



**CIMSPA** Standards  
Advocacy  
Professionalism

# Conference Report 2016

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# Potential impact of physical activity on public health

## ***Dr Steven Mann, research director, ukactive***

Steven began his presentation by outlining the role of ukactive – aiming to improve the health of the nation through getting more people, more active, more often. They're working with over 4,000 members and stakeholders across the UK – public, private and third sector – who all want to get the UK moving.

The audience were challenged to identify the top 5 causes of death in 1850 and 2000, and scored well with their answers.

- 1850: tuberculosis, dysentery/diarrhoea, cholera, malaria and typhoid fever.
- 2000: heart disease, cancer, stroke, lung disease and accidents.

So, 1850 it was all about the spread of killer diseases; in 2000 it's all about an inactive lifestyle.

Major illnesses are down to inactivity e.g. constipation in children and young people, irritable bowel syndrome in adults and chronic obstructive pulmonary disease. So, how do we get more people more active more often?

As Steven pointed out, we have a natural desire to be inactive. We all know that we should be more physically active but doing this is a conscious decision taking into account:

- Time, priority, support, environment, availability, knowledge

All too hard! Steven describes this as “the science of laziness” – the interference of everyday life disrupts our good intentions.

Public Health England's “cradle to grave” evidence based framework ‘Everybody active every day’ identifies the opportunities for action using four domains:

- Active society – creating a social movement.
- Moving professionals – activating networks of expertise.
- Active environments – creating the right environments.
- Moving at scale – scaling up activities that make us more active.

The clearest opportunity for our sector to work within public health is in the area of exercise referral.

Unfortunately, there is a discrepancy between what PHE want and what is actually delivered. Whilst most fitness and athletic clubs offer fitness and weight loss programmes, there is little evidence of the outcomes. If evidence is gathered it isn't publicly acknowledged, and in many cases the means to gather this evidence isn't available.

Steven argues that evidence isn't everything – rather it is the potential impact of physical activity on public health. This is based on objectives, outcomes and outputs, outcomes – some of which are harder than others: When looking at local authority tendering, a combination of partnerships, programmes and pathways make this a complicated business.



- Objectives: the methods or the activities by which you plan to achieve your aims.
- Outcomes: the changes, benefits, learning or other effects that happen as a result of your work. They can be wanted or unwanted, expected or unexpected. They are often hard to count or prove, and normally rely on an understanding of the initial situation or problem for comparison. For example, the outcomes for users of a refugee centre might include improved English language skills, improved confidence in accessing services and reduced isolation.
- Outputs: tangible products, services or facilities created by your work, and are usually quantifiable. They don't rely on any knowledge of your 'starting point' and instead focus on what happens once you have finished your work. For example, a youth employment programme might get 20 young people into work, provide 600 hours of accredited training, and run 5 careers fairs.

## Partnerships

Local authorities want a total solution which is unlikely to come from a single source. There will be a "lead bidder" who will act as the single point of access (SPA) and then work together with weight management, health checking, signposting, workplace and exercise referral partners.

## Programmes

- What exactly is it that you offer? For whom? Where?
- When? What will be the benefit?
- Can you condense this into an offer for GP surgeries or primary care providers?

## Pathways

- Routes in – routes out?
- How does your service integrate with those around you?

## Circling back to activity

So, back to activity as a conscious decision. As a sector we need to assist this decision making as follows:

- Time – staff skillset.
- Priority – make every contact count.
- Support – ability to engage with the inactive.
- Environment – creating a supportive environment.
- Availability – evidence-based programming.
- Knowledge – accessible delivery times.



## Conclusion

- ukactive are here to help – facilitating big impact partnerships.
- ukactive Research Institute – engages with partner organisations to secure large grants to further investigate real world physical activity interventions.
- Non-communicable diseases and prevention is a key focus.
- Physical activity is good for you!
- Opportunities exist to integrate our sector within public health and primary care.
- Small adaptations can create huge impact.



# Update on new sentencing guidance on health and safety breaches

*David Egan, Partner, DWF LLP*

## Introduction

'Be prepared!' was David's firm advice. New sentencing guidelines that came into effect from 1 February 2016 apply to the sentencing of organisations convicted of corporate manslaughter, health and safety, food safety, and hygiene offences.

## About the new guidelines

David first described the 9 point procedure that aims to ensure a consistent, fair and proportionate approach to sentencing. Large organisations that offend can expect up to 7 figure fines though small businesses won't suffer the higher fines due to their lower turnover. It is also considered likely that the number of prosecutions for health and safety offences will increase.

In addition to the prospect of larger fines, the new health and safety guidelines also raise the following wider commercial concerns:

- Reappraisal of risk registers and implications.
- Ensuring that risk assessments are conducted and reviewed on a regular basis.
- Greater focus upon issues of corporate governance.
- Continued need to ensure individuals are aware of their duties, both individually and as a key element of organisational compliance.
- Increased need for robust incident management procedures.

## Preparation and prevention

'Avoid it!' was David's next piece of advice.

Make sure that your risk assessments are suitable and sufficient:

- Get those members of staff that do the job involved in reviewing it.
- Consider what you can reasonably afford in order to avoid risk, ensure that everyone is trained and has the qualifications for the tasks that they perform.
- Make sure that your organisation has an incident management plan that shows the process to manage an incident, who does what and when, and that everyone understands it.

Where employees are identified as not adhering to health and safety procedures, disciplinary actions should be taken.



## If an incident does occur

Understand that in the event of an incident, a health and safety inspector will be looking to see if your organisation did all that was practicable to avoid the risk. There are five issues that the inspector will look at:

### 1. Initial enforcement power

Could result in:

An improvement notice – if the inspector considers that a person has contravened one or more statutory provisions or has contravened one or more of those provisions in circumstances that make it likely that the contravention will continue or be repeated. Or;

A prohibition order – if the inspector is of the opinion that, any activities involve, as carried on or likely to be carried on by or under the control of the person in question, a risk of serious personal injury.

### 2. Powers of inspection

The Health & Safety at Work etc. Act 1974 states when and where an inspector may enter premises, with whom and what the inspector considers necessary for the purpose of any examination or investigation. This may include taking photographs, samples of articles or substances and even dismantling equipment where the inspector suspects it caused or could continue to cause a risk to health and safety. The inspector will also question anyone who may have relevant information or responsibilities and they may be asked to sign a “declaration of the truth” of his answers.

### 3. The shield of legal privilege

You should seek legal advice immediately. Be aware that Health & Safety at Work Act section 20 powers cannot compel the production of documents which are entitled to be withheld on grounds of legal professional privilege.

Legal advice privilege is not restricted to communications that actually contain legal advice. Legal advice privilege may extend to factual summaries and meeting minutes where they are created in a legal advice context and form part of a continuum of communications between lawyer and client.

### 4. Witness statements

- Voluntary statements must be signed by the person to confirm that the contents are true. It is rare that a witness statement isn't provided on a voluntary basis.
- Compulsory statements – the HSE inspector has the power to require any person whom they have reasonable cause to believe will be able to, to provide information relevant to the examination or investigation. But, any answers given by a person compelled to answer the inspector's questions are not admissible against that person.

### 5. Interviews under caution

HSE can invite a company/individual to attend a formal interview under caution, often referred to as a Police and Criminal Evidence Act (PACE) interview. HSE must suspect a company/individual of committing a criminal offence in breach of the HSWA and/or related regulations. Answers given are capable of being admissible in a prosecution.



Various options are available to a company/individual in response and you should always have this in mind as the endgame of any investigation.

Remember that the highest level of aggravation is regarded as profit above safety – you'll get the highest levels of fine!

## **Conclusion**

David closed the breakout session by highlighting how, with 2,300 staff, his employers, DWF Law LLP, can offer clients solutions that enable them to excel.





# Benchmarking risk against national data

*Gill Twell MCIMSPA, head of group operations, Right Directions*

## Introduction

Gill started the breakout by introducing Right Directions and their STITCH accident benchmarking tool.

### “Guess the statistics”

Audience interaction started quickly in this breakout, with those present being asked to “guess the statistics” on numbers of: people killed at work, injuries, reported injuries, days lost, number of enforcement notices, etc.

Gill then went through the latest HSE statistics with the group, discussed their level of awareness of facility-based risks, and what the highest risks are. Audience feedback covered slips and trips, manual handling and chemicals.

The presentation stressed the importance of learning from accident statistics, and ensuring that frontline operational actions, such as accurate recording, is key to building a robust evidence base – for example, staff sickness records should record the reason for absence.

Moving onto accidents, Gill examined the true cost of an accident in terms of:

- Lost earnings: e.g. bringing in staff to cover.
- Human costs such as contacting customers to rearrange or cancel sessions, the impact of having a health and safety inspector on site, or duty managers being interviewed by HSE.
- Sick pay.

Gill also looked at “non-injury accidents” and their costs.

## Are all accidents preventable?

This is the key question Gill asked to delegates. In the room, just one person thought they were.

## Why investigate accidents?

Gill outlined the statutory and non-statutory reasons a service provider should invest in thorough accident investigation:

As well as RIDDOR duties, investigations demonstrate compliance with the general requirement to monitor and review health and safety.

Looking at what has happened also promotes a positive safety culture and helps identify gaps in risk control management.

“You can’t make things better if you don’t know what went wrong”.



## More detail on RIDDOR

As Gill focused in on RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013), she first challenged the audience if they knew who was responsible in their team for this recording task, before discussing where the line is in terms of which injuries are reportable around customer injuries/staff injuries/dangerous occurrences.

A RIDDOR quiz with delegates and subsequent discussion around various scenarios of what was and wasn't reportable showed that there are always some grey areas and it is always best to talk to a health and safety advisor. If in doubt – report!

## STITCH accident benchmarking – 2015 data overview

Right Directions' STITCH is an online platform that captures, collates and aggregates accident and near miss data, cross-referencing it with demographic information, outcomes and preventative actions. The tool's output is a live snapshot of KPIs, allowing management to monitor accident trends locally and nationally, and review site trends and avoidable accidents.

Headline stats for 2015 are that 19% of recorded accidents were preventable, with less than 1% RIDDOR reportable, and 95% of accidents happened to customers.

Gill took the group through the 2015 data, leading a discussion around the top injuries and what we can do to prevent these. As to why slips and trips are separated out, Gill noted that we are more able to prevent a slip than a trip, so they need to be distinct metrics.

Swimming pools topped the "accident hotspots" data, with soft play surprisingly in the top 5 of accident locations. As to location significance, Gill followed through with some important points:

- Swimming pools – general pool sessions riskiest, 8-15 year-olds most likely to be involved.
- Sports halls – roller skating and trampoline unsurprisingly in the top 5, badminton a surprising second place in the list.
- Changing rooms – those involved in accidents skew young: 0-8 year-olds.
- Soft play – 99% happen to customers, with contact with object/person an obvious leading cause.
- Outside areas – relatively high numbers of staff members involved: 8.7%.

## How can we manage accidents?

Gill explained the importance of getting the basics right such as risk assessments, good NOPS, well-qualified staff and effective inductions.

Add to this good refresher training for staff, clear signage, and customer awareness of rules and regulations and your service should see a relatively low problem rate.

Finally, remember the importance of accident analysis and trend monitoring, and using this data to review plans and management, via platforms such as STITCH.



## Conclusion

Final points on the day:

- Remember what STITCH is telling you: 8 – 15 year olds most likely to have accidents.
- The group discussed which sports were more likely that accidents may have happened in and that there would be peaks around school holidays and programmed activities.
- Think about your facilities and identify hotspot areas.



# Obtaining public health investment to effect transformational change

*Lyndsey Sims, FCIMSPA, business development director, Active Tameside*

## Introduction

The continuing reductions to public sector funding, challenges to deliver more efficient modes of operation and impact on health and wider social outcomes are key challenges for trusts and commissioners.

## Aims

To give advice to anyone seeking to transform their workforce and leisure estate to focus on getting the least active people more active, more often.

There are multiple infographics and information available that identifies the impact of physical activity on an individual's wellbeing and to truly evolve as organisations in such a diversifying sector it is important to take charge and change how you work.

To meet these challenge to continue to meet the needs of their communities, authorities are transforming how they deliver services, but for sport and physical activity professionals it can seem like "mission impossible" to show how getting people more active can make a difference to community well-being.

Some service commissioners can see sport as "just for the sporty" – focused on facilities and income, so it's time to change these perceptions.

There is a need to understand the commissioning process as it's important to know what commissioning is and what it isn't. The opportunities are many if the needs of others are known to help communities be more active.

Active Tameside undertook a review of its services and introduced "live well Tameside" with the goal to inspire people to live well and feel great. Under "live well" four wellness areas were introduced: starting well, living well, developing well and ageing well.

To deliver in these areas the emphasis needs to be on people management – how are they recruited, trained, supported, motivated and empowered.

They are central to these services and inspire users, the community, to get active and stay active. Active Tameside restructured and developed their existing staff to meet the new aims, and recruited new, qualified and experienced people to fill identified gaps. Building the right relationships with the right people at the right level helped the organisation to convey key message regarding its aims and objectives in securing additional funding to aid service delivery.

Communication is a key focus – 'you can never do enough' and you will always be challenged on how you can be better. Sharing good practice and achievements as well as shortfalls can help raise the community's awareness about who you are and what you are trying to achieve.



# Outcomes of the sport strategy and what it means to you

*Stephanie Maurel, strategic lead for clubs and workforce, Sport England*

*Simon Macqueen, strategic lead, Sport England*

## Introduction

Sport England is currently out to consultation regarding its sport strategy, the focus and direction of which is being shaped by a number of key areas being agreed or confirmed by government. Specifically:

- The first triennial review of UK Sport and Sport England, which concluded in September.
- Last November's comprehensive spending review
- The government's new sport strategy, which makes the connection between sport and other wider societal outcomes for the first time.

## New sports strategy – measuring success

Success will be judged by impact on five key outcomes: physical wellbeing; mental wellbeing; individual development; social and community development; and economic development. Delivery of the outcomes will be driven through three broad outputs around:

- Greater engagement in sport and physical activity.
- A more productive, sustainable and responsible sport sector.
- International and domestic success.

The challenge for the sector is demonstrating how its actions positively impact these outputs in ways that meaningfully contribute to positive change in the overall outcomes. The government has developed a set of specific KPIs for each output.

## Simon Macqueen – Funding

Delivering against the five outcomes will form the basis for how funding is allocated. As Sport England's remit expands to include responsibility from 5-14 year-olds, investment will be increasingly focussed on those who do not currently take part in sport. In a bid for greater diversity, there will also be more focus on under-represented groups running through all Sport England funding and all sports bodies seeking public funding will need to meet the standards of a new code of governance.

## Who do we target?

There are five stages in the behaviour change model – pre-contemplation, contemplation, preparation, action and maintenance. The new strategy means greater focus on the first stages (pre and contemplation) than in the past.

Working with this group is tough and requires high levels of resource, but it will also have the largest gains against the five DCMS outcomes.



Contemplation, preparation and action stages provide the greatest opportunity in terms of numbers/scale, but represent varying gains across the outcomes. The preparation, action and maintenance stages will have the lowest opportunity against outcomes, as well as limited number gains due to high levels of current engagement. However, this is currently the audience that receives the majority of our resource and funding, which highlights the huge shift that is required.

## **Professional workforce strategy**

Workforce is key to the government's new sport strategy. We have to deliver a new professional workforce strategy for 2016–2024 clearly aligned with Sport England's strategy and demonstrate the impact it can have on the achievement of the five government outcomes. Sport England's mission is to have a world-leading, sector-wide workforce that is truly representative of society and that attracts the right people and retains and develops the best talent. To do this, we need to focus on attracting the brightest and best, provide the right development opportunities to retain the workforce and ensure the right workforce is developed to flourish. But we need to think about this from the audience point of view. How do we look after the inactive, those in the pre and contemplation stages? What is it that the workforce needs to engage with these people?

## **Stephanie Maurel**

Sport England will work with CIMSPA and other partners to create new apprenticeships and wider pathways from existing apprenticeships for the sector.

Sport England will also tackle the lack of diversity in senior positions across the sport sector.

## **Call to action**

It's vital that the sector engages with Sport England during its consultation to develop a workforce equipped to work with these new audiences.



# Local priorities – informing intervention design

## **Carl Bennett, FCIMSPA, founder/director, Amber Health Insight**

Carl introduced the session by explaining that he will help identify where and what strategic information you should be aware of and aligning your interventions towards. He explained that he will ask you to stop and think about how you might generate measurable impact at the local level. The session aims were to provide all operations-based individuals with a great starting point to building interventions that deliver change.

### **Three main themes:**

- Data
- Information
- Priorities

The session started with quotes from the world of science:

“Anyone who has never made a mistake has never tried anything new”

“Individuals that are poorly adapted, are less likely to survive”

Carl introduced examples of various health reports and explained that to be of value, “all information, data and priorities need to be valid, reliable and current”.

The annual health profiles that Public Health England produce were discussed – Leicester was used as an example. A health profile is a 4 page summary of local priorities.

This comes with a ‘health warning’ – the public need to be involved if things are going to change.

### **The main emerging issues are:**

- Health inequality and inequity: differences in health status or in the distribution of health determinants between different population groups.
- Health literacy: the skills which determine the motivation and ability of individuals to gain access to, understand and use information in ways which promote and maintain good health. It is critical to empowerment. For example, in Stoke on Trent, 49% of the local population have been identified as having poor health literacy – a massive communications challenge.
- Segmentation: The process of defining and sub- dividing a large homogenous market into clearly identifiable segments having similar needs, wants or demand characteristics.
- Commissioning: Carl’s definition is “the act of investing targeted resources (people and £) with the aim of improving health, reducing inequalities and enhancing customer experience using the available evidence and ensuring value for money for the outputs produced and that these align with the local priorities to produce measurable outcomes”

A Sport England youtube video was played which helped illustrate the commissioning concept, titled “Mission impossible”.



Possible disrupters to the cycle were discussed, including continuing austerity, social prescribing and the well-intentioned but ineffective efforts of some service providers who, for example, might provide a traditional sports development programme without aligning it to actual needs.

## “Outcomes”

Carl made clear that this is what the whole process is about. Why are they important? Answer: they provide an end result of a consequence. Formal structures and models are needed to work effectively in an “outcome-focused” way. A useful example is the “logic model” template which provides a mechanism for demonstrating outcomes. It is a linear process: products and services > service outputs > benefits > intermediate outcomes > overarching strategic outcomes.

## Evidence building

Using tools to generate evidence is crucial: if you don't evaluate – prove your products/ services work – then what's the point? As providers, we need to prove our interventions work. Carl pointed out that in the current climate services that don't take this approach will get cut. Carl outlined how multiple sources of evidence exist to shape/inform intervention design in health, such as that from NICE, BHF, CLOA, Sport England and the LGA. Public Health England in particular are encouraging all stakeholders to be “data savvy”. And of course, it's what we DO with the data that's important. As one quote puts it: “data is the crude oil – it's how you refine it, how you work with it, that makes it valuable”.

## Conclusions

Carl reminded the audience of the key points covered:

- Identifying valid, reliable and current 'local' data information and priorities.
- Evidence building is your chance to stand out from the crowd.
- Continuous “horizon scanning” for emerging issues is key.
- “Outcomes” are of absolute importance.
- The importance of data science.





# Employment contracts: are they worth the paper they are written on?

**Les Potton Chartered FCIPD ACII, director and managing consultant, Target HR and Training Ltd**

Les introduced the session by putting up the types of contracts that the session was going to cover:

- Permanent employee (full and part time)
- Fixed term employee (full and part time)
- Zero hours contract employee
- Casual worker
- Agency worker
- Self-employed contractor
- Limited company contractor
- Umbrella company contractor

## Objectives of the session:

- To know what employment and worker statuses exist.
- To gain a basic understanding of the differences in the legal treatment and operation of each status.

A true or false quiz took place to test the delegates' knowledge on the legality around contracts which added an interactive feel to the session.

## Employment contracts:

- Must be provided within 2 months of starting work, and their content is governed by the Employment Rights Act.
- Reality overrides what is written and changes can happen via "custom and practice".
- Cannot be varied without agreement.
- If critical to vary, you must consult and then dismiss for SOSR ("some other substantial reason"). and offer re- engagement on the new terms. To do this you must be able to show a tribunal that the business case justified the drastic action.

## Fixed term contracts:

- These operate for a finite period and have a specified end date. Non-renewal of the contract is a "dismissal", and the dismissal must be for one of the "fair" reasons in the Employment Rights Act.
- It is important to note that the employee has unfair dismissal rights and the right to a redundancy payment if subsequent contracts exceed 2 years.
- A fixed term worker must be treated in the same way as a permanent employee in most cases.



## Zero hours contracts:

- No legal definition exists for these – they can be permanent or fixed term, and no minimum hours of work are required. The expectation is that shifts will be offered and the employee is obliged to accept these subject to the contract and working time regulations.
- If there is mutuality of obligation to offer and accept work, then full employment rights are held.
- From 2016, the contract cannot have an exclusivity clause prohibiting the employee from working for other employers.

## Casual workers:

- No employment contract and limited worker rights. Sometimes described as zero hour contract, but this can be misleading.
- A key distinction here is that there is no “mutuality of obligation” – employers are not obliged to offer work and casual workers can decline any offer. If the work is truly casual, then there is no need to dismiss the worker, you simply stop using them, but if regular patterns of work are offered and accepted, then an employment contract can become implied.

## Agency workers (“temps”):

- No employment contract with the end client, these are usually employed by the agency and then “leased” to the client for a fee.
- No employment rights with the client, and therefore the client can decide to end the relationship in line with the commercial contract, without having to go through disciplinary etc.
- But, if the worker is with the same client for 12 weeks, they are entitled to the same basic working rights (pay and conditions) as the client’s employees doing similar work.

## Self employed contractor:

- No employment contract but a “contract for services” may exist which is a business/commercial contract.
- The contractor runs their own business as a sole trader, invoices the customer and is free to work for other clients and may substitute other persons to carry out the service.

## Limited company or “umbrella”:

- Similar commercial arrangement to a self-employed contractor e.g. “contract for services”.
- The individual is an employee (usually director) of their own limited company or they work for an umbrella company.
- The limited or umbrella company transacts with the customer and completes and accounts for PAYE tax for the individual.



# The apprenticeship revolution – a new era for the sport and physical activity sector?

*David Sampson, head of standards development team, BIS/DfE  
Apprenticeships Directorate*

## Introduction

In light of the government's commitment to delivering three million apprenticeships, apprenticeship standards are currently being developed across a wide range of industries.

## Benefits

Employees will gain much-needed skills on the job without incurring debt. For employers, apprenticeships allow them to mould employees with the skills they need, and for government they represent an economical way of up-skilling the workforce.

## Trailblazer

Trailblazer is the means by which sectors get together to develop new apprenticeship standards to set out the knowledge, skills and behaviours it needs for competent employees. The sport and physical activity trailblazer has had two standards approved (level 3 personal trainer and level 3 leisure duty manager), and has put in a bid to develop two more standards (fitness instructor and leisure recreation assistant).

## Apprenticeship funding

The government is introducing a levy on employers in April 2017 to fund apprenticeships. This will be 0.5% of pay bills in excess of £3m (less than 2% of UK employers), collected through PAYE. Employers who pay the levy and are committed to apprenticeship training will be able to get out more than they pay in through a top up to their digital account. More information will be made available in a new technical document launching this April.

## Helping employers

"Find an apprenticeship" is a free online recruitment tool.

- The National Apprenticeship Service provides account management for large employers and an online and telephone helpline for small businesses.
- A new Digital Apprenticeship Service will provide a new simple online portal for employers. Launching at the same time as the levy, this is effectively an electronic voucher system, allowing employers to draw down funding.
- The apprenticeship grant for employers currently provides £1,500 for up to the first five (framework-based) apprentices in small businesses.



# The development of the new sport and physical activity education landscape

*Spencer Moore, FCIMSPA, development director, CIMSPA*

*Rebecca Ward, education and standards manager, CIMSPA*

## Introduction

CIMSPA's professional workforce strategy has been drafted in response to key demands from the sector and following wide consultation. It focuses on five areas: skills matrices, employer standards, sector-wide partnerships, chartered recognition and transparent governance.

## Skills matrices

CIMSPA has developed five skills matrices (community sport, performance sport and administration, leisure operations, fitness and exercise and physical activity) and identified the motivations and requirements for each of the roles (approximately 80) that sit within these.

## Employer-led standards

There are approximately 80 core jobs within these five skills matrices, each of which requires a new set of standards to be written. CIMSPA's ultimate aim is to create a set of employer-led standards for every role, with clear pathways between roles, to help retain people in the sector. These employer-led standards will be used to develop qualifications, apprenticeships and degrees. They will have a clear role descriptor and be simple and straightforward – ideally just “two-sides of A4” explaining the knowledge, skills and behaviours that are expected of each role. Critical to this are the standards for assessment and delivery.

## Sector-wide partnerships

Delivery partners are crucial and as such CIMSPA is currently developing partnerships with awarding bodies, FE colleges, private training providers and universities to ensure that the standards are being used to improve the quality and consistency of education delivery and assessment.

## Chartered recognition

We have a route to chartered recognition. The sector wanted recognition for the skills of frontline staff which will help them when working with the health sector, so we are developing chartered pathways for practitioners ie. from fitness instructor to clinical practitioner. We are aiming to do this in other areas too.



## **Transparent governance**

We have developed a governance structure that will be led by employers, and that links to wider government policy and provides two way communication between employers and education partners. It will also have as wide a representation as possible. A professional development board formed of exercise and fitness PDC (professional development committee), leisure operations PDC, performance sport PDC, community sport PDC and physical activity PDC, will sit at the heart of the structure and drive it. CIMSPA will act as the secretariat.

## **Call to action**

Employers are key to all of this work. They need to help develop the standards, commit to them and become CIMSPA partners.



# How further education can support employers in our sector

*Colin Huffen, MCIMSPA, strategic lead for policy, AoC Sport*

*Matt Rhodes, policy officer, AoC Sport*

## Introduction

With over 300 further education (FE) colleges training some 80,000 students a year in sport and activity programmes, CIMSPA and the Association for Colleges (Sport) have launched a partnership in order to maximise the FE sector's unique potential in supporting future and current members of the sport and activity workforce.

## Aims

- To highlight great practice in the delivery of apprenticeships and employer-led study programmes.
- To outline future plans to improve partnerships between colleges and employers.

## Session context

Representing 125 colleges, AoC Sport leads college sport and physical activity. A quiz prompted delegates to think about FE provision and how it varies across the college sector.

Did you know, as of August 2015, there are 335 colleges in England, with 773,000 16–18 year olds choosing to study at college, as compared with 442,000 who stay at school?

The Department for Education (DfE) introduced 16–19 study programmes in August 2013. All post-16 students are required to follow a study programme that is tailored to their prior learning by age 16 and to their future career aspirations.

Although there is a rise in learners choosing to study academically or vocationally at college, engagement between colleges and industry employers hasn't been great.

There are however pockets of good practice such as that with Wolverhampton Wanderers Football Club. AoC Sport brokered a partnership between the club, as the employer, and a network of colleges in the West Midlands to develop an engaging curriculum equipping prospective employees with the skills and knowledge to secure employment post-graduation. Getting more employers involved in the design of the curriculum is key to ensuring students are provided with the right skills and knowledge to professionally progress.

Launched in June 2015, "Fit for sport, fit for work, fit for life" is a strategy that runs for five years (2015–2020) and aims to encourage every college student to participate in sport or physical activity on a regular basis. Partnership working is key to achieving these aims, so AoC Sport's engagement with CIMSPA, industry employers and wider technical networks, at all levels, is crucial. Different levels of engagement are needed to keep students motivated, engaged and retained in activity. The opportunity to influence change is now – There is a want from employers to link with FE and a want from FE to engage with employers, but there is no mechanism to facilitate this.



AoC Sport and CIMSPA have signed an MoU whereby the partnership will help to develop and support the mechanism for effective engagement at both local and national levels.

For example: Work experience is a key component of 16-19 study programmes and should provide a real-life experience of employment, rather than just trying to keep someone occupied for a week or two. Therefore the brokerage can help facilitate engagement between employers and colleges to ensure that the work experience offered has purpose, is meaningful and provides the student with the opportunity to excel.



# Driving commercial returns and evidencing local impacts – the DataHub

*Alex Burrows, director, 4 global*

## Introduction

“Real-world” analytics are powerful and persuasive. Data is at the heart of successful operators within the sport and leisure sector. It is quickly changing the way we do business and demonstrates the worth of our work. Alex pointed out that we are “data rich but information poor”. It’s all well and good collecting data but you need to be able to do something with it. Operators need to be able to look at any data, ask any question, test their theories and put the results into action.

To highlight his point he asked 2 questions:

- What is the likelihood of people using their closest pool? Answer – 28.8% which means over 60% go further afield. So what’s working better elsewhere?
- What fitness programme delivered the greatest returns for operators last month compared with the previous month? Answer – INSANITY workout was up by 45%.

DataHub is a collaborative project launched in 2013 to bring anonymous data together from participating operators on a daily basis. The data is then aggregated to provide comparable sector-wide intelligence thus enabling every operator to analyse their performance, identify opportunities and measure impact.

There are 4 pillars to the DataHub:

## INTEGRATE

- Data integrity – securely brings data together, aligns it with consistent sector data standards to enable reporting information, relative benchmarking and actionable operational solutions.
- NGB league tables – track and benchmark participation and programme performance across operator sites.

ASA data leagues – detailed performance and participation analysis for the swimming facilities and programmes within an operator’s site.

## TARGET

Business reporting in conjunction with Xn Leisure– compute and display KPIs that matter. Create dashboard items by filtering, optimising and interpreting KPIs. Provides the ability to systematically analyse business metrics, answer key questions, test hypotheses and evaluate outcomes is key.





- Geo impacts – live web based mapping of customer locations, segments and gap targeting. Uses an operator’s current data and sector-wide benchmarks to inform activity programme planning and subsequent targeted marketing campaigns, all aligned with the local profile catchment of the site.
- Activity barometer – detailed programme performance analysis with live and facility-specific under performance triggers and notification.

## ENHANCE

- E-Focus – customer Insight from Leisure-net including NPS/customer experience surveys, customer feedback and mystery shop/visits.
- STITCH accident tracker in conjunction with Right Directions – a live snapshot of KPIs, allowing monitoring of accident trends and ‘hotspots’ locally and nationally, and the centre manager to review site trends and avoidable accidents and near misses.
- PITCH contract monitoring in conjunction with MAX Associates – captures, collates and aggregates operational and financial data related to sport and leisure centre service level agreement (SLA) contracts. It provides a live snapshot of KPIs, allowing the local authority to monitor performance, and the centre operators to pro-actively focus investment and resources to meet contractual targets.

## IMPACT

- SROI calculator in conjunction with Sheffield Hallam University and Experian – the social return on investment (SROI) calculator enables facility operators to automatically evidence the wider impact their programmes and facilities are delivering in the local community. The module is fully integrated with the DataHub and related data feed. In addition to evidencing impact value, the module also enables the operator to plan where localised interventions and customer acquisition and retention can generate greatest ROI for the community and therefore engage the most appropriate partners and funders.
- Marketing intelligence in conjunction with bigwave media – use of business intelligence for targeted and proven marketing and tracking of campaign ROI.
- Workforce Intelligence in conjunction with CIMSPA – continuous professional development and business performance driven by employee, employer and sector visibility and support.

More information is available at: [www.datahubclub.com](http://www.datahubclub.com) programmes within an operator’s sites.





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