

NORTHUMBERLAND SPORT

# BUILDING A WORKFORCE FIT FOR THE FUTURE

NORTHUMBERLAND WORKFORCE DEVELOPMENT  
FRAMEWORK AND DELIVERY PRINCIPLES

2018-2028



# INTRODUCTION

Northumberland Sport's vision is:

## **"Everyone more active for life by 2028"**

Developing a workforce that is fit for purpose and meets the needs of our residents is therefore essential in getting more people active as part of their everyday life.

Northumberland has a population of 316,000, which is the most dispersed in the country (163 people per square mile). This has historically provided us with significant challenges when developing the 'core' workforce i.e. National Governing Bodies for Sport (NGBs) not organising local qualifications, resulting in people having to travel large distances with additional costs and inconvenience.

In December 2015 the Government published Sporting Future: A New Strategy for an Active Nation. It set a bold and ambitious direction for sport policy which looks beyond simple participation to how sport changes lives and becomes a force for social good. At its heart are five outcomes: physical wellbeing, mental wellbeing, individual development, social and community development and economic development.

Putting this policy into practice and achieving these outcomes at a local level, will mean significant change for Northumberland Sport and its partners. This bold and ambitious government policy direction means we are going to need to work in different ways to make sure everyone can get the most out of being active, especially when engaging with under-represented groups.

At the moment, the workforce predominantly supports the people who already have a regular sporting habit. These people are important, and improving their experience is still vital. However, for the first time, we also want to enhance the workforce for people taking their first steps to becoming more physically active.

To achieve this, there is a need to reconsider the way that the workforce is recruited, developed and deployed so that they can reach a wider audience and support more people to reach their goals. Our workforce is changing, with new roles emerging in response to new participant needs. These new roles are being taken up by local people from different backgrounds, reflecting the audience they are working with. Developing volunteer community champions will build capacity and empower communities to deliver needs led, co-designed interventions to get more people active.

*Lindsay Finlay-King,  
Workforce Champion, Northumberland Sport Board*

# WHAT DO WE MEAN

**Workforce** is a collective term for anyone who has the opportunity or ability to directly enable people in Northumberland to lead more active lifestyles. This includes coaches, volunteers, the professional workforce and also incorporates front-line community leaders, health advisers, general practitioners, social workers and other individuals engaged with the general public either through physical activity and sport or in another capacity.

## A FRAMEWORK FOR THE FUTURE

The Workforce Development Framework focuses on 'building a workforce fit for the future' and is built on two integral priorities to meet the diverse, complex and evolving needs of the population:

- Creating a workforce which meets the needs of our communities and partners
- Developing a more diverse workforce

The framework is inclusive and has been established to influence and guide the development of any organisation that supports people's ability to participate in physical activity at any level and therefore lead health, more active lives.

To develop this framework Northumberland Sport consulted with a significant number of new partners and stakeholders through three countywide consultation events linked to the development of the long-term Northumberland Physical Activity Strategy. These events provided valuable insight into what the workforce would need to 'look like' in order to address some of the complex issues associated within inactivity.

Building a workforce to address inactivity in Northumberland will require a paradigm shift from the previous workforce development plans Northumberland Sport has established through Sport England investment. This framework will ensure we collectively make that shift and ensure we get 'Everyone more active for life by 2028'.



# STRATEGIC CONTEXT

The Northumberland Workforce Framework and Delivery Principles have been developed in response to a significant change in direction by Government and Sport England. The diagram below outlines the strategic context that has resulted in the creation of this framework and principles.

## DEPARTMENT FOR DIGITAL CULTURE, MEDIA AND SPORT

Objective - More people from every background regularly and meaningfully taking part in physical activity and sport with positive outcomes in terms of;

Physical Wellbeing

Mental Wellbeing

Individual Development

Social & Community Development

Physical Wellbeing

## SPORT ENGLAND

Vision - We want everyone in England regardless of age, background or level of ability to feel able to engage in sport and physical activity. Some will be young, fit and talented, but most not. We need a sport sector that welcomes everyone - meets their needs, treats them as individuals and values them as a customer.

## COACHING PLAN FOR ENGLAND

Mission - Improve the experience of the participant by providing specialised support that meets their needs and aspirations

A more diverse coaching community

Change the culture and perception of coaching

Increased good experiences

## SPORT ENGLAND WORKFORCE DIRECTORATE

Mission - To have skilled and inspiring people delivering great experiences for everyone in an active nation

More "people like me" in the workforce with the skills, competencies and behaviours to engage a diverse range of people into sport and physical activity

A greater number of volunteering opportunities that are meaningful, varied and make a difference to volunteers as well as those taking part

A highly motivated and capable professional workforce better able to support people on the front line

Safe, sustainable clubs, with excellent leadership and governance

Coaches able to improve people's experience of sport and physical activity by providing specialised support and guidance aligned to their individual needs and aspirations

## NORTHUMBERLAND SPORT

Mission - Create a whole system approach to tackle inactivity in Northumberland

Build an infrastructure to enable adults to choose an active lifestyle

Reduce the health, social and economic impact of inactivity

Give every child the best start in life to enable them to become healthy and active adults

Recognised as the countywide strategic lead for physical activity and sport.

Build an effective workforce fit for the future

# NORTHUMBERLAND WORKFORCE DEVELOPMENT FRAMEWORK 2018–2028

Vision - Building a workforce fit for the future to enable everyone in Northumberland to be more active for life.

## Creating a workforce which meets the needs of our communities

Developing relationships with organisations and community groups which promotes a coordinated and strategic approach to workforce development. The workforce framework is adopted and embedded within stakeholder policies and procedures.

## Developing a more diverse workforce

Ensure that people are at the centre of everything we do, developing a diverse squad of skilled, customer centric community champions to reflect the audiences we target.



# WORKFORCE PRINCIPLES – WHAT THE WORKFORCE SHOULD LOOK LIKE

| PRINCIPLE |                        | BEHAVIOURS & ATTRIBUTES   |
|-----------|------------------------|---|
| <b>P</b>  | <b>Person- centred</b> | <ol style="list-style-type: none"> <li>1. Ability to build rapport and relationships with participants, to meet the wants, needs and motivations of each participant</li> <li>2. Connected - understands the local environment, pathways into sustained activity, knows the people</li> <li>3. Empathetic and caring - delivers holistically, connects with people as individuals</li> </ol>  |
| <b>E</b>  | <b>Empowering</b>      | <ol style="list-style-type: none"> <li>1. Understanding of inactivity, the "spirit" of transition and addressing behaviour change</li> <li>2. Motivating and inspiring</li> <li>3. Ability to build confidence by empowering people to take ownership of sessions to shape the delivery in a safe and social environment</li> </ol>   |
| <b>O</b>  | <b>Organised</b>       | <ol style="list-style-type: none"> <li>1. Adaptable and creative to suit people's needs - ability to moderate activity to allow all to take part</li> <li>2. Understanding of how clear goal setting can address behaviour change</li> <li>3. Provide a structure which supports peoples motivations for taking part</li> </ol>   |
| <b>P</b>  | <b>Positive</b>        | <ol style="list-style-type: none"> <li>1. Ability to promote the benefits of physical activity, using the correct language to appeal to an inactive audience</li> <li>2. Supportive and non judgemental - create positive, progressive and development experiences to suit all participant motivations</li> <li>3. Contribution to conversations effectively, connecting with people to develop group cohesion</li> </ol>                         |
| <b>L</b>  | <b>Learning</b>        | <ol style="list-style-type: none"> <li>1. Has a curious nature to learn and develop all situations for the benefit of the participants. Open to new ideas, takes time to learn</li> <li>2. Is self-reflective - has a continuous improvement approach to session delivery in line with the people's motivations and needs</li> <li>3. Collaborative and sharing - happy to share best practice to support the wider delivery community</li> </ol> |
| <b>E</b>  | <b>Engaging</b>        | <ol style="list-style-type: none"> <li>1. Diverse - matching the demographics of Northumberland. Possible "someone like me", but definitely "someone who understands me"</li> <li>2. Respected by the community, knowledge of community, lived experience</li> <li>3. Be socially aware and has an understanding of inclusive practise to affect behaviour change</li> </ol>  |

# WORKFORCE PRINCIPLES – WHAT THE ACTIVITY SHOULD LOOK LIKE

| PRINCIPLE |                        | WHAT YOU MAY SEE  | WHAT YOU MAY HEAR  | HOW YOU MAY FEEL  |
|-----------|------------------------|---|--|---|
| <b>P</b>  | <b>Person- centred</b> | <ul style="list-style-type: none"> <li>• People are at ease with the deliverer</li> <li>• Delivery to suit each individual</li> </ul>   | <ul style="list-style-type: none"> <li>• People contribute throughout the session - they are happy and comfortable to talk/contribute to the session</li> </ul>  | <ul style="list-style-type: none"> <li>• Comfortable, at ease with the type and pace of the session</li> </ul>  |
| <b>E</b>  | <b>Empowering</b>      | <ul style="list-style-type: none"> <li>• Participants helping to facilitate the session</li> <li>• Participants guiding the progress of the session and programme</li> </ul>                                    | <ul style="list-style-type: none"> <li>• Participants talk of "what next"</li> <li>• Great and frequent deliverer/participant dialogue</li> </ul>  | <ul style="list-style-type: none"> <li>• Like you can do anything you set your mind to or happy that you are where you want to be with your health and wellbeing</li> </ul>   |
| <b>O</b>  | <b>Organised</b>       | <ul style="list-style-type: none"> <li>• Flowing sessions with appropriate activities and participant engagement</li> <li>• Inclusive delivery which is creative and adaptive to suit people's needs</li> </ul> | <ul style="list-style-type: none"> <li>• Happy, content participants, safe and secure with the activity content and the deliverer</li> <li>• Clarity in instruction, support and motivation</li> </ul>         | <ul style="list-style-type: none"> <li>• Safe and secure, feel on a journey and want to carry on</li> <li>• Clarity of goals to suit your ability</li> </ul>                  |
| <b>P</b>  | <b>Positive</b>        | <ul style="list-style-type: none"> <li>• Energised looking individuals who have a comfortable and easy-going connection with the deliverer</li> </ul>   | <ul style="list-style-type: none"> <li>• Positive and inspiring conversations between the deliverer and participants</li> </ul>  | <ul style="list-style-type: none"> <li>• High levels of enjoyment and self-satisfaction whatever your goal</li> </ul>   |
| <b>L</b>  | <b>Learning</b>        | <ul style="list-style-type: none"> <li>• Progressive sessions to suit peoples wants, needs and motivations</li> <li>• Deliverers who continually adapt to support the participants</li> </ul>                   | <ul style="list-style-type: none"> <li>• Participants enquiring "what's next week", "what are we doing next week"</li> <li>• Deliverers who continually ask the participants to outline their needs</li> </ul> | <ul style="list-style-type: none"> <li>• Progress, engaged, empowered to develop</li> <li>• Greater confidence, connection, social cohesion</li> </ul>                        |
| <b>E</b>  | <b>Engaging</b>        | <ul style="list-style-type: none"> <li>• Smiling faces, laughter, focused faces</li> <li>• Eager participants wanting to try more</li> </ul>  | <ul style="list-style-type: none"> <li>• Positive endorsements for all people throughout the session</li> <li>• Peer support and encouragement</li> </ul>  | <ul style="list-style-type: none"> <li>• Energised and inspired by the session content and delivery style</li> <li>• Part of the "tribe", comfortable to take part</li> </ul> |

# PARTNERSHIP PRINCIPLES

What the organisation should look like

## Principle 1 - Understanding participants

### We are focused on the needs of all participants

- The organisations vision and mission are focused on meeting the needs of our participants
- The organisation buys into the importance of workforce and working in partnership to achieve common goals that benefit the participant

### We understand our current and potential participants

- The organisation takes time to understand who our participants are, their lives, circumstances and reasons for taking part

### We understand the participant experience

- The organisation understands the start, stop, lapse and return points for our priority audiences in physical activity
- The organisation understands the barriers and how delivery, good and bad, affects the participant experience
- The organisation communicates all of this to our groups, providers, programmes, clubs and workforce to ensure we can retain as many participants in activity for as long as possible

**"PARTICIPANTS ARE AT THE CENTRE OF EVERYTHING WE DO"**

## Principle 2 - Getting the right people

### We understand what an effective workforce looks like

- The organisation can describe the attributes, knowledge and behaviours required of the activity workforce to engage our priority groups
- The organisation has shared this information internally and more locally through collaboration with groups, providers, programmes and clubs

### We understand our current activity workforce

- We know who our workforce are, what activities they do and why, taking time to understand their lives, motivations and circumstances.
- We understand the barriers that prevent people from starting out delivering activity
- We understand our workforce gaps

### We know how to engage the new activity workforce we need

- Working with and through our groups, providers, programmes and clubs we advocate that workforce recruitment is based on attributes, knowledge and behaviours to deliver a great participant experience
- Working with and through groups, providers programmes and clubs we make it as easy as possible for a diverse range of people to start delivering activity and advocate clear and open recruitment processes

**"WE ATTRACT THE WORKFORCE WE NEED"**



# PARTNERSHIP PRINCIPLES

What the organisation should look like

## Principle 3 - Mobilising people

### Our new delivery workforce receives a warm welcome

- We work with our groups, providers, programmes and clubs to provide a great first experience for every person and ensure they feel welcome no matter who they are

### We match our delivery workforce with participants

- The organisation advocates that the delivery workforce are deployed based on matching their motivations, attributes, knowledge and behaviours with participant need, environment and location (people like me)

### We protect our participants and delivery workforce

- The organisation develops, maintains and implements a range of policies for delivery including safeguarding, health and safety and equity standards for delivery
- We have appropriate guidance in place for our groups, providers, programmes and clubs when deploying and employing the activity workforce

**"WE DEPLOY OUR WORKFORCE WITH CARE AND FOR A PURPOSE"**

## Principle 4 - Looking after our workforce

### We know how to support our delivery workforce

- The organisation works with groups, providers, programmes and clubs to determine the appropriate individual support our delivery workforce want and need

### We provide a range of needs led support

- We regularly listen to the needs of our delivery workforce and provide support accordingly
- We communicate regularly with our groups, providers, programmes and clubs to help support, manage and coordinate our delivery workforce

### We celebrate the success of our activity deliverers

- We provide and facilitate opportunities for our groups, providers, programmes and clubs to reward and recognise the contributions of the delivery workforce towards tackling inactivity among our target audiences

**"WE VALUE AND SUPPORT PEOPLE"**

# PARTNERSHIP PRINCIPLES

What the organisation should look like

## Principle 5 - Developing our workforce

### We understand learning preferences of our delivery workforce

- We work with our groups, providers, programmes and clubs to provide a great first experience for every person and ensure they feel welcome no matter who they are
- We find out what areas of delivery our workforce would like and need to develop

### We provide our delivery workforce with the right opportunities to develop

- The organisation provides and/or promotes inclusive, flexible and easy to access learning opportunities
- We encourage/signpost to a mix of learning opportunities (formal/informal and face-to-face/digital) from a wide range of sources

### We encourage lifelong learning

- We help our delivery workforce to self-reflect and understand their strengths and areas for development
- We work with groups, providers, programmes and clubs to advocate that the delivery workforce are supported to continually develop

**"WE FOSTER A LEARNING CULTURE"**

## Principle 6 - Using our learning

### We share our learning across the whole sector

- The organisation regularly collaborates and shares research and insight with the delivery workforce, groups, providers, programmes, clubs, key stakeholders and partners
- We share best practice and new ideas in a range of formats to our delivery workforce, groups, providers, programmes, clubs, key stakeholders and partners to improve what they do to ultimately improve participant retention

### We demonstrate the impact of delivery

- We can describe how improvements or changes through effective activity delivery bring benefits to the workforce themselves, participants and the communities where they live
- The organisation is able to use our insight to demonstrate how activity delivery is making a difference and help make the case for future investment

**"WE KEEP IMPROVING WHAT WE DO"**

# OUR PLEDGE TO YOU;

Having an appropriately skilled workforce underpins Northumberland Sport's strategy and the county Physical Activity Strategy.

Building an effective workforce fit for the future is one of our five aims alongside:

Building an infrastructure to enable adults to chose an active lifestyle

Reducing the health, social and economic impact of inactivity

Giving every child the best start in life to enable them to become healthy and active adults

Being recognised as the countywide strategic lead for physical activity and sport

To achieve this, we pledge to support the development of a fit for purpose workforce working with partners to;

- Drive and support the implementation of the Workforce Development Framework and delivery principles
- Provide and support opportunities for organisations to collaborate to develop the workforce and increase delivery activity
- Share national, regional and local good practice, gathering relevant insight to support workforce development and delivery
- Provide a development pathway, which includes a range of needs led skills development and deployment opportunities for those working with under-represented groups
- Commit to reach our wider targeted communities to ensure we diversify our delivery workforce

Northumberland Sport gratefully acknowledges UK Coaching and those who have contributed to the development of the framework and principles





For further information about any aspect of the Northumberland Sport Partnership and its work, or to request a copy of this publication in a different format please contact us at;

Northumberland Sport  
Blyth Sports Centre  
Bolam Park  
Blyth  
Northumberland  
NE24 5BT

Tel: 01670 623515  
Email: [northumberlandsport@northumberland.gov.uk](mailto:northumberlandsport@northumberland.gov.uk)

**[WWW.NORTHUMBERLANDSPORT.CO.UK](http://WWW.NORTHUMBERLANDSPORT.CO.UK)**