



herts
sports
partnership

Hertfordshire Sport & Physical Activity Sector Skills Strategy





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INTRODUCTION

The 2010s was a period of renewed interest and growth in sport and physical activity.

Contributing to this were:

- The London 2012 Olympic and Paralympic Games, which saw a surge (albeit not sustained) in both participation and volunteering;
- A growing awareness of the role of sport and physical activity in health, including combating long-term health conditions such as obesity and diabetes;
- An appreciation of how sport and physical activity can assist with mental health and wellbeing; and
- A growing recognition of the role of sport and physical activity in society, for example in terms of community well-being and crime reduction.

This interest and growth stimulated the labour market in an already-growing sector, as more people recognised that sport and physical activity could provide incomes and careers. Between 2003 to 2017, the sport and physical activity sector added nearly 129,000 new jobs, a 42% growth achieved over a period characterised by a global financial crisis and the recession that followed it (source: CIMSPA 2020 Workforce Insight Report).

However the relative novelty of sport and physical activity as a distinct labour market has made it difficult for many to understand and categorise the sector. One characteristic of the sector, for instance, is that much sport and physical activity work remains voluntary and a hobby, giving it a less tangible economic presence.

Coaching is a well-documented example - coaches work with amateurs and professionals of all ages to enhance performance and encourage participation in all types of sport and physical activity. The UK Coaching Survey 2019 reported, pre-COVID, that 6% of UK adults had coached, instructed, trained, taught or led sport or physical activity in the 12 months prior to the survey. While this equates to a massive three million individuals across the UK, only 37% of these coaches were paid for any of their coaching and just 8% stated that coaching was their primary occupation.

The categories traditionally used to measure and understand economic activity have been slow to adapt to the emergence of sport and physical activity. As a consequence, the level of discussion around the sport and physical activity labour market is perhaps less well-developed than is the case for more 'traditional' industries.

As a relatively new 'industry', this is an obstacle that we are keen to face. The need to do this has been brought into sharp relief by events at the end of the last decade and the start of the 2020s. The COVID-19 pandemic and its aftermath, and the UK's economic issues including fuel prices and labour shortages, have thrown our sector into turmoil. Like many other industries, sport and physical activity continues to experience massive upheaval and disruption.

January 2021 saw the publication of the Government's 'Skills for jobs' white paper, which emphasised the need to put employers

at the heart of post-16 skills, i.e. give employers a greater say in the development of skills. The white paper also reinforced the importance of continuing professional development ('lifelong learning') through the Lifetime Skills Guarantee.

In an initial response to all of these challenges, this report proposes a **Hertfordshire Skills Strategy for Sport and Physical Activity**. The Strategy will not only contribute to the short-term recovery from COVID-19, but will lead to an ambitious programme to help people into work and to realise their full potential, and allow the sport and physical activity sector to access the skills it needs now and in the future.

The **Hertfordshire Skills Strategy for Sport and Physical Activity** was devised following consultation with both employers and the self-employed in the sector. The Strategy has been developed by Herts Sports Partnership, in collaboration with CIMSPA (**the Chartered Institute for the Management of Sport and Physical Activity**). CIMSPA is the professional body for the United Kingdom's sport and physical activity sector. CIMSPA has partnerships with key sporting organisations across the United Kingdom and is recognised by, and partnered with, Sport England.

The development work for the Strategy was guided by the Hertfordshire Sector Skills Board for Sport & Physical Activity, established as part of a regional CIMSPA initiative involving Active Partnerships (including Herts Sports Partnership) across the East of England region.

BACKGROUND

A wider context

In drawing up the Strategy, careful attention has been given to two wider initiatives: the **Hertfordshire Skills and Employment Strategy 2021-24** and Sport England’s **Uniting The Movement** strategy.

The **Hertfordshire Skills and Employment Strategy 2021-24** has been developed by Hertfordshire County Council, Hertfordshire Local Enterprise Partnership and the Department for Work and Pensions. It is the third skills strategy for the county, the first having been introduced in 2015. The Strategy aims to ensure the county’s skills provision addresses the local skills challenges and opportunities, meeting the employment needs of the future, whilst supporting all residents to reach their potential. It has five themes:

- 1 } Unlocking emerging talent**
- support for young people aged 16 – 24 years
- 2 } Adult learning and employment**
- working towards full employment, promoting lifelong learning and retraining opportunities
- 3 } Skills to grow small and medium size businesses**
- enabling employers to build their future workforce
- 4 } Priority and growth sectors**
- harnessing the opportunities and investing in skills of the future
- 5 } Placemaking**
- seizing the opportunities of Hertfordshire’s business assets together with the proximity to London and other key economic areas

Sport England, established in 1996, is responsible for growing and developing grassroots sport and helping more people get active across England. To this end, it receives targeted funding from the government and the National Lottery. Its recent **Uniting The Movement** strategy is “a 10 year vision to transform lives and communities through sport and physical activity”. Sport England identified five big issues:

Recover and Reinvent - reinvent as more agile, inclusive and resilient

Connecting Communities - bringing people together to improve their physical and mental wellbeing

Positive Experiences for Children and Young People - design and deliver activity that meets their needs, expectations and safety

Connecting with Health and Wellbeing - ensure the right range of opportunities, experiences and support is available and for everyone

Active Environments - make the choice to be active easier and more appealing for everyone through sustainable planning and design

HERTFORDSHIRE - DEMOGRAPHICS AND ECONOMY

Hertfordshire is one of the Home Counties in the south of England, situated immediately to the north of Greater London and on the western edge of the East of England region.

The county has a population of approximately 1.2 million (ONS 2020), of which 62% are between the ages of 16 and 64 (normally seen as 'working age' for statistical purposes).

One of the smallest non-metropolitan counties by size (634 square miles), the four largest population centres are the towns of Hemel Hempstead, Stevenage, Watford and the one city, St Albans, each with between 50,000 and 100,000 residents.

The ten local authorities in Hertfordshire range from Stevenage (with just under 90,000 residents) to Dacorum (with a little over 150,000). 70% of the county is designated as rural.

Hertfordshire is well-served by road and rail, particularly north-south - there are major motorways such as the M1, A1(M), M10 and of course the M25, and rail services going into and out of four major London stations (Euston, St. Pancras, King's Cross and Liverpool Street). While there are a number of major employers in Hertfordshire, the county is a net exporter of skilled labour and well-known as an attractive area for commuters, particularly those travelling into London.

According to the ONS, 639,000 of those aged 16-64 were economically active (NOMIS, 2020), at 81.8% a higher proportion than both the regional and national figures. 10.6% of these were self-employed, and 91% of enterprises in Hertfordshire were classified as 'micro', i.e. less than ten employees. 58.2% of all those in employment fall under SOC (Standard Occupational Classification) Major Group 1-3, which includes managers, directors and senior officials; professional occupations; and associate professional & technical job roles. Again, this Hertfordshire statistic is significantly higher than the 44 of England (48.9%) and national (50.2%) figures.

At 3.4%, the unemployment rate among those of working age (16-64) in Hertfordshire is

“ Hertfordshire's performance is good. Economic participation rates are high, unemployment is low.



significantly lower than the national figure of 4.6% (NOMIS 2020). As of 2020, the number of Hertfordshire residents with no qualifications was 4.6%, compared to 5.7% in the East of England and 6.4% nationally. Hertfordshire has a high percentage of residents with a qualification level of at least NVQ4 or above, at 47% of those at working age. The national figure is 43.1% and the East of England 39.2% of working age residents. (All figures from NOMIS, Jan 2020-Dec 2020.)

Hertfordshire generally has a highly skilled workforce, with many commuting out of the county (primarily in to Central London). Many professional and technical jobs have been among the least affected by the COVID-19 pandemic, with many employees continuing to remain in their role by working remotely. As part of the COVID-19 recovery, many employers are considering remote working on a permanent basis which may encourage more of Hertfordshire's residents to move into these occupations.

The Hertfordshire Local Enterprise Partnership's 'Skills and Labour Market Review 2020', in looking at the local economy, concluded:

CONTRIBUTION OF SPORT AND PHYSICAL ACTIVITY

The importance of, and the contribution of, sport and physical activity to Hertfordshire life has never been clearer than during the period of the pandemic.

During various periods of lockdown, the number of Hertfordshire residents commuting to their daily employment, both in and out of the county, has dropped dramatically.

At the same time, many gyms and leisure centres have seen their opening hours restricted and/or had severely limitations placed on them. Hertfordshire residents have literally taken to the streets and open spaces in unprecedented numbers, in an attempt to maintain their physical and mental wellbeing.

It has long been argued that the contribution of sport and physical activity to the strength of communities and the health and wellbeing of the nation is significant, but quantifying that contribution has been difficult.

To address this, Sport England commissioned the Sport Industry Research Centre (SIRC) at Sheffield Hallam University to calculate the social impact and the economic importance of sport and physical activity in England.

Their report, entitled **Measuring the Social and Economic Impact of Sport in England**, was published in August 2020.

Social value

To measure the social value of sport and physical activity, SIRC looked at physical and mental health; mental wellbeing; individual development, and social and community development. (The research measured the value of participating and volunteering in sport, but excluded watching sport as this falls outside the scope of Sport England's work.) Briefly:



Physical and mental health:

reduced risk of strokes, heart disease, diabetes, cancer; prevention of dementia, depression; reduction of hip fractures, back pain; fewer GP visits, reduced use of psychotherapy services; but increased risk of sports injuries.



Net value:
£9.59 billion.



Mental wellbeing:

improved life satisfaction through participation (24 million people) and volunteering (3.9 million), using values derived from the Wellbeing Valuation Approach.



Net value:
£42 billion.



Individual development:

improved educational attainment and increased earnings.



Net value:
£282 billion.



Social & community development:

reduced crime, replacement value of volunteer work, social capital.



Net value:
£20 billion.

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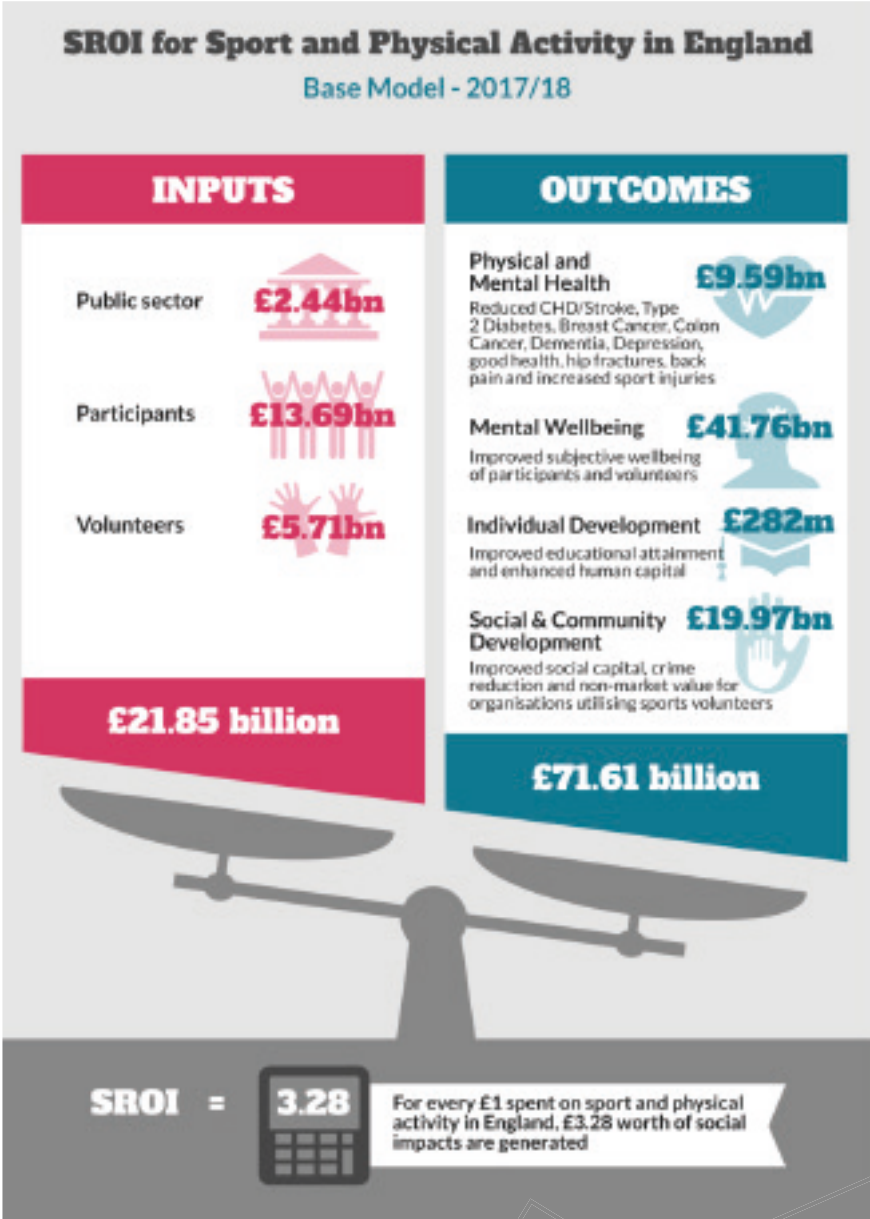
The **total social value** generated by engagement in community sport and physical activity is **£71.61 billion**. The report estimates that this can be set against **total inputs** (by participants, volunteers and the public sector) of approximately **£21.85 billion**.

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These figures give a **Social Return On Investment (SROI)** value of 3.28 - this means that **for every £1 invested in sport and physical activity in England (financial and non-financial), £3.28 worth of social impact was created** in 2017/18.

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ECONOMIC IMPORTANCE

The second part of the SIRC report went on to look at the economic importance of community sport and physical activity in England in 2017/18.

It summarises three key indicators of economic activity: **consumer expenditure on sport**, **sport-related Gross Value Added (GVA)** and **sport-related employment**. Again, briefly:



Consumer expenditure:

Total participation-related sport expenditure (i.e. excluding admission to events, gambling, etc.)

Value:
£13.7 billion.



Gross Value Added:

Difference between the value of the sports-related goods and services produced and costs involved in producing them.

Participation-related value:
£13.8 billion.



Employment:

Jobs in community sport and physical activity.

Total:
285,000 jobs.

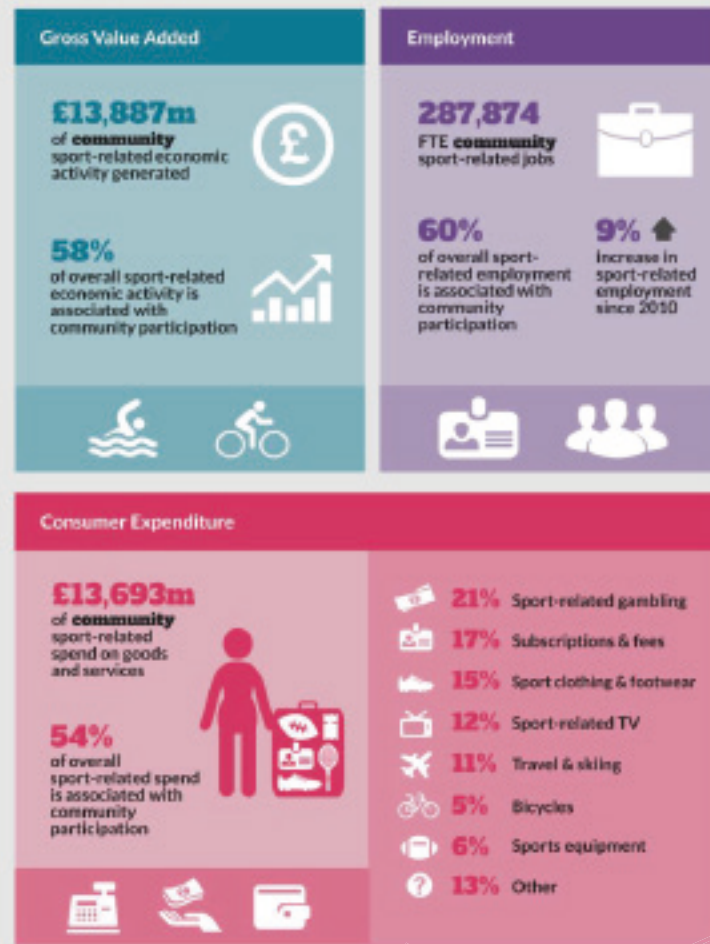
The critical figure, in terms of the contribution of sport and physical activity to the economy, is the **Gross Value Added**, namely **£13.8 billion**. Added to the total social value (£71.61 billion), **the combined economic and social value of taking part in sport and physical activity in England in 2017/18 was £85.5 billion.**

When measured against costs of engagement and providing opportunities (£21.85 billion), **for every £1 spent on community sport and physical activity, a return on investment (ROI) of £3.91 was created for individuals and society - almost £4.**



£1 spent = £4 in return

The Economic Importance of Sport and Physical Activity in England - 2017/18



SPORT AND PHYSICAL ACTIVITY IN HERTFORDSHIRE

Sport and physical activity does not fit neatly into the classifications used when collecting and analysing data on the UK workforce.

To measure economic activity, the Office for National Statistics (ONS) looks at **industries** (defined by what happens in the workplace) and **occupations** (the job roles held by individuals). Thus a fitness club is in the sport industry, even though it will employ people who are not sports professionals, such as cleaners and finance officers; similarly, fitness instructors have a sport and physical activity role, even if they work in a hotel.

CIMSPA has looked at the two standard classifications used by the ONS - **Standard Industrial Classification (SIC)** and **Standard Occupational Classification (SOC)**. SIC puts every workplace into a category depending on what it does, while SOC uses the roles that people perform. The limitations of the classifications are challenging for a fast-changing industry such as sport and physical activity - in a detailed examination, CIMSPA has explored the issues at length in the CIMSPA 2020 Workforce Insight Report, in the section entitled 'Defining The Labour Market'.

From the two classifications, CIMSPA identified five headings from each that best reflect the sport and physical activity sector. The table below shows those headings, along with the numbers employed under each heading in Hertfordshire:

SIC		In Herts
9312	Activities of sports clubs	2,750
9313	Fitness facilities	1,160
9311	Operation of sports facilities	4,710
9319	Other sports activities	690
8551	Sport & recreation education	820
Total:		10,130

SOC		In Herts
1225	Leisure & sports managers	1,300
3441	Sports players	390
3442	Sports coaches, instructors & officials	1,750
3442	Fitness instructors	2,790
6211	Sports & leisure assistants	1,430
Total		7,160

The difference between the totals for the two classifications reflects the difficulties in categorising and quantifying the sport and physical activity sector alluded to earlier. However, both sets of numbers hold important information about employment in Hertfordshire across the sector.

The SIC total of 10,130 jobs in the sector in 2020 represents a rise of 1,570, or 18.3%, since 2015. One category, 'Activities of sports clubs', saw a decline in numbers employed, from 3,000 to 2,750, a fall of 8.3%, perhaps reflecting a decline in organised sport in Hertfordshire. It follows that the increase in the other categories was even more marked, ranging from 20.8% in 'Fitness facilities' to 37.7% in 'Operation of sports facilities'.

The SOC figure of 7,160 jobs has also risen markedly since 2015, by 15.5%. All of the individuals identified as having roles as 'Sports & leisure assistants' are employees, as are nearly all of the 'Leisure & sports managers'. Almost half (1,330) of 'Fitness instructors' are freelance - the increase to this figure from 590 in 2015 represents a rise of 125%, and fitness instructors account for 86.9% of freelance staff in the sector. Overall in the sport and physical activity sector in Hertfordshire, freelance staff are a significant 21.2% of the workforce, compared to 16.9% in 2015.

“ The limitations of the classifications are challenging for a fast-changing industry such as sport and physical activity.

THE IMPACT OF COVID-19

The full impact of COVID-19 remains, at the time of writing, uncertain. However, the importance of, and the contribution of, sport and physical activity to Hertfordshire life has never been clearer than during the period of the pandemic. Hertfordshire residents have literally taken to the streets and open spaces in unprecedented numbers, in an attempt to maintain their personal physical and mental wellbeing.

As noted earlier, Hertfordshire has a higher than average proportion of professional and technical roles. These jobs have been among the least affected, partly because remote working became, and continues to be, far more commonplace. During various periods of lockdown, the number of Hertfordshire residents commuting to their daily employment, both in and out of the county, dropped dramatically. This in itself changed the time and the place at which Hertfordshire residents demand their sport and physical activity.

However, at the same time, many gyms and leisure centres had their opening hours restricted and/or had severe limitations placed on them (e.g. number and proximity of users, cleaning regimes, etc.). Employee members of CIMSPA reported that the majority of workplaces were closed during lockdown with relatively few reporting remote working instead (CIMSPA 2020 Workforce Insight).

For employers, in both the public and private sectors, these restrictions and closures meant that income from membership subscriptions, entry fees, facility hire, etc., immediately ceased. Despite various support schemes (not all of which were accessible to the sport and physical activity sector), Community Leisure UK reported that, in public leisure services, 26% of the contract workforce and 50% of the casual workforce were at risk. This was in addition to over 6000 leisure sector staff nationally already confirmed for redundancy. The loss of these

individuals will have an impact on any recovery going forward, as well as representing a significant loss of skills and knowledge, which may never return.

Further, re-opening facilities did not guarantee their future successful operation. The introduction of measures to allow for physical distancing, enhanced cleaning regimes and reduced staffing levels often meant reduced opening hours and reduced capacity for sport and physical activity. In August 2020, Swim England reported that almost a quarter of public swimming pools across the country remained indefinitely closed. This had a significant knock-on impact on communities, clubs and athletes in their vicinity, in addition to the impact on the workforce.

Early indications suggest that the return rates of customers (the main factor influencing income levels for employers) vary from an average of 60% to above 80% compared to pre-Covid-19 levels. Return rates have slowed and plateaued at the end of summer 2021, and there is concern that customer numbers may never return to pre-Covid levels, posing significant risks for employers and freelancers alike. (Source: Community Leisure COVID Impact Report, October 2021.)

Organised sport, if not suspended during the pandemic, was seriously disrupted, at both junior and senior levels. One activity which faced serious implications as a result of this was sports coaching - these implications are worth closer scrutiny.

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SPORTS COACHES DURING COVID-19

Sports clubs at community level have traditionally relied on non-professional, often voluntary, effort to maintain their operation. This is certainly true of coaching - pre-COVID, around three million adults were involved in coaching in the UK, albeit most were only coaching for 1-2 hrs a week.

There is, however, a well-established coaching pathway, with the vast majority of paid coaches starting as volunteers, in some capacity, and gaining experience and qualifications while progressing to paid roles.

When clubs and facilities closed during lockdown, many volunteers coaches stopped coaching, as the individuals and teams that they coached stopped training and competing. The Sport and Recreation Alliance (SRA) suggested in May 2021 that the average loss of volunteers over lockdown was likely to be 4%. (While this is less than other organisation types, around 70% of sports clubs had consistently reported to Sport England that they needed more support with coaching.)

At the same time, however, the SRA proclaimed that 'paid coaches were the hardest hit workforce over the last year' and reported that paid coaching roles had fallen by 63% during the pandemic. Numbers were projected to be 14% lower after restrictions fully ease. The SRA's research found that 'the economic trauma to self-employed or small business owning coaches may threaten the supply of workforce in the post-pandemic environment.'

This has serious implications for sport, particularly for community coaching. Put bluntly, where there are no volunteers, the paid workforce has to fill the gap, or community sport closes down. And of course any increase in costs would adversely affect the SROI that sport and physical activity currently provides.



As already noted, Hertfordshire has a large proportion of small businesses and of self-employed individuals. The majority of businesses in the sport and physical activity sector fall into these categories. Much of the sector's growth over the past decade has been driven by fitness facilities, fitness instructor roles and especially through the 'budget gym' business model.

Generally, activities delivered by the self-employed or small businesses (such as dance schools, martial arts clubs or other 'class-based' activities) faced substantial losses because of closed facilities and clients cancelling or, in some cases, choosing to self-isolate. Survey work by both the SRA and CIMSPA reflected the seriousness of this, finding that these groups either had no financial business reserves or were reporting a reduction of 45% in their reserves compared to pre-pandemic levels.

COVID-19 posed particular problems for much of the population, but disadvantaged members of the community were particularly adversely affected. For instance, the additional pressure placed on health services, including the NHS, resulted in less care and support for those with long-term health conditions or with issues related to mental well-being. Extended periods of shielding and lockdown, as well as redundancies and furlough, often directly affected income levels and heightened stress and levels of isolation.

The sport and physical activity sector in Hertfordshire has a strong tradition of running activities and programmes with a social value and community-enhancing objectives. During COVID-19, sport and physical activity has been involved more than ever in tackling inequality. Examples of countywide initiatives led by Herts Sports Partnership over the last 18 months include



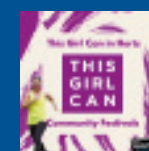
Holiday Activity Programme (HAPPy)

Aimed at countering the triple inequalities facing Hertfordshire's most disadvantaged young people – holiday hunger, physical inactivity and social isolation.



Fit Fed and Read

A high-quality holiday activity programme - including support with literacy - in Hertfordshire's most disadvantaged neighbourhoods, with a nutritious meal every day, free of charge.



This Girl Can In Herts

Women, in particular, have struggled to keep or return to their sport and physical activity habits during the Covid-19 pandemic - this programme inspires women and girls from across Hertfordshire to take time out to be active in a way that works for them.

These and similar programmes, offered across the county and locally, do not and cannot happen without the participation of the sport and physical activity sector, especially the sports clubs and coaching agencies (and those in them) that host and run the programmes.

Figures from HMRC about the Coronavirus Job Retention Scheme ('furloughing') show that in June 2021 there was still a national take-up rate of 20% of all eligible jobs in 'sports activities'. 'Sports activities' is classified as part of the Arts, Entertainment and Recreation sector - the only sector with a higher take-up was Accommodation and Food Services.

In terms of employment in the sport and physical activity sector in Hertfordshire, it is not yet known how many from the sector were made redundant or changed career during the pandemic. Contrary to the expectations of many, the claimant count in Hertfordshire was 'only' 31,280 in July 2021 (4.2% of residents, compared to figures of 4.6% in the East of England and 5.5% for Great Britain).

While details of the UK's exposure to the pandemic are only just becoming clear, the consequent lockdown of social and economic activity had implications for the professional workforce in the sport and physical activity sector, as much as for any other group of workers. In fact, given the nature of sport and physical activity, the longer-term implications are arguably greater.

TOWARDS A SKILLS STRATEGY

As stated in the Introduction, the development work for the Hertfordshire Skills Strategy for Sport and Physical Activity was part of a regional CIMSPA initiative.

This took the form of a pilot scheme in the East of England, the main components of the scheme being the formation of a local sector skills board, a local training needs assessment and the production of a local skills strategy.

(The Active Partnerships participating in the pilot scheme, in addition to Herts Sports Partnership, were Active Essex, Active Suffolk, Living Sport (covering Cambridgeshire and Peterborough) and Team Beds and Luton. In the absence of any participation from Norfolk, North Yorkshire Sport were also invited to participate.)

CIMSPA's goals include encouraging the workforce to be actively engaged in CIMSPA-accredited continuing professional development, and establishing a new set of professional standards for the sport and physical activity sector. The regional initiative, which included identifying key skills and training needs, was consistent with those goals.

Herts Sport & Physical Activity Sector Skills Board

The Sector Skills Board includes representatives of leisure operations, community sport, exercise and fitness, high performance, health and wellbeing and outdoor activities. Previous sector projects in Hertfordshire have included the further and higher education sectors, and their continued involvement was confirmed for this pilot scheme.

Dr Michael Callan of the University of Hertfordshire accepted an invitation to chair the Skills Board. Mike is an Associate Professor in Enterprise and Entrepreneurship and one of the Psychology, Sport and Geography Senior Management Team in the School of Life and Medical Sciences at the University of Hertfordshire. He is also a European Judo Union Didactic and Scientific Expert and leader of the i-d j International Judo Research Unit.

A full list of the membership of the Herts Sport & Physical Activity Sector Skills Board is attached as Appendix 1.



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Training Needs Assessment

The Government's 'Skills For Jobs' white paper, published in January 2021, emphasised the need to put employers at the heart of identifying skills needs and helping to shape local provision. In addition to establishing a Sector Skills Board with full employer representation, the pilot project set out to further engage employers from the sport and physical activity sector by surveying their training needs.

The Hertfordshire Skills Strategy for Sport and Physical Activity has been based on the results of an **Occupational Training Needs Analysis (OTNA) and Self-Employed Training Needs Analysis (SETNA)** conducted in the first half of 2021. Comprehensive data packs from EMSI, an international labour market analysis company, also supported the skills review of the sector.

The OTNA and the SETNA took the form of an online survey, circulated in Hertfordshire to over 300 employers and local contacts in early 2021. (The same survey was used in all participating Active Partnerships.) Unfortunately, this was a difficult period for the industry, which was emerging from extended facility lockdowns and contending with other COVID-19 restrictions. The Sector Board is therefore grateful to the 37 employers across Hertfordshire that completed the OTNA survey, and to the 18 self-employed individuals and sole traders, who responded via the SETNA version of the survey.

The relative size of the organisations that completed the survey is as follows:

Size of workforce	No. of organisations
Up to 20	21
21-40	5
41-99	1
100-199	4
200-399	4
400 and over	2

“The Hertfordshire Skills Strategy for Sport and Physical Activity has been based on the results of an Occupational Training Needs Analysis (OTNA) and Self-Employed Training Needs Analysis (SETNA) conducted in the first half of 2021.

The 37 organisations completing the OTNA reflect the rich mix of organisation types found within the sport and physical activity sector in Hertfordshire - local authorities (4), not-for-profit organisations (14), private companies (11), trusts (4), education (2) and charities (2).

The figure below shows the main occupations in the Sport and Physical Activity Sector, as identified by CIMSPA, with examples of the job roles within those occupations.



The survey asked respondents to consider 19 job roles within the sector (guidance was offered on the scope of each job roles). The job roles were broadly aligned to the employer-led professional standards framework that CIMSPA has developed, as the lead body for workforce development in the UK's sport and physical activity sector. As the training needs analysis focused on the overall sector workforce, employers were not required to distinguish between full-time, part-time or voluntary staff.

The specific job roles included in the survey, along with the numbers responding, were:

Job Role	Organisations	Employees in OTNA	Completing SETNA	Total OTNA/SETNA
Gym Instructor	9	84	0	84
Personal Trainer	8	60	6	66
Strength & Conditioning				
Coach/Trainer	7	20	1	21
Group Exercise Instructor	13	223	5	228
Yoga Instructor	4	24	0	24
Pilates Instructor	6	22	1	23
Lifeguard	7	268	0	268
Ass. Swimming Teacher	2	16	0	16
Swimming Teacher	6	260	0	260
Pool Plant Operative	5	31	0	31
Sports Coach	20	394	3	397
Sports Coaching Assistant	14	59	0	59
Recreation Assistant	5	46	0	46
Health Navigator	0	0	0	0
Entry Manager	15	139	0	139
General Manager	15	53	0	53
Senior Manager	9	15	0	15
		1714	18	1732

(‘Health Navigator’ was excluded from the final analysis, as no responses relating to that job role were received during the survey.)

The survey respondents were then asked to reflect on a range of training needs within each job role, and to give each training need a priority score on a scale from 1-5, where 1 represented the highest priority and 5 the lowest. For the purpose of analysis, a score of 1 or 2 was viewed as an ‘urgent’ training need. In this way, for each job role, the survey showed which training/skill needs were seen as ‘urgent’.

The organisations responding to the survey further indicated how many individuals they were looking to recruit within each job role.



“ for each job role, the survey showed which training/skill needs were seen as ‘urgent’.

SURVEY RESULTS

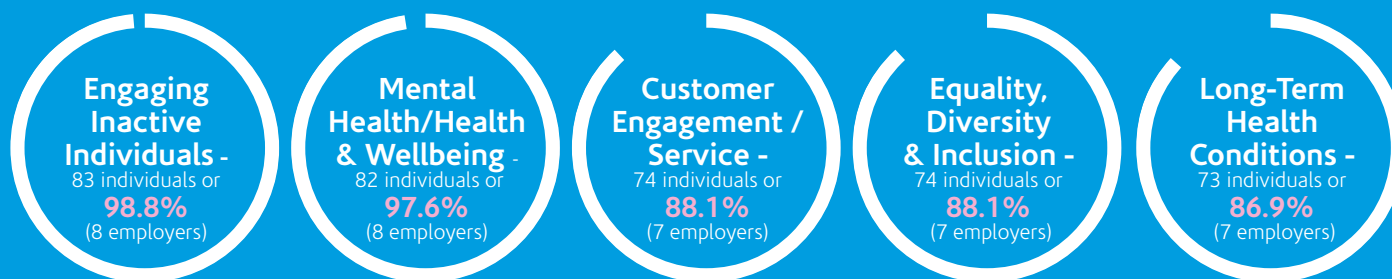
The collated results of the OTNA/SETNA surveys were analysed by Herts Sports Partnership. The survey results give a comprehensive snapshot of the perceived needs of both employers and the self-employed in the sport and physical activity sector in Hertfordshire.

Gym Instructor

The job role of **Gym Instructor** was recognised by **nine employers**, who identified 84 individuals who were gym instructors in their organisations. (None of the self-employed respondents identified as gym instructors.)

The **most important training need** was **'Engaging Inactive Individuals'**, which was given a '1' or '2' priority ranking by eight organisations employing 83 (or 98.8%) of gym instructors.

The **top five training needs**, in terms of the percentage of the gym instructor workforce, were as follows:




Respondents anticipated that, over the next 12 months, they will be looking to **recruit 33 Gym Instructors** to fill new and existing vacancies. **This equates to 39.3% of the existing workforce.**

Here is a summary of the survey results for one of the job roles: [\(A similar summary for each of the job roles appears in Appendix 2.\)](#)

The survey provides useful and critical information about the sport and physical activity workforce in Hertfordshire that was previously unavailable. However, as the OTNA was conducted at a corporate, rather than individual, level, organisations gave just one response against each training need. This response was taken to apply to all of the individual employees in that specific job role.

This does mean that a large organisation could have a disproportionate impact on the priority of training needs, in some job roles. For instance, of the 21 Strength & Conditioning Trainers in the survey, 10 were from one organisation - this in effect ensures that any training need not prioritised by that particular organisation would not appear as a priority in the final analysis.

In Appendix 2, those training needs which were identified as a priority for over 70% of individuals are highlighted. While further analysis and investigation is undoubtedly required, the **most commonly prioritised training needs** across the job roles are as follows:

- 1  **Mental Health/Health & Well-Being** - prioritised for 11 out of 16 job roles.
Safeguarding Adults & Adults at Risk - also 11.
- 2  **Equality, Diversity & Inclusion** - 10 job roles.
Safeguarding Children - also 10.
- 3  **Customer Engagement/Service** - 9 job roles.
- 4  **Working with Long-Term Health Conditions** - 6 job roles.
Risk Assessment/Management - also 6.
Industry Legislation and Guidance - also 6.
- 5  **Engaging Inactive Individuals** - 5 job roles.
Customer Communication - also 5.
- 6  **Working with Children 0-5** - 3 job roles.
Working with Children 6+ - also 3.
- 7  **Tutoring, Assessing & Coach Development** - 2 job roles.
People Development - also 2.
Service Improvement - also 2.
Business Functions - also 2.
- 8  **Time Management** - 1 job role.
Data Collection & Analysis - also 1.
Working in Schools - also 1.

Job Role	Organisations	Individuals	Looking to recruit	Recruits as % of workforce
Gym Instructor	9	84	33	39.3%
Personal Trainer	8	66	19	28.8%
Strength & Conditioning Trainer/Coach	7	21	6	28.6%
Group Exercise Instructor	13	228	50	21.9%
Yoga Instructor	4	24	2	8.3%
Pilates Instructor	6	23	-	-
Lifeguard	7	268	79	39.3%
Assistant Swimming Teacher	2	16	10	62.5%
Swimming Teacher	6	260	47	18.1%
Pool Plant Operative	5	31	5	16.1%
Sports Coach	20	397	142	35.8%
Sports Coaching Assistant	14	59	27	45.8%
Recreation Assistant	5	46	12	26.1%
Entry Manager	15	139	13	9.4%
General Manager	15	53	18	34.0%
Senior Manager	9	15	2	13.3%
Total		1730	465	26.9%

“ The benefits of sport and physical activity towards positive mental health and wellbeing have been known for some time, but the pandemic has given fresh impetus to promoting exercise of all types as a means of maintaining both physical and mental health.

The benefits of sport and physical activity towards positive **mental health and wellbeing** have been known for some time, but the pandemic has given fresh impetus to promoting exercise of all types as a means of maintaining both physical and mental health. It will not surprise many in the sport and physical activity sector that it is prioritised so widely.

Similarly, it will come as no surprise to many that **safeguarding**, both for children and adults, is among the highest priorities. The sector has put much energy over the last 20 years into embedding safeguarding in its workforce, and the continued publicity for safeguarding issues, nationally and internationally, in recent years has ensured that it remains a priority.

The OTNA/SETNA results show the number of individuals identified as working in each job role. The organisations responding to the survey also indicated how many individuals they were looking to recruit within each job role, within the following 12 months. The results of this part of the survey are shown in the next table.

Clearly, some job roles are restricted by the nature of the organisation, the most obvious example being those related to swimming pools. Lifeguards, swimming teachers and pool plant operatives are most likely to be found in facilities that feature water! Perhaps unsurprisingly, where those roles were identified, the average numbers are relatively large - around 40 per organisation for both lifeguards and swimming teachers.

Excluding those two facility-related roles and management jobs, and reflecting the diversity of the sport and physical activity sector, only group exercise instructors and sports coaches were identified in more than a third of organisations

The survey showed that, in over a third of the job roles surveyed in the sport and physical activity sector, organisations are planning to recruit the equivalent of at least a third of their existing workforce. The job roles were assistant swimming teachers (62.5%), sports coaching assistants (45.8%), gym instructors (39.3%), lifeguards (39.3%), sports coaches (35.8%) and general managers (34%).

This is the first time that an exercise such as the countywide OTNA and SETNA surveys has been completed, and thus the results can inform any strategy development in a previously unprecedented manner. Employers in the sport and physical activity sector in Hertfordshire have clearly and collectively indicated priorities, in both specific job-related skills and recruitment plans.



“ The survey showed that, in over a third of the job roles surveyed in the sport and physical activity sector, organisations are planning to recruit the equivalent of at least a third of their existing workforce.

SKILLS STRATEGY

The Sector Skills Board accepted the results of the survey and further recognised the need for key stakeholders to collaborate across the sport and physical activity sector to tackle the priority training needs identified by the survey.

Further investigation in some areas was needed, to ensure accurate interpretation of the results. This would also help to secure an effective response to both the short- and medium-term workforce issues faced by the sport and physical activity sector.

Beyond the scope of the survey, the Sector Skills Board further identified a pressing need to tackle staff shortages, which were hampering any post-COVID recovery. Despite the Office of National Statistics recording (August 2021) a return of employee numbers to pre-COVID levels, they also reported a record rise in the number of vacancies in the UK economy.

Many of the reasons for staff shortages, affecting both the employed workforce and the growing numbers of freelance staff, have been noted earlier in this report - economic factors, facility closures, changing demand, changing career expectations, and so on. Anecdotally, one of Hertfordshire's largest swimming facilities cited a shortage of lifeguards as preventing the full reopening of the facility; their waiting list of people wishing to join Swim England's 'Learn to Swim' programme had grown to over 400.

The complexity and diversity of the sport and physical activity sector suggests that neither an instant 'fix' nor a 'one size fits all' solution represents a realistic and sustainable approach to skills development.

Consequently, the main outcome of this report is a proposal for further collaborative cross-sectoral work. This work will build on the survey results and ensure that the sport and physical activity sector looks for and develops the skills that ensure a recovery from COVID-19, sustainable progress for employers and employability within the workforce.

“ Despite the Office of National Statistics recording (August 2021) a return of employee numbers to pre-COVID levels, they also reported a record rise in the number of vacancies in the UK economy.



RECOMMENDATION

It is proposed that, with immediate effect, the Hertfordshire Sector Skills Board for Sport and Physical Activity should focus on **three key areas**:

Young People

The number of young people (16-24) claiming out of work benefit in Hertfordshire rose sharply during the pandemic, from 2.7% in March 2020 to 7.9% in January 2021. The sport and physical activity workforce contains a high proportion of young people.

Enterprise Skills

There has been a regional growth of 49% in sport and physical activity jobs since 2010. The sector has a high proportion of small businesses and freelancers who need support with business and entrepreneurial skills.

Adult Learning & Employment

The skills surveys suggest that there is a pressing need to address priority skills in the workforce.

(These areas are consistent with three of the key themes in the Hertfordshire Skills and Employment Strategy 2021-24 - Theme 1: Unlocking emerging talent, Theme 2: Adult learning and employment and Theme 3: Skills to grow small and medium size businesses.)

Working groups, drawn from the Sector Skills Board and supplemented where appropriate with additional representatives, will look at each area.

As well as key data relating to their subject area, the working groups will have available to them the survey results referred to in this report. Herts Sports Partnership will provide support for the Working Groups, each of which will report their findings and bring an action plan to the Sector Skills Board.

“ The sector has a high proportion of small businesses and freelancers who need support with business and entrepreneurial skills.



NEXT STEPS

The following bullet points represent possible areas for action by the working groups - the points are by no means exhaustive and should be immediately reviewed and prioritised by the Sector Skills Board.

YOUNG PEOPLE

- Sector engagement with the Local Enterprise Partnership's flagship skills programmes - Hertfordshire Opportunities Portal (HOP) and the Careers & Enterprise Company
- Careers advice and labour market information for 16-24 year olds
- Partnerships between employers and education - placements and transition from FE; graduate career opportunities for HE
- Support & guidance for disadvantaged individuals - working with, for instance, the Hertfordshire Disability Sports Foundation
- Transition to employment - pathway information on e.g. apprenticeships, Technical Education Strategy, entrepreneurial skills

ADULT LEARNING & EMPLOY

- Training provision for the sector workforce - address training needs identified by the local OTNA/SETNA surveys - explore local skills provision gaps
- Support & guidance for disadvantaged and vulnerable individuals - uptake of e.g. Disability Confident, Supported Employment, inclusive apprenticeships
- Promote the benefits of Lifelong Learning, for both employers and the employed - identify funding support
- Transition in the sport and physical activity sector - facilitate and remove barriers to career change
- Digital skills - minimise 'digital disenfranchisement' for learning and delivery across the workforce
- COVID recovery - establish and promote support packages and programmes

ENTERPRISE SKILLS

- Increase uptake of work-based learning and promote investment by SMEs
- Support collaboration between SMEs & large businesses - establish viability of a work 'pipeline' - promote Disability Confident scheme
- Promote development and adoption of entrepreneurial skills programmes for SMEs
- Higher level skills initiative for managers and leaders in sport and physical activity sector
- COVID recovery - establish and promote support packages and programmes, including career change

APPENDIX 1: SECTOR SKILLS BOARD

Adrian Ledbury
Active Partnerships National Team

Adrian Smith
APEX Multisports

Alison Goodchild
Watford CSE Trust

Andrew Slade
Oaklands College

Andy Criddle
Dacorum Sports Network

Caroline Cartwright
Hertfordshire Local Enterprise Partnership

Danny Buckley
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David Bartlett
Welwyn Hatfield Badminton Network

David Connell
Hertfordshire Sports Village

Dean Renphrey
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Fiona Deans
Hertfordshire Public Health

Fiona Scott
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Stevenage Leisure Ltd

Kirsty Feasey
Active In The Community

Liz Calver
North Hertfordshire College

Liza Armstrong
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Matt Rayner
Herts Sports Partnership

Michael Callan (Chair)
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Norman Jennings
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Rebecca Hemmant
SportSpace

Richard Allan
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Rob Hardwick
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Ros Cramp
Herts Disability Sports Foundation

Ryan Cowell
Hertford Regional College

Sian Ryan
Exemplas

Steve Cox
Everyone Active

Steve Maker
Hertfordshire Football Association

Stewart Hunt
APEX Multisports

Wesley Hutchings
Broxbourne Borough Council

APPENDIX 2: SURVEY RESULTS

37 employers completed the Organisational Training Needs Analysis (OTNA) across the Herts Sports Partnership area.

There were 18 submissions from self-employed/sole traders who completed the Self-Employed Training Needs Analysis (SETNA). The submissions from the SETNA were added to the final totals for each job role.

Gym Instructor

Nine employers identified that they employed Gym Instructors.

Across the nine employers, 84 individuals were identified as operating as Gym Instructors. Employers were asked to identify training/skills needs across this job role. The OTNA showed that eight of the employers identified '**Engaging Inactive Individuals**' as an urgent training need (with a priority score of 1 or 2 out of 5). This represented 98.8% of the total number of Gym Instructors identified, and eight of the nine employers.

The top training needs for the role 'Gym Instructor' were:

Engaging Inactive Individuals - 83 individuals or 98.8% (eight employers)

Mental Health - Health & Wellbeing - 82 individuals or 97.6% (eight employers)

Customer Engagement/Service - 74 individuals or 88.1% (seven employers)

Equality, Diversity & Inclusion - 74 individuals or 88.1% (seven employers)

Long-Term Health Conditions - 73 individuals or 86.9% (seven employers)

Safeguarding Adults & Adults at Risk - 64 individuals or 76.2% (six employers)

Risk Awareness/Management - 64 individuals or 76.2% (six employers).

Personal Trainer

Across eight employers, 60 individuals were identified as operating as Personal Trainers. Alongside this, there were six submissions from the SETNA from individuals who operated as self-employed Personal Trainers. This gave a total of 66 individuals across Hertfordshire operating as Personal Trainers.

The data showed that 65 out of 66 identified '**Working with those with Long-Term Health Conditions**' as an urgent training need. This represented 98.5% of the total number of Personal Trainers identified, and seven of the eight employers.

The top training needs for the role 'Personal Trainer' were:

Working with those with long term health conditions – 65 individuals or 98.5% (seven employers)

Mental Health - Health & Wellbeing - 64 individuals or 97% (seven employers)

Engaging Inactive Individuals – 64 individuals or 97% (seven employers)

Equality, Diversity & Inclusion – 63 individuals or 95.5% (seven employers)

Safeguarding Children - 63 individuals or 95.5% (seven employers)

Safeguarding Adults & Adults at Risk - 63 individuals or 95.5% (seven employers)

An additional priority among self-employed Personal Trainers was 'Engaging New Audiences', identified by five individuals (83.3%).

Strength & Conditioning Trainer/Coach

Seven organisations stated that they employed a total of 20 Strength & Conditioning Trainers or Coaches. One individual identified as a self-employed Strength & Conditioning Trainer/Coach, giving a total of 21 Strength & Conditioning Trainers/Coaches within Hertfordshire.

The training need identified as being 'urgent' by the most employers was '**Mental Health - Health & Wellbeing**'. This was selected by six employers, representing 81% of Strength and Conditioning Trainers/Coaches in the survey.

The top training needs for the 'Strength & Conditioning Trainer/Coach' role were:

Mental Health - Health & Wellbeing - 17 individuals or 81% (six employers)

Understanding Impact of Covid - 16 individuals or 76.2% (five employers)

Long-Term Health Conditions - 16 individuals or 76.2% (five employers)

The self-employed individual further identified **Business Marketing, Business Finance, Time Management and Engaging New Audiences** as priorities.

“ The training need identified as being 'urgent' by the most employers was 'Mental Health - Health & Wellbeing' ”

Group Exercise Instructor

Thirteen organisations reported that they employed 223 individuals in the role of Group Exercise Instructor. An additional five individuals identifying as self-employed in this role gave a total of 228 Group Exercise Instructors in Hertfordshire.

The training need with the highest priority among Group Exercise Instructors was 'Mental Health - Health & Wellbeing', selected by 11 employers and representing 224 individuals (95.2%).

The top training needs for the role 'Group Exercise Instructor' were:

Mental Health - Health & Wellbeing - 224 individuals or 95.2% (11 employers)

Long-Term Health Conditions - 206 individuals or 90.4% (nine employers)

Customer Engagement/Service - 196 individuals or 86% (seven employers)

Safeguarding Adults & Adults at Risk - 174 individuals or 76.3% (nine employers)

Additional priorities among self-employed Group Exercise Instructors were **Business Marketing** and **Engaging New Audiences**, both identified by 80% of the self-employed individuals.

Yoga Instructor

Four organisations responded to the OTNA to state that they employed Yoga Instructors. 24 individuals were identified in this role.

All four employers, representing all 24 individuals in the Yoga Instructor role, identified the same priority training needs - '**Customer Engagement/Service**', '**Long-Term Health Conditions**' and '**Mental Health - Health & Wellbeing**'.

The top training needs for the role 'Yoga Instructor' were:

Customer Engagement/Service - 24 individuals or 100% (four employers)

Long-Term Health Conditions - 24 individuals or 100% (four employers)

Mental Health - Health & Wellbeing - 24 individuals or 100% (four employers)

Equality, Diversity & Inclusion - 21 individuals or 87.5% (three employers)

Safeguarding Adults & Adults at Risk - 21 individuals or 87.5% (three employers)

Legal & Regulatory Requirements - 21 individuals or 87.5% (three employers)

Safeguarding Children - 20 individuals or 83.3% (two employers)

“ All six organisations, as well as the self-employed individual, identified 'Mental Health - Health & Wellbeing' as a priority training need.

Pilates Instructor

In six organisations, the OTNA found 22 individuals employed in the role 'Pilates Instructor'. One additional individual responding to the SETNA operated as a self-employed Pilates Instructor, giving a total of 23 Pilates Instructors in Hertfordshire responding to the survey.

All six organisations, as well as the self-employed individual, identified '**Mental Health - Health & Wellbeing**' as a priority training need. This represented 100% of the 23 individuals in the Pilates Instructor role.

The top training needs for the role 'Pilates Instructor' were:

Mental Health - Health & Wellbeing - 23 individuals or 100% (six employers) Customer Engagement

Service - 20 individuals or 87% (five employers)

Long-Term Health Conditions - 20 individuals or 87% (five employers)

Engaging Inactive Individuals - 20 individuals or 87% (five employers)

Equality, Diversity & Inclusion - 19 individuals or 82.6% (five employers)

Understanding Impact of Covid - 18 individuals or 78.3% (five employers)

Safeguarding Adults & Adults at Risk - 18 individuals or 78.3% (four employers)

The self-employed Pilates Instructor further identified **Engaging New Audiences, Business Marketing, Business Finance** and **Time Management** as priorities.

Lifeguard

Seven Hertfordshire organisations reported that they employed individuals in the 'Lifeguard' role. In total, there were 268 members of the workforce in this role.

All seven employers (representing all 268, or 100%, of Lifeguards in Hertfordshire) identified both '**Industry Legislation & Guidance**' and '**Working with Children 0-5**' as a priority training need.

The top training needs for the role 'Lifeguard' were:

Industry Legislation & Guidance - 268 individuals or 100% (seven employers)

Working with Children 0-5 - 268 individuals or 100% (seven employers)

Risk Awareness/Management - 258 individuals or 96.3% (six employers)

Safeguarding Children - 258 individuals or 96.3% (six employers)

Safeguarding Adults & Adults at Risk - 258 individuals or 96.3% (six employers)

Equality, Diversity & Inclusion - 258 individuals or 96.3% (six employers)

Customer Engagement/Service - 248 individuals or 92.5% (five employers)

Customer Communication - 248 individuals or 92.5% (five employers)

Assistant Swimming Teacher

Two employers reported that there were 16 individuals on their workforce that were identified as 'Assistant Swimming Teachers'.

Both organisations identified as their priority training needs '**Customer Engagement/Service**', '**Customer Communication**', '**Understanding Impact of Covid**' and '**Working with Children 6+**'. This means that the two organisations - representing 16 individuals, or 100% of Assistant Swimming Teachers in Hertfordshire - gave a priority score of '1' or '2' to those training needs.

Swimming Teacher

Six employers in Hertfordshire identified a total of 260 individuals employed in their workforce in a 'Swimming Teacher' role.

The training needs with the highest priority among Swimming Teachers were '**Customer Engagement/Service**' and '**Customer Communication**', selected by all six employers and representing 260 individuals (100%).

The top training needs for the role 'Swimming Teacher' were:

Customer Engagement/Service - 260 individuals or 100% (six employers)

Customer Communication - 260 individuals or 100% (six employers)

Working with Children 6+ - 240 individuals or 92.3% (five employers)

Working with Children 0-5 - 240 individuals or 92.3% (five employers)

Safeguarding Children - 240 individuals or 92.3% (five employers)

Safeguarding Adults & Adults at Risk - 240 individuals or 92.3% (five employers)

Equality, Diversity & Inclusion - 240 individuals or 92.3% (five employers)

Industry Legislation & Guidance - 240 individuals or 92.3% (five employers)

Pool Plant Operative

Completing the OTNA, five employers reported that they had the 'Pool Plant Operative' role within their workforce. In total, they employed 31 individuals in this role.

All five organisations, representing 31 (100%) of the Pool Plant Operatives in the Hertfordshire workforce survey, identified two priority training needs: '**Industry Legislation & Guidance**' and '**Risk Awareness/Management**'.

The top training needs for the 'Pool Plant Operative' role were:

Industry Legislation & Guidance - 31 individuals or 100% (five employers)

Risk Awareness/Management - 31 individuals or 100% (five employers)

Time Management - 29 individuals or 93.5% (four employers)

Data Collection & Analysis - 25 individuals or 80.6% (three employers)

Safeguarding Children - 25 individuals or 80.6% (three employers)

Safeguarding Adults & Adults at Risk - 25 individuals or 80.6% (three employers)

Sports Coach

A total of 20 employers in Hertfordshire indicated that they employed 394 individuals in a 'Sports Coach' role. In addition, three individuals responded to the SETNA that they operated as self-employed 'Sports Coaches', giving a total of 397 individuals in the 'Sports Coach' role.

The data showed that 378 out of 397 identified '**Safeguarding Children**' as an urgent training need. This represented 95.2% of the total number of Sports Coaches identified, and 18 of the 20 employers.

The top training needs for the 'Sports coach' role were:

Safeguarding Children - 378 individuals or 95.2% (18 employers)

Safeguarding Adults & Adults at Risk - 353 individuals or 88.9% (17 employers)

Equality, Diversity & Inclusion - 344 individuals or 86.6% (15 employers)

Engaging Inactive Individuals - 343 individuals or 86.4% (14 employers)

Working with Children 6+ - 334 individuals or 84.1% (15 employers)

Working in Schools - 325 individuals or 81.9% (14 employers)

Customer Communication - 307 individuals or 77.3% (12 employers)

Customer Engagement/Service - 307 individuals or 77.3% (12 employers)

Risk Awareness/Management - 307 individuals or 77.3% (13 employers)

Tutoring, Assessing, Coach Development - 304 individuals or 77.2% (15 employers)

Working with Children 0-5 - 291 individuals or 73.3% (7 employers)

Additional priorities for the self-employed Sports Coaches were '**Business Marketing**' and '**Business Finance**', identified by all three individuals (100%)

Sports Coaching Assistant

14 employers in Hertfordshire identified a total of 59 individuals employed in their workforce in a 'Sports Coaching Assistant' role.

The training need with the highest priority among Sports Coaching Assistants was '**Safeguarding Children**', selected by 15 employers and representing 57 individuals (96.6%).

The top training needs for the role 'Sports Coaching Assistant' were:

Safeguarding Children - 57 individuals or 96.6% (15 employers)

Safeguarding Adults & Adults at Risk - 52 individuals or 88.1% (12 employers)

Tutoring, Assessing, Coach Development - 48 individuals or 81.4% (10 employers)

Mental Health - Health & Wellbeing - 48 individuals or 81.4% (10 employers)

Recreation Assistant

In Hertfordshire, five organisations reported that they had the 'Recreation Assistant' role in their workforce. In total, there were 46 individuals in this role.

The survey revealed that 38 of the 46 individuals identified both '**Safeguarding Children**' and '**Safeguarding Adults & Adults at Risk**' as priority training needs. (These two training needs had a slightly higher proportion of '1' priorities than others with a similar total of '1' and '2' priorities. These represented 82.6% of the total number of Recreation Assistants, from four of the five employers.

The top training needs for the 'Recreation Assistant' role were:

Safeguarding Children - 38 individuals or 82.6% (four employers)

Safeguarding Adults & Adults at Risk - 38 individuals or 82.6% (four employers)

Customer Engagement/Service - 38 individuals or 82.6% (four employers)

Customer Communication - 38 individuals or 82.6% (four employers)

Equality, Diversity & Inclusion - 38 individuals or 82.6% (four employers)

Mental Health - Health & Wellbeing - 34 individuals or 73.9% (four employers)

Entry Manager

Fifteen organisations reported through the OTNA that they employed 139 individuals in the role 'Entry Manager'.

The training need with the highest priority among Entry Managers was '**Risk Awareness/Management**', selected by 14 employers and representing 129 individuals (93%).

The top training needs for those employed in the 'Entry Manager' role were:

Risk Awareness/Management - 129 individuals or 93% (14 employers)

Equality, Diversity & Inclusion - 128 individuals or 92% (13 employers)

Mental Health - Health & Wellbeing - 127 individuals or 91% (13 employers)

People Development & Management - 124 individuals or 89.2% (14 employers)

Safeguarding Children - 124 individuals or 89.2% (13 employers)

Safeguarding Adults & Adults at Risk - 122 individuals or 87.8% (12 employers)

Service Improvement - 120 individuals or 79.1% (12 employers)

Industry Legislation & Guidance - 110 individuals or 71.9% (8 employers)

Understanding Impact of Covid - 99 individuals or 71.2% (12 employers)

Business Functions - 98 individuals or 70.5% (11 employers)

General Manager

Fifteen employers in Hertfordshire identified a total of 53 individuals employed in their workforce in a 'General Manager' role.

'People Development & Management' was the training need with the highest priority for General Managers, identified for 50 individuals (94.3% of the total) from 14 employers.

The top training needs for those employed in the 'General Manager' role were:

People Development & Management - 50 individuals or 94.3% (14 employers) **Mental Health - Health & Wellbeing** - 47 individuals or 88.7% (11 employers)

Service Improvement - 46 individuals or 86.8% (11 employers)

Risk Awareness/Management - 46 individuals or 86.8% (11 employers)

Industry Legislation & Guidance - 46 individuals or 86.8% (11 employers) **Business Functions** - 45 individuals or 84.9% (10 employers)

Equality, Diversity & Inclusion - 44 individuals or 83% (10 employers)

Safeguarding Children - 44 individuals or 83% (11 employers)

Senior Manager

Nine Hertfordshire organisations identified 15 individuals in their workforce with the role 'Senior Manager'.

There were three training needs with identical priority scores in the OTNA: '**Engaging Inactive Individuals**', '**Mental Health - Health & Wellbeing**' and '**Industry Legislation & Guidance**'. All three were prioritised by seven employers, representing 13 individuals, or 86.7%.

No further training needs were prioritised by more than 60% of 'Senior Managers'

APPENDIX 3: SUB-GROUPS ACTION PLAN

SPORT AND PHYSICAL ACTIVITY

ACTION PLAN

Towards the end of 2021, the **Hertfordshire Sector Skills Board for Sport and Physical Activity** published a progress report on a draft skills strategy for sport and physical activity locally. This document builds on that report and presents a **flexible action plan** for the sport and physical activity sector in Hertfordshire to pursue in the short- to medium-term.

Reflecting on work carried out within a regional project led by CIMSPA (the Chartered Institute for the Management of Sport and Physical Activity), the earlier report presented a sector going through significant change.

Following a period of expansion in job numbers within the sector (up 15% in the second half of the 2010s), particularly in freelance job roles, the impact of COVID-19 was intense. The pandemic had a dramatic impact not only on the general population and its demand for sport and physical activity, but also on the sector's capacity to meet that changing demand.

The importance of a fit-for-purpose workforce for sport and physical activity was highlighted by the skills survey conducted as part of the CIMSPA project. The training needs analysis carried out in the first half of 2021, and completed by both employers and the self-employed, provided, for the first time, clear and collective local priorities in job-related skills and recruitment in the sport and physical activity sector.

The Hertfordshire Sector Skills Board's progress report was well-received, both within the sport and physical activity sector and

further afield. The Hertfordshire Local Enterprise Partnership, in its Local Skills Report (published January 2022) welcomed the steps taken towards finalising a skills strategy for the sector. The Local Skills Report acknowledged the contribution of sport and physical activity to the economy (described in some detail in the Sector Skills Board's report), and recognised sport and physical activity as 'a large employment sector for Hertfordshire with skills gaps and demand for workers outweighing supply'. You can read the full report of the Sector Skills Board for Sport and Physical Activity [here](#)

In 2022, the Hertfordshire Sector Skills Board for Sport and Physical Activity focused on **three areas for action: Young People, Adult Learning & Employment, and Enterprise Skills**. These areas coincide with three of the key themes in the Hertfordshire Skills and Employment Strategy 2021-2024. The remainder of this document outlines the proposed actions that the Sector Skills Board intends to take to ensure a 'fit for purpose' workforce for the sport and physical activity sector.

“ The Hertfordshire Sector Skills Board's progress report was well-received, both within the sport and physical activity sector and further afield

YOUNG PEOPLE

The upheaval of the sport and physical activity sector during the COVID-19 pandemic and its aftermath has had an adverse effect on opportunities for the 18-24 age group. In particular, contact with employers and work experience opportunities have been limited.



This has held back both the development of employability skills and confidence when making job applications.

As younger workers make up over a third of the sport and physical activity workforce, the Sector Skills Board is rightly concerned to ensure that every effort is made to secure a continuing supply of young people to the workforce. To be truly 'fit for purpose', their transition into the workforce needs to be effective.

Action	Description	Those involved	Timeframe
Support the provision of careers information that sets out clear pathways to employment in the sport and physical activity sector	<p>Engage with the Hertfordshire Opportunities Portal to ensure that sport and physical activity has a meaningful profile on the Portal</p> <ul style="list-style-type: none"> increase the number of employers advertising positions on the Portal ensure that Portal content describing the sector is accurate and informative <p>Review the availability of support material for careers in the sector</p> <ul style="list-style-type: none"> investigate the viability of commissioning videos, etc. promoting sport and physical activity roles support development of case studies that reflect the diversity of the sport and physical activity workforce and illustrate the range of pathways into employment in the sector (e.g. degrees, apprenticeships, post-education) 	Employers (e.g. Leisure Operators Group) Hertfordshire Opportunities Portal Careers Service Education providers Herts Services for Young People	Short
Provide meaningful experiences to enable the transition from education to employment in the sport and physical activity sector	<p>Encourage partnership activity between employers and education</p> <ul style="list-style-type: none"> review existing links and promote liaison at all levels of education <p>Promote and enable schemes offering meaningful work experience</p> <ul style="list-style-type: none"> explore relevance to curriculum content pro-actively promote core skills and positive attitude through relevant placements establish register of employers willing to engage <p>Work with employers to increase the number of apprenticeships available</p> <ul style="list-style-type: none"> in particular, seek to involve a greater number of SMEs promote apprenticeships for those with additional difficulties and needs Review engagement of the sector with vulnerable groups, to ensure equality and inclusion 	Employers University of Hertfordshire Further Education colleges School network Herts Disability Sports Foundation	Medium
Promote positive representation of the sport and physical activity sector to young people	<p>Ensure that the diversity and inclusivity of the sport and physical activity sector is accurately presented</p> <ul style="list-style-type: none"> review the viability of establishing a network of 'champions' for the sport and physical activity sector co-ordinate diverse and inclusive representation and role models, for instance at careers events, in mentoring schemes, etc. <p>Review movement of individuals out of employment in the sport and physical activity sector</p> <ul style="list-style-type: none"> conduct research into the reasons why qualified individuals leave employment in the sector 	UH Widening Access team Careers Service Herts Services for Young People School network	Short

ADULT LEARNING AND EMPLOYMENT

The survey of training needs carried out in 2021 was the first systematic analysis of training priorities undertaken for the Hertfordshire workforce in the sport and physical activity sector. The survey also identified high levels of recruitment activity planned for the next year.

The combined effect of Brexit and the COVID-19 pandemic was particularly difficult for sport and physical activity, with the double jeopardy of impact on both demand (changing work patterns for the whole population, health concerns, etc.) and supply (facilities closure, physical distancing, etc.). Since then, the anticipated energy crisis and economic difficulties have added to the uncertainty the sector faces.

Action	Description	Those involved	Timeframe
Identify and remove barriers to entering careers in the sport and physical activity sector	<p>Emphasise the benefits of working in sport and physical activity, namely widely available CPD, opportunities for rapid progression, future benefits</p> <p>Promote the relevance of transferable skills for transition into the sector</p> <ul style="list-style-type: none"> ensure that the importance of non-formal attributes and skills is acknowledged, including: <ul style="list-style-type: none"> - communication skills - self-management - team and partnership working, etc <p>Support adults to make informed career decisions about sport and physical activity</p> <ul style="list-style-type: none"> review availability of accurate information on careers in the sector conduct further survey work on changes to the workforce, including return rates post-pandemic compare and contrast terms and conditions of employment (e.g. salary levels) in the sport and physical activity sector with other sectors <p>Promote the benefits of employing a diverse workforce</p> <ul style="list-style-type: none"> use existing programmes to enable vulnerable individuals to move closer to the labour market increase the number of Disability Confident employers in the sector increase the number of people with disabilities moving into sustained work in the sector 	Hertfordshire Opportunities Portal Local Enterprise Partnership Step2Skills Herts Disability Sports Foundation University of Hertfordshire	Short
Identify and promote training and education provision that addresses priority skill needs within the sector	<p>Review and confirm priority skills needs that were identified in earlier local TNA surveys</p> <ul style="list-style-type: none"> map provision of training and development in 'soft' and core skills identify and address gaps in local skills provision <p>Promote benefits of Lifelong Learning for both employers and the workforce</p> <ul style="list-style-type: none"> align to opportunities available through the LifeTime Skills Guarantee ??? work with others (e.g. Step2Skills, F/HE) to improve access to basic skills training for the adult workforce 	Sector Skills Board Employers (e.g. Leisure Operators' Group) Step2Skills Local Enterprise Partnership Further Education colleges University of Hertfordshire	Short
Help adults to retrain and upskill by promoting opportunities and investigating funding support	<p>Investigate viability of centralised information provision for the sector</p> <ul style="list-style-type: none"> review and evaluate existing sources of online information about skills development opportunities for the sport and physical activity workforce <p>Facilitate career change and transition in the sport and physical activity sector</p> <ul style="list-style-type: none"> support workforce to develop digital skills that are fit for the future workplace work with education providers to deliver appropriate training in management and leadership 	Hertfordshire Opportunities Portal Local Enterprise Partnership Step2Skills Further Education colleges University of Hertfordshire	Medium

The need for an agile, responsive and 'fit for purpose' workforce in the sport and physical activity sector has arguably never been greater. The Adult Learning & Employment Subgroup of the Sector Skills Board identified three priorities: attract, retain, upskill.

ENTERPRISE SKILLS

Hertfordshire has a large proportion of small businesses and of self-employed individuals, and the majority of businesses in the sport and physical activity sector fall into these categories. These groups faced particular challenges during the pandemic and continue to struggle towards anything resembling full recovery.

Yet sport and physical activity continues to appeal as a career to many, both within and from outside the existing workforce. There is a need to ensure that both the current workforce and prospective entrants have the skills required to operate and grow small and medium-sized businesses.

Action	Description	Those involved	Timeframe
Upskill the existing workforce within SMEs in the sport and physical activity sector	<p>Promote and increase the take-up of apprenticeships at all levels</p> <ul style="list-style-type: none"> publicise any financial incentives that are available to employers <p>Map the provision of appropriate management and leadership training across the county</p> <ul style="list-style-type: none"> publicise training and funding opportunities with particular relevance to SMEs <p>Review and confirm priority skills needs for the self-employed workforce, as identified in local surveys</p>	Local Enterprise Partnership Step2Skills Further Education colleges University of Hertfordshire	Short
Encourage employers within the sector to offer work placements at all levels	<p>Engage with employers to raise the profile of work placements</p> <ul style="list-style-type: none"> increase the number of work placements offered by sport and physical activity employers <p>Provide clear information for employers to enable them to access national and local programmes</p> <p>Support smaller employers to recruit and develop from groups with barriers to employment</p> <ul style="list-style-type: none"> promote the advantages of a wider talent pool and a more diverse workforce 	Sector Skills Board Employers Local Enterprise Partnership	Medium
Encourage prospective entrants to the sport and physical activity sector to consider entrepreneurial activity	<p>Emphasise need for minimum operating standards and foundation level training/coaching</p> <ul style="list-style-type: none"> promote the importance of safeguarding, first aid, entry level coaching, etc. <p>Reinforce the 'soft' trading skills and operating skills required for successful businesses</p> <ul style="list-style-type: none"> including (in particular) customer relations, market research, bid writing, etc. 	Sector Skills Board Employers Local Enterprise Partnership Careers Service Further Education Colleges University of Hertfordshire	Medium



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