

Sport and employment



Overview

Sport and employment

Summary

Levels of worklessness in neighbourhood renewal areas are higher than the average and reducing worklessness by getting people into paid employment is a high priority. Sport and physical activity can contribute to this aim. Sport can be the route through which a work habit and motivation to succeed are developed. At a local level, sport can directly provide employment and business opportunities. Sport can also act as a means to obtaining employment in other sectors through developing confidence and self esteem, transferable skills and basic qualifications. However, people in disadvantaged areas are less likely to be actively involved in sports activities or related training. Access to sports qualifications may be restricted and where employment in sport exists in renewal areas, this is often in unskilled and lower paid positions. The full contribution that sport can make to addressing worklessness and its associated problems in renewal areas is often not being fully realised.

To address this those involved in sport and employment in renewal areas should:

- Develop a sport and employment plan
- Support the creation of new employment opportunities in the sports sector
- Adopt a policy of local recruitment and provide local opportunities for skill development, training and qualifications for the sports sector
- Provide local opportunities to increase employability and transferable skills through sport
- Demonstrate the impact of sport and employment projects

SkillsActive, the sector skills council for sport, has set up a specialist panel to consider how such training needs can be addressed.

Contents

What's the Problem?	3
What are the causes?	3
What's been tried?	6
Checklist	13
Want to know more	14
References	14
Further Reading	14

<p><i>Sport and physical activity can assist individuals to obtain employment and move on from worklessness. However the potential contribution that sport can make to worklessness in renewal areas is not being fully realised.</i></p>	<h3>What's the Problem?</h3> <p>Sport and physical activity can assist individuals to obtain employment and move on from worklessness. The term 'worklessness' describes all those who are out of work but who would like a job. Worklessness has a detrimental impact on many aspects of life due to the close relationship between work, income and wealth and well-being. Levels of worklessness in neighbourhood renewal areas are higher than the average and reducing worklessness and getting people into paid employment is a high priority.</p> <p>Sport can make an important contribution to this aim. Sport can be the route through which a work habit and motivation to succeed are developed. At a local level, sport can directly provide employment and business opportunities. Sport can also act as a means to obtaining employment in other sectors through developing confidence and self esteem, transferable skills and basic qualifications.</p> <p>However, people in disadvantaged areas are less likely to be actively involved in sports activities or related training. Access to sports qualifications may be restricted and where employment in sport exists in renewal areas, this is often in unskilled and lower paid positions. The full contribution that sport can make to addressing worklessness and its associated problems in renewal areas is often not being fully realised.</p>
<p><i>The factors that make it difficult for people in disadvantaged communities to be employed in sport include a lack of employment opportunities in the sports sector in renewal areas; limited experience and low skill levels among renewal area residents, lack of access to training opportunities; attitudes and working practices of employers towards</i></p>	<h3>What are the causes?</h3> <p>The overview paper on "Worklessness" on renewal.net provides a full explanation of the causes of worklessness. In this paper we look at the particular factors that make it difficult for people in disadvantaged communities to be employed in sport or to develop their employability through sport.</p> <p>Lack of local employment opportunities in the sports sector in renewal areas</p> <p>The sports sector in the UK is extremely diverse with sport and leisure centres, clubs and activity programmes being provided by community and voluntary groups, local authorities, schools and other public sector organisations and the private sector. However in renewal areas there is often a much lower level of provision of local sports facilities and activities, and those that are available may be in urgent need of investment. The lack of a strong sports infrastructure</p>

recruiting and training local people; and a lack of access to sport and employment projects.

results in limited participation opportunities, limited availability of work experience and training opportunities for those without experience or qualifications and limited local opportunities for employment in the sports sector in terms of the number of jobs available, the nature of the posts and the opportunities for career development. The causes for this include that:

- The private sector targets its business in areas where the greatest profits are to be made and there are higher income earners. Renewal areas have a lower profit potential and are not considered as prime locations.
- Public sector sports facilities and services are often not found in renewal areas. This may be because there is a less co-ordinated community voice able to articulate local needs compared to other parts of an authority area.
- Not for profit sport and physical activity clubs and groups tend to be less evident in renewal areas. This is often due to a lack of sports leaders and coaches and limited skills and confidence within the local community, reflecting in particular the lack of access to training for many renewal area residents.

Limited experience and low skill levels among renewal area residents, lack of access to training opportunities and the attitudes and working practices of employers

Where employment opportunities in the sports sector are available in renewal areas, people from the immediate neighbourhood often make up only a small proportion of the workforce and are employed in the lower paid and unskilled positions. Employers may state that this occurs because local people lack employability or do not have the specialist experience or expertise required for the posts. Local residents are more likely to point to the lack of access to the training opportunities to gain such skills and experience and to the attitudes and working practices of employers towards recruiting and training local people.

Particular issues that may prevent local people from being viewed as 'employable' or as suitable for specific jobs by employers include:

- A lack of basic skills such as language/communication skills, literacy, numeracy and IT.
- A lack of job-specific skills and qualifications relevant to the available work, including entry level qualifications.
- A lack of recent work experience.
- Having personal and behavioural problems.
- Having a record of offending.

The low levels of educational attainment and low basic skills that are evident among some residents of renewal areas are reinforced by the lack of access to sports training opportunities, and the limited sporting

infrastructure.

In addition employers may intentionally or otherwise adopt an attitude or working practices that deter local people from applying for jobs in the sports sector. These include:

- Reluctance to recruit unemployed and long-term unemployed people.
- Discrimination on the basis of race, age, disability.
- Requirement for formal qualifications.
- Use of non local or informal recruitment channels.
- Unwillingness to allow flexible working.

Sports facility and service providers do not always appreciate that employing local workers, at different levels within their organisation, will help to build local ownership.

Lack of access to sport and employment projects

For sport to have an impact on worklessness resources must be made available to support sport and employment projects and local people must be aware of and want to participate in the opportunities available. To achieve that, the people responsible for strategic planning and the allocation of resources, and for advising local people on employment, must be aware of the potential benefits that can be attained through sport and how sport can create employment. However, this is not yet evident in many renewal areas.

One of the principle reasons for this is the lack of robust evidence collected on the impact of sport and employment projects, and the lack of promotion of successes and achievements. Within renewal areas there is often:

- A lack of clarity of the key milestones, outcomes and how they will be measured at the start of sport and employment projects.
- A lack of robust monitoring and evaluation procedures and systems, resulting in limited robust evidence being collected and a lack of long term evaluation of impact.
- Reluctance by those reviewing the impact of schemes to accept qualitative or anecdotal data, which for some sport and employment projects may be the best evidence available.

Information on sports contribution to the economy and employment is available at both a national and regional level. However reliable information for a local authority or neighbourhood level is rarely available or promoted. Awareness of the opportunities and benefits available through sport can remain low and sport is therefore often overlooked as a potential solution to worklessness.

<p><i>Approaches to reducing worklessness through sport include developing a sport and employment plan; supporting the creation of new employment opportunities in the sports sector; adopting a policy of local recruitment and providing local opportunities for skill development, training and qualifications for the sports sector; and providing local opportunities to increase employability and transferable skills through sport.</i></p>	<h2>What's been tried?</h2> <p>A number of different approaches can contribute to new employment opportunities in sport and to increasing the employability of individuals.</p> <h3>Develop a sport and employment plan</h3> <p>Identifying existing strategies and plans for worklessness in the area and identifying how sport can contribute to the desired outcomes is a good starting point. Each renewal area will have its own particular local circumstances and barriers to sports employment. An audit of the current and potential opportunities for training and qualifications in sport; of the organisations providing support and advice to people on employment matters; and of the working practices, policies and employment records of existing employers in the sports sector will highlight the local issues and inform the key actions to be taken. Consultation with local people and with other organisations will identify the key barriers and the target groups for future sports and employment projects.</p> <p>A focused sport and employment plan, that identifies clear but realistic outcomes and targets, will help to gain resources for planned projects and the support of potential partners.</p> <h3>Support the creation of new employment opportunities in the sports sector</h3> <p>As already outlined, renewal areas often have under-developed sporting infrastructures. The need for new or improved sport and community facilities, activities and outreach services is therefore often identified in local needs assessments and renewal strategies as a priority. However, due to the high cost of developing and maintaining such provision, securing funding can be difficult. Highlighting the employment potential of sport and leisure facilities and services, and recommending implementation of an appropriate programme of action to support local employment, can be a useful approach to strengthen the case that is being made for such provision. Making the case for sports employment need not just be about building new or improved facilities. The benefits of 'detached sport', activities that are led by sports leaders and coaches in the community without a sports building as a base, is increasingly valued.</p> <p>Within the sports sector there are also many small sports related businesses and individuals working in a self employed capacity. For example clubs in sports such as martial arts, gymnastics or dance often operate as independent small businesses; there are local sports equipment or clothing suppliers catering to both general and niche markets and many sports coaches, aerobics/dance instructors and</p>
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personal fitness trainers are self employed.

Encouraging local people to establish new sports facilities and services through providing business start up support can help to develop a stronger sporting infrastructure. With appropriate support, individuals can be trained, obtain qualifications and establish small businesses in a renewal area. This requires:

- Awareness and encouragement of self employment in the sports sector by those agencies involved with sports training and skill development.
- Links with local economic development and business start up agencies so that individuals receive the business start up support and specialist advice on the sports sector that is required.
- Financial incentives or grants to help minimise the initial training and start up costs and risks in the early years.

Examples of actions that have been taken includes:

- The Kensington New Deal for Communities and Liverpool Sport Action Zone physical regeneration projects – Since the NDC and SAZ were set up in 2000, eleven full time and twelve part time jobs have been created in the sports sector in the area through the provision of new facilities and activities for sport and physical activity. Three significant sport and physical regeneration projects have been implemented:
 - Kensington Sports Centre - a new £2.3m community sports centre;
 - St Sebastian Field of Dreams - new sports, arts and nursery facilities on a primary school site; and
 - Birchfield multi-use games area, in a community park.

In addition a wide range of other community sport and physical activity sessions and projects based in local community and sports facilities and parks are underway. These include a Sure Start TOPS project; Liverpool PCT physical activity project, NACRO/SAZ youth sport project and a Schools Health project. Further job are expected to be created once the new sports centre is opened and other planned projects are implemented.

- In Liverpool, a training programme for women from black and ethnic minority communities has been provided to build a pool of local women able to lead fitness activities, particularly for BME communities, and to provide the women involved with alternative employment opportunities in the fitness industry. To date women from the Somali, Yemeni, Sudanese and Chinese communities have been involved. The programme starts with a basic entry level course which runs for six weeks, providing an introduction to health and nutrition, co-ordination and the importance of

exercise. Once they have attained a basic level of knowledge and confidence, they are then supported to get further work experience and qualifications related to health and fitness.

Adopt a policy of local recruitment and provide local opportunities for skill development, training and qualifications for the sports sector

Adopting a policy of local recruitment and training to the sports sector can result in a more locally based workforce. This requires a planned and resourced programme to address barriers and develop the skills and qualifications of local people to match current skill shortages and future employment opportunities in sport that may arise, either in existing or new facilities or services. Such an approach links closely to the Learning and Skills Councils' programmes to raise basic skills and to address skills shortages in local areas.

Training local people as sports leaders and coaches, using an entry or first level qualification, increases confidence and self esteem and get individuals on track either to employment or to further education and qualifications. It increases employability, not only within the sport and physical activity sector, but also in other areas of employment where having leadership skills or a qualification are positively viewed. To achieve this action needs to be taken to provide access to locally run and affordable courses and to actively recruit the residents of renewal areas.

Example of what are considered to be entry level qualifications include:

- ***The British Sports Trust (BST) Junior Sports Leader Awards (JSLA) and Community Sports Leader Awards (CSLA)*** These are nationally recognised and widely used entry level qualification schemes for sport. JSLA is for 14-16 year olds and is taught mainly in schools within the National Curriculum for Physical Education. The Award develops a young person's skills in organising activities, planning, communicating and motivating. CSLA is for people over 16 years and is taught in a range of community and learning environments. It teaches them organisational and communication skills, as well as the skills necessary to lead groups in safe sport and recreational activities. JSLA and CSLA are often used to develop the confidence and self esteem of individuals who may not have other formal qualifications.
- ***National Governing Bodies of Sport entry level qualifications.*** Most national governing bodies of sport (NGBs) have developed basic entry level qualifications aimed at people with no or limited sports training and qualifications. For example, the Football Association's Level 1 Certificate in Coaching Football is a basic

level qualification open to anyone 16 years and over who has an interest in coaching young people in football. The All England Netball Association Level 1 Coaching Certificate teaches basic netball coaching skills for people over 16 years.

Both the BST and NGBs have a structured approach to qualifications that enable someone obtaining an entry level qualification to go on to intermediate, and in the case of coaching, advanced qualifications as their knowledge, skills and experience develop.

- **Other entry level qualifications.** There are many other sport and fitness related qualifications that are considered to be entry level qualifications, many of which are particularly for work within sports and fitness facilities. These include the Royal Lifesaving Society National Pool Lifeguard Qualification 7th edition (NPLQ); British Weight Lifting Association Leaders Certificate; YMCA Gym Instructor Award and St John's First Aid award.

Work can also take place with existing employers in the area. Consultation with the employers and with local people can help to identify the barriers that prevent people from applying for posts, or from being appointed to posts, enabling action to be taken to address such issues. Examples of locally developed sports training projects working with existing employers and other community organisations include:

- The Bradford Sport Action Zone Community Sport Employment and Training Project – this project is scheduled to run from April 2004 until November 2006. The aim of the project is to increase the number of people from the renewal area who are able to access employment in the sport, leisure and community development fields. A total of 51 beneficiaries will be able to access the project over its lifetime, and it is being developed in partnership with local sports employers and training organisations. Participants will receive training to develop their employment skills on matters such as time management, team building and interview training, will undertake accredited training courses in subjects such as first aid and child protection, and will be given the opportunity to obtain other key qualifications such as national governing body of sport awards. Once criminal record checks have been completed, they will undertake practical tasks and work experience in local community settings such as local green spaces, community centres and primary schools. This project builds on a previous sports development traineeship run in the area with 16-24 year olds who were failing to access employment because of their lack of educational attainment. Within three months of the project ending all 12 participants had obtained employment.

- In Newcastle the leisure employability scheme employs six young unemployed people without any previous experience or qualifications as leisure trainees, based at a local authority leisure centre. During the project participants are supported to develop appropriate work behaviours, understand how to fulfil work tasks and to accept basic responsibilities. They gain work experience within a leisure environment and have an opportunity to obtain first aid and lifeguard qualifications as well as at least one first level coaching qualification in a specific sport (see sport and worklessness case studies on renewal.net)
- In “EB4U” – East Brighton New Deal for Communities area – there is a Sports Training project where participants are given work experience in local schools, sports clubs and community groups assisting with sports activities. They also set up and run, with the assistance of qualified coaches, activities for children during school holiday periods in their neighbourhood. During the programme they have the opportunity to take sports leadership and coaching qualifications.

In addition to locally developed and managed schemes there are also two national employment and training schemes for sport.

- ***The modern apprenticeship scheme for active leisure and learning.*** Modern apprenticeships (MAs) have been developed by SkillsActive, the sector skills council for active leisure and learning on behalf of employers and employees in the sector. They are funded and administered by the Learning and Skills Council, who work in partnership with local employers and training organisations to provide opportunities for candidates to register. They are available to young people aged 16 to 24 years and provide people with a way in to sport and recreation professions and an opportunity to broaden their expertise. They also enable individuals to obtain NVQs and other qualifications and, if appropriate, to move on to higher education by linking to foundation degrees or graduate apprenticeships in sport and leisure. For sport and leisure the MAs available are in “Active leisure and learning” and can be undertaken at a foundation or advanced level.
- ***New Deal and sport in schools.*** This scheme is part of the government’s New Deal for young people and New Deal 25 plus programmes to get people into work. It is administered through Jobcentre Plus and was developed in partnership with the Youth Sport Trust. It provides an opportunity for unemployed people to train, undertake a qualification and gain work experience as sports assistant working alongside school sport co-ordinators in local schools. It is a way for individuals to gain transferable skills on which to build their future careers and to obtain employment

<p><i>In order to continue to secure resources for sport and employment</i></p>	<p>within and outside of the sports sector. Qualifications that may be obtained include first aid, community sports leaders' award, basic health and safety, national pool lifeguard and NVQs in customer service/business administration.</p> <p>Adopting a local recruitment policy can also be used when a new sport and leisure facility is being built. Firstly the full range of employment opportunities that may be available related to coaching, sports leadership, administration, cleaning, maintenance, management etc. are identified. Action is then taken to provide training courses and work experience opportunities for local people that are relevant to those positions, thereby increasing the number of suitable candidates from the local area who may consider applying for the posts. If when recruitment takes place local people are successfully appointed, this not only creates local employment, but can also generate local ownership and usage of new leisure facilities.</p> <p>Provide local opportunities to increase employability and transferable skills through sport</p> <p>Sport and physical activity initiatives can provide the opportunity for individual participants to increase their 'employability' i.e. their potential attractiveness to a future employer in any sector, not just the sports sector. This is achieved indirectly, through increasing the personal and social skills, self esteem and self confidence of the individual, or directly as already outlined by providing work experience and/or training opportunities, often with a qualification attached.</p> <p>Individuals can obtain indirect benefits through participation in an actual sport or physical activity, or by their involvement in the organisation or management of sports activities or events, usually as a volunteer. For example, involvement in a regular weekly football session or league; participation in outdoor adventure activities or involvement in the development of a multi-sport community event. There is a range of anecdotal evidence that demonstrates that this can assist them to change their values and behaviours, to develop their confidence, learn skills that will assist them in a work setting and raise their own personal aspirations.</p> <p>In particular benefits to employability often associated with such involvement include improved self esteem and self efficacy (confidence by the individual in their own ability to successfully undertake and complete any given task or job) as well as improved organisational skills, team working and time keeping.</p> <p>For this to happen the experience as a participant or volunteer of the individual must be positive, with regular reinforcement of those skills and attributes that would be viewed as an asset in a work setting and of the achievements made as an individual and, if appropriate, as a</p>
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sport and employment projects in renewal areas effective measurement of the outcomes achieved must take place.

team. For full benefit to be obtained, a planned approach is likely to be required, with particular attention paid to addressing key issues and problem areas.

Demonstrate the impact of sport and employment projects

To attract or maintain existing resources for sport and employment projects, it is essential that effective measurement of the project outcomes takes place and that the achievements of the project are disseminated to raise awareness and gain commitment.

There can be particular difficulties in identifying and measuring the contribution of the sports aspect to employment projects, as opposed to support that is provided through other services or projects. Despite these difficulties, it is essential that project managers are clear about the outcomes they are trying to achieve at the start of the project. These should be realistic and avoid over or under stating the contribution that sport can make. An essential aspect of this is to consider how performance and success in delivering these outcomes can be measured, and if possible to gain agreement from those who are going to be evaluating the impact of the project on the approach and measures selected.

Ideally any measurement related to impact on worklessness should include the collection of both quantitative and qualitative data.

Examples of quantitative data that could be collected include:

- The numbers of participants in sport and employment projects who obtain a qualification.
- The numbers of participants in sport and employment projects who obtain full or part time employment.
- The number of employers offering trainee or apprenticeship schemes.
- The number of local people employed in the sports sector.

Qualitative data is usually obtained through focus groups or in depth interviews and seeks to understand the nature of participants' experiences and the impact of the project. Examples of the type of qualitative data that could be collected include:

- Participants' perceptions of the benefits of involvement in the project and of its impact, for example how it has improved self esteem or self confidence.
- The perceptions of project workers, or other significant individuals involved with workless individuals, on the impact it has had on their employability.
- Employers' perceptions of the benefit of the project, for example the impact on the number or standard of job applicants over a measured period of time.

Checklist

The extent to which sport can contribute to reducing worklessness will depend on local circumstances, but things that could be considered are listed below.

- What current plans exist to reduce worklessness? Who are the key agencies helping people get back into work in the area? How can sport contribute and link to existing schemes and projects?
- What type of jobs are available locally in the sports sector? Is there a good mix of employment opportunities at different levels, full and part time, permanent and casual?
- Has a local needs assessment for sport and physical activity taken place? Is there a case to be made for new facilities and activities to be provided? What employment opportunities would they bring? Has this shown gaps in provision that could be filled by new locally owned businesses or locally trained coaches and instructors?
- Are the right links in place with local business advisors and services to support new sports businesses?
- Can sport and employment projects combine providing work experience and training, with helping to fill gaps that have been identified in local sports provision e.g. by setting up and running after school or holiday activities or events?
- Are there any new sport and leisure facilities proposed? If so:
- Has a local recruitment and employment policy been adopted?
- Has a training plan been put in place to support local people to gain experience and skills, prior to the facility opening?
- Who are the current employers in the sport and physical activity sector? What proportion of their staff are residents of the renewal area?
- What are the career development opportunities in the area like? Can individuals progress to better paid and more permanent posts? What support may be available to them to do so?
- Why do the employers say that local people are not appointed? Do any of them have problems recruiting suitable candidates for key jobs? If so, what skills, experience and qualifications are required?
- Do any existing employers offer work experience, training opportunities, or trainee positions?
- Why do local people say they are not applying for jobs with

	<p>existing employers? Are there changes that could be made to recruitment practices that would encourage more local applicants?</p> <ul style="list-style-type: none"> • Are those providing advice on employment in renewal areas aware of the employment schemes and diversity of positions available in the sports sector? Are they aware of how sport can be used to develop transferable skills? • What local training opportunities are available that enable local people to obtain the skills and qualifications necessary to work in the sports sector? How accessible and affordable are the training opportunities that are provided? • Among those who are workless are there particular groups that could be targeted to get involved in sport and employment schemes? • How is the success of sport and employment projects being measured? How are achievements and successes being promoted? • Are decision makers aware of how sport can contribute to reducing worklessness?
<p>Want to know more</p>	
	<p>References</p> <ul style="list-style-type: none"> • Policy Action Team 10 Arts and Sport Report to the Social Exclusion Unit, DCMS, July 1999. Further information from: www.culture.gov.uk/global/publications/archive_1999/Policy_Action_Team.htm • Realising the potential of cultural services – the case for sport. Local Government Association Research briefing 12.3 November 2001. http://www.lga.gov.uk/Documents/Briefing/Our_Work/culture/Publicshed%20-%20Sport.pdf • The Role of Sport in Regenerating Deprived Urban Areas, Scottish Executive/Central Research Unit, 2000 • Case studies from Sport England - Sport Action Zone Case Studies 2003 (unpublished)
	<p>Further Reading</p> <ul style="list-style-type: none"> • For further information on qualifications and training in the sport

	<p>and physical activity area including NVQ's, Modern Apprenticeships and the National Qualifications Framework contact SkillsActive on 020 7632 2000 or visit the SkillsActive web site at www.skillsactive.com.</p> <ul style="list-style-type: none">• Further information on the 47 local learning and skills councils managing modern apprenticeships schemes can be found at www.lsc.gov.uk and further information on modern apprenticeships at www.realworkrealpay.info• For further information on New Deal and Sport in Schools contact your local Jobcentre Plus office or telephone 0114 259 6673..• Sport and Community Development: A Manual. Research Report no.86 Fred Coalter/Sportscotland July 2002. http://www.sportdevelopment.org.uk/html/sportcomdevman2002.html• The Social Role of Sport Opportunities and Challenges, Fred Coalter Centre for Leisure Research, University of Edinburgh. Paper for the Smith Institute 2003. http://www.smith-institute.org.uk/pdfs/sport-final.pdf• Sport England web site: www.sportengland.org and the Value of Sport web site containing research evidence on sports contribution to educational attainment, regeneration, social inclusion etc.• Sports development web site www.sportdevelopment.org.uk
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renewal.net Case Study 

Leisure Employability Scheme, Newcastle



Case Study

Leisure Employability Scheme, Newcastle

Summary

The Leisure Employability Scheme in Newcastle is increasing the number of people from a disadvantaged area of Newcastle who gain employment in the leisure industry or who go on to further education. This is being achieved through:

- A sport and leisure trainee scheme that provides 12 months employment and training for six young unemployed people at the local sports centre.
- Providing members of the community with access to training courses and the opportunity to obtain leadership and coaching qualifications in sport.

To date eight people have been involved as sport and leisure trainees – four have gone into full time employment, three remain on the scheme and one has dropped out. There has been a considerable change in the confidence, self esteem and aspirations of the individuals who have been involved and a significant increase in their future employability. Over 50 members of the community have attended sports related training courses.

Contents

Aims/Objectives	3
Where	3
How did it do it?	3
Who was involved?	5
What did it achieve?	5
Check list	6
Contacts.....	8

	Aims/Objectives
<i>The leisure employability scheme aims to develop the knowledge, experience and skills of local people so that they gain permanent employment in the leisure industry or alternatively go on to further education.</i>	The Leisure Employability Scheme provides work placement and training opportunities in the sport and leisure sector for people living in a disadvantaged area of Newcastle. It aims to develop the knowledge, experience and skills of the project participants so that they gain permanent employment in the leisure industry or go on to further education at the end of the scheme. The scheme also increases the pool of appropriately qualified and experienced local sports leaders who can help with community sports related activities and act as local sport and leisure ‘Motivators’. The scheme arose particularly because of the poor quality of applications that were received for posts advertised at a new leisure centre being built in the West End of Newcastle in the heart of the disadvantaged area.
	Where
<i>Newcastle-upon-Tyne, North east England</i>	The project targets people living in seven disadvantaged wards in the west end of Newcastle – Benwell, Elswick, West City, Wingrove, Scotswood, Fenham and Moorside. These wards are located in a neighbourhood renewal area. Five are among the 10% most deprived wards in England, with the remaining two in the 15% most deprived wards. All experience high levels of unemployment, and many have second or third generations within families where no member of the family has permanent work. The wards all have a significantly above average proportion of the local population with low basic skills. The area has a high percentage of Newcastle’s black and ethnic minority population.
	How did it do it?
<i>The scheme employs six sport and leisure trainees for 12 months at the local sports centre who have the opportunity to gain work experience, improve their basic skills and obtain entry level qualifications for sport and leisure. It also provides training courses for the wider community</i>	The scheme, which is still underway, involves: <ul style="list-style-type: none"> • Employment of sport and leisure trainees at the local leisure centre “The Centre for Sport” for a 12 month period. During the year participants have the opportunity to obtain generic skills appropriate to working in a leisure environment and to take related qualifications such as Governing Body of Sport coaching awards, First Aid, Community Sports Leaders Award and National Pool Lifeguard Award. • The provision of local courses and training opportunities for local people in sport and leisure related qualifications.

<p><i>community.</i></p>	<p>The opportunity to participate in the leisure centre scheme was advertised at the local job centre and through posters in the community. Key community workers were also encouraged to bring the scheme to the attention of any individuals that they thought might be suitable, and to assist individuals in making an application. The job descriptions and person specifications developed supported the principle of the posts being about training and learning, and did not require applicants to have any formal experience or qualifications. All participants are checked with the criminal records bureau for child protection purposes.</p> <p>The positions are offered for a maximum of 15 hours paid employment per week, so that those involved can either continue to claim benefit or do other paid employment. They operate on a shift basis, along with the other centre staff. The jobs were evaluated in accordance with the local authority job evaluation scheme and salary levels are set at a trainee rate. A formal recruitment and application process was followed, and 45 people applied. Only two applicants were women. Five men and one woman were appointed, all of whom were between the ages of 16 and 19 years. During the life of the project to date, one person has dropped out and two obtained employment in the private sector and therefore did not complete the year. All of those posts have been refilled.</p> <p>The trainees are managed by the operations manager and sports development manager at the leisure centre, who also provide ongoing advice and support.</p> <p>During the scheme participants undertake the same duties as the other recreation assistants employed by the centre. As their confidence and experience has grown, they have been given the opportunity to take on more responsibility. For example in addition to the everyday tasks, such as setting up equipment, lifeguarding, cleaning and assisting customers, participants have been given the opportunity to set up and run sports sessions for young people after school and during school holidays. They have also been involved in outreach sports development activities, such as the "StreetGames" which take place in local neighbourhoods and in setting up events with the council's partners, such as the women's day event.</p> <p>The trainees have obtained work experience with other organisations. For example the local professional basketball club Newcastle Eagles is providing two of the trainees with work experience on match days and discussions are underway with a local school where the trainees will have the opportunity to work alongside teaching staff.</p> <p>An important aspect of the training has been to give the trainees, along with other staff at the centre and other members of the community, the opportunity to attend training courses and obtain core</p>
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	<p>qualifications to improve their skills and increase their employability. All of the participants employed at the leisure centre have obtained qualifications in first aid, lifeguarding, fitness instruction and community sports leadership. Most have also obtained a National Governing Body of Sport level 1 coaching award in football. Once the trainees obtain key qualifications when they are asked to perform specific duties that relate to that qualification, they are paid an enhanced rate for the work. For example if the participants qualify as a football coach and are used to coach a football session, they receive the going rate for coaching during that session.</p> <p>The training courses that are run are also advertised in the local community and again community workers are used to encourage and assist local people to attend. Across the community individuals have been trained as community sports leaders and as coaches in sports such as netball, basketball and football. Some of those trained are now working on the estate in community or sports development posts, creating more local opportunities.</p> <p>Participants in the leisure centre scheme have not only obtained sports related qualifications but have been supported in enhancing their basic skills, particularly I.T skills, and have received training in writing CVs, making job applications and attending job interviews.</p>
	<p>Who was involved?</p>
<p><i>Newcastle City Council is the lead agency and has provided in kind support. £50,000 revenue funding has been provided through the Neighbourhood Renewal Fund.</i></p>	<p>The project has been led by Newcastle City Council leisure services, with the leisure centre management support group acting as the responsible body for the programme. Proposals for a multi agency steering group have not yet worked out, but are being reviewed.</p> <p>The project was funded by a grant of £50,000 from the Neighbourhood Renewal Fund under the employment and training theme of the programme. In addition project management time through the Centre for Sport management team is provided by Newcastle City Council. The project budget covers the salaries, uniform and training costs of the trainees, the costs of the community coach education courses and evaluation of the scheme.</p> <p>Partners involved in providing work experience opportunities to date include Newcastle Eagles basketball team, West End Health resource centre (a voluntary sector health project), Soccer World and Newcastle City Council Sports Development team.</p>
	<p>What did it achieve?</p>
<p><i>Year 1 of the project</i></p>	<p>As year one has only just concluded a complete evaluation of the</p>

<p><i>has only just concluded and has not yet been evaluated, but the sport and leisure trainees now have work experience and entry level qualifications. 2 of the trainees obtained employment in the leisure sector before completing the scheme. Other members of the community have also been trained as sports leaders and coaches.</i></p>	<p>project and of performance against the targets originally set has not taken place. However:</p> <ul style="list-style-type: none"> • Eight people have been involved as trainees – four have gone into full time employment, three remain on the scheme and one has dropped out. There has been a considerable change in the confidence, self esteem and aspirations of the individuals who have been involved and a significant increase in their future employability. • One trainee has been identified as having basic skills issues and one to one literacy training is now being provided. It is anticipated that this will be an integrated aspect of the next programme. • All of the current trainees have obtained qualifications in first aid, fitness instruction and community sports leadership and three have obtained their National Pool Lifeguard Award. Most have also obtained a National Governing Body of Sport level 1 coaching award in football. In total over 50 members of the community have also attended introduction to coaching sessions and obtained awards or qualifications relevant for coaching including community sports leader awards, level 1 coaching qualifications, first aid and child protection. • Both the trainees and those obtaining sports qualifications are beginning to act as role models for others in the community. • From the point of view of the Centre for Sport and other leisure providers in the area there are now more individuals available with the right skills, experience and qualifications to fill vacant positions and cover short term needs. • The sporting networks and infrastructure of the local area are being strengthened. <p>The project has been given a three month extension of funding from the Neighbourhood Renewal Fund whilst the programme is reviewed and amended to reflect the lessons learnt. Proposed changes include to expand the project across the whole of Newcastle, employ a project co-ordinator, and to seek accreditation and connections to the Learning and Skills Council in order that the programme links into the city's wider training programmes.</p>
	<p>Check list</p>
	<p>This checklist outlines key recommendations for anyone considering setting up a similar project based on the Newcastle experience:</p>

- Plan and cost your project carefully. Where possible bring partners into the scheme at the outset who have an interest in training, skills and reducing worklessness, and who can help to identify potential local participants for the project.
- Don't under estimate the amount of support that will be required by trainees who have not previously worked before, particularly in the first six months of the project – it is significant. Most of the trainees lack confidence. Many mix with peer groups or are from families without any role models in employment who understand the work ethic and who can provide them with advice. The importance of issues such as time keeping, reliability and wearing a uniform may need to be explained and reinforced. Do not assume any previous knowledge of how to complete work related tasks, such as cleaning or setting up equipment. You may need to give the trainees more flexibility initially than you would with a more established member of staff, which in itself needs managing to avoid internal conflict i.e. not immediately taking formal disciplinary action against a repeat offender.
- Recognise the management time required to run a project of this type and to provide support to the participants. Ideally incorporate time for an actual project co-ordinator into your project plan and costs.
- Try to provide a wide range of learning mechanisms and a variety of working experiences to give different opportunities for them to learn and to identify what they enjoy doing and are good at.
- Link up with other training providers in the area and encourage and support the trainees to obtain qualifications or accreditation for work undertaken.
- Challenge the trainees – give them more responsibilities and the opportunity to demonstrate what they can achieve, whilst ensuring that advice and support is available.
- Open up opportunities for training to the local community as well as the trainees. This strengthens the community infrastructure and sporting networks.
- Plan ahead to try and identify with the participants potential exit routes, either to further education or to employment. Provide support and advice on completing job or course applications and attending interviews.
- Set clear outcome measures and put in place systems to measure them from the start of the project.

	<ul style="list-style-type: none">• Look ahead to the potential sources where funding may be available to mainstream the project in the future. Ensure that the project and its successes are communicated to the key decision makers within those organisations.
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