





OVERVIEW

EMD UK is the national governing body for group exercise and this is our strategy for 2020-22. It is based on the VMOST model – Vision, Mission, Objectives, Strategy and Tactics – and it sets out, at a high level what we intend to do over the next three years and why. At the core of this is a belief that group exercise has the power to improve millions of people’s lives. We hold this belief because:

- group exercise reaches huge numbers of people – 4.86 million per week – and it continues to grow.
- group exercise delivers huge physical and mental wellbeing benefits. It delivers more social value than any other physical activity.
- group exercise is accessible to different ages, genders, income levels and fitness levels, even in places without gyms and leisure centres.
- instructors have a special role as community leaders who support, motivate and bring together groups of participants.



VISION AND MISSION

Vision: healthier communities through group exercise

Mission: to support group exercise instructors to be the best they can be.

The acid test for any piece of work that we do is:

- does it help create healthier communities through group exercise?
- does it support group exercise instructors to be the best they can be?



KEY ISSUES

Through our research, consultation and insight, we have identified 10 key issues which we must address through this strategy:

- Engaging with instructors and potential instructors in large numbers to influence thinking and action
- Developing our reputation and brands as a trusted national governing body
- Growing our commercial income
- Developing our digital strategy and digital services
- Defining the purpose and value of the academy and instructor development
- Building our relationship with CIMSPA and the practitioner membership
- Strengthening our relationships with our founders: FLexercise, KFA and Medau
- Making a social impact
- Aligning with national strategies for sport and physical activity
- Developing other strategic relationships and partnerships

BUSINESS IMPROVEMENT GOALS

Business Improvement Goals are closely tied to the key issues and to the mission statement. They will exist for as long as the mission statement does. They will also capture the numbers that the board and stakeholders are interested in.

The Business Improvement Goals are:

BIG IMPROVEMENT GOAL	MEASURE
1. Instructor engagement	Number of engaged instructors on our databases[1]
2. Instructor quality	Number of instructors on our databases who are also practitioner members of CIMSPA
3. Social Impact	Social return on investment on projects delivered or supported by EMD UK
4. Brand reputation and influence	Recognition of EMD UK brands among instructors
5. Financial resilience	Amount of non-Sport England income secured each year
6. Organisational quality	Net promoter score for EMD UK from instructors and stakeholders; similar relevant measure for staff.

[1] There are various ways of measuring engagement. For example, number of instructors that clicked on a link in an email, etc.

STRATEGY: HOW WE ARE GOING TO ACHIEVE THE BUSINESS IMPROVEMENT GOALS AT THE TOP LEVEL

BIG 1: INSTRUCTOR ENGAGEMENT

Measure: Number of engaged instructors on our databases

Links to our key issues:

Engaging with instructors and potential instructors in large numbers to influence thinking and action

Strengthening our relationships with the founders

Developing our digital strategy and digital services

EMD UK already has a significant reach with over 15,000 instructors on our database. But only a small proportion are engaged with us. It is this engagement which creates the relationship and ensures that EMD UK, as a membership organisation and national governing body has meaning and value. Therefore increasing engagement is the top priority. It will be achieved in several ways:

- 1** Simplifying and improving our membership offer to attract and include more instructors.
 - Instructors who sign up for a newsletter, for example, will be offered free Network Membership with access to resources, information, and discounts. This will bring them into the EMD UK 'family' and give them more touch points
 - A low cost Affiliate membership (without insurance)
 - Full memberships with insurance and other exclusive benefits.
- 2** For instructors who are outside of our membership, we will also deliver value with the aim of building trust and drawing them into membership. The value will come from compelling and relevant content and high-quality products – the same things required to create engagement.
- 3** Encouraging instructors to interact with our digital products and systems.

For example, clicking through on an email, logging onto our CRM or purchasing a product. Achieving that engagement will require regular communication, compelling and relevant content, high quality products and trust in EMD UK.

4 Expanding our Organisation Membership model for fitness brands.

- We will seek to engage Organisation Members' instructors through each organisation.
- The package of benefits for Organisation Members will be constantly reviewed.

5 Strengthening our relationship with the Founders via clearly defined work plans and account management.

BIG 2: INSTRUCTOR QUALITY

Measure: Number of instructors on our databases who are also practitioner members of CIMSPA

Links to our key issues:

Building our relationship with CIMSPA and the practitioner membership

Engaging with instructors and potential instructors in large numbers to influence thinking and action

Developing our digital strategy and digital services

Strengthening our relationships with the founders

We are committed to the industry's professional standards for group exercise instructors. The best proxy for compliance with the professional standards is CIMSPA Practitioner Membership. We therefore encourage all group exercise instructors to become CIMSPA Practitioner Members and our measurable goal is the number of instructors on our databases who are also practitioner members of CIMSPA. We have facilitated this by becoming a CIMSPA Employer Partner, being part of the sign-up journey for prospective members, securing a 20% discount on CIMSPA membership for our members and offering a 10% discount on our membership fees for CIMSPA members. We are embedding our relationship with CIMSPA via a memorandum of understanding.

The numerical element of this BIG is also driven by all the actions under BIG1.



BIG 3: SOCIAL IMPACT

Measure: Social return on investment on projects delivered or supported by EMD UK

Links to our key issues:

Making a social impact

Developing our reputation and brands as a trusted national governing body

When bidding for, planning and delivering social impact projects, we will consider the social return on investment that should result from those projects.

The confirmed social impact projects this year are This Girl Can and Tackling Inequalities Fund. Other opportunities will be considered as they arise. If new grant funding is sought for a project, it will be reviewed against EMD UK's document 'A framework for evaluation of opportunities'.

BIG 4: BRAND, REPUTATION AND INFLUENCE

Measure: Recognition of EMD UK brands among instructors

Links to our key issues:

Developing our reputation and brands as a trusted national governing body

Defining the purpose and value of the academy and instructor development

Developing our digital strategy and digital services

The annual marketing and communications plan sets out most of the work required. In addition, we need to consider what qualities a trusted national governing body has, then how we exhibit and deliver those qualities.

We have a number of brands currently - EMD UK, classfinder, Academy, Dance the Distance – and the role, function and success of each needs to be reviewed. It has been regularly fed back that the EMD UK brand is poorly understood and this places us at an immediate disadvantage. The EMD UK brand will be reviewed and potentially, changed completely. That said, the organisation's reputation has increased significantly during the Covid period due to the consistent and high quality support that we have provided to instructors.

BIG 5: FINANCIAL RESILIENCE

Measure: Amount of non-Sport England income secured each year

Links to our key issues:

Growing our commercial income

Engaging with instructors and potential instructors in large numbers to influence thinking and action

Strengthening our relationships with the founders

Developing our digital strategy and digital services

Defining the purpose and value of the academy and instructor development

Strengthening our relationship with the founder

Our non-Sport England income includes commercial, memberships, academy surpluses, PPL/PRS surpluses, non-Sport England grant and net founder income. The work on memberships, both individual and organisational, will have a significant bearing on the non-Sport England income.

The first step to commercial revenue is instructor engagement and our plans for this are set out under BIG 1. The next step is increasing value and trust which together make the generation of revenue more straightforward: we are selling to people with whom we are engaged, who understand the value that we offer and who trust us. The main revenue-generating products will be individual memberships. Value will be primarily delivered to members through a package of benefits for one annual membership fee but instructors may choose to purchase additional services, such as the booking facility.

We will continue to apply for other grants for specific projects which meet align with our vision and mission and deliver social value. Each application will be costed to ensure full cost recovery including contributions to overheads. This overhead element will contribute to the BIG 5 measure.

The licence arrangements with the founders are under review, with founders seeking clear work programmes and charging from EMD UK.

With the economy set for a major recession, there will be significant challenges during the three year strategy period to secure additional non-Sport England income.

BIG 6: ORGANISATIONAL QUALITY

Measure: Net Promoter Score for EMD UK from instructors and stakeholders; similar relevant measure for staff.

Links to our key issues:

Developing our reputation and brands as a trusted national governing body

Strengthening our relationships with the founders

Net Promoter Score is one of the most widely used and trusted measures of customer satisfaction. It asks the single question: on a scale of 1-10 how likely are you to recommend EMD UK to a friend or colleague?

We should always ask our customers of their views on EMD UK as an organisation. We will ask a similar question of staff and other stakeholders.



DIGITAL STRATEGY

Our digital strategy is being undertaken in parallel with the EMD UK strategy and in time, the two will be integrated. Digital will drive our reach and engagement with instructors and will also drive much of our revenue. The digital strategy objectives are:

1. To increase our regular engagement with group exercise instructors
2. To increase our reach to more group exercise instructors
3. To improve the value that instructors get from EMD UK
4. To grow a revenue stream from EMD UK digital products and services.

TACTICS

Tactics are the actions feeding into the strategy. We have set out our tactics in the EMD UK business plan 2020-21. It follows the principles set out in the emerging EMD UK strategy 2020-2022, the EMD UK budget (as approved by the board on 12 March 2020) and the Year 2 work programme in EMD UK's bid to Sport England, 2019 to 2021. It considers the impact of Covid-19 on EMD UK and our sector and proposes re-allocation of some Sport England funding in response (the 'war chest'). It makes assumptions about the lockdown period (phase 1), the country's emergence from lockdown (phase 2) and a new world where social distancing and strict hygiene measures are the norm (phase 3). All these assumptions will be subject to constant review and parts of the business plan will be re-written during the year.

Business plans will be prepared for each year of this strategy. The effectiveness of our service will be measured against five business improvement goals, while referencing the key issues from the strategy.



BEHAVIOURS AND VALUES

Behaviours and values are important because they set out how things should be done and guide the behaviour of staff and board directors. The behaviours and values are:

WE SUPPORT We support instructors to be the best they can be. We use our resources, expertise and influence to guide instructors Individually and as a collective.

WE COLLABORATE Our vision and mission matter for the health of all communities. We collaborate and seek a 'win-win' for the benefit of instructors, the wider physical activity sector and the nation.

WE ARE INCLUSIVE Group exercise is for everyone. We strive to ensure all instructors have the same opportunities from us, regardless of age, gender, ethnicity or ability.

WE ARE AMBITIOUS We think big! We always challenge ourselves and the sector to provide the best support and opportunities for instructors.

WE ACT WITH INTEGRITY Our customers and stakeholders expect EMD UK, as the national governing body, to be fair, consistent and do the right thing. We are honest, principled and have high standards. We deliver on our promises.

RESOURCING

The current budget provides sufficient resource to deliver the business plan but as circumstances change, there may be a need to re-purpose some Sport England funding which had been allocated to projects which have now been cancelled due to Covid19 (the 'war chest').

As the digital strategy, academy review and membership proposals take shape, consideration will need to be given to the staff resource and structure.

MONITORING AND EVALUATION

Progress towards vision	Written annual statement published on website and shared with stakeholders
Business Improvements Goals	Quantitative reporting with narrative at each board meeting
Sport England KPIs and indicators	Quantitative reporting with narrative for Q2, Q3, and Q4 to Sport England. Also reported to board, SMT and staff
Departmental KPIs	Monthly reporting to CEO, SMT and staff. Collated in operational reports to each board meeting.





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