

Quest 2016 – Splus 7

Fitness Suite (Inc Group Exercise)

Guidance Notes

Issue 5 - July 2016

Outcomes

- To encourage greater levels of participation in physical activity
- To improve the health and wellbeing of communities
- To maximise the potential of the fitness programme
- To achieve the standards set by the fitness industry



Suggested Guidance

PLAN
How do you plan to maximise and deliver the programme, increase participation and achieve value within your fitness suite and exercise class programme?
EXAMPLES OF BEST PRACTICE <ul style="list-style-type: none">• Business plan objectives• Objectives consider external reports and market data• Objectives have actions, timescales and responsibilities• Financial plan• Performance management / Key Performance Indicators (KPIs)• Marketing and promotion plans• Local and regional partners• ukactive code of practice standards• Accessibility• Retention programmes• Procedures and policy systems
SUGGESTED GUIDANCE <ul style="list-style-type: none">• Does the business plan include clear objectives that set out the facility's fitness suite and programme goals• Have business plan objectives considered external reports and market data, for example the ukactive 'Turning the tide of inactivity' and Sport England market segmentation

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- Do the business plan's fitness objectives have clear actions, timescales and responsibilities that align to the fitness facilities and programme objectives
- Does the financial plan detail both the income and expenditure budgets, including the staffing resource
- Have KPIs been established to assist in achieving the facility's objectives, for example usage, staff levels, attrition and retention
- Does the marketing and promotions plan include initiatives to raise interest across existing users and potential users
- Have key local and regional partners been identified such as the National Health Service (NHS), health service providers, local sports partnerships, schools and social care
- Have the ukactive code of practice standards been considered within the planning process
- Has the fitness suite been planned and arranged to enable accessibility to all
- Are retention/customer service programmes planned and in place
- Have procedures and policies been developed, defined and documented as part of an integrated quality management system, for staff and where appropriate customers

DO

How do you make customers aware of the facility and programme you offer and ensure that they want to use your facilities and classes?

EXAMPLES OF BEST PRACTICE

- Signage
- Internal promotions
- External promotions
- Marketing material
- Website used to promote the fitness activities
- Social Network opportunities
- Outreach and community engagement
- Knowledgeable and enthused staff
- Communication with the staff
- Master classes
- Internal challenges and retention schemes
- Programmes and classes are accessible for all user groups

SUGGESTED GUIDANCE

- Is internal and external signage used to inform customers of the facilities which is clear and effective and meets legal requirements
- Are internal promotional methods used in various locations to raise awareness amongst existing users, for example notice boards, banners and 'pops ups'
- Are external promotional methods used to attract new users, including newspaper advertising, leaflet drops, refer a friend initiatives and 'fit street'
- Is the marketing material that is distributed attractive, professionally produced, accurate and comprehensive

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- Is a website used to promote the fitness suite and group exercise programme; for example offering promotional and free trial sessions, such as 7 day free trial or two for the price of one group exercise pass
- Have social networking opportunities been considered for two way communication and promotional tools; or example Facebook and Twitter
- Is outreach and community engagement planned, implemented and reviewed. This may include linking with sports development teams, sports networks, local businesses, groups representing people with additional needs, community halls and local schools and delivering sessions externally in the community.
- Does the facility have knowledgeable and enthused staff that can explain the value and benefit of how regular exercise could increase the number of customers participating and becoming members
- Are the communication procedures clearly established and effectively implemented for the staff, to enable two way communications that shares current progress and future initiatives
- Have master classes and technique classes been considered as a good way of generating interest and awareness for new group exercise classes/ programmes
- Has the facility considered internal challenges and retention schemes to encourage members and non-members to engage in group activities that can improve the lifespan of their membership
- How does the facility ensure that all groups in society can access the facilities and class programmes; has consideration been given to making the facilities feel more inclusive

How do you ensure that the fitness programme running smoothly, well managed and effective and efficient?

EXAMPLES OF BEST PRACTICE

- Accreditation Schemes
- Equipment checked against manufacturer's guidance
- Equipment inspection carried out by a competent person
- Maintenance and Service agreements
- Health and safety guidance
- Fitness facilities and activities considered in NOP/ EAP
- Induction and pre activity questionnaire
- Group exercise class instructors screen new customers
- Health suite and Spa induction and pre activity questionnaire
- Health Protection Agency (HPA) guidance on Spa Pools
- Sunbed induction and pre activity questionnaire.
- Safe use of sunbeds and HSE guidance
- Use of facility checks
- Membership contracts
- Data Protection

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- Music Licensing
- Self-employed instructors have Public Liability insurance
- Office of Fair Trading
- Third party agreements

SUGGESTED GUIDANCE

- Has consideration been given to industry accreditation schemes, for example ukactive code of practice
- Does the facility ensure that all equipment is regularly checked against the manufacturer's guidance; this can extend the lifespan of equipment, and ensure a safe environment for customers and staff
- Is a programmed schedule of daily, weekly and monthly inspections carried out by a trained competent person with records maintained on site
- Are maintenance and service agreements in place to ensure that down time is kept to a minimum, customer expectations are maintained and satisfaction and retention is improved
- Has industry health and safety guidance been considered, for example running machines have a minimum clearance of two metres run off and where required resistance equipment is secured to the floor/wall as per manufacturer's recommendations
- Have the fitness facilities and activities been considered within the NOP and EAP. Beauty/treatment and spray tanning booth areas should also appear in the NOP and EAP; therapists should display insurance certificates with qualifications
- Do the fitness suites have a suitable induction process and pre activity questionnaires (PEQ), Health Commitment Statement (HCS). Are user guides displayed on the safe use of the area
- Do the group exercise class instructors ensure that new customers are appropriately screened prior to the start of the class? Are user guides displayed on safe use of the equipment, such as spinning bikes
- Does the health suites and spas have a suitable induction process; pre activity questionnaires (PEQ). Are user guides displayed on the safe use of the area
- Has compliance with the Health Protection Agency (HPA) guidance on spa pools been considered
- Do the sunbeds have a suitable induction processes and pre activity questionnaires (PEQ)
- Is signage displayed on the safe use of sunbeds? Are there processes in place to ensure that under people under 18 years old cannot access/ use the sunbed. Has compliance with the HSE 'Controlling Risks from the Use of UV Tanning Equipment' been considered
- Is the use of the fitness facilities checked regularly when not supervised, has CCTV and/or control entry systems been considered
- Following good practice, does the facility make members aware of any contractual agreements and terms and conditions before signing membership agreements
- Is the membership data protected at all times in line with the Data Protection Act
- Is the facility and staff compliant to the standards of music licensing, in line with the Phonographic Performance Ltd (PPL) and the Performing Right Society (PRS)
- Do self-employed instructors have a suitable level of public liability insurance (PLI) and are copies held and up to date
- Does the facility ensure that all contracts comply with The Office of Fair Trading 'Guidance on Unfair Terms in Health and Fitness Club agreements'

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- Are third party agreements in place and regularly monitored

What training has been delivered to ensure that staff are equipped with the skills to undertake their duties?

EXAMPLES OF BEST PRACTICE

- Staff appropriately qualified
- Procedures and policy systems
- Meetings
- Register of Exercise Professionals (REPs)
- Continuous performance development (CPD)
- Facility specific induction
- Job role specific induction
- Internal refresher training
- Records of staff qualifications and training

SUGGESTED GUIDANCE

- Are staff involved in the service delivery suitably qualified to perform their duties such as fitness instructor level 2 or 3, GP referral, cardiac rehab. phrase v, personnel trainer, exercise to music, group cycling, yoga, body training systems (BTS) and other appropriate qualifications and training
- Do management ensure that staff are trained in any relevant procedures and policies; and any changes are actioned accordingly
- Do all Fitness Instructors and Group Exercise Instructors attend staff meetings to help communicate new procedures, train in processes and give opportunity for staff feedback
- Is REPs used help to raise the awareness of the standard and qualification level of fitness instructors together with promoting and safeguarding the health, safety and wellbeing interests of the people using the service
- Is there a continuous professional development (CPD) framework which enables and encourages staff to obtain additional qualifications, for example REPs.
- Have appropriate facility specific induction programmes been developed and implemented, with records maintained on site for all staff, including customer care, quality management systems (QMS), normal operating procedures (NOP), emergency action plans (EAP)
- Have appropriate job role specific induction programmes been developed and implemented, with records maintained on site for all staff, for example, fitness instructor's handbook, equipment inspections, cleaning processes, induction process, sales and retention process
- Have refresher training programmes been developed and implemented, with records maintained on site for all staff, health and safety and job specific elements
- Are staff appropriate qualified with records of qualifications and training maintained on site and up to date

What resources have been allocated to deliver the programme?

EXAMPLES OF BEST PRACTICE

- Supervision and staff resources
- Sufficient staff to match usage

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- Time to check and clean equipment
- Training budget linked to staff training plan
- Equipment budget for short term and ongoing replacement
- Equipment and adaptations for use by all groups
- Sales
- Retention
- Variety of activities at busy times
- Information Communication Technology (ICT)
- Industry trends/ new classes

SUGGESTED GUIDANCE

- Are the levels of supervision defined for all activities which align with the staff resource budgets; constant supervision could increase retention, customers could be more comfortable and confident during their use of the facilities
- Is usage regularly reviewed to ensure that sufficient staff are in the facilities at busy times
- Is time allocated to the rota to check and clean equipment; this can assist in managing customer expectations
- Is the training budget linked to the delivery of the staff training plan and do they assist in meeting the fitness targets and objectives
- Have equipment and maintenance budgets been established to meet both the short term objectives and the ongoing replacement and renewal of equipment
- Has suitable equipment and adaptations been provided to enable people with additional needs to make use of equipment
- Have effective sales processes been developed to generate leads and convert inquires to new users or members
- Have retention processes been developed to retain customers such as the induction process, programme refreshment, gym challenges and social events
- Are there a variety of activities available at busy times to ensure that there is minimal overcrowding, with users waiting to use equipment or unable to access full classes
- Is the use of ICT for communication, sales, marketing and retention maximised, such as text, electronic programmes linked to fitness equipment, front of house management systems, 'Facebook' and retention software. Does the facility offer online membership and induction processes
- How do management keep up to date with industry trends/identify new classes to help develop the programme

MEASURE

How do you measure?

EXAMPLES OF BEST PRACTICE

- Performance management (Key Performance Indicators)
- Group exercise class information displayed.
- Measurements in place for group exerciser classes.
- Retention of customers

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- Financial performance
- Customer and staff feedback
- Mystery visits

SUGGESTED GUIDANCE

- Are key performance indicators identified and are targets set accordingly, does this include measures on usage, sales and occupancy rates. The targets could include measurements for both facility and individual achievement
- Is group exercise class capacity and usage communicated to customers, how are customers informed of planned changes to the programme
- The usage and capacity of the group exercise classes are measured on an ongoing basis which can highlight where numbers are falling
- Is retention and attrition regularly tracked and measured
- Are income and expenditure budgets measured to identify whether all aspects of the fitness suite operation is adequately resourced
- Is customer and staff feedback encouraged and are the findings analysed and measured
- Does the facility make use of mystery visits to test the customer experience; are the findings and observations analysed and measured

REVIEW

How do you review what you measure?

EXAMPLES OF BEST PRACTICE

- Performance reviewed against targets
- KPIs reviewed for trends/ achievements
- Instructors deliver additional activities
- Usage and membership increasing for targeted groups
- Audits/ mystery visits/ surveys (internal and external)
- Procedures and policy systems

SUGGESTED GUIDANCE

- Does the facility review its performance against the targets set out in the business and financial plans. Are all appropriate staff and stakeholders involved in the performance review and any actions identified added to an improvement plan
- Is the data compiled from KPIs reviewed for trends and achievements; is action taken accordingly, with findings added to the improvement plan
- Are instructors delivering additional activities such as exercise classes, master classes and using other parts of the building to programme exercise, for example swimming programmes
- Is usage and membership increasing from targeted groups and different sectors of the community
- Are audits/mystery visits/surveys reviewed for findings; is action taken accordingly, with actions added to the improvement plan
- Does the management have a process in place to regularly review and update relevant procedures and policy systems

IMPACT

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Has what you have done made a difference?

EXAMPLES OF BEST PRACTICE

- Financial and KPI targets achieved
- Membership base increasing
- Organisations offer funding
- Access to funding streams to offer activities
- Compliments and complaints
- Customer satisfaction improving
- Improved audit/ mystery visit results
- Customer testimonials
- Research into the difference fitness activity has made to people's lives

SUGGESTED GUIDANCE

- Is the facility achieving its financial and KPI targets. Are results improving year on year in all areas (including retention and attrition)
- Is the membership base increasing year on year
- Are organisations such as the NHS offering funding to assist in meeting their priorities
- Is the facility attracting funding to put on activities to improve the physical and mental health of the community
- Are compliments increasing and are complaints decreasing
- Is customer satisfaction with the facilities and the programmes on offer improving
- Are the results of audits improving year on year
- Is the facility using customer testimonials to promote the success of the fitness programme
- Has research been carried out to demonstrate the difference that can be made to the community's health and wellbeing through physical activity