



the national governing body for group exercise

**EMD UK STRATEGY**

**2022 - 2027**

---



# Introduction

## from our Chief Executive



We've created a new strategy for the next five years which focuses on supporting instructors to be the best they can be. We will do this by providing leadership, influencing the sector, collaborating with partners and tackling inequalities; we will also work closely with partners to create a high-quality, empowered workforce through appropriate governance and regulation.

We've made a lot of changes internally in order to delivery this strategy, removing services which put us in competition with others and adding capacity for insight, sharing good practice and ED&I. If you're a group exercise instructor, we want to support you. If you are a partner, we want to collaborate with you. These are exciting times and we're ready to go!

Marcus Kingwell, CEO, April 2022



# Our vision

Our vision is healthier communities through group exercise. We know this can be achieved because of physical, mental and social health benefits that group exercise brings.

## Our mission

Our mission is to support group exercise instructors to be the best they can be.

Not only will we support instructors to get qualified and insured but we'll also support them to develop professionally, follow best practice and sustain their businesses in a changing world.

## Our role

02

- 01 To be the leader, influencer, collaborator and coordinator across the group exercise sector with a focus on the instructor workforce.
- 02 To be the voice of group exercise, providing advice, support and guidance to the workforce and wider ecosystem to achieve greater collaboration and to create healthier communities.
- 03 To create solutions for the problems that instructors face, as well as identify opportunities for improvement.
- 04 To raise standards in the group exercise instructor workforce, leading to higher quality experiences for all.



# Our Business Improvement Goals



Our six Business Improvement Goals (BIGs) underpin our mission and vision. They define what we need to measure if we are to achieve our mission.

## **BIG 01** Instructor engagement

Having regular, meaningful touch points with instructors.

## **BIG 02** Instructor quality

Supporting them to be the best they can.

## **BIG 03** Social impact

Making a difference to the lives of instructors and their participants, particularly those from deprived communities.

## **BIG 04** Reputation and influence

So that we can improve the environment for instructors.

## **BIG 05** Financial resilience

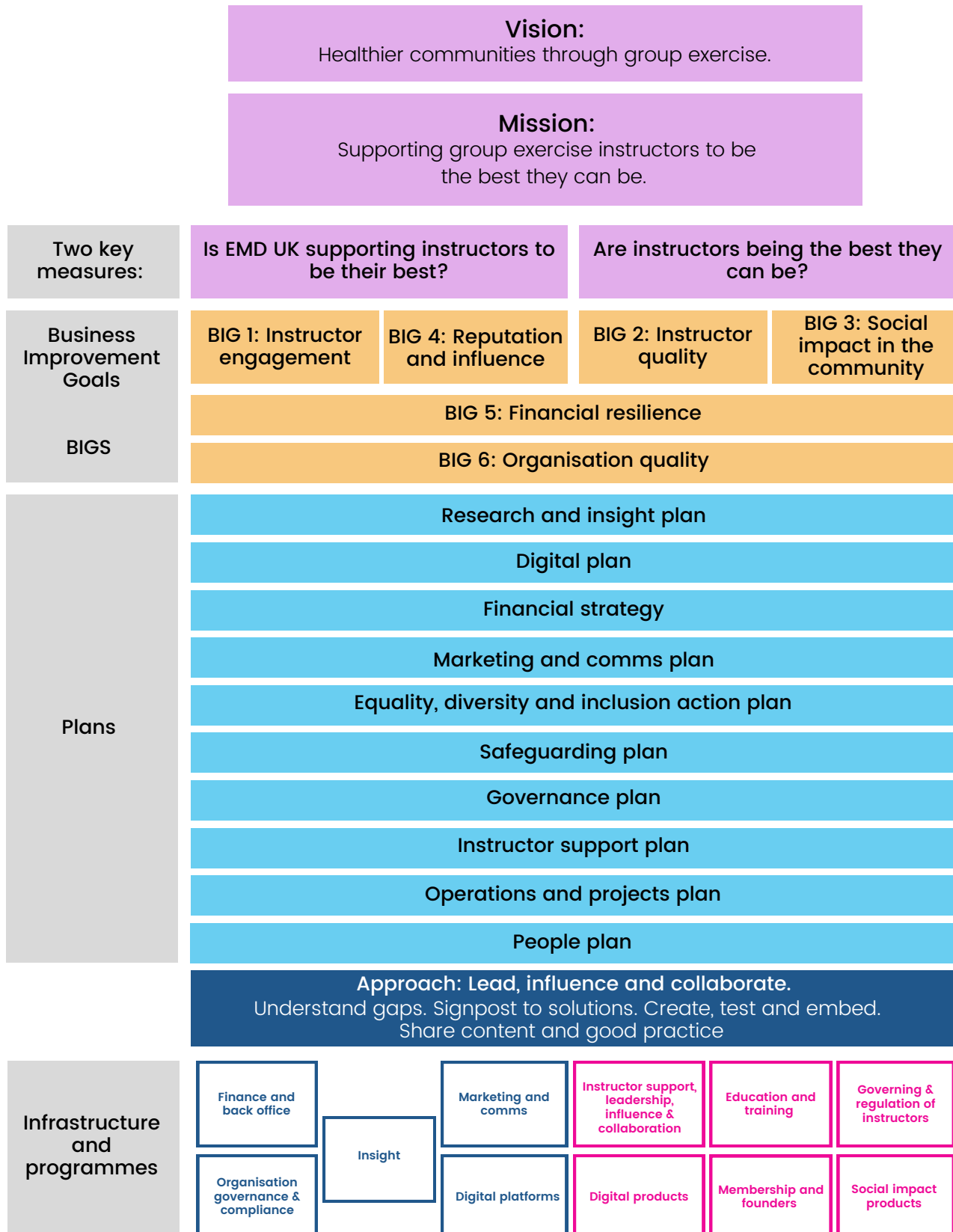
To ensure a sustainability and longevity as an organisation.

## **BIG 06** Organisation quality

To ensure that our operations are efficient and effective.

Our BIGs are underpinned by a series of operational plans; below those sit our programmes and infrastructure.

# How our strategy and plans work together



# Our role in the physical activity world

Sport England's strategy, Uniting the Movement, sets out a vision for sport and physical activity in England: a nation of more equal, inclusive and connected communities; a country where people live happier, healthier and more fulfilled lives. EMD UK's vision and mission closely aligns with this vision and as such we fully support Uniting the Movement.

Sport England has invested in EMD UK as a system partner with two key roles in the physical activity ecosystem:

## A systemic role

To connect and influence across the sector.

## A governing role

To lead and regulate a discreet and defined part of the system with the ability to shape and influence it.

Our systemic role will increase substantially as we grow our reach and engagement with group exercise instructors. We will adapt and shift these work areas to place more emphasis on tackling inequality but without ignoring our mission to support all instructors to be the best they can be. We will also communicate our role in tackling inequalities to external partners.

As a workforce NGB we will focus our efforts on adult instructors. Our role in providing positive experiences for children and young people is to advise and influence group exercise programmes to ensure they meet children's needs.

We are a unique sector, one made up of predominantly micro-businesses and self-employed people who are well placed to have a positive impact on underrepresented communities. Our challenge is to retain and increase the diversity we see across our workforce, and to gather the insight and knowledge to support it, especially as we grow our direct reach.

For our governing role, we will build on our strong relationship with CIMSPA to support workforce regulation for group exercise instructors, in line with the Workforce Governance agenda, the Whyte Review and recommendations of the National Plan for Sport and Recreation Committee. This will provide CIMSPA with our specialist expertise which in turn means better regulation and governance of instructors.

# Safeguarding

EMD UK wants everyone to have positive, safe and enjoyable experiences when taking part in group exercise activities. We also want to ensure that all staff, teachers, instructors and volunteers are clear on what is expected of them when engaging with adults at risk and that best practice is central to all activities. So we have developed safeguarding policies for participants so that all involved know what processes and procedures to follow and who they can contact for help if they have any safeguarding concerns.

We will continue to ensure that safeguarding remains on the agenda to influence best practice across the sector. Our safeguarding policy is underpinned by a detailed action plan.





# Equality, diversity and inclusion

We pride ourselves on our commitment to equality, diversity and inclusion for our customers, our staff, and our stakeholders. Our approach is much more than compliance with the law; it is at the heart of our culture and values as a company.

We believe in the positive benefits of equality, diversity, and inclusion, not just for society but as a foundation to enhance the service and performance of our organisation. We believe group exercise breaks down barriers, fosters positive behaviours and offers an accessible activity that creates healthy communities.

Our goal is that equality, diversity, and inclusion is embedded in our attitude and our daily way of working. We want everyone who connects with EMD UK to feel respected and valued. We make every effort, every day, to be non-discriminatory, open minded and inclusive. We also recognise that our thoughts and deeds can always improve.

Our Board has approved an action plan that underpins our policy. It is an illustration of our commitment to live by our values and beliefs. We aim for our workforce and our organisation to be inclusive and supportive, where everyone enjoys the opportunity to be the best version of themselves.

Over this strategy period, the ED&I action plan will be replaced by a Diversity and Inclusion Action Plan in order to meet the latest best practice and requirements of Sport England.





# 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

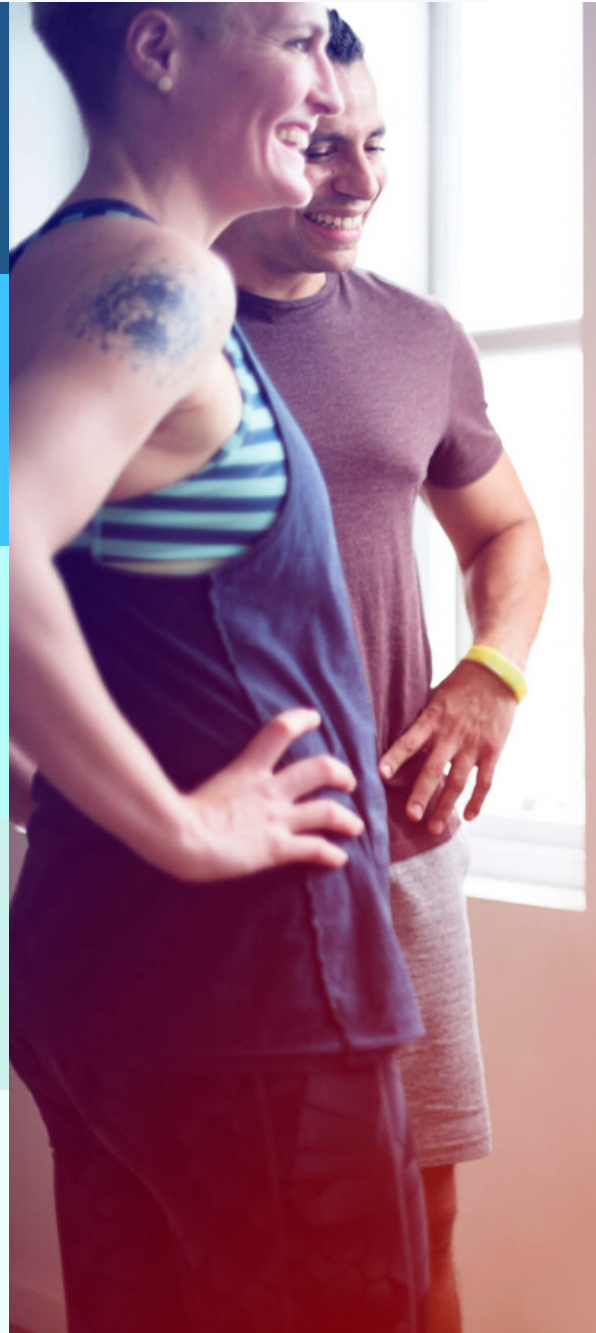
Group exercise is for everyone. We strive to ensure all instructors have the same opportunities from us, regardless of age, gender, ethnicity or ability.

## WE 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.

## WE ARE AMBITIOUS

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



# Strategy monitoring and evaluation

## Progress towards vision and mission

Written annual statement published on website and shared with stakeholders. Based on two annual surveys:

1. Instructor survey: is EMD UK supporting you to be you best?
2. Population survey: are instructors being the best they can be for what you need?

## Business Improvement Goals

Quantitative reporting with narrative at each board meeting.

Feedback to staff at quarterly staff meetings.

## Sport England goals

Quantitative reporting with narrative at six month and end of year to Sport England. Also reported to board, SMT and staff.

## Departmental KPIs

Monthly reporting to CEO, SMT and relevant staff. Collated in operational reports to each board meeting.



the national governing body for group exercise



**SPORT  
ENGLAND**