

apprenticeship FRAMEWORK

Leisure Management - non-statutory (Wales)

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The Apprenticeship sector for occupations in sports coaching, active leisure, hairdressing and beauty (also includes fitness, stewarding, outdoors, playwork and sporting excellence).

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Level 3

This framework is for use in: **Wales**

Short description

This framework is aimed at those individual who wish to work in the leisure and recreation sector managing and / or supervising facilities, staff members and development and implementation of specific programmes.

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Purpose of this framework

Summary of the purpose of the framework

The Advanced Apprenticeship in Leisure Management is aimed at those individuals who are looking to enter the sector or those currently working in the sector in supervisory and managerial roles and would like to up-skill and progress to roles which require greater technical knowledge and competence.

Aims and objectives of this framework (Wales)

The active leisure, learning and well-being sector as a whole had an estimated UK gross value added (GVA) output of £8.7 billion in 2008, accounting for 0.9% of the whole UK economy. The SkillsActive sector impacts on tourism, events, retailing, manufacturing and construction, and outperformed the UK four-fold in direct employment from 1999 to 2004. The Gross Value Added (GVA) output of sport, fitness, the outdoors and the caravan industry in Wales in 2008 equalled £225 million, accounting for 0.9 per cent of total Wales output.

Estimates suggest that the SkillsActive sector employs up to 31,800 people in Wales, this figure includes playwork and National Caravan Council (NCC) estimates . The workforce in Wales accounts for four per cent of the sector's UK employment. Sport, fitness and the outdoors is by far the largest of the sub-sectors, accounting for 62 per cent of sector GVA and 71 per cent of employment. The caravan industry is the second largest sub sector, accounting for 38 per cent of GVA, and 15 per cent of employment. GVA output for the Caravan Industry in Wales accounts for 10 per cent of total UK output, twice the proportion of the UK economy which Wales represents. In Wales, the Caravan Industry employment has grown by a third between 2004 and 2007, when it reached 4,400 .

The provision of recreational, sport and fitness facilities is a key element in the drive to improve the active lifestyles of individuals across all strata of the population. As outlined in *Creating an Active Wales* , regular engagement with physical activity has additional benefits to the wider economy. The report highlights that those who are physically active have as much as a 50 per cent reduced risk of developing major health related diseases in later life. Improvements to the number of people engaged in physical activity could therefore have long term bearings on health expenditure. Estimates suggest that physical inactivity costs the Welsh economy around £650 million per year.

There were 324 clubs in Wales in 2010 according to the FIA State of the Industry report, valued at £135m, equivalent to 4 per cent of the value for the UK as a whole. With regard to business start up, figures from the Fitness Industry Association's 'State of the UK Fitness Industry report suggest that around eight public and private facilities opened between 2009

and 2010 in Wales. The sector has seen growth since 2007 of around 11 per cent or 33 additional facilities (nine private and 24 public). Club membership in Wales stands at 330,000 with an average of 1,000 members per club. This is lower than average membership per club across the UK, which may be accounted for lower concentrations of population in Wales.

Across the UK, the private clubs comprise 54 per cent of all clubs and attract 61% of members. In Wales this proportion is different, with privately clubs including those located in hotel premises, accounting for a mere 40 per cent of all facilities open to the public, attracting an almost identical proportion of members at 41 per cent. This means that there is a far greater reliance on public provision of health and fitness sector services in Wales than there is in England.

Within the caravan industry, global drivers affect UK holiday taking, with the advent of budget airlines encouraging affordable access to foreign cities and holiday destinations. The National Caravan Council predicted that there would be an extra two million caravan holidays in 2009, taking the number to 14 million, as a result of people seeking better value holidays at home. The Welsh Health Survey 2009 suggests that around 57 per cent of adults are classified as overweight or obese (21 per cent are obese). Additionally, Wales records the highest levels of childhood obesity compared with the other Home Countries at 19 per cent. There is continued commitment to improve participation in sport and physical activity in Wales. Creating an Active Wales is the Welsh Assembly Government's plan for improving levels of physical activity in Wales (launched in 2009). The report outlines the need to increase participation in physical activity to ensure improvements in health and wellbeing and sets out a range of targets to increase activity levels.

Management skills are important across all levels and 11 per cent of the employers in the sector have identified it as one of the skills gap among their managers and senior official staff, higher compared with the sector's UK average of five per cent. Management, communication skills, initiative and planning were also cited as skills needed by managers in sport, recreation and fitness.

Leading employers in this sector have identified the following strategy that will ensure the sector remains relevant to the Government policy aims and wider community needs:

- To migrate the sector from being 'fitness' specialist to be more relevant to everyone in the community
- To be more relevant to more people regardless of age, culture or gender
- To be an integral part of the national health and wellbeing strategy
- To become community activity hubs

The achievement of these goals, as stated by these employers, is dependant on the following:

- Up-skilling the 85% of workforce who do not benefit from a defined skills and career strategy
- Ensuring graduates are employer ready

- Ensuring 'soft skills' are a focus for training
- Ensuring there is a comprehensive training syllabus for all employees
- Creating a single qualification structure
- Clearly defining roles and career paths

In order to deliver this, employers in the leisure operations and management sector require more clarity when it comes to the key qualifications that support their workforce. The Leisure Management apprenticeships programme will provide this clarity through the provision of a defined progression route the sector. The generic skills gaps that have been identified in this sector e.g. customer care, planning, communication, and team management skills are addressed in the programme. Additionally, the technical knowledge and skills required in the Leisure Manager role are also provided for.

The Leisure Management apprenticeship programme will provide individuals with the skills, knowledge and competencies required to deliver high level customer care, coupled with the technical ability to manage and maintain the facilities their customers visit. It will serve to giving those in employment the skills basis for developing their careers within the sector. The programme will also support the employer aims of improving the soft skills of their workforce, and identifying a unified qualification structure that can be adopted by the broad industry.

This framework will also contribute to the priorities of the Welsh Assembly Government set out in Skills That Work for Wales (2008) in particular:

Preparing Young People for the Future by:

- Developing a combination of technical occupational skills and generic work related skills.
- Providing a pathway from school and the Welsh Baccalaureate to employment.
- Requiring apprentices to obtain an understanding of the sector and its career pathways so that they can make informed choices about their future.

Investing in Apprenticeships by:

- Providing a comprehensive suite of apprenticeship frameworks, of which this is one, covering all of the main occupations in the active leisure and learning sector.
- Providing a framework that meets the requirements of the Specification of Apprenticeship Standards for Wales, that can integrate with the Welsh Baccalaureate and help end the separation between vocational and academic qualifications.
- Supporting the implementation of new QCF qualifications included in the framework.

Getting the basics right by:

- Supporting learners, who have not achieved basic skills during their schooling to obtain literacy, numeracy and ICT skills with Essential Skills Wales accreditation. This will help reduce the 25 per cent of adults in Wales who do not have Level 1 literacy skills and the

53 per cent who do not have Level 1 numeracy skills.

Entry conditions for this framework

The Advanced Apprenticeship in Leisure Management is designed for those individuals who are looking to further develop their knowledge and skills while working in the sector in supervisory and managerial roles.

It is good practice that apprentices are interviewed by both their employer and training provider and undergo a centre devised initial assessment, testing their literacy and numeracy skills as well as their attitude to the workplace and customers.

Potential apprentices should have a positive, motivating, can do attitude and be willing to work both as part of a team or on their own. They should be motivated to succeed in the industry and be willing to work shifts, sometimes unsociable hours and travel between sites and depending on the employment setting. Potential apprentices are expected to have the skills to work with and motivate a variety of different clients they will work with. Apprentices might also need to undergo police checks for example when working with vulnerable adults and children. Apprentices are expected to show the ability to develop outstanding managerial and customer services skills.

Apprentices will be given the opportunity to gain literacy and numeracy qualifications alongside their industry related skills and qualifications.

It is not a mandatory part of this framework to achieve ICT qualifications, although apprentices are encouraged to take every opportunity to broaden their skills base.

Level 3

Title for this framework at level 3

Apprenticeship in Leisure Management

Pathways for this framework at level 3

Pathway 1: Leisure Management

Level 3, Pathway 1: Leisure Management

Description of this pathway

Leisure Management

Apprentices completing this apprenticeship programme will achieve a minimum of 75 credits made up of the components of this framework.

Entry requirements for this pathway in addition to the framework entry requirements

None in addition to the framework entry requirements specified earlier in the framework document.

Job title(s)	Job role(s)
Club Manager / Duty Manager	Responsible for day to day operation of the leisure facility. Ensures health and safety of staff and customers. Ensures allocation and supervision of staff to provide the highest standard of service.

Qualifications

Competence qualifications available to this pathway

C1 - Level 3 NVQ Diploma in Leisure Management					
No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
C1a	600/1446/5	Active IQ	39	234	N/A
C1b	600/1818/5	Edexcel	39	234	N/A
C1c	600/1911/6	CYQ	39	234	N/A

Knowledge qualifications available to this pathway

K1 - Level 3 Certificate in Leisure Management					
No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
K1a	600/1266/3	Active IQ	16	111	N/A
K1b	600/1813/6	Edexcel BTEC	16	111	N/A

K2 - Level 3 Certificate in Sport and Active Leisure Management					
No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
K2a	500/9739/8	Active IQ	26	200	N/A

Combined qualifications available to this pathway

N/A

Notes on competence and knowledge qualifications (if any)

K1- K2 provides the underpinning knowledge to C1.

Transferable skills (Wales)

Essential skills (Wales)

	Minimum level	Credit value
Communication	Level 2	6
Application of numbers	Level 2	6
IT	N/A	N/A

Progression routes into and from this pathway

PROGRESSION INTO THIS PROGRAMME

There are no pre-defined entry routes into the Advanced Fitness apprenticeship , however learners wishing to progress into this apprenticeship programme could come from a variety of backgrounds with a variety of qualifications.

These might include diplomas, GCSEs, Welsh Baccalaurate qualifications, A levels or vocational training routes such as Work Based Learning Pathways or foundation apprenticeships. Learners can also progress into this apprenticeship from the Foundation Apprenticeship in Leisure Operations or any other foundation apprenticeship in the Active Leisure and Learning sector.

Learners can also progress into this apprenticeship if they are already employed in the sector and wish to develop their knowledge and skills to progress their careers.

Learners can also progress into this apprenticeship programme from employment in a different sector as a career change.

PROGRESSION FROM THIS PROGRAMME

On completion of this programme, apprentices can work in leisure and recreation facilities in managerial roles, holding one of the following titles depending on the actual centre setting: duty manager, centre / club manager, assistant centre manager, leisure facilities manager.

Leisure managers can cover a wide selection of roles ranging from managing staff, managing facilities and services.

Apprentices from this programme can also progress onto a variety of Further Education or Higher Education courses studying subjects such as Events Management, Marketing, Business, Management and Leadership or Human Resources Management.

Please also check the SkillsActive Careers site for further information on progression opportunities and more detailed information on available job roles in the sector.

www.skillsactive.com/careers

UCAS points for this pathway: N/A

Delivery and assessment of employee rights and responsibilities

In the Active Leisure and Learning sector the employee rights and responsibilities requirement of the apprenticeship programme will be met by all apprentices completing an externally assessed and verified qualification covering all nine national outcomes of the employee rights and responsibilities listed below:

- Employer and employee statutory rights and responsibilities under Employment Law
- Procedures and documentation in their organisation which recognises and protects their relationship with their employer/ Health and Safety and Equality and Diversity training must be an integral part of the apprentice's learning programme;
- The range of sources of information and advice available to on employment rights and responsibilities.
- The role played by this occupation within the organisation and industry;
- Types of career pathways open to the apprentice
- Types of representative bodies and understands their relevance to their industry and organisation and their main roles and responsibilities
- How and where to get information and advice on the industry, occupation, training and career
- The organisation's principles and codes of practice
- Issues of public concern that affect the organisation and industry

It is a mandatory outcome of the apprenticeship programme that all apprentices complete one of the qualifications listed below covering all nine national outcomes of the employee rights and responsibilities listed above:

- CYQ Level 3 Award in Employment Awareness in Active Leisure and Learning 500/6535/x
- Edexcel Level 3 Award in Employment Awareness in Active Leisure and Learning 500/9274/1
- City& Guilds Level 3 Award in Employment Awareness in Active Leisure and Learning 500/6580/4
- 1st4sport Level 3 Award in Employment Awareness in Active Leisure and Learning 500/7423/4
- VTCT Level 3 Award in Employment Awareness in Active Leisure and Learning 500/7395/3
- Active IQ Level 3 Award in Employment Awareness in Active Leisure and Learning 500/7410/6
- LAO Level 3 Award in Employment Awareness in Active Leisure and Learning 500/7401/5
- NCFE Level 3 Award in Employment Awareness in Active Leisure and Learning 501/1812/2
- CACHE Level 3 Award in Employment Awareness in Active Leisure and Learning 600/1310/2

The remaining sections apply to all levels and pathways within this framework.

How equality and diversity will be met

Apprenticeships in our sector aim to promote diversity, equal opportunity and inclusion by offering a high quality learning experience.

The delivery of this programme must be in a setting free from prejudice and discrimination where all learners can contribute fully and freely and feel valued.

The selection and recruitment of apprentices to the programme must be inclusive and available to all people regardless of age, disability, gender reassignment, marriage and civil partnership, race, religion or belief, sex, and sexual orientation (protected characteristics of Equality Act 2010).

ISSUES, BARRIERS AND ACTIONS

The health and fitness industry is made up of nearly 6000 private and public health clubs.

As a result of the current economic situation, a possible barrier to entering the fitness industry is the fact the disposable income has considerably reduced in most households, therefore members of public are more cautious about spending money on health club membership. There is notably a competitive spirit amongst health clubs offering shorter commitment periods, reduced joining /membership fees and competitive rates for group exercise sessions.

Unfortunately the current economic climate has also caused a drop in pay increase and reduced support in training and development due to the cost. However, this is where an apprenticeship programme like this can contribute, by ensuring that those interested in entering the sector or are already employed in the sector are given the opportunity to gain and develop their knowledge and skills despite the current economic difficulties to ensure they stand out and succeed.

63% of the workforce is female and although they have a presence across all roles, this decreases as the roles become more senior.

Having an advanced level apprenticeship programmes on offer in this setting makes it possible for all members of staff to develop their skills and knowledge. Therefore this framework can contribute to encouraging more women to develop their skills and the fact that an advanced level programme is available in both fitness and leisure management will enable them to fill more senior roles in the near future.

The fitness workforce is predominantly white at 92.5% with the remaining 7.5% split between other minorities.

By having an open access, prejudice and discrimination free recruitment process to our apprenticeship programmes, we are encouraging anyone interested from any race, religion and ethnicity to enter the sector, and this way we can make a small contribution to trying to ensure

the ethnicity balance will improve over a period of time.

On and off the job training (Wales)

Summary of on- and off-the-job training

These hours may vary depending on previous experience and attainment of the apprentice. Where a learner enters an apprenticeship agreement having previously attained or acquired the appropriate competencies or knowledge, this prior learning needs to be recognised and documented using the relevant QCF credit transfer, QCF exemption or Recognition of Prior Learning (RPL) procedures.

The amount of on the job training required to complete the apprenticeship under the apprenticeship agreement may then be reduced accordingly, provided the total number of on the job hours for this framework can be verified for apprenticeship certification. Apprentices who commence training under a new apprenticeship agreement with a new employer may bring a range of prior experience with them. When an apprentice can claim 5 per cent or more hours towards the on the job framework total through prior learning acquired from previous full-time education, employment or other vocational programmes, then the apprentice's learning programme should include customisation.

Training providers are encouraged to identify additional on the job training programmes that customise the learning to the new workplace. Customisation programmes may include selecting appropriate additional Unit(s) from QCF qualifications, or relevant units recognised as Quality Assured Lifelong Learning (QALL) through a CQFW (Credit and Qualifications Framework Wales) recognised body, or follow Essential Skills at a level higher than that specified in the framework, include one or more Wider Key Skills or other competency-based qualifications/units relevant to the workplace.

Previous attainment

For apprentices who have already achieved the relevant qualifications, they must have been certificated no earlier than 6 months prior to the date the learner was registered on the programme. The number of training hours delivered under an apprenticeship agreement may vary depending on the previous experience and attainment of the apprentice. The amount of off the job training required to complete the apprenticeship under the apprenticeship agreement may then be reduced accordingly, providing the total number of off the job hours for this framework can be verified for apprenticeship certification.

Previous experience

Where a learner enters an apprenticeship agreement with previous work-related experience this prior learning needs to be recognised. For further details please see QCF Guidance on

Claiming Credit. To count towards apprenticeship certification, previous experience must be recorded using the appropriate Awarding Organisation's QCF "Recognition of Prior Learning" procedures and the hours recorded may then count towards the off the job hours required to complete the apprenticeship.

For apprentices with prior uncertificated learning experience, the off the job learning must have been acquired within 2 years of application for the Foundation Apprenticeship Certificate or the apprentice must have been continuously employed in the relevant job role in the industry for a minimum duration of 3 years.

Apprentices completing this framework have to achieve a total of 496 hours containing both on and off the job training hours. The framework is advised to be completed within 18 months.

Off-the-job training

Off the job training is defined as time for learning activities away from normal work duties. For this framework the minimum amount of off the job training is 238 hours over the duration of this framework which is recommended to be completed within 18 months.

How this requirement will be met

This requirement will be met via debriefing sessions, supervision, team sessions, shift handovers and activities similar to the above listed where the learner / apprentice is away from the pressures of the workplace and / but are supported and mentored by fellow workers and management and completion of the knowledge qualification and Essential Skills assessment.

The provider will be required to gather evidence of this achievement where it occurs outside of formal certification of a qualification.

We propose that this will be evidenced through apprentices holding an Active Passport, which is an online skills passport supported by leading employers and training providers. It allows learners to easily build and maintain a verified record of their skills, qualifications and achievements and keeps track of individuals progress and commitment to their career and professional development.

For more information and guidance on active passports, providers and employers can visit the active passport website www.activepassport.com and also contact SkillsActive.

On-the-job training

On the job training is defined as skills, knowledge and competence gained within normal work duties. For this framework the minimum amount of on-the-job training is 241 hours over the duration of this framework which is recommended to be completed within 18 months.

How this requirement will be met

This requirement will be met by the apprentices delivering their daily job roles, gaining technical experience as well as time acquiring knowledge and skills to achieve the competence requirement set out by the apprenticeship programme / framework.

The provider will be required to gather evidence of this achievement where it occurs outside formal certification of a qualification.

We propose that this could also be evidenced through apprentices holding an Active Passport, which is an online skills passport supported by leading employers and training providers. It allows learners to easily build and maintain a verified record of their skills, qualifications and achievements and keeps track of individuals progress and commitment to their career and professional development.

For more information and guidance on active passports, providers and employers can visit the active passport website www.activepassport.com and also contact SkillsActive.

Wider key skills assessment and recognition (Wales)

Improving own learning and performance

Improving own learning and performance is an essential skill within our sector and is covered in the competence qualification, therefore it was decided in consultation with the sector that separate certification of Improving own learning and performance is not required for the completion of this framework.

However, SkillsActive would encourage Training Providers to consider the value added element of delivery within the framework.

Working with others

Working with others is an essential skill within our sector and is covered in the competence qualification, therefore it was decided in consultation with the sector that separate certification of Working with others is not required for the completion of this framework.

However, SkillsActive would encourage Training Providers to consider the value added element of delivery within the framework.

Problem solving

Problem solving is an essential skill within our sector and is covered in the competence qualification, therefore therefore it was decided in consultation with the sector that separate certification of Problem solving is not required for the completion of this framework.

However, SkillsActive would encourage Training Providers to consider the value added element of delivery within the framework.

Additional employer requirements

While the achievement of additional employer requirements is not a mandatory requirement for certification of this apprenticeship programme, the sector and employers recognise the value and the need for these and completion of them will make the apprentice more employable. Therefore it is also advised for all apprentices on the programme to complete two additional qualifications to make them more employable in their chosen career. These must be an

externally assessed and verified qualification, additional technical skills the apprentice can gain to make them more employable and competent in their job role. The selected qualifications have to be relevant to the organisation, linked to the competence element and relevant to the apprentice's job role.

The employer should contribute to the achievement of this addition to the programme.

Please select two qualifications from the list below:

- Any qualification that is deemed fit for purpose and agreed upon by SkillsActive prior to delivery and is externally awarded and validated
- Sports Leaders UK Level 2 and 3 Awards
- Any Approved Health and Safety Executive First Aid at Work or Appointed Persons
- Certificate (apprentices and training providers are encouraged to deliver a full First Aid qualification rather than a one day course.)
- Level 2 and Level 3 Certificate in Coaching [Name of Sport] qualifications (for apprentices working on sites where they are responsible for delivering coaching sessions in a context of a specific sport)
- Any Customer Service Competence Units or knowledge qualifications at the same level as the framework
- Any Additional Active Leisure and Learning Competence units at the same level as the framework
- Any of the Wider/Other Key Skills Awards at the same level as the framework
- Vocational Assessor Units
- Any Edexcel BTEC Sport Awards / Certificates at the same level as the framework
- Any City& Guilds Sport Awards / Certificates at the same level as the framework

Please note that the Additional Employer Requirement must not be certificates of attendance and must be of a similar level (e.g. Level 3); unless the occupational area and job roles justifies the need for apprentices to gain a level 2 qualification first.

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