

# Tackling inactivity in Cumbria



Cumbria Workforce Development  
Framework & Delivery Principles 2018-21

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## Introduction

Developing a fit for purpose workforce is paramount to realising our ambition to enable everyone in Cumbria to be appropriately physically active as part of their everyday life.

The Workforce Development Framework focusses on two fundamental priority areas to meet the complex, diverse and evolving needs of Cumbria's population. These are:

- **Partnerships** - championing strong and effective partnerships
- **People** - developing people to support delivery of physical activity across our communities.

This is an inclusive framework to incorporate and support the work of any organisation or group that supports people's ability to participate in physical activity at any level and ultimately lead healthy and active lives. The delivery principles are split into Workforce, Activity & Organisation, centred around the acronym **PEOPLE**.

Developing the framework & principles began with consulting under-represented groups, such as women & girls, people with a disability, people of Black, Asian & Minority Ethnic heritage (BAME) and participants from low socio-economic backgrounds – all of whom, at the time of engagement had no relationship with physical activity, giving us solid information of what the workforce needs to 'look like' to address inactivity.

This was followed by a sector-wide 'Developing the Future Workforce' consultation event.

Building a workforce to meet the future activity needs of our Cumbrian population requires systemic change; it will be challenging, and it will take concerted effort. Despite these challenges, we are confident that collectively and collaboratively we can, and will, support the development of a workforce that will engage and enrich lives for everyone to be appropriately active every day.

*Emma Davenport Workforce Champion, Active Cumbria Advisory Board*



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## Who do we mean by the Workforce

**Workforce is a collective term for anyone who has the opportunity or ability to directly enable people in Cumbria to lead active lives. This includes coaches and volunteers, and may also include front-line community leaders, health advisors, general practitioners, social workers, transport staff and other individuals engaging with the general public, either through physical activity and sport, or in another capacity.**



## Strategic Context

The Cumbria Workforce Development Framework and Delivery Principles 2018-21 have been developed in response to a culmination of significant directional change in strategy from Government and Sport England. The information below outlines the strategic context that has resulted in the creation of this framework and subsequent principles.

### DEPARTMENT FOR DIGITAL, CULTURE, MEDIA and SPORT

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

Physical Wellbeing

Mental Wellbeing

Individual Development

Social & Community Development

Economic Development

### 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 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

### ACTIVE CUMBRIA

Mission - To advocate the value of physical activity, and increasing opportunities to address inactivity to improve county wide health and wellbeing outcomes

Vision - Everyone in Cumbria is appropriately physically active as part of their everyday life

Increased physical activity has contributed to improved health and wellbeing of the people of Cumbria

Skill levels and knowledge within the workforce in community settings have been raised

Additional investment into physical activity and sport has been generated

The importance of physical activity and sport in supporting the achievement of health and wellbeing outcomes has increased

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# Cumbria Workforce Development Framework 2018–21

**Vision – Building a diverse and skilled workforce to enable everyone in Cumbria to be appropriately physically active as part of their everyday life**

*The following actions have been identified as a result of extensive county-wide consultation, and will support the achievement of the vision of the Cumbria Workforce Development Principles*

## PARTNERSHIPS PILLAR

To develop relationships with organisations and community groups in the sector leading to a strategic approach to workforce development and long term adoption of the Delivery Principles

### Collaboration

- Provide opportunities for on-going communication, consultation and sharing of good practice. Supporting collective implementation of the Workforce Delivery Principles
- Gather insight and mapping to understand gaps within the market, taking account of the wants and needs of the workforce locally to tackle inactivity within our communities
- Develop collaborative, county-wide approaches, delivered locally, to develop the workforce to address skills gaps and shortages
- Support new and existing partners to develop and diversify their workforce, broadening the reach of sport and physical activity to address inactivity and health inequalities

### Advocacy

- Partner organisations implement the Workforce Delivery Principles across their organisation, and promote to their wider networks
- Partner organisations see the benefit of reducing inactivity amongst their audiences, and deploy their workforce to provide a range of appropriate needs led activity opportunities. Providing great participant experiences
- Raising the value of the role that Community Champions ('people like me') can play in delivering physical activity within their communities and peer groups
- Develop a consistent approach to the use of social marketing and social media to encourage individuals to be part of the sport and physical activity workforce
- Celebrate the success of the new Community Champions ('people like me') – changing the perception of the individuals involved in the physical activity workforce

## PEOPLE PILLAR

To ensure we are people centred in everything we do, developing a diverse army of skilled community delivery champions to suit our target audiences

### Training

- Develop a flexible skills pathway, based on the needs of the individual
- Develop people centric, innovative training offers which supports the new workforce to understand and address inactivity, including: -
  - ▶ Community Activator training
  - ▶ Understanding Behaviour Change Tactics
  - ▶ Understanding participants wants, needs and motivations, through Customer Centricity Principles training
  - ▶ A range of Soft Skills / interpersonal skills training
- Develop flexible approaches to the delivery of any training, so it is accessible to all, reducing barriers to inclusion
- Develop a range of mentoring support mechanisms to increase confidence in the workforce, leading to sustainable delivery

### Diversifying

- Develop a flexible pathway, based on the needs of the individual
- Utilising the Workforce Delivery Principles develop approaches to identify, recruit and support individuals from within the communities we are working, using the following principles: -
  - ▶ Creating 'people like me' and 'people who understand me'
  - ▶ Deploying people with 'lived experience'
  - ▶ Already have community respect, kudos, knowledge and trust
- Develop an approach to make working and volunteering in physical activity and sport an attractive proposition for a more diverse cohort of individuals
- Commit to equality and diversity principles to ensure the workforce is more reflective of the communities they serve and the demographics of Cumbria

# Workforce Principles

## What the workforce should look like

PRINCIPLE		BEHAVIOURS & ATTRIBUTES
<b>P</b>	Person-centred	<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 &amp; Caring – Delivers holistically, connects with people as individuals</li> </ol>
<b>E</b>	Empowering	<ol style="list-style-type: none"> <li>1. Understanding of inactivity, the 'spirit' of transition and addressing Behaviour Change</li> <li>2. Motivating &amp; 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>	Organised	<ol style="list-style-type: none"> <li>1. Adaptable &amp; 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>	Positive	<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 &amp; Non Judgemental – Create positive, progressive and developmental experiences to suit all participant motivations</li> <li>3. Contribute to conversations effectively, connecting with people to develop group cohesion</li> </ol>
<b>L</b>	Learning	<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 peoples motivations and needs</li> <li>3. Collaborative &amp; Sharing – Happy to share best practise to support the wider delivery community</li> </ol>
<b>E</b>	Engaging	<ol style="list-style-type: none"> <li>1. Diverse – matching the demographics of Cumbria. Possibly, '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>

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## Activity Principles

### What the activity should look like

PRINCIPLE	WHAT YOU MAY SEE	WHAT YOU MAY HEAR	HOW YOU MAY FEEL
<b>P</b> Person-centred	<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 contributions 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> Empowering	<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> Organised	<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> Positive	<ul style="list-style-type: none"> <li>● Energized 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 you goal</li> </ul>
<b>L</b> Learning	<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', '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> Engaging	<ul style="list-style-type: none"> <li>● Smiling faces, laughter, focused faces</li> <li>● Eager participants 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>● Energized and inspired by the session content and delivery style</li> <li>● Part of the 'tribe', comfortable to take part</li> </ul>

# Organisation Principles

## What the organisation should look like

### Principle 1

#### UNDERSTANDING PARTICIPANTS

**Participants are at the centre of everything we do**

- a) We are focussed on the needs of all participants
  - The organisations Vision/ Mission is 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
- b) We understand our current and potential participants
  - The organisation takes time to understand who our participants are, their lives, circumstance and reasons for taking part
- c) 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

### Principle 2

#### GETTING THE RIGHT PEOPLE

**We attract the workforce we need**

- a) We understand what effective activity delivery 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, clubs
- b) 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 into delivering activity
  - We understand our workforce gaps
- c) 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

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**Principle 3****MOBILISING PEOPLE****We deploy our workforce with care and for a purpose**

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

**Principle 4****LOOKING AFTER OUR WORKFORCE****We value and support people**

- a) 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
- b) 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
- c) 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

## Principle 5

### DEVELOPING OUR WORKFORCE

#### We foster a learning culture

- a) We understand learning preferences of our delivery workforce
  - We take time to understand how and when our delivery workforce likes to learn. Understanding their barriers and motivations to learning.
  - We find out what areas of delivery our workforce would like and need to develop
- b) 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
- c) 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

## Principle 6

### USING OUR LEARNING

#### We keep improving what we do

- a) 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 and ultimately participant retention
- b) 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





## Our pledge to you:



**Having an appropriately skilled Workforce underpins Active Cumbria's vision to ensure everyone in Cumbria is appropriately physically active as part of their everyday life.**

It forms one of our four major outcomes for Communities - alongside increasing activity, increasing investment and raising the importance and profile of how physical activity can have a positive impact on health and well-being outcomes.

To achieve this we pledge to support the development of the physical activity workforce by: -

- A** Driving and supporting the implementation of the Workforce Development Framework & Delivery Principles
- B** Providing and supporting opportunities for organisations to collaborate to develop the workforce and increase delivery activity
- C** Sharing national, regional and local good practice. Gathering relevant insight to support workforce development and delivery
- D** Provide a development pathway, which includes a range of needs led skills development and deployment opportunities for those working with under-represented groups
- E** Committing to reach our wider communities to ensure we diversify our delivery workforce

Active Cumbria gratefully acknowledge UK Coaching and those who have contributed to the development of the framework and principles



## Make a pledge —



**Join us and pledge to adoption of the Workforce Development Framework and Delivery Principles**

NAME .....

ORGANISATION .....

We commit to contacting you to continue discussions, establish any required support and explore collaborative development opportunities for the future.

## Make a wish —



What do you want to see as a result of the Cumbria Workforce Development Framework & Delivery Principles?

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