Company: Fenland District Council
Location: Cambridgeshire, UK

General Manager

Company: Jump Arena
Location: Luton, UK

Membership Consultant

Company: Everyone Active
Location: Watford, UK

General Manager

Company: Everyone Active
Location: Salisbury, Southampton, UK

Lecturer in Sport and Policy

Company: University of Portsmouth
Location: Portsmouth, UK

Duty Manager

Company: Redbridge Sports & Leisure
Location: Barking, Essex, UK

Exercise Tutor

Company: Age UK Oxfordshire
Location: Across Oxfordshire, UK

Fitness Motivator

Company: Everyone Active
Location: Yateley, Hants, UK

Sales Manager

Company: energie group
Location: Long Eaton, UK

Fitness Club Manager

Company: energie group
Location: Maidstone, UK

Sports Manager

Company: Brentwood School Sports Centre
Location: Essex, UK

Fitness Instructor

Company: Livingwell
Location: Dartford, UK

Youth Fitness Coordinator

Company: Xercise 4 Less
Location: Leeds, UK

Dryside Attendant

Company: Everyone Active
Location: Loughton, UK

Trampoline Coach

Company: Everyone Active
Location: Sutton, UK

Maintenance Technician

Company: Parkwood Leisure
Location: Portsmouth, UK

Leisure Development Manager

Company: Three Rivers District Council
Location: Hertfordshire, UK

Fitness Motivator

Company: Everyone Active
Location: Epping, UK

Team Leader

Company: Everyone Active
Location: Loughton, UK

Centre Assistant (Lifeguard)

Company: Vivacity
Location: Peterborough, UK

Sales Manager

Company: energie group
Location: Old Street, UK

Centre Assistant

Company: Vivacity
Location: Peterborough, UK

Freelance Personal Trainers

Company: Everyone Active
Location: Aylesbury, UK

Duty Manager

Company: Surbiton Racket & Fitness
Location: Surrey, UK

Fitness Manager

Company: Everyone Active
Location: Southam Leisure Centre, UK

General Manager

Company: JD Gyms
Location: Liverpool, UK

Fitness Coach

Company: The River Bourne Club
Location: Chertsey, UK

Duty Manager

Company: LED Leisure Management Ltd
Location: Exmouth, UK

Chief Executive Officer

Company: The STA
Location: Walsall, UK

General Manager

Company: Treetop Adventure Golf
Location: Cardiff, UK

Events Sales Manager

Company: Big Bang Promotions
Location: Nationwide, UK

Event Sales Manager

Company: Big Bang Promotions
Location: Nationwide, UK

Health and Spa Manager

Company: Bay Leisure Limited
Location: Swansea, UK

Recreational Assistant

Company: GLL
Location: Greenwich, UK

General Assistant

Company: GLL
Location: Swindon, UK

Recreation Assistant

Company: GLL
Location: Manchester, UK

Leisure Services Manager

Company: Center Parcs
Location: Bedfordshire, UK

Trainee Duty Manager

Company: Parkwood Leisure
Location: Thatcham, UK

Membership Sales Advisor

Company: Achieve Lifestyle
Location: Egham, Surrey, UK

Recreation Assistant

Company: GLL
Location: Reading, UK

Relief Duty Manager

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

Parks Liaison Officer

Company: Stoke-on-Trent City Council
Location: Stoke-on-Trent, UK

Commercial Manager

Company: Stoke-on-Trent City Council
Location: Stoke-on-Trent, UK

Senior Development Officer

Company: Northampton Leisure Trust
Location: Northampton, UK

Recreation Assistant

Company: Everyone Active
Location: Fareham, Hampshire, UK

General Managers

Company: The Gym Group
Location: London Aldgate

Impact Sales Consultant

Company: Xercise4Less
Location: Various, UK

General Manager

Company: Xercise4Less
Location: Various locations, UK

Personal Trainer

Company: Xercise4Less
Location: Nationwide, UK

Membership Consultant

Company: Xercise4Less
Location: Various locations, UK

Sales and Marketing Manager

Company: Xercise4Less
Location: Various locations, UK

Spa Therapist (casual)

Company: GLL
Location: West London, UK

Beauty Therapists

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

Beauty Therapist

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

Spa Therapists

Company: Hand Picked Hotels
Location: Various, UK

Tutor Beauty Therapy

Company: The Training Room
Location: Nationwide, UK

Spa Therapists

Company: Lifehouse Spa and Hotel
Location: Essex, UK

Deputy Manager

Company: NAMCO UK Ltd
Location: Romford, Essex, UK

Zoo Wild Factor Host

Company: Chessington World of Adv
Location: Chessington, UK

Press Officer

Company: The Eye Brand
Location: London, UK

Operations Manager

Company: The Dungeons
Location: Edinburgh, UK

Entertainments Actor

Company: Thorpe Park Resort
Location: Chertsey, UK

Visitor Experience Manager

Company: National Trust
Location: Various locations, UK

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Hirst, Gehry on show at Sexy Fish

Continued from front cover

The eye-catching collection of art at new London restaurant Sexy Fish – which includes a pair of bronze mermaids by Damien Hirst and a 13ft Frank Gehry-designed mirrored crocodile hanging on the wall – is believed to be one of the most expensive collections created for a restaurant in the city.

Located in Mayfair's Berkeley Square in an old banking hall, Sexy Fish can hold 190 diners.

Brudnizki has filled the space with an Esmeralda onyx floor, raspberry leather benches, an internal water-wall and a fabric-panelled ceiling mural created by Roberts. A red stone counter runs along the restaurant bar, with 20 Gehry-designed fish lamp sculptures suspended above.

A private dining space called The Coral Reef Room located on the lower ground floor houses two live coral reef tanks.

"Sexy Fish's contemporary interior is brought to life with the installations," said Brudnizki. "Guests are submerged into a restaurant interior like nothing London has seen before."



The restaurant has works from pioneers of architecture, art and fashion

According to reports, the restaurant – which is operated by Caring's Caprice Holdings company – cost an estimated £15m to create.

Since opening late last year with a Mermaid-themed publicity campaign led by Rita Ora, Sexy Fish has become a hotspot for celebrities and politicians, including Kate Moss, Lindsay Lohan and British prime minister David Cameron. Sexy Fish is the latest addition to Caring's growing portfolio of exclusive bars and restaurants including The Ivy, J Sheekey and Rivington. *Details: http://lei.sr?a=Z4p2u_O*

Bowie honoured with constellation

A Belgian radio station has teamed up with an observatory to develop a unique tribute to David Bowie: his own constellation.

The British singer, who died on 10 January 2016 at the age of 69, was often inspired by space in his music; penning songs such as *Life on Mars*, *Starman*, *Space Oddity*, *Hallo Spaceboy* and creating his own extraterrestrial alter-ego Ziggy Stardust and the recurring astronaut character Major Tom.

To celebrate Bowie's legacy, radio station Studio Brussels and astronomers from the MIRA public observatory decided to register a constellation of seven stars that shine in the shape of a lightning bolt.

"We decided that this iconic shape, from the cover of his *Aladdin Sane* album, should symbolically perpetuate in the stars



David Bowie's constellation is shaped like a lightning bolt

close to Mars," said observatory employee Phillip Mollet. "The process was a bit like making drawings at school by connecting numbered dots. None of this is official, it's just a very symbolic tribute to a great artist."

Details: http://lei.sr?a=e7s8b_O

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