

Sports & Recreation

Workforce Development Action Plan 2002-2005



Introduction

This action plan has been developed with our partner organisations and follows initial research and consultation with employers in the sector. This action plan is one of 12 sector action plans and four generic issue action plans.

Sussex Learning and Skills Council is focused on delivering its **overarching objectives** for Sussex employers, people and communities, namely:

- A step change in the number of level 3 qualifications obtained by the under 30 year old population
- A step change in the reduction of adults who lack basic skills in literacy and numeracy
- A step change in the skills of the workforce and the ways in which employers access training

This action plan is an important tool in achieving these objectives.

"Learning brings major benefits to everyone in the community and has been proven to provide the basis for a successful economy."

Henry Ball, Executive Director, Sussex LSC

The research findings and outcome of the consultation with employers are set out on pages 2 and 3. A detailed action plan is outlined on page 4.

The Strategy

As set out in our Local Strategic Plan 2002-2005, the **demand for learning** needs to be considered in three ways:

- Economic Demand – the current and projected employer skills needs
- Individual Demand – the projected number of learners, their choices, goals and aspirations
- Community Demand – promote social inclusion and support local regeneration activities

This action plan has been developed on these **three drivers of demand**.

The Sector

The sports & recreation sector includes:

- Sports-related coaching, teaching and instruction at all levels
- Facilities operation and services for health and fitness-related activities
- Land-based activities, including golf, country land sports and traditional field sports

> Occupations & Qualifications

Dual labour market in the non-voluntary sector is characterised as:

- 1 Low skill/minimum wage high labour turnover
- 2 Graduate/technically competent but managerially under-skilled

Occupational breakdown of staff in SICs 92.6 and 92.7 (with equivalent NVQ level 1 and above):

- Corporate managers and administrators 6%
- Teaching professionals 21%
- Other professionals 8%
- Clerical occupations 5%
- Other skilled trades 14%
- Other sales occupations 13%
- Plant and machine operators 13%
- Other elementary occupations 19%

Common qualification levels:

- Coaches, instructors and teachers: mostly NVQ level 2&3 equivalent, some at 4
- Sports development: mostly NVQ level 2&3 equivalent, some at 4
- Facilities operators and managers: NVQ level 1-4
- Sports administrators: NVQ 2-4
- Board-level executives: level 5

> Training Supply

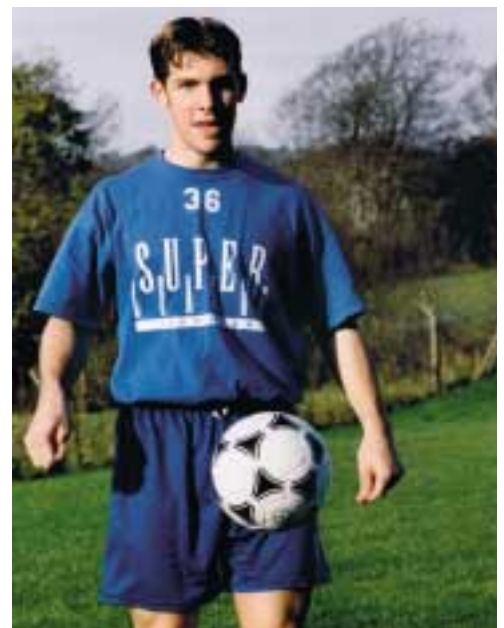
- The number of sports and recreation related HE courses nationally increased from 4 to 150 in the period 1991-1998
- There are four sports and recreation HE courses in two institutions on offer in Sussex, currently with around 352 students:
 - University of Brighton: 96 students on leisure and sports studies course (30 in final year); 72 on leisure and sports management course (21 final year)
 - University College Chichester: 150 students on sports studies course (50 final year); 34 on sports therapy course (first year of running)
- However, the graduate labour market for sports and recreation professionals and managers is a national one. Only a small proportion of Sussex HE students would be expected to find employment locally

Further Education provision

- There are six major local FE providers of sports and recreation training provision
- 3,762 students were enrolled on sports and recreation courses in Sussex FE institutions in 2000/01, 58% of whom were studying at levels 2&3, 41% level 1 or below. One half (50%) of these FE students are aged 16-18, more than a quarter (28%) are aged 25-59 and nearly two thirds (64%) are female
- Largest provision is in Eastbourne, Lewes and Uckfield (43%) and Crawley and Horsham (13%). Brighton and Hove institutions account for just 8% of FE students in the sector

Other provision

- 570 people attended Sports Coach UK workshops in Sussex in the year April 2000-April 2001
- A recent survey of sector employers in the South East suggested that 85% paid for some off-the-job training for their staff, 75% had a training plan, 40% had taken on Modern Apprentices and 40% were working towards Investors in People recognition



> Main Skills Issues

- There are numerous industry bodies representing the sector and a range of training provision available. However the key industry bodies lack focus with regard to workforce development and there is little evidence of co-ordination in provision, either between different suppliers, or between suppliers and employers
- A dual labour market is developing in the (non-voluntary) sector, which may be characterised as
 - Relatively large numbers of low skill/minimum wage workers in jobs with high labour turnover; and
 - Small numbers of graduate/technically competent staff in senior positions where there is low labour turnover
- There is a significant demand for new staff in both areas. Nationally, employment in the sector is growing relatively quickly at a rate of around 5% per annum
- Both labour market sectors have skills gaps:
 - At the lower end there is little interest in, or employer incentive to gain basic skills. Employment at this level in sport and recreation is largely seen as temporary and lacking progression. Those who do seek skills training often use sport and recreation as a means of progressing to other sectors, notably catering and retail
 - At the higher skills levels there is an identifiable lack of management skills training. Many of those entering senior jobs in sport and recreation are more interested in, and more qualified for, the vocational aspects of the sector and few seek to develop higher-level management expertise
- Potential supply and demand gaps for these two groups include:
 - At the top end of the market there is a need for high-level management development provision at NVQ 4/5 that is industry-focused and structured in a way that meets the needs of the sector (flexible, part-time, block release, work-based, on-line etc). There is currently a relative lack of supply of such provision in Sussex
 - At the low-skill end there needs to be better information on the benefits of training to help stimulate employer demand in this area. Work with employers to improve the work prospects and career development routes would also help to stimulate demand on an individual learner basis
 - As a large proportion of the sector's workforce works shifts, new provision needs to be very flexible
 - There is an increasing demand for training for those involved in the voluntary sector – access and cost is a major issue here, although this is being addressed by Sport England, in particular, through its Running Sport initiative

> Key Issues and Priorities

- 1 Whilst current FE level provision is good, the development of a Centre of Vocational Excellence (COVE) would provide a central focus for high quality industry training and human resource development in the Sussex area and help to encourage greater communication between institutions and between education, training and employer sectors
- 2 The COVE should have a hub at one of the established centres (Eastbourne, for example) but there should also be provision for a network of centres, using FE Colleges and schools throughout the region
- 3 New delivery mechanisms need to be developed to meet the learning needs of the sector. This could include the learning networks of employers and training providers that could be fostered through a COVE
- 4 Support will be required for developing learning networks and new delivery mechanisms – this should include: a network manager (attached to the COVE), new learning platforms, learning software development and input, lecturer secondment funding, mentoring support and employer development
- 5 Support for these initiatives will build capacity in the education and training sector allowing it to be more responsive to industry needs. It will also build awareness of the benefits of training and staff development within the employer community. These developments will improve the performance of the sector and thus its contribution to the local area and economy

> Contact Us

We welcome your views and reactions to this action plan. We are especially looking for information about:

- Skills gaps and skills needs
- Hard to fill vacancies
- Future trends and challenges facing your industry

**Call the Learning Pays Hotline
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Objective	Actions	Timescale	Working With...
Creating a demand-led system	Establish a Sussex network of commercial recreation and leisure businesses to 'collectivise' the demands for higher, lower and intermediate level skills	Start January 2003	Employers, SPRITO
	Establish a pan-Sussex 'sports lead body' group to scope and advise on the training needs of the sports club and voluntary leisure sector	Start January 2003	Sport England, SPRITO
	Establish, with Brighton & Hove Albion FC, Brighton Bears and Sussex Cricket Club, a professional sports employer group to promote and lead the raising of awareness of learning and skills issues arising among: <ul style="list-style-type: none"> ● clubs and employers ● participants in sports and recreation (inc. employees) ● Sussex communities ● young people 	Start September 2002	Sussex professional sports employers, Sussex media
	Establish planning area fora of commercial and voluntary sector sports and recreational organisations to advise on issues of local specificity for training supply	Start January 2003	Employers, clubs, societies
	Achieve, through each of the above means, a consensus on: <ul style="list-style-type: none"> (a) commercial company training needs (b) amateur and voluntary clubs and association needs (c) professional sports employer training needs 	Outcomes targeted for September 2003	Employers, clubs, societies
Improving supply and capacity	Invest significantly to establish a Sport and Recreation COVE in Eastbourne with training network links to at least one base in each of the six planning areas, to provide a focal point for all levels of training (including Higher Education)	Planned by January 2004	FE Colleges, training providers
	Develop a planning area partnership of providers to offer low, intermediate and higher level skills to commercial leisure and recreation businesses	By July 2003	FE Colleges, training providers, employers
	Establish a well-publicised 'Sports Club and Association' training forum to: <ul style="list-style-type: none"> (a) develop innovative new schemes to meet club/association needs (b) utilise the clubs/association locations as learning and skills delivery and publicity points 	Start November 2003	Sussex sports clubs/associations, learndirect Sussex
	Develop 'learn/leisure' arrangements in each planning area (in particular in rural North East and North West Sussex) to offer learning opportunities through leisure centre locations to employees and the local community	By November 2003	FE Colleges, training providers, leisure businesses, learndirect Sussex
	Build on the Brighton & Hove Albion FC Learning Centre development to utilise the profile, locations and followings of Sussex County Cricket and Brighton Bears in establishing new centres of learning and skills delivery for sports and recreation employees and the public	November 2002 onwards	Sussex professional sports employers, FE Colleges and training providers

Developing the Sussex workforce



LEARNING PAYS!

Learning+Skills Council
Sussex