

Sport and physical activity sector local skills plan

Sheffield: 2026-2029

CREATED BY

Sport and Physical Activity Sector
Local Skills Accountability Board –
Sheffield



Contents

Photo credits:

CIMSPA would like to thank Links School Sport Partnership and Sheffield United Community Foundation for their support in sourcing photographs for this skills plan.

Introduction

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

About the board

Chair: Chris Bailey, Chief Executive Officer – Sheffield Community Foundation

Board member organisations

- Arches School Sport Partnership
- Everyone Active
- Forge School Sport Partnership
- Links School Sport Partnership
- National Centre for Sport and Exercise Medicine Sheffield
- Places Leisure
- Sheffield Chamber of Commerce and Industry
- Sheffield City Council
- The Sheffield College
- Sheffield Hallam University
- Sheffield United Community Foundation
- Sheffield Wednesday Community Programme
- StreetGames
- The University of Sheffield
- Yorkshire Sport Foundation
- Zest

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 workforce development manager for Sheffield.

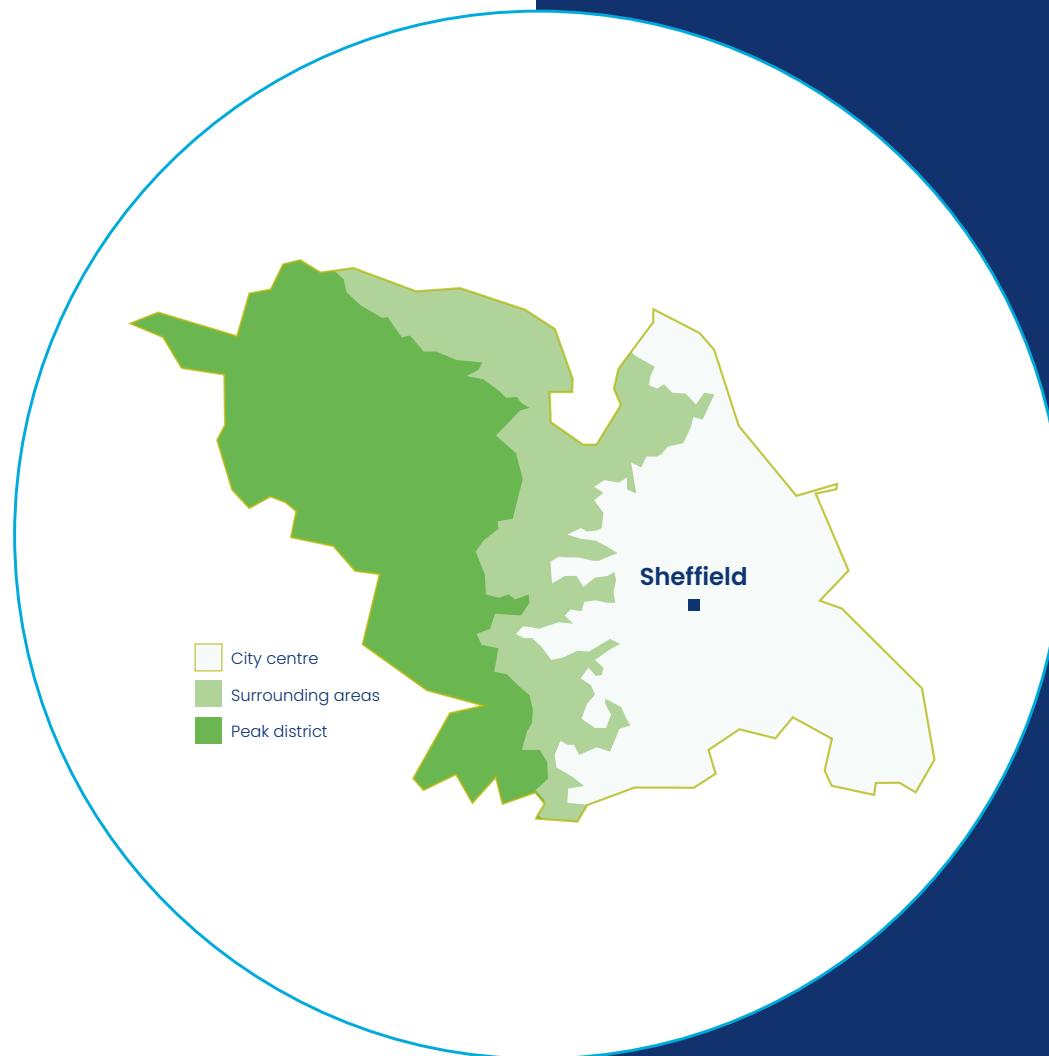
partners@cimspa.co.uk

LOCAL SKILLS ACCOUNTABILITY BOARD
[WEBSITE PAGE](#)

Sheffield – geographical area

The metropolitan borough of the City of Sheffield sits within South Yorkshire alongside Barnsley and Rotherham.

Although geographically, a major portion of the region covers part of the rural Peak District National Park, the vast majority of Sheffield's residents and facilities are concentrated in its urban city hub.



Foreword

'By Sheffield, for Sheffield'

It is a privilege to introduce Sheffield's local skills plan for sport and physical activity, written by Sheffield, for Sheffield. This document sets out a comprehensive framework to enhance our community's health, wellbeing and economic potential through targeted workforce development and collaboration.

Sheffield has long been a city of innovation and resilience, underpinned by a rich sporting heritage. The significance of sport and physical activity extends well beyond recreation: it forms a vital part of our social and economic fabric. According to Sport England, every £1 invested in community sport generates over £4 in economic and social value, contributing to public health savings, greater social cohesion and significant employment opportunities. Locally, Sheffield's sport and physical activity sector plays a crucial role in promoting wellbeing and driving economic growth.

However, for Sheffield to fully realise these benefits, we must address the urgent needs of our sector's workforce. The plan highlights key priorities, including a diverse workforce that reflects the community, developing resilient infrastructure and identifying skills gaps to meet future demands.

The Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) and Sport England's local skills accountability boards (LSABs) have played an essential role in shaping this plan. Together, these structures ensure that Sheffield's workforce is equipped with the expertise needed to deliver inclusive, high-quality services. By working collaboratively with employers, education institutions and sector partners, we are committed to building a pipeline of skilled professionals who can inspire greater participation in physical activity across all demographics.

This sector skills plan represents a bold step towards a healthier, more active and thriving Sheffield. It is more than a roadmap: it is a call to action for employers, educators and community leaders to unite and make a lasting difference. Through this collective commitment, we aim to enrich lives, tackle inequalities and unlock the full potential of sport and physical activity for everyone in Sheffield.

Let us seize this opportunity to make Sheffield a beacon of health, inclusion and prosperity.

Chris Bailey – CEO, Sheffield United Community Foundation

Chair, Sheffield Local Skills Accountability Board (Sport and Physical Activity)

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 workforce development managers working at a local level across England, Wales and Scotland.

The CIMSPA workforce development manager within Sheffield 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 and context

Vision

To recruit, support and retain a skilled, diverse and resilient workforce that inspires lifelong participation in sport and physical activity and contributes to Sheffield's health, wellbeing and economic growth.

We strive to create a workforce that is inclusive, skilled and supported by offering opportunities for people from all backgrounds to grow and develop in the sport and physical activity sector. Through accessible education, training and meaningful work placements, we aim to help individuals build confidence, gain experience and find rewarding careers.



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.



VISION AND CONTEXT

Local context

South Yorkshire Local Skills Improvement Plan 2023–2026

Encompassing three chambers of commerce, including Sheffield, the South Yorkshire Local Skills Improvement Plan was one of the trailblazers for regional skills programming.

Building on learning from its previous People and Skills Manifesto, the plan focuses on digital skills as a priority for the region.

Sheffield's Local Skills Improvement Plan (LSIP), established to align workforce development with local employer needs, provides an essential foundation for this sector skills plan. The LSIP prioritises connecting training providers, employers and community organisations to identify and address skills shortages. This skills plan builds on those efforts, targeting specific gaps in the sport and physical activity workforce, such as diversity, inclusivity and sector-specific competencies.

While sport and physical activity have not been specifically incorporated within the South Yorkshire LSIP, there is a focus on current and future skills requirements and priorities over the coming years, ensuring that technical education aligns with employer needs. The Chamber of Commerce interest in understanding the sector provides an opportunity to align with the LSIP more closely as it evolves.

[LOCAL SKILLS IMPROVEMENT PLAN ↗](#)

Themes, recommendations, partners and stakeholders

Themes

This plan has four themes.

1 Recruitment

Ensuring supply meets demand by attracting the best talent to work in the sport and physical activity sector.

2 Training and professional development

Enhancing the training offered locally and ensuring that the funding which supports it can:

- ▶ Meet the demand and needs of employers
- ▶ Produce work-ready people
- ▶ Add complementary skills to enable people to achieve their career or business goals

3 Support

Ensuring the right support is available for the local sport and activity workforce and their employers to enable the outcomes of this skills plan to be achieved.

4 Retention

Working to retain talent within the sector and upskilling our workforce with the skills required to flourish.

Recommendations

This plan has three headline recommendations:

Embed a diverse workforce

Support employers to embed a more diverse workforce that reflects Sheffield's communities.

1

Highlight and support career pathways

Highlight and support routes for entering and developing within career pathways in the sector through collaboration between education and employers.

2

Build career readiness with work placements

Build a connected work placement framework linking young people in education and training to local employers for career readiness.

3

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, 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

Embed a diverse workforce: Support employers to embed a more diverse workforce that reflects Sheffield's communities

Theme(s)	No.	2026–2029 actions	What does success look like?	How will it be measured?*
RECRUIT	1a	Increase awareness of and interest in careers in the sport and physical activity sector among people from diverse backgrounds.	<ul style="list-style-type: none">▶ Insight from local communities on barriers and perceptions of sector careers is gathered and analysed▶ Local insight is used by employers to understand underrepresented groups to target for engagement▶ Case studies are used to demonstrate diverse opportunities in the sector▶ Increased number of applications, interviews and people recruited from underrepresented groups	<ul style="list-style-type: none">▶ Local workforce skills diagnostic data▶ Sheffield Hallam workforce pledge pilot data▶ Local documentation and reporting
RECRUIT SUPPORT	1b	Equip employers with resources that support them to recruit and retain a diverse workforce, ensuring careers in the sectors are accessible to all.	<ul style="list-style-type: none">▶ The support employers need to employ a more inclusive workforce is identified▶ Good practice guidance is created through the workforce pledge pilot and distributed to employers▶ Employers better understand the benefits of a diverse workforce▶ Employers use diverse recruitment resources to establish a representative workforce	<ul style="list-style-type: none">▶ Annual demographic data from pilot employers▶ Local workforce skills diagnostic data (increased diversity of workforce)▶ Workforce pledge pilot reporting
SUPPORT TRAIN	1c	Connect partners within the sport and physical activity sector to enable career opportunities for underrepresented groups.	<ul style="list-style-type: none">▶ Opportunities for sharing available sector qualifications and training with target groups through existing networks are identified▶ Opportunities to bridge the gap between employers and local communities are created▶ Sport and physical activity stakeholders engage with and integrate into career and support services▶ Mentorship initiatives are promoted across Sheffield, ensuring best practice is shared and scaled▶ More individuals from underrepresented groups starting careers in the sector	<ul style="list-style-type: none">▶ Education provider diversity data for sport and physical activity courses▶ Local workforce skills diagnostic data (increased diversity of workforce)▶ Qualitative data (feedback from career and support services)▶ Number of mentees

*See glossary below for more information on specific terms.

RECOMMENDATION 2

Highlight and support career pathways: Highlight and support routes for entering and developing within career pathways in the sector through collaboration between education and employers

Theme(s)	No.	2026–2029 actions	What does success look like?	How will it be measured?*
RECRUIT SUPPORT	2a	Collaborate with employers and educators to create a campaign that promotes careers in sport and physical activity, inspiring individuals and guiding them toward employment in the sector.	<ul style="list-style-type: none"> ▶ More people are aware of career opportunities in the sector ▶ Increased enrolments on sport and physical activity courses across all education providers ▶ Increased number of applicants to roles within the sector in Sheffield 	<ul style="list-style-type: none"> ▶ CIMSPA Careers Hub data ▶ FE and HE enrolment and course destination data ▶ Local skills diagnostic data ▶ Local documentation and reporting
RECRUIT TRAIN	2b	Connect education providers with local employers to align curriculum offers with employer needs.	<ul style="list-style-type: none"> ▶ Education providers feel supported by employers in curriculum design ▶ Locally available training and qualifications are linked to sustainable career pathways ▶ More individuals are able to start careers in the sector ▶ People entering the workforce are equipped with the skills in demand by local employers 	<ul style="list-style-type: none"> ▶ Local workforce skills diagnostic data (reduction in skills in demand) ▶ Qualitative data ▶ Local documentation and reporting
SUPPORT RETAIN	2c	Deliver a training programme that upskills employees to become effective mentors for specific job roles within their organisation.	<ul style="list-style-type: none"> ▶ Organisations across Sheffield understand their capacity to deliver mentorship programmes ▶ Options for and challenges of ensuring a standardised and quality-assured mentorship programme are explored and understood ▶ Increased number of current employees across the sector trained as mentors ▶ Current workforce is retained due to career support from mentors 	<ul style="list-style-type: none"> ▶ Local documentation and reporting ▶ Number of organisations engaged with the programme ▶ Number of individuals trained as mentors ▶ Qualitative data

*See glossary below for more information on specific terms.

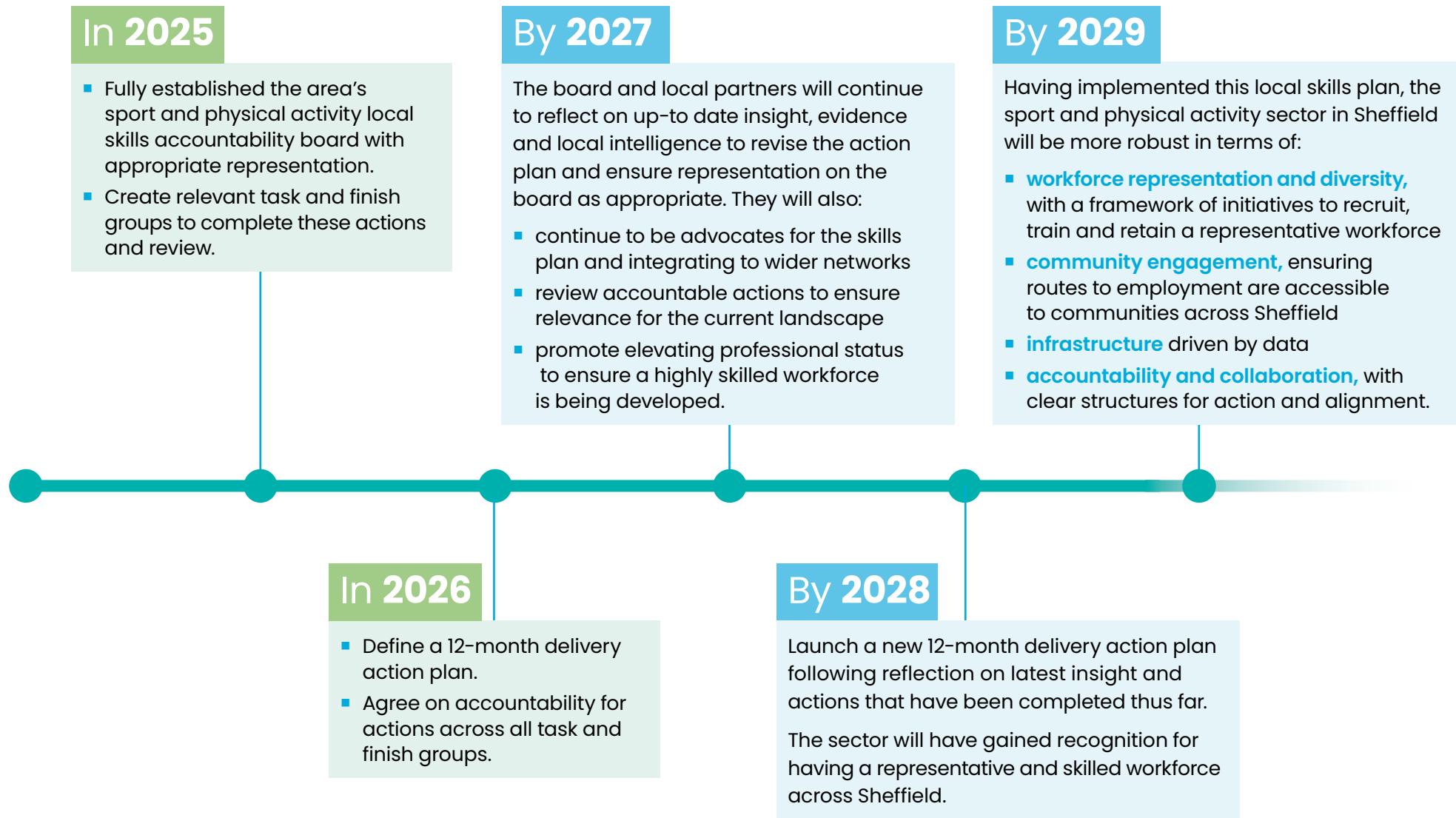
RECOMMENDATION 3

Build career readiness with work placements: Build a connected work placement framework linking young people in education and training to local employers for career readiness

Theme(s)	No.	2026–2029 actions	What does success look like?	How will it be measured?*
SUPPORT	3a	Establish a work placement framework for education providers and employers which supports the development of age-appropriate employability skills from primary education onwards.	<ul style="list-style-type: none"> ▶ Collaboration between employers and education providers ▶ Clear visibility of current qualifications, programmes and work placement opportunities across the region ▶ A practical work placement framework that is easily available ▶ Education providers and learners understand the employability requirements of local sector employers ▶ Learners from year six onwards understand age-appropriate employability skills linked to career opportunities in the sector ▶ The work placement framework supports employers to gain workforce with the required skillset 	<ul style="list-style-type: none"> ▶ Local workforce skills diagnostic data ▶ Qualitative data ▶ Local documentation and reporting
SUPPORT TRAIN RETAIN	3b	Work with employers across Sheffield to generate work placements that bridge the gap between training and employment.	<ul style="list-style-type: none"> ▶ Learners are able to experience a diverse range of roles through work placements ▶ Increased volume and quality of work placements ▶ Work placement opportunities are better aligned with sector roles in demand ▶ Employability skill development opportunities are integrated within placements to enable work readiness ▶ An increase in progression opportunities as a result of placement experiences ▶ More employers offer employment opportunities resulting from work placements 	<ul style="list-style-type: none"> ▶ Local workforce skills diagnostic data (work placements offered and skills in demand) ▶ Education provider course destination data ▶ Qualitative data ▶ Local documentation and reporting

*See glossary below for more information on specific terms.

Milestones



Wider alignment with local skills work

Yorkshire Sport Foundation

The Yorkshire Sport Foundation is the active partnership covering South Yorkshire and West Yorkshire. It is a National Lottery-funded charity dedicated to harnessing the power of sport and physical activity to transform lives, unite communities and address inequalities.

Serving nine districts – including Sheffield – the foundation's vision is to create a vibrant, healthy and prosperous Yorkshire through everyone moving more. To do this they connect, influence and support the work of local, regional and national organisations, offering initiatives encompassing a range of programmes aimed at increasing participation in physical activity. The organisation also supports community projects and works to develop skills among individuals and organisations.

Through these efforts, the Yorkshire Sport Foundation aims to make physical activity accessible and enjoyable for all, ultimately contributing to the overall health and prosperity of the region.

YORKSHIRE SPORT FOUNDATION 

Yorkshire Sport Foundation has been part of the work of the Sheffield Sport and Physical Activity Local Skills Accountability Board from the outset:

Establishment of the LSAB

Yorkshire Sport Foundation was the first organisation to respond to the need for a local skills accountability board in the region and played a leading role in supporting of setting it up, laying the groundwork for collaborative local skills development in Sheffield.

Strategic connectivity

The foundation actively facilitated connections between the LSAB and key stakeholders, ensuring that the board remained embedded within wider regional strategies.

Aligning physical activity with skills development

Yorkshire Sport Foundation brought valuable insights into how sport and physical activity aligns with broader skills strategy in the region, particularly around workforce development, inclusion and community engagement.

Driving inclusion and equity

Yorkshire Sport Foundation works with the LSAB to champion equitable growth of the sport and physical activity sector workforce through incorporation of inclusivity initiatives in skills interventions such as this local skills plan.

Evidence sharing

The foundation contributed relevant data, insight and case studies of best practice to inform local skills accountability board priorities.

Sheffield Sport and Leisure Strategy (2023–2033)

The Sheffield Sport and Leisure Strategy (2023–2033) is a city-wide initiative built through extensive consultation with communities, stakeholders and experts.

Its goals include modernising facilities, harnessing local events and talent, making activity opportunities accessible across Sheffield, supporting youth physical and mental development, promoting sustainable and safe urban design, and integrating sport with health services.

Backed by over £100 million of investment, the strategy is framed as a long-term commitment to reducing health inequalities, bolstering climate action and nurturing wellbeing through inclusive sport and leisure provision

The Sheffield Sport and Leisure Strategy (2023–2033) directly supports this local skills plan by aligning workforce growth with the city's goals of improving health, inclusion and participation in physical activity. Both strategies ensure that Sheffield develops a skilled, diverse and resilient workforce capable of delivering high-quality sport and physical activity opportunities across all communities.

SHEFFIELD CITY COUNCIL'S SPORT AND LEISURE STRATEGY 2023–2033 [\[PDF\]](#)



Move More Sheffield

Move More Sheffield is the city's comprehensive physical activity strategy, grounded in the vision of making Sheffield a healthier, happier and more connected place.

It adopts a whole-systems approach, uniting individuals, communities, local organisations, schools, workplaces, healthcare settings and environmental planners to re-engineer movement into everyday life.

Built on flexible yet impactful guiding principles such as inclusivity, collaboration, learning and agility, the strategy focuses collective efforts across six key priority areas to ensure activity reaches where it's needed most.

Move More Sheffield complements this local skills plan by embedding physical activity into everyday life and creating demand for a capable, community-focused workforce. Together, they aim to equip professionals with the skills to inspire active lifestyles, reduce inequalities and improve health outcomes across the city.

[MOVE MORE STRATEGY 2021-2026 ↗](#)



Sheffield Education and Skills Strategy (Vision for 2030)

Sheffield City Council's education and skills strategy aims to build a "successful inclusive economy and a great quality of life" by harnessing the city's greatest asset – its people.

It focuses on seven key priorities including curriculum development, inclusion and addressing disadvantage.

This local skills plan can directly contribute by embedding physical activity and sport-related career pathways within curriculum development and promoting inclusive opportunities for those with SEND to engage with the sector. By linking industry needs with education, the plan will help to address disadvantage through accessible training and employment routes.

[SHEFFIELD EDUCATION AND SKILLS STRATEGY \(VISION FOR 2030\) ↗](#)

Sheffield City Goals

Sheffield's City Goals articulate a 15-point vision for 2035, aimed at ensuring everyone in the city can "live well and be part of Sheffield's story on terms that make sense to them".

Among these goals are building a fair, inclusive local economy powered by high-quality jobs and shared prosperity as well as nurturing education, training and skills that fuel curiosity and innovation.

This skills plan can directly support these ambitions by creating pathways into health-promoting careers that both upskill residents and strengthen the city's inclusive economy.

[SHEFFIELD CITY GOALS ↗](#)

Pathways to Work

Pathways to Work is a South Yorkshire programme which helps people to find and stay in employment as well as supporting employers to discover hidden talent and build their workforces.

Opportunity Sheffield, the employment and skills service within Sheffield City Council, is responsible for carrying out the Pathways to Work programme across the city.

Pathways to Work complements this plan by creating inclusive employment routes for residents, particularly those facing barriers to work, into roles across the sport and physical activity sector. It supports the shared city goals of reducing economic inactivity, building a skilled and diverse workforce and linking health, wellbeing and employability through physical activity.

[PATHWAYS TO WORK CAMPAIGN ↗](#)

Data and insight that have informed this work

Data highlights and snapshots

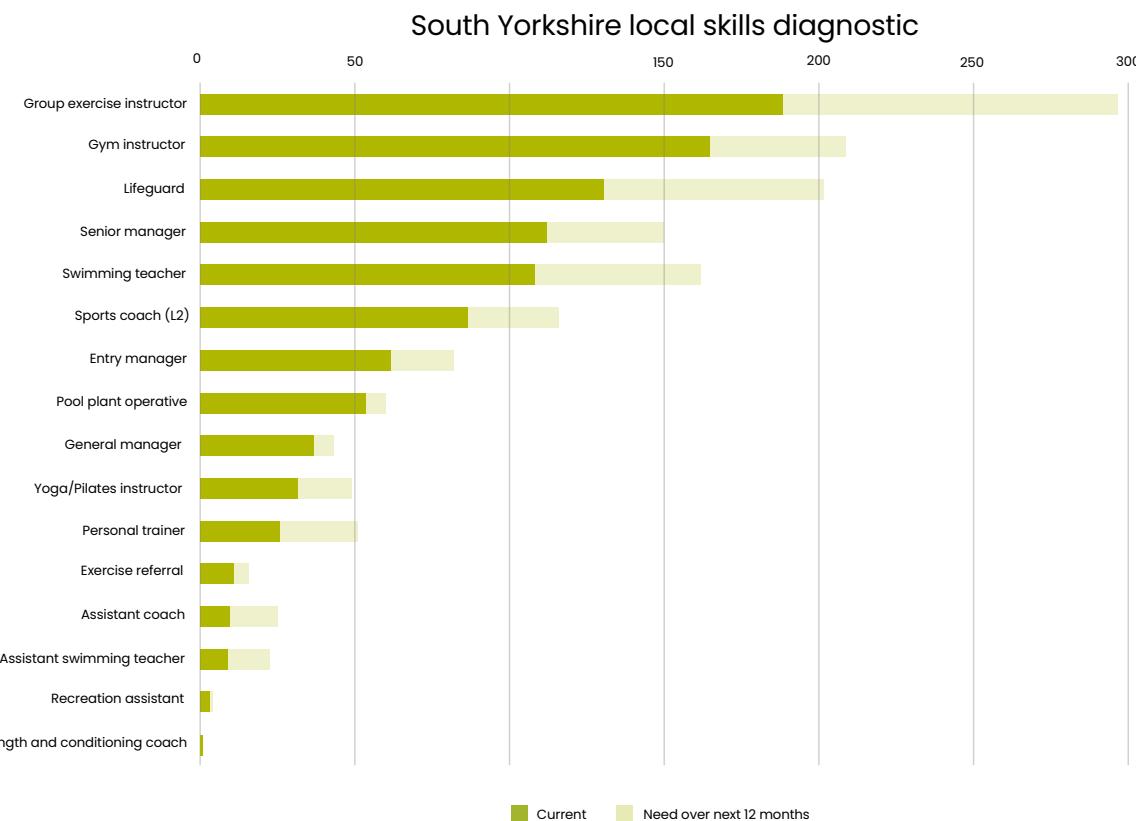
Future workforce needs in South Yorkshire

This data highlights that roles such as group exercise instructor (189 currently employed, 108 needed), gym instructor (165 current, 44 needed) and lifeguard (136 current, 66 needed) are among the most employed and most needed in the local sector.

Many of the roles showing high levels of employment, such as group exercise instructor, swimming teacher and lifeguard, are typically part-time or zero-hour contracts. These roles continue to be in high demand due to the nature of the roles and high turnover.

Unlike national patterns, the majority of personal trainer roles captured locally are full-time positions within larger leisure operators. This is likely due to limited engagement with smaller businesses and self-employed professionals during data collection, meaning some segments of the workforce may be underrepresented.

Despite these limitations, the data has been crucial in helping to shape a workforce pipeline between education providers and a major local employer. It is supporting targeted efforts to align training and qualifications with current and future demand, ensuring a more responsive local workforce.



Source: CIMSPA local workforce skills diagnostic data from 30 sport and physical activity operators, collected August 2023 – June 2024

Education

- Only 42.1% of working-age residents (16–64) in Sheffield hold a level 4 qualification or higher, compared to 47.2% across Great Britain.¹
- According to parliamentary figures, 6.7% of young people in Sheffield aged 16–17 are not in employment, education or training (NEET) and the activity of 1.6% is unknown.²

The value of work placements

At Sheffield Hallam University, work placements are incorporated into a wide range of degree courses, offering invaluable professional experience to learners:

- Over 20,000 placement opportunities are offered annually across diverse disciplines, with partnerships involving more than 1,000 employers.³
- Reports show that 94% of students who completed a work placement during their studies are employed or in further study within six months of graduation.⁴



Diverse workforce and employment

- In Sheffield, 52.8% of individuals from ethnic minority groups are employed, compared with 74.3% of White residents.⁷
- Earnings are lower than average in Sheffield, with median gross weekly pay for full-time workers at £701 compared to £729.80 across Great Britain.⁸
- 23.8% of Sheffield's lower super output areas are in the 10% most deprived places in England.⁵
- In the UK, the employment rate for disabled people was 53.1% in 2024, which is significantly lower than the 81.6% rate for non-disabled people, resulting in a disability employment gap of 28.5 percentage points.¹⁰
- 20.6% of Sheffield residents are classified as disabled, higher than the England average of 17.6%.¹¹
- In Sheffield, around 95,500 people – about 24.7% of those aged 16 to 64 – were economically inactive in the year ending December 2023. This rate is higher than both the Yorkshire and The Humber regional average of 23.2% and the Great Britain average of 21.2%.⁶

Physical activity and health in Sheffield

- 67.2% of adults in Sheffield are physically active (150+ minutes/ week), exceeding the national average of 63.7%.⁵
- 57.4% of children and young people meet recommended activity guidelines.⁵
- Certain groups, such as women, people from ethnically diverse communities, and those living with long-term conditions or disabilities, are less likely to be active, and when these factors overlap, the inactivity rates are even higher.⁵
- The average healthy life expectancy for males and females living within Sheffield is 58.1 years.⁵
- There is a 20-year gap in healthy life expectancy between the poorest and richest areas in Sheffield.⁹

Data sources

1 LABOUR MARKET PROFILE – SHEFFIELD, NOMIS, 2025	5 ANNUAL HIGHLIGHT REPORT 2024, MOVE MORE, 2024	8 EMPLOYEE EARNINGS IN THE UK: 2024, OFFICE FOR NATIONAL STATISTICS, 2024
2 PARTICIPATION IN EDUCATION, TRAINING AND NEET AGE 16 TO 17 BY LOCAL AUTHORITY, GOV.UK, 2025	6 EMPLOYMENT, UNEMPLOYMENT AND ECONOMIC INACTIVITY IN SHEFFIELD, OFFICE FOR NATIONAL STATISTICS, 2024	9 HEALTHY LIFE EXPECTANCY BY NATIONAL AREA DEPRIVATION, OFFICE FOR NATIONAL STATISTICS, 2025
3 PLACEMENTS AND PROJECTS, SHEFFIELD HALLAM UNIVERSITY, 2025	7 INTERVENTIONS SUPPORTING ETHNIC MINORITY LABOUR MARKET PARTICIPATION: PART ONE, DEPARTMENT FOR WORK AND PENSIONS; RACE DISPARITY UNIT, 2019	10 THE EMPLOYMENT OF DISABLED PEOPLE 2024, DEPARTMENT FOR WORK AND PENSIONS, 2025
4 SHEFFIELD HALLAM UNIVERSITY, LEAP SCHOLAR, 2025		11 ACCESS CHARITY – SHEFFIELD

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*. <small>*Occupations supported directly by other professional bodies</small>
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 (e.g. 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

Business skills diagnostic

CIMSPA has developed and launched a business diagnostic process through its workforce development team.

Sole traders and micro-enterprises of fewer than 10 employees make up 89% percent of the businesses in our sector, including over 73,000 freelancers and sole traders.

The diagnostic focuses in particular on this business type – building an understanding of their business needs and exploring how we can position our product offer and partner support to meet these.

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.

[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 stakeholders in a local area can get behind to drive change.

LSIPs:

- place employers at the heart of local skills systems
- facilitate direct and dynamic working arrangements between employers, providers and local stakeholders
- help learners gain the skills they need to get good jobs and increase their prospects.

Each LSIP has a designated Employer Representative Body (ERB), appointed by the Department for Education.

This document is **NOT** an LSIP.

Local workforce skills diagnostic data

CIMSPA has a team of local workforce development managers working across England, Scotland and Wales.

These workforce development 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.

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.

Sheffield Hallam workforce pledge pilot

Developed by the Sheffield Local Skills Accountability Board, the workforce pledge pilot aims to analyse current local workforce diversity data. The vision is to use this insight to produce suggested improvements and good practice guidance for recruitment processes that suit the needs of the area.

The pilot is being delivered by Sheffield Hallam university with the support of its data analysis learners and designated local sector organisations.

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



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