



CIMSPA Standards
Professionalism
Advocacy

West of England Local Skills Project

SPAN



Knowledge Check



Our Vision

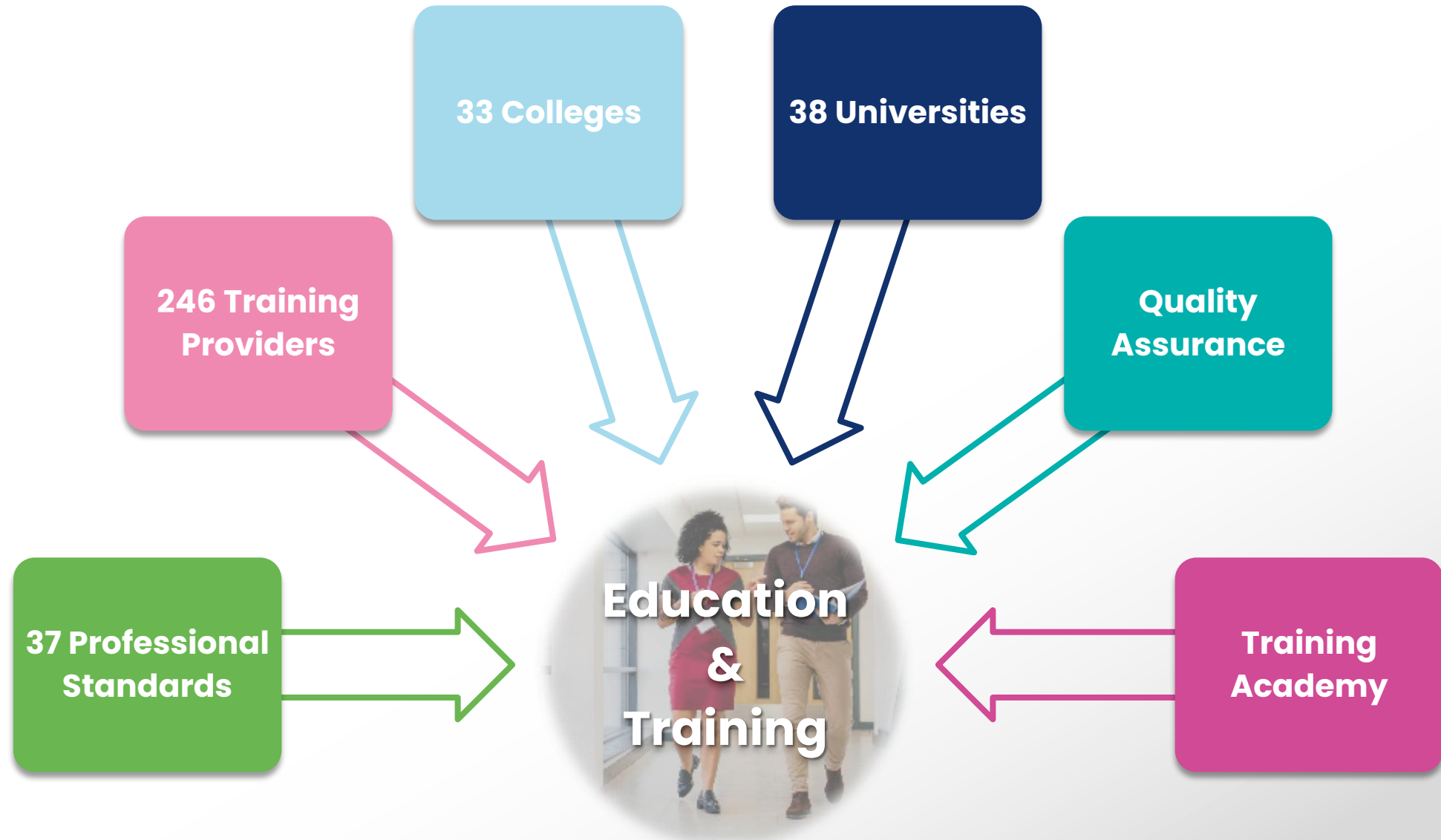
Shaping a **recognised**, **valued** and **inclusive** sport and physical activity sector that everyone can be a part of.

Our purpose

Our purpose is to lead the sport and physical activity sector to shape a **respected**, **regulated** and **recognised profession** that prioritises diversity, inclusion, skills and behaviours.



Education





Professional status signifies a person's qualifications, experience and commitment meeting and adhering to the professional and ethical standards of their occupation.

Having a professional status is a way for individuals show the world that they are a trained and highly skilled professional in their chosen career.

Professional status will make career paths within the sector more visible and easier to navigate, thus maintaining and attracting more talent to the sector.

About CIMSPA



Local skills plans through local delivery

*The right training, delivered in the right place,
at the right time, to the right people.*

Our local skills plans are funded by Sport England,
with contributions from **sport**scotland and
Sport Wales.



Releasing the
Power
of our **Profession**

What?

Bringing together employers, education providers and employability-focused organisations to match supply and demand of quality-assured education and training for our workforce.

WFD Manager

CIMSPA have already deployed a complete delivery team of multiple workforce development managers working at a local level across England, Wales and Scotland.

Skills Plan

In each area, workforce development managers are building relationships between stakeholders and capturing skills diagnostics data from hundreds of employers.

Local skills boards

Local skills accountability boards (LSABs) representing employers, education providers and other skills bodies are being created in each area, with each board creating a sport and physical activity sector local skills plan.



Why?



Why?

The sport and physical activity sector can realise health, wellness, economic and social value benefits for our nation.



Our people – the sport and physical activity workforce – are the catalysts that can achieve this.



CIMSPA will leverage this potential to encourage government to take notice of and understand our sector's power.



However! If our employers and deployers don't have the right people, then our potential will remain unrealised.



Recruiting, training, supporting and retaining this workforce is a central theme of this strategy.

Why?

Interest and engagement:

- Lack of **interest** in industry roles.
- Low quality candidates with the right **experience**.
- Difficulty in **attracting** and **retaining** staff.
- Challenges in **reaching** potential applicants.

Recruitment:

- **High standards** for new recruits leading to a **low volume** of applicants.
- Industry-specific skills making recruitment challenging.
- Challenges related to the **location** of the facility.
- **Cost of living** affecting recruitment in certain areas.
- **Salaries** in the industry compared to other sectors.
- Inability to offer **attractive pay** and **full time** hours.

Skills and Training:

- Graduates are leaving FE Colleges and Universities and employers are reporting they are **not 'work ready'**.
- Many **new emerging jobs** in the sector (e.g., Cancer rehab).
- Our sector needs to **harness funded provision** better.
- There is a critical need for a **clear career pathway**.

Industry Perception and Appeal:

- Perception of the industry not appealing as a **long-term career**.
- Limited **interest** in leisure and sports development careers.
- Small **catchment area** affecting recruitment.
- Challenges in finding candidates willing to build their **own business**.
- Low volume of applications for vacancies in **rural** locations.

Competition and availability:

- High **competition** from other industries.
- **Unattractive benefits** systems effective motivation to work.
- Limited availability of **qualified** individuals.
- Low **salaries** and **unsociable** hours.
- Challenged in attracting **school leavers** and **university graduates**.

How?



Local Skills Accountability Board

3 x 2-hour in-person meetings per year

Space for best practice sharing and updates from T&F groups

Task and Finish groups

4 x 1 hour online meetings per year

Responsible for creating and delivering action plan for individual objectives

Wider Network

Complete yearly skills diagnostic survey

Kept up to date with Skills board progression and useful opportunities and support via newsletter

West of England LSAB



Bath College



ROBINS
FOUNDATION



Bath & North East
Somerset Council
Improving People's Lives



EMPIRE
FIGHTING
CHANGE



BETTER



Department
for Work &
Pensions

You'll feel better for it.



WEST
OF ENGLAND | MAYORAL
COMBINED
AUTHORITY



Sport and physical activity sector local skills plan

West of England: 2025–2028

CREATED BY

West of England Sport and Physical
Activity Local Skills Accountability
Board



The What to The How

Build relationships

Establish post-16 education pathways that forge strong relationships with the sector.

Improve career pathways

Develop clear, meaningful and ambitious career pathways that support recruitment and progression opportunities in our workforce.

Create a representative workforce

Create a workforce that is reflective of our diverse population and positively impacts the health and wellbeing of the communities we serve.

Retain and upskill

Share best practices and provide opportunities to upskill the existing sport and physical activity workforce to support long-term sustainability and retention.

The What to The How

RECOMMENDATION 1

Build relationships: Establish post-16 education pathways that forge strong relationships with the sector.

Theme(s)	No.	2025–2028 actions	What does success look like?	How will it be measured?*
RECRUIT TRAIN	1a	Provide a clear understanding of the knowledge and skills required within the sector to support the development of co-created education courses.	<ul style="list-style-type: none"> ▶ Education providers form key partnerships with local employers to support workforce development ▶ Education curricula reflect the knowledge and skills in demand by sector employers ▶ Students leave education with the relevant skills and qualifications needed to work within the sector ▶ Upon leaving education, young people are employed in local sector roles 	<ul style="list-style-type: none"> ▶ Sport and physical activity course destination data from education providers ▶ Employer data on the number of skilled education leavers recruited ▶ Local workforce skills diagnostic data (reduction in “skillset of applicant” as a barrier to recruitment)
RECRUIT SUPPORT TRAIN	1b	Support employers and education providers to develop meaningful volunteering and/or work placement programmes and highlight these opportunities to learners.	<ul style="list-style-type: none"> ▶ Increased collaboration between education providers and employers ▶ Education providers offer flexible work-placement modules that are valuable to both the employer and student ▶ Increased number of employers offering meaningful long-term work placement opportunities ▶ Students view work placement and volunteering opportunities as a valuable part of their education and upskilling 	<ul style="list-style-type: none"> ▶ Work placement data from employers and education providers ▶ Local workforce skills diagnostic data ▶ Qualitative data
RECRUIT SUPPORT	1c	Raise awareness and increase use of career resources that equip students with the tools and opportunities needed to transition successfully into the workforce.	<ul style="list-style-type: none"> ▶ Education providers use CIMSPA careers guidance resources to highlight sector career opportunities to students ▶ Increased collaboration between education providers and employers to raise awareness of local sector job availability ▶ Employers report increased job applications for vacant roles ▶ More students move into local sport and physical activity roles after education ▶ Young people are retained in sector roles and successfully progress their career 	<ul style="list-style-type: none"> ▶ Employer data on the number of job applications received from education leavers ▶ Sport and physical activity course destination data from education providers

The What to The How

RECOMMENDATION 2

Improve career pathways: Develop clear, meaningful and ambitious career pathways that support recruitment and progression opportunities in our workforce.

Theme(s)	No.	2025–2028 actions	What does success look like?	How will it be measured?*
RECRUIT	2a	Work with local schools to provide early information, advice and guidance on careers within the sport and physical activity sector including progression opportunities.	<ul style="list-style-type: none"> ▶ Increased number of meaningful employer engagements with local schools ▶ Increased number of young people choosing to study sport and physical activity after year 11 ▶ More young people are interested in working within sport and physical activity sector ▶ Increased retention within local sector roles due to school leavers understanding progression opportunities 	<ul style="list-style-type: none"> ▶ Number of employers engaging with local schools ▶ Number of schools accessing CIMSPA careers guidance resources ▶ Careers and Enterprise Company's West of England Careers Hub future skills questionnaire data ▶ Employer data
RECRUIT SUPPORT RETAIN	2b	Provide joined-up resources that clearly illustrate sector careers for those not in education or employment or those looking for a new career direction, showcasing progression and development opportunities available.	<ul style="list-style-type: none"> ▶ Increased awareness of sector career resources including the CIMSPA Careers Hub ▶ Employers reporting increased interest in job postings ▶ Increased retention within the local sector due to clearer progression opportunities 	<ul style="list-style-type: none"> ▶ Labour market job posting data ▶ Local workforce skills diagnostic data ▶ Employer data
RECRUIT SUPPORT	2c	Increase the sharing of job vacancies in the local sector.	<ul style="list-style-type: none"> ▶ Employers advertise jobs using one centralised system ▶ Jobseekers access a centralised system to find live local sport and physical activity vacancies ▶ Increased number of applications for local job vacancies 	<ul style="list-style-type: none"> ▶ Local workforce skills diagnostic data ▶ Employer data and reporting
RECRUIT SUPPORT RETAIN	2d	Showcase the impact and scope of local roles to increase positive associations with a career in sport and physical activity.	<ul style="list-style-type: none"> ▶ The sport and physical activity sector is recognised and supported by local stakeholders ▶ More people are interested in working in sport and physical activity roles ▶ Sports and physical activity careers are understood and valued ▶ Increased awareness of the impact that both the local sector and individual roles have on local economy and health outcomes 	<ul style="list-style-type: none"> ▶ Labour market job posting data ▶ Local workforce skills diagnostic data ▶ Qualitative data

The What to The How

RECOMMENDATION 3

Create a representative workforce: Create a workforce that is reflective of our diverse population and positively impacts the health and wellbeing of the communities we serve.

Theme(s)	No.	2025–2028 actions	What does success look like?	How will it be measured?*
RECRUIT SUPPORT	3a	Encourage employers to create a workforce representative of the communities they serve.	<ul style="list-style-type: none"> ▶ Employers have strong links with local community organisations ▶ Employers understand the demographics of the areas they operate in and barriers faced by local people ▶ Workforce demographics are more similar to those of the local communities that they serve 	<ul style="list-style-type: none"> ▶ CIMSPA Workforce Insights Report data ▶ Employer workforce diversity data and reporting
RECRUIT SUPPORT	3b	Provide better education and support for employers to understand barriers faced by certain populations and enable inclusive recruitment strategies.	<ul style="list-style-type: none"> ▶ Employers better understand and are more confident in implementing inclusive recruitment policies and procedures ▶ More employers demonstrate their commitment to inclusive recruitment ▶ Increased job applications per vacancy 	<ul style="list-style-type: none"> ▶ Employer workforce diversity data and reporting
RECRUIT SUPPORT TRAIN	3c	Provide accessible training and routes into sector careers for key demographic groups.	<ul style="list-style-type: none"> ▶ Training providers deliver inclusive learning opportunities and link training with job vacancies via employer collaboration ▶ Free and funded training opportunities are shared and targeted towards local communities ▶ Increased opportunities for alternative routes into employment such as apprenticeships ▶ Increase in job applications for sector vacancies 	<ul style="list-style-type: none"> ▶ Employer workforce diversity data and reporting ▶ Training and education providers student diversity data and reporting

The What to The How

RECOMMENDATION 4

Upskill and retain: Share best practices and provide opportunities to upskill the existing sport and physical activity workforce to support long-term sustainability and retention.

Theme(s)	No.	2025–2028 actions	What does success look like?	How will it be measured?
SUPPORT RETAIN	4a	Understand local workforce retention, identify barriers and support local employers to tackle these.	<ul style="list-style-type: none"> ▶ Retention rates within the local sector for specific job roles are understood ▶ Barriers to retention are identified ▶ Employers are more supported to improve workforce retention 	<ul style="list-style-type: none"> ▶ Local labour market data ▶ Employer retention rate data ▶ Local workforce skills diagnostic data (reduced turnover)
RECRUIT SUPPORT TRAIN RETAIN	4b	Improve connectivity between employers, training providers and key stakeholders in the West of England to offer more upskilling opportunities.	<ul style="list-style-type: none"> ▶ A joined-up skills system that caters to the needs of the local workforce ▶ Local training opportunities are aligned to the needs of local employers ▶ Training providers and employers work together to create a pathway between training and job vacancies 	<ul style="list-style-type: none"> ▶ Local workforce skills diagnostic data (reduction in roles most needed and organisations unable to find relevant/appropriate training locally)
RECRUIT SUPPORT TRAIN RETAIN	4c	Improve access to funded and local high-quality training provision within the West of England	<ul style="list-style-type: none"> ▶ Increased funded and quality-assured local training ▶ Training provision is accessible and caters to the needs of all individuals from different population groups ▶ Members of the workforce are equipped with the skills to progress and be retained in the sector 	<ul style="list-style-type: none"> ▶ Local workforce skills diagnostic data (reduction in employers considering training too expensive) ▶ Recruitment and retention data from local employers

Opportunities



Skills Bootcamps

Careers Hub

Training and Apprenticeships

Professional Status

Education partnerships

**Sport & Physical Activity Employability
Academy**

The Ask



Releasing the
Power of our **Profession**

Questions

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