

Guidance for schools to support line management of community use

This guidance is predominately aimed at schools that have large facilities and as a result have appointed a full or part time Sports Centre / Community Manager, who is being line managed by the Head Teacher, Senior Leader or Business Manager.

However the information will highlight key questions which need to be thought about in any community use scenario.

KEY POINTS TO CONSIDER TO PREPARE FOR LINE MANAGEMENT

- 1) Be clear about your school vision for community use as this will provide a basis to set key performance indicators & enable you to demonstrate impact of community use (ideally this should be included in the School Development Plan). Ensure that all staff also [understand this vision](#).**
- 2) Ensure you understand [what the liabilities are](#) to the governing body and how any associated risks will be managed.**
- 3) Have regular line management meetings and set performance targets for staff. Community staff employed by the school should follow the same performance management cycle as any school support staff.**
- 4) Be proactive in producing reports to governors. It is important the governing body are fully aware of the operation / finance of community use, as ultimately they are responsible for the school assets. Ideally the school should have a community use/ lettings policy which will cover reporting procedures, finance, health & safety etc**
- 5) It is good practice to produce brief quarterly or termly reports and a detailed annual report (in March) that includes: - finance, maintenance, staffing, participation figures, complaints & good news, impact of specific areas of work (eg online marketing, new junior clubs programme, successful grants, targets set by the governing body). **The more effective your line management, the easier it will be to provide information. If a Sports/Community Centre manager is employed they should be tasked with the reporting.****
- 6) Understand how other members of the school staff will / could support community use (this is still relevant even if a manager is appointed)**
 - **Health & Safety** –who is responsible for the site health & safety (risk assessment, log book etc) this is often the Estate Manager / Site Manager, can they be responsible or oversee the Health & safety of community use?
 - **Finance** – how can you utilise the expertise in your school Finance Team / Business Manager to support your community use financial procedures such as setting up for invoices and monitoring income and expenditure
 - **Recruitment / HR** – If your school needs to employ any additional staff such as caretakers, leisure assistants, sports coaches , it will need to follow the normal school / academy recruitment procedures, even if a leisure manager is appointed it is unlikely that they will have sole responsibility for employing new staff
 - **Safeguarding** –Although the community use safeguarding procedures will vary to those of the normal school day, your Designated Safeguarding Person (DSP) will be a valuable resource to utilise for advice. If you are operating block bookings to local clubs they should also have their own welfare officers that are linked to the National Governing Bodies of Sport.
 - **Marketing & promotion** – IT / communication staff who deal with your school website, social media and newsletter could also support the promotion of community use. Make use of the PE department to promote activity to students but also to help design new programmes to increase participation. Parent forums & school councils could also offer a method to consult with the community.
- 7) Ensure you understand the roles & responsibilities of all staff**

KEY QUESTIONS TO SUPPORT LINE MANAGEMENT & TERMLY / ANNUAL REPORTS

Key Questions to ask regarding efficient running of the facility (bookings & income)
What is the current timetabling of the facility? Are there any gaps? If so where & when?
What is the income generation per week versus expenditure? (If expenditure is outweighing income then you will need to look at increasing bookings if the facility is not full, or reviewing prices & staffing.
How are new sessions being promoted/ marketed? (e.g. Special offers, discounts, tasters) Is there an opportunity to start a new session to target your own students / parents?
What is the quality of delivery? Have you observed any sessions? (this is only relevant if employing your own instructors & coaches)
Can any other facilities be utilised for other activities?
Are there a high proportion of short term bookings which leave gaps in provision compared to long term bookings which secure more income?
Could staffing levels be reduced? Or could staff perform other tasks to utilise time effectively? (notice boards, cleaning, website etc)
Communication & procedures (to be asked regularly)
Are the booking procedures working efficiently?
Are all groups producing necessary documentation (eg Criminal Records Certificates, first aid, insurance etc)?
Is communication between staff effective?
Are all bookings being communicated to site and finance staff?
Is the tracking of invoices & payments working efficiently?
Quality of service and every day running of the site (to be asked regularly)
Are the user groups happy with the quality of facility?
Have there been any incidents / complaints from groups or PE staff?
Any damage, repairs or maintenance?
Staff issues, communication, behaviour, sickness etc? Positive work, praise from the public?
Marketing & Promotion (if appropriate)
Is the website / twitter / facebook been utilised effectively?
Impact on students
Is there data on the number students participating in activity?
Is it impacting on performance in PE, attendance at extra-curricular clubs? Volunteering or employment?
Have the number of extra-curricular clubs increased due to development of club links?
Are there any examples of impact on students, behaviour, social skills, attendance etc.?
Impact on community
Is data being collected regularly and what does it tell us? Who (clubs and individuals), Postcode, type of activity, How regular etc.
Can it support future funding applications (Public Health, Sport England) or is it required as part of any existing funding agreements?
Is there an increase in primary pupils accessing activities / clubs, is there an impact on intake?
What are the numbers of local people employed / volunteering / gaining work skills?
Has there been any positive promotion in the local media due to the activities?
New ideas/ projects? (the manager may have some creative ideas to improve the service, activities etc)
Are there any new ideas you want to work on start up? (eg summer schemes, adult leagues, apprenticeships) Anything that you think we should change?

*Please note that these questions may vary depending on the kind of school site and the operation in place. Some of the questions / discussions might occur on a regular basis and others may only be used as and when appropriate (eg setting & reviewing performance management, writing reports)