

## Oxfordshire 2019-21 People Plan

Workforce Directorate area	Goals	Delivery	Targets	Strategic links	Partners
<p style="text-align: center;"><b><u>Equality and Diversity:</u></b></p> <p><b>Aim:</b> To focus resources on those most in need (inequality and inactivity levels). Ensure we're challenging the lack of diversity in the workforce and equipping the workforce to be more inclusive.</p> <p><b>2-year vision:</b></p> <ul style="list-style-type: none"> <li>• There is a tested pathway to encourage more diverse people into volunteering and paid delivery</li> <li>• There is increased visibility of diverse role models and leaders</li> <li>• There is a greater level of confidence in delivering inclusive activities</li> </ul>	<p>Focus our work on where there is greatest need.</p>	<p>Most of our work will focus on target areas of inequality. Proposed areas;</p> <ol style="list-style-type: none"> <li>1) Banbury- Neithrop and Ruscote</li> <li>2) Banbury- Grimsbury</li> <li>3) Oxford- the Leys (Blackbird Leys and Northfield Brook)</li> <li>4) Oxford- Rose Hill</li> <li>5) Abingdon Caldecott</li> </ol>		<p>SE Key strategic priorities: Better Experiences, Diversity &amp; inclusion, Culture</p> <p>NHS BOB- STC "those with the most need benefit most"</p> <p>UKC workforce principles: Getting the right people,</p> <p>"To ensure our economy works, we must focus on engaging and upskilling those furthest from employment, providing support to overcome barriers." OxLEP Skills Strategy</p> <p>"in Blackbird Leys in Oxford 28 per cent of residents lack any qualifications, with a number of other areas characterised by a combination of low skills levels, high unemployment and worklessness" OxLEP Skills Strategy</p>	<p>Cherwell District Council Oxford City Council Vale of White Horse Council Oxfordshire Youth Oxon Age UK OFA</p>
	<p>Combat the major barrier of lack of confidence and self-efficacy for people to volunteer/enter the work force as a leader in sport and PA in areas of deprivation</p>	<p>Provide confidence training in our target areas to encourage a diverse range of people from within the community into volunteering/the workforce</p>	<ul style="list-style-type: none"> <li>• Run at least one confidence and leadership course in each target geographic area</li> </ul>	<p>SE Key strategic priorities: Better Experiences, Diversity &amp; inclusion, Culture</p> <p>UKC workforce principles: Getting the right people,</p>	<p>Cherwell District Council Oxford City Council Vale of White Horse Council Active Leaders</p>

<p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• Targets hit for demographics of profiled speakers (10% BAME (min. 30% stretch target) 14% Disability (min) 50% female (min))</li> <li>• Use individual development question (SE question bank) after relevant courses</li> </ul>	<p>Equip all areas of the workforce with the skills to engage disabled people and people with long-term health conditions more effectively in activities. Significantly improving their confidence and competencies.</p>	<p>Run Activity Alliance's Inclusive Activity Programme (IAP) in our target areas.</p>	<ul style="list-style-type: none"> <li>• Run at least one IAP course in each target area</li> </ul>	<p>SE Key strategic priorities: Better Experiences, Diversity &amp; inclusion</p> <p>UKC workforce principles: Developing people,</p>	<p>Activity Alliance Lucy Tappin- AO Oxfordshire Youth SOLL Leisure Colin Hull Cath Dale</p>
	<p>Upskill all areas of the workforce in the area of mental well-being</p>	<p>Deliver Mental Health First Aid to Satellite Club deliverers, CYP delivery bodies and organisations in our target areas</p>	<ul style="list-style-type: none"> <li>• Run at least one course in each target area (through StreetGames/Family Links/Oxfordshire Youth)</li> </ul>	<p>UKC workforce principles: Understanding customers, Developing people</p>	<p>StreetGames Family Links Lucy Tappin- AO Oxfordshire Youth SOLL Leisure</p>
	<p>Higher profile of BAME, female and disabled people in the sector</p>	<p>Ensure we are mirroring the demographics of the county within our profiled speakers/vlog subjects/trainers</p>	<ul style="list-style-type: none"> <li>• 10% BAME (min. 30% stretch target)</li> <li>• 14% Disability (min)</li> <li>• 50% female (min)</li> </ul>	<p>SE Key strategic priorities: Culture</p> <p>UKC workforce principles: Getting the right people,</p>	<p>Paul Brivio- AO SOLL Leisure OFA</p>

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<p><b><u>Professional Workforce:</u></b></p> <p><b>Aim:</b> Create and test pathways into sport and PA employment in our target geographical areas.</p> <p><b>2-year vision:</b></p> <ul style="list-style-type: none"> <li>• There are tested pathways for getting people into the sport and PA workforce which are replicable</li> <li>• There are fewer gaps in the workforce of specific activities</li> <li>• There is a strong understanding of the importance of their role in people who welcome people into the sport and PA environment</li> <li>• There is more diversity in the professional workforce</li> </ul>	<p>Test pathways into the professional workforce e.g. apprenticeship models</p>	<p>Create a project to design, test and evaluate different pathways into the professional workforce, using people from our 5 target areas.</p>	<ul style="list-style-type: none"> <li>• TBC in separate project plan</li> </ul>	<p>SE Key strategic priorities: Better Experiences, Diversity &amp; inclusion, Culture</p> <p>UKC workforce principles: Getting the right people, Mobilising people</p> <p>“Our refreshed Skills Strategy builds on the recent priorities of the Oxfordshire Skills Board.....this includes driving growth in apprenticeships” OxLEP Skill Strategy</p>	<p>Oxford Brookes Cherwell District Council Oxford City Council Vale of White Horse Council</p>
	<p>Create and implement a strategy to combat the lack of deliverers in;</p> <ul style="list-style-type: none"> <li>• Exercise on Referral instructors</li> <li>• Gymnastics coaches</li> <li>• Walk and Nordic Walk leaders</li> <li>• Netball and walking netball coaches</li> <li>• Deliverers confident to work with disabled people</li> <li>• Boccia instructors</li> <li>• Motivational interviewers (MI)</li> <li>• <i>Swimming teachers</i></li> </ul>	<p>Create steering groups to identify methods of combatting the skills deficit</p>	<ul style="list-style-type: none"> <li>• Increased number of deliverers in these key activities</li> <li>• Partner satisfaction in deployment options</li> <li>• 10 MI training places for GO Active, Get Healthy staff</li> </ul>	<p>SE Key strategic priorities: Better Experiences</p> <p>UKC workforce principles: Getting the right people, Developing people, Mobilising people</p>	<p>Lucy Tappin- AO England Netball, Leila Javadi- AO GLL</p>

<p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>Brookes research project offers learning on which pathway best leads to employment in the PA sector.</li> <li>Number of MECC courses run.</li> <li>Compare workforce survey results with baseline on ethnicity (2021)</li> </ul>	<p>Provide training and understanding of their role and impact for “first experience influencers” such as receptionists and primary school teachers</p>	<p>Provide training to front-line staff within target schools, colleges and leisure centres that service our 5 target geographical areas</p>	<ul style="list-style-type: none"> <li>Offer MECC training to all staff within schools, colleges and leisure centres that service our 5 areas</li> </ul>	<p>SE Key strategic priorities: Perception</p> <p>UKC workforce principles: Understanding customers, Developing people</p>	<p>Josh Lenthall AO Cherwell District Council Oxford City Council Vale of White Horse Council</p>
	<p>Provide education around PA to social prescribers in Oxfordshire</p>	<p>Provide PA brief intervention training to social prescribers and link to the 7 pilots in Oxon.</p>	<ul style="list-style-type: none"> <li>TBC depending on innovation bid.</li> </ul>	<p>UKC workforce principles: Understanding customers, Developing people,</p>	<p>Leila Javadi- AO Leap GBA</p>

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<p><b><u>Volunteering:</u></b></p> <p><b>Aim:</b> Challenge the perception of volunteering and increase the diversity of volunteers</p> <p><b>2-year vision:</b></p> <ul style="list-style-type: none"> <li>There are changed perceptions of what a volunteer in this sector looks like</li> <li>There is an increased number of disabled people volunteering</li> </ul>	<p>Create clear pathways for young people to volunteer</p>	<p>Work with partners to create further volunteering pathways for those young people helping at the School Games.</p>	<ul style="list-style-type: none"> <li>¼ of County School Games finals volunteers (estimated 80) to take a further volunteering option with a preferred partner</li> </ul>	<p>SE Key strategic priorities: Better Experiences</p> <p>UKC workforce principles: Mobilising people</p>	<p>Steph Hall- AO Parkrun Oxfordshire Youth SOLL Leisure OFA Tom Gubbins- CDC</p>
	<p>Encourage more “non-sporty” students to volunteer in the School Games.</p>	<p>Work with Secondary Schools to identify and get a more varied type of student volunteering in the School Games</p>	<ul style="list-style-type: none"> <li>One case study of a “non-sporty” volunteer to share in order to challenge perception of “sports” volunteers</li> </ul>	<p>SE Key strategic priorities: Culture</p> <p>UKC workforce principles: Getting the right people, Mobilising people</p>	<p>Steph Hall- AO Active Leaders</p>

<ul style="list-style-type: none"> <li>Community groups are more confident to provide sport and PA sessions</li> <li>There is more diversity in the pool of volunteers</li> </ul>	<p>Increase the opportunities for disabled people to meaningfully volunteer</p>	<p>Work with Kennedy Scott clients to offer volunteer opportunities in sport and PA</p>	<ul style="list-style-type: none"> <li>Provide Kennedy Scott with 50 volunteer opportunities and monitor up-take and results</li> </ul>	<p>SE Key strategic priorities: Better Experiences, Diversity &amp; inclusion, Culture</p> <p>UKC workforce principles: Getting the right people, Developing people, Mobilising people</p>	<p>Lucy Tappin- AO Kennedy Scott Oxfordshire Youth SOLL Leisure</p>
<p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>Increased number of disabled people volunteering using active lives data</li> <li>Number of groups delivering PA sessions</li> <li>Compare workforce survey results with baseline on volunteer age, gender, ethnicity (2021)</li> </ul>	<p>Improve the volunteer experience and highlight the varying roles and people involved with volunteering</p>	<p>Recognise and promote different roles and good practice through vlogs and tweets</p>	<ul style="list-style-type: none"> <li>Publish 12 vlogs focusing on volunteering</li> </ul>	<p>SE Key strategic priorities: Perception</p> <p>UKC workforce principles: Looking after people,</p>	<p>Suzi Wild- South Oxon DC Oxon Age UK</p>

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<p><b><u>Coaches:</u></b></p> <p><b><u>Aim:</u></b> Increase the diversity of deliverers of sport and physical activity (PA) through recruitment in our five target geographical areas (women, BAME, disability, inactive)</p> <p><b><u>2-year vision:</u></b></p> <ul style="list-style-type: none"> <li>• Our coaching workforce is more diverse and representative of the audience we want to get active.</li> <li>• Our coaching workforce has an interest in how to reach inactive people</li> <li>• Our coaching workforce has the skills to reach and retain inactive people (aspirational)</li> <li>• Our coaching workforce feels satisfied and rewarded</li> </ul>	Decrease barriers to training for people in areas of inequality	Create a bursary and work with local partners to recruit and support more “people like me” into coaching (inactive, female, BAME, Disabled people)	<ul style="list-style-type: none"> <li>• 30 bursaries over 5 target areas distributed</li> </ul>	SE Key strategic priorities: Better Experiences, Diversity & inclusion, Culture  UKC workforce principles: Getting the right people, Developing people	Cherwell District Council Oxford City Council Vale of White Horse Council
	Offer more varied formats for training that appeal to a wider audience	Promote existing and develop our own on-line learning, webinars and vlogs as learning tools in conjunction with South East CSPs. To focus on how coaches can reach and engage inactive people.	<ul style="list-style-type: none"> <li>• 6 webinars run</li> </ul>	SE Key strategic priorities: Better Experiences  UKC workforce principles: Developing people	South East CSPs
	Promote female coaching	Continuation of Project 500	<ul style="list-style-type: none"> <li>• See Project 500 targets</li> </ul>	SE Key strategic priorities: Diversity & Inclusion  UKC workforce principles: Developing people, Using your learning	South East CSPs
	Promote an understanding of what good coaching looks like	Regular “Coach tips” vlogs highlighting different aspects of good coaching practice	<ul style="list-style-type: none"> <li>• 12 vlogs published</li> </ul>	SE Key strategic priorities: Better Experiences, Perception, Diversity & inclusion  UKC workforce principles: Developing people, Looking after people	
	Recognise the good work already done by coaches	Create This is your life style vlogs. Partners nominate great coaches to have brief videos made about their work & impact.	<ul style="list-style-type: none"> <li>• 12 vlogs published</li> </ul>	SE Key strategic priorities: Perception  UKC workforce principles: Looking after people	

<p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• Compare workforce survey results with baseline on coach age, gender, ethnicity (2021)</li> <li>• Number of attendances on courses/webinars around reaching inactive participants</li> </ul>	<p>Increase understanding and empathy for the inactive population</p>	<p>Create vlogs and on-line learning sharing the experience of inactive people; why they don't feel they can be active or how they've achieved getting active</p>	<ul style="list-style-type: none"> <li>• 6 vlogs published</li> <li>• 4 webinars with Q and A</li> </ul>	<p>SE Key strategic priorities: Culture</p> <p>UKC workforce principles: Understanding customers</p>	
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<p><b><u>Clubs:</u></b></p> <p><b><u>Aims:</u></b> Support clubs to diversify and recognize what is already taking place</p> <p><b><u>2-year vision:</u></b></p> <ul style="list-style-type: none"> <li>• There is a resilient network of varied sports clubs</li> <li>• Clubs have a strong ethos around welcoming inactive people</li> <li>• A low chance of a bad experience at clubs, especially on first contact.</li> </ul> <p><b><u>Measures:</u></b> TBC</p>	Rebrand and expand our training programme	Make programme more up to date and varied in terms of training offers and more responsive to demands from particular sports/clubs.	<ul style="list-style-type: none"> <li>• Marketing campaign around the refreshed brand</li> <li>• Clear offer to clubs/sports</li> <li>• On-line learning offer</li> <li>• Add an introduction to behaviour change into our other courses</li> </ul>	SE Key strategic priorities: Better Experiences  UKC workforce principles: Developing people	Oxfordshire Youth
	Promote Club Matters	Run Club Experience and Volunteer Experience workshops in our target geographical areas	<ul style="list-style-type: none"> <li>• 5 courses, 1 in each target area</li> </ul>	SE Key strategic priorities: Better Experiences  UKC workforce principles: Developing people	Club Matters Cherwell District Council Oxford City Council Vale of White Horse Council
	Support committee members and promote their understanding of the sport and PA landscape and their place in it.	Create a newsletter for committee members and promote offers such as BOGOF for “In the zone” training such as safeguarding.	<ul style="list-style-type: none"> <li>• Newsletter created</li> <li>• 50 committee members on distribution list.</li> </ul>	SE Key strategic priorities: Better Experiences, Perception  UKC workforce principles: Developing people	Partner NGBs
	Support clubs to gain Club Mark accreditation	Provide clubs with templates and examples of best practice to help inform their club mark process	<ul style="list-style-type: none"> <li>• Regular articles on club mark in emails to committees</li> </ul>	SE Key strategic priorities: Better Experiences, Diversity & inclusion  UKC workforce principles: Developing people	Oxfordshire Youth Tom Gubbins- CDC
	Promote learning about welcoming procedures	Create learning opportunities and templates for clubs to test and improve their welcoming procedures	<ul style="list-style-type: none"> <li>• Welcoming procedure template distributed</li> <li>• 4 vlogs around “welcoming” published</li> </ul>	SE Key strategic priorities: Better Experiences, Diversity & inclusion, Culture  UKC workforce principles: Understanding customers	Oxfordshire Cricket