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**YORKSHIRE AND THE HUMBER SECTOR SKILLS  
AGREEMENT REGIONAL ACTION PLAN 2006**

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Right People  
Right Skills  
Right Time

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***SkillsActive – Shaping Skills for the Future, through...***

***PEOPLE...ensuring all people in the sector are appropriately trained and qualified***

***PRODUCTIVITY...ensuring better performance through the professional development of the sector***

***PROVISION...ensuring the sector has accessible, relevant and funded training across the UK***

***PROMOTION...ensuring the contributions of the sector are recognised at a social and political level***

**Contents of this Report**

<b>1. Introduction</b> .....	4
1.1. Active leisure and learning in Yorkshire and the Humber – Introduction.....	5
1.2. The Current Position in Yorkshire and the Humber.....	6
1.3. Regional economic strategy.....	7
1.4. Sport and participation.....	8
1.4.1. Plan for sport and physical activity.....	8
1.4.2. Sports coaching.....	9
1.4.3. Major sporting events.....	10
1.5. Health.....	10
1.6. Tourism and culture.....	11
1.7. Playwork.....	12
<b>2. Evidence for change</b> .....	13
2.1. The characteristics of the active leisure and learning workforce.....	13
2.2. Active leisure and learning in Yorkshire and the Humber – The future.....	17
2.3. Sport, fitness and the outdoors: Investment in the region.....	18
2.4. Fitness Clubs and membership.....	20
2.5. Register of Exercise Professionals.....	20
2.6. Financial Turnover.....	21
2.7. Employment.....	22
2.8. Recruitment difficulties.....	23
2.9. Skill gaps.....	23
2.10. Investment in training.....	24
<b>3. The caravan industry</b> .....	25
3.1. Drivers.....	25
3.2. Government drivers.....	25
3.3. Growth and economic contribution to the region.....	25
3.4. Number of caravan parks and pitches.....	25
3.5. The Caravan Industry workforce estimates.....	26
3.6. Recruitment difficulties.....	26
3.7. Skills.....	26
3.8. Investment in training.....	27
<b>4. The playwork sector in Yorkshire and the Humber</b> .....	28
4.1. Play.....	28
4.2. Playwork.....	28
4.3. Profile.....	28
4.4. Drivers.....	29
4.4.1. Government drivers.....	29
4.5. Skills picture in Yorkshire and the Humber.....	29
<b>5. Training provision</b> .....	30
5.1. Funding overview for the sector.....	30
5.2. Caravan training provision.....	31
5.3. Supply-side picture for the playwork sector.....	31
<b>6. Employers’ needs, priorities and commitments</b> .....	34
<b>7. How will this regional action plan be delivered?</b> .....	36
<b>8. Future priorities for the active leisure and learning sector</b> .....	38
8.1. Sport, fitness and the outdoors.....	38
8.1.1. Regional action plan – sport, fitness and the outdoors.....	40
8.2. Playwork.....	49
8.2.1. Regional action plan – Playwork.....	51

## Foreword

SkillsActive is proud to publish this new Action Plan for the active leisure and learning sector. It focuses on the opportunities for supporting the 479,000 paid workers, up to 1.9 million sports volunteers<sup>1</sup> and 24,472 organisations that make up our vibrant, dynamic and growing sector across England. It considers how we will strive to ensure the right people, with the right skills at the right time access the array of jobs and careers available in our sector year on year, and calls for shared commitment from our sector's employers and all relevant support agencies.

The plan forms a key part of our Sector Skills Agreement, which provides a clear direction at a national level for the future success of our sector. The Sector Skills Agreement initiates a programme of qualification and training reform that supports this plan of action.

The aim of the Yorkshire and the Humber plan is to generate a greater understanding of the economic importance and growth potential of the active leisure and learning sector and its workforce. It provides policy makers and practitioners with the essential employment, future skills and sector training information they need. Based on an extensive consultation process with employers and training providers since 2004, we are confident that we now know what challenges they face and what skills or support they lack to progress, grow, improve or achieve their goals. This plan therefore, acts as the voice for the skills needs of our sector.

The Yorkshire and the Humber action plan details the essential activities that need to be implemented in the region to help our sector and its people succeed. It includes employer commitments and recommendations for other organisations to work in partnership with us across the region to achieve common aspirations for our sector. These include:

- 1. Improving the quality and range of services**
- 2. Improving recruitment and retention**
- 3. Professionalising and upskilling our existing workforce**
- 4. Matching the supply of learning to employer and individual demand**
- 5. Redirecting funding so that it is meeting the sector's needs**
- 6. Increasing sector investment in our people**

Investing in the active leisure and learning sector and its people will lead to employment growth, improved public services, more productive businesses, and highly motivated workers and volunteers in the region. The sector makes an unrivalled contribution through sport, physical activity and children's play opportunities, leading to improved health and quality of life, social integration, personal and social development, economic growth through community development, regeneration, tourism and not forgetting fun and adventure for all.

The successful implementation of this action plan will be dependent upon a number of factors; however, it is the development of collaborative partnerships between key stakeholders and employers that will ensure that the active leisure and learning workforce will meet the growing needs of the region and establish a well trained, highly qualified and more employable workforce for the future.

The people we employ are crucial to success. We need to invest better in their skills and development. We must recognise and value their contribution and I invite you to help us achieve this ambition across Yorkshire and the Humber.



Stephen Studd  
Chief Executive, SkillsActive.

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<sup>1</sup> Source: Active People 2006, Sport England.

## I. Introduction

This Sector Skills Agreement: Regional Action Plan incorporates the findings from stages one, two and three of the Sector Skills Agreement (SSA) process. The SSA is a contract between employers and stakeholders, facilitated by Sector Skills Councils (SSCs), and is borne out of the government's skills white paper and commissioned by the Sector Skills Development Agency. To establish the SSA, there have been five identified stages:

- 1) Assessment of current and future skill needs.
- 2) Assessment of current provision of training and qualifications.
- 3) Analysis of the gaps and weaknesses leading to identification of proposed solutions.
- 4) Assessment of the scope for collaborative action by employers and stakeholders.
- 5) Development of an action plan with key delivery partners.

The Sector Skills Agreement: Regional Action Plan for the Yorkshire and the Humber region is the culmination of over 12 months of work as part of a UK-wide Sector Skills Agreement process for the active leisure and learning sector. The regional action plan for active leisure and learning builds on previous research and has involved further in-depth research with over 100 employers across the region about the nature of their organisation, their skills needs and training requirements. A series of employer forums to identify specific qualitative information about future organisation development, challenges faced, skills and training requirements have added to this in-depth research.

The regional action plan has been developed from core solutions for the active leisure and learning sector identified throughout the SSA process. The six core solutions are:

- Improve the quality and range of services
- Improve recruitment and retention
- Professionalise and upskill the existing workforce
- Match supply to demand
- Redirect funding
- Increase sector investment in our people.

To establish this action plan for the Yorkshire and the Humber region, SkillsActive has drawn on a wide range of sources as part of the Sector Skills Agreement process and includes - future forecasting and scenario planning commissioned by SkillsActive and undertaken by Experian Business Strategies 2005, the Sport, Fitness and Outdoors Employment Survey 2005, Working in Fitness Survey 2004 and the SSA Visioning Workshops with industry experts and employers in each sub-sector 2005. Other national sources for the development of the SSA have included the Annual Business Inquiry 2004, the Labour Force Survey 2004 and Working Futures 2. It is noted from the process that not all official sources appropriately reflect the sector and therefore the plan strongly suggests that further, more applicable sources are identified to better represent the sector.

The successful implementation of this plan will be dependent upon a number of key factors; however, it is the development of collaborative partnerships between key stakeholders and employers that will ensure that the active leisure and learning workforce will meet the growing needs of the region and establish a well trained, highly qualified and more employable workforce for the future.

There are two aims for this plan.

- To generate a greater awareness of the economic importance and growth potential of the active leisure and learning sector and its workforce in the Yorkshire and Humberside region.
- To present an action plan that outlines the activities that need to be implemented in the Yorkshire and Humberside Region to help our sector and its people succeed.

## 1.1. Active leisure and learning in Yorkshire and the Humber – Introduction

The focus of this regional plan is on ways in which the sector does, and can further; contribute to economic vitality and workforce development in the Yorkshire and Humberside region. It does this through:

- The provision of direct employment and contribution to economic output;
- Acting as a catalyst for investment and regeneration;
- Assisting in the development of a positive image and improving the attractiveness of the region for business investment and as a place to live, work and visit;
- Improving the skills of the workforce, both for employment in the sport and cultural sector and in other industries;
- Reducing the cost to the economy of workplace absence due to ill health.

This regional plan will point out the opportunities for active leisure and learning businesses to become more competitive, and indeed make other types of business more competitive (e.g. through healthy workplace initiatives in factories and offices across the region). Employers in sport and recreation, health and fitness, outdoors, playwork, caravans, sports retail and manufacturing differ however in their ownership (private, public and voluntary), business objectives, service levels, needs and future outlook. Only by developing relationships with the leaders in these 3,500 organisations can a culture of sustainable workforce development and forward planning be embedded. We must ensure we put in place the right mechanisms not only for ongoing communication with these employers, but the right solutions to help them overcome skills gaps, shortages and business support needs. This means ensuring our sector is aware of all new regional brokerage arrangements and equally ensuring we have a fit for purpose supply of quality assured training and business solutions providers.

### **Key message – We will help businesses become more productive in our sector**

Our region suffers from a perception of low levels of innovation, leadership, enterprise and learning. The active leisure and learning sector can be encouraged to perform better on all these measures of success by gaining access to an effective network of business support and skills brokerage, and developing the abilities of its leaders, or in the case of voluntary organisations (such as clubs) its trustees, chairs or coordinators.

In devising this regional plan SkillsActive has had the opportunity to share labour market and employer skills analysis information with a range of partners and policy-makers in Yorkshire and the Humber, and they have each been surprised at the size, scale and potential employment growth of active leisure and learning. Forecasts suggest that the paid workforce may increase from 50,000 people to at least 64,000 paid workers by 2014 (21% growth), and indeed may in fact double to 100,000 people were the increase in participation to lead to a dramatic rise in demand for more people delivering sport, active leisure and learning services in the front line, in facilities and in communities. Furthermore, there are distinctive opportunities in this region through initiatives such as SportsPulse, and also the strong network of universities that are focusing on sport as a way of harnessing their expertise and contributing to regional growth by having an international 'leading edge' outlook and aspiration. Already cities such as Leeds are recognising the need to invest in sport – proposals for an arena, the upgrading of Headingley to a world class cricket venue; Hull has seen great returns in job creation, business and profile and sport development from the KC Stadium; York is building on its expertise in sports science and planning major investments into sport on the university campus. There is also a case for recognising sport (and its links to applied research and advanced manufacturing) as a cluster in South Yorkshire. There are opportunities right across the region for sport to help drive regeneration ranging in scale from multi-million pound spectator facilities to low-cost local projects that can make all the difference to an inner city community or a remote rural area. Behind the success of all these ambitions are the people who need skills, knowledge and support to make it all happen. In short, our sector does, can and will continue to create a massive opportunity for connecting people to good jobs.

**Key message – Growth is inevitable but how can we best manage and support it?**

The active leisure and learning sector is one of those very important sectors that have the potential to create net paid employment in Yorkshire and the Humber region. It also contributes massively to social inclusion programmes, by offering a medium through which excluded groups and individuals can take initial steps back into learning and ultimately employment through sports volunteering. This regional plan, and the associated Sector Skills Agreement, should help to provide evidence needed to raise the profile and recognition of our sector as one worthy of increased investment regionally and sub-regionally. A priority must be to understand much better where this growth (paid or voluntary employment) is most likely to come from, and how to support those organisations accordingly. In addition, the opportunity for encouraging the creation and sustainability of new sports social enterprises should help support the extensive voluntary structure in the region.

Negative perceptions and stereotypical attitudes still exist about careers in the sport, active leisure and learning sector. This will hinder the growth and performance of the sector considerably and there is a need to improve the information, advice and guidance available. Employers must also commit to better recruitment, retention and reward practices for their workforce.

**Key message – There are over 200+ exciting, sustainable careers in our sector**

By working together on a coordinated IAG and careers programme, it should be possible to challenge misconceptions, improve employment practices and increase awareness and take-up of both paid and voluntary posts across the active leisure and learning sector.

Finally, there are shared and common skills, workforce development and support needs across related industries in tourism and culture. Partner agencies agree that by working together on a coordinated regional basis there is the opportunity for upskilling a greater proportion of the wider workforce so that tourists, event spectators, and indeed residents receive better levels of welcome, service and experience – in turn generating higher gains through increased levels of spend in the region.

**Key message – Working with cultural partners is essential**

DCMS sectors will work via Yorkshire Culture, and with the Regional Skills Partnership, to coordinate regional upskilling where their collective impact will be much greater than working on single sector-specific programmes.

**1.2. The Current Position in Yorkshire and the Humber**

Active leisure and learning embraces a number of related industries that employ staff and volunteers in any of these settings:

The active leisure and learning sector includes:	
Sport and recreation	Sport and leisure facilities, sports clubs, stadia/arenas, sports services, sports development, governing bodies of sport, community/youth centres
Health and fitness	Independent clubs, hotel-based clubs, multi-group clubs, workplace clubs, public leisure centres, residential clubs
Playwork	Holiday play schemes, adventure playgrounds, LA play units, weekend play schemes, play training organisations, school play centres, play associations, play bus/mobile units, after school clubs, open access centres
The outdoors	Recreation, development and training, sport development, outdoor education, exploration and expeditioning, sports tourism
Caravan industry	Caravan parks, caravan manufacturers, caravan dealers
Other related industries	Sports manufacturers, retail, production and associated firms, sports/outdoor tourism

Within the region these are just some of the high-profile sporting venues, clubs and events:

- Test match cricket at Headingley
- The St Leger at Doncaster racecourse
- York Racecourse (host to Royal Ascot in 2005)
- Bramham Park (equestrian venue)
- World-class facilities at EIS in Sheffield (£26m state-of-the-art facility)
- GalPharm Stadium in Huddersfield (regularly chosen to host Challenge Cup and international rugby league ties)
- Odsal Stadium in Bradford
- The Crucible (the UK's major snooker venue in Sheffield)
- Ponds Forge International Sports Centre (host to major events such as the World Masters Swimming Championships)
- The £29 million Don Valley stadium has the UK's best outdoor athletics provision, and close by is the Don Valley Bowl
- The region also acted as a backdrop for the second leg of the newly revived Tour of Britain in

September 2004, taking in breathtaking scenery and grueling uphill climbs along the 110-mile route from Leeds Millennium Square to Sheffield City Centre.

- Professional clubs in a range of sports including football: Leeds United, Huddersfield Town, Sheffield United, Sheffield Wednesday and Hull City. Rugby: Hull, Leeds Rhinos, Leeds Tykes and Bradford Bulls. Basketball: Sheffield Sharks
- Walking, running, mountain-biking and rock-climbing in the region's three national parks including the Three Peaks Fell Running event
- £15.7 million IceSheffield regularly hosts international ice hockey and speed skating competitions.
- Stadia and arenas including Elland Road, South Leeds Stadium, Hallam FM Arena and the KC Stadium in Hull
- Excellent facilities in the region's universities including the Carnegie Sports Centre at Leeds Metropolitan University

Tourism remains a significant contributor to the Yorkshire and Humberside economy. The region hosts a broad tourism offer, including coastal (e.g. Staithes and Whitby) and countryside destinations (e.g. Pennines and the Yorkshire Wolds). The region also hosts three national parks (the Peak District, North Yorkshire Moors, and the Yorkshire Dales). Furthermore, the region is recognized as a premier location for sport.

It is important to note that behind the success of these and other facilities and settings across Yorkshire and the Humber is a growing workforce of professionals, managers, operational staff, administrators, officials, fitness instructors, stewards, activity leaders, recreational assistants, playworkers, events officers, marketers, trainers, lifeguards, athletes, coaches, outdoors education specialists, ground staff and teachers.

### 1.3. Regional economic strategy

Yorkshire Forward is the Regional Development Agency established to promote sustainable economic development across Yorkshire and Humberside. The agency aims to help improve the region's prosperity and reduce social and economic disparities.

To facilitate its role, the agency is responsible for producing the Regional Economic Strategy (RES). This strategy outlines the region's plans for the next decade to improve the economy above the rate of core competitors. In particular, it highlights the region's current position, its vision for the future and how it plans to deliver on its vision.

#### The RES outlines three aims:

- **People** - enhancing and realising the potential of the region's residents to achieve a healthy learning region and social inclusion;
- **Business** - growing existing and new businesses to achieve sustainable economic growth and jobs
- **Environment** - utilising the full potential of the region's physical and cultural assets, maximising resource efficiency and conserving and enhancing its environment to achieve an integrated, sustainable economy.

To deliver these aims the strategy further identifies six strategic objectives:

1. **More businesses** – increasing levels of enterprise.
2. **Competitive businesses** – encouraging businesses to be more productive due to innovation and investment.
3. **Skilled people** – identifying skills as a key driver of productivity and ensuring that skills match those valued by employers.
4. **Connect people to good jobs** – engaging more people in employment, particularly in deprived areas.
5. **Enhanced transport, infrastructure and the environment** – ensuring that transport connections are good and sustainable and making the most of the environment and infrastructure.
6. **Stronger cities, towns and rural communities** – ensuring that they are attractive places to live, work and invest. This includes using culture<sup>2</sup> to contribute to the economy, renaissance, and profile, developing cultural attractions and events to make the region a more attractive place to locate to.

The RES recognises the importance of the active leisure and learning sector to the regional economy. In particular it highlights that culture (which includes sports and leisure) is fundamental to the quality of places and people and is a cross-cutting element of the strategy. Furthermore, it identifies that culture is related to tourism, a key sector, which the strategy identifies as needing development including areas such as quality, sustainability, innovation, skills development and marketing.

It should be noted that the Yorkshire and Humberside Regional Skills Partnership works to support the work of the RES, with a particular remit to improve the skills of the adult population.

#### **1.4. Sport and participation**

As a central part of the cultural offer, sport and physical activity contribute significantly to our society. They bring benefits to all the community as enjoyable leisure activities and as a contributor to quality of life. There is strong evidence to suggest that high quality sport and physical activity delivered effectively and in the right settings can contribute to four outcomes that the public consider to be high priorities:

- Healthy communities and tackling health inequalities
- Safe and sustainable communities
- Economic vitality
- Meeting the needs of children and young people<sup>3</sup>.

##### **1.4.1. Plan for sport and physical activity**

Yorkshire Plan for Sport (2004-2008) is the regional plan for sport and physical activity in the region. It is a strategic framework for working towards the national government strategy for sport and physical activity (Game Plan, 2002).

The plan presents seven outcomes to achieve by 2008. These are:

- Increase participation - encouraging 160,000 new people to take part in sport and recreation three times a week;
- Improve levels of performance – attaining 10% of Yorkshire athletes in the England and Great Britain teams;
- Widen access – reducing the participation gap between different groups of the population;

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<sup>2</sup> Defined within the RES as sports, leisure, heritage, social traditions and the arts

<sup>3</sup> Sport Playing its Part, Sport England (2005)

## Yorkshire and the Humber Regional Action Plan

- Improve health and well-being – ensuring that 32% of adults achieve the Department of Health physical activity guidelines;
- Creating stronger and safer communities – increasing voluntary and community sector sport activity;
- Improving education – ensuring 75% of school children receive two hours of high quality physical education and school sport within and beyond the curriculum each week;
- Benefit the economy – maintain sport's contribution to the regional economy.

### **1.4.2. Sports coaching**

Sports coaching, a major part of the sport and recreation workforce, has a central role to play in helping to achieve the government's social and economic, as well as sporting objectives. A workforce of 1.2 million sports coaches provides opportunities for 14.75 million children and adults to gain enjoyment, health and fulfilment through sport across the UK<sup>4</sup>.

The role of coaching was acknowledged by the government through the DCMS Coaching Task Force Report of 2002 which stated:

“Sport is an invaluable tool for promoting a whole range of Government objectives including health, education and social inclusion. The issue of coaching and coach education is the key to achieving these aims. It is coaches that make things happen and who make a real difference at every level, whether in the school playground or at major international events.”

Richard Caborn, Minister for Sport

Sports coaches operate at different levels of participation in sport, working within local sports clubs through to the elite level of Olympic performance or within professional sports clubs. Sports coaches support the involvement of children and adults in recreational or competitive activity and further demand for sports coaching is now evident within education and health. MORI<sup>5</sup> research conducted on behalf of sports coach UK<sup>6</sup> in 2004 identified the following profile of the coaching workforce in the UK:

- There are 1.2 million coaches in the UK;
- 81% of these are volunteers;
- 19% (230,000) are paid, of which 5% (60,000) are full-time;
- 38% of coaches hold some form of coaching qualification;
- 81% of qualified coaches are men;
- 70% of individuals who coach are in AB or C1 socio-economic classification;
- 99% of coaches in social class DE are volunteers;
- Coaches have an average age of 37 years, with 46% of coaches aged under 34 years and 24% aged under 25;
- Over 70% of the general public would take up a coaching course if funding was made available.

Despite the strong volunteer dimension to coaching, there has been an increasing move towards the enhancement of standards and appropriate regulation within the coaching sector. In 2000, the UK Vision for Coaching outlined the aspiration that coaching should be established as a profession by 2012 with appropriate qualification, licensing and reward systems in place for volunteer, part-time and professional coaches. Sports coaching will also play a pivotal role in fulfilling the performance and legacy goals of the 2012 Olympic Games and Paralympic Games and beyond, thus, sports coaching is of paramount importance to the sector on a regional and national basis.

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<sup>4</sup> Sports Coaching in the UK, sports coach UK 2004

<sup>5</sup> Sports Coaching in the UK, sports coach UK 2004

<sup>6</sup> the lead agency for the development of coaching in the UK

There is an increasing demand for coaches to work at all levels of sport, as highlighted in the strategy statements of the home country Sports Councils; UK Sport and of the government. Estimates suggest there to be 140,000 coaches across the Yorkshire and Humberside region. Though there are many individuals already involved in sports coaching within the region, current demand for quality and competent sports coaches with the appropriate knowledge, experience and qualifications is undoubtedly not being met. Furthermore, the capacity of sports clubs and the ability to open new clubs for participants is limited by the lack of appropriately qualified and competent sports coaches within the region.

### **1.4.3. Major sporting events**

Yorkshire and the Humber took measures to back London's 2012 bid, resulting in the production of a regional events strategy and a growing understanding of the wider benefits of sport. 2012 will be in the media every day until the event itself and provides a wonderful opportunity to use sport to drive growth in the Yorkshire economy and to coordinate activity and investment into, and by, sport around the 2012 theme. Yorkshire Forward is working with partners to capitalise on the Olympic ideal, using it as a stimulus for activity that joins up interests from communities to corporate boardrooms.

#### **Key message – Yorkshire and the Humber must maximise 2012 Games opportunities**

But look further beyond it too. It is an ideal opportunity to build up the capacity and skills of local businesses, and employees so that they are in a sustainable position to win contracts and provide services for any major events in future. However, there may be gaps in leadership, enterprise and innovation skills to achieve this. The creation of virtual enterprise networks will ensure employers are put at the heart of the process whilst any investments in facilities should be linked to skills and learning e.g. specialist sports colleges or proposals for a National Skills Academy for the active, leisure and learning workforce.

Following Yorkshire Forward's work to support London's 2012 bid, they began to look at the potential impact of other major events. The Major Events Strategy for Yorkshire (2005) looked at the main issues and opportunities of hosting major events. Through this work, they identified that major events can be a driver of image, perception and ultimately the economy. One of the main aims of the study was to examine the potential for attracting new events into the region by virtue of the physical and intellectual assets, which can be further grown to impact on the regional economic strategy.

### **1.5. Health**

The health white paper, *Choosing Health: Making healthier choices easier* recognises the importance of active leisure and learning in improving and maintaining the health of the nation. In order to deliver on its findings, the white paper was supported by delivery plans for physical activity and healthier eating. *Choosing Activity: A physical action plan* provides a summary of how the physical activity commitments identified in the white paper will be delivered. It highlights five key themes for development:

#### **Choosing activity in a consumer society**

- Ensuring that people get the information they need to understand the links between activity and better health and where the opportunities exist in everyday life to be active.

#### **Children and Young People: starting on an active path**

- Encouraging activity in early years, schools, further education and higher education
- Extending further the use of education facilities as a community resource for sport and physical activity, including out-of-hours use. With reference to the active leisure and learning sector, the plan identifies the need for children and young people to experience a wide range of activities, both in and out of school including active play.

#### **Active communities**

- Creating and maintaining a wide range of opportunities for activity through sport
- Ensuring high-quality, well targeted and attractive provision for walking and cycling
- Continuing to make our public spaces and the countryside more accessible and attractive.

### **An attractive Healthcare System**

- Health professionals increasing the provision of advice to patients on lifestyle, particularly on physical activity
- Services developed within the community healthcare system to provide ongoing support to achieve sustainable behaviour change
- NHS providers and primary care trusts working more closely with local government and private and voluntary sectors to create access to opportunities for physical activity.

### **Choosing activity in the workplace**

- Encouraging employers to engage and motivate staff to be more active
- Providing employers with support, such as practical advice and examples of best practice, on enabling, promoting and disseminating best practice for an active physical and cultural environment.

‘Our Region, Our Health’ is the regional strategic framework for public health in Yorkshire and Humber. It identifies that the region has some of the highest levels of preventable ill health, long-term illness and premature death. In addition, the supporting consultation paper identifies that levels of physical activity are of growing concern and directly linked to the rise in obesity. There is also concern surrounding the low activity levels of children.

Health is one of seven key drivers that will shape this sport and physical activity agenda over the medium and long term. The impacts of this cultural shift are at very least expected to be: an increase in the use of the indoor and outdoor sport and recreation environments across Yorkshire and the Humber (e.g. walking, cycling and adventure sports as well as more traditional sports); an increase in the need for people working in those settings and a demand for more, if not differently skilled coaches, teachers and instructors in our sector; an increase in the demand for people with multi-skills and knowledge that can be used in different community situations e.g. ‘health trainers’, people working in GP referral schemes linked to exercise by prescription, or indeed coaches working with special populations e.g. areas of disadvantage, areas of high worklessness, or with young people not in education, employment or training (NEET).

### **Key message – The health and participation agendas will drive growth but skills are lacking**

As levels of participation in sport and physical activity increase, there will be a rising demand for coaches, teachers, instructors (a high proportion of which are volunteers) and multi-skilled health, exercise and fitness professionals in our sector. Imaginative, but coordinated skills, qualifications and development programmes will need to be brokered by a variety of partners led by relevant Sector Skills Councils including SkillsActive, Skills for Health and Lifelong Learning UK.

## **1.6. Tourism and culture**

Although the tourism sector encompasses a host of activities, it is important to note that tourism activity is inherently linked to a number of active leisure and learning activities (including sport, the outdoors and the caravan industry).

The Yorkshire Tourist Board is the region’s tourism body and has responsibility for developing tourism in the region. Their recently launched tourism marketing strategy, ‘Bold Vision, Bold Future’ outlines the importance of the sector to the region. In particular, it highlights that the tourism market is increasingly competitive and that development is needed in how the region manages and promotes its tourism offer.

It highlights the need to:

- Prioritise and focus marketing expenditure in order to deliver the best return on our investment  
Create a world class experience for our visitors, consistently exceeding all expectations  
Build on the region's strengths to develop a compelling brand position  
Implement customer-focused campaigns to communicate our brand values and secure visits.

With regard to the active leisure and learning sector it outlines plans to develop accommodation and attractions, ensuring that the region meets and exceeds growing customer expectations.

### **1.7. Playwork**

Play is intrinsic to children's quality of life, their development and is an important element of how they learn and enjoy themselves. It also remains an important aspect of maintaining a healthy lifestyle (including the fight against obesity), as well as enabling good physical, emotional, mental and social development. Furthermore, it is important to note its links to other sub-sectors of active leisure and learning, for example many children's first experience of sport is in a play context. Play also has a role in reaching hard-to-reach groups and those at risk of exclusion.

'Play England' is a five-year development project set up by the Children's Play Council to support and develop children's play across England. Funded by the Big Lottery Fund, the programme aims to promote strategies for free, inclusive and local play provision and space, as well as create a lasting support structure for play providers.

The initial priorities for the programme include assisting local authorities and their partners in developing local area play strategies. As part of this work, Play England has developed a good practice guide 'Planning for Play', which will be sent to LAs in England, to offer guidance on the production and implementation of the play strategies.

A number of local authorities have already begun developing local play policies and strategies or preparing their bids for Play England funding.

## 2. Evidence for change

### 2.1. The characteristics of the active leisure and learning workforce

The active leisure and learning sector data within this section is based on Experian data commissioned by SkillsActive (2005), the Labour Force Survey.

- The sector as a whole in Yorkshire and the Humber had an estimated gross value added (GVA) output of £646 million in 2004. This accounts for 9% of the total England GVA for the sector. Productivity in Yorkshire and the Humber is estimated to be approximately £19,000 in 2004. Productivity has increased by 44% in the ten years to 2004 compared to 37% nationally<sup>7</sup>.
- The active leisure and learning sector has been slightly outperforming the whole economy in the Yorkshire and the Humber region over the last five years. This is evident when comparing the average annual growth rate to that in the region<sup>8</sup>. The average annual growth rate in output, at 5.3%, over the last five years has been approaching twice that of Yorkshire and the Humber. Relative to England and the UK the active leisure and learning sector in Yorkshire and the Humber has performed slightly better in terms of employment but is not performing as well in terms of output.

**Table 2.1 a) Growth indices in the last 5 years, 1999 to 2004**

	Employment	Output
UK	390	196
England	410	203
<b>YORKSHIRE &amp; HUMBER</b>	<b>417</b>	<b>183</b>

Source: SkillsActive/Experian Business Strategies, 2005

- There are at least 3,100 organisations<sup>9</sup> in the active leisure and learning sector in Yorkshire and the Humber, employing at least 48,400<sup>10</sup> people in paid jobs. This accounts for 10% of England sector employment.
- Organisations mainly consist of micro and small enterprises. Over seven in ten of active leisure and learning workplaces (72%) have 1-10 employees. Playwork mainly comprises organisations with 11-49 employees<sup>11</sup>.

<sup>7</sup> Experian data prepared for SkillsActive 2005

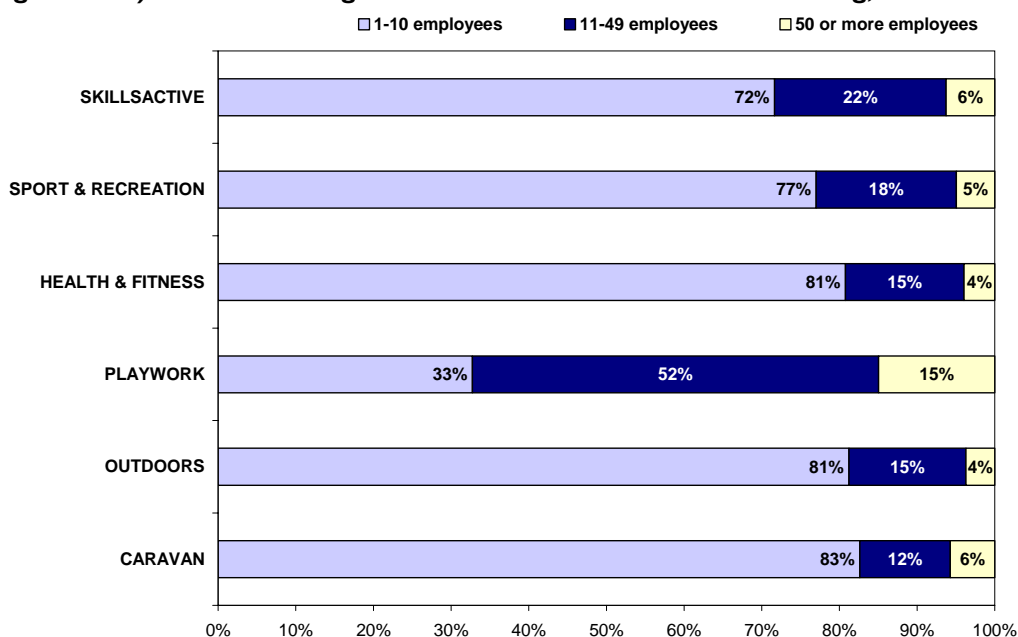
<sup>8</sup> This table may vary when comparing regional reports with indices and per cent growth used interchangeably depending on what is appropriate.

<sup>9</sup> Annual Business Inquiry 2004 based on the SkillsActive footprint, rounded up to nearest 100.

<sup>10</sup> This is the base estimate of employment. At UK level, the Caravan Council has provided additional data that boosts the base estimate by 10%. A similar boost in the region would add 3,500 to the workforce.

<sup>11</sup> Annual Business Inquiry 2003 based on the SkillsActive footprint.

**Figure 2.1 b): Sizeband of organisations in Active Leisure and Learning, 2004<sup>12</sup>**



Source: Annual Business Inquiry 2004

Sports and recreation is by far the largest of the sub-sectors, with 57% of GVA and 62% of employment, whilst the outdoors was smallest, with 4% of both GVA and employment.

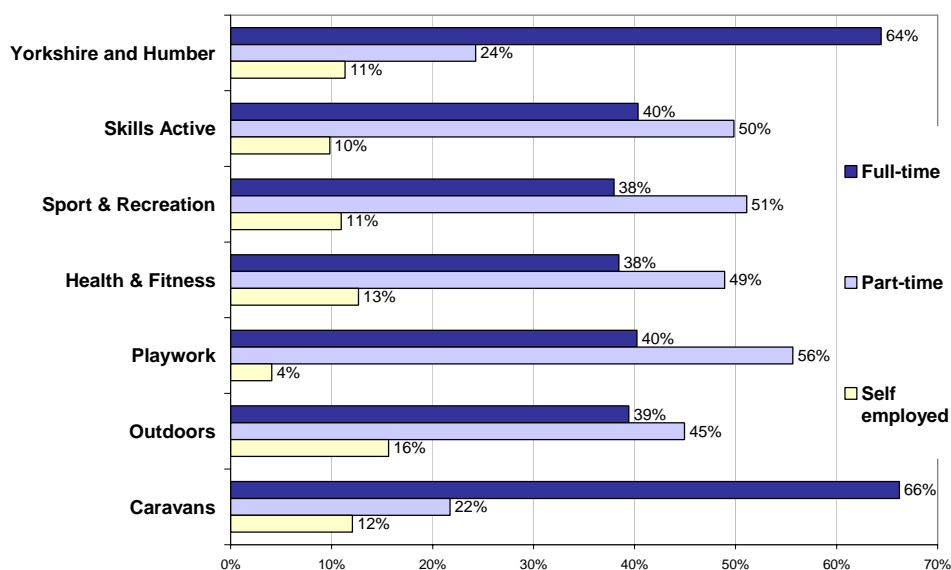
**Table 2.1 c): Employment and GVA by sub-sector, 2004**

	Employment	GVA
	% of region	% of region
Sport & Recreation	62	57
Health & Fitness	7	7
Playwork	24	19
Outdoors	4	4
Caravans	7	16

- The chart below shows 50% of the paid workforce is part time (the national figure is 47%). The only sector that is not dominated by part-time workers is the caravan sub-sector with 66% in full-time employment. This is likely to be attributable to the large composition of proprietors.
- 10% of the workforce (4,800 people) in the sector is self-employed in Yorkshire and the Humber (the national figure is 10%). The outdoors and health and fitness industry show the highest levels of self-employment, accounting for 16% and 13% respectively.

<sup>12</sup> Caution is advised in using the playwork figures. The data is extracted using SkillsActive’s footprint based on whole or proportions of SIC codes. This identifies that half of playwork activities take place in ‘after school clubs’ which naturally operate at primary schools, and form 10% of primary education activities (SIC 8010). It is much harder to identify the correct 10% of SIC 8010 for analysis purposes, and therefore there is a tendency for the official statistics to report a ‘standard’ 10% of primary education, which identifies playworkers as teachers.

**Figure 2.1 d): Full-time, part-time and self-employment in Yorkshire and the Humber by sub-sector, 2004<sup>13</sup>**



Source: LFS Autumn 2004/Experian 2005

- 60% of the active leisure and learning workforce is female (see table below), slightly lower than the national figure of 61%. Playwork is particularly dominated by female employees (83%) whilst the caravan industry under-represents females, who account for only 28% of the workforce.

**Table 2.1 e): Gender profile**

Gender profile by sub-sector for region, 2004		
	Male	Female
Yorkshire & Humber Whole	54%	46%
Economy		
Region - SkillsActive	40%	60%
Sport and Recreation	46%	54%
Health and Fitness	47%	53%
Playwork	17%	83%
Outdoors	46%	54%
Caravan Industry	72%	28%
Source: LFS Autumn 2004 / The Future of Active Leisure and Learning, Experian Business Strategies 2005		

- The workforce is reasonably well distributed across age groups. 30% of the workforce is aged 45-59, 24% is aged 35-44 and 22% is aged 25-34. The sport, fitness and outdoor sub-sectors have a much younger profile to that of the other sectors and conversely, playwork and the caravan industry are relatively older. The 45-59 age group (30%) and 35-44 age group (24%) are also the largest within the national workforce.<sup>14</sup>
- The active leisure and learning sector largely over-represents the white workforce, with 98% of employees compared to a regional average of 94% and national 92% in the whole economy. The outdoors and caravan industry are the least representative whilst playwork is the most ethnically diverse. Asian or Asian British is the second largest ethnic group after white.

<sup>13</sup> Caution is advised using Playwork figures. See previous footnote.

<sup>14</sup> Experian 2005

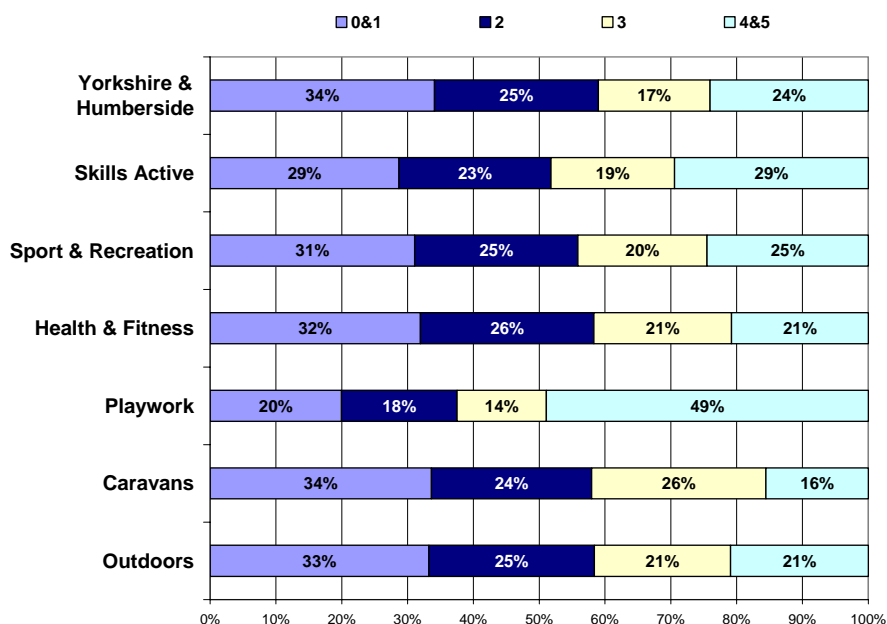
**Table 2.1 f): Ethnicity of the active leisure and learning workforce, 2004**

	White	Mixed	Asian or Asian British	Black or Black British	Chinese	Other ethnic group	Total
Whole economy	94.4%	0.6%	3.4%	0.8%	0.3%	0.6%	100%
SkillsActive	98.2%	0.1%	1.4%	0.2%	0.1%	0.1%	100%
Sport and Recreation	98.2%	0.0%	1.7%	0.1%	0.0%	0.0%	100%
Health & Fitness	98.2%	0.0%	1.8%	0.0%	0.0%	0.0%	100%
Playwork	97.3%	0.3%	1.5%	0.4%	0.2%	0.3%	100%
Outdoors	99.7%	0.0%	0.3%	0.0%	0.0%	0.0%	100%
Caravans	99.7%	0.0%	0.3%	0.0%	0.0%	0.0%	100%

Source: LFS Autumn 2004

- The chart below shows the distribution of highest level of qualification within the workforce<sup>15</sup>. Almost three in ten (29%) of the workforce is not qualified to level 2, but we are performing better than the whole regional economy. A similar 29% is qualified to level 4 or higher (degree and above). The distribution of qualifications is very similar to national level.
- Overall, the active leisure and learning workforce is slightly more highly qualified than that of the whole economy in Yorkshire and the Humber. Playwork has the highest qualified workforce whilst the caravan industry and the outdoors have the lowest qualified.

**Figure 2.1 g): Active leisure and learning employment by highest level of attainment (NVQ or equivalent level), 2004**



Source: LFS Autumn 2004/ Experian 2005

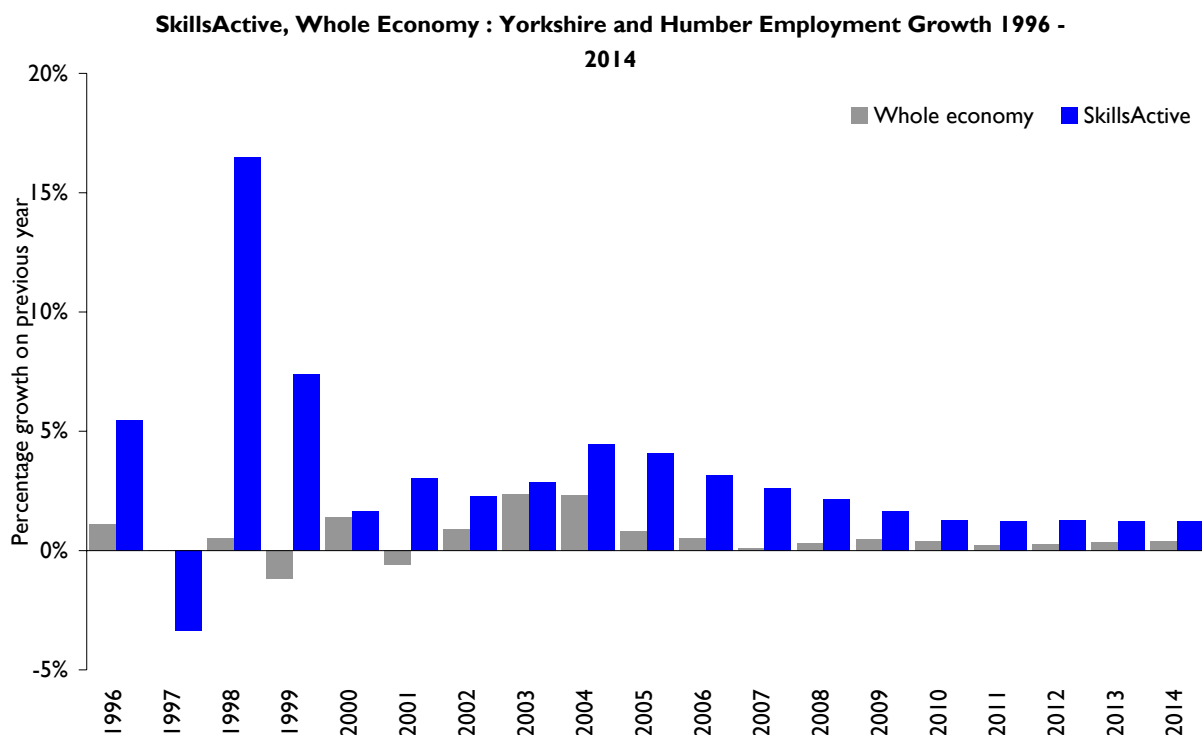
<sup>15</sup> NOTE: The level does not necessarily equate to a vocationally relevant area, e.g. although a person working in playwork may be qualified to level 4, this may be not be in a level 4 Playwork qualification but a result of their previous employment in education where they gained a level 4.

## 2.2. Active leisure and learning in Yorkshire and the Humber – The future

Looking at the future of active leisure and learning in Yorkshire and the Humber there are two principal drivers of growth – consumer trends and government policy<sup>16</sup>. The recent forecasting work by Experian for SkillsActive (2005) in the active leisure and learning sector in the Yorkshire and the Humber shows that:

- GVA (output) is forecast to grow by 42% to a value of £919 million over the ten years between 2004 and 2014 at an average annual rate of 3.4% compared to the regional economy at 2.6%. The health and fitness sector is forecast to drive this growth with the outdoors and sport and recreation also contributing strongly.
- Productivity is forecast to grow by 17% over the same period to a value of £22,400.
- Paid employment in Yorkshire and the Humber will grow by 22% to 59,000 people by 2014. Although the rate of growth is expected to fall after 2004 the active leisure and learning sector will continue to grow above the regional economy (see chart below).

Figure 2.2 a):



Source: Experian 2005/Working Futures 2 (whole economy)

- The forecasts suggest substantial growth between 2004 and 2014 in health and fitness (27%), sport and recreation (24%) and the outdoors (20%). Indeed, all sectors are expected to grow to some extent with growth in playwork and caravans being higher than the national rate of growth.

Employment	% Change 2004-14
Employees	
Male	14
Female	26
Full-time	19
Part-time	23
Self-employed	27

- The forecasts suggest that the female workforce will grow significantly, and to a greater extent than males, suggesting that this section of employees will become even more important than it currently is.
- The self-employed (27%) and part-time workforce (23%) will also grow considerably.

<sup>16</sup> Please visit [www.skillsactive.com](http://www.skillsactive.com) for information about government policy affecting the active leisure and learning sector.

Qualification Level	% Change 2004-14
No qualification	24
NVQ Level 1	24
NVQ Level 2	24
NVQ Level 3	24
NVQ Level 4 or above	17

- The forecasts suggest that the proportion of the workforce holding each level of qualification will grow at a similar rate and consequently people with those qualifications will form a similar proportion of the workforce although there will be a slight decline in the proportion holding level 5.

- There is a high level of staff turnover in the sector. Up to 2014, over 77,000 jobs will need to be filled as a result of people leaving their jobs. This equates to annual turnover of around 14%. This means that with growth in the sector as well there will be at least 87,000 (paid) job opportunities between 2004 and 2014.

<b>Jobs in 2004</b>	<b>48,389</b>
↓	
<b>Difference in jobs between 2004 and 2014</b>	<b>10,561</b>
↓	
<b>Turnover (people changing jobs or retiring)</b>	<b>77,235</b>
↓	
<b>Jobs needing to be filled by 2014 (turnover plus difference)</b>	<b>87,796</b>

#### Key point

The sector will be competing for limited labour as it grows, and as it needs to replace people who change jobs or retire. Excellent recruitment and retention strategies need to be embedded in all active leisure and learning organisations to meet the expected demand for new and replacement jobs to 2014 and beyond.

### 2.3. Sport, fitness and the outdoors: Investment in the region

The active leisure and learning sector is identified as major growth sector – four times the national average of all other sectors. Recent work by the Leisure Industries Research Centre and Sport England suggests that the sports economy in Yorkshire and the Humber is significant. Sport generates £2.5bn in annual turnover and £940m in annual value-added in the region (1.5% of the region's economy). Around 508,000 people participate in organised sports clubs, which have an annual income of £308m. Sport contributes £514m to central government through taxes, compared with £77m received in direct grants. Sport generates £571m in annual household incomes, mainly in commercial sport and commercial non-sport. Residents spend £1.2bn annually on sports-related goods and services, (around 3% of total household spending).

Major capital developments planned in Yorkshire and the Humber will also have the effect of creating a demand for new active leisure and learning jobs in various parts of the region. Proposals and plans currently include:

● **Odsal Stadium** in Bradford (famous for both international rugby matches and show jumping) has plans for the development of a sporting village with all-weather pitches and a 3,500 capacity indoor arena.

● The £10m **Headingley Stadium** redevelopment will see the reconstruction of the single-tier western terrace to provide 7,500 new seats, and the construction of a new four-storey east pavilion including two levels of corporate

entertainment boxes. Other features to be included in this stand include three indoor cricket nets, new changing rooms, modern fitness facilities including a multi-gym and physiotherapy clinic, and function rooms to cater for up to 500 people. There will also be a two-storey extension to, and refurbishment of, the Yorkshire Cricket School building, and the construction of a new all-weather multi-purpose training ground. Work is due for completion in July 2006.

● **Doncaster Racecourse** is being redeveloped including new stand, brand new stables complex, hotel and bloodstock sales facility. The aim is to re-open for racing on or around 4th August 2007. This will allow one or two race-days prior to the return of the St Leger Festival to Doncaster in September 2007.

● An aquatics centre with Olympic standard 50-metre swimming and diving pool will be completed by 2006 at **South Leeds Stadium**, enabling the city to host international swimming competitions. The stadium also has an international-standard outdoor athletics arena with a state-of-the art indoor training centre, including jumping facilities and sprinting track, all-weather pitches, indoor bowls centre and tennis courts.

● As part of the **York University's** proposed expansion plans to double its size - a ten to fifteen year programme due to start in 2006 - it is intended to build further facilities including a

multi-activity sports hall, two glass-backed squash courts, dance studio and fitness suite.

● Work has started on the creation of the **World Snooker Academy** within the English Institute of Sport - Sheffield (EISS). The development at the Sheffield International Venues-managed facility will provide a state-of-the-art training base for both amateur and professional snooker players. Funded by Yorkshire Forward, the 6,000 square foot academy will be home to elite snooker players who will be coached there. It will also stage qualifying rounds of key professional tournaments and act as a catalyst for the creation of a number of community and educational snooker initiatives. Contractors QSP Construction, appointed by SIV to undertake the work, is expected to complete the project by the summer of 2006.

● Plans are being developed in North Yorkshire to transform the 'outdoor adventure' product making best use of the region's **national parks**.

#### **Key message**

The new Sector Skills Agreement will report that employment growth has soared – almost four times that of all industries in UK with an average annual growth rate of 3.9%. Active Leisure and Learning has outperformed twice as well as the UK economy over the last 10 years in GVA output. The sector is still expected to outperform the UK until 2014, despite slowing down. Growth is fuelled particularly by sport, fitness outdoors and playwork.

**Growth is inevitable, but can we manage and support it?**

## 2.4. Fitness Clubs and membership

Each year the Fitness Industries Association (FIA) in conjunction with the Leisure Database Company Ltd produce a State of the Industry report, detailing the number of private fitness centres and their estimated membership, and the number of public sports centres on a regional basis. The following table presents the situation in Yorkshire and Humberside at January 2004:

**Table 2.4 a): Fitness clubs in Yorkshire and Humber**

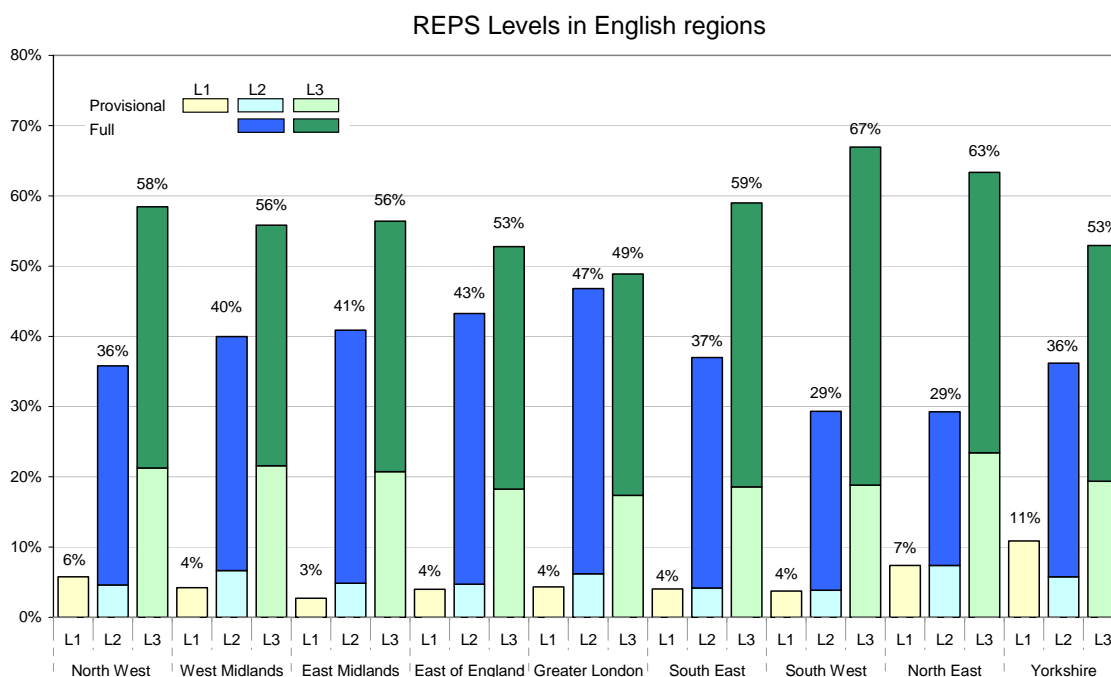
County	Private Clubs			Public clubs		Total
	Membership 2003	Open 2003	Planned	Open 2003	Planned	
Humberside	39,950	21	6	44	8	79
North Yorkshire	33,061	26	6	53	2	87
South Yorkshire	70,054	38	15	58	15	126
West Yorkshire	132,506	72	32	88	14	206
Yorkshire & Humberside	275,571	157	59	243	39	498
England	3,190,968	1,757	682	2,945	497	5,881
% of England	9%	9%	9%	8%	8%	8%

NOTE: Private clubs counted are those with 500 or more members or, less than 500 but part of a multi-operator

## 2.5. Register of Exercise Professionals

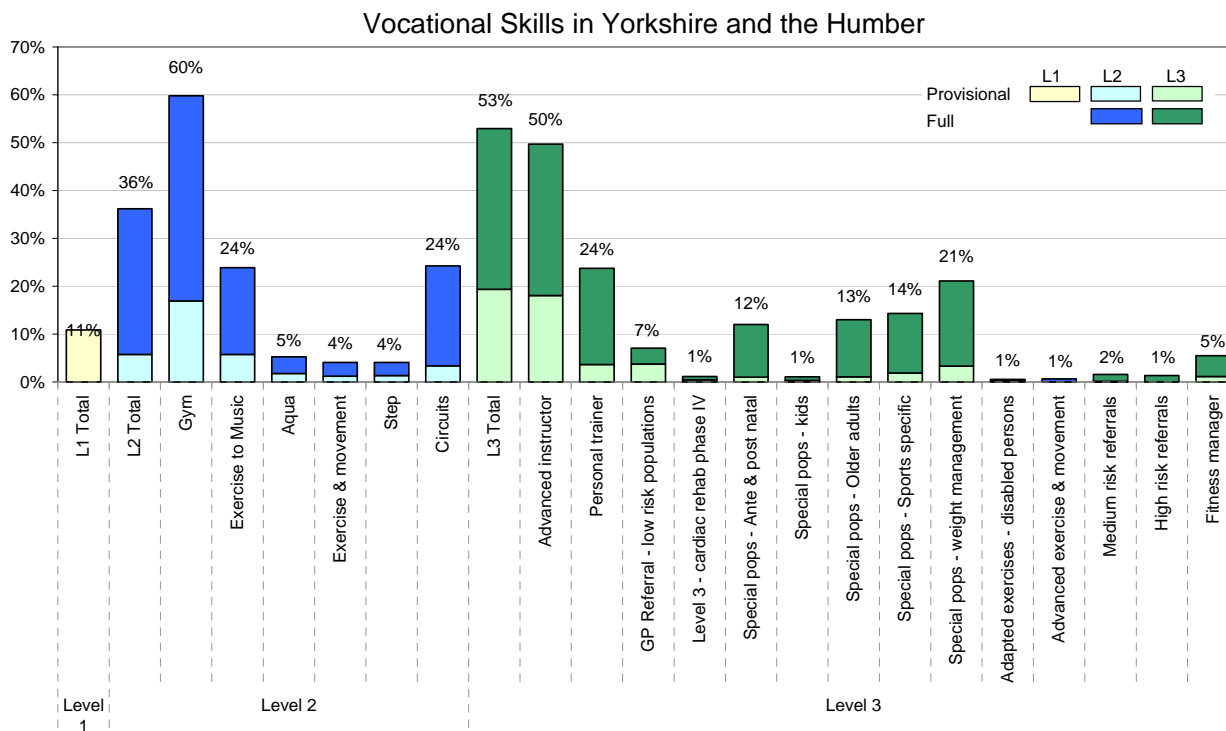
The Register of Exercise Professionals (REPs) has been set up to help safeguard and promotes the health and interests of people who are using the services of exercise and fitness instructors and to recognise personal achievement and competencies of qualified fitness professionals, teachers and trainers. The register uses a process of self-regulation that recognises industry-based qualifications and practical competency, and requires fitness professionals to work within a code of ethical practice.

**Figure 2.5 a):**



These levels can be broken down into vocational skills:

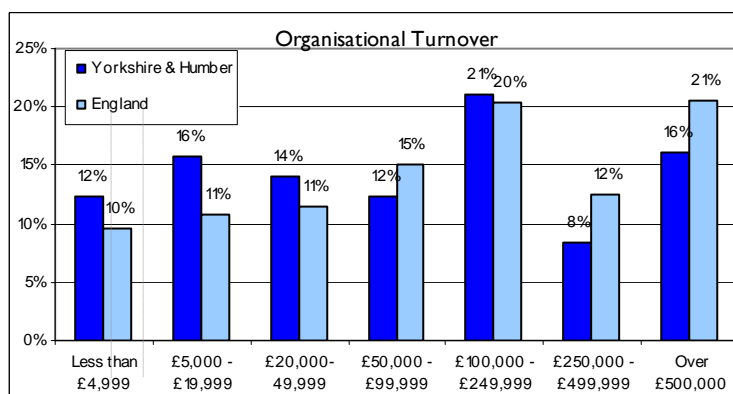
Figure 2.5 b):



This section on sport, fitness and the outdoors<sup>17</sup> draws on two main sources of sector employment data including the National Employer Skills Survey 2003 and the SkillsActive, Sport, Fitness and Outdoors Employment Survey 2005<sup>18</sup>.

## 2.6. Financial Turnover

- There are two ways of determining organisation size: number of employees and turnover.
- The most common turnover band is over £100,000 - £249,999 (21% of organisations). 45% of active leisure and learning organisations in Yorkshire and the Humber have turnover of more than £100,000.
- Yorkshire and the Humber have more organisations (than at England level) with lower levels of turnover (less than £20,000).



### Key point

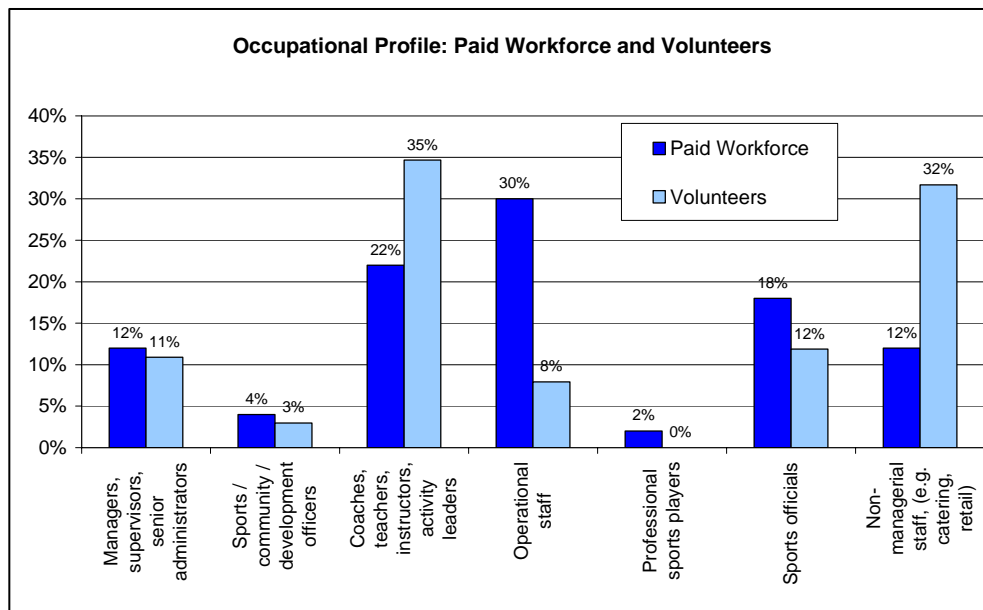
58% of organisations in Yorkshire and the Humber expect their financial turnover to increase (compared to 56% in England). 3% expect a decrease, which is less than the England average of 4%.

<sup>17</sup> The SkillsActive footprint includes five sub-sectors – sport and recreation, health and fitness, playwork, the outdoors and caravanning - however, the data for the Sport, Fitness and Outdoors Employment and Skills Survey (2005) only captures data related to three of the sub-sectors – sport and recreation, health and fitness and the outdoors.

<sup>18</sup> sample 201 sports, fitness and outdoors organisations

## 2.7. Employment

- Active leisure and learning organisations in Yorkshire and the Humber tend to have far fewer paid staff than volunteers, with 32% solely employing paid staff compared to 43% in England.
- Fewer active leisure and learning organisations

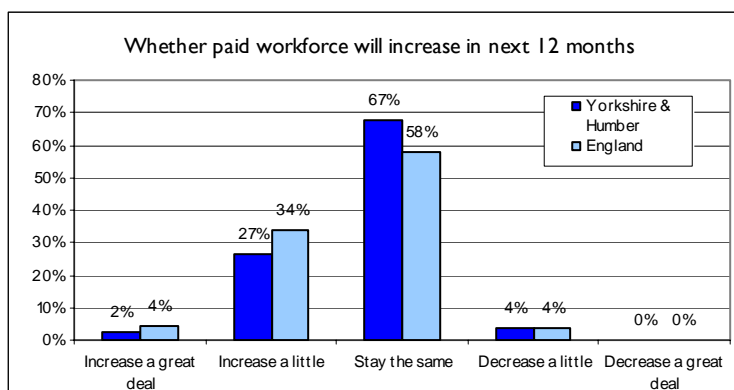


- employ both paid workers and volunteers at 27% compared to 35% in England.
- Many more organisations in Yorkshire and the Humber (39%) employ only volunteers compared to 17% in England.
- The sector is very reliant on its volunteers. Estimates vary from 50,000 to over 500,000 active sports volunteers in Yorkshire and the Humber. Volunteers are concentrated into a few key occupations: a high proportion of the volunteers employed in Yorkshire and the Humber (35%) work as coaches within their organisation, and at best just under 40% of these are qualified. Non-managerial support staff (32%) and officials (12%) also account for a high proportion of the volunteer workforce.

### Key point

Paid and voluntary coaching is a major occupational component of the regional workforce. Operational staff make up three in ten of the paid workforce in Yorkshire and the Humber whilst coaches, teachers and instructors (22%), sports officials (18%), non-managerial support staff (12%), and managers (12%) also make up a substantial proportion of the workforce.

- The chart shows that 67% of active leisure and learning organisations in Yorkshire and the Humber expect their paid workforce to remain the same over the next 12 months.
- However, 27% expect a slight increase, 2% expect their workforce to increase a great deal, whilst very few expect a fall in workforce numbers. This suggests that overall there will be modest growth in the paid workforce.



### Key point

Overall there will be modest, but nevertheless net, employment growth in the paid workforce over the next 12 months.

## 2.8. Recruitment difficulties

The table below shows the extent of recruitment difficulties in the SkillsActive sector.

- 31% of organisations in Yorkshire and the Humber have had vacancies in the last 12 months (compared to England figure of 51%).
- 11% of companies in the region (compared to the 20% in England) have had hard-to-fill vacancies. 35% of organisations with vacancies found them hard to fill.
- Hard-to-fill vacancies account for 2% of employment and 17% of all vacancies.
- 10% of organisations had skill shortage vacancies whilst 90% of organisations with hard-to-fill vacancies attributed them to a skill shortage.

**Table 2.9: Recruitment difficulties**

	Yorkshire and the Humber	England
Organisations with vacancies in the last 12 months	31%	51%
Number of vacancies	4,384	60,318
Organisations with hard-to-fill vacancies in the last 12 months	11%	20%
Organisations with vacancies who found them hard to fill	35%	39%
Number of hard-to-fill vacancies	728	8,217
Hard-to-fill vacancies as % of employment	2%	3%
Hard-to-fill vacancies as % of vacancies	17%	14%
Organisations with skill shortage vacancies in the last 12 months	10%	14%
Organisations hard-to-fill vacancies who attributed them to a skill shortage	90%	69%

- Organisations in Yorkshire and the Humber employ at least 77,000 volunteers. Every year 14% of these volunteers leave and need replacing. This compares to a turnover rate for volunteers of 8% in England.
- In Yorkshire and the Humber 65% of organisations that employ volunteers had vacancies for volunteers that were hard to fill (this compares to 21% in England).
- The main reasons for difficulties in recruiting volunteers in Yorkshire and the Humber were:
  - Not enough people interested in the voluntary role
  - Potential volunteers not having time to take up this type of role
  - Low number of volunteers with the required attitude, motivation or personality

### Key Point

Staff recruitment and retention remain top priorities for our sector to address.

## 2.9. Skill gaps

- 26% of active leisure and learning organisations in Yorkshire and the Humber feel that within their workforce there was generally a gap between the skills of their current employees and the skills the organisation needs (e.g. a skills gap). This compares to the England figure of 35% of organisations with skill gaps.
- Coaching, teaching and instruction roles were the most common occupations for skill gaps with some operational roles (grounds staff and leisure assistants) also identified.
- The most common skills that are lacking or need improving in Yorkshire and the Humber are:

- Communication
- Problem solving
- Initiative.

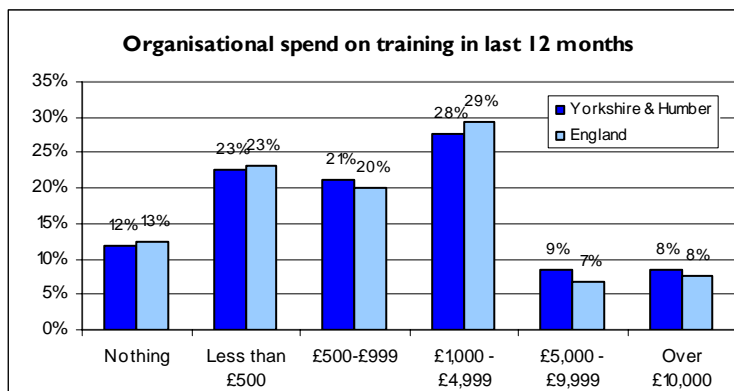
**Key point**

The most common skills that are lacking or need improving in Yorkshire and the Humber are:

- Communication ● Problem solving ● Initiative

**2.10. Investment in training**

- 28% of SkillsActive organisations spent between £1,000 and £4,999 on training in the last 12 months. This is also the median spend on training.
- Overall spend on training in Yorkshire and the Humber is similar to the England average.
- Trained staff in Yorkshire and the Humber attended an average of eight days’ training. This compares to an average of 11 days in England.
- Coaching, teaching and instruction roles are most likely to receive training with operational roles (e.g. lifeguards and green keepers) and some managerial roles also identified.



**Key point**

Employers, paid employees and volunteers do already invest in their own training and personal development. The sector does not however maximise government funding opportunities.

**Summary of key issues**

- 58% of organisations in Yorkshire and the Humber expect their financial turnover to increase (compared to 56% in England). The sector is confident of growth and there are consumer trends and government policy drivers likely to contribute to continued and sustained growth especially in sport and recreation, health and fitness and the outdoors.
- Many more organisations in Yorkshire and the Humber (39%) employ only volunteers compared to 17% in England. The contribution of these volunteers cannot be over-stated, and their workforce development needs require careful identification and brokering.
- Recruitment and retention are major issues to address in our sector. Employers continue to complain of a lack of skills, requisite industry-recognised qualifications and practical work experience amongst job applicants. Equally they accept that they have responsibility for offering better work, pay and training conditions to help retain staff loyalty for longer.
- Investment in training tends to be focused on health and safety and statutory requirements, but less so on those areas noted as skills gaps – soft skills and developmental skills.

### 3. The caravan industry

The caravan industry can be divided into sub-sectors encompassing caravan manufacturing and services, caravan sales, and holiday, touring (and campsites) and residential parks.

#### 3.1. Drivers

One in four of the British population has taken a caravan park holiday in the last three years, according to Mintel 2004. Tourism is a major driver for the caravan sector accounting for 22% of tourist 'nights' and £3,235 million spent in the UK in 2003<sup>19</sup>. Caravan sector success is closely linked to the housing market and consumer spending.

#### 3.2. Government drivers

Local authorities interface with the caravan sector in a number of ways: tourism, planning and licensing – including site and liquor licensing, and park and premises inspections. Holiday caravan parks are licensed by the local authority for a set period of each year, usually eight to ten/eleven months. Residential parks are licensed for 12 months of the year. Park development or expansion requires approval from the local planning department.

#### 3.3. Growth and economic contribution to the region

The caravan industry has experienced a boom in the last five years, with UK caravan manufacturing sales increasing by 50% to reach £691.9m in 2004<sup>20</sup>. Sales of caravan holiday homes (CHH) rose to over 31,500 in 2004, up 15% on the previous year. Registrations of motor homes were at their highest level ever at 8,487 units, a 25% increase year on year<sup>21</sup>.

Over three quarters of caravan parks reported an increase in their turnover over the 12 months prior to May 2004 and expected to see turnover increase over the next 12 months<sup>22</sup>.

#### 3.4. Number of caravan parks and pitches

There are 3,086 caravan parks in England, comprising 76% of UK parks. 2,178 (71%) of parks are members of the British Holiday & Home Parks Association (BH&HPA) and 908 (29%) non BH&HPA/National Caravan Council (NCC) member parks. The overwhelming majority of operators (95%) have fewer than five parks<sup>23</sup>.

Yorkshire and the Humber is the fifth largest English region, accounting for 315 (10.2 per cent of) caravan parks, adding BH&HPA members and non-member parks together.

**Table 3.4 a): Caravan parks in the Yorkshire and the Humber**

English region	Number of parks	%
Yorkshire and the Humber	315	10.2
England Total	3,086	100

<sup>19</sup> UK Tourism Statistics, 2003

<sup>20</sup> ONS Product Sales and Trade, 1999-2004

<sup>21</sup> National Caravan Council Vital Statistics 2003

<sup>22</sup> The Caravan Parks Report, SkillsActive 2004

<sup>23</sup> Caravan Holiday Home Supply Chain Survey for BH&HPA, 2005

**Table 3.4 b): Residential and holiday pitches in the Yorkshire and the Humber**

Region	Touring	CHH Owned	CHH Let	Chalets /lodges	All holiday pitches	Residential	Total pitches
Yorkshire and the Humber	4,664	10,070	716	667	16,117	1,435	17,552
% of total pitches	26.6%	57.4%	4.1%	3.8%	91.8%	8.2%	100%
England	37,692	74,222	16,366	10,369	138,649	33,571	172,220
Yorkshire and the Humber % of England	12.4%	13.6%	4.4%	6.4%	11.6%	4.3%	10.19%

Source: Analysis of BH&HPA database. Base: 219 (69.5 % of) Caravan parks in Yorkshire and the Humber

There are over 16,000 holiday pitches in Yorkshire and the Humber, three fifths of which are owner-occupied caravan holiday homes (CHH). Both caravan clubs have parks in the region, and touring pitches account for three in ten of available holiday pitches. Over 1,400 households live in park homes, comprising 4% of residential caravans in England.

### 3.5. The Caravan Industry workforce estimates

Many independent parks are family owned and run, with up to three generations earning their living from the park. There are conflicting estimates of sector employment:

- Experian Business Strategies identified employment of 25,200 in England in 2004<sup>24</sup>
- The NCC estimates that the caravan industry employs over 90,000 people in the UK<sup>25</sup>.
- SkillsActive’s Caravan Parks Report 2004 estimated total park employment to be between 62,000 and 72,800, including seasonal staff and proprietors.

### 3.6. Recruitment difficulties

40% of caravan parks<sup>26</sup> reported at least one vacancy during the past 12 months and 57% of employers with vacancies found them hard to fill. Recruiting enough cleaners and housekeepers is the major challenge for the sector (over a quarter of the hard-to-fill vacancies), followed by bar managers/staff, receptionists, wardens, cooks and chefs.

Recruitment difficulties were attributed to ‘few applicants generally’, ‘not enough people interested in doing this type of job’, and ‘few applicants with the required attitude, motivation or personality’. 39% of respondents cited skills shortage reasons.

### 3.7. Skills

The three most important skills are customer service, maintaining safety and communication. Holiday parks particularly valued CORGI gas competence (ACS). Just over half of caravan parks (54%) felt that the level of skill required to do the job was increasing, driven by new legislation or regulatory requirements, customer expectations and computers.

**Priority skills** and qualifications include:

- CITO National Certificate in Park Management
- CITO safe siting – Edexel
- NVQ level 2 operational services (caravan parks) – City & Guilds
- NVQ level 3 (leisure management) – currently awaiting approval
- City & Guilds certificate for workshop technicians (touring caravans)
- Accreditation and certification scheme (ACS) for CORGI gas registration.

<sup>24</sup> The Future of Active Leisure and Learning, Experian Business Strategies, 2005

<sup>25</sup> National Caravan Council Vital Statistics 2003

<sup>26</sup> The Caravan Parks Report, SkillsActive, 2004

- Approved Code of Practice (ACoP) for non-hired caravans

### **3.8. Investment in training**

47% of caravan parks arranged training for their staff over the last year<sup>27</sup>, compared to 64% of SkillsActive employers and 59% across all sectors in England.

In over half of cases, training was provided by external consultants or training providers, and four out of ten respondents mentioned trade associations/industry bodies (including BH&HPA, NCC, CITO etc) and training by an existing member of staff. One in four made use of dedicated LA or government teams, and one in five used an FE college.

The top three barriers to training are the cost (46%), affording time off (35%) and difficulty finding appropriate training locally (29%).

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<sup>27</sup> National Employer Skills Survey 2003

## 4. The playwork sector in Yorkshire and the Humber

### 4.1. Play

Play is intrinsic to a child's quality of life. It is critical in its own right for the development of the child and it is an important part of how they learn and enjoy themselves. It is also a key component of a healthy lifestyle enabling good physical, emotional, mental and social development.

The definition of play widely shared by national play organisations is:

*Play is freely chosen, personally directed, intrinsically motivated behaviour that actively engages the child or young person.*

### 4.2. Playwork

Playwork is the profession that facilitates children's play, outside of the educational curriculum, with children aged between four and 16. Playwork takes place in a variety of settings where adults support children's play including:

- Before and after school clubs
- Holiday play schemes
- Adventure playgrounds
- School and community play centres
- Mobile play e.g. play buses and play rangers.

Some settings are open access where children can arrive and leave unaccompanied whilst others require registration. Some professions within playwork may not be fixed to one site, for example play rangers, and some employees will not work face-to-face with children, for example, children's services managers in local authorities.

People can start work in the playwork sector without a qualification but there are regulations in place that govern minimum qualification requirements of staff in some playwork settings. For example, in England, the Office for Standards in Education (Ofsted) have published daycare standards, which say that at least half the staff working in a play setting with children aged under eight must have a relevant level 2 qualification and that the person in charge must have an appropriate level 3 qualification.

Play provision differs across England and within regions, for example, between rural and urban areas where more or less green space is available for children's play. Funding and support for provision also varies and playwork provision frequently relies on short-term or project grants.

### 4.3. Profile

Across the UK 132,730 people are employed in the playwork sector across local authority, voluntary, charitable and private settings. The gross value added output of the sector is estimated to be £1.5 billion.

Playwork has a large proportion of voluntary workers. It is estimated that 13% of playwork employees across England are volunteers.

Playwork has a higher proportion of part-time workers than any other active leisure and learning sector. A large proportion of the workforce are also employed seasonally and work on holiday play schemes, these workers are on average, younger and male playworkers are better represented within the seasonal workforce.

The particular characteristics of the playwork workforce in Yorkshire and the Humber are<sup>28</sup>:

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<sup>28</sup> Figures on the size of the workforce are from Experian Business Strategies Ltd, however it should be noted that their calculations were based on Standard Industrial Classifications which have several limitations with regards to defining the playwork sector which are detailed in the Skill Needs Assessment for Playwork

- The workforce is estimated to have 11,491 people.
- Part-time workers make up 56% of the workforce in Yorkshire and the Humber, 40% work full-time and 4% are self-employed.
- The workforce in Yorkshire and the Humber is predominately female with 83% of workers being women<sup>29</sup>.

#### **4.4. Drivers**

There are a number of factors that have been identified as key drivers in the playwork sector, which have been discussed in detail in the Skill Needs Assessment for Playwork. These include: the increased demand by parents and carers for quality services operated by well-trained staff, the need for more childcare provision to meet the needs of parents and carers returning to work, and long-term sustainability of provision which can be problematic when short-term or project-based funding is frequently relied on.

##### **4.4.1. Government drivers**

Government policy and regulatory frameworks are driving developments in the sector through, for example, the Children's Workforce Strategy, the Extended Schools Agenda and the Big Lottery funding to be distributed through Play England.

#### **4.5. Skills picture in Yorkshire and the Humber**

Qualifications are relatively new in the playwork sector and there is the need to continue to develop playwork as a profession, gain recognition and upskill the existing workforce.

The skill needs identified in the sector through employer consultation across the UK were:

- Playwork-specific skills and qualifications;
- An understanding of the values and principles of playwork;
- Business and management skills: specifically leadership, partnership working, marketing and fundraising;
- More staff trained to level 2 and 3;
- Higher level qualifications e.g. foundation degrees for senior practitioners;
- Playwork training and quality work experience for trainers and assessors.

Yorkshire and Humber has identified through research the following specific needs:

- There is a severe lack of playwork assessors and trainers in the region particularly in the rural areas;
- There is a significant need to increase the delivery of the Playwork Sector Endorsed Foundation Degree (PSEFD) in localities;
- There is inconsistency across the region in relation to funding for training and qualifications.

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<sup>29</sup> Playwork People 2, SkillsActive 2005

## 5. Training provision

The previous pages have described sectoral skills issues, opportunities and challenges. Part of the solution for employers and workers will be accessing high-quality, relevant training.

Regional training provision for the active leisure and learning sector is varied – a mix of higher education programmes, vocational programmes via further education colleges and sixth forms, and a number of approved training providers that focus on work-based learning programmes. Data from individual learning records<sup>30</sup> shows that in 2003-2004, for sport-related learning programmes (mostly delivered through FE Colleges):

- 16,145 people participated in LSC-funded learning distributed across:
  - LSC West Yorkshire area: 5,229 learners (32% of regional total)
  - LSC South Yorkshire area: 4,095 learners (25% of regional total)
  - LSC North Yorkshire area: 3,647 learners (23% of regional total)
  - LSC Humber area: 3,147 learners (20% of regional total).
- 62% of participants were male;
- 58% of participants were aged under 19 and 29% were aged 25-59;
- Only 12% of learners were aged between 19 and 24;
- 91% of participants were white;
- 59% of participants were studying full-time;
- 91% of delivery was via class contact (14,624 learners), whilst 5% was distance learning (863 learners) and 4% was in the form of NVQs (658 learners);
- 81% of learning was delivered during the daytime;
- 78% of participants had completed their study, 10% were continuing their study, 11% had withdrawn and 1% had transferred;
- 62% had fully achieved their learning outcome, whilst 26% did not. The remainder either continued their learning or partially achieved their learning aim.

Within the region there are a range of innovative outdoor education organisations, that use the ‘outdoors’ environment as a setting for teaching, and for developing young people, adults, people from disadvantaged situations through to senior managers in corporations. In future, it is hoped that programmes of work are established whereby outdoor education and development is used as a ‘tool’ through which to engage young people who are not in education, employment or training, and this may be an area of potential for development in our region. Indeed, this may be linked to some of the principles behind the Campaign for Adventure<sup>31</sup>, an initiative to improve understanding of the important benefits for individuals and for society, which stem from an adventurous approach to life in all its aspects.

### 5.1. Funding overview for the sector

#### LSC funding

- Total funding for sport-related study in South Yorkshire was £11,291,187<sup>32</sup>.
- This is 9% of all-England sector spend on sport-related learning (estimated to be £121.7 million)
- A small proportion of this funding is used for work-based learning

#### 60% of training undertaken in our sector is unfunded.

Owing to the nature of the sector, there is a large amount of training operated outside of mainstream education programmes. Coaching qualifications are delivered by governing bodies of sport.

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<sup>30</sup> The Learning and Skills Council's main dataset for learner information

<sup>31</sup> [www.campaignforadventure.org](http://www.campaignforadventure.org)

<sup>32</sup> This is a maximum figure of investment as the estimates produced include a small number of learning aims not directly relevant to the active leisure and learning sector. The source for the data is the individual learner records dataset maintained and produced by the LSC National Office.

The challenge for the sector – particularly within coaching – is that many of the industry qualifications are not accredited qualifications (via the National Qualifications Framework). The qualifications themselves are the ones that are recognised by employers, however, the large majority of qualifications are not eligible for public subsidy for learners, and therefore this is one barrier to entry into the workplace. Additionally, many of the workforce who access coaching qualifications are already qualified learners (achieving a minimum of a level 2 qualification) and therefore are not eligible for LSC funding. Furthermore, more than 70% of the coaching workforce is voluntary therefore the role is often conducted in time outside of the regular full-time job.

## 5.2. Caravan training provision

There are four colleges providing specific the work-based NVQ level 2 in operational services (caravan parks) in the North West, South West and South East of England. The age profile of participants is generally late 20s to 40s.

There is no specific work-based learning for the caravan sector in Yorkshire and the Humber.

**Table 5.1: Number of NVQ level 2 operational services (caravan parks) April 2005–March 2006**

Region	College	Number of participants	Awarding Body
North West	Myerscough College in Preston, Lancs	30	CGLI
South West	Kingston Maurward College in Dorset	140	Edexcel
South West	New Quay for Excellent Training	10-15	Edexcel
South East	Sussex Downs College in East Sussex	39	CGLI
	Total	200-220	

Source: Assessment of current provision: caravan industry, 2005

## 5.3. Supply-side picture for the playwork sector

The sector is largely dependent on further education (FE) provision for training and qualifications. The main qualifications undertaken are certificates, NVQs and diplomas in playwork. In addition to playwork-specific courses playwork may also be a module of other early years and childcare courses. The need for qualifications at play settings in England is driven, in part, by the day care standards which are regulated by Ofsted and require employees at settings to have qualifications at level 2 and level 3 to operate. Seasonal playworkers are encouraged to meet the standards by undertaking short courses, for example, Introducing Playwork.

Yorkshire and the Humber presently have more than 14 FE providers delivering playwork training across the region.

At level 2 candidates are undertaking NVQs or certificates in playwork and at level 3 candidates are undertaking NVQs and diplomas in playwork.

There are three awarding bodies currently offering playwork qualifications in Yorkshire and the Humber: CACHE<sup>33</sup>, City and Guilds and Edexcel. Centres are also beginning to offer Children’s Care, Learning and Development (CCLD) qualifications which have a playwork strand. It remains to be seen whether this is at the expense of playwork-specific qualifications.

Generic short courses are undertaken by a large proportion of playworkers, and for many these are an essential part of their job, including first aid, child protection and food hygiene. These courses are usually

<sup>33</sup> The Council for Awards in Children’s Care and Education

undertaken externally and training is also offered by some local authorities in Yorkshire and the Humber and EYDCPS.

## Higher Education

In Yorkshire and the Humber, Leeds Metropolitan University delivers both the PSEFD and the BA (Hons) in playwork. On average they have between 30 and 40 students registered on these courses each academic year.

One of the key actions to be taken forward as a result of this regional workforce development plan is for SkillsActive to engage with different learning providers across the spectrum of:

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>● Further education</li><li>● Higher education</li><li>● Work-based learning</li></ul> | <ul style="list-style-type: none"><li>● Private providers/Consultancies</li><li>● National governing bodies of sport</li><li>● Professional bodies or associations</li></ul> |
|--|--|

This will mean building on relationships with existing or emerging provider networks in the region including:

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>● South Yorkshire Lifelong Learning Network</li><li>● The Dearne Valley Centre of Vocational</li></ul> | <p>Excellence and any networks it has formed in our sector</p> <ul style="list-style-type: none"><li>● Higher Education Networks</li></ul> |
|--|--|

### **This relationship with providers will lead to a range of agreed actions likely to include:**

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>● The mapping of current and future planned provision, and examination of why certain courses are showing good levels of demand, and why others may not be so popular. This may benefit from an analysis of individual learner records information for LSC-funded training provision, and HEFCE data for information about higher education provision.</li><li>● How best to respond to employers' and employees' individual training needs through quality training needs assessment relationships</li><li>● How best to engage with active leisure and learning organisations in the region so that there is a continuous dialogue between providers and employers.</li><li>● The encouragement of employer input into the design of vocational and academic courses including specific modules of learning as appropriate.</li><li>● How best to increase the take-up of work-based learning options in the sector (NVQs, apprenticeships, foundation degrees etc.).</li><li>● How to work together for the benefit of an individual learner's progression, for example, from college to higher education, or college to workplace etc.</li></ul> | <ul style="list-style-type: none"><li>● How to ensure that students get sufficient opportunity to undertake work experience in the sector whilst studying, in order that they come out with not just a qualification, rather some industry practical experience that will be appreciated by any future employer.</li><li>● How to benefit from learning lessons of the Dearne Valley College CoVE for Leisure Service Industries (the only CoVE for this sector in Yorkshire and the Humber region).</li><li>● How to benefit from the significant leading-edge status of the higher education institutions in Yorkshire and the Humber in relation to sport and related industries.</li><li>● How to ensure that tutors in sport-related disciplines are kept up-to-date about industry issues, occupations and career opportunities in Yorkshire and the Humber – in turn ensuring that students can receive accurate sector information, advice and guidance.</li><li>● How to work together to make a case for funding the right type of learning to suit both the current and future workforce's training needs</li><li>● How to promote the entire training offer in a coordinated and highly visible way, that entices more employers, employees and volunteers in our sector to invest in their own learning on a sustained basis.</li></ul> |
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**SkillsActive will help coordinate this regional training provider network and seek to influence mainstream funding so that it aligns much better with sectoral learning and skills needs.**

## 6. Employers' needs, priorities and commitments

Having met face-to-face with many of our sector's employers in the region over the past 12 months at SkillsActive consultation events, and having analysed 200 recently completed, detailed sector skills surveys we feel we have a strong evidence base for articulating our sector's skills, training and support needs. At the most recent events held at Sheffield United Football Club (March 2006), attending employers validated and endorsed our sector skills agreement research findings and prioritised these following needs for action in Yorkshire and the Humber region.

What employers would like to see addressed in future as a priority	What employers would be willing to commit to this regional plan and the issues identified
<p style="text-align: center;"><b>Representation</b></p> <p>A dedicated voice for the sector on skills, training and qualifications issues; and the opportunity to hear about, and then respond to, latest proposals and ideas that might help their business.</p>	<p>More dialogue with SkillsActive as the 'voice' for the sector's skills, qualifications and training needs...about specific proposals e.g. foundation degrees, National Skills Academy etc.</p>
<p style="text-align: center;"><b>Networking</b></p> <p>Networking opportunities across the sector as there are always opportunities for collaboration.</p>	<p>Informal networking and attendance at further research/consultation events depending on the relevance of topics being discussed.</p>
<p style="text-align: center;"><b>Careers and IAG</b></p> <p>Working together to demonstrate that the sector can offer careers, not just occupations i.e. that there is pay, reward, career progression opportunities and that it is worth promoting the benefits of investing in people and their skills.</p>	<p>They would join together to promote genuine careers pathways and opportunities in our sector as necessary – provision of case studies or information that could be used by IAG advisers or included on the SkillsActive careers website.</p>
<p style="text-align: center;"><b>Work Experience</b></p> <p>A better quality and calibre of job applicant, especially amongst young people and graduates who lack practical work experience in the sector.</p>	<p>They would agree to join a simpler, more coordinated system of offering work experience to young people or adults; working with other like-minded employers, but someone needs to facilitate this service.</p>
<p style="text-align: center;"><b>Responsive Training</b></p> <p>Making it easier for them to access a responsive set of training providers who have an understanding of the industry, and the need to offer training at unusual hours and in the workplace (which could be at any range of venues, facilities and outdoor settings).</p>	<p>Work with training provider networks/first point of contact to identify and then purchase relevant training if it meets business and employee/volunteer training objectives.</p>
<p style="text-align: center;"><b>Vocational Pathways</b></p> <p>Greater awareness of vocational and work-based learning training options.</p>	<p>Employers would help identify which of their staff might benefit from vocational learning/upskilling.</p>
<p style="text-align: center;"><b>Funding and Training Information</b></p> <p>Simple information summaries about funding opportunities, skills and training programmes, business support and advice that they feel they either haven't heard of, or simply become too confused to bother investing further research or effort.</p>	<p>They agreed to receiving and giving their time to understanding skills, training and funding information...but they need it simplified.</p>

What employers would like to see addressed in future as a priority	What employers would be willing to commit to this regional plan and the issues identified
<p style="text-align: right;"><b>Brokers</b></p> <p>Someone to work with them on their in-house and out-of-house training needs, perhaps helping to broker training in soft skills, sales, marketing, and ‘sustaining a business’ where there is a lack of in-house capacity/expertise to undertake this kind of training with staff.</p>	<p>They would agree to one-on-one visits (SkillsActive and/or Sector Business Broker/Train to Gain broker) so long as it takes them forward – if it can help them access funding, access relevant training etc.</p>
<p style="text-align: right;"><b>GP Referral Skills</b></p> <p>Funding to support the skills development of instructors involved in GP referral/exercise on prescription – there is a known skills gap in this area and service quality is potentially at threat through the delivery of the service by unqualified individuals.</p>	<p>Employers (especially in health and fitness) would help partners make this case more emphatically through letters of support.</p>
<p style="text-align: right;"><b>Training Needs Assessment</b></p> <p>A better understanding of their own organisation’s training needs and how to do something about it – this is particularly hard amongst sports clubs with a high volume of volunteers.</p>	<p>Some ‘key sports’ could commit to working with CSPs and SkillsActive over the next 12 months to map out their workforce (including volunteers) as well as their skills and qualifications levels and training needs.</p>
<p style="text-align: right;"><b>Upskilling of coaches</b></p> <p>Recognition of the need to support coaches in particular, both paid and volunteers, as they move towards a massive step-change in professionalism, upskilling requirements, and multi-skilling demands.</p>	<p>If asked, employers would come together to look at ways of upskilling and improving coaching abilities; working time directive legislation is also having a positive impact on the move from casual/ad hoc employment to minimum guaranteed hours of employment.</p>
<p style="text-align: right;"><b>Managers and Leaders</b></p> <p>Help to increase the capability of all managers in the sport and recreation sector by 10-20% so that it can improve productivity and overall organisational gain.</p>	<p>Employers were dismayed that at a regional level leadership and management funding was ‘being handed back’ by the LSC; they feel that there may have been a mismatch between the programmes in place (mostly for 20+ staff), and would like the opportunity to access this training (and any subsidy) for their managers.</p>
<p style="text-align: right;"><b>Subsidy</b></p> <p>Removal of tiresome funding barriers to allow more individuals to receive subsidy towards industry (but not QCA) recognised awards and qualifications.</p>	<p>The cost of awards and qualifications is likely to rise as a result of the UK Coaching Certificate; if there are ways of securing some support for this essential industry training (whilst NGBs meanwhile look at getting their qualifications QCA accredited) this would be fully backed by employers and individuals.</p>
<p style="text-align: right;"><b>Volunteers</b></p> <p>Further support and recognition for the army of sports volunteers and their continued professional and personal development.</p>	<p>Employers in local authorities, CSPs, NGBs and clubs will invest in volunteer and workforce development planning activity, but will need help to broker in training/funding support once those needs are identified.</p>

## 7. How will this regional action plan be delivered?

During the preparation of this regional action plan SkillsActive consulted widely with employers and stakeholders. Stakeholders are organisations that can either provide funding to help our sector, or organisations involved in the delivery of training or business support solutions in Yorkshire and the Humber.

### New 'Skills and Business Support Alliance' to be formed in 2006

The key agreement was that we should form a strategic stakeholder alliance in 2006 that will ensure that funding for skills, productivity, employment and business support is maximised to the ongoing benefit of the active leisure and learning workforce in Yorkshire and the Humber. This will bring together key stakeholders who, collectively we estimate, invest between £15m and £20m per annum<sup>34</sup> in workforce development activities that support people in our sector already.

Organisation	Key Contributions Expected
SkillsActive	Sector Skills Agreement 2006 and regional manager in position to lead strategic workforce agenda for active leisure and learning.
Sport England	Effective use of 'building capacity' resources and increased focus on workforce development to help achieve 1% increase in participation annually.
sportscoachUK	For leadership input on the new regional coaching framework.
Yorkshire Culture	Link to DCMS 'wider sector' regional group and sub-regional prospectuses and plans
Regional Learning and Skills Council	An increased appreciation of how LSC/ESF and Objective 1 resources can be used to tackle the skills and qualifications priorities identified by our sector.
Yorkshire Forward	Key focus on 2012 Games/major events strategic regional response and investing in sport where it will deliver to agreed agency outputs and outcomes (culture and major events; and skills team officers).
Job Centre Plus	Linking up with the Welfare to Workforce Development agenda, and ensuring that sector-information is shared amongst the JCP adviser networks and programme managers e.g. New Deal for Communities.
Connexions	Providing insights from, and a route to, getting sector-specific IAG to young people aged 14-19.
Next Steps	Providing insights from, and a route to, getting sector-specific IAG to adults on anything associated with learning or work.
Higher Education	Identification of opportunities for delivering learning and business support solutions to graduates, industry workers and the active leisure and learning business community.
Further Education	Identification of opportunities for delivering learning and business support solutions to students, industry workers and the active leisure and learning business community.
Business Link representative	Maximising the opportunities for employers and individuals in our sector to benefit from Better Deal for Business available across Yorkshire and the Humber.
Yorkshire Futures	As the provider and recipient of latest sector intelligence.
GOYH	Input and advocacy across major regional policy.
Private sector/employer(s)	Articulation of skills, training, qualifications, employment and business support needs for our sector, and positive advocacy to other employers.

This representation may change as the terms of reference for the new stakeholder forum are formulated, but essentially, this group of stakeholders will ensure that this regional action plan is implemented with vigour and genuine commitment from all the organisations involved. Over time it is expected that the

<sup>34</sup> This is an estimate of mainstream resources comprising LSC post-16 learning budget (min £11.3m via FE and work-based learning providers on sector-related programmes; other key budgets include Yorkshire Forward, HEFCE, and Job Centre Plus funding, which is not typically split by sector, but based on similar Alliance audit activity in the North West region, together accounts for around 50% of the LSC annual budget.

## Yorkshire and the Humber Regional Action Plan

stakeholder forum will need to call on supporting 'task groups' and sub-regional networks to lead on key areas of the regional action plan.

Critical to this will be delivery organisations including:

- The four County Sports Partnerships and new Community Sports Networks
- The various training provider networks (existing or emerging) within the region to co-ordinate their activities in response to this regional action plan
- The 'new' SkillsActive virtual employer network engaged by the SkillsActive regional development manager
- Regional Olympics Business Club (led by Yorkshire Forward)
- Local authorities
- Regional partners in the voluntary and community sector
- Regional partners in the health sector
- Other existing networks and professional associations

### Monitoring and evaluation of this plan

The Alliance will also have a role to monitor and evaluate this regional action plan after it is published in May 2006. More precise arrangements will be confirmed when the Alliance meets and agrees the best mechanisms to use for these purposes.

### Employer Network

SkillsActive has been developing a 'virtual employer network' (VEN) involving a range of correspondence via meetings, forums, events and e-mail bulletins. It is anticipated that this VEN will continue to be developed and strengthened over the period of this regional action plan. It will be serviced by regular, timely communications from the regional development manager, and a variety of sector (or indeed sub-sector)-specific seminars and events as necessary to support the delivery of the plan. There is also likely to be a regional event twice a year to ensure positive networking, good practice sharing and 'meet the provider' style opportunities whereby employers can engage with providers of training and business support. The RDM will also be undertaking a series of one-on-one visits with major employers across the four sub-regions in Yorkshire and the Humber to ensure they 'buy-in' to this plan and its overall purpose. Employer discussion groups will be called from time to time to discuss latest proposals and opportunities including:

- 2012 Games – skills and business support opportunities
- Proposal for a National Skills Academy with regional hubs
- Funding opportunities for training and human resource support in our sector
- How to make the most of Train to Gain and Skills for Life training entitlements
- Sub-regional seminars as necessary e.g. in South Yorkshire this might relate to the 'Invest in Skills' programme (support for level 3 learning); or indeed Sports Pulse skills-related initiatives

### Professional Clubs Network

It is expected also, that working with key partners there will be moves to creating a network involving a range of professional clubs in Yorkshire and the Humber, and to ensure we maximise their role in community engagement, volunteer development and local skills and education programmes.

### County Sports Partnerships, NGBs and Local Authorities

These partners are crucial partners in this regional plan. They are organisations through which a vast number of our sector's workforce can be reached and SkillsActive (with scUK and Sport England) will seek to ensure that there is a coordinated programme of workforce development and training needs assessment activities within the region, so that data can be presented in a joined-up fashion to the new alliance. In this way, powerful, employer and employee driven data can influence the funding of training and business support solutions for the active leisure and learning sector.

## **8. Future priorities for the active leisure and learning sector**

### **8.1. Sport, fitness and the outdoors**

As a result of the consultations, research and employer and stakeholder engagement it is proposed that there are six priority areas of work for this regional action plan with a number of associated objectives attached to each priority:

- 1** To improve the quality and range of services
  - 1.1 Increase the uptake of business support schemes in the region
  - 1.2 Assist the development of the workforce to support the increase in habitual physical activity
  - 1.3 Provide data and information to influence regional policy and improve sector recognition
- 2** To improve recruitment and retention
  - 2.1 Raise individual aspirations and demand for learning
  - 2.2 Establish employment routeways into the sector
  - 2.3 Promote the wide range of career opportunities within the active leisure and learning sector
- 3** To professionalise and upskill the existing workforce
  - 3.1 Plan training and support to develop the coaching workforce to meet community and performance requirements
  - 3.2 Support the training of health and fitness professionals to provide a wide range of services to the community
  - 3.3 Promote the take-up of leadership and management training
  - 3.4 Increase the uptake of apprenticeship schemes across the region
- 4** To match supply to demand
  - 4.1 Establish a region-wide portfolio of fit-for-purpose training supply for employers and the future workforce to access
  - 4.2 Encourage training providers to offer vocational routes that meet job requirements
  - 4.3 Facilitate the input of employers' needs into training provision

## Yorkshire and the Humber Regional Action Plan

### **5** To redirect funding

- 5.1 Identify appropriate funding sources to support training needs and qualification attainment across the sector
- 5.2 Increase public sector funding into vocational training within the sector
- 5.3 Agree investment into coaching and exercise and fitness training initiatives

### **6** To increase sector investment in our people

- 6.1 Establish a shared commitment to improve skills within the workforce
- 6.2 Increase employer demand for, and investment in, skills within the workforce
- 6.3 Encourage employers to conduct and use personal development plans to meet business objectives
- 6.4 Monitor and review the impact of investment in skills by employers.

8.1.1. Regional action plan – sport, fitness and the outdoors

Priority I - Improve quality and range of services				
Objective	Action	Partners <sup>35</sup>	Timescale	Outcomes
Increase the uptake of business support schemes in the region	Promote the Train to Gain scheme to employers	LSC, BL, RDA, RSP	Ongoing	<ul style="list-style-type: none"> <li>- Upskill workforce without a L2 qualification</li> <li>- Improve business productivity</li> <li>- Improve the quality of leaders and managers within the region</li> <li>- Provide broader business support to organisations within the sector</li> </ul>
	Support the engagement of employers accessing the Train to Gain scheme	BL, LSC, RDA	Ongoing	
	Promote brokerage services to employers	BL, LSC, RDA, RSP	Ongoing	
	Increase employer engagement with Skills for Life training	LSC, Learn Direct, FECs	Mar 2007	
	Engage employers in leadership and management training	FECs, HEIs, LSC, RSP, RDA, CSPs, LAs	Sep 2007	
Assist the development of the workforce to support the increase in habitual physical activity	Develop coaching workforce to support increasing participation in sport and physical activity	scUK, NGBs, SE, CSPs	Ongoing	<ul style="list-style-type: none"> <li>- Increase capacity of workforce to support increased participation</li> <li>- Identify wider opportunities to participate in activity</li> <li>- Provide wider range of services to the community</li> </ul>
	Establish support mechanisms for volunteers working within sports clubs	NGBs, CSPs, SE, scUK	Ongoing	
	Identify cross-sector initiatives to support the increase in habitual physical activity	People 1 <sup>st</sup> , YTB, SfH	Ongoing	
	Upskill current workforce to provide a wider range of health services to the community	SfH, SHA, PCTs, SE, RDA	Dec 2007	
	Support training providers to develop a wider range of provision for the sector	FECs, HEIs, LSC, RDA	Ongoing	
Provide data and information to influence regional policy and improve sector recognition	Contribute to regional and sub-regional initiatives	RDA, LSC, CSPs, SHA, SE	Ongoing	<ul style="list-style-type: none"> <li>- Provide up-to-date data and information about the sector to influence decision making in region</li> </ul>
	Conduct relevant research to inform workforce development and workforce characteristics across the region	SE, scUK, CSPs	Ongoing	

<sup>35</sup> SkillsActive will be a partner throughout the action plan

Yorkshire and the Humber Regional Action Plan

	Establish four sub-regional (county-wide) workforce development plans	CSPs, SE, LSC, RSP, RDA	Mar 2007	<ul style="list-style-type: none"> <li>- Up-to-date information available to employers and stakeholders</li> <li>- Local workforce development plans available and implemented to meet local needs</li> </ul>
	Provide sector awareness sessions with partner organisations offering business support and brokerage services	BL, T2Gain, LSC	May 2007	

Priority 2 - Improve recruitment and retention				
Objective	Action	Partners	Timescale	Outcome
Raise individual aspirations and demand for learning	Provide careers information to appropriate outlets	Connexions, JC+, HEIs, FECs, Schools	Ongoing	- Raise awareness of learning and career opportunities
	Work with key partners in the region to motivate and increase interest in learning	Connexions, TUC, RDA, LSC, JC+	Ongoing	- Increase the amount of provision available for the sector
	Encourage hard-to-reach groups to engage in learning and work via the active leisure and learning sector	SE, RDA, LSC, NGBs	Ongoing	- Encourage disadvantaged groups to engage with learning and the workplace
Establish employment routeways into the sector	Redirect funding to support the achievement of industry-recognised qualifications by undergraduates	LSC, RDA, FECs, HEIs	Dec 2006	- Assisting access into the workplace
	Support initiatives to use the sector as a route to gaining relevant work-related experience, skills and qualifications	SE, CSPs	Ongoing	- Provides opportunities to gain relevant work skills and qualifications
	Explore the opportunity to create a regional sports coaching agency to effectively manage coaching opportunities across the region	scUK	Mar 2007	
Promote the wide range of career opportunities within the active leisure and learning sector	Implement a careers strategy for the region	Connexions, JC+, EBP	Nov 2006	- Raise awareness of the career opportunities in the region
	Develop new regional careers resources for those seeking entry into the sector	HEIs, FECs	Oct 2006	

## Yorkshire and the Humber Regional Action Plan

	Promote relevant resources relating to careers in the sector	HEIs, FECs, Connexions, JC+, Schools	Ongoing	<ul style="list-style-type: none"> <li>- Provide up-to-date resources for sector entry</li> <li>- Facilitate the improved quality of careers advice offered within the region</li> <li>- Provide quality programme of support and information to key partners involved in career information, advice and guidance</li> </ul>
	Provide careers information and support to organisations responsible for careers advice	Connexions, JC+, FE, HE, Schools	Ongoing	
	Develop a coordinated programme of sector careers awareness and training sessions for relevant partners	Connexions, JC+, FE, HE, , Schools	Sep 2007	
	Establish links to all schools within the region to provide high quality careers information	SSPs, PDMs, SE	Ongoing	

### Priority 3 – Professionalise and upskill the existing workforce

Objective	Action	Partners	Timescale	Outcome
Plan training and support to develop the coaching workforce to meet community and performance requirements	Conduct a regional review of sports coaching across the region	scUK, CSPs, SE	Mar 2007	<ul style="list-style-type: none"> <li>- Identify sports coaching opportunities relevant to the region</li> <li>- Establish training programme to meet needs of employers</li> <li>- Improve public subsidy of training for growing occupational area</li> <li>- Establish high quality training provision</li> <li>- Provide a coherent programme of training to encourage</li> </ul>
	Identify skills gaps and shortages within the workforce	scUK, CSPs, SE	Jan 2007	
	Promote personal development opportunities for sports coaches	scUK, SE, CSPs	Ongoing	
	Agree funding mechanisms to support training requirements	LSC, SE, CSPs, scUK	Oct 2006	
	Liaise with training providers to ensure provision is accessible	NGBs, FECs, HEIs, scUK	Jan 2007	
	Establish supervised environments to support coach education programmes	scUK, FECs, HEIs, CSPs	Sep 2007	
	Support the implementation of a coordinated programme of coach education across the region	As above	Apr 2007	
	Establish support mechanisms to support coaches' development	scUK, NGBs, FECs, HEIs	Sep 2007	
	Monitor and review coaching workforce requirements	scUK, CSPs,	Ongoing	

Yorkshire and the Humber Regional Action Plan

	across the region	SE		continuous development of coaches across the region
Support the training of health and fitness professionals to provide a wide range of services to the community	Identify skills requirements of health sector to provide appropriate services to the community	SfH, SHA, PCTs, RDA, LSC	Feb 2007	- Establish need for wider services across the region
	Establish workforce capacity to provide services to health	As above	Mar 2007	- Develop workforce development plan according to needs within the region
	Develop training provision to meet skills requirements	As above + FECs, HEIs, WBL providers	Apr 2007	- Provide high quality training to meet needs of employers
	Implement coordinated programme of training across region	As above	May 2007	- Provide a coherent programme of training to encourage continuous development of fitness professionals across the region
	Monitor and review service provision and training requirements across the region	As above	Ongoing	
Promote the take-up of leadership and management training	Support the development of relevant provision for the sector	FECs, HEIs, CSPs, LAs, RDA	Jan 2007	- Improve the quality of leaders and managers across the region
	Identify requirements from employers	CSPs, LAs	Ongoing	- Provide a high quality programme of provision to meet employers' needs
Increase the uptake of apprenticeship schemes across the region	Support Young Apprenticeship schemes across the region	Schools, LAs, Employers	Ongoing	- Establish culture of vocational training within mainstream education
	Establish two new apprenticeship schemes per sub-region	LAs, CSPs	Apr 2008	- Promotes work-based learning opportunities within the sector
	Promote apprenticeship schemes to employers		Ongoing	

				- Provide 'work-ready' employees for the sector
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Priority 4 – Match supply to demand				
Objective	Action	Partners	Timescale	Outcome
Establish a region-wide portfolio of fit-for-purpose training supply for employers and the future workforce to access	Conduct audit of provision within the region	FECs, HEIs, WBL providers, LSC, NGBs, scUK	Nov 2006	- Provide a comprehensive database of training provision for the region
	Create database of regional provision	FECs, HEIs, WBL providers, NGBs, scUK	Dec 2006	- Establish easy access programme of provision for employers
Encourage training providers to offer vocational routes that meet job requirements	Integrate National Occupational Standards into undergraduate programmes	FECs, HEIs	Ongoing	- Increase vocational nature of undergraduate programmes
	Promote take-up of foundation degrees matched to employer demand	As above	Sep 2007	- Improve the quality of work-based learning opportunities across the region
	Support training providers in identifying quality work placements	FECs, HEIs	Ongoing	- Provide guidance for all parties involved in work placement opportunities
	Provide guidance for training providers to offer a wider industry-related provision of qualifications and training			
	Establish support resources for training providers, employers and students for work placements as part of vocational and academic programmes	Connexions, FECs, HEIs	Jan 2007	
Facilitate the input of employers' needs into training provision	Provide communication mechanism for employers and training providers	Employers, FE, HE WBL providers, LSC	On-going	- Enable employers to influence training provision
	Set up a sector-specific training provider network with representation from all types of provider - terms of	FECs, HEIs, WBL	Nov 2006	- Encourage effective communication

Yorkshire and the Humber Regional Action Plan

	reference agreed and priority activities agreed	providers, scUK, NGBs, professional bodies		between training providers - Provide high-quality and coordinated training provision to employers and the workforce - Establish a well-trained volunteer workforce across the sector
	Explore potential to establish a skills academy hub in the region	FECs, HEIs, WBL providers, employers	Sept 2006	
	Develop a recognised, regional skills and workforce development programme for the volunteer workforce in active leisure and learning and related sectors	LSC, VONYH, RDA, SE, VE, scUK, NGBs	Jan 2008	

Priority 5 – Redirect funding				
Objective	Action	Partners	Timescale	Outcome
Identify appropriate funding sources to support training needs and qualification attainment across the sector	Conduct audit of funding provision within the region	LSC, TUC, RDA, GOYH	Nov 2006	- Identify funding opportunities for the sector - Improve access to funding opportunities across the sector - Establish a 'one-stop-shop' for funding relevant to the sector
	Communicate new funding sources to employers and partners for vocational training		Ongoing	
	Influence funding partners to support the active leisure and learning sector's workforce development intentions	LSC, RDA, TUC, SHA, PCTs,	Ongoing	
Increase public sector funding into vocational training within the sector	Liaise with funding partners to establish support for active leisure and learning provision	LSC, RDA, RSP	Nov 2006	- Improve the funding provision available to the sector - Ensure funding awards support quality training provision relevant to the sector
	Influence 'building capacity' awards across the region to support quality assured training provision	SE	Ongoing	
Agree investment into coaching and exercise and fitness training	Work with the LSC to create flexible funding streams for growth sectors in the region	LSC, SE	Oct 2006	- Establish support from major funding

initiatives	Work with key health sector partners to support wider service provision for exercise professionals	SfH, SHA, PCTs, RDA, LSC	Dec 2007	<p>agencies in growing occupational areas</p> <ul style="list-style-type: none"> <li>- Reduce barriers to entering the workplace</li> <li>- Support the region's drive to improve health and well-being across the region</li> <li>- Support social agendas for inclusion within community from the hard-to-reach groups</li> </ul>
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Priority 6 – Increase sector investment in our people				
Objective	Action	Partners	Timescale	Outcome
Establish a shared commitment to improve skills within the workforce	Create new active leisure and learning stakeholder forum for skills and business support.	RDA, LSC, RSP, HEIs, FECs, scUK, BL	Sept 2006	<ul style="list-style-type: none"> <li>- Improve communication, commitment and support for the sector's skills needs, requirements and training provision</li> <li>- Establish an effective programme of work for the stakeholder forum</li> <li>- Gain buy-in from stakeholder organisations who can contribute to the skills requirements</li> <li>- Ensure the effective implementation of</li> </ul>
	Establish terms of reference and work priorities	As above	Oct 2006	
	Recognition and full support from stakeholders for SSARAP	As above	Nov 2006	
	Agree monitoring and evaluation of SSARAP	As above	Oct 2006	

Yorkshire and the Humber Regional Action Plan

				the SSARAP
Increase employer demand for, and investment in, skills within the workforce	Create and maintain a regional employers' forum	Employers	Nov 2006	<ul style="list-style-type: none"> <li>- Improve communication and input from employers into skills needs, requirements and regional provision</li> <li>- Keep employers and partners informed of skills developments in the region</li> <li>- Ensure the workforce is able to provide new services and provision</li> <li>- Recognise the importance of skills investment for improved business productivity</li> </ul>
	Provide effective communication mechanisms to employers		Ongoing	
	Encourage training requirements to be embedded within project funding bids/contracts	FECs, HEIs, WBL providers, employers	Ongoing	
	Promote skills agenda to employers		Ongoing	
	Identify opportunities for a coordinated programme of community engagement with professional sports clubs to support skills, volunteer and wider workforce development across the region	Pro Sport	Aug 2008	
Encourage employers to conduct and use personal development plans to meet business objectives	Promote workforce development resources to employers		Ongoing	<ul style="list-style-type: none"> <li>- Encourage investment in people within the workforce</li> <li>- Support employers' needs with regard to workforce development planning</li> <li>- Ensure continued investment in workforce development</li> <li>- Maintain high-quality service and workforce</li> </ul>
	Provide two workforce development workshops for employers in the region	Running Sport	Mar 2007	
	Ensure the continued use of training needs analysis by employers as integral to business performance		Ongoing	
	Promote quality assurance schemes linked to skills application in the workplace	REPs, scUK, IOL, NGBs	Ongoing	

Yorkshire and the Humber Regional Action Plan

Monitor and review the impact of investment in skills by employers.	Establish research forum and agree terms of reference and work programme		Nov 2006	<ul style="list-style-type: none"> <li>- Ensure coordinated approach to evaluating the impact of skills investment</li> <li>- Provide high quality research into impact</li> <li>- Inform stakeholders of progress and impact.</li> </ul>
	Conduct evaluation activities to demonstrate impact across the region		Ongoing	
	Provide relevant data to stakeholders and funding partners		Ongoing	

## 8.2. Playwork

As a result of the consultations, research and employer and stakeholder engagement carried out for the Sector Skills Agreement and the UK Strategy for Playwork Education and Training it is proposed that there are six priority areas of work for this action plan with associated objectives. Where appropriate the objectives have been broken down so that they are specific to playwork and Yorkshire and Humber. Yorkshire Play will be a key delivery partner in achieving these objectives:

- 1 To improve the quality and range of services
  - 1.1 Better recognition of the value of playwork
    - (1) Promote playwork values, skills, knowledge and principles to other allied professional sectors
    - (2) Promote public play and playwork events such as Playday and Play Awards
    - (3) Ensure Children and Young People's Workforce Strategies include playwork
    - (4) Make playwork practice and principles accessible for people who want to incorporate their own practice; exporting playwork principles wherever possible
    - (5) Work to gain recognition of the benefits of playwork as an integral need of children and the additional benefits of delivery (e.g. impact on crime)
  - 1.2 Constant drive to meet government agendas and customer expectations
    - (1) Promote the importance of including playwork in inter-agency groupings
    - (2) Increase the recognition of playwork within government policies and agendas
  - 1.3 More sustainable public funding for services
    - (1) Work towards sustainable funding for play provision and holiday play schemes
- 2 To improve recruitment and retention
  - 1.1 A programme of improved careers advice/guidance
    - (1) Increase the pool of playwork applicants
    - (2) Promote playwork as a positive, viable and professional career
    - (3) Promote the value of play, playwork, qualifications and training through networks and information dissemination
  - 1.2 Explore improvements to pay and conditions for playworkers
    - (1) Explore improvements to pay and conditions for playworkers
  - 1.3 Investment in Skills for Life to aid progression
    - (1) Improve employer recognition of and investment in Skills for Life to aid progression
2. To professionalise and upskill the existing workforce
  - 2.1 Registers (playwork, fitness, caravans)
    - (1) Establish a register of playwork professionals
  - 2.2 Upskill the existing workforce
    - (1) Gain recognition that an increasing number of playworkers will need to achieve relevant higher level qualifications that equip them for a variety of new roles
    - (2) Improve the take-up of training by BME, disabled and other disadvantaged groups
    - (3) Explore the development of qualifications for new roles working with children (e.g. play rangers and participation workers)

3. To match supply to demand
  - 3.1 A programme to raise the quality of FE training in our sector
    - (1) Support delivery of training for playwork NVQ assessors and development of playwork NVQ assessment centres in the region
    - (2) Support delivery of training for trainers courses
    - (3) Improve the development of playwork within the FE/HE environment
    - (4) Raise the quality of playwork education, training and qualifications
  - 3.2 Improve standardisation and transferability of qualifications
    - (1) Establish a register of playwork professionals
4. To redirect funding (for training)
  - 4.1 Reduce barriers to accessing training – more local, flexible, work-based training
    - (1) Reduce barriers to accessing training
5. To increase sector investment in our people
  - 5.1 Explore quality work experience for students, tutors and assessors
    - (1) Work at a regional level to promote the take-up and provision of work experience opportunities
  - 5.2 Encourage employers' use of workforce development planning tools
    - (1) Encourage employers to use workforce development planning tools
  - 5.3 Increase training levels in the sector
    - (1) Promote workforce development
    - (2) Improve recognition of the value of training and qualifications in the play sector
    - (3) Improve the recognition of quality assured training and qualifications with employers and improve the 'learning culture' with playwork employers
  - 5.4 Understanding and utilisation of National Occupational Standards (NOS)
    - (1) Raise employers awareness of NOS
  - 5.5 Embed training in project funding contracts
    - (1) Commitment to fund training included in project contracts
6. Operational or implementation
  - 6.1 Strong regional infrastructure
    - (1) Strong regional infrastructure for playwork education and training centres

8.2.1. Regional action plan – Playwork

I. Improve quality and range of services					
Ref. UK Strategy	Objective	Action	Partners	Timescale	Outcome
<b>I.1 Better recognition of the value of playwork</b>					
	(1) Promote playwork values, skills, knowledge and principles to other allied professional sectors	Establish, support and develop a regional employers' network	Yorkshire Play, employers	Ongoing	Articulation of employers' needs and positive advocacy to other employers
		Liaise and work with other regional organisations; attend networking events and meetings.	Yorkshire Play GOYH	Ongoing	Raise awareness of playwork with other organisations
		Raise the awareness of playwork contributions to integrated services, including CYPPs, and extended schools	regional play associations such as Hull Creative Play Network, Leeds Play Network etc  4 Children, TDA and Continyou		
	(2) Promote public play and playwork events such as Playday and Play Awards	Involvement in Playday and 4Children play awards and other regional events plus develop the Yorkshire Play Awards	Yorkshire Play Children's Play Council, 4Children	2006/2007	Raise awareness of playwork
		Work with children's information services to raise awareness of playwork provision	CIS	2006/2007	
			UK Strategy for Playwork Education and Training and England Implementation Plan disseminated		2006/2007

I. Improve quality and range of services					
Ref. UK Strategy	Objective	Action	Partners	Timescale	Outcome
		Contribute to implementation plan and roll-out			play and playwork
	(3) Ensure Children and Young People's Workforce Strategies include playwork	Attend meetings and network to include play/playwork in local and regional workforce strategies and local and regional skills forums and networks	Yorkshire Play GOYH Play England regional office Local play associations Yorkshire Culture Arts Council Yorkshire	Ongoing	Improved profile of playwork in children's workforce strategies at regional and local level
	(4) Make playwork practice and principles accessible for people who want to incorporate their own practice; exporting playwork principles wherever possible	Improve the recognition of playwork by Ofsted inspectors by supporting the delivery of playwork training for Ofsted inspectors	Yorkshire Play Ofsted	2006/2007	Raised awareness on the culture and values of playwork within senior management and policy teams
		Support playwork unit in developing and rolling out other modules as necessary	Yorkshire Play Extended School ESRA's and others	2006/2007	
	(5) Work to gain recognition of the benefits of playwork as an integral need of children and the additional benefits of delivery (e.g. impact on crime)	Contribute regional research to the playwork unit	Yorkshire Play SkillsActive Playwork unit	2006/2007	Improvement in the empirical data on the benefits of play and playwork
I.2 Constant drive to meet government agendas and customer expectations					
	(1) Promote the importance of including playwork in inter-agency groupings	Liaise and work together with other allied regional organisations	Yorkshire Play 4Children, CPC,	Ongoing	Raised awareness and recognition of the intrinsic nature of play and the

I. Improve quality and range of services					
Ref. UK Strategy	Objective	Action	Partners	Timescale	Outcome
		Promote the importance of play, playwork and playwork training in extended schools through working with TDA and other relevant organisations regionally and utilising existing networks e.g. head teachers' networks	NDNA, KIDS, CWDC  Yorkshire Play TDA, ESRAs, ESRICS, Continyou and all extended schools partners  NAHT and regional school governors' groups	2006/2007	importance of a child-centred/free play value base
	(2) Government commitment to play and playwork	Respond to key consultation documents through consulting with employers and relevant bodies where necessary and submitting regional responses	Yorkshire Play SkillsActive	Ongoing	Playwork included in government strategy
		Raise the profile of play and playwork within local area strategies through, for example, linking with cultural, environmental and planning policies and promoting the inclusion of play	Yorkshire Play local authority networks Play England	Ongoing	Recognition of playwork in local area strategies
I.3 More sustainable public funding for services					
	(1) Work towards sustainable funding for play provision and holiday play schemes	Encourage employers and local authorities to use Compact Agreements	Yorkshire Play, local authorities, employers	2006/2007	Improvements in funding structures

2. Improve recruitment and retention					
Ref UK Strategy	Objective	Action	Partners	Timescale	Outcome
<b>2.1 A programme of improved careers advice/guidance</b>					
	(1) Increase the pool of playwork applicants	Work with partners to promote and support the Making Choices orientation programme	Yorkshire Play, LSC, CYPPs. FE providers	2006/2007	An increase in the number of new entrants into playwork
	(2) Promote playwork as a positive, viable and professional career	Hold careers training advice sessions for education business partnerships. Jobcentre Plus and Connexions Staff	Yorkshire Play, SkillsActive with employers	2006/2007	Improved profile of playwork as a career. Heightened recognition by public and careers information services
	(3) Promote the value of play, playwork, qualifications and training through networks and information dissemination	Promote knowledge, skills and understanding of playworkers	Yorkshire Play, FE providers GOYH 4Children, Continyou	Ongoing	
		Promote a wider range of continuing professional development, through employers' network, trainers' network and information dissemination at events	Yorkshire Play, employers trainers FE Providers	Ongoing	Improved development opportunities and retention in the sector
<b>2.2 Explore improvements to pay and conditions</b>					
	(1) Explore improvements to pay and conditions for playworkers	Work with trade unions, employers and negotiating bodies to increase the number of playworkers on nationally agreed terms and conditions. Support playwork unit work on terms and conditions through engagement with trade unions and employers and information dissemination	Yorkshire Play, employers, TU reps	2006/2007	An increase in the number of playworkers on national terms and conditions
<b>2.3 Investment in Skills for Life to aid progression</b>					

2. Improve recruitment and retention					
Ref UK Strategy	Objective	Action	Partners	Timescale	Outcome
	(1) Improve employer recognition of and investment in Skills for Life to aid progression	Promote the uptake of Skills for Life to training providers and/or employers.	Yorkshire Play, LSC, DfES (Sure Start, Extended Schools and Childcare Group)	06/07	Progression for training enhanced

3. Professionalise and Upskill the existing workforce					
Ref UK Strategy	Objective	Action	Partners	Timescale	Outcome
<b>3.1 Registers (playwork, fitness, caravans)</b>					
	(1) Establish a register of playwork professionals	Contribute a regional perspective, through consultation and response	Yorkshire Play, employers playworkers	2006/2007	Enhanced status of playwork professionals
		Market the register to the sector and establish a membership base locally			
<b>3.2 Upskill the existing workforce</b>					
	(1) Gain recognition that an increasing number of playworkers will need to achieve relevant higher level qualifications that equip them for a variety of new roles	Support development through the region of HE and postgraduate level playwork education programmes. Including the roll out of PSEFD in the region.	Yorkshire Play	2006/2007	Increased number of FE colleges offering the PSEFD
		Work with SkillsActive in securing and developing employer involvement in development and delivery of PSEFD	Yorkshire Play, Leeds Met FE providers	2006/2007	
	(2) Improve the take-up of training by BME, disabled and other disadvantaged groups	Liaise with KIDS regional networks to promote PIP (playwork inclusion project)	Yorkshire Play, KIDS	2006/2007	Better access of under-represented groups to training
		Work with training providers to promote inclusive training	Yorkshire Play, regional training providers	Ongoing	Better understanding of inclusion issues
		Work with rural areas of the region to access Reaching Communities funding.	Yorkshire Play, Big Lottery, Rural Playwork groups	Develop in 2006, focus in 2007	Improved access to quality playwork training in rural areas

3. Professionalise and Upskill the existing workforce					
Ref UK Strategy	Objective	Action	Partners	Timescale	Outcome
		Promote inclusion of volunteers' access to training	Yorkshire Play	Ongoing	More volunteers accessing playwork training
	(3) Explore the development of qualifications for new roles working with children (e.g. play rangers and participation workers)	Promote the activities of the centre to, and network with, organisations and professionals developing new job roles and innovative projects	Yorkshire Play, Yorkshire playground officers' group	2006/2007	Funding found to create playwork training for playground officers
		Contribute to the development of National Occupational Standards as appropriate	Yorkshire Play, SkillsActive	Ongoing	NOS to meet developing job roles

4. Match supply to demand					
Ref UK Strategy	Objective	Action	Partners	Timescale	Outcome
<b>4.1 A programme to raise the quality of FE training in our sector</b>					
	(1) Support delivery of training for playwork NVQ assessors and development of playwork NVQ assessment centres in the region	Establish, support and develop a regional assessors' network	Yorkshire Play, LSC, CYPSPs, RSP, RDA, NDNA	2006/2007	Quality playwork assessors and trainers in the region
		Network with LSCs in the regions to ensure assessors and trainers are supported		2006/2007	
		Work with brokerages and other funding from LSC and other funders to support assessors and trainers		2006/2007	
	(2) Support delivery of training for trainers courses	Establish, support and develop a regional trainers network	Yorkshire Play, SkillsActive, trainers' network	Ongoing	Support networks for trainers, assessors
		Increase number of trainers on SkillsActive's list of registered trainers		Ongoing	
	(3) Improve the development of playwork within the FE/HE environment	Develop and maintain links with FE colleges and regional CoVEs	Yorkshire Play, FE/HE	On-going	Different practice routes secured for young people entering the profession
		Work with SkillsActive in securing and developing employer involvement in development and delivery of PSEFD	Yorkshire Play, SkillsActive, FE, employers' network	2006/2007	Increased number of FE colleges offering the PSEFD

4. Match supply to demand					
Ref UK Strategy	Objective	Action	Partners	Timescale	Outcome
	(4) Raise the quality of playwork education, training and qualifications	Attend meetings and network to include play/playwork in local and regional workforce strategies and local and regional skills forums and networks	Yorkshire Play, Regional Sure Start, Extended Schools and Childcare Group, CYPSPs, LSC	Ongoing	Continued development of the SkillsActive quality assurance system
		SkillsActive Quanta system in place for quality assurance of playwork training	Yorkshire Play, All playwork training providers including FE	Ongoing	
		Work with training providers and SkillsActive on endorsing courses, including attending National Endorsement Panel, as necessary	Yorkshire Play, All playwork training providers including FE	Ongoing	Increased number of endorsed playwork courses in the region
		Promote endorsed courses throughout the regions		Ongoing	
		Four new training providers signed up to the playwork code of practice per year		By 2009	Increase the number of registered training providers signed up to the code of practice
<b>4.2 Improve standardisation and transferability of qualifications</b>					
	(1) Establish a register of playwork professionals	Contribute a regional perspective; through consultation and response (see 3.1 Registers).	Yorkshire Play, employers, playworkers	Ongoing	Improved standardisation and transferability of qualifications. Better career prospects for
		Market to sector and establish membership base (see 3.1 Registers).			

4. Match supply to demand					
Ref UK Strategy	Objective	Action	Partners	Timescale	Outcome
		Promote the use of skills passports regionally with employers by disseminating information as available through employers' networks		2006/2007	playworkers within the children's workforce.

5. Redirect funding (for training)					
Ref UK Strategy	Objective	Action	Partners	Timescale	Outcome
<b>5.1 Reduce barriers to accessing training – more local, flexible, work-based learning</b>					
	(1) Reduce barriers to accessing training	Work with local colleges to address barriers to accessing training	Yorkshire Play, local colleges	Ongoing	More accessible training locally
		Encourage and support diversity including under-represented groups e.g. men and BME		Ongoing	
		Support e-learning and other alternative methods of accessing training targeted at specific needs and circumstances	Yorkshire Play, employer networks	Ongoing	Training more widely available e.g. to rural communities

6. Increase sector investment in our people					
Ref UK Strategy	Objective	Action	Partners	Timescale	Outcome
<b>6.1 Explore quality work experience for students, tutors and assessors</b>					
	(1) Work at a regional level to promote the take-up and provision of work experience opportunities	Explore work experience opportunities with employers	Yorkshire Play, employers, local colleges	2006/2007	More work experience opportunities provided for students, tutors and assessors
<b>6.2 Encourage employers' use of workforce development planning tools</b>					
	(1) Encourage employers to use workforce development planning tools	Promote the value and use of human resource development and encourage employers to embed training in their business plans	Yorkshire Play, employers	Ongoing	More investment in CPD and training
		Promote through employer network		Ongoing	
<b>6.3 Increase training levels in the sector</b>					
	(1) Promote workforce development	Encourage the uptake of playwork qualifications and assessed training courses	Yorkshire Play, employers	Ongoing	More qualified playworkers and playworkers qualified to a higher level
		Contribute to the launch and meeting the goals of the Sector Skills Agreement for playwork and the Sector Qualifications Strategy including liaison with QCA, LSC and awarding bodies regionally	Yorkshire Play, QCA, LSC, awarding bodies	2006/2007	Successful implementation of the SSA and SQS regionally
	(2) Improve recognition of the value of training and qualifications in the play sector	Network with established regional and local play associations and other play sector organisations to keep them up to date with education, training and qualifications	Yorkshire Play, local authorities, local and regional play councils/associations /networks, LSC	Ongoing	Enhanced awareness of playwork education, training and qualifications

6. Increase sector investment in our people					
Ref UK Strategy	Objective	Action	Partners	Timescale	Outcome
					Improved take-up by practitioners
					Increased support for CPD and training by employers
	(3) Improve the recognition of quality assured training and qualifications with employers and improve the 'learning culture' with playwork employers	Promote learning culture with employer networks	Yorkshire Play, employer network	Ongoing	Greater recognition by employers of endorsed training and qualifications including continuous professional development
<b>6.4 Understanding and utilisation of National Occupational Standards (NOS)</b>					
	(1) Raise employers' awareness of NOS	Promote the use of NOS in a way that is user friendly to encourage employers to fully integrate them into their organisation's job descriptions, to structure work experience and to strive to meet best practice.	Yorkshire Play, employers, SkillsActive national office	Ongoing	Increased understanding of the benefits of NOS
<b>6.5 Embed training in project funding contracts</b>					
	(1) Commitment to fund training included in project contracts	To negotiate a proportion of funding for training when applying for funding.	Yorkshire Play, funders	2006/2007	Increased investment in training

7. Operational or implementation					
Ref UK Strategy	Objective	Action	Partners	Timescale	Outcome
<b>7.1 Strong regional infrastructure</b>					
	(1) Strong regional infrastructure for playwork education and training centres	Secure resources to increase capacity to support regional infrastructure	Yorkshire Play, Yorkshire Culture GOYH, CPC, Play England	Ongoing	Enhanced capacity and performance of regional education and training centres in England
		Consult and increase participation in events, activities and governance of the regional centre for playwork education and training	Yorkshire Play	Ongoing	
		Engage in a funding strategy and the development of resource opportunities with employers for the sustainability of the centre	Yorkshire Play, employers' network	Ongoing	
		Maintenance and support for regional management committee and consortium, including strategic planning and SLA	Yorkshire Play	Ongoing	Effective management committee and consortium structures in place to produce strategic plan and fulfil SLA
		Work with SkillsActive colleagues regionally across our sub-sectors	Yorkshire Play	Ongoing	Joint approach to regional support established

**Glossary:**

CIS Children's Information Services

## Yorkshire and the Humber Regional Action Plan

CoVEs	Centres of Vocational Excellence
CWDC	Children's Workforce Development Council
CYPPs	Children and Young People's Plans
CYPSP	Children and Young People Strategic Partnerships
GOYH	Government Office Yorkshire and the Humber
ESRA	Extended Schools Remodelling Advisor
LSC	Learning and Skills Council
NDNA	National Day Nurseries Association
PSEFD	Playwork Sector Endorsed Foundation Degree
RDA	Regional Development Agency
RSP	Regional Strategic Partnership
TDA	Training and Development Agency for Schools
TU	Trade union

## Next Steps

We wish to ensure the right support reaches:

- Sports organisations
- Employers
- Employees
- Volunteers
- Start-ups
- Learners
- Social enterprises
- Jobseekers
- Job changers
- Young people and adults thinking of working in the sector.

So that together we raise the skills, quality and professionalism and economic performance of active leisure and learning in Yorkshire and the Humber.

If you feel your organisation has a role to play in helping us implement this new Regional Action Plan for active leisure and learning contact us now so we can meet and discuss ways of working together.

### Rob Williams

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For playwork enquiries please contact SkillsActive's national office to obtain details of your Regional Centre for Playwork Education and Training, on: 020 7632 2020

### Our partners

#### Business and employment

Commercial sector, Confederation of British Industry, Jobcentre Plus, media partners, Chambers of Commerce, the property development industry, Trade Union Congress

#### Community organisations

Black Ethnic minority Community Organisations Network (BECON), Voluntary Organisations' Network Yorkshire and the Humber (VONYH)

#### Community safety

Drug action teams, the police service, Positive Futures, the probation service, youth offending teams

#### Education

Higher and further education, independent schools, local education authorities, school sports partnerships

#### Environment

Countryside Agency, English Heritage, English Nature, Environment Agency, National Trust, Ramblers' Association

#### Local coordination

County sports partnerships, local authorities, local strategic partnerships, Sub regional Partnerships

#### Health

Health Development Agency, Yorkshire and the Humber Public Health Observatory, primary care trusts (PCTs), Regional Public Health Group, Strategic Health Authorities

#### Managing performance

Audit Commission, Commission for Health Audit and Improvement (CHAI), Office for Standards in Education (Ofsted), Quality Assurance Agency

#### Regional coordination

Activity coordination team, Association of Yorkshire and the Humber Councils, Culture Yorkshire and the Humber, Government Office for Yorkshire and the Humber (GO-YH), Yorkshire and the Humber Assembly, Yorkshire Forward, Sport England

#### Sports

County sports partnerships clubs, English Federation of Disability Sport (EFDS), national and regional governing bodies of sport, sports and leisure consultants, sportscoachUK, Sporting Equals, Women's Sports Foundation, Youth Sport Trust

#### Transport

Passenger Transport Executives, Sustrans

#### Young People

Connexions, Learning and Skills Council, Sure Start networks