

Active Black Country

SPORT & PHYSICAL ACTIVITY SECTOR SKILLS PLAN 2016

IGNITE | ACCELERATE | RE-TUNE



Black Country LEP

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Foreword

In its 2015 “Sporting Future” Strategy, the Government set out plans to transform the sport and physical activity workforce to meet changing consumer demand to get more people taking part. The sector’s workforce needs to be more representative of the communities it aims to engage with and reflect a customer centric approach that places an individual’s needs and motivations at the heart of the journey. In doing so, we must build the sport and physical activity sector as a valued career option and quantify the value of the contribution of the sector’s contribution to the economic prosperity.

This is why the Active Black Country Board worked with the Black Country Consortium Limited to produce this UK leading work to understand the supply and demand for skills and the required actions needed to address the gaps and shortages. I firmly believe that the seismic shift needed in getting more people taking part in physical activity is heavily dependent on the sectors collective responsibility to inform the future skills and attributes of the workforce.

The Board is taking a strong lead in ensuring the plan is delivered and we encourage all stakeholders to work collaboratively with us on this journey.



Deborah Williams
Chair, Active Black Country.



Stewart Towe CBE DL
Chair, Black Country Local Enterprise Partnership.

I am delighted to endorse the Black Country Sector Skills Action Plan for Sport and Physical Activity as it demonstrates how a growing enabling sector will address the gaps and shortages that both the sector and the Black Country as a whole need, particularly those job and work ready transferable skills. In doing so, Sport and Physical Activity will significantly contribute to “People” priorities for the BCLEP on apprenticeships, leadership, traineeships and reducing unemployment and improving school performance. This is ground breaking work for the Black Country and demonstrates how valuable sport and physical activity, as an enabling sector is in meeting our economic priorities.

I believe in the power of sport and physical activity as a vehicle to bring people closer to the job market and communities closer together. It is also successful in providing opportunities to demonstrate leadership and high performing teams. I look forward to working with the Active Black Country Board to ensure that sport and physical activity plays a key role in delivering our economic prosperity ambitions.

Active Black Country is one of the network of 44 County Sports Partnerships. The Active Black Country Board advises the Black Country Consortium Limited, a not for profit company limited by guarantee of the strategic priorities, partnerships and actions needed to get more people taking part in sport and physical activity. In December 2015, the Active Black Country Board, with Sport England’s support, worked with the Black Country Consortium Limited to produce the Sector Skills Plan for Sport & Physical Activity.

Section 01

Introduction

This Executive Summary sets out the context, findings and priorities of the Sector Skills Action Plan for the Sport & Physical Activity Sector. The plan provides insight into the workforce needs of the sector and has informed production of a detailed action plan that aims to ensure the sectors workforce is well skilled, motivated and fit for purpose. It has been produced at a key time for the Black Country as we aim to increase levels of physical activity and economic growth in the area covering Dudley, Sandwell, Walsall and Wolverhampton.

In the Black Country we have gained valuable insight into the important role local people play in motivating people to take part. In an area, which has one of the lowest numbers of individuals taking part in sport and physical activity nationally (Active People, Sport England 2016), we need to develop a workforce capable of engaging and motivating local communities.

Through demand led consultation the Sector Skills Plan has identified and defined the skill shortages across the current workforce, outlined how the sectors workforce needs are being met through current education providers, evidenced the economic benefit and role sport and physical activity can play in developing transferable skills for employers across a range of sectors.

Over 100 sector employers, organisations and providers were consulted across private, public, and third sectors to incorporate the breadth, range and scope of a variety of roles -

including the professional workforce and volunteers. Community, health and economic regeneration agencies were also consulted to seek their views on the skill sets required.

The consultation has provided us with national leading insight into the skill shortages across the sector and resulted in seven headline recommendations to develop a workforce that is customer centric, inclusive and equipped with the right skills to initiate meaningful behaviour change and realise wider health and socio economic benefits.

The Active Black Country Board acknowledge the considerable contribution made by national and local organisations in developing the plan and the ongoing commitment to take forward the plans actions, which will contribute to the transformation of the sectors workforce and lead to more people realising the health, social and economic benefits of sport and physical activity.

Case Study: 'Someone like Me'

Developing a workforce with a skill set to understand the needs of target groups is fundamental to effectively engaging with local people. This approach was a key feature of a project the Active Black Country partnership recently worked on. The project sought to empower members of the Heath Town estate in Wolverhampton to design and deliver a health and well-being project using physical activity as a vehicle for social change. The project's success was in part due to the association local residents felt with the people who led the activities.

"I have seen the wonderful impact that the yoga sessions have had on the community of Heath Town. By providing an opportunity to be active and learn new skills we have shown young people there is hope and a future - as there was nothing here before. Deon has shown me the way to think and work with others, we have grown this from nothing. The love I have been shown by the community is priceless" - Akil Maylor

The Heath Town estate in Wolverhampton is one of the most deprived areas in the Black Country with low levels of participation in physical activity, high levels of health inequities and high unemployment. Active Black Country developed a project that upskilled a local resident to deliver yoga, tai chi and martial arts across the estate to combat mental and physical health inequalities. The project, developed in partnership with 'Black Country Make' was the brainchild of local resident Akil Maylor.

A community audit, undertaken by the 'Youth Charter for Sport, Culture and Arts' highlighted a culture of demotivation and mistrust within the community, with scepticism towards outside organisations delivering on the estate who didn't understand the needs of the local community and couldn't effectively engage residents.

Akil Maylor, mentored by Deon Morgan a traditional martial arts & yoga teacher has successfully developed a community hub to run classes for the estate whilst gaining his own qualification to deliver sessions. He now aims to mentor others, developing a local workforce delivering social and economic benefit across a range of projects. Uniting people from a variety of backgrounds and developing their skills through experience. The skills that Akil possesses and has used to grow the project centre on effectively engaging with local residents through empathy, flexibility, awareness of mental health issues, communication and leadership - with over 500 participants benefiting from the project since its inception.

"We plan to increase the range of activities on offer in Heath Town. Nurturing and developing skills amongst the community to provide for themselves and not relying on parachuting people in, is so important to developing people and helping them get work, become healthier and show others across the estate how to grow the community" - Deon Morgan



Section 02

Economy, Skills, Sport & Physical Activity

The Sport & Physical Activity Sector Skills Action Plan (SSAP) has been produced at a time of significant strategic and policy change which has determined its scope of work and the priorities.

Black Country Local Enterprise Partnership

The Black Country Local Enterprise Partnership (BCLEP) considers the sport and physical activity sector as one of its integral priority sectors to deliver economic growth. It recognises the importance of growing the economy and ensuring that its workforce is well skilled, motivated and fit for business.

Transformational Sectors



Enabling Sectors



Diagram 1: The 10 priority transformational & enabling sectors to drive economic growth across the Black Country.

The Black Country Local Enterprise Partnership aims to create the conditions for enterprise to flourish resulting in greater economic prosperity across the Black Country. These conditions are centred on 3 themes: Business Competitiveness, Place and People. The 'People' theme aims to raise employability, education and skills, as set out in the 'How We Work' diagram below:

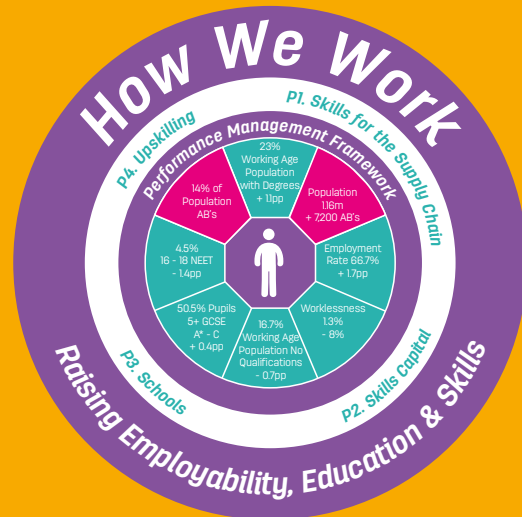


Diagram 2: Black Country Strategic Economic Plan 'How We Work'.

Reference:

1. **AB's:** People within the A and B social grade (Upper middle class and middle class higher/intermediate managerial professionals) as compiled by the National Readership Survey.
2. **PP:** Percentage Points – unit to show difference between two percentage values.
3. **NEET:** Residents aged 16-18 who are Not in Education, Employment or Training.
4. **Working Age Population** – 708,800.

In its 2016 Annual Review, the LEP highlighted that:

- **More Black Country residents were educated to degree level or above than ever before**
- **The percentage of people with no qualifications continues to reduce**
- **The number of apprenticeships is increasing**
- **4,900 new workforce jobs**
- **The proportion of people Not in Education, Employment or Training (NEET) is below the national average.**

In focusing on the key 'People' priorities the Sport & Physical Activity Sector Skills Plan will support the overall skills and employment agenda for the Black Country and contribute to meeting the targets set out by the Local Enterprise Partnership by 2030.

- **An additional 90,000 people with degrees**
- **A reduction of 29,000 workless residents**
- **57,000 more people with qualifications**
- **1,900 fewer 16-18 year olds not in education, employment or training (NEET)**
- **95,000 additional people into employment, increasing the local employment rate to 80%.**
- **Total apprenticeship starts – 23,000**

Source: Black Country LEP Annual Review 2015

Focus on Apprenticeships

The Black Country's ambition is to have 23,000 apprenticeship starts by 2030. The Government seeks sport to play its part by ensuring apprenticeships are actively supported by sector employers and delivery partners. The SSAP sets out how the Black Country's Sport & Physical Activity Sector will contribute towards this target.

Area Reviews

The Government's Further Education Area Review for the Black Country seeks a shift to provision being employer demand led. Over the last 9 months, the BCLEP has led an Area Review of College provision across the Black Country. The skill shortages identified through the SSAP consultation has been used as an evidence base for the review. The inclusion of sport and physical activity within existing provision is vital to develop skills, behaviours and competencies that meet local employer's needs and support the Governments strategic objectives.

West Midlands Combined Authority Strategic Economic Plan (2016)

The Black Country Local Authorities and the BCLEP are key stakeholders in the West Midland Combined Authority (WMCA). The Sport & Physical Activity Sector Skills Plan is closely aligned alongside the Black Country and the West Midlands Combined Authority Strategic Economic Plan with regards to employer-led sector skills strategies for its key sectors.

The West Midlands Combined Authority has set out its aims to tackle economic and social challenges in part through focusing on the skills continuum priorities - **'Ignite, Re-Tune and Accelerate'**.

Table 1 below sets out the stages and definition of the skills continuum.

Continuum Stage	Skills Component
Ignite	Targeting those in education and/or training
Re Tune	Targeting those in work that can progress supporting increase in productivity
Accelerate	Targeting the unemployed and those whose skills don't match demand

Table 1: The stages and definition of the skills continuum.

The Sector Skills Action Plan for Sport & Physical Activity has identified actions to influence the supply for skills across sporting and non-sporting employers and upskill those already working in the sector. With an emerging WMCA Physical Activity Strategy, the SSAP leads the work on determining the Black Country's priorities.

Government Strategy - Sporting Future (2015)

In December 2015, the Government published *'Sporting Future'*. A New Strategy for an Active Nation, which redefined what success in sport and physical activity looked like. The Governments strategy outlines the wider contribution the sport and leisure sector has to make to health, social cohesion, economic development and individual self-efficacy.



Diagram 4: The 5 outcomes from Governments 'Sporting Future' 2015 Strategy.

The 'Sporting Future' strategy acknowledges and reinforces that a great deal of work needs to be undertaken to change the way many employees, organisations and volunteers interact with customers. This includes the need to develop a more culturally reflective, motivated and skilled coaching workforce to tackle inactivity.

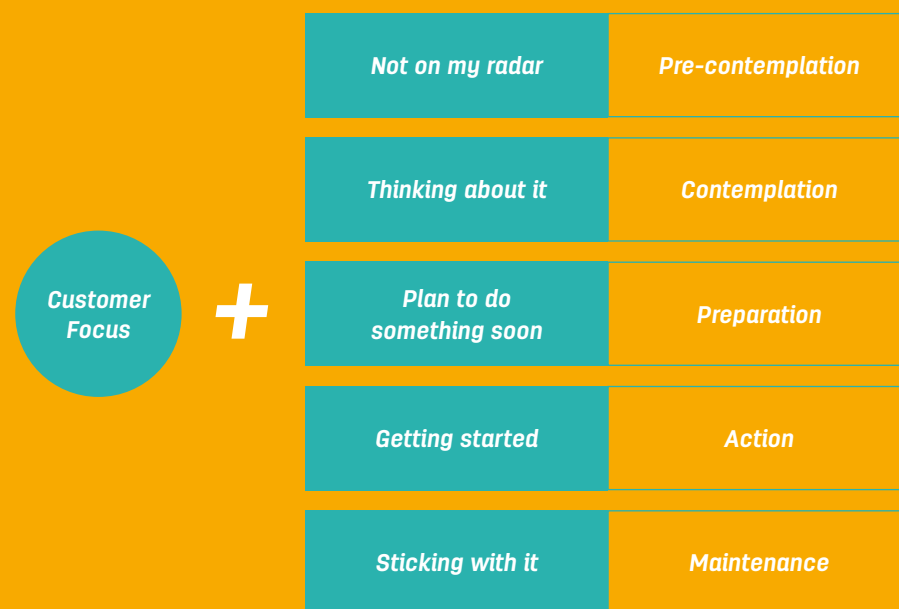
It also sets out that grassroots sport needs to be delivered so that it reflects the people it serves and the need for increased professionalism across the sectors workforce, via the Chartered Institute of Management for Sport and Physical Activity (CIMPSA).

Department of Culture Media and Sport - Sporting Futures Strategy:

“we want the sport sector to be at the forefront of changing the way frontline staff interacts with customers, focusing more on soft skills to build a welcoming and inclusive environment for everyone, regardless of background or ability.” (2015)

Sport England - Towards an Active Nation (2016-2021)

Sport England's Strategy 'Towards An Active Nation' sets out how the Government's Strategy will be delivered. It adopts a more 'business to consumer' approach and a focus on customer needs underpinned by a greater understanding of behavioural science, as highlighted in diagram 5. This means that the sector needs to adapt to new trends and requirements in order to get more people taking part, sustain participation, and develop talent. Many of the recommendations through this report respond to these new skills requirements. The twin Active Black Country and Black Country LEP approach will encourage and enable change and advocacy.



People can move back & forth through these stages

Diagram 5: Outlines the transtheoretical model of behaviour change: Sport England Active Nation 2016

Sport England's Vision:

"We want everyone in England regardless of age, background or level of ability to feel able to engage in sport and physical activity. Some will be young fit and talented, but most will be not. We need a sport sector that welcomes everyone – meets their needs, treats them as individuals and values them as customers."

Both Government and Sport England Strategies outline the importance of focusing on under-represented groups. The economic impact of sport; how it can develop skills and competencies required by employers and the sector to get more people taking part whilst moving an individual closer to the job market, has a key role to play in engaging customers in areas of high deprivation and lower socio economic groups.

Connection between Number of People Taking Part, Health Inequalities & Employment & Skills

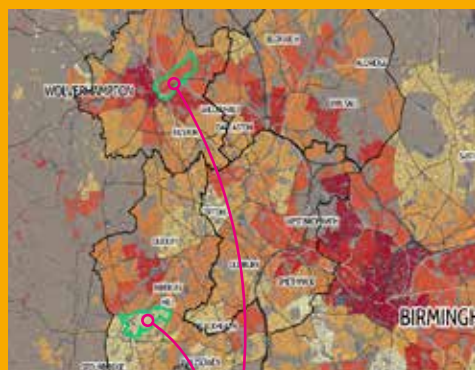
The Black Country is a very diverse region and the correlation between qualification levels, deprivation, participation in sport and physical activity and levels of health inequalities is well defined. A person's socio economic status can be a barrier to participation in sport and physical activity and unemployment in particular is an indicator of social exclusion. It can also promote further social exclusion and contribute to poor physical and mental health.

Based on the latest Active People survey 9 (Sport England) the Black Country's participation rate for 1x30* is 29.7%, which is a decrease of 2.4% from last year. The Black Country currently has 273,636 people taking part in sport or physical activity for at least 30 minutes per week. A decrease of 22,101 from 2014. To reach the national average of 35.8%, the Black Country requires an additional 56,201 participants achieving 1x30.

* The 1x30 measure is defined as the percentage of the adult population participating in sport, at moderate intensity for at least 30 minutes on at least 4 days out of the last 4 weeks (equivalent to 30 minutes on 1 or more days a week).

The maps below illustrate the ward area breakdown across the Black Country against a range of demographic indicators. The comparison areas on the maps illustrate the impact deprivation and qualification levels can have on participation and health inequalities across 2 comparison areas with the ward percentage breakdown for each indicator detailed underneath.

Deprivation



Amblecote	30.01	Change: 4.24%
Heath Town	34.25	

Areas of the Black Country are amongst the most deprived parts of the country. If we aim to increase participation in sport and physical activity in specific areas we need to develop workforce reflective of those communities.

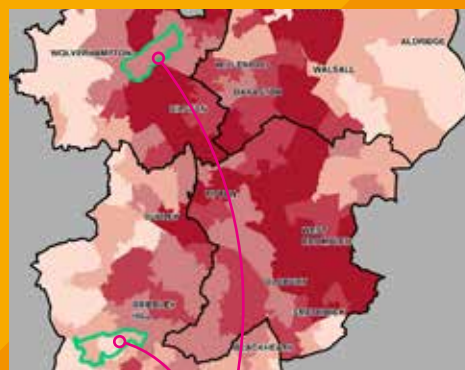
No Qualifications



Amblecote	21.48	Change: 8.64%
Heath Town	30.12	

The Black Country has a high percentage of working age population with no qualifications. Investing in the sport and physical activity workforce to develop right skills will directly affect participation, and support an increase in qualification levels of the Black Country.

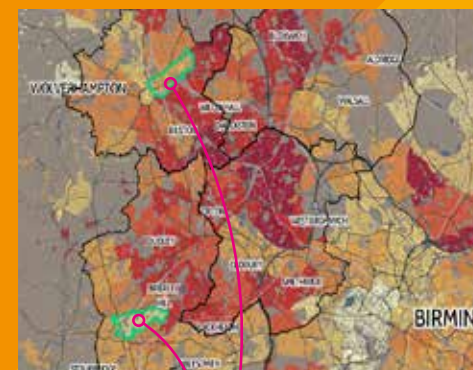
Participation in Sport & Physical Activity



Amblecote	19.5	Change: -4.4%
Heath Town	15.1	

Participation in sport and physical activity is adversely affected by disposable income. Through increasing qualifications levels and developing transferable skills through experience in sport and physical activity we can also support employment outcomes.

Long Term Health Problems



Amblecote	7	Change: 1.92%
Heath Town	8.92	

Developing a workforce that can increase participation levels and meet health and regeneration outcomes is vital.

Summary

Connectivity between employment, skills and the aspirations of the sport and physical activity sector has never been so well defined. Improving skills, competencies and behaviours to drive participation and enable access to jobs is one of the headline themes which will drive the economic prosperity of the Black Country and West Midlands Combined Authority, and meet both Government and Sport England strategic objectives.



Section 03

The Consultation Findings

The consultation for the Sport & Physical Activity Sector Skills Action Plan incorporated a range of sport and physical activity employers and organisations to identify the skill shortages across the existing workforce. The consultation identified key segments for growth across the sector and defines the range of roles and required skills.

The non-sector based employers were drawn from a range of the Black Country priority sectors including high value manufacturing, building and environmental technologies. The consultation with the non-sport sector employers focused on identifying their skills shortages and determining the role sport and physical activity can play in developing transferable skills to meet identified skill gaps in individuals.

Sport & Physical Activity Growth Segments

The key growth segments of the sport and physical activity sector representing the greatest potential for sectorial growth, in terms of jobs and participation over the next 5 years are outlined in the diagram below.



Diagram 6: Key growth segments for sport & physical activity sector as identified through consultation.

Sport & Physical Activity Sector

The sector has been evolving over a number of years and in order for businesses to adapt, skills requirements have changed to support more and more client facing roles.

👤

80% of employers stated that there was a low number of applicants with the required skills.

👎

82% of employers stated that soft skills represent the greatest skills gap in individuals & shortage across the sector.

Diagram 7: Sport and physical activity sector headline workforce findings.

Skill Shortage

Non-technical (soft skills) were identified as the greatest skill shortage currently faced by the sector. Although technical skills, for example, management, lifeguards and fitness instructors are clearly required for work in the sports sector, competencies such as behaviour, communication, leadership and teamwork are vital to respond to changing consumer demand. The diagram below highlights the need for qualifications, skills and behaviours as identified by sport & physical activity sector respondents.

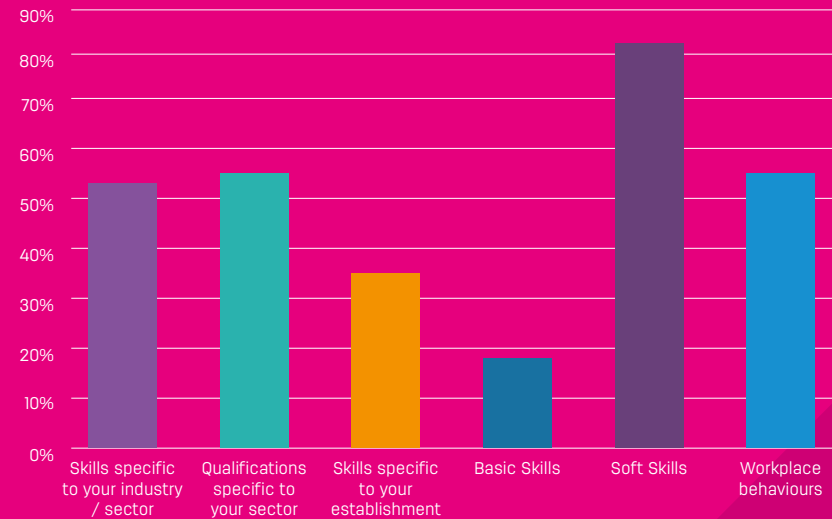


Diagram 8: Highlights the respondent's shortage across required Technical and Non-Technical Skills, Qualifications and Behaviours.

Hard to Fill Vacancies

For all sectors 'hard to fill vacancies' were due to a low number of applicants with the required attitude, motivation and personality and, also, lacking the required non-technical skills.



90% of employers stated that a low number of applicants with the required attitude, motivation or personality was a factor behind roles being hard to fill.

Diagram 8a: Sport and physical activity sector headline workforce findings.

Employers are struggling to fulfil the roles and often a less able candidate is successful this has an impact on quality of offer across the sector and impacts on customer experience of sport and physical activity.

Training Need

The shift towards 'Business to Consumer' models has changed the emphasis towards on the job training required to meet the skill shortage amongst consultees.



100% of respondents stated that they were providing further training to overcome skill gaps.



56% of respondents stated that they were changing workplace practices.



33% of respondents stated that they were increasing recruitment & expanding recruitment channels respectively.

Diagram 9: Sport and physical activity sector headline workforce findings.

100% of sector based employers, organisations and clubs are providing further training to overcome skills gaps in individuals. Compared to only 74% of non-sector training post-employment in this area. This reflects the quality of candidate available initially and also the premium placed by the sector on "people skills" as often work in this sector involves a strong element of interacting with customers. The training being provided is focussed primarily on soft skills, customer service, professional standards and accountability.

Definition of Skill Shortage

The current provision of candidates with the required skills presents a shortage as reported by the sector consultees. Although initial consultation revealed there is also a significant lack of definition regarding the scope of required skills. Through the consultation the specific skills desired have been defined. These have been broken down into two main categories under Technical and Non-Technical headers and by sub category Sport Knowledge, Advanced Technical, Soft and Business skills and are outlined in table 2 below.

Technical Skills		Non-Technical Skills	
Sport Knowledge	Advanced Technical Skills	Business Skills	Soft Skills
Physical Activity for the over 55s	Inclusive fitness Instructing	New technology	Diversity Awareness
Nutrition and Healthy Eating	Lifeguarding	Exercise and health tracking	Mental Health Awareness
Sports Coaching (2016 and beyond)	Physical Literacy	Marketing, Sales & social media	Flexibility
Lifestyle sports / Flexible formats	Behavioural Change	Leadership & Management	Reliability, drive & commitment
	Youth Engagement	Self-employment	Literacy
	Community Engagement	Business project management	Motivation & Influencing
		Customer Service	Analytical
			Communication
			Teamwork
			Empathy

Table 2: Definition of technical and non-technical skills.

Non Sector Employers

The consultation found the non-technical soft skill shortage experienced across non sporting employers was comparable to those shortages identified by sport sector consultees. The diagram below outlines the headline non sector findings:

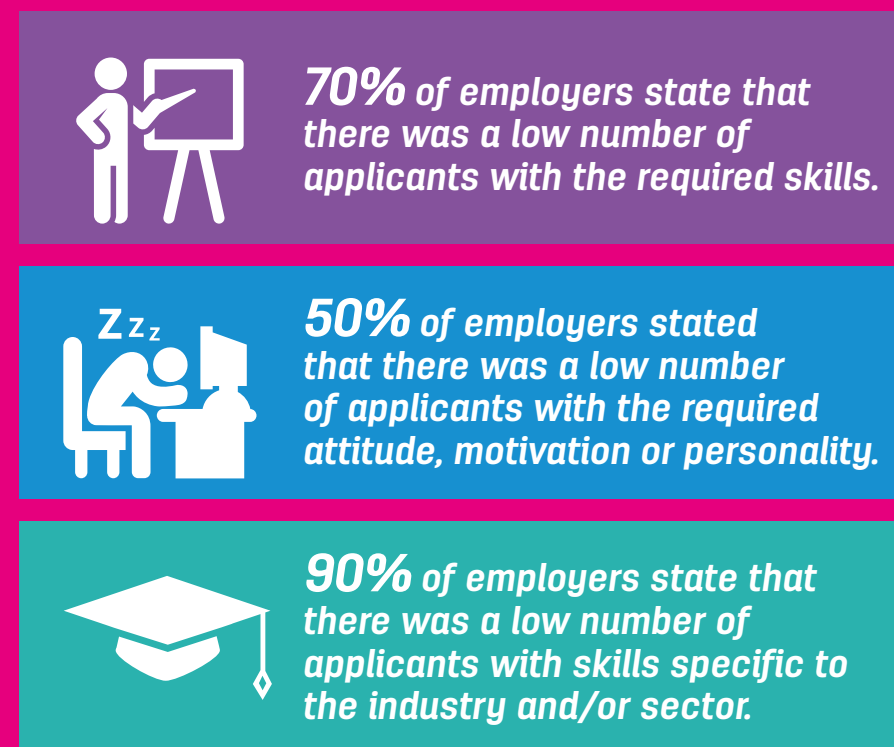


Diagram 10: Non Sport sector headline workforce findings.

Sport and physical activity was identified to have significant potential to meet non sporting employers needs:

1. Team sports and outdoor adventure activities are perceived by employers to foster desirable skills and demonstrate outgoing personalities
2. Skills were not ones that could be taught in the workplace but came from early years development and community support.
3. Ability to demonstrate experiences through sport and physical activity outside the workplace that build skills certainly improve candidates' chances.

Evidence for increasing skills and employability through volunteering and leadership can be taken from *Ruiter and De Graaf (2009)* report which assessed the socioeconomic impact of involvement in voluntary associations in the Netherlands and found that members of voluntary organisations are more likely to start new jobs, have higher earnings and be employed in jobs with a higher status than non-members.

We asked what skills and competencies respondents would associate with sport and physical activity. Regularity, teamwork, leadership, motivation and organisational skills were highlighted. One respondent in particular said:

“The majority of people have those skills in them and it is just finding the right medium to bring it out. Sport can be that medium” - Simon Eastwood, Carillion

Non-technical soft skills were specifically highlighted as the greatest skill shortage across non sporting employers; this is supported by the World Economic Forum chart of workforce development 2015-2020. The skills shortages in 2015 have been mapped against a set of identified skill shortages predicted at 2020. Table 3 below outlines the required skills, with those highlighted in bold consistent with the scope of non-technical skills identified and defined through the Sector Skills Plan consultation.

2015	2020
Complex problem solving	Complex problem solving
Coordinating with others	Critical thinking
People management	Creativity
Critical thinking	People management
Negotiation	Coordinating with others
Quality control	Emotional intelligence
Service Orientation	Judgement and decision making
Judgement and decision making	Service orientation
Active listening	Negotiation
Creativity	Communication and flexibility

Table 3: Worldwide Economic Forum: Current & Predicted Worldwide Skill Shortage.

Provider Consultation

Findings from the consultation highlighted the need for providers to work more closely with businesses to ensure that employers needs are met.

The development of soft skills through curriculum provision is key to supplying the workforce of the future. The consultation with providers also highlighted the below:

- ***Current apprenticeships in sports and exercise were not popular with training providers.***
- ***Demand is driven by students not employers yet employment demand is not sufficiently quantified in order to develop a comprehensive forward programme.***
- ***The student population on the providers' programmes are mostly male.***
- ***Providers would appreciate better employer links, particularly with the health and wellbeing sector.***
- ***The providers recognised the need to engage with the Government Strategy and the SSAP and to position the benefits of sports and exercise within the health and wellbeing sector. The collaboration between the sports and exercise sector and the health and wellbeing sector needs to be clearly defined and supported to ensure maximum impact.***
- ***Careers advice needs to be improved and new job opportunities explained to young people.***
- ***Key developments through the Further Education Area Review and the Apprenticeship Levy create an opportunity to adapt provision to the needs of the business, as long as employers are able to articulate future workforce requirements.***

Consultation Summary

Non-technical soft skills represent the greatest skill shortage across the sport and physical activity sector. The consultation has defined the scope of the soft skills, which had previously not been articulated and lacked definition.

This lack of definition has partly contributed to a significant mismatch between sector based employers, organisations and providers regarding the understanding of required skills, and behaviours. This has led to a lack of value placed on working or volunteering within the sector by the prospective workforce, which is promoted further by the lack of information available to employers, providers and workforce on the value, career pathway and training available.

A mountain biker wearing a white helmet, a black vest over a white shirt, and a large backpack is riding a black mountain bike on a rocky trail. The background is a bright blue sky with a large, dark blue diagonal shape overlaid on the right side. The text 'Section 04' is written in a large, white, italicized font on the right side of the image.

Section 04

What does the consultation
show us?

A sport and physical activity sector skills system is needed to
deliver participation and economic benefits.

New Skill Requirements for an Evolving Sector

The sector has been changing over a number of years and in order for businesses to adapt, skills requirements have changed to support more customer facing roles.

Changing employer and consumer need has necessitated a shift in the emphasis towards 'on the job training' that is required to meet the non-technical skill gaps in individuals that were identified and defined as the greatest skill shortage across the sector. The proportion of non-technical skills that were deemed inadequate highlights a real barrier to the potential growth of the sector. The Government Strategy 'Sporting Future' highlights the desire for the sports sector to be at the forefront of changing the way frontline staff interacts with customers, focusing more on soft skills to build a welcoming and inclusive environment for everyone. Given the shift towards more client-facing roles, qualities such as empathy and communication skills are required to a greater degree than before. These are the priority gaps which need to be filled to ensure an adequate supply of quality workforce. For a number of sports respondents an identified lack of churn in management and leadership roles was also identified.

In response to the identified growth areas of the sector a range of potential new roles were cited as needed for the future workforce: combined roles such as lifeguard/fitness instructor, health and wellbeing in schools, community safety, physical literacy, dedicated roles for the coach workforce and those coaching to get people to take part for health benefit rather than talent identification. These opportunities complement the direction set by the 'Sporting Future' strategy. Through better coordination of employers needs and training provision allied with the Black Country's drive to boost qualification attainment (GCSE through to degree level) will help equip the next generation of workers with the skills to respond to changing job roles.

Matching Supply & Demand

There is a significant mismatch between current provision across education and training stakeholders and the needs of employers, organisations and clubs across the sector.

The changing face of skill requirements across the sector means softer skills are increasingly in greater demand and in short supply. A number of recent studies have highlighted the shift of big business away from traditional qualifications and for the need for relationships between learners, educators and businesses to work towards more aligned outcomes.

A recent report from Mackinsey, Education to Employment (2013) highlighted a clear need to bring employers and providers closer together to articulate the workforce requirements.

'Employers, education providers, and youth live in parallel universes. To put it another way, they have fundamentally different understandings of the same situation.'

Mackinsey - Education to Employment 2013

There was also recognition that the education system is, in part, to blame. This is because education courses are not felt to be matching the job market in the eyes of employers but are attractive to learners who believe the course will facilitate entry into the sector, a consequence of being judged on results. This SSAP provides the evidence and actions to stimulate change to an employer demand-led approach.

This puts greater responsibility on providers to ensure their learners are aware of the changing roles within the sector and the skills they will need to stay ahead of this shift. It will require much more investment to give insight and motivation to change the behaviour of young people.

Innovation within Training Provision

There is a clear requirement to develop innovative training and professional development to **'ignite'** the future workforce and **'re-tune'** and **'accelerate'** the existing. Working with allied health, community regeneration, and commercial partners to develop training that meets the skill shortages and the wider sector's needs.

Adopting a More Business to Consumer & Insight-led Approach to Getting More People to Take Part in Sport

This will necessitate a significant shift in the requirements for provision within the sector in order to create a new generation of workforce with the appropriate skills. Certain groups, including women and girls, older people, disabled people and those from lower socio-economic groups, are significantly less likely to play sport and be physically active than the population in general. It is important that the sector embraces a culture of inclusion in designing solutions to this issue. This is driving the requirement to develop a new and different workforce which can engage and empower under-represented groups in recognition of the diverse landscape and population which they serve.

Lack of Value on Career Pathway Across the Sector

The sports and physical activity sector is inadvertently supplying non-sports based sectors with a motivated and productive workforce which is to the detriment of the sports sector. This is causing a high level of skills shortages across the sports sector. This is driving the requirement to develop a new and different workforce which can engage and empower under-represented groups in recognition of the diverse landscape and population which they serve. There is a clear need to highlight the value of working within the sector and the enabling power of participation in sport and physical activity across a range of priority sectors.

Commitment to Grow Apprenticeships and Traineeships

This is a key area stakeholders want to explore further, understand better and invest in. This is expected to lead to greater alignment between the requirements of employers and the aspiration of learners wishing to enter the sector. The necessary shift in the understanding of sport as a viable career option needs to be articulated and developed into career pathways thus removing barriers. There is a strong feeling that the sector does have a role to play in driving this agenda.

A New Workforce to Deliver National Strategies

The Active Black County Partnership has been contracted by Sport England to focus on priorities on addressing both the skills and the demographic imbalance in coaching. Consultees have talked in great detail about the importance of this area, particularly within physical literacy but also at grassroots and social change level. There is therefore a clear requirement for investment into community groups and voluntary sector to realise a range of benefits for participants and communities.

'It was deemed crucial for consultees that local intelligence is used to myth bust, champion and remove the red tape from engaging with this agenda.'

Section 05

The Action Plan



The Sport & Physical Activity Sector Skills Plan has seven headline recommendations that are outlined below. A detailed action plan for each headline recommendation has been produced with a set of actions to implement each recommendation.

1. *Instigate a cultural shift at leadership and decision-making level by championing importance of the sector and skills required. Meeting the demand identified by local employers through a more integrated and responsive approach to education and training.*
2. *Lead the development of the Black Country skill system to Ignite, Re-Tune and Accelerate the workforce. Creating the skills continuum to support people through their learning.*
3. *Focus on Apprenticeships to increase the number of apprenticeship opportunities and enhance the quality of provision across the Black Country.*
4. *Identify and advocate the needs of stakeholders and customers across the Black Country. Developing greater insight into local workforce trends, patterns and requirements, monitoring the impact of an evolving workforce.*
5. *Drive entrepreneurialism, innovation and business development across the sector. Supporting economic growth of Transformational and Enabling sectors.*
6. *Develop a new generation of leaders and managers in sport and physical activity.*
7. *Champion the work and the Black Country on a national platform to raise aspirations and economic value of the sector.*

Lead the development of the Black Country skill system to Ignite, Re-Tune and Accelerate the workforce. Creating the skills continuum to support people through their learning.

Section 06

What are we doing in
response to the findings
- *'The Sport Skills Factory'*



In response to the consultation findings the Active Black Country Partnership will be launching 'The Sport Skills Factory' in the autumn of 2016. This will serve as the delivery vehicle to implement the headline recommendations as outlined in section 5 of this executive summary. The Sport Skills Factory will be a virtual factory that will:

1. *Provide a framework and platform to promote innovative Information, advice and guidance on the value, pathway, destinations, and skills required across the sector.*
2. *Coordinate and broker training/CPD to both new and existing workforce to meet the identified demand, including an employer demand led apprenticeship training programme.*
3. *Work with providers, employers and organisations to embed the findings of the SSAP and facilitate a demand-led skills development system.*

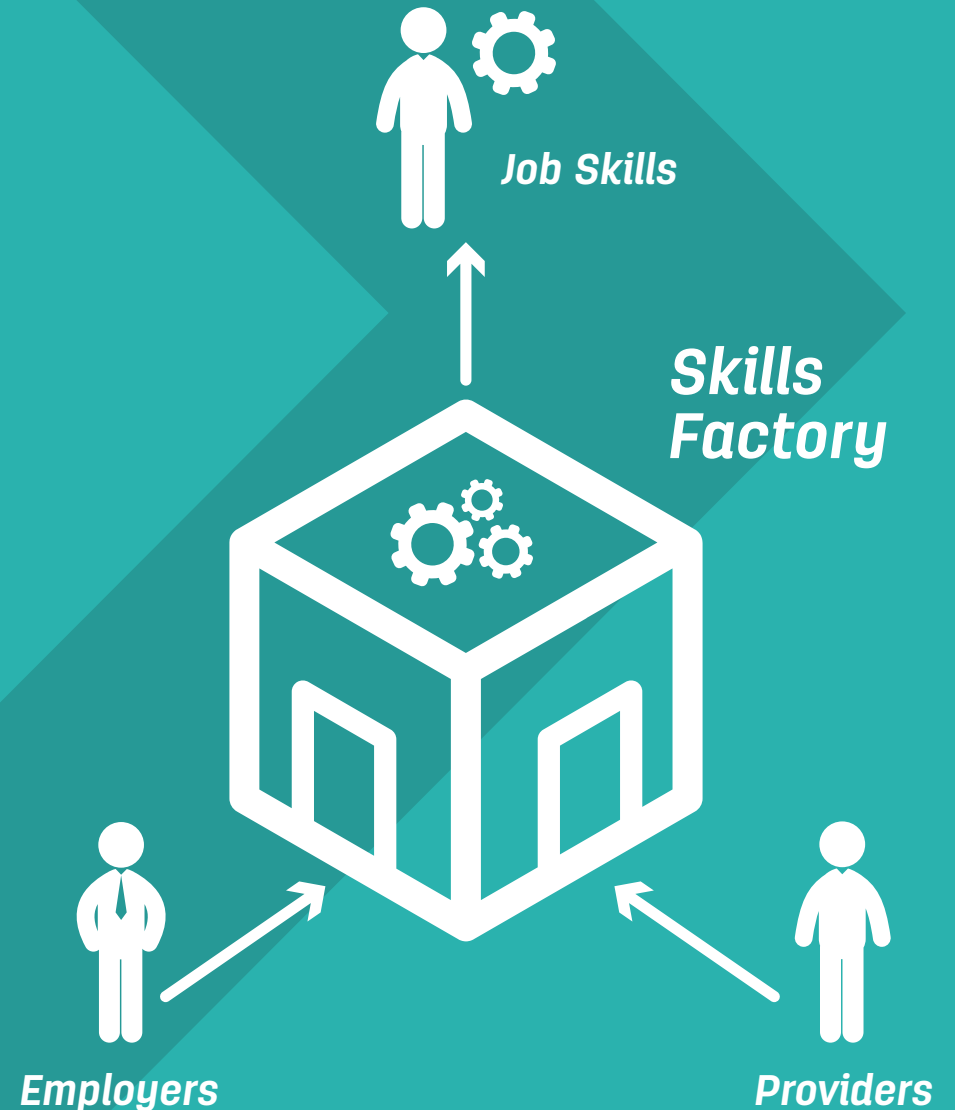


Diagram 11: Sport Skills Factory Model.

With Thanks

Black Country Consortium would like to thank all consultees listed below for their time and input:

Accord Housing Group

Active Heart Dudley

Aspire Sports Health & Fitness Ltd

Association for Physical Education (AfPE)

Association of Colleges

Beacon Centre for the Blind

Big Sky Basketball

Birmingham County FA

Brockhouse Group Ltd

Carillion Plc

Centro

Chartered Institute for the Management of Sport and Physical Activity (CIMSPA)

Closer to the Edge

County Sport Partnership Network (CSPN)

Creative Academies

Dudley College

Dudley CVS

Dudley MBC

English Federation of Disability Sport (EFDS)

FOURMASTERS LTD

G & O Springs Ltd

Gecko Programmes

Grainger & Worrall Limited

Groundwork UK

Hadley Industries

Halesowen College

Health Education England

HS Marston Aerospace Ltd

Huntercombe Hospital

Indestructible Paint Ltd.

J L Float Ltd

Kendall Poole Consulting

Lawn Tennis Association

Lloyds TSB

Local Homes

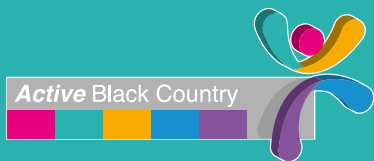
Maddisons

McAuliffe Group

Metal Assemblies Ltd

Mind Charity

Nachural Corporate Communications



Active Black Country Partnership

The Deckhouse
Waterfront West
Dudley Road
Brierley Hill
DY5 1LW

t: +44 (0)8458 151 515

f: +44 (0)1384 471 177

For more information please contact **Ian Carey**:

e: ian_carey@blackcountryconsortium.co.uk

t: +44 (0)1384 471 137

www.blackcountrybeactive.co.uk

