

Staffing

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School-based management

If you have decided to take on the management of the facility directly or through a sub-committee of your governing body, you will need to consider the type and number of staff required to run the facility on a day-to-day basis, for example for reception, coaching, marketing, setting up equipment, cleaning and maintenance/caretaking.

It may be worth considering the appointment of some staff on a part time or sessional basis. This will give greater flexibility in terms of programming and means that the hours of community use can be geared to the needs of the community.

It is also worthwhile to take advice from the Director of Specialism, headteacher or Partnership Development Manager at your local sports or arts college, or the local authority PE Adviser, Leisure Services Manager or Arts Manager on whether sport or arts development roles can be shared across several schools offering community access or with local authority sites.

These partners will also be able to provide useful information – e.g. skills required, ways of working and likely changes as a result of the Government's strategy for reform of 'The Children's Workforce' towards the five Every Child Matters outcomes, and templates – e.g. job descriptions, person specifications, application forms and terms and conditions of employment – that can be tailored to your needs.

Management by a third party

If the School decides to transfer control of its community sport or arts facilities and services to a third party (a school company, local authority, social enterprise or private leisure management company), then this third party organisation will be responsible for the staff and their employment. However the agreement should specify what staffing arrangements need to be in place – e.g. minimum levels and qualifications – and allow for the introduction of new, enhanced standards that may result from implementation of the Children's Workforce Strategy.

Staffing by pupils

In secondary schools and FE colleges, consider the educational, vocational learning, leadership and volunteering opportunities for your students. After training, most staffing roles can be performed by senior pupils or students provided they are adequately managed and supervised. This can reduce the costs of the community services while providing students with an income plus valuable training, qualifications and work experience (in line with the 'Ready for employment' outcome of Every Child Matters).

This is easier to arrange under a school-based management structure – volunteering and leadership is one of the eight work strands within the National PE, School Sport & Club Links (PESSCL) Strategy – but can be achieved through working in partnership with a third party management organisation. This is best discussed as part of the initial negotiation of the terms of the transfer of control rather than 'bolted-on' afterwards.

case study: Thomas Mills High School, Suffolk

Thomas Mills High School plays a vital role for the community in Framlingham, a rurally isolated market town in Suffolk with no local authority swimming pool or sports hall for some 12 miles. The High School is the hub for community sport for the town and for many smaller villages. By providing pupils with work experience as sessional recreation assistants and coaches the School is helping an increasing number of young people to go on to higher education and develop careers in PE, sport or leisure management. This policy has further benefits: it provides the young people with an income and is cost efficient.

To find out more, go to www.thomasmills.suffolk.sch.uk

Community volunteers

Community volunteers are an invaluable resource for staffing community use of school sites. For instance, many sports coaches provide their services on a voluntary basis. Volunteers are crucial for many types of community sport and arts events, selling tickets and programmes, supervising parking, acting as ushers, etc.

If you are planning to use volunteers, apply the same standards as for employed staff in terms of provision of adequate induction and training, health and safety, child protection awareness and CRB checks (where needed), and use simple 'volunteer agreements' or 'job descriptions' to avoid misunderstandings.

Key principles

- Ensure there are sufficient staff, whether paid or voluntary, to look after the school's facilities and to run the activity programme safely.
- Make sure all staff – whether paid or volunteers – are trained to the appropriate level to ensure a safe operation and a quality experience for the community users. Most staff will need training in core skills such as customer care, cash handling, health and safety including child protection, first aid, equal opportunities. Others will need more specific training dependent on the nature of the facilities and services offered e.g. lifesaving, pool water treatment, safe handling of chemicals (for swimming pools), governing body coaching awards for sports coaches,

fitness training and possibly cardio-rehabilitation qualifications for fitness studio supervisors.

- Include an adequate training budget in your business plan, not only at 'start up' but on-going to ensure continuous professional development and to allow for staff turnover.
- If using volunteers, support them well and recognise their contribution. Most volunteers will soon stop if they think they are being taken for granted.

Sources of guidance

Best for...	Who/what...	How to find...
Employing staff and volunteers for sports programmes	Sections 2.06 and 2.07 on 'Get Funding Making It Happen' section of Sport England website	http://www.sportengland.org/index/get_funding/funding_resources/guidance_templates.htm
Sample staffing plan	Template E (as above)	
Sample volunteer role description	Template G (as above)	
Funding and other resources to encourage young people into volunteering	'V' – a charity set up to encourage more young people (16-25 year olds) to volunteer	http://www.wearev.com/
The minimum wage, current rates and changes to the legislation	Regular updates are posted on the Department of Trade and Industry (DTI) website	www.dti.gov.uk/employment/pay/national-minimum-wage
Health and safety guidance	Detailed guidance is available from the Health & Safety Executive (HSE)	www.hse.gov.uk
Practical fact sheets, information notes and other forms of guidance on most aspects of good practice in the safe and efficient operation of sports and recreation facilities and sports development programmes	The Institute for Sport, Parks & Leisure (IPSA)	www.ispal.org.uk/info_hub.cfm
	The Institute for Sport & Recreation Management (ISRM)	www.isrm.co.uk/products/
Training Courses for aspiring and professional personal fitness instructors	The YMCA Fitness Industry Training charity – YMCAfit	www.ymcafit.org.uk/coursedetail
Top tips and fact sheets aimed at volunteers in sport covering a wide range of issues including recruitment and screening, risk assessments etc	'runningsports' (developed and funded by Sport England to provide skills and support for volunteers working in all sports)	www.runningsports.org
Links to all the national governing bodies of sport to find out their coaching and training resources and courses	The Central Council for Physical Recreation (An independent umbrella organisation for national governing and representative bodies of sport and recreation in the UK)	www.ccpr.org.uk
Details of Coaching for Teachers (CfT) programme providing opportunities for teachers and Adults Other Than Teachers (AOTTs) who contribute to school sport through the extended curriculum	Sports Coach UK	www.sportscoachuk.org
Details of Sports Leaders awards for young people	Sports Leaders UK	www.bst.org.uk
Details of The Children's Workforce Strategy	Workforce reform – Every Child Matters	www.everychildmatters.gov.uk/delivering-services/workforce-reform/
	To this end, the DCSF has developed The Children's Workforce Strategy – employer-led reform through the Children's Workforce Development Council	http://www.everychildmatters.gov.uk/resources-and-practice/IG00210/
Detailed information on how to provide a professional induction for any adults supporting learning in schools	School Induction Pack for Adults Supporting Learning (ASL) – this pack by Sports Coach UK and the Association for PE replaces the School Induction Pack for Adults Other Than Teachers (AOTTS)	http://www.afpe.org.uk/public/publications_listing.htm
		http://www.1st4sport.com/1st4sportsite/pages/product/product.asp?prod=B40280