

Bigger and Better Workforce Review

August 2017



Agenda

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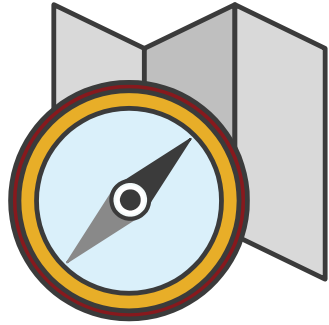
Introduction and background



Sport England, London Sport and the Mayor of London have combined forces to set game-changing targets for activity in London

This includes an overall target of getting 1 million Londoners more physically active by 2020, making London the most physically active city in the world and, **helping London residents become more active and healthy.**

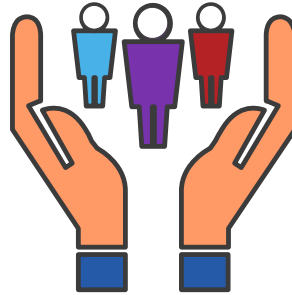
The five key areas outlined in the London Blueprint Strategy are critical in achieving success in this goal;



Make it easier for Londoners to find the right activity, be retained, and achieve their potential



Get more resources by making the best of what we have as well as securing more



Support grassroots organisations by making the sector simpler and better



Grow a bigger and better workforce to support activity



Harness the power of elite sport to create sustained grassroots activity and inspire the next generation

The workforce have a valuable role to play in each of these five key areas

These research findings were carried out to address the following objectives to **inform and develop a London workforce plan**

1. Identify current activity levels amongst **less active** Londoners and drivers /barriers to further activity
2. Understand if/how the workforce can positively influence the behaviour of **less active** Londoners
3. Understand the current shape of the workforce in London
 - Determine workforce gaps that need to be addressed to support the less active
 - Understand the priorities & requirements of London workforce agencies
4. Understand the workforce's current experience and identify how to ensure a range of positive benefits are experienced

Ultimately to understand if/how the workforce needs to evolve to meet the needs of less active Londoners, and how key stakeholders can work better together to support this workforce



Clarity on the 2 audiences this research has focussed on:



“Londoners”

General public with a key emphasis on:

1. Inactive (less than 30 mins activity/ week)
2. Insufficiently active (30-150mins/ week)

But with views also collected from those who are:

3. Active (150mins+ activity/ week)
4. Including recently active (150mins+ activity/ week within the last 6 months, and used to be less active)



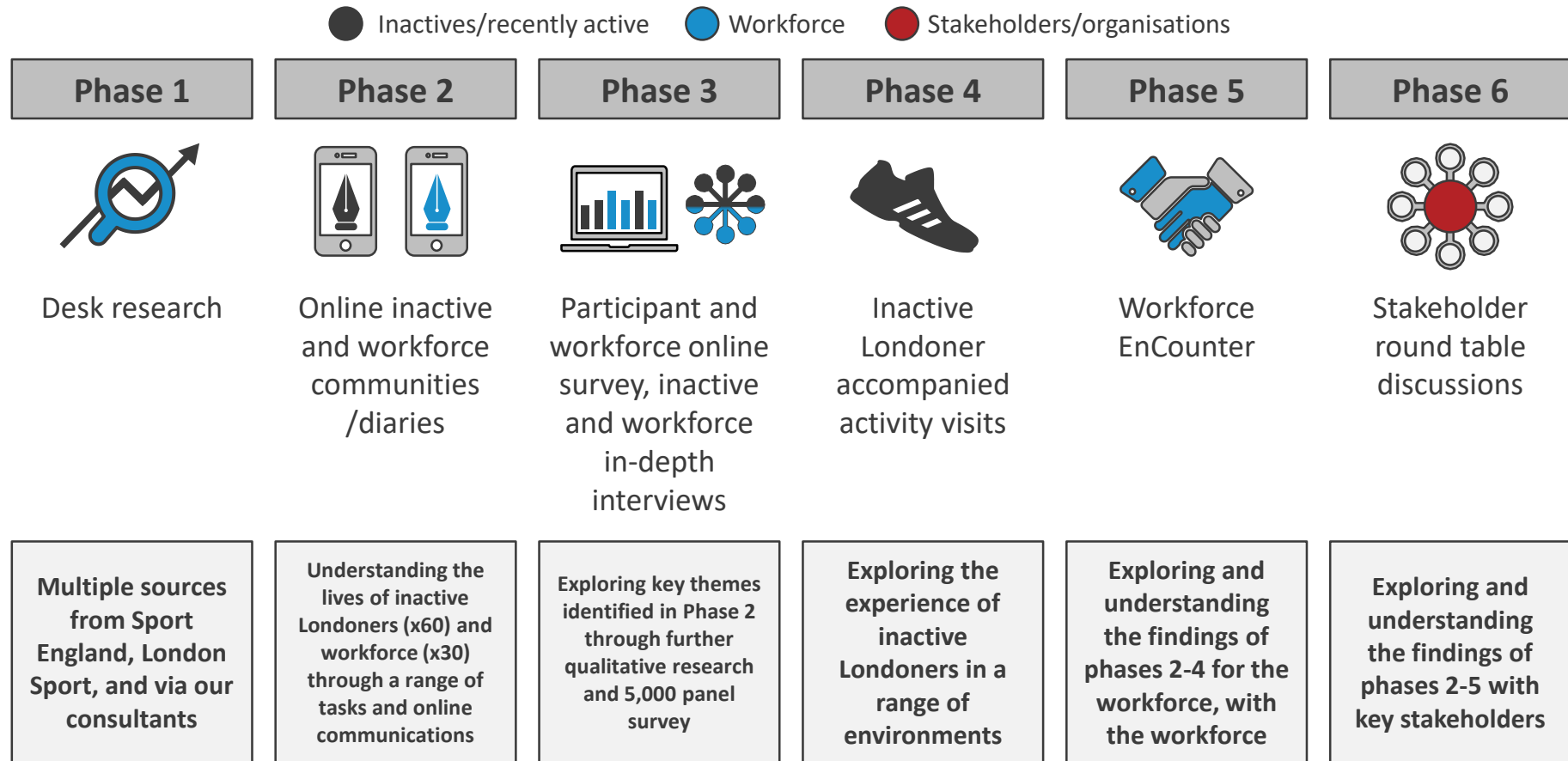
“Workforce”

Self defined to include:

1. Direct deliverers of both formal and informal sport and physical activity
2. Front of house staff at leisure facilities
3. ‘Other’ roles at sports clubs (e.g. club administrators)
4. Sport and physical activity volunteers

NB: ‘workforce’ is a term that is not widely used across the sector, especially among volunteers!

The research approach undertaken from February – May 2017:



The scale of the research

- Over **5000** Londoners
- Around **2100** minutes of detailed conversations
- **1763** community diary entries and **99%** tasks completed
- And valuable contributions from the following organisations:



A steering group and consultants have been involved throughout this process to check, challenge, guide and support the project

Vitally important contributions throughout from:



Active
Health
Associates



GREATER LONDON
VOLUNTEERING



Dr Tim Anstiss

A medical doctor, with
expertise in behavioural
change, staff training and
physical activity

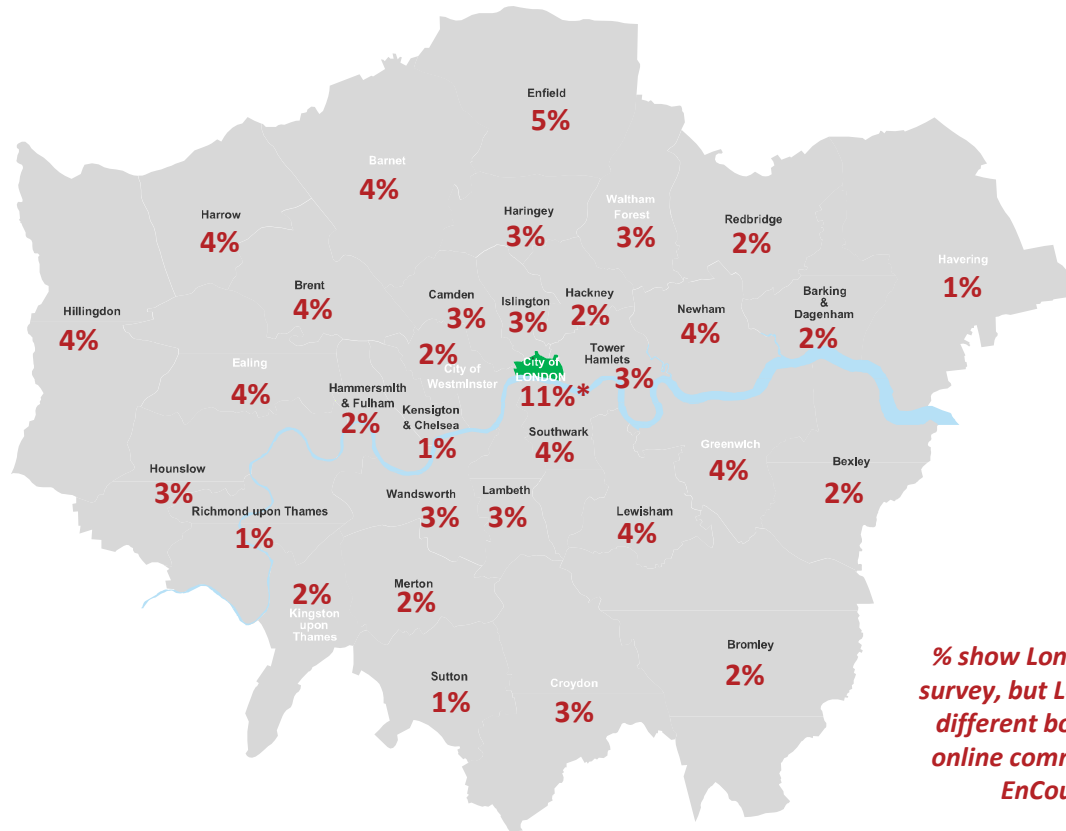
Rob Young

Consultant, with expertise in
strategic development
through sport and physical
activity

Steve Mitchell

Consultant, a disruptive
thinker in the sector with
expertise in training and
development

Londoners from every London borough were involved across different phases of the research project



% show Londoner coverage in the online survey, but Londoners and workforce from different boroughs were involved in the online community, depth interviews and EnCounter workshop as well

*City of London over indexes

Base: Total sample (5005)

Our 'workforce' sample for this research was self defined as follows:

Are you involved at all (either as part of your paid work, or as a volunteer, or helping out in any other way) in the delivery of, or supporting people into, sport or physical activity?

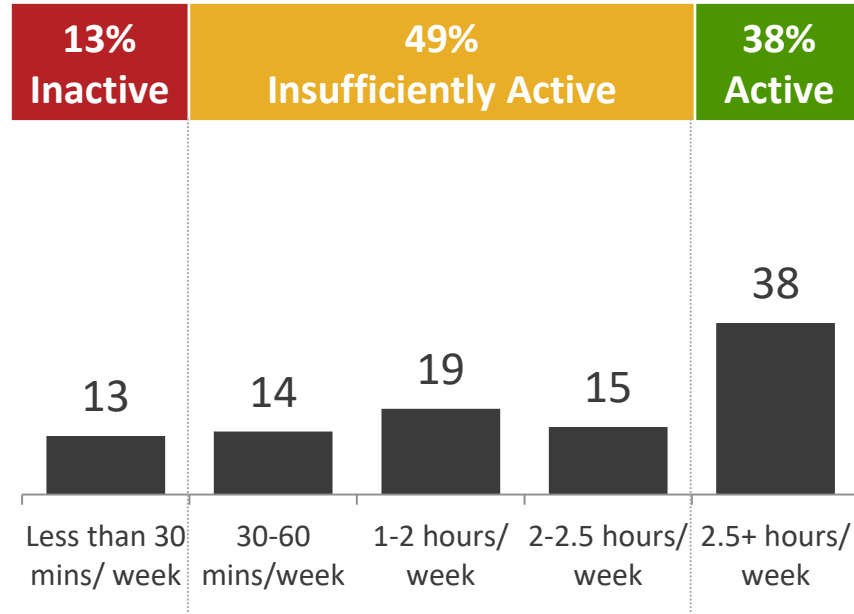
	Paid work	Volunteer/ helper
A gym/leisure operator e.g. Fitness First	<input type="checkbox"/>	<input type="checkbox"/>
A private company in the sporting sector (not a gym or leisure operator) e.g. watertots	<input type="checkbox"/>	<input type="checkbox"/>
A local team and/or sporting organisation	<input type="checkbox"/>	<input type="checkbox"/>
A University or college in a sporting department	<input type="checkbox"/>	<input type="checkbox"/>
A school in a sporting/PE department	<input type="checkbox"/>	<input type="checkbox"/>
A London borough council where sport is part of my remit	<input type="checkbox"/>	<input type="checkbox"/>
A sporting governing body	<input type="checkbox"/>	<input type="checkbox"/>
A charity that is involved in sport or physical activity e.g. parkrun, streetgames...	<input type="checkbox"/>	<input type="checkbox"/>
An organisation or group that supports active travel e.g. Sustrans, TfL, living streets	<input type="checkbox"/>	<input type="checkbox"/>
Health advisors with a focus on physical activity	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>

*Selecting
any of
these
would
qualify
people as
the
'workforce'*

Throughout the remainder of this document, 'workforce' will be used to describe deliverers of sport and physical activity within the sector, whether paid or voluntary

To ensure a robust workforce focus, our Londoner sample differs from “Active Lives” industry data and is skewed to the less active

Londoners levels of physical activity (%)



Sport England Active Lives data, London, Nov 2015/16

22% Inactive	13% Fairly active	65% Active
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NB: Our data differs from activity levels reported by Sport England’s Active Lives Survey, primarily due to the following :

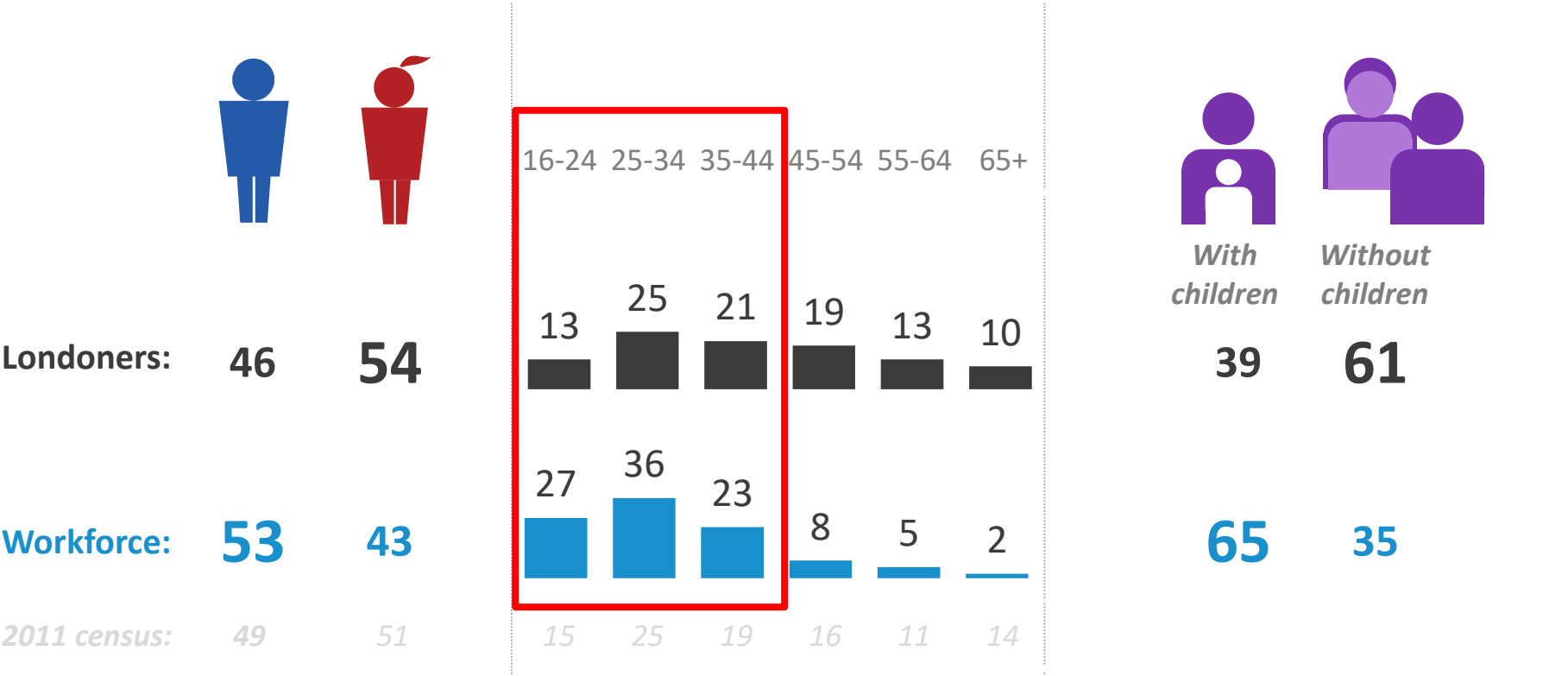
1. Anyone working or volunteering in the sport sector has been filtered through to workforce questions, therefore we will be under-representing the naturally more active segments of London (who are in the sector)
2. Our sample is solely online vs. a ‘push to web’ methodology by Active Lives which recruits via household mailouts

Base: Total Londoners not in workforce (3380)

QS9a: Can you tell us roughly how many minutes are you are physically active per week? (NB extra definition provided to confirm what ‘counts’ as activity)

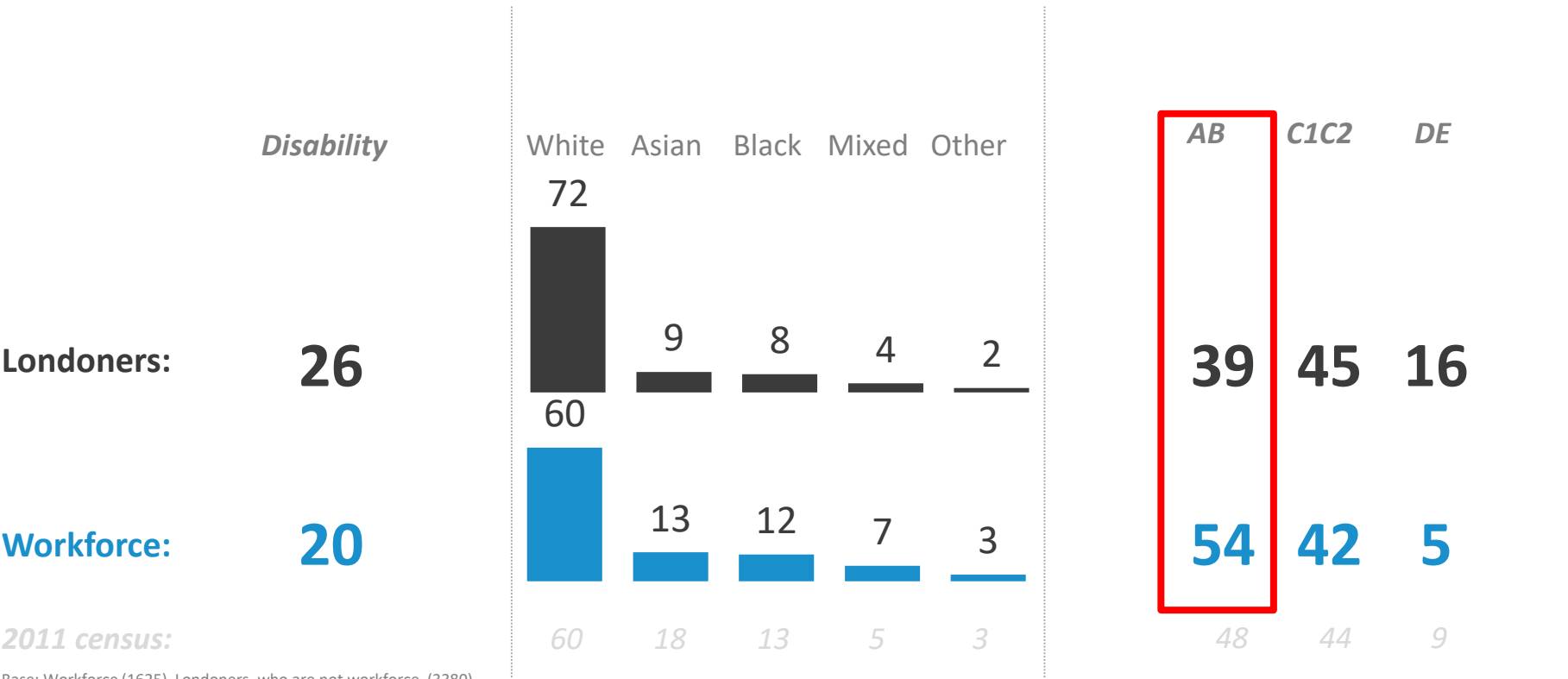
From the outset, we can see the workforce are younger and more family based than our non-workforce/less active Londoner profile

Demographic profile: Workforce vs. Londoners (%)



Our London workforce are also more affluent than non-workforce/ less active Londoners, and represent more ethnic diversity

Demographic profile: Workforce vs. Londoners (%)



Base: Workforce (1625), Londoners who are not workforce (3380)

2

Understanding inactive Londoner's
lives and needs



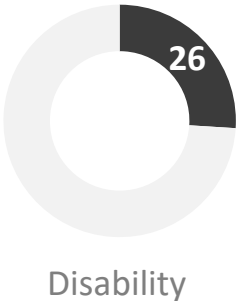
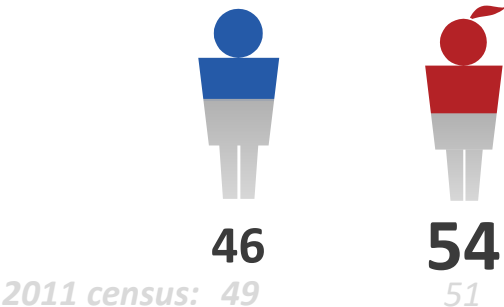
2a

Who are less active
Londoners?



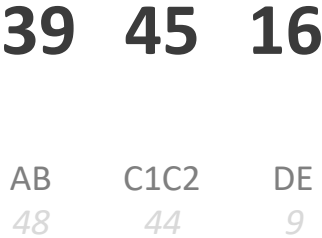
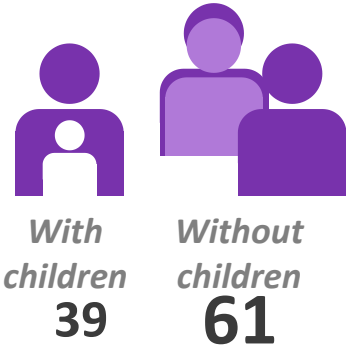
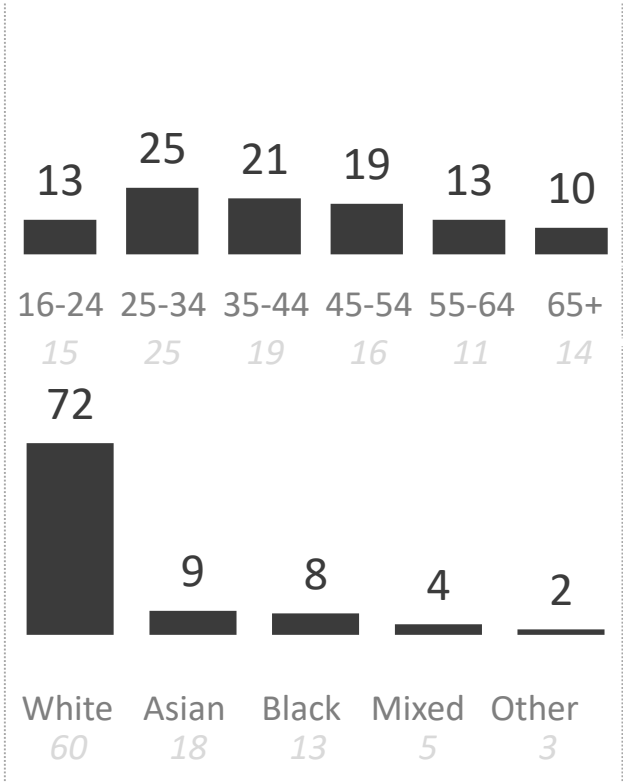
Our non-workforce London sample encompass a good spread of demographics, albeit under indexing on the BAME audience

Demographic profile: Londoners (%)



2011 census:

Base: Londoners who are not workforce (3380)



Londoners are busy! For some, physical activity already has a role within their lives, for others it barely features

Free time diary



Inactive



Insufficiently Active

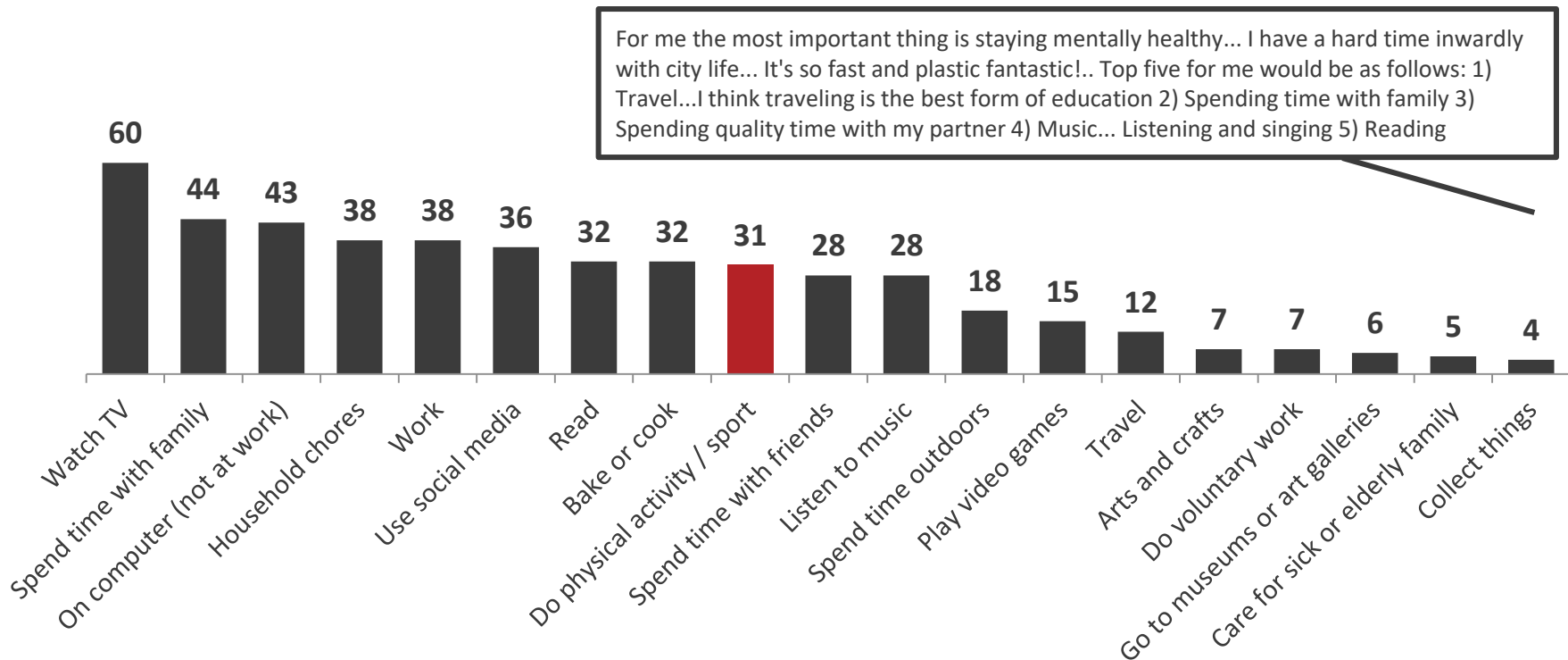


Recently Active

Source: Online community

Physical activity struggles to feature as a priority, with Londoners spare time dominated by screen time, family and work

Top 5 activities undertaken most often in spare time ... (%)

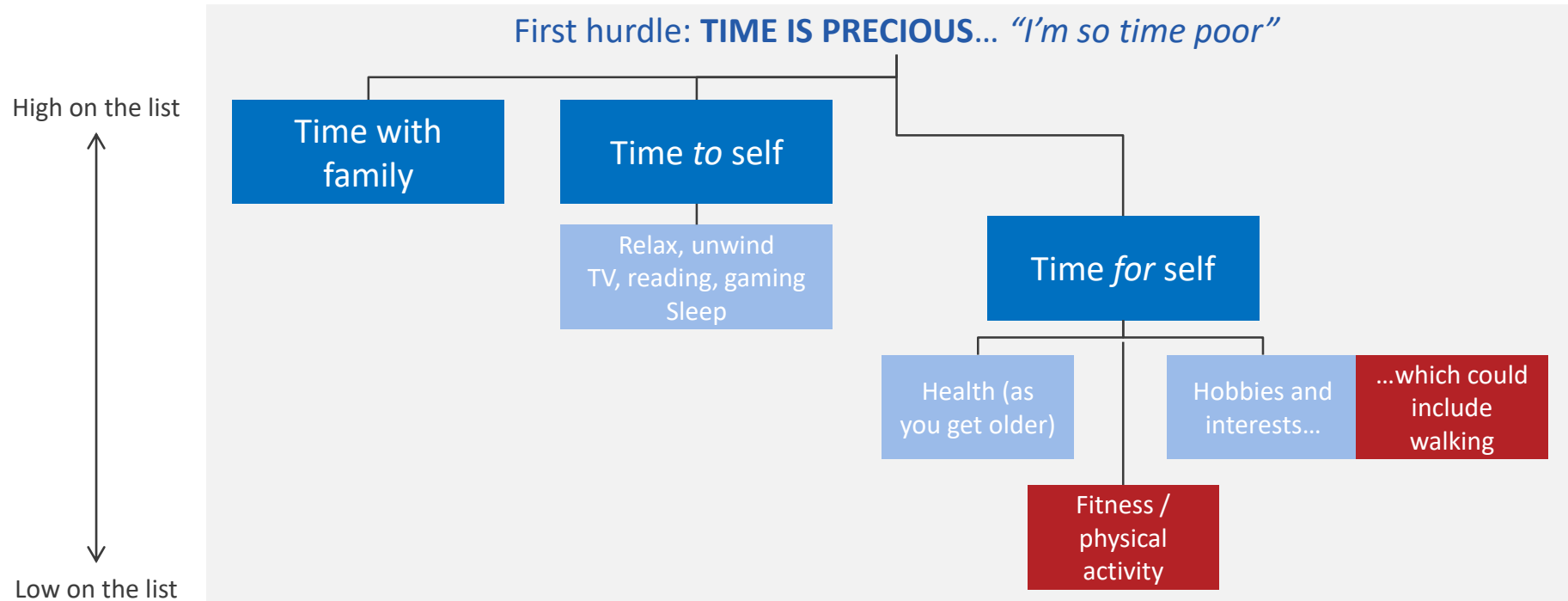


Base: Total Londoners not in workforce (3380)

QS7b And which do you do most often in your spare time? Could you please list out your top 5?

Spare time is important because it can feel so rare! The challenge is how to get Londoners more active, to fit around their daily lives

Physical activity tends to be quite far down the list of things inactive, or insufficiently active Londoners would do if they had more time; unless physical activity and sport are part of their life already



The pace of life means some Londoners spend less time than they want being physically active



I love to go swimming but find it hard to get **time to myself** to go alone – the majority of the time I'm with my son.

It's **frustrating** because in order to get enough exercise in I have to try and **prioritise it** on days when I would want to do other things, and if I can't do that, it **messes up my routine!**

As I am a trainee solicitor, my **spare time** – which may not be very frequent – means a lot to me!

”

And there are life circumstances that will naturally encourage or distract Londoners from incorporating physical activity into their lives

More active in last 6 months

25% started a new job

11% relocated to London

10% suffered a bereavement



Less active in last 6 months

18% started a new job

11% suffered a bereavement

8% bought a house

I am currently not doing any physical activity or exercise. In the past I would go to the gym and do classes, I ran and played tennis (this was a whole family activity). This has now changed due to my **work commitments** and **poor health**.

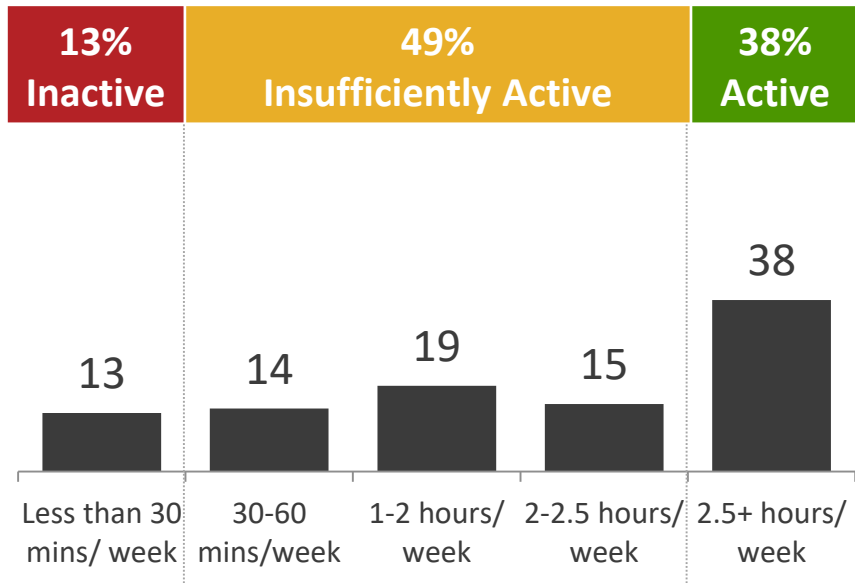
I tend to not exercise much due to **work** and **family commitments**. When I get some time, I tend to go for walks and occasionally cycling as well as gardening. I used to be more active, but I've become less active due to having a **young son**.



Qz4 Below is a list of different events that can happen throughout our lives. Please select any which have happened to you in the last year?

As a result the majority of our Londoners are not meeting recommended physical activity guidelines

Londoners relationship with physical activity (%)



I'm afraid I don't partake in any physical activity per se. The only exercise I get is walking up and down the many flights of stairs at home or playing with my granddaughter. My fingers get lots of exercise though being on the PC a lot lol

I used to be more active. I went to the gym and even had a personal trainer. I was obsessed with exercise and I lost 3 stone. Then 5 years ago I had an operation and everything changed. I put on weight as I was restricted in what exercise I could do. My activity levels decreased then I started working with another family that had more children and I had to commute further and the hours were longer. So I couldn't commit to the gym or do any classes. I would love to join a walking and running club and step up my exercise levels. I need to stop making excuses and just take the first step.

Inactives are least confident and less willing to do more physical activity – so will need a different approach vs. more willing Londoners

Attitudes and priorities comparison (%)

Physical activity as a spare time priority



Active

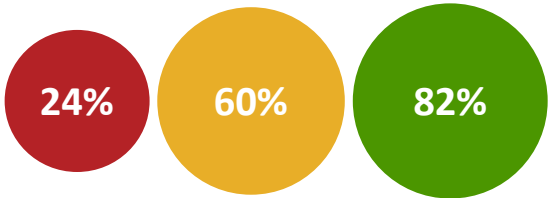


Insufficiently active

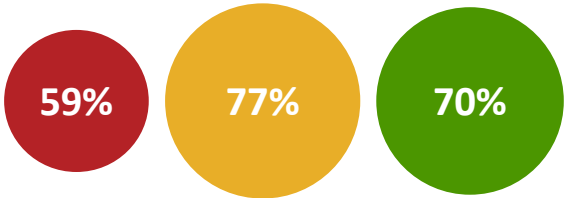


Inactive

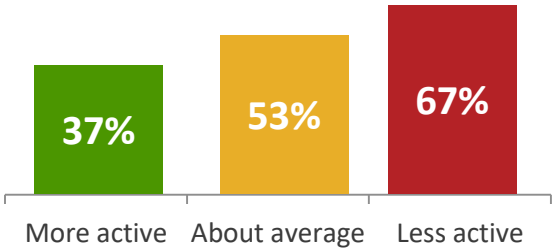
% very/quite confident doing activity



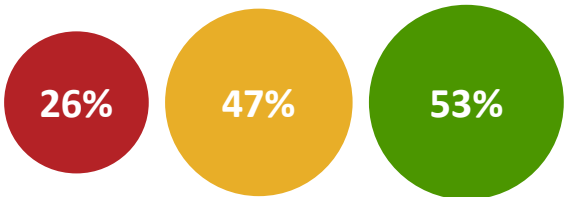
% want to do more activity



Own perception vs. most Londoners



% any active travel



Base: Inactive (423), insufficiently active (1658), active (1299)

Who are our less active Londoners?

- A spread of demographics, but certainly more women, older people and lower social grades as is widely known
- Live very busy lives, often in their own confined world, where physical activity is not on their radar as a priority
- They lack confidence in doing physical activity
- BUT many want to do more, and there is already notable active travel happening

2b

The challenges in getting
more active



Most Londoners want to do physical activity on their own, rather than lots of organised (formal) activities

Preferred method of activity (%)



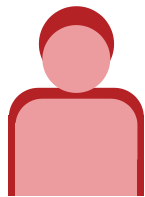
57%
on own



18% with
people I know



13%
with anyone



10%
with partner

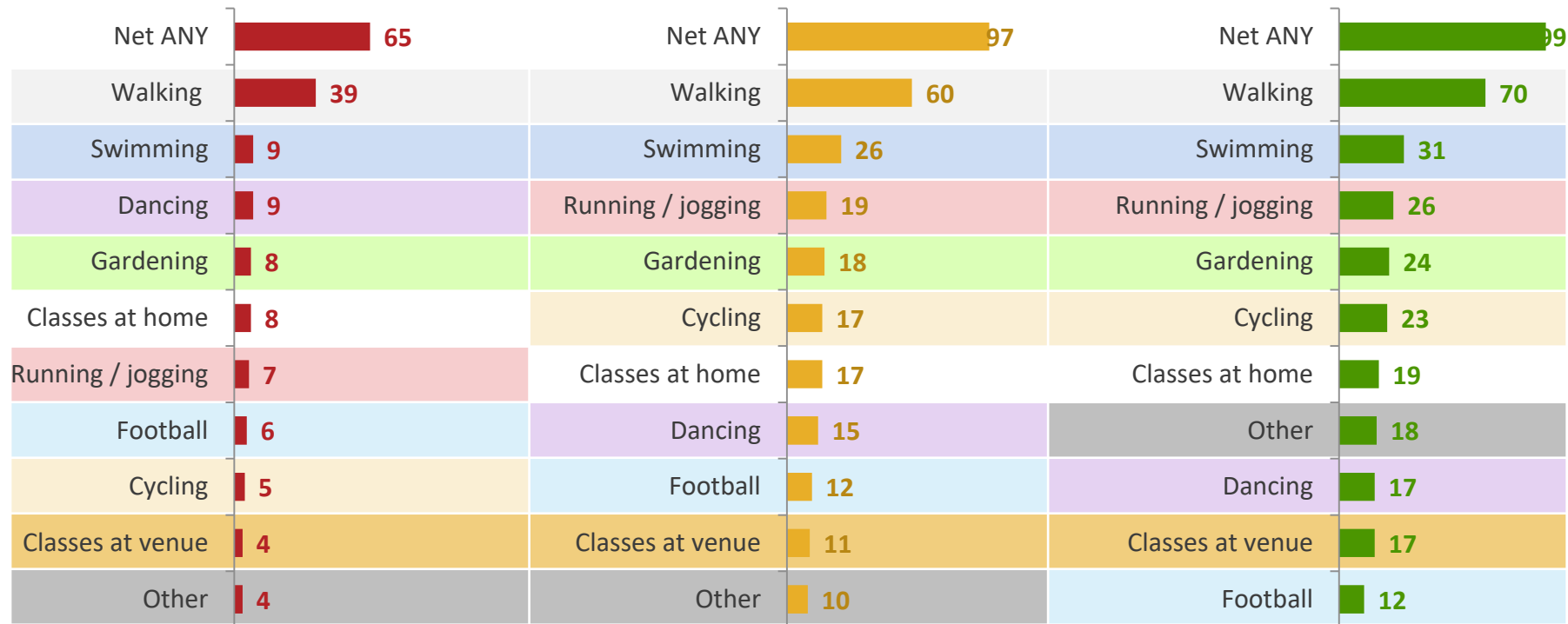
■ I prefer solo activities ■ 2 ■ 3 ■ 4 I like both ■ 5 ■ 6 ■ I prefer organised activities



Base: Total Londoners not in workforce (3380), inactive (423), insufficiently active (1658), active (1299)
QA5a Which of the following best describes how you prefer to do physical activity?
QA5b If you do physical activity or exercise do you prefer to do solo or organised activities?

Common activities currently undertaken are also often done solo, in a similar hierarchy regardless of overall activity levels

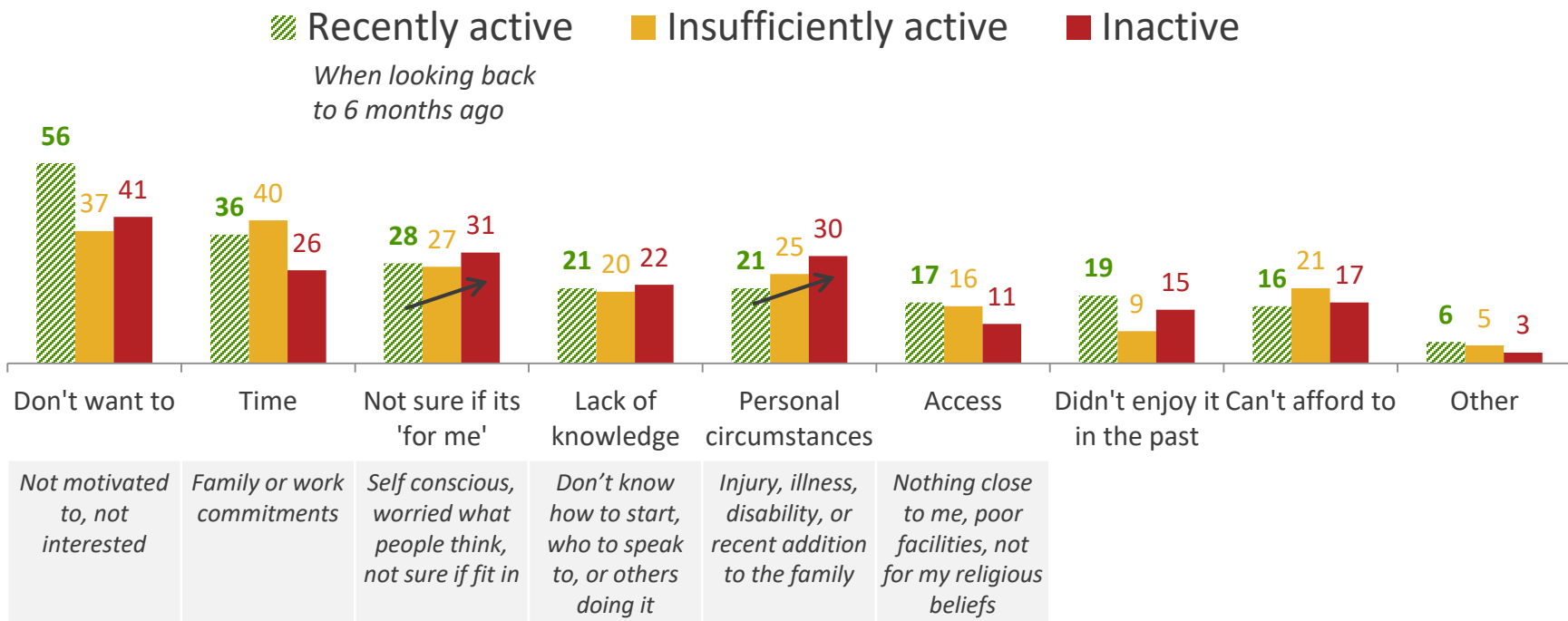
Top 10 physical activities currently undertaken (%)



Base: Total Londoners not in workforce (3380), inactive (423), insufficiently active (1658), active (1299)
QA6 Which of they following types of physical activity do you current do at least occasionally, if at all?

The main barriers to physical activity are lack of desire and time. The low confidence of inactives means they worry its not always 'for them'

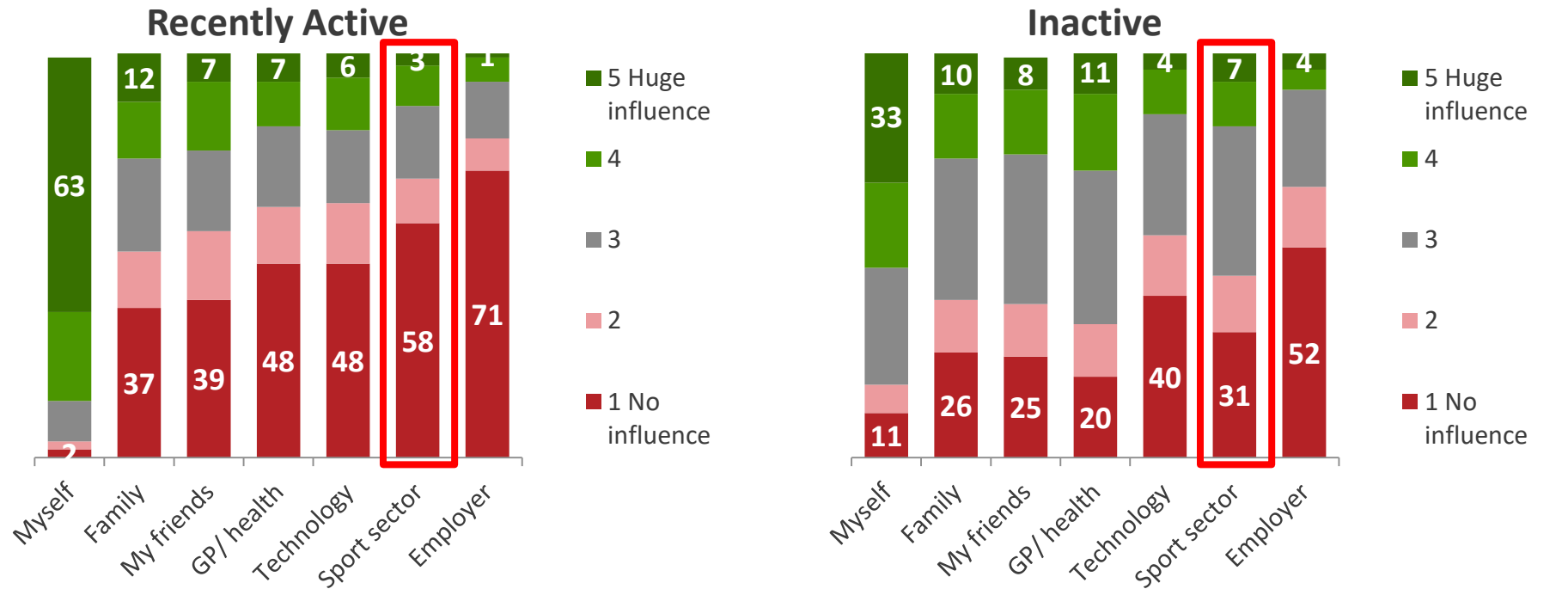
Barriers to doing more activity (%)



Base: Inactive (423), insufficiently active (1658), recently active (242)
QRA1 Why would you say you were doing less activity 6 months ago? QIA1: What stops you from doing more activity? QC1: Why do you not currently do more than 30 minutes of activity per week?

The main motivation to become more active comes from within, or from peer support – actual sport ‘workforce’ influence is limited

Influencing factors on becoming more active (%)



Base: Total Londoners not in workforce (3380), inactive (423), insufficiently active (1658), active (1299), recently active (242)
QC3 How much influence do you think the following might have on you becoming more active?
QRA3 How much influence did the following have on you becoming more active?

As demonstrated by recently actives who became more active to be healthier, or a change in their life, rarely down to 'workforce' effect

'Recently actives' in their words

I'm far more active now than before **mainly because of the people I live with and their influence**, but also because in my first year of uni we had gym as part of our accommodation so since it was free I naturally was curious so booked a gym introduction leading me to be where I am now... very interested by health and body fitness, I've always enjoyed team sports as growing up I was always part of teams, Barnet Bulldogs (Basketball), the school netball team, rounders team, but now it's not just a leisure thing or hobby, it's routine.

My karate only started **because my son wanted to try it** when he was very young, maybe 6 years old - he stopped when he was 11 and I carried on!



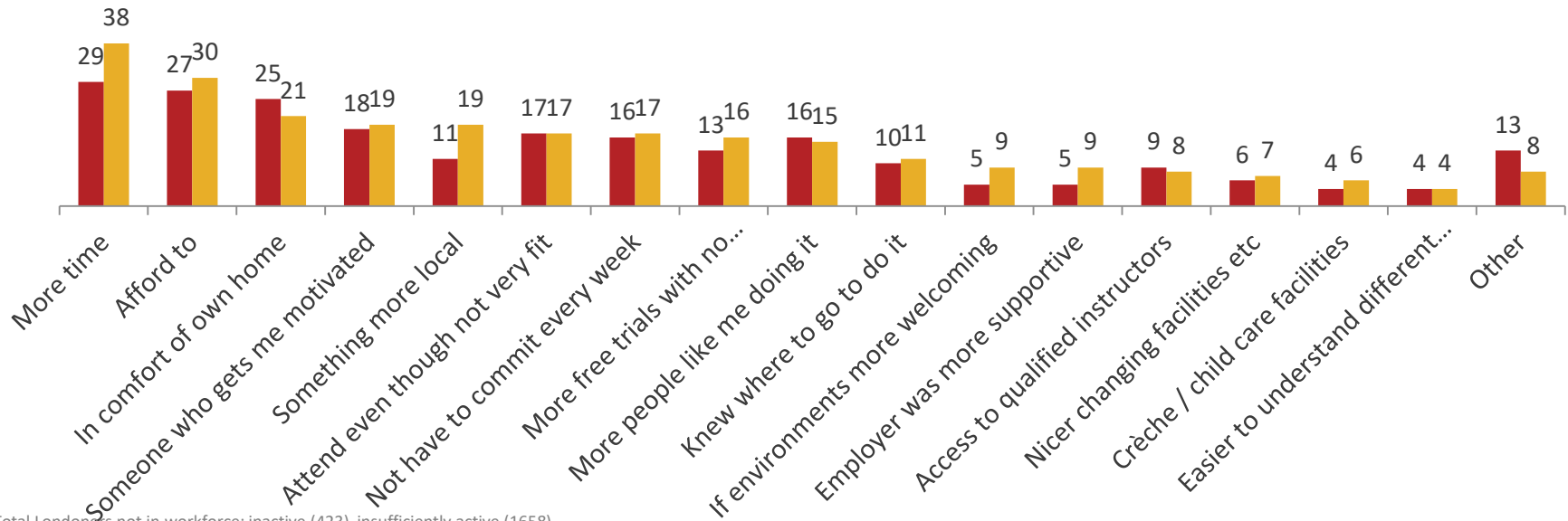
I am far more active now than I was a year ago. I walk everywhere I can now and I visit the gym at least twice a week. I've just come out of a very controlling marriage and decided that I now want to lose weight and **get fitter for ME** and no one else! I love the freedom of walking and I look forward to going to the gym, I also swim as and when I can fit it in.

I'm going through a divorce right now. For years I've had family commitments – helping my wife with all the kids stuff. – **but now I'm able to do more for myself**. So I've been going to Bounce Fit and yoga and other groups at my local gym. This compares to a massive change as before I used to do nothing as I was just busy with the kids & working. But they are more independent now as I am getting divorced I thought I'd best do something for myself.

Less actives need barriers of time, affordability and convenience to be overcome to encourage behavioural change

Supporting factors in potential behavioural change (%)

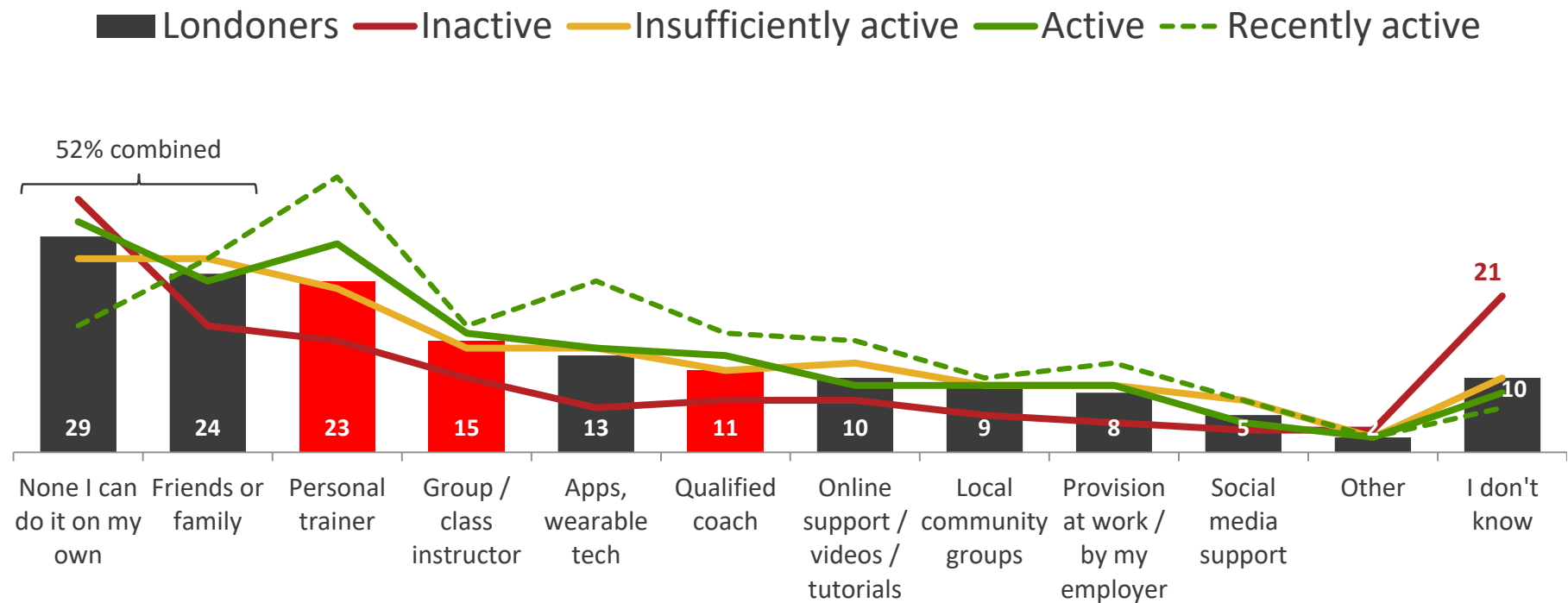
■ Inactive ■ Insufficiently active



Base: Total Londoners not in workforce: inactive (423), insufficiently active (1658)
Q1A2/QC2: What would help or encourage you to do more physical activity now?

But the more active they get, the more they think they will need the traditional workforce. Inactives don't know what support they'll need

Perceived type of support that would most likely encourage more activity (%)



Base: Total Londoners not in workforce (3380), inactive (423), insufficiently active (1658), active (1299), recently active (242)
QA13 What type of support or guidance would be most likely to get you doing more physical activity? Please tick all that apply.

The challenges in getting more Londoners more active are:

- There is a natural desire to do physical activity more on ones own, than in a formalised setting (with possible exceptions of swimming and dance)
- Common barriers of time, cost and access still exist
- Initial motivation needs to come from within – so the current workforce has limited influence
- But, once habits form and confidence grows, Londoners more likely to engage with the traditional workforce

2c

Understanding the
inactive customer journey



The least active live in a hyper local world, often with limited sight of what opportunities for physical activity there are in their local area

They are more likely to have lived in their area for a long time (possibly their whole life) and have their family and friends in close vicinity to them.

- Inactive in Tooting lives on the top floor flat with her mum living on the bottom flat – she was born in Tooting and has lived there her whole life
- Whilst some do travel for work a lot of spare time is spent close to home and free time is spent in the immediate vicinity
- Best things are often the local shops and amenities with some mentions of parks
- But leisure centres, which were traditional places for activity have either been closed down, or converted to private membership gyms

The day-to-day world of one inactive



I feel so ashamed that I never knew my local leisure centre has been refurbished.

Inactive, integrator, female

”

The least active live in a hyper local world, but as they become more active, awareness of opportunities grows

Inactive



- More likely to have lived in their area for a long time
- Have family and friends in close vicinity
- Spare time spent close to home, in immediate vicinity
- Mention things used to do but no longer e.g. leisure centres, pool visits

Insufficiently active



- Often have a wider circle of friends and acquaintances spread across London
- Activities are more varied
- Through previous activity/experience they are more open to suggestions
- But often need a nudge to go through with the activity

Active



- Most have a wide view on what is available to them
- Experienced in trying new things out, including a number of activities
- Awareness of what is available to them in their local area and further afield

Londoners may have unrealistic expectations of finding an activity best suited to them, and use a variety of sources to find out

There is no consistent approach to finding a suitable activity: Londoners expect a range of activities to be readily apparent through a variety of sources ...

Or, may hope to search by need, not activity: *“something for a 58 year old woman with bad back and dodgy knees”*

So are clearly at the mercy of happenstance as regards to the type of activity they then find

We sometimes get **flyers** for personal trainers local to the area which is a good idea because they live locally also so easier to fix appointments.

If I was starting a new activity the first and last place to start would be the **internet**.

We get a **local council paper** which always has ads for loads of different activities.

I would even visit my **community centre** as they have lots of evening classes e.g. Yoga, Zumba etc

I imagine I would find out **through a friend** or word of mouth.

I could also find this out via **social media** or in the **local news**.

either through **local friends**, notices in the library or through a **leaflet** drop in my letter box, possibly also through **Facebook**.

”

But, once an activity is found, a number of other barriers exist

Participants often face micro-barriers on their way to and during the main event

Lynda's journey:

Emotion

+

Preparation

'How long is this run?
Will there be people like
me there? What do I
wear?'



Orienting

'OK, now I'm terrified. Seems
like everyone knows each
other and they all look really
fit and fashionable.'



Workforce contact

'The leader calmed me
down because he did a
whole intro talk about
how everyone's
welcome no matter
how fast or slow you
are.'

Starting out

'This is like culture shock for
my body. I don't know if I can
keep going.'



In the flow

'Everyone is so
encouraging, and I found
I can keep going.'



Goodbye

'I feel like I really accomplished
something. They really met me
on my level and I can't wait to
come back next week.'

Time

But, once an activity is found, a number of other barriers exist

Participants often face micro-barriers on their way to and during the main event

Natasha's journey:

Emotion

+

Preparation

'What happens if it rains? Do I need to bring anything?'



Where is it?

'You think they'd have a sign or something – it's not even on the notice board!'



Orienting

'OK now I've found it, but where do I put my stuff?'
Where are the toilets? Can I get some water?'



Workforce contact

'When I saw the instructor with her on-trend look and being so bubbly I thought, ok, this could work!'



Activity



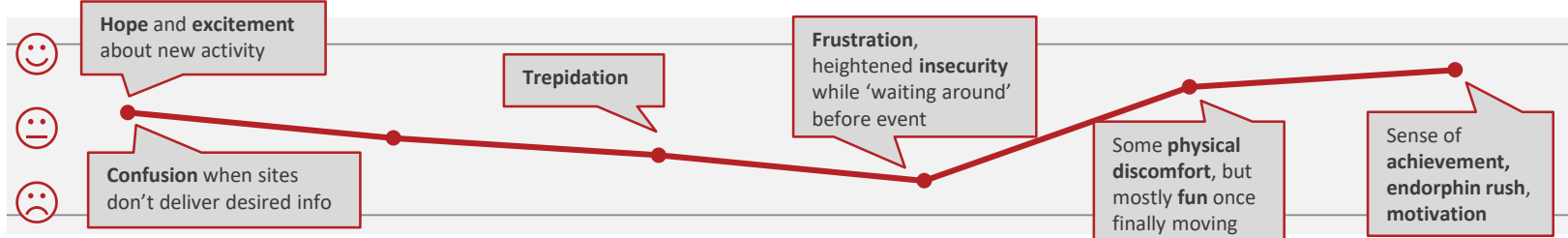


'At first I felt like, oh lord, I don't know if I can keep going! But then I really got into it – I put my own spin on it.'

Goodbye

'I feel great. I feel like, I can do this! The instructor was inspiring and I definitely want to do more.'



Time

	Planning phase	Pre event	Where is it?	Orienting/pre-activity	Activity	Goodbye
 Thinking	<ul style="list-style-type: none"> • 'Do I have to commit?' • 'How much will it cost?' • 'Researching this is a lot of work' 	<ul style="list-style-type: none"> • 'Will there be people like me there?' • 'Will it be at my physical level?' • 'What should I wear?' 	<ul style="list-style-type: none"> • 'Where is it?' • 'Where do we meet?' • 'What should I do when I get there?' 	<ul style="list-style-type: none"> • 'I hope no one judges me' • 'I hope no one sees me' • 'What do I do with my stuff?' • 'Everyone here looks fit' 	<ul style="list-style-type: none"> • 'This is like a culture shock for my body' • 'This is more fun than I thought it would be' 	<ul style="list-style-type: none"> • 'I've really accomplished something'
 Feeling						
 Potential barriers	<ul style="list-style-type: none"> • Inability to find information online • Big time/price commitment upfront 	Lack of practical information once committed (e.g. what do I wear? What happens if it rains? How early should I arrive? What should I bring?)	Difficulty finding facility/event	<ul style="list-style-type: none"> • Lack of 'hello' and proper welcome/briefing • Disorganisation leading to insecurity about what to do and standing around awkwardly • 'Clique'-ish feeling from other participants 	<ul style="list-style-type: none"> • Pressure to keep going/work harder • No help/ acknowledgement from workforce 	Group disperses with no closure/formal goodbye (not taking advantage of opportunity to prime future activity)
 How to support the experience	<ul style="list-style-type: none"> • Transparency online about cost, location, who's welcome • Offer taster sessions that don't require big commitment 	Answer the 'stupid questions' for them – online or via text/email before arriving – to increase confidence in attending	<ul style="list-style-type: none"> • Straightforward & detailed instructions sent beforehand about how to find/access facility • Simple clear signage denoting meeting places 	<ul style="list-style-type: none"> • Meet practical needs: Lockers? Toilets? Etiquette? • Play music/give participants something to do before event starts to avoid 'awkward' standing around • Normalise feelings: remind that many people are nervous when they start 	<ul style="list-style-type: none"> • Lack of judgment or pushing • Give modifications/remind that resting is ok • Normalise physical sensations 	Set up next visit in their mind: via verbal commitment ('What would you like to work on next time?'), sign-up sheet for next session, or through group photo/chant/etc

3

How does the workforce need to evolve?

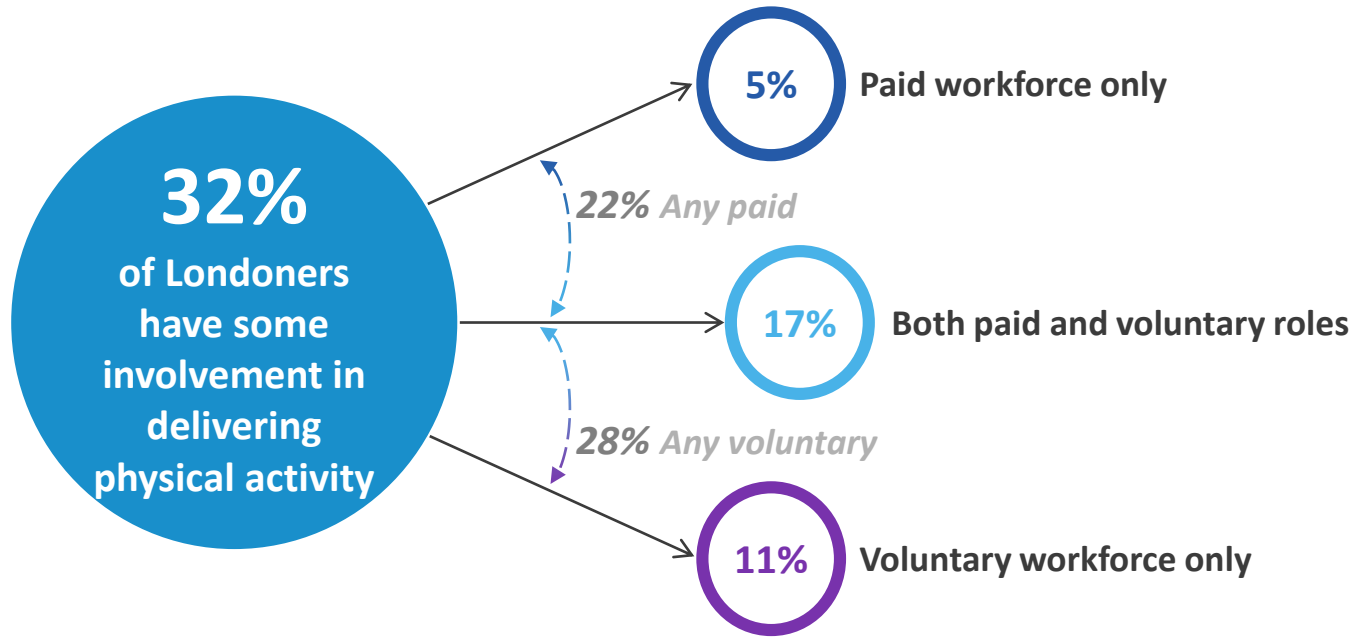


3a

What are the current experiences of the London workforce?



A third of Londoners claim to be part of the physical activity workforce, with more delivering in voluntary rather than paid roles



2015-16 NCVO Almanac supports this:

- Sports organisations, clubs and groups attract the most volunteers, with half of those who have formally volunteered in the past year doing so with a sports club, organisation or group

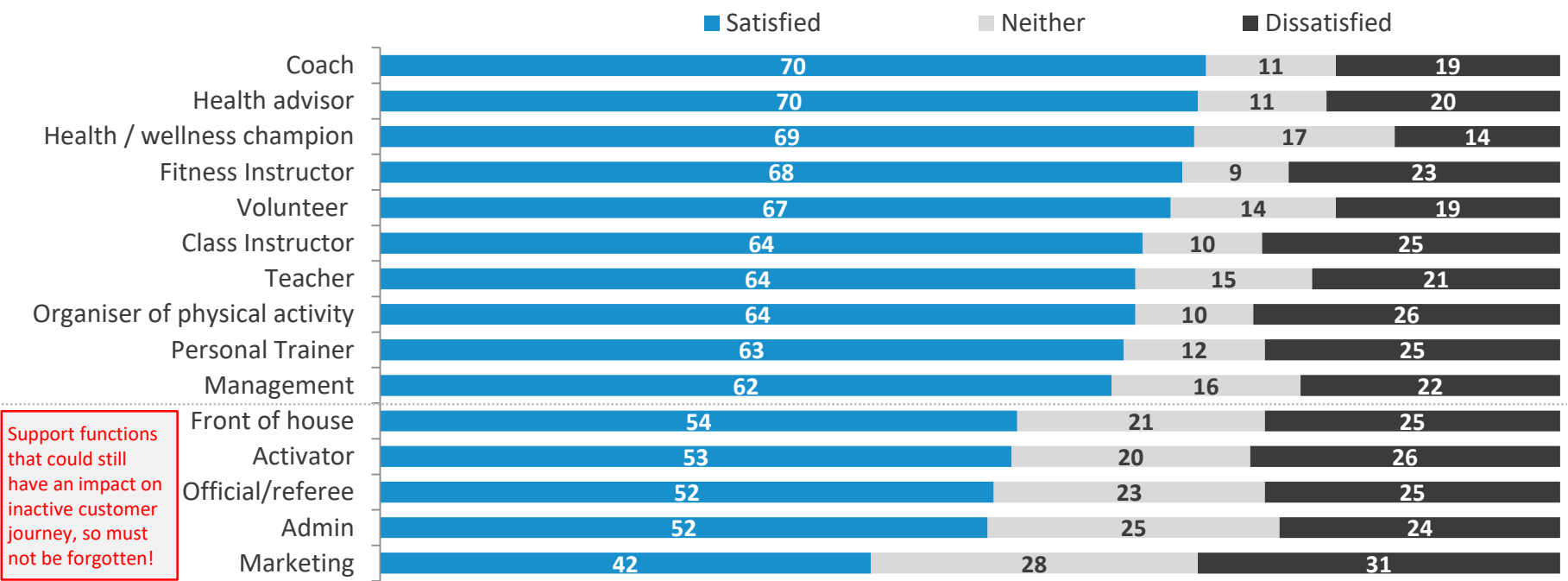
Base: Total London sample (5,005), Workforce sample (1,625)

Q55ar1/2: Are you involved at all (either as part of your paid work, or as a volunteer, or helping out in any other way), in the delivery of, or supporting people into sport or physical activity?

NCVO source <https://data.ncvo.org.uk/a/almanac17/volunteer-activities-3/>

While most are satisfied in their work, a fairly consistent 1 in 5 are dissatisfied, so there is some risk of churn, more so in support roles

Job satisfaction (%)



Base: Front of house (182); Fitness instructor (306); Personal trainer (277); Class instructor (177); Teacher (281); Coach (304); Official (117); Activator (103); Admin (203); Management (139); Marketing (72); Volunteer (545); Organiser of phys. activity (117); Health advisor (133); Health/wellness champion (59)
QW3: How satisfied are you in your role?

There are different workforce motivations, with variations found between paid and voluntary workforce

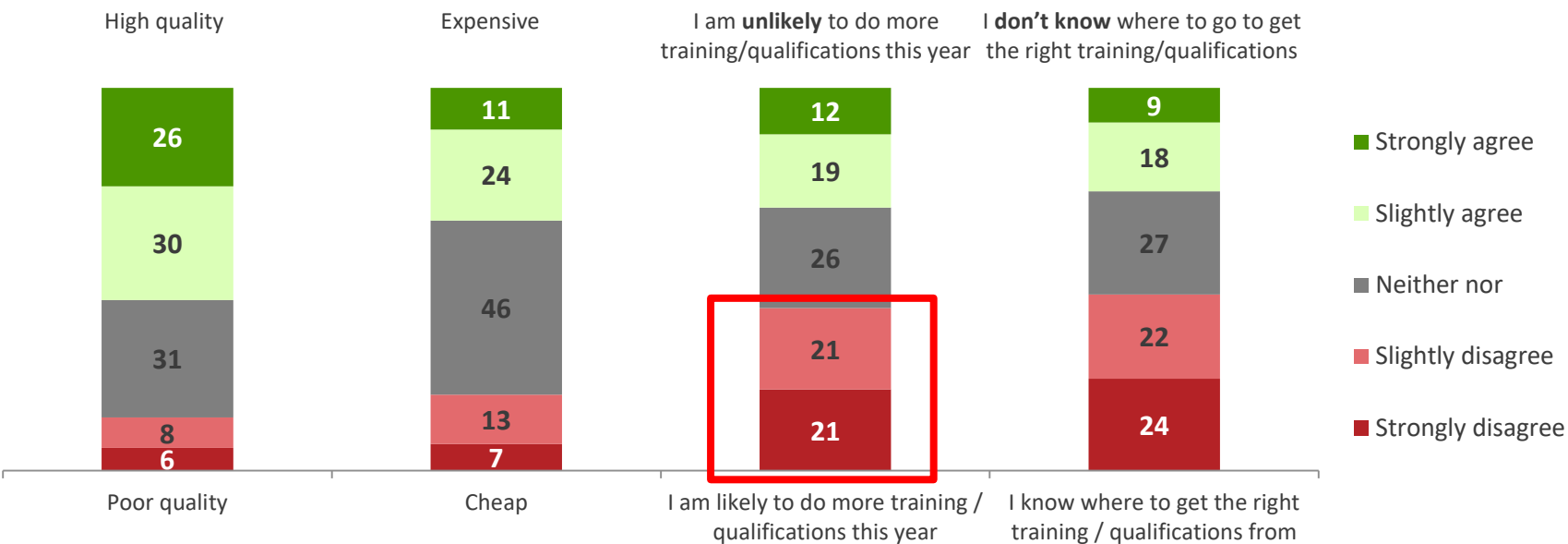
Motivations for being involved in physical activity (%)



Base: Total Workforce sample (1,625), total paid only workforce (230), total voluntary only workforce (533), Both paid and voluntary roles (862)
QW5: Which of the following best describes your reasons for being involved in physical activity?

2 in 5 are looking for further training opportunities this year, despite not always knowing where to get the right course

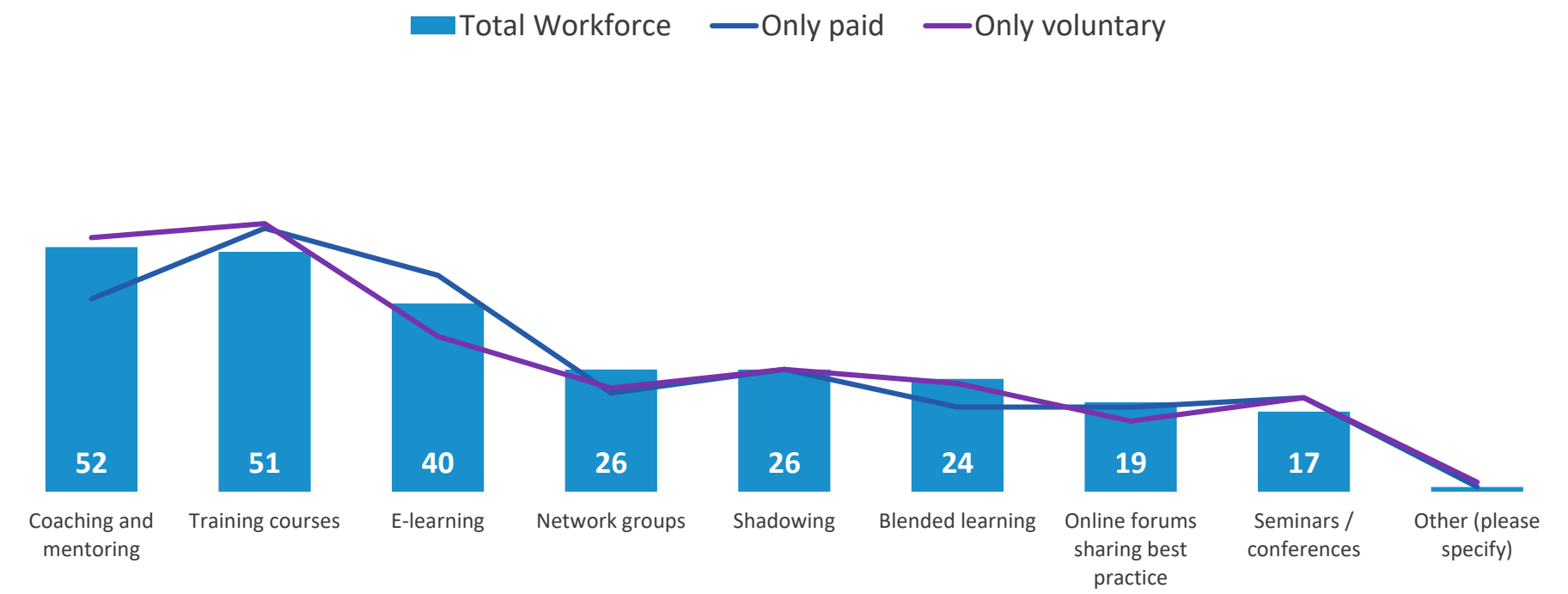
Current training and qualifications (%)



Base: Total Workforce sample (1,625)
QW7b: Please indicate how much you agree or disagree with each of the following statements regarding training and qualifications to help support you in your role:

There is appetite for coaching and training courses, especially for volunteers, with e-learning also very popular

Learning preferences (%)



Base: Total Workforce sample (1,625), Paid only (230), Voluntary only (533)
QW13: What is your preferred method of learning?

What are the current experiences of the London workforce?

- The London workforce is BIG, with a large voluntary sector
- Most are satisfied in their role, but 1 in 5 express dissatisfaction
- 2 in 5 are looking for further training opportunities this year
- Traditional learning preferences

3b

Can the current workforce
meet the needs of less
active Londoners?

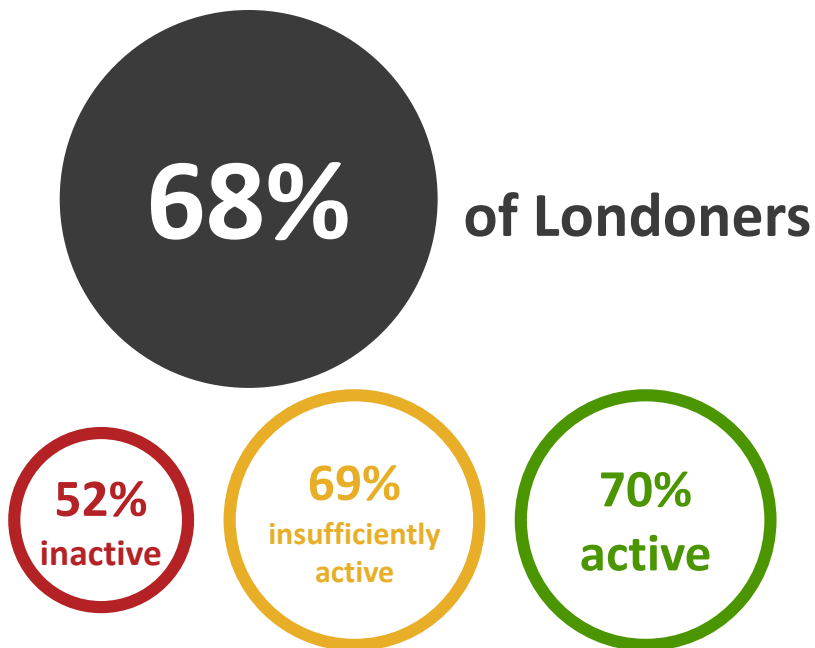


Firstly, deliverers of physical activity in London are meeting the needs of over 2 in 3 Londoners – but primarily those that are more active

Current workforce meeting needs (%)

Current deliverers meeting needs of

Main reasons for not meeting needs:



I don't feel there are enough places that cater for **complete beginners**.

I have **medical issues** most trainers do not customise for

I'm not sure but I generally feel that they could do more such as put more clubs and activities for a **set age groups**

Too **anxious** to work out in front of people

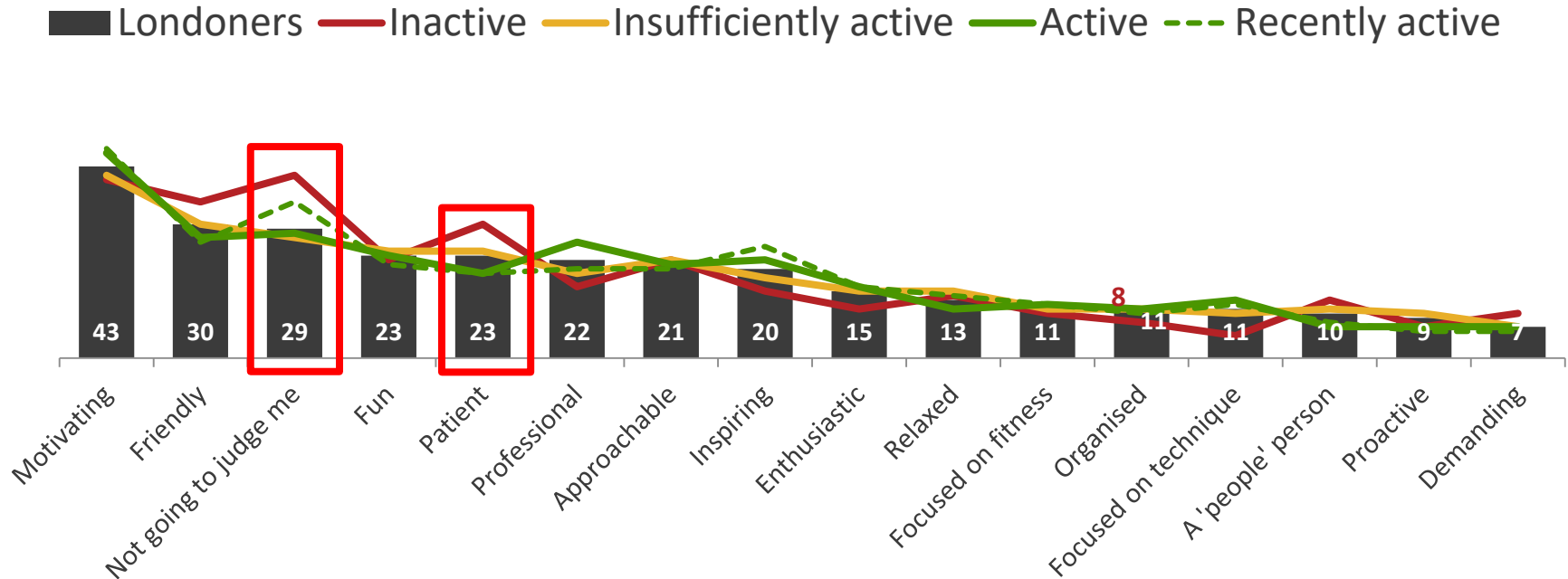
Base: Total Londoners not in workforce but likely to use 'people' to help them get more active (1826), inactive (162), insufficiently active (941), active (723), recently active (167)

QA14 Do you feel the various people who deliver sport and physical activity in London currently meet your needs?

QA15 Why not?

Londoners place importance on the workforce having softer, warmer skills, with less emphasis given to technical qualifications

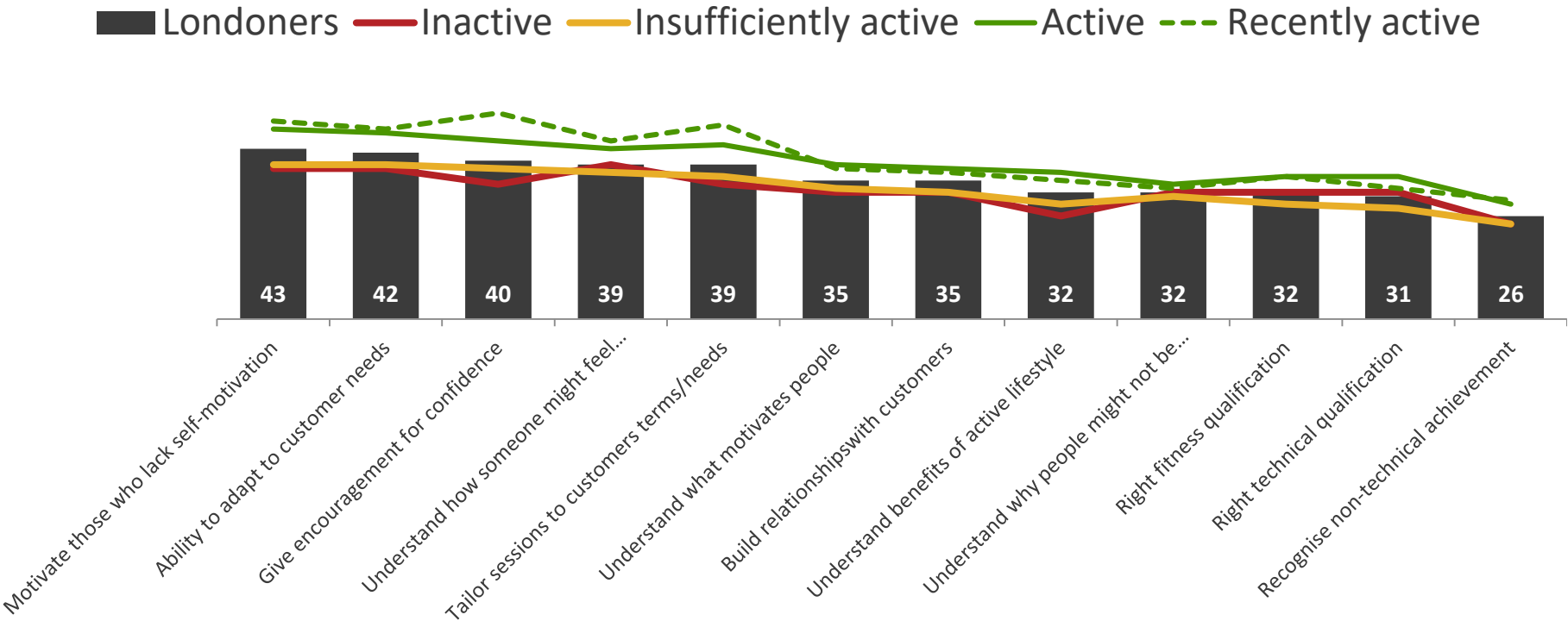
I would like someone who is ... (%)



Base: Total Londoners not in workforce but likely to use 'people' or 'groups' to help them get more active (1915), inactive (176), insufficiently active (992), active (747), recently active (172)
QA16b Which of the following traits would be most important for you in someone that would help you maintain or improve your level of physical activity? Someone who is...

Londoners also place more importance on encouragement, motivation, tailored solutions and empathy, rather than qualifications

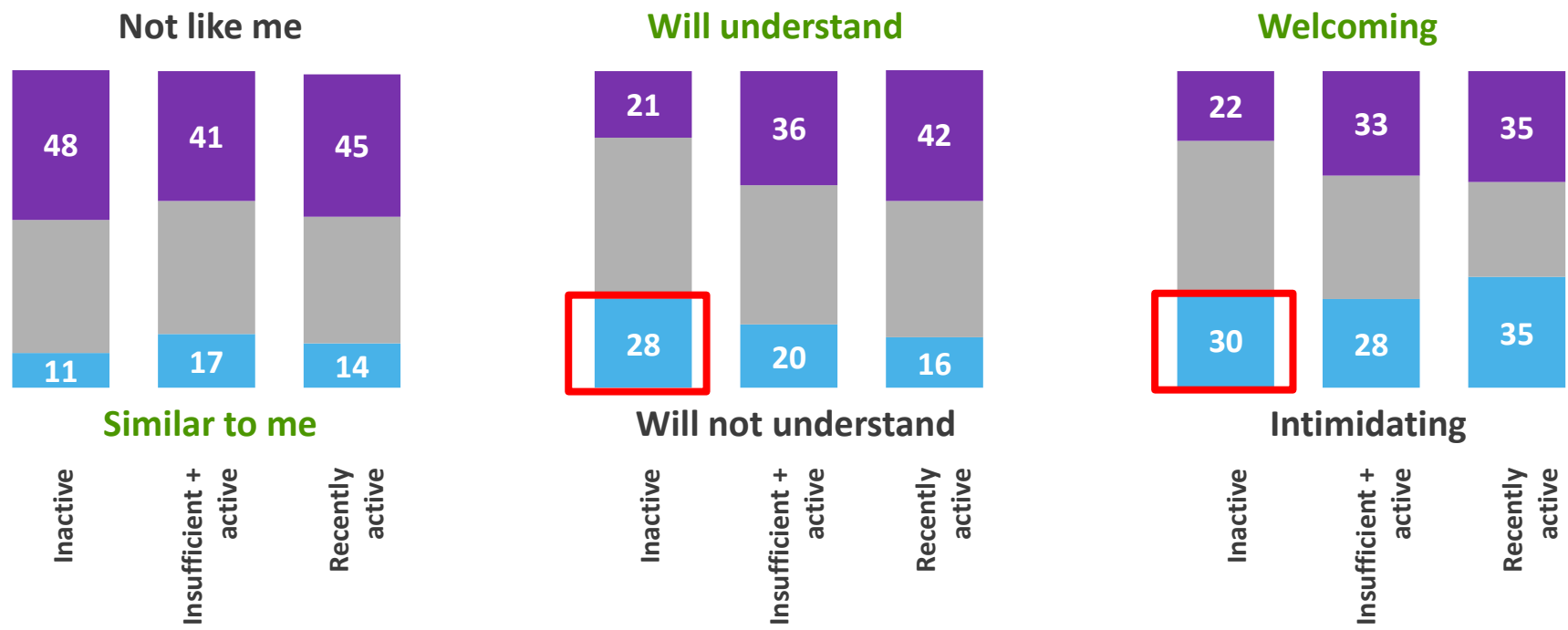
Attributes of importance in workforce (% very important)



Base: Total Londoners not in workforce but likely to use 'people' or 'groups' to help them get more active (1915), inactive (176), insufficiently active (992), active (747), recently active (172)
QA22 How important are each of the following attributes in the people who help and support you and others to be more physically active?

Some evidence that softer skills are visible in the current workforce already, but these need to be improved for the most inactive Londoners

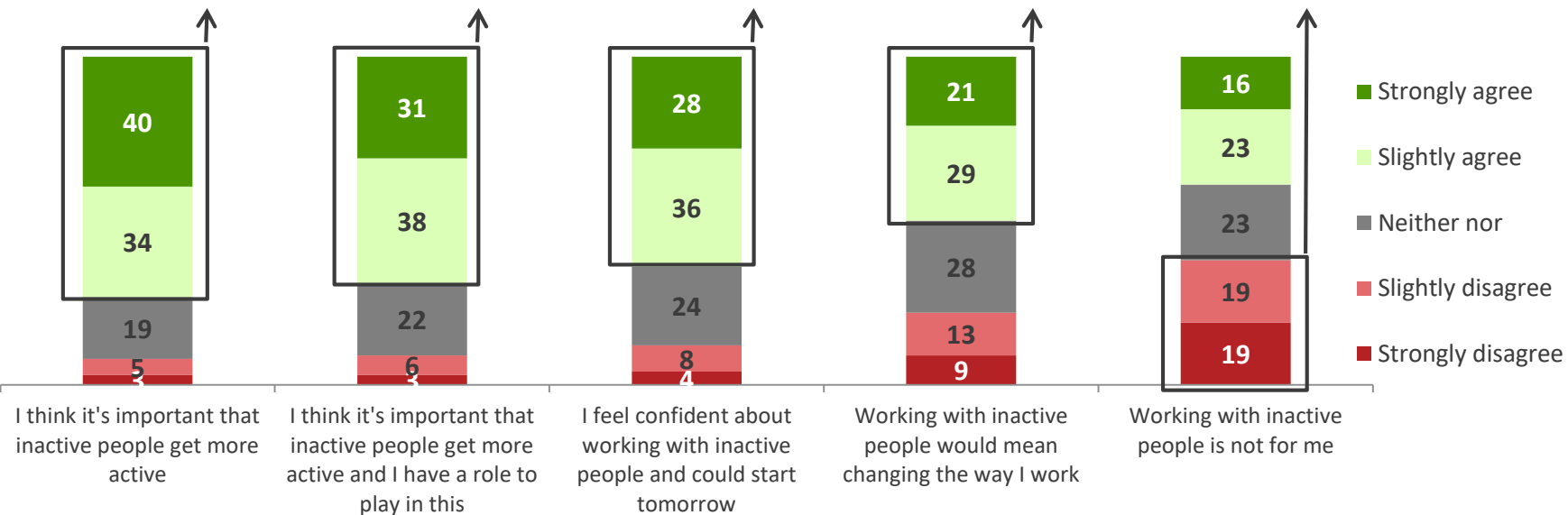
Perceptions of current workforce (%)



Base: Total Londoners not in workforce (3380), inactive (423), insufficiently active (1658), active (1299), recently active (242)
QA16a What are your general perceptions of the people that currently deliver sport and physical activity in London?

Although working with inactive Londoners is seen as important, the current workforce is not currently set up to do this.

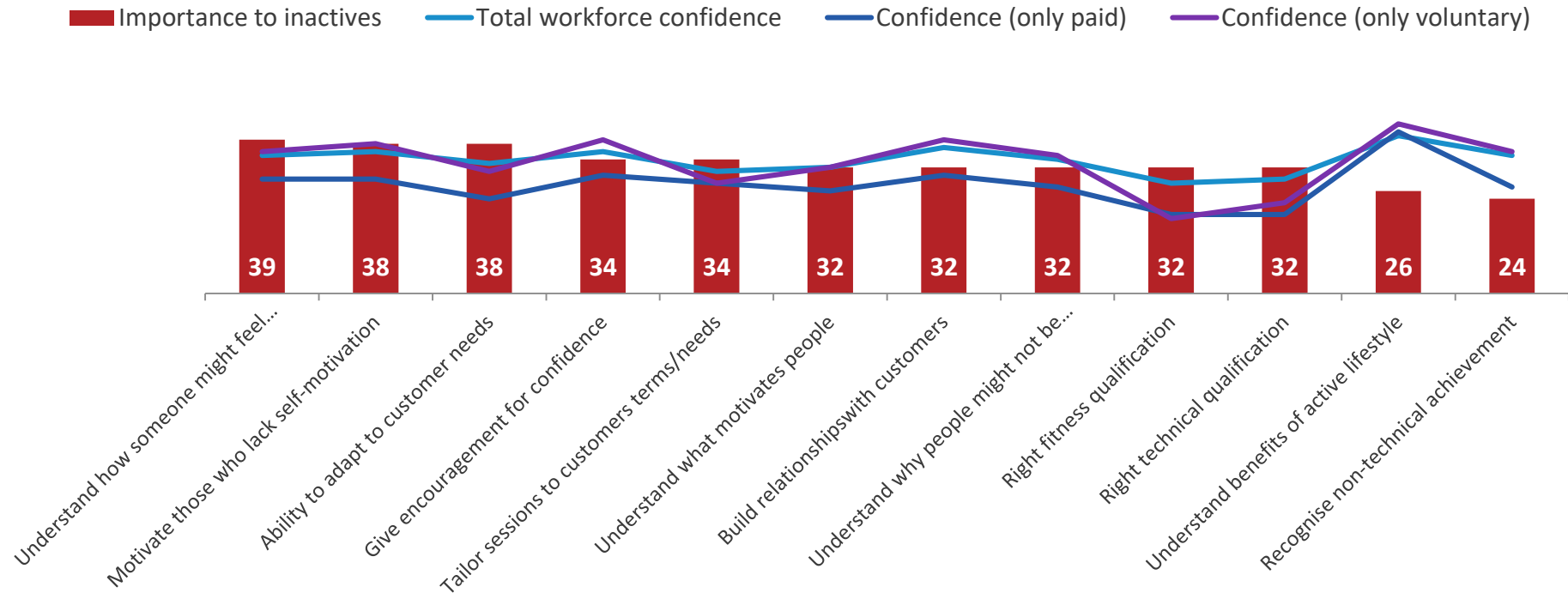
Attitudes towards working with physically inactive people (%)



Base: Total Workforce sample (1,625), Paid only workforce (230), Voluntary only workforce (533)
QW8: Please indicate how much you agree or disagree with each of the following statements:

And the current workforce skillset and confidence is not directly transferable to working with inactives

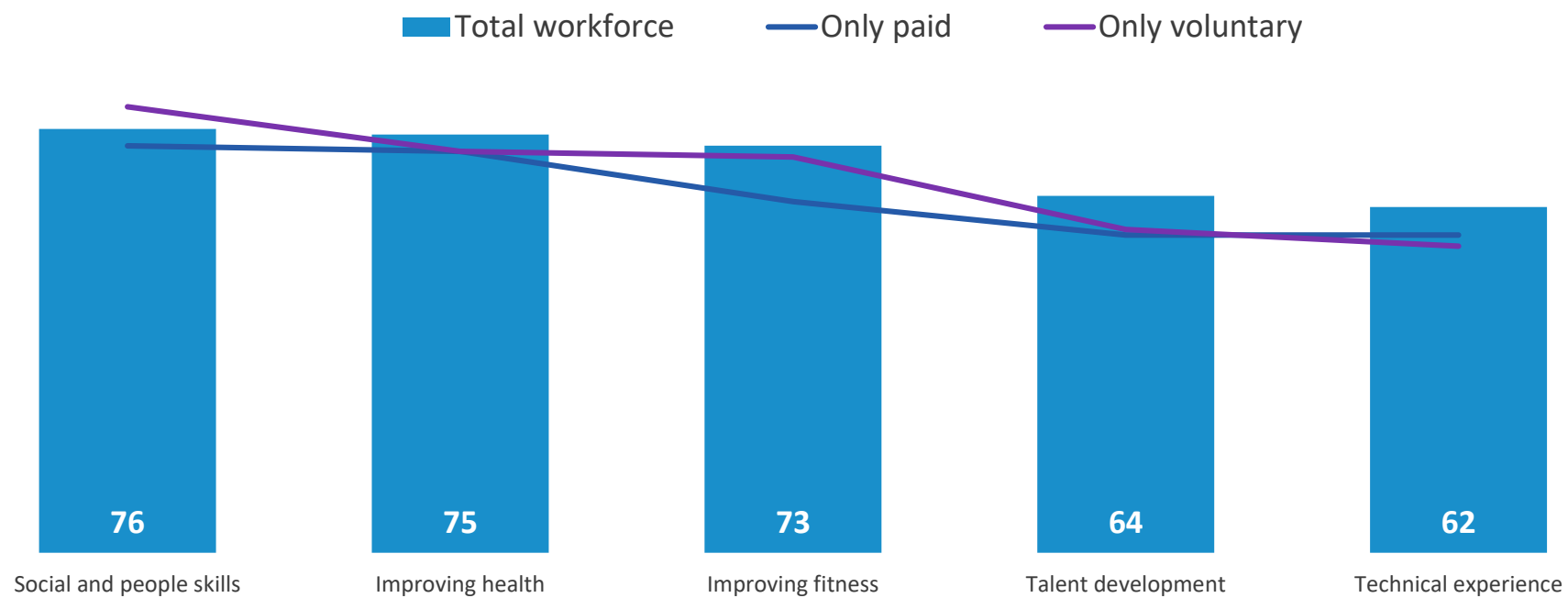
Attributes of importance in workforce (% very important) vs. workforce confidence (% very confident)



Base: Total Londoners not in workforce but likely to use 'people' or 'groups' to help them get more active (1915), inactive (176), insufficiently active (992), active (747), recently active (172)
QA22 How important are each of the following attributes in the people who help and support you and others to be more physically active?

However the current workforce acknowledge their people skills are key, and that technical experience is less important

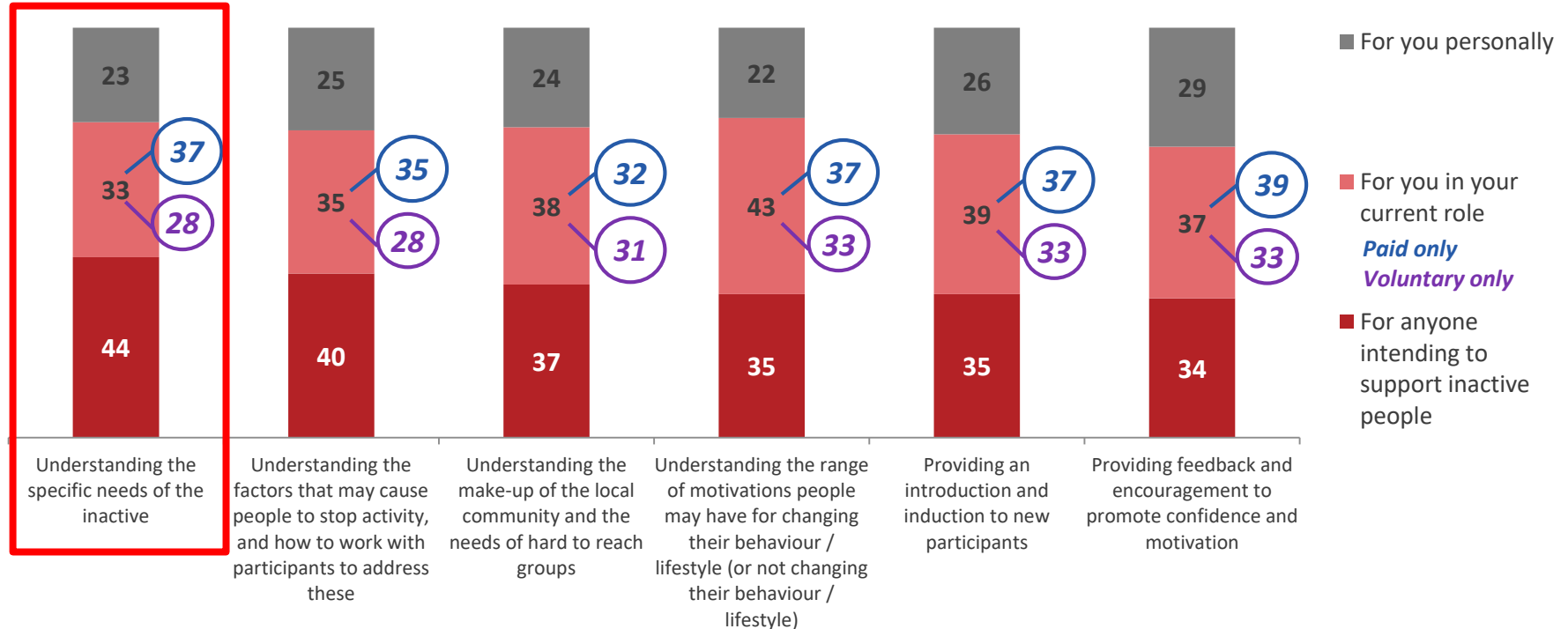
Skills required in current role (%)



Base: Total Workforce sample (1,625), Paid only (230), Voluntary only (533)
QW16b: How important are the following skills in your current role?

So understanding of the needs of inactive is needed across the current workforce, with the paid staff reporting greater need

Training and support needed to work with the inactive (%)



Base: Total Workforce sample (1,625), Paid only (230), Voluntary only (533)

QW12: Which of the following areas of training and support would be helpful in meeting this goal?

Can the current workforce meet the needs of less active Londoners?

- Only half of inactive Londoners feel the current workforce meets their physical activity needs
- Londoners want a workforce characterised by more softer, motivational skills, rather than technical skills... which the workforce accept and tend to agree with
- Inactive Londoners want a non-judgemental, patient workforce
- 2 in 3 of the paid workforce are confident in working with the inactives, but **want much more training and support** around how best to work with them

3c

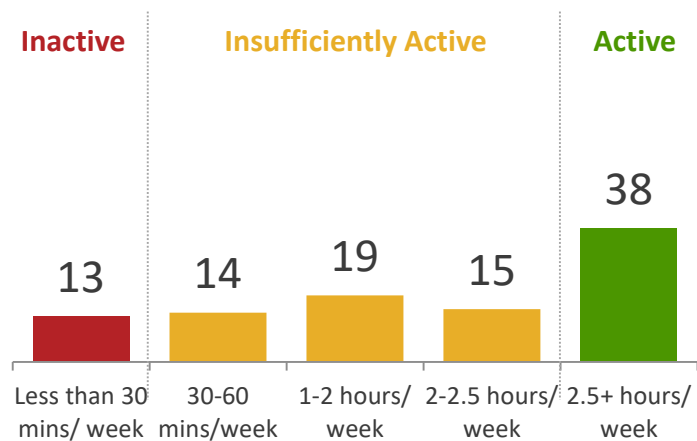
Gap analysis – inactive
Londoner needs vs.
current workforce delivery



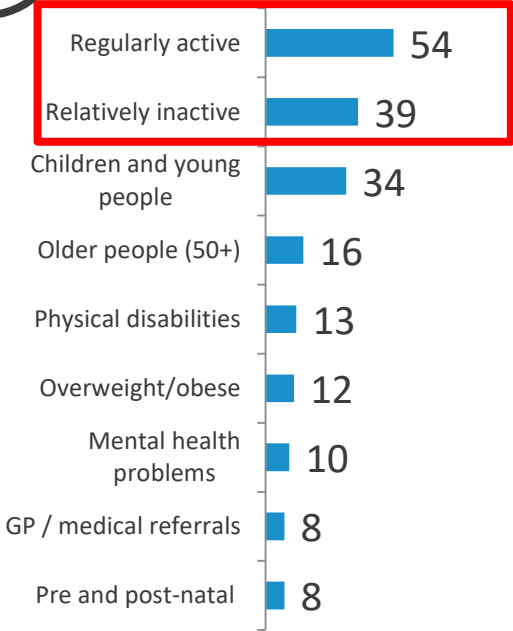
The current workforce deliver more to active Londoners, than those not meeting required physical activity levels



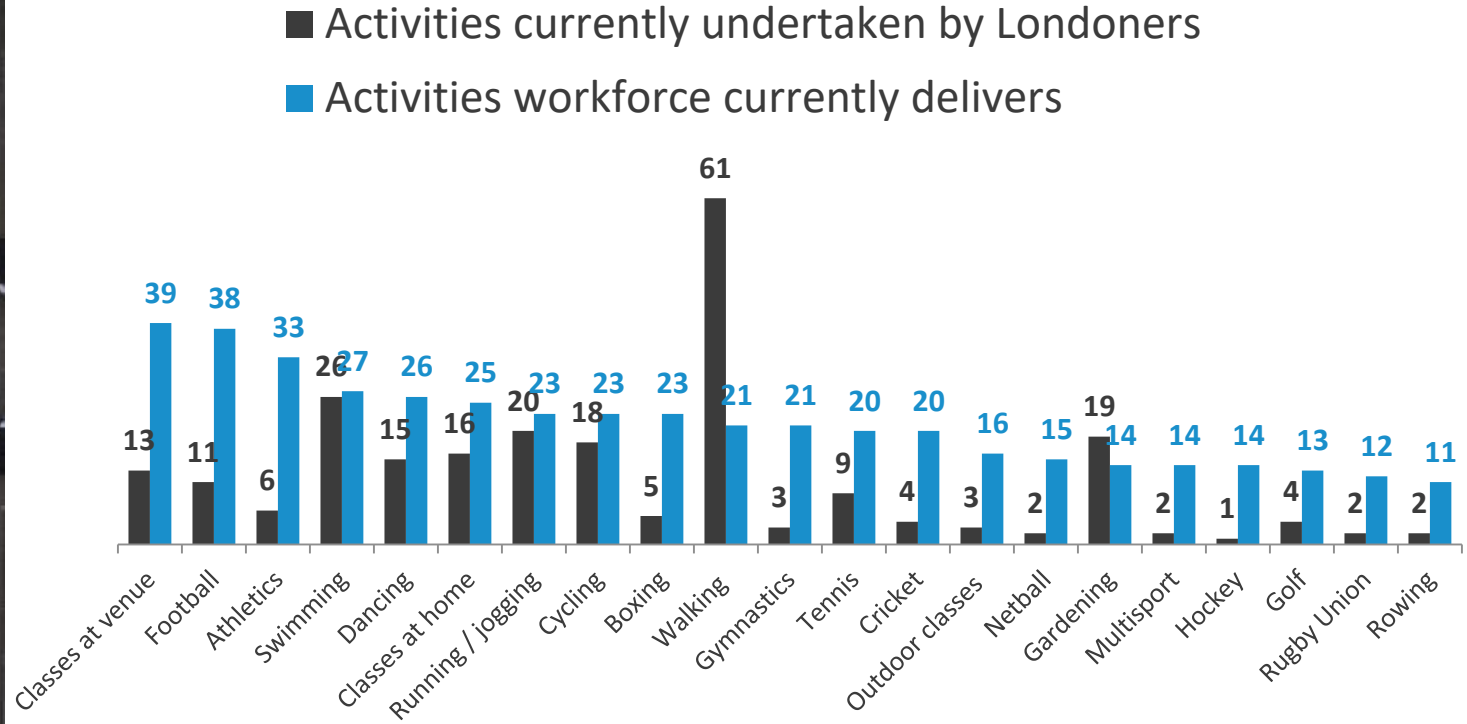
“Londoners”



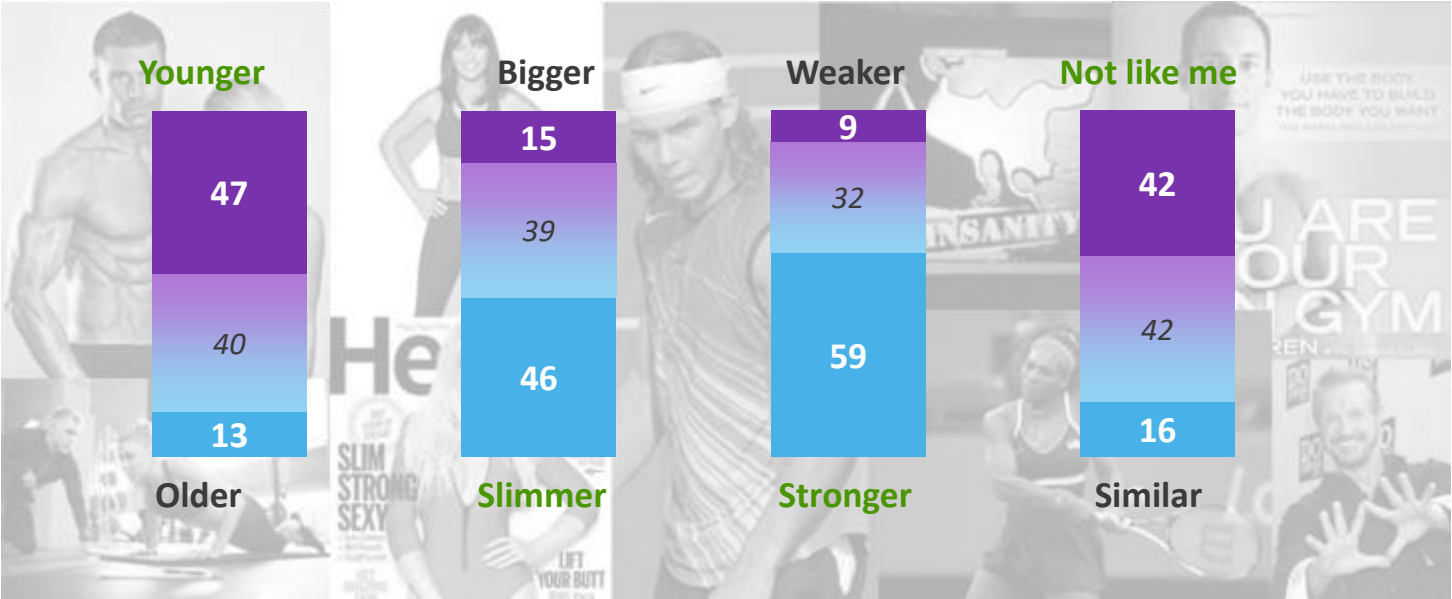
“Workforce”



Londoners are looking for solo, rather than facilitated activities, yet the current workforce delivers much more organised activity



Londoners think the people involved in delivering physical activity are sporty and look ultra fit, and generally ‘not like me’



80), inactive (423), insufficiently active (1658), active (1299), recently active (242)

QA16a What are your general perceptions of the people that currently deliver sport and physical activity in London?

The workforce see their activity levels as normal and perceive the average Londoner shares their view



- The workforce make time to be active and have activity high on their priority list, they believe that all Londoners should share this as being a top priority
- Workforce feel Londoners should be able to just “fit in” a session to their day and all can integrate something in to their lives to become more active.
- The workforce can view the least active as a lost cause and “not their problem” – the workforce are happy to work with anyone with any level of ability as long as they are motivated

An average Londoner is quite fit in general. Many people go out on jogs and runs or use some of the many gyms available to keep active

It should be part of everyone's role to get London more active, and start cutting the obesity rates back

With the workforce seeing the benefits of the site too



- ✓ The workforce thought the site was full of very useful information and a relatively comprehensive list of activities in London.

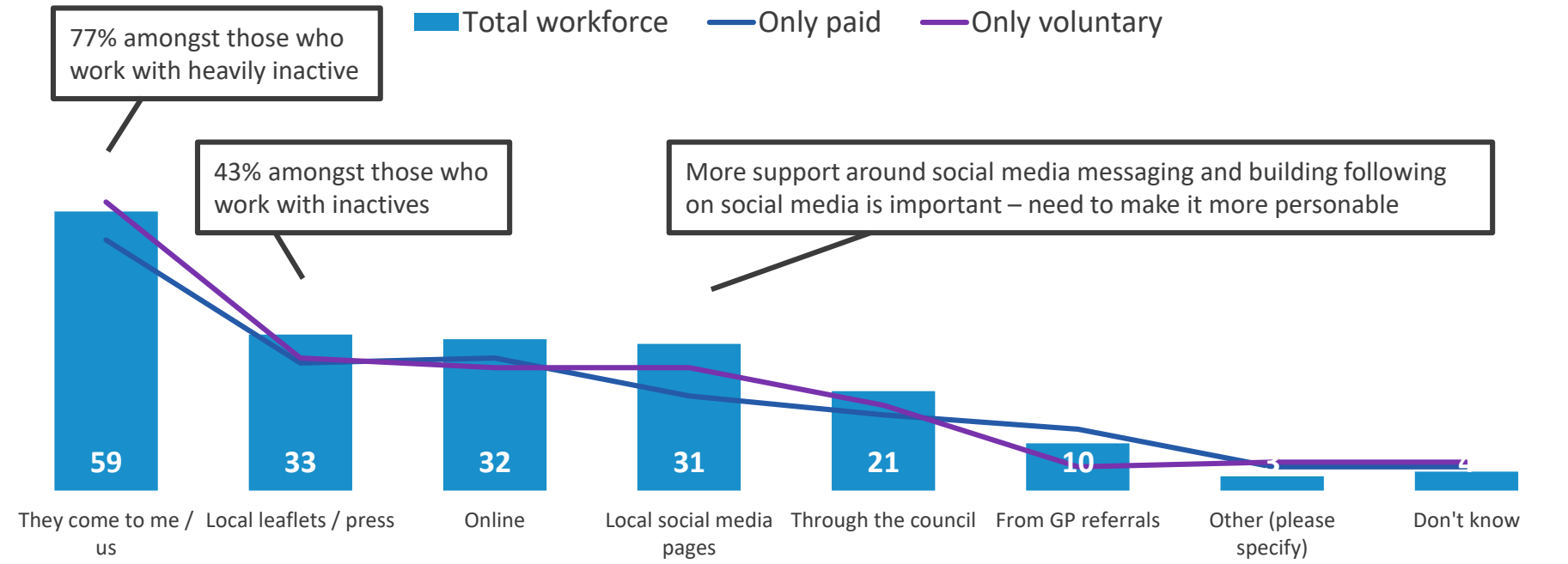
It seems to be a good way of bringing the active community in London together, and offering a range of different ways to get involved

- ✗ The workforce failed to grasp the underlying need and requirement for the website however – while they acknowledged it was nice to have everything in one place, they did not believe the site was addressing a truly large or fundamental issue for Londoners.

I like the concept of finding a mass amount of different activities locally. As like others this has not been publicised so I would not be wise to the site, but yet would find it useful

There is a strong reliance on Londoners ‘finding’ the workforce, rather than the other way around, particularly with the most inactive

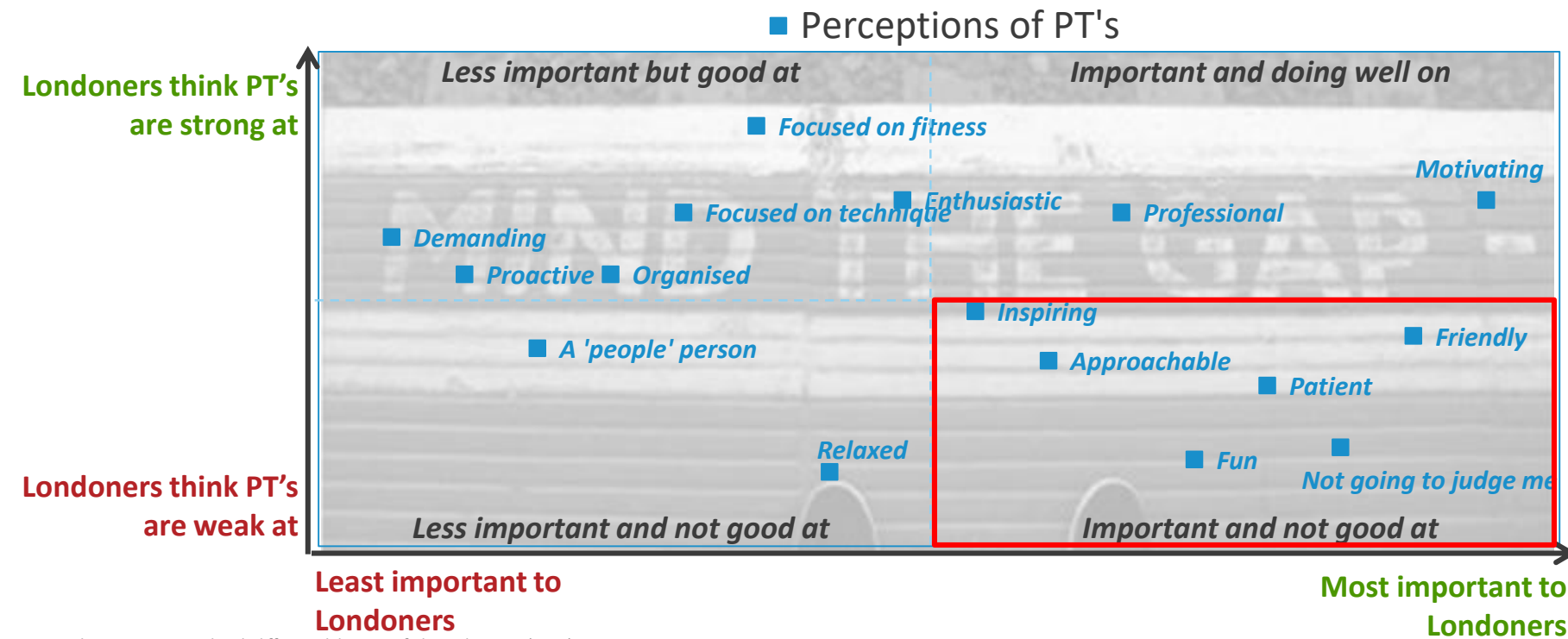
Marketing and recruitment channels used by workforce (%)



Base: Total Workforce sample (1,625), Paid only (230), Voluntary only (533)
QW16a: How do you recruit, attract or market to the people you work with?

Current PT's deliver well on being professional and motivating, but overall could improve on wider softer skills that Londoners want

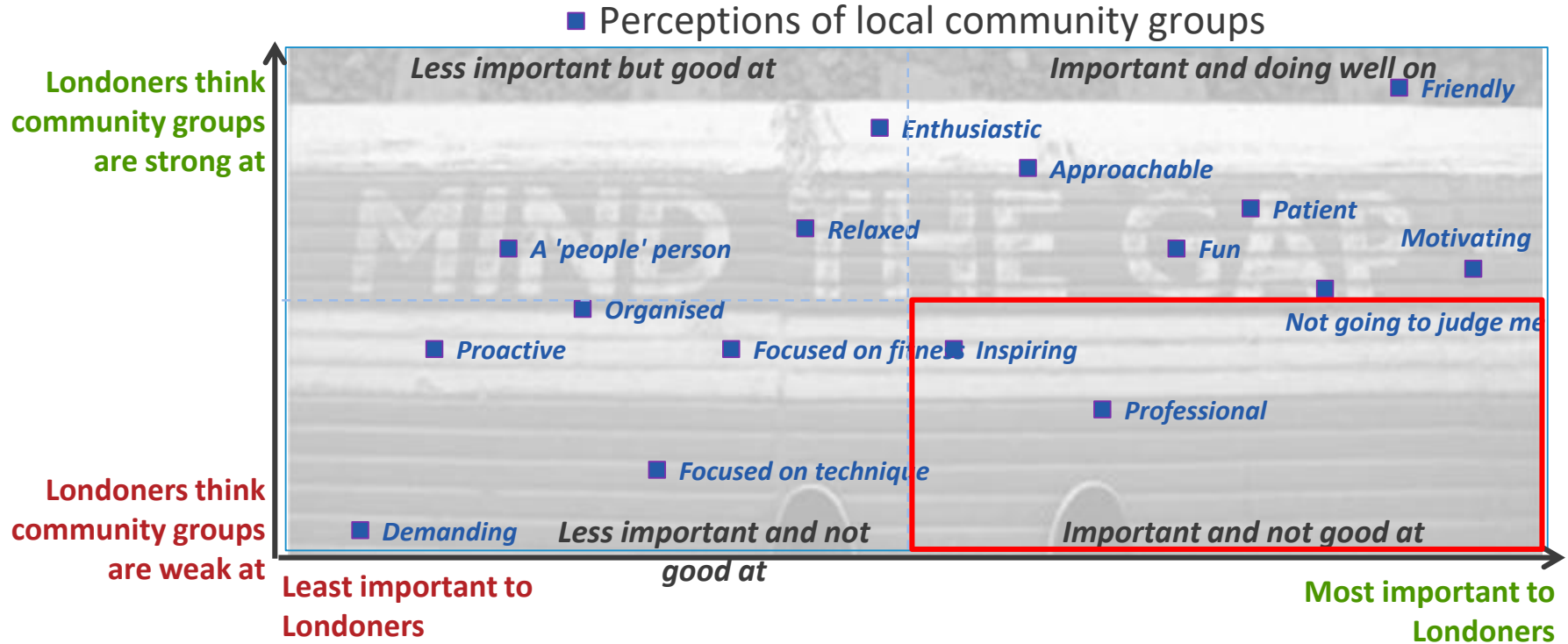
Gap analysis – Londoners perceptions of Personal Trainers



Base: Londoners experienced with different deliverers of physical activity (1690)
Londoners: QA16 – Which are most important to you? QW19/20- And which of the following traits do you think that personal trainers/qualified coaches are generally weak or strong on?

Lessons could be learnt from some of the local community groups who are already delivering on more of the softer skills

Gap analysis – Londoners perceptions of local community groups



Base: Londoners experienced with different deliverers of physical activity (1690)

Londoners: QA16 – Which are most important to you? QW19/20- And which of the following traits do you think that personal trainers/qualified coaches are generally weak or strong on?

The gaps between Londoners and the current delivery workforce:

- The current workforce deliver more to active Londoners, than those not meeting required physical activity levels
- Londoners are looking for solo, rather than facilitated activities
- Londoners have a perception that the workforce are nothing like them – despite wanting them to be
- The workforce feel that physical activity should be a priority for all Londoners and lack empathy towards busy lives
- Traditional workforce roles are weaker on the softer skills that Londoners want, and can learn from local community groups

3d

How does the workforce
need to evolve?



Many inactive and less active Londoners do not prioritise physical activity, they are not looking for it

However:

- They are looking for people to give them motivation when they do not have it.
- They want their workforce to understand them – to be ‘experts in me’.
- There are ‘teachable moments’ where physical activity can either increase OR decrease as a priority.

A role for the workforce does exist here, but it is not a traditional delivery role.



Similarly, many inactive Londoners are not looking for **people** to **deliver** activity to them initially

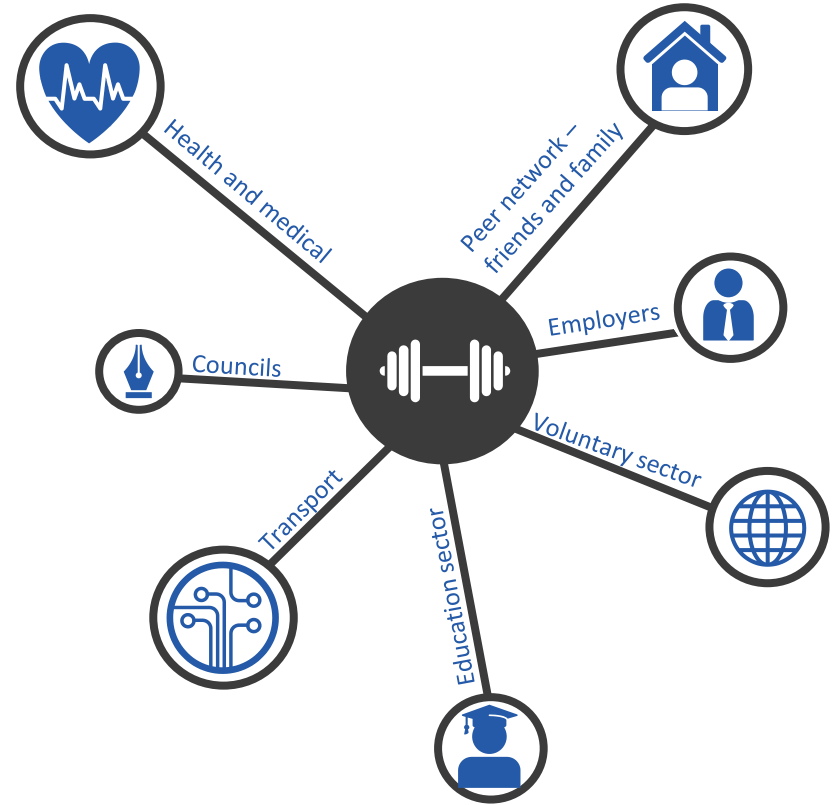
- Most Londoners, if they are contemplating or preparing for activity are seeking **bespoke** information and guidance to assist them to find a way for them to become active on their own terms.

"I want something for 58 year old woman with a bad back and knees, who is overweight..." - inactive, anxious avoider, female



Therefore there is a need to recognise that the ‘workforce’ relating to inactivity is wider than just the traditional deliverers

There are many existing organisations that already reach inactive Londoners, for different reasons and in different ways, that could be engaged to work together to bring physical activity onto the radar for more Londoners:



The current workforce are delivering effectively to the more active Londoners, but do not meet the needs of nearly half of inactive

Current workforce meeting needs (%)



The infographic features a large dark grey circle at the top center containing the text '68%'. To its right is a text block stating 'of Londoners feel that the various people who deliver sport and physical activity in London currently meet their needs'. Below this are three smaller circles: a red one on the left with '52% inactive', a yellow one in the middle with '69% insufficiently active', and a green one on the right with '70% active'.

68%

of Londoners feel that the various people who deliver sport and physical activity in London currently meet their needs

52%
inactive

69%
insufficiently
active

70%
active

Base: Total Londoners not in workforce but likely to use 'people' to help them get more active (1826), inactive (162), insufficiently active (941), active (723), recently active (167)
QA14 Do you feel the various people who deliver sport and physical activity in London currently meet your needs?

Some of the current workforce are willing to work with inactives but need information, training and support to develop their skills

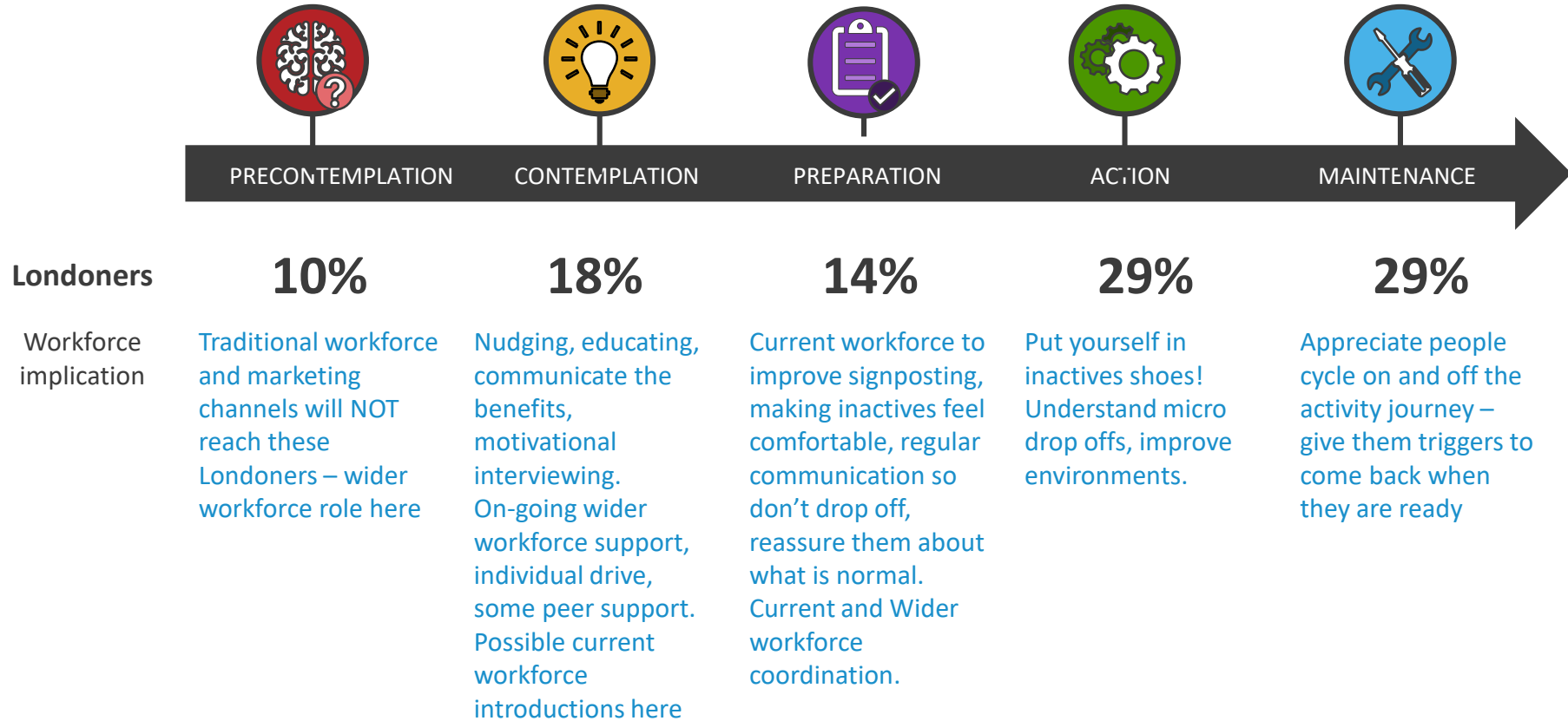


Specific development needs relating to inactives:

- Understanding the range of motivations for behaviour/ lifestyle change
- Providing an introduction to new participants
- Understanding the local community and the needs of hard to reach groups
- Providing feedback and encouragement to promote confidence and motivation
- Understanding how to work with participants to address factors that may cause people to stop doing activity

With the sector also needing to appreciate **micro-drop offs** that might occur when trying activity for the first time, and tweaking the customer journey accordingly

Using the stages of behavioural change, there are different roles and responsibilities for the workforce throughout the customer journey



How does the workforce need to evolve?

- Once active, the current workforce deliver well to Londoners
- However a **new** workforce is needed to reach and engage with less active Londoners (not necessarily to deliver activity)
- As such a workforce to support people into becoming more active is needed, extending beyond traditional deliverers
- However, there is appetite among current workforce to work with inactive Londoners – but they need information, training and support to **develop their skills** appropriately

4

What do key stakeholders need to do to work better together?



4a

Is physical
activity/workforce a high
priority for other
stakeholders?



Overwhelmingly when we spoke to stakeholders they agree that addressing inactivity is of importance

Through the stakeholder engagement the need to address inactivity was well recognised.

Stakeholders acknowledged and appreciated not only the physical health benefits associated with activity, but also the wider impact that a more active London can bring:-

- Mental health
- Social inclusion
- Community cohesion



"I became a doctor in 1985, I did a masters in sports medicine in Virginia, my 4th year study in depth was about whether or not PE in schools in the morning led to better outcomes in the afternoon. I've never sat in an event like this with so many motivated people, getting it, wanting to talk about it, so thanks...so nice to see this kind of thing happening because it is so needed"

And whilst there is consensus that there are many organisations who play a role in getting Londoners more active, it is not a priority for all

Each organisation has its own set of priorities:-

- Public health – improve the health of the population
- TFL – running London's public transport network and managing the main roads
- Borough Council – running most local services (schools, social services, leisure services etc)

And whilst some of the activities they have a responsibility for might result in Londoners being more active, this is not always (rarely) their primary motive



Given the volume of organisations involved in providing opportunities for Londoners to be active there are some duplications of function

We know there a wide variety of organisations working towards the same goal with slightly different priorities, for example:-

- Health – get people moving to improve health/prevent/treat conditions
- TFL – get more people actively commuting to take the strain off the transport network,
- Community charities – provide opportunities for community cohesion or social good through physical activity

But this can result in different organisations targeting the same people in the same area. Therefore

Although getting Londoners more active isn't a priority for all, there are some organisations who are ready to support London Sport



London Sport could act as a hub, bringing everyone together and pushing the physical activity agenda forward

Some organisations are on-board and ready to come along on the journey!



TRANSPORT
FOR LONDON
EVERY JOURNEY MATTERS



SPORT
ENGLAND

Other organisations have a large remit and role within this, but can't, or don't need to make this their priority



Some organisations appreciate the journey, but aren't able to get on this bus, or don't need to catch this bus



There was an acceptance that for the most inactive a different approach, and workforce, might be required ...

True inactivity requires behaviour change work to bring about change:-

- We heard from a variety of groups who have managed to generate sustained behaviour change through intensive projects
- Sustained investment and input will be required:-
 - At an individual level health improvement staff can utilise motivational interviewing with a corresponding support programme
 - At a community level targeted work over a significant time period has been shown to be beneficial

Sustrans and the yellow brick road (Marks Gate)

Two year project in a culturally diverse residential community in East London of high deprivation, with high levels of adults classified as overweight. The project combined community-led street design, behaviour change and infrastructure improvements to increase opportunities for walking and cycling, whilst creating a lively and more people-centred environment – including the development of a Yellow Brick Road following a well used route and Bikeability training.

Ultimately the project resulted in 65% of residents walking or cycling more

...and an acknowledgement that 'health' is a crucial part of the extended workforce

The role of healthcare professionals in getting people more active was raised multiple times throughout the research.

There is a clear role for primary care practitioners (in particular GP's) in recognising when individuals could benefit from being more active and advising what types of activity could be suitable.

However there was also recognition that individuals should be empowered and motivated to make their own choices, as detailed in our survey, and as such techniques such as motivational interviewing could be employed.



Similarly there are a vast array of businesses and charities who have similar initiatives that can help London Sport

Commercial businesses



Commercial gyms (find some advertising)



weightwatchers

Charities



Is physical activity/workforce a high priority for other stakeholders?

- Whilst getting people active is seen as important, it is not a priority for all stakeholders
- However there are a number of stakeholders, and other organisations in London who share a priority in getting more Londoners active – including businesses and charities
- For the most inactive a different approach and workforce could be beneficial to bring about behaviour change

4b

How coordination can
improve the customer
journey, and sector
efficiency



So how can coordination in London increase efficiency?

- London Sport can play a role in bringing together key stakeholders, with a shared purpose, to help deliver a smoother customer journey for Londoners who want to be active
- London Moves Me provides a good starting point for a portal for Londoners, however this needs to link into the customer journey to be as beneficial as possible

Tackling inactivity is a key priority in the sector with the Sport England strategy showing a shift in focus to address this



NEW STRATEGY TO TACKLE INACTIVITY

We'll spend £250 million to combat inactivity as part of five-year strategy

In response to the Governments 'Sporting Future' strategy Sport England's 'Towards an Active Nation' strategy set out a number of key priorities for the next 4 years – many of which are aligned with this work:-

- Focusing more money and resources on **tackling inactivity**
- Putting **customers at the heart** of what we do, helping the sector to be more welcoming and inclusive

The strategy also recognises the important role the **workforce** can play in achieving these – and also the need for **local and national collaboration** in this to ensure a seamless customer experience

Using the stages of behavioural change, there are different roles and responsibilities for the workforce throughout the customer journey



There is a role that London Sport can play in acting as a hub in London to work with those warm organisations



London Sport are ideally positioned to act as a hub within London, facilitating conversation across London and providing

- Education
- Advice
- Best practice case studies
- And ultimately joining the dots between like minded organisations

However it is worth noting that we need to ensure this is not just about sport, but about the entire spectrum of physical activity

London Sport can play a key role in coordinating activity across London with customer facing initiatives like London Moves Me

Providing a central resource of information for Londoners on physical activity opportunities is viewed positively by Londoners and the workforce – but there are more organisations

Stakeholder organisations could also benefit from being aware that the site exists for a variety of reasons including signposting and the ability to contribute to the site to shift it from being sport focussed to more accessible for those starting out on a physical activity journey



However there is a need to ensure this links in to a better customer journey as highlighted previously

Our work has shown that simply advertising activity to Londoners is not enough to get them moving.

We know Londoners (especially inactive ones) want activity for people like them so more information on a portal could be beneficial

London Sport have a role to play in increasing the awareness amongst partner organisations in the information needed to best showcase opportunities to Londoners, providing them with all the required information to make an informed choice

About the website I agree with all the community about how nice it looks and about Disabilities being mentioned but did anyone noticed the pricing?, this doesn't affect me personally but, what about the rest of Londoners who cannot afford it?

Really like the idea of having a lot of fitness centres on one website although I noticed in the category I might have been interested in (Over 50+ Exercises), a lot of the places were situated in North of the river with only a few South of the river

I do like this website but I fear it might be preaching to the converted.

5

Conclusions and recommendations



Conclusions

1. Londoners have busy lives and some struggle to find a place for physical activity
2. There are some clear roles for a workforce to support Londoners to become more active
 - a. Supporting Londoners into activity
 - b. Signposting Londoners to activity
 - c. Motivating Londoners when active
3. For the most inactive Londoners an extended workforce may well be required
 - a. A slightly different skill set is needed for the least active
 - b. Other workforce agencies currently work with this group and may be better suited to approach, engage and motivate them
4. There are some obvious training interventions that can help the current workforce
 - a. Understanding Londoners lives, inactivity and the customer journey will be key
5. Stakeholders in London will be more efficient and effective if they work together

Londoners have busy lives and some struggle to find a place for physical activity

In response to Londoners often busy lives we must present opportunities to them that can be incorporated into this:-

- Providing **training** to the workforce could help them be more sympathetic to this
- Providers need to offer hyper **local** opportunities that are easy to **integrate** into peoples lives – sessions people can do at home, on their own terms
- **Technology** has a part to play here
- **Family based solutions** will also need to feature – we know time with family is a priority, and also the motivating role family members can have
- **Active travel** will also be key here – we know once Londoners are home they want to shut the door and relax so incorporating active travel would work well. TfL are focussing on this so working in partnership with them on this would be beneficial
- The role of **workplace health** should not be forgotten – however we must also be mindful of the numbers of homeworkers and Londoners who work for themselves/SMEs where workplace health is trickier to manage

There are some clear roles that Londoners need from a workforce to support them to become more active

Supporting Londoners into activity

Londoners are unaware of the wide variety of ways they can incorporate physical activity into their everyday lives, and as such supporting Londoners to become more active in accessible ways will be a vital role for the workforce

Signposting Londoner to activity

Some Londoners struggle to find activity that they want to take part in (for people like them etc.), therefore there is a need for the workforce to better signpost activity and to provide sufficient information for Londoners to make informed decisions

Motivating Londoners when they are active

Londoners have clearly articulated that the most important skills they want from the workforce are the softer skills, beyond technical expertise and instruction

There are some obvious training interventions that can help the current workforce to work with less active Londoner

Through the work we have identified a few key areas where training for the current workforce could be beneficial:-

- **Understanding Londoners' lives** – to tackle the gap in perceptions the workforce have of Londoners' lives and priorities currently
- **Understanding inactivity** – behaviour change will be vital in this to support the workforce in understanding what less active Londoners need at various stages; and how to speak to them
- **Understanding the entire customer journey** – training to help understand that the customer journey begins prior to choosing an activity, and to illustrate what the journey is like for less active Londoners



For the most inactive Londoners an extended workforce may well be required for behaviour change to happen

- The workforce need to have a more rounded view of what behaviour change means and the role they can play – and there are stakeholder organisations who currently operate effectively in this space
- London Sport should look to learn from previous successes:-
 - Asset Based Community Development (Sustrans case study for example)
 - Health improvement initiatives using motivational interviewing (Get Greenwich Active)
- Need to harness effort, share knowledge and co-ordinate what is already on offer



Stakeholders in London will be more efficient and effective if they work together

There are many organisations in London who are currently involved in helping Londoners be active – either by supporting individuals and communities in to activity or by providing and delivering physical activity opportunities.

There is an opportunity for these organisations to work more closely, sharing best practice across London and supporting each other where appropriate, to ensure Londoners are at the heart of interventions and opportunities.

London Sport are well positioned to bring these organisations together, but should be mindful that the entire spectrum of physical activity is catered for.



Thank you

