

Sport and physical activity sector local skills plan

Oxfordshire: 2024–2027

CREATED BY

Sport and Physical Activity Sector
Local Skills Accountability Board –
Oxfordshire



Contents

Photo credits:

CIMSPA would like to thank Active Leaders, Activate Learning, Active Oxfordshire and Oxford City Council for their support in sourcing photographs for this skills plan.

Introduction

The Sport and Physical Activity Sector Local Skills Accountability Board – Oxfordshire

About the board

Chair: Ian Brooke, CEO, Thame and District Housing Association

Vice Chair: Emma Collins, Oxford City Council

Board member organisations

- Activate Learning
- Active Leaders
- Active Oxfordshire
- Better/GLL
- Cherwell District Council
- Courtside
- Here for Health
- Ignite Training
- Legacy Leisure
- Oxford Brookes Sport
- Oxford Brookes University
- Oxford City Council
- Oxfordshire County Council
- Oxfordshire Local Skills Improvement Plan
- OxLEP
- Serco
- Thame and District Housing Association
- Thames Valley Chamber of Commerce
- The Gym Group
- The Henley College
- The Project PT
- UK Coaching
- West Oxfordshire District Council

Funding and support

Our local skills work to engage with employability-focused organisations and build a representative sport and physical activity sector workforce is funded and supported by Sport England and the National Lottery.



Get involved

To learn more about this local skills plan or the work of your local skills accountability board please contact CIMSPA who will link you with their skills hub manager for Oxfordshire.

partners@cimspa.co.uk

[LOCAL SKILLS ACCOUNTABILITY BOARD WEBSITE PAGE](#)

Foreword

Welcome to Oxfordshire's Sport and Physical Activity Sector Local Skills Plan.

This plan is bold and ambitious, driven by the goal of creating a more connected system where sport and physical activity meaningfully address health inequalities and foster community cohesion.

This goal depends on having highly skilled professionals in place.

My three decades of experience across the public, private and voluntary sectors have led me to a firm belief that an exceptional skills and training programme for the sport and physical activity sector workforce will have the greatest impact on achieving these ambitions in Oxfordshire.

We have developed a comprehensive plan that has gained significant momentum within our local system. Our local skills accountability board comprises health clubs, leisure centres, sports coaching organisations, universities, colleges, local councils and health professionals.

Grounded in data and supported by the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA), this plan aligns with broader skills initiatives, economic strategies, sector growth plans and economic profiles – we understand our sector and its potential.

We have a unique opportunity to create sustainable change, which is rare and requires many elements to align for meaningful system improvement. Our progress is particularly valuable given the evident social and economic challenges we face.

Our board has outlined three interconnected recommendations focused on improving inclusivity, boosting wellbeing and better connecting education providers with employers in Oxfordshire.

Our efforts have already led to concrete changes; for instance, our largest college has updated its curriculum to reflect the skills required for the future workforce.

If you share the widely acknowledged belief that physical activity is essential in modern society, I encourage you to consider how you can contribute to making this plan a success. Oxfordshire is truly on the move, and if you have ideas on how your work can help, please don't hesitate to reach out – we'd love to discuss this further.

Ian Brooke, LSAB Chair

CEO of Thame and District Housing Association

Honorary Chief Cultural & Leisure Officers Association (cCLOA) Member

CIMSPA and local skills



The right training, delivered in the right place, at the right time.

Our collaborative local skills project is bringing together employers, education providers and employability-focused organisations to effectively and efficiently match supply and demand.

CIMSPA – the Chartered Institute for the Management of Sport and Physical Activity – is the chartered professional body for the sport and physical activity sector workforce.

In 2023, the Department for Culture, Media and Sport published “Get Active: A strategy for the future of sport and physical activity”. This strategy explicitly backs CIMSPA’s rollout of local-based skills and training: “We will support CIMSPA in the development of local skills improvement plans with full national coverage.”

In line with its “Uniting the Movement” strategy, Sport England has commissioned CIMSPA to help accelerate local-focused skills improvements within the sport and physical activity workforce.

CIMSPA has already deployed a complete delivery team of multiple skills hub managers working at a local level across England, Wales and Scotland.

The CIMSPA skills hub manager within Oxfordshire works with the area’s local skills accountability board and with other organisations, carrying out skills diagnostics and helping to deliver the recommendations within this local skills plan.

[LOCAL SKILLS ACCOUNTABILITY BOARD WEBSITE PAGE](#)

Vision, mission and context

Vision

Together, creating an inclusive and highly skilled sport and physical activity sector in Oxfordshire.

Mission

- To grow the attractiveness of working in the sport and physical activity sector in Oxfordshire and ensure everyone has a safe and excellent experience.
- To improve career pathways for people moving into the sector from all entry points – schools, further education, higher education, apprenticeships, vocational training pathways and career changers.

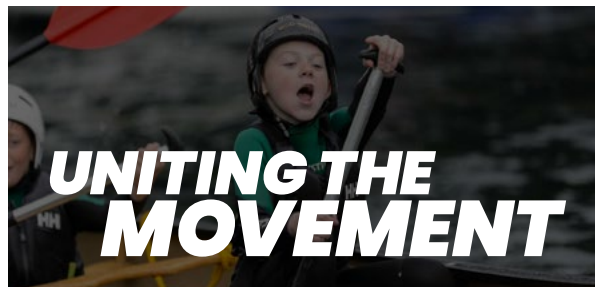


National context



DCMS strategy context

In August 2023, the Department for Culture, Media and Sport published “Get Active: A strategy for the future of sport and physical activity”. This strategy explicitly backs CIMSPA’s rollout of local-based skills and training: “We will support CIMSPA in the development of Local Skills Improvement Plans with full national coverage.”



Sport England strategy context

In 2021, Sport England launched Uniting the Movement, a 10-year strategy outlining the importance of the workforce in driving change to transform lives and communities through sport and physical activity.

Uniting the Movement strategic priorities include:

- Unleashing the power of diversity
- Ensuring people have access to help from those who relate to their experiences
- Training and qualifications fit for the future
- Better career choices
- Organisations contributing more to the social fabric of their communities

With this, the sector’s workforce must be representative of the community it serves, creating sustainable careers, placing local employer and individual need at the heart of training and development. There is a collective responsibility to ensure the sport and physical activity sector is a valued and accessible career choice with progression for individuals.



The Skills and Post-16 Education Act 2022 context

The passing into law of the Skills and Post-16 Education Act 2022 places employers at the heart of the skills system, making it easier for people to access the skills required to secure well paid jobs in industries with skills gaps.

Employers and training providers must work together to identify the skills needed locally and address the skills gaps. For further education colleges and training providers who access funding to deliver their training, it is now a legal requirement to work with employers to develop skills plans. Adult skills funding is being developed, and funding must align to the employer-identified priorities.

Local context

Oxfordshire Local Skills Improvement Plan

The Thames Valley Chamber of Commerce Local Skills Improvement Plan (LSIP) for Oxfordshire establishes an agreed set of actionable priorities that employers, education and training providers and strategic partners can get behind to drive change in the skills and recruitment provision in the region. Following extensive ongoing engagement with employers, the LSIP is truly the voice of businesses and industry across Oxfordshire.

- It places employers at the heart of local skills system.
- It facilitates direct and dynamic working arrangements between employers, education providers and other local stakeholders.
- It helps learners to gain the skills they need to secure gainful employment and improve their prospects.

Challenges in Oxfordshire identified by the plan:

- The fragmented nature of employer demand
- A tight and tightening employment market
- Inequality
- Accelerating change in technologies in core sectors

Priorities for change include:

- Partnership – creating employer-focused solutions through partnership
- Inclusivity – providing inclusive, accessible education and training
- Aspiration – promoting aspirational career routes in priority sectors
- Careers – training people for careers, not jobs

Links

[LOCAL SKILLS IMPROVEMENT PLAN PROGRESS REPORT \(2024\) ↗](#)

Themes, recommendations and stakeholders

Themes

This plan has four themes.



Recommendations

This plan has three headline recommendations:

1 Improve inclusivity

Create a workforce that is inclusive and representative of those currently facing inequality in sport and physical activity in Oxfordshire.

1

2 Connect education with employers

Establish stronger working relationships between education providers and employers to better meet local sector needs and fill skills gaps.

2

3 Boost wellbeing

Support the improvement of the physical and mental health and wellbeing of the people of Oxfordshire through sport and physical activity.

3

Partners and wider skills alignment

Partners and stakeholders

CIMSPA and the local skills accountability board will work collaboratively with a range of partners and stakeholders to deliver on the actions that underpin this plan's recommendations.

These include:

Education and training providers

Those delivering accredited training – both sector/occupation-specific training and training around basic skills, knowledge and behaviours – for example, further education colleges and higher education institutes.

Skills and sector partners

Those with knowledge and understanding of the sport and physical activity sector, with expertise to support both employers and training providers, for example, Active Partnerships, national governing bodies of sport and other system partners.

Employers and deployers

For example, leisure providers, coaching companies and gym owners.

Recommendations, actions and milestones

RECOMMENDATION 1

Improve inclusivity: Create a workforce that is inclusive and representative of those currently facing inequality in sport and physical activity in Oxfordshire.

Theme(s)	No.	2024–2027 actions	What does success look like?	How will it be measured?*
SUPPORT	1a	Understand and monitor the current and ongoing diversity of the workforce	<ul style="list-style-type: none"> ▶ Key challenges specific to Oxfordshire highlighted ▶ Diversity metrics compared against industry standards ▶ Channels for employers to share best practices and evaluate where their organisation stands relative to peers 	<ul style="list-style-type: none"> ▶ CIMSPA Workforce Insight Report (2023) ▶ Qualitative data (case studies and feedback) ▶ Local documentation and reporting
RECRUIT TRAIN	1b	Provide placement opportunities for those who may otherwise be locked out of accessing sector work	<ul style="list-style-type: none"> ▶ Strong collaboration between education/training providers, employers and community organisations ▶ Programmes to educate employers about diversity issues, unconscious bias and inclusive practices ▶ Increased opportunities for individuals from underrepresented groups to secure employment through placement programmes 	<ul style="list-style-type: none"> ▶ Local workforce skills diagnostic data ▶ Qualitative data (case studies and feedback)
RECRUIT RETAIN	1c	Commit to transforming recruitment practices across sector employers to reduce barriers	<ul style="list-style-type: none"> ▶ Recruiting managers receive unconscious bias training ▶ Employers emphasise recruiting for personal characteristics over skills where possible ▶ Barriers to entry minimised in sector recruitment practices, for example, qualifications and experience are not over-specified in job specifications ▶ Clearly defined role requirements ▶ Salary transparency ▶ Proactive job advertising in places which are less traditional in order to reach a broader range of people ▶ Adoption of anonymised recruitment processes ▶ Candidates have the option to bring notes to interviews and the freedom to conduct online interviews as they choose 	<ul style="list-style-type: none"> ▶ Local employer survey data reporting their engagement in recruitment best practices ▶ Employee recruitment process experience survey data from local employers ▶ Qualitative data (case studies and feedback) ▶ Local documentation and reporting

*See glossary below for more information on specific terms.

RECOMMENDATIONS, ACTIONS AND MILESTONES

RECOMMENDATION 2

Connect education with employers: Establish stronger working relationships between education providers and employers to better meet local sector needs and gaps.

Theme(s)	No.	2024–2027 actions	What does success look like?	How will it be measured?*
RECRUIT SUPPORT TRAIN	2a	Adopt a data-driven approach to better understand the sector's needs in terms of training and occupations	<ul style="list-style-type: none"> Detailed insight about the specific occupations that are in demand and the types of training needed to meet those demands Training programmes aligned with employer needs Improved workforce readiness 	<ul style="list-style-type: none"> Local workforce skills diagnostic data Job market data analysis – CIMSPA Data Lens
RECRUIT SUPPORT TRAIN	2b	Connect education providers and employers in Oxfordshire with each other and CIMSPA to explore shaping curriculums to align with local sector and employer needs	<ul style="list-style-type: none"> Strong partnerships between education/training providers and employers Sector-relevant certifications integrated into curriculums Increased employability and a higher employment rate 	<ul style="list-style-type: none"> Local workforce skills diagnostic data Education/training provider data Local documentation and reporting
RECRUIT SUPPORT TRAIN RETAIN	2c	Establish a strong framework for creating, implementing and reviewing work placements involving both education and training providers and employers	<ul style="list-style-type: none"> Channels where partners connect and share best practice Strong partnerships between education/training providers and employers An efficient process for creating, implementing and evaluating work placements Improved workforce readiness 	<ul style="list-style-type: none"> Local workforce skills diagnostic data Local documentation and reporting

*See glossary below for more information on specific terms.

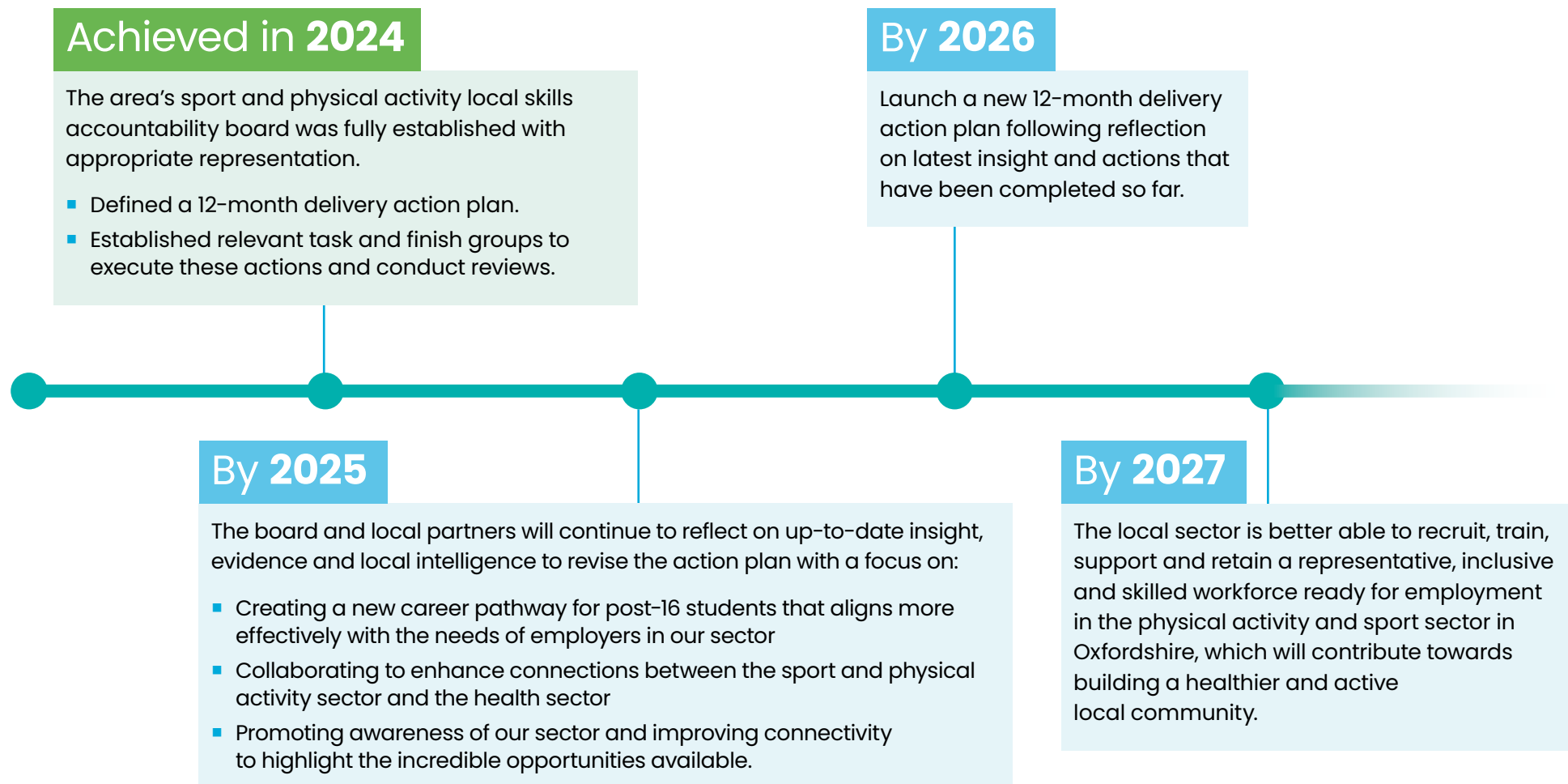
RECOMMENDATION 3

Boost wellbeing: Support the improvement of the physical and mental health and wellbeing of the people of Oxfordshire through sport and physical activity.

Theme(s)	No.	2024–2027 actions	What does success look like?	How will it be measured?*
SUPPORT TRAIN	3a	Establish better working relationships between the health sector and the sport and physical activity sector	<ul style="list-style-type: none"> ▶ More sport and physical activity professionals with condition-specific qualifications ▶ Improved knowledge and confidence among healthcare professionals in promoting physical activity and working with the sport and physical activity workforce ▶ More patients referred into physical activity initiatives, e.g. Move Together and Stay Strong and Steady, as well as exercise referral programmes ▶ Patient experiences of physical activity programmes improved 	<ul style="list-style-type: none"> ▶ Number of sport and physical activity professionals trained in condition-specific skills ▶ Number of healthcare professionals with Physical Activity Clinical Champions (PACC) training ▶ Number of new sector collaboration programmes/initiatives ▶ Move Together** net promoter score ▶ Case studies gathered through Move Together ▶ Local documentation and reporting
RECRUIT SUPPORT TRAIN	3b	Enhance access to Basic Health MOTs* throughout Oxfordshire.	<ul style="list-style-type: none"> ▶ Comprehensive understanding of the current health-check landscape and where there are gaps in provision ▶ Widely available materials and resources that support training in and delivery of Basic Health MOTs ▶ Trained sport and physical activity professionals conducting Basic Health MOTs ▶ Ongoing Basic Health MOT training opportunities available ▶ Increased community awareness of and participation in Basic Health MOTs 	<ul style="list-style-type: none"> ▶ Number of Basic Health MOT training opportunities ▶ Number of sport and physical activity professionals conducting Basic Health MOTs ▶ Number of individuals who have received a Basic Health MOT ▶ Local documentation and reporting ▶ Qualitative data (case studies and feedback)
RECRUIT RETAIN	3c	Promote workplace wellbeing across our sector to help raise the profile locally	<ul style="list-style-type: none"> ▶ Wellbeing training needs are understood ▶ Employers are equipped with the tools and resources to adopt workplace wellbeing best practice ▶ Greater recognition and sharing of workplace wellbeing best practice and initiatives among local businesses and organisations ▶ A rise in the number of organisations actively implementing and promoting wellbeing programmes and policies ▶ Improved employee morale and satisfaction, resulting in a more supportive and productive workforce with reduced absenteeism and increased staff retention 	<ul style="list-style-type: none"> ▶ Retention rate data ▶ Local employer survey data reporting their engagement in wellbeing issues ▶ Employee wellbeing survey data from local employers

*See glossary below for more information on specific terms. ** See “wider alignment with local skills work” section below for more information on the Move Together initiative.

Milestones



CASE STUDY

Activate Learning

In Oxfordshire, CIMSPA has engaged with sector employers via its local workforce skills diagnostic survey to identify the skills gaps within their current workforces and understand what they need from a future workforce. This data has then been harnessed to assess the local education provision, with a particular focus on further education, reviewing how training available in the region can better align with employer needs.

As a result, CIMSPA worked with Oxfordshire education group Activate Learning to create a bespoke curriculum for two CIMSPA Practitioner Professional Qualifications, establishing sector-relevant further education courses in sport and physical activity focusing on:

- Health and fitness
- Sports coaching

The study programmes take a modular approach, providing learners with an understanding of the sport and physical activity sector, food hygiene, first aid and health and safety, as well as technical skills specific to their chosen pathway.

After completing either of the one-year courses, students are able to progress to level 3 sector qualifications or gain employment using their work-ready skillset.

- By creating the connection between local employers and education providers, CIMSPA has opened a dialogue that will ensure that training opportunities and work placements for students are relevant and of a high quality.
- In turn, this will create a future workforce that is equipped with the necessary skills to gain employment in Oxfordshire and fill skills gaps for local employers.

“We are incredibly excited to be able to offer this curriculum to the students of Oxfordshire. This is a fantastic time to develop skills in wellbeing, physical training and living a healthy lifestyle, and we believe this collaborative curriculum will help fill the identified skills shortage in the sector.”

Josh Thorne, Faculty Director
Activate Learning

CIMSPA Practitioner Professional Qualifications

Health and fitness

- NCFE Level 2 Certificate in Gym Instructing
- National Pool Lifeguard Qualification (RLSS UK NPLQ)*
- Recreation Assistant (content mapped to CIMSPA professional standard)
- GCSE English (if Grade 3 not already achieved)
- GCSE Maths (if Grade 3 not already achieved)
- Industry placement (35–70 days)
- Understanding fitness
- Food hygiene
- Health and safety
- First aid

*Delivered by selected work placement employers

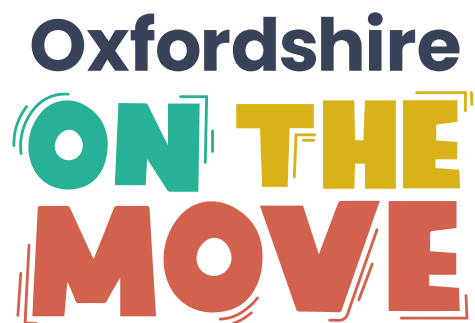
Sports coaching

- 1st4sport Level 2 Certificate in Coaching Multi-Skills Development in Sport
- Coach Assistant (content mapped to CIMSPA professional standard)
- GCSE English (if Grade 3 not already achieved)
- GCSE Maths (if Grade 3 not already achieved)
- Industry placement (35–70 days)
- Personal development
- Team sports
- Food hygiene
- Health and safety
- First aid



Wider alignment with local skills work

Active Oxfordshire – Oxfordshire on the Move social movement



Oxfordshire on the Move is a social movement bringing together residents, communities, organisations, businesses and schools.

Together, they are working towards four collective ambitions which will help the people in greatest need to transform their health and wellbeing through physical activity.

In Oxfordshire

- Only half of children are achieving recommended activity levels.
- While in the most affluent areas 80% of children can swim by the time they leave primary school, this falls to less than 10% in the most deprived areas.
- In Oxfordshire, there are 121,000 people aged over 65, with 17,000 aged over 85.
- 20,000 older people in Oxfordshire experience loneliness, with 3,500 older people often or always lonely.
- 137,000 people of all ages live with two or more long-term conditions.
- Over 3,000 older people in Oxfordshire are hospitalised due to falls each year.

“In Oxfordshire, there is intent and commitment to reduce health inequalities and unlock the full potential of physical activity to support this. We cannot reduce inequalities without a collective effort, and that’s why it’s so inspiring to see over 100 organisations from 12 different sectors unite as part of Oxfordshire on the Move.”

Josh Lenthall, CEO, Active Oxfordshire.

Workforce context

Each of the ambitions can only succeed with a vibrant, diverse workforce in the county, where people in priority neighbourhoods feel a connection and rapport with those working in the sector.

Oxfordshire on the Move’s ambitions have identified key priorities to work on together, and for the long-term health condition ambition in particular, the organisation has decided that they “need additional workforce for physical activity by recruiting volunteers and buddies, while also increasing physical activity training for those working with inactive people”.

This provides a clear opportunity to align with the purpose and actions of the Oxfordshire Local Skills Accountability Board and CIMSPA.

Ambition

1 We want every child facing barriers to activity to learn to swim, ride a bike safely, and have 60 active minutes every day.



Ambition

2 We want older people and those with long-term health conditions to live well by moving more.



Ambition

3 We want to increase activity levels in priority neighbourhoods to level the playing field and help create healthy places to live.



Ambition

4 We want everyone to recognise the critical importance of being active for their mental health and wellbeing.



Oxfordshire health and wellbeing strategy

This strategy is Oxfordshire’s primary initiative for health and wellbeing.

It sets out a strong, unified vision to improve health and wellbeing for local people between 2024 and 2030, defining the county’s principles and priorities.

The strategy was created on the basis of the challenges highlighted during a public consultation process by local residents and a diverse range of organisations. It addresses health and wellbeing in a broad sense, with its mission extending from stable employment to warm homes and connecting communities:

“All of Oxfordshire’s people should have a good basic standard of living and financial wellbeing. Our local economy should be inclusive, equitable and fair, and everyone should be able to contribute through life-long learning and good quality and stable work.”

The health and wellbeing strategy acknowledges how sport and physical activity helps to alleviate many of these issues, and places a clear emphasis on how the workforce and its development can make a positive impact on the challenges faced in the county:

“We want to develop a cross-sector workforce that is healthy and well, feels valued and respected at work, reflects our communities and is empowered to make a difference.”

In order to make progress, the strategy sets out overall ambitions as well as achievable immediate actions across a range of key areas of focus. With the majority of its scope ahead of us, the strategy continues to work towards its ambitions. Its progress is being monitored through key performance indicators and an outcomes framework.

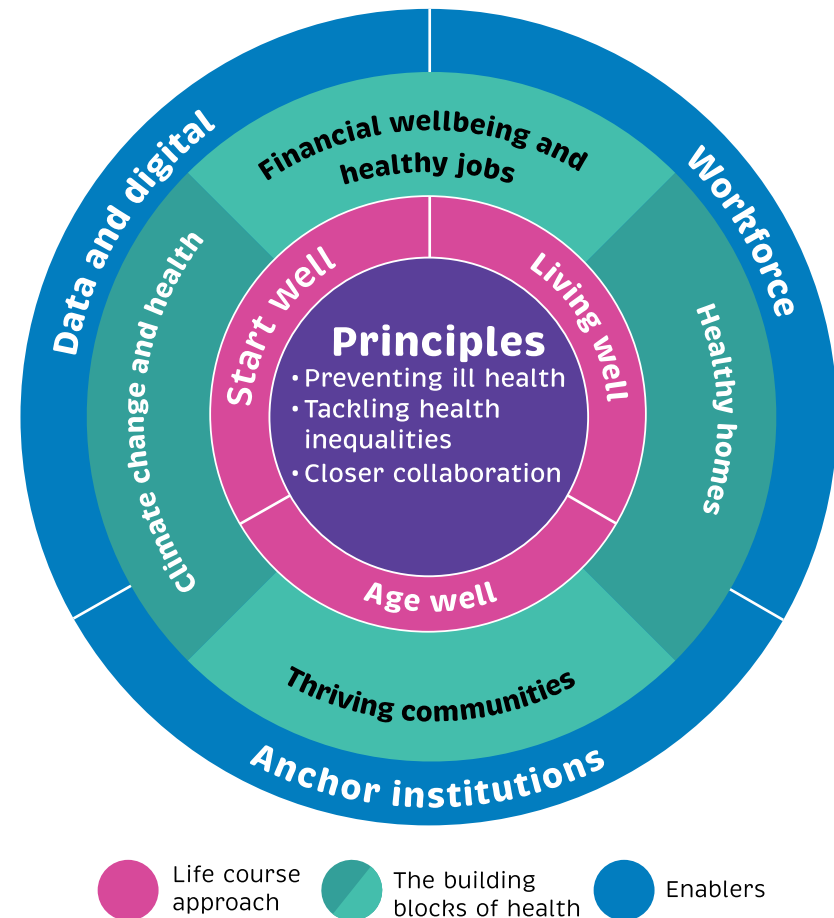


Diagram: summary of Oxfordshire health and wellbeing strategy

[OXFORDSHIRE HEALTH AND WELLBEING STRATEGY](#)

Move Together pathway

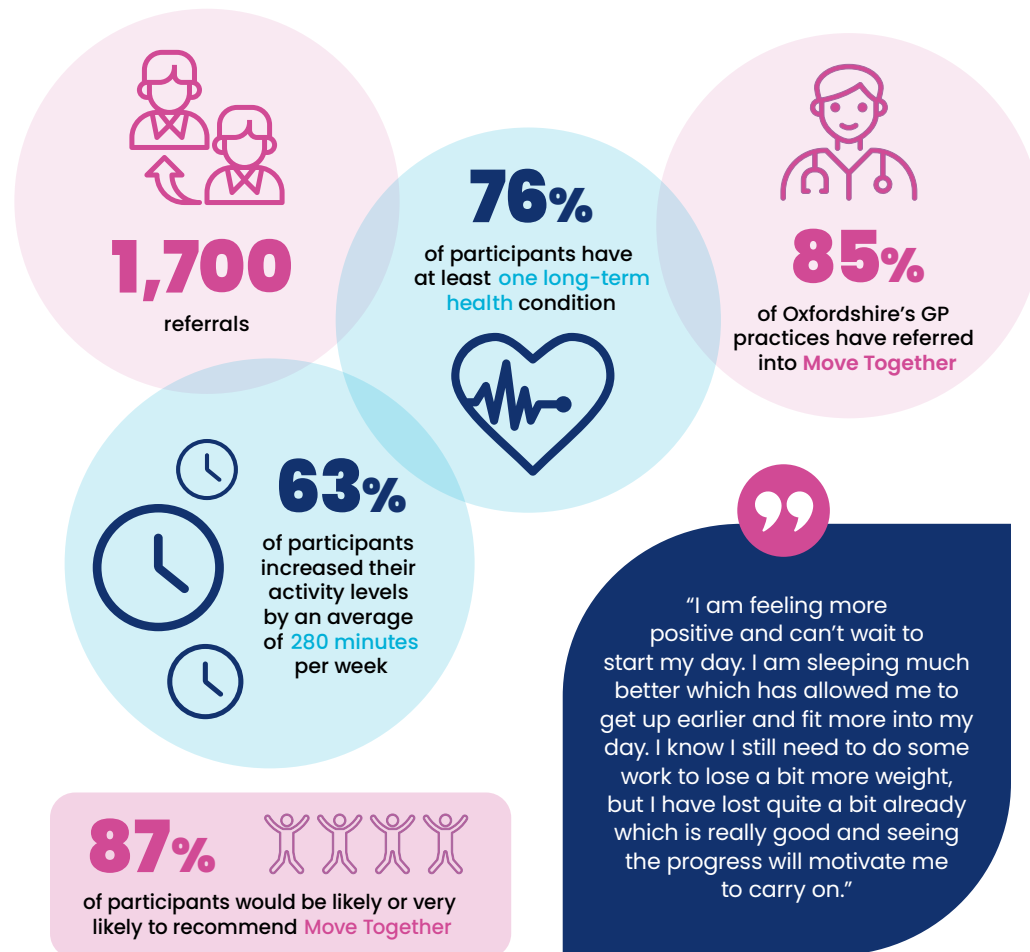
MOVE Together

Move Together is a county-wide pathway into physical activity.

It is designed to provide support, advice and guidance to people living with long-term health conditions, helping them to move more and improve their physical and mental health and wellbeing. Move Together supports over 2,000 residents each year across Oxfordshire.

Move Together is funded by the BOB* Integrated Care Board and Oxfordshire County Council Public Health and is co-ordinated by Active Oxfordshire in partnership with district councils.

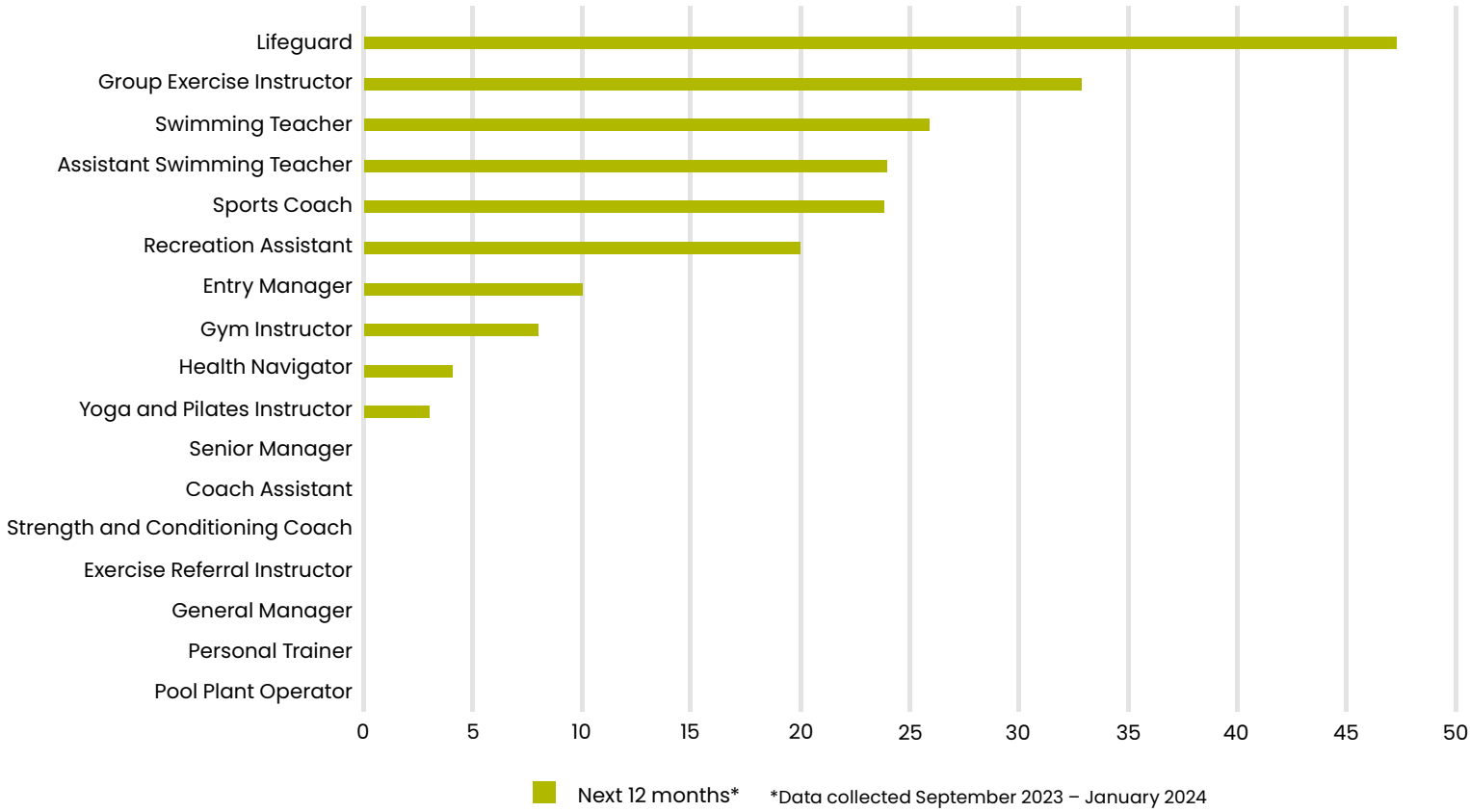
*Buckinghamshire, Oxfordshire and Berkshire West



Data and insight that have informed this work

Insight snapshots

Future workforce requirements (by job role)



Source: CIMSPA local workforce skills diagnostic data collected with 30 responses, September 2023 – January 2024.

Recruitment

The most in-demand sector occupation in Oxfordshire is lifeguard, with 47 needed in the next 12 months.¹ This correlates with the national picture, which records over 1,400 lifeguards needed over the same period.⁴

- Other highly in-demand occupations include group exercise instructor, swimming teacher, sports coach and assistant swimming teacher.¹
- Over the past 12 months, 249 employers in the sport and physical activity sector in Oxfordshire have been competing for the same pool of talent.²
- The top five specialised skills desired by Oxfordshire employers were working with children, lifeguarding, sport coaching, management training and development, and mental health awareness.²
- The top five common skills desired by Oxfordshire employers were communication, coaching, customer service, management and teaching.²

Work placements

- 79% of employers expressed a willingness to offer work placements to 16–24-year-olds and all were happy to be put in contact with their local education partners.¹
- The option of offering longer-term work placements of one or two days a week over several weeks rather than one or two weeks of full-time work received the highest level of support.¹

Training

- 79% of employers currently have a training budget.¹
- 61% of employers said that they offer regular monthly training to their staff. However, 59% said there are barriers preventing them from offering more training.¹
- The most common barrier recorded was being unable to release staff from duties, followed by being unable to find appropriate or relevant training, being unable to identify skills needed and training being too expensive.¹

Retention

- The primary barrier to staff retention in Oxfordshire was identified as pay¹, which is compounded by broader challenges in the county including a competitive job market, an ageing workforce and regional inequalities.³
- Other retention barriers mentioned were the cost of living, expectations of the role and hours available.¹

Demographics

[Sport and physical activity sector national workforce data](#)⁵

Key insights

The CIMSPA 2023 Workforce Insights Report highlights how sport and physical activity core occupations tend to be less diverse than the UK-wide workforce.

Age: On average, workers in sport and physical activity occupations are young, with 30% of jobs held by those between 16–24 years of age. This is three times the average of all occupations.

Gender: The share of male workers in sector occupations overall is 56%, down from 62% in the previous Workforce Insights Report (2020). This is despite women accounting for a larger share of part-time workers in the overall economy.

Disability: Fewer workers within the sport and physical activity workforce report having a disability (13%), compared to the average of all occupations (16%).

Socio-economic group: Compared to the wider workforce, the sport and physical activity workforce has a higher proportion of workers in lower socio-economic groups, driven by higher shares of students and semi-routine occupations (28% vs 23% workforce-wide). Sector occupations also have a higher proportion of small employers and own-account workers (23% vs 9% workforce-wide) consistent with the importance of freelancers to the sector.

Ethnicity: On average, the sport and physical activity workforce is less diverse than the UK as a whole, with more than 87% of sector professionals being of White British ethnicity compared to 79% elsewhere.

Insight sources

1. [OXFORDSHIRE SKILLS DIAGNOSTIC DATA 2023](#) ↗

2. [OXFORDSHIRE REGIONAL DATA PACK 2024](#) ↗

3. [OXFORDSHIRE LSIP REPORT 2023](#) ↗

4. [NATIONAL SKILLS DIAGNOSTIC DATA 2024](#) ↗

5. [CIMSPA WORKFORCE INSIGHT REPORTS – 2023 AND 2020](#) ↗

Appendix – Oxfordshire Regional Data Pack 2024

CIMSPA regional data packs collate and analyse insight specific to each UK region, providing in-depth, baseline knowledge across the sector, informing stakeholders of the businesses that are operating, the economic health of the sector and recruitment.

[OXFORDSHIRE REGIONAL DATA PACK 2024](#) ↗

The scope of the sport and physical activity sector

Sector and industries definitions

The sport and physical activity sector:

“Everyone working in the sport and physical activity workforce in the industries and occupations detailed below and overleaf.”

Sector industries

Industry definitions from CIMSPA for the purpose of this strategy are shown in the table (right).

Paid/voluntary workforce

This sport and physical activity sector local skills plan aims to be broad enough in its outcomes to not need to be separated by employment/deployment status.

Industry	Definition
Exercise and fitness	Services, activities and venues that predominantly improve participant physical fitness.
Community sport	Sport/skill-based services, activities and venues that increase participation and develop skill, sometimes targeting under-represented groups and inequalities.
Leisure operations	Services, activities and venues that predominantly improve participation in physical activity.
Health and wellbeing	Holistic services and activities that promote improvements across all aspects of health, sometimes involving health care and other non-sector professionals.
Adventure sport	Activities, services and venues both indoor and outdoor improving participation in sport perceived as having a high level of risk.
Performance sport	Competitive sport and activities including those in which athletes receive payment for their performance; professional, semi-professional and grass-roots sport.

Occupations

Introduction

“Occupations” are a standardised set of job roles that cover the whole of the sport and physical activity sector. For example, what some operators might call a “leisure attendant” is considered to be part of the “recreation assistant” occupation.

Definitions

- Frontline – occupations in sport and physical activity directly servicing the needs of the participant.
- Support chain – occupations in sport and physical activity servicing the needs of the front line and/or the facilities.
- Extended workforce – enablers and influencers of sport and physical activity who are not part of the sector workforce.

Frontline occupations

Sector workforce

Occupations aligned with CIMSPA professional standards

Gym Instructor, core group exercise instructor, coach, coaching assistant, personal trainer, strength and conditioning trainer, pilates based matwork instructor, yoga instructor, aspiring manager, entry manager, health navigator, swimming teacher, lifeguard, recreation assistant, assistant swimming teacher, sports therapist*, nutritionist*, sport nutritionist*, physiotherapist*.

*Occupations supported directly by other professional bodies

Broader workforce

Receptionist, bar staff, kitchen and catering assistant, waiting staff, cleaning assistant, domestic assistant, sales and retail assistant, chef.

Support chain occupations

Sector workforce

Occupations aligned with CIMSPA professional standards

Entry manager, general manager, senior manager, tutor, assessor, coach developer, health navigator, pool plant operative.

Broader workforce

Sport development officer, researcher, teacher, administrative occupations, finance occupations, health and safety, quality manager, environmental manager, auditor, sports media and reporters, general assistant, maintenance operative (examples).

Extended workforce

Enablers

Enablers of sport and physical activity who don't necessarily hold a CIMSPA-recognised professional qualification

Primary school teachers, teaching assistants, PE teachers, childcare workers, carers, sport event staff/volunteers, activity group leaders (eg scouts, guides, etc), officiating.

Influencers

Influencers of sport and physical activity who don't necessarily hold a sector-specific professional qualification

Parents, sport role models, sport and fitness models, sport and fitness social media influencers.

Glossary

Basic Health MOT

A Basic Health MOT is a health check-up, based on the [NHS Health Check](#), designed by the Oxfordshire Local Skills Accountability Board. It measures height, weight and blood pressure, aiming to offer advice on BMI and identify signs of hypertension.

Adults aged 30 and above are eligible for the Basic Health MOT, as opposed to those aged 40 and above for the NHS Health Check. The aim of this is to identify issues at an earlier age, particularly in priority areas facing greater health inequalities.

The Basic Health MOT does not need to be carried out by a clinician, meaning that sport and physical activity professionals can be trained to offer these health check-ups in a community setting.

CIMSPA Data Lens

The CIMSPA Data Lens is a real-time intelligence dashboard for the UK's sport and physical activity sector.

The Data Lens system uses web-scraping APIs to open access data and machine learning, all segmented through real-world definitions specific to the sport and physical activity sector.

It can be interrogated specifically in niche areas such as exercise and fitness or community sport, or even specific geographies at a county or town level.

[ABOUT DATA LENS ↗](#)

Local documentation and reporting

Throughout the lifespan of this local skills plan, CIMSPA and the local skills accountability board will look to incorporate any new sector-specific data created by local stakeholders that helps us understand the impact of our actions.

For example – employability and skills reports, survey results and impact reports.

Local skills accountability board (LSAB)

A group of local education and training, skills/employability, health and employer stakeholders across a region and within the sport and physical activity sector.

LSABs are co-ordinated and managed by CIMSPA, enabled by Sport England and National Lottery funding. An LSAB is collectively responsible for the creation, implementation and renewal of a sport and physical activity sector local skills plan.

Local skills improvement plan

Local skills improvement plans (LSIPs) provide an agreed set of actionable priorities that employers, providers and other stakeholders in a local area can get behind to drive change. They are created by employer representative bodies appointed by the UK government.

This document is NOT an LSIP.

Glossary

Local workforce skills diagnostic data

CIMSPA has a team of local skills hub managers working across England, Scotland and Wales.

These skills hub managers are engaged in collecting workforce skills intelligence directly from employers in their local area through a detailed and standardised workforce skills diagnostic survey.

This data can then be segmented at the level of the local skills accountability board for use in better understanding local workforce needs and in monitoring the success of workforce improvement initiatives.

Net promoter score (NPS)

A market research metric that is based on a single survey question asking respondents to rate the likelihood that they would recommend a company, product or service to a friend or colleague.

The Oxfordshire Move Together initiative's net promoter score is a valuable measure of how the public is engaging with our work to encourage better collaboration between the physical activity and health sectors.

Physical Activity Clinical Champions (PACC)

Physical Activity Clinical Champions (or PACC for short) is an evidence-based, physical activity training programme for healthcare professionals. The peer-to-peer training increases healthcare professionals' knowledge and skills so that they can incorporate physical activity into their care offering.

Qualitative data

Qualitative data is non-numeric, descriptive information that gathers experiences and perceptions. It includes case studies, feedback via surveys and forms, and interviews.

Sport and physical activity sector local skills plan

This document is a sport and physical activity sector local skills plan. It is a local skills plan specific to the sport and physical activity sector in a specific region.

The plan has been created by the local skills accountability board (see above), coordinated and managed by CIMSPA.

The Sport and Physical Activity Sector Local Skills Accountability Board – Oxfordshire



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