



# The School Element of the 5 Hour Offer

**Guidance notes on delivery roles and responsibilities <sup>1</sup>**

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<sup>1</sup> This is a guidance framework and is not intended for job evaluation purposes

## Foreword

*School Sport Partnerships have come a long way since the start of the Physical Education, School Sport and Club Links (PESSCL) strategy in 2002. Over the years you have grown in size and number to become a true national network, and have delivered real improvements in the amount and quality of PE and sport for young people. You are an established part of the sporting system and the Government is grateful to you for what you have achieved.*

*Encouraged by this success, the Government has set new challenges for 2008 to 2011. We want to create a world-class system of PE and sport for young people, and we want to offer them 5 hours sporting opportunities a week. This could be a harder task, as we must not only influence what schools offer during the school day, but persuade children and young people to do more sport in their leisure time. We know that we can rely on School Sport Partnerships to be at the cutting edge, being entrepreneurial in trying out new ideas, and evaluating and rolling out the ideas that work.*

*In the run up to the 2012 London Olympics the conditions may never be better to succeed. But we all need to be clear about our roles in the sporting landscape for young people. This document has been written to define the key roles within School Sport Partnerships. I hope this helps you in your work, and helps you work with other important partners, such as your local authority, your county sport partnership, and others working in the related areas of health, healthy eating, physical activity, active play, extended school services, youth, sport development and the Olympics.*

*Philip Parker*

*Programme Director, DCMS & DCSF*

*PE and Sport Strategy for Young People*

## The School Sport Partnership

School Sport Partnerships (SSPs) are responsible for driving the school element of the 5 hour offer. Their role is to ensure that all 5-16yr olds have access to high quality physical education and sport in a school setting and that all 16-19yr olds have access to high quality sport in a college setting. The Partnership is also responsible for creating the demand for all young people to continue to play sport in a community environment beyond school or college. It should forge meaningful relationships with community providers to ensure that the community sport offer reflects young people's demands and is appropriate and suitably engaging.

The core make up of the Partnership is the Partnership Development Manager (PDM), working with a team of School Sport Coordinators (SSCOs), who in turn works with a team of Primary Link Teachers (PLTs). In addition to these roles Partnerships now have Further Education Sports Coordinators and Competition Managers. These roles have been included to support and expand the Partnership's work. This guidance document has been updated to reflect new strategy and planning systems. It reinforces and exemplifies the focus of all roles and the support required for a PDM.

## Partnership roles at a glance

Partnership Development Manager	A full time strategic management position responsible for developing and managing partnerships within, between and beyond schools, to ensure every child matters in physical education and sport.
School Sport Coordinator	An existing secondary school teacher (QTS) released from teaching for 2 days per week who will divide their time between the secondary school and cluster primary schools to coordinate and develop school sport opportunities and community sport pathways.
Primary Link Teacher	An existing primary or special school teacher (QTS) released from teaching for 12 days per year. The PLT will advocate high quality physical education, coordinate and support school sport opportunities.
Further Education Sport Coordinator	A 2 day per week post (minimum) who will coordinate College sporting opportunities and community sport pathways for students aged 16-19 years within their FE College.
Competition Manager	A full time position responsible for the modernisation of the local competition landscape by strategically developing opportunities to increase the number of young people taking part in inter-school competition.

## **Partnership Development Manager (PDM)<sup>2</sup>**

*A full time strategic management position responsible for developing and managing partnerships within, between and beyond schools, to ensure every child matters in physical education and sport.*

### **Overall role**

- Leadership and management of the Partnership.
- Set clear targets to develop the work of the Partnership.
- Develop and nurture partnerships with key partners.
- Work closely with the County Sport Partnership to develop school – club links.

### **Main Responsibilities and Tasks**

#### **Leadership and Management of the Partnership**

- Through the Partnership Management Group and other mediums articulate a clear vision for the partnership and engage partners to contribute to the 5 hour offer.
- Enable and encourage all schools to ensure that young people take part in a minimum of 2 hours high quality physical education, leading to a further 3 hours beyond the school day.
- Develop an ongoing self review document that reflects the priorities of each cluster of schools and meets the intended national outcomes with consideration of wider local plans.
- Advocate the priorities of the partnership within wider local authority strategic frameworks, so priorities can be linked to other relevant strategies e.g. extended schools, health, youth offer, etc.
- Establish robust data tracking and monitoring systems to help inform Partnership priorities.
- Fulfil the requirements of the national data collection process.
- In conjunction with the hub site ensure that the Partnership's work and finances are administered effectively.
- Support Head teachers and Principals in the identification, appointment and development of School Sport Coordinators, Further Education Sport Coordinators and Primary Link Teacher posts.
- Provide functional management to the Competition Manager, School Sport Coordinators and Further Education Sport Coordinators and support to Primary Link Teachers.
- Support the School Sport Coordinators, Further Education Sport Coordinators and Primary Link Teachers in evidencing and advocating the role of physical education and sport in raising whole school standards.
- Where the Partnership is linked to a Sports College, work with the Director of Specialism to ensure that the work of the Partnership complements the work of the Sports College.
- Promote the benefits and successes of the Partnership and establish and maintain regular communication between all interested parties.
- Identify and attract additional sources of funding to support sustainable development activity.

#### **High Quality Physical Education for all Young People**

- Support School Sport Coordinators to identify schools that have systems in place to assess if they have high quality physical education.
- Work with the Local Delivery Agency to support and signpost those schools that do not.

#### **Access to High Quality Activities on a School Site**

- Determine the Partnership's sporting landscape - who are the engaged, the non-engaged and what are their barriers to participation?
- In conjunction with key partners, strategically manage appropriate, targeted development of sustainable high quality OSHL programmes across the Partnership.

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<sup>2</sup> It is assumed that SSPs with Assistant PDMs will use elements of the PDM role as a guide

### **Signpost to High Quality Activities in a Community Environment**

- Work with key partners to support School Sport Coordinators, Further Education Sport Coordinators and Primary Link Teachers to signpost to appropriate high quality community sport pathways.

### **Provision for young people to develop their potential**

- Work strategically with the Competition Manager to increase high quality competition opportunities for all young people.
- In conjunction with the County Sports Partnership and relevant partners, ensure that opportunities for talented young people to access high quality performance opportunities are part of a wider strategic, sustainable coaching development process.

### **High Quality Coaching, Leading and Volunteering**

- Ensure that young people engaged in coaching, leadership and volunteering are reflective of the diversity of the Partnership and fully utilise the Step into Sport pathway to support development.
- In conjunction with the County Sports Partnership and relevant partners, ensure that high quality coaching, leadership and volunteering development within the Partnership is part of a wider strategic, sustainable development process.
- Support School Sport Coordinators and Further Education Sport Coordinators to implement high quality leadership and volunteering development programmes.
- Ensure the appropriate deployment of School Sport Coaches and Community Sport Coaches in support of the Partnership's high quality development activity.

## **School Sport Co-ordinator (SSCo)**

*An existing secondary school teacher (QTS) released from teaching for 2 days per week who will divide their time between the secondary school and cluster primary schools to coordinate and develop school sport opportunities and community sport pathways.*

### **Overall role**

- Develop and ensure implementation of after school sport programmes in secondary and primary schools.
- Develop and implement intra-school competition in the secondary school.
- Use sport to support transition from primary school to secondary.
- Work with the PDM to recruit, train and deploy coaches to work in school.
- Develop links to local clubs and support young people to transition into them.
- Find the non participants in school and develop programmes to engage them

### **Main Responsibilities and Tasks**

#### **Leadership and Management of the Cluster**

- Engage and maintain the support of the Head teachers.
- Encourage all schools to ensure that young people take part in a minimum of 2 hours high quality physical education, leading to a further 3 hours beyond the school day.<sup>3</sup>
- Develop an ongoing evaluation and priorities document that reflects the priorities of the cluster and forms part of the Partnership EPD.
- Establish robust data tracking and monitoring systems to help inform cluster priorities.
- Fulfil the requirements of local and national data collection processes.
- Advocate the role of physical education and sport in raising whole school standards by promoting the successes of their school and cluster's work ensuring it has a high profile

#### **High Quality Physical Education for all Young People**

- Identify which schools in their cluster have systems in place to assess if they have high quality physical education.
- Work with the Partnership Development Manager to signpost support for those schools that do not.

#### **Access to High Quality Activities on a School Site**

- Determine the cluster's sporting landscape - who are the engaged, the non-engaged and what are their barriers to participation?
- Support their PE Department and their Primary Link Teachers to implement appropriately targeted, sustainable high quality OSHL programmes.
- Develop intra-school competitive opportunities in their own school and support competitive development in each of the cluster schools.

#### **Signpost to High Quality Activities in a Community Environment**

- Work with the Partnership Development Manager and partners to develop links to local clubs, signpost and support young people's transition into them.

#### **Provision for young people to develop their potential**

- Identify which young people in their cluster are engaged in competition and determine the barriers for those that aren't engaged.
- Work with the Competition Manager to increase the quality and develop the delivery of competition opportunities for all young people in their cluster.

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<sup>3</sup> +3 hours is not the sole responsibility of SSSCo / PLT and it is not all expected to happen on a school site during school hours. Rather they should be reaching out alongside the PDM to work with community partners ensuring there is coherent access to sport beyond the school day.

### **Coaching, Leadership and Volunteering**

- Identify which young people in the cluster are actively engaged in coaching, leading and volunteering. Determine the barriers for those who aren't engaged, developing a suitable pathway to grow and deploy all young people in high quality coaching, leadership and volunteering roles.
- Support the PE Department and Primary Link Teachers to implement high quality leadership and volunteering development programmes.
- Ensure that young people engaged in coaching, leadership and volunteering are reflective of the diversity of the cluster, fully utilising the Step into Sport pathway to support development.
- In conjunction with the Partnership Development Manager, ensure that coaching, leadership and volunteering development within the cluster is part of a wider strategic, sustainable development process.

## **Primary Link Teacher (PLT)**

*An existing primary or special school teacher (QTS) released from teaching for 12 days per year.  
The PLT will advocate high quality physical education, coordinate and support school sport opportunities.*

### **Overall role**

- Share good practice with school colleagues to support high quality physical education.
- Develop and ensure implementation of after school sport programmes in their school.
- Work with the SSSCo to use sport to support transition from primary school to secondary.
- Find the non participants in school and develop programmes to engage them.
- Work with the SSSCo to support signposting and transition in to local clubs.

### **Main Responsibilities and Tasks**

#### **Leadership and Management**

- Advocate the role of physical education and sport in raising whole school standards.
- Encourage the school to ensure that young people take part in a minimum of 2 hours high quality physical education, leading to a further 3 hours beyond the school day.
- Develop an individual school action plan that reflects the priorities of the school.
- Establish robust data tracking and monitoring systems to help inform school priorities.
- Fulfil the requirements of local and national data collection processes.

#### **High Quality Physical Education for all Young People**

- To work with the school leadership team to ensure provision of high quality physical education for all young people in their school.
- Work with the School Sport Coordinator in signposting to the Local Delivery Agency to support the delivery of high quality physical education.

#### **Access to High Quality Activities on a School Site**

- Determine the school's sporting landscape - who are the engaged, the non-engaged and what are their barriers to participation?
- Work with the School Sport Coordinator to implement appropriately targeted, sustainable high quality OSHL programmes in their school.

#### **Signpost to High Quality Activities in a Community Environment**

- Work with the School Sport Coordinator and to develop links to local clubs, signpost and support young peoples transition into them.

#### **Provision for young people to develop their potential**

- Identify which young people in their school are engaged in competition and determine the barriers for those that aren't engaged.
- Work with the School Sport Coordinator to increase high quality competition opportunities.

#### **Coaching, Leadership and Volunteering**

- Develop and implement appropriate high quality leadership programmes to support OSHL sport programmes.

## **Further Education Sport Co-ordinator (FESCO)**

*A 2 day per week post (minimum) who will coordinate College sporting opportunities and community sport pathways for students aged 16-19 years within their FE College*

### **Overall role**

- Raise participation in sport for all full time 16-19 year old students.
- Broaden opportunities for 16-19 year old students to lead and volunteer in sport.
- Improve and enhance competition opportunities for 16-19 year old students.

### **Main Responsibilities and Tasks**

#### **Leadership and Management**

- Engage and maintain the support of the Principal and SMT in the college.
- Advocate the role of sport in raising whole college standards.
- Develop an ongoing evaluation and priorities document / development plan that reflects the priorities of the college and forms part of the Partnership EPD
- Establish robust data tracking and monitoring systems to help inform the college priorities.
- Fulfil the requirements of local and national data collection processes.

#### **Access to High Quality Sporting Activities on a College Site**

- Determine the college's sporting landscape - who are the engaged, the non-engaged and what are their barriers to participation?
- Implement a programme of appropriately targeted, sustainable, enrichment programmes for students in their own college
- Develop intra –mural competitive opportunities in their own college

#### **Signpost to High Quality Activities in a Community Environment**

- Work with the Partnership Development Manager and partners to develop links to local clubs, signpost and support student transition into them.

#### **Provision for young people to develop their potential**

- Identify which 16-19yr olds in their college are engaged in competition and determine the barriers for those that aren't engaged.
- Work with the Competition Manager to increase the quality and develop the delivery of competition opportunities for 16-19 yr old students..
- Develop inter-college competitive opportunities through liaison with other FESCOs.

#### **Coaching, Leadership and Volunteering**

- Identify which 16-19yr olds in the college are actively engaged in coaching, leading and volunteering. Determine the barriers for those who aren't engaged, developing a suitable pathway to grow and deploy all 16-19yr olds in high quality coaching, leadership and volunteering roles.
- Implement high quality leadership and volunteering development programmes.
- Ensure that young people engaged in coaching, leadership and volunteering are reflective of the diversity of the college, fully utilising the Step into Sport pathway to support development.
- In conjunction with the Partnership Development Manager and School Sport Coordinators to ensure that coaching, leadership and volunteering development within the college is part of a wider strategic, sustainable development process.

## **Competition Manager (CM)**

*A full time position responsible for the modernisation of the local competition landscape by developing opportunities to increase the number of young people taking part in inter-school competition.*

### **Overall role**

- Work across the Partnership to increase the quality, quantity and develop the delivery of competition opportunities.

### **Main Responsibilities and Tasks**

#### **Leadership and Management**

- Advocate the role of competition, promoting benefits and successes, ensuring it has a high profile.
- Work strategically with the Partnership Development Manager to increase high quality competition opportunities for all young people.
- Through the Senior Competition Manager ensure that the competition programme compliments that of other local Partnerships.
- Manage and co-ordinate the monitoring and evaluation of projects associated with the programmes, fulfilling local and national data collection requirements.
- Ensure that the competition programme is effectively linked with other strands of PESSYP and other relevant national programmes.
- Identify and support the continued professional development needs of the School Sport Coordinators, Further Education Sport Coordinators and Primary Link Teachers associated with the delivery of high quality schools competitions.

#### **Provision for young people to develop their potential**

- Support the Partnership in the delivery of local competitions.
- In conjunction with the County Sports Partnership and other sporting partners, ensure that opportunities for talented young people to access high quality performance opportunities is part of a wider strategic, sustainable coaching development process.
- Link local competition priorities with the national competition framework, incorporating associated National Governing Bodies and School Association national templates.

## Support for the School Sport Partnership

In order for a School Sport Partnership (SSP) to operate effectively there needs to be wider roles and support mechanisms in place. This support should first and foremost come from where the Partnership is based. Beyond this there needs to be wider support and linkage to the Local Authority, the initial focus for this will be the Local Delivery Agency (LDA). However it is also recognised that the work of the School Sport Partnership is further enhanced where there is a strategic lead for Physical Education and Sport across the Local Authority. The remaining pages of this document outline these roles.

It is also important to ensure that the work of the Partnership supports and compliments the work of the Specialist Sports College and vice versa. The key principles are that the Specialist Sports College's key remit is around attainment and achievement firstly in their own school and then secondly within their partner schools. The Partnership's key remit is around increasing participation in all schools. Therefore it is important that there is clear local understanding around each other's role and focus. The role of a Specialist Sports College in the 5 hour offer is to be a focus for excellence, share good practice and support the School Sport Partnership to achieve its outcomes.

### Supporting roles at a glance

The Hub Site	The hub site should ideally be a Specialist Sports College which will provide governance for the School Sport Partnership, advocating physical education and sport across schools, the Local Authority and other agencies
Partnership Management Group	A strategic support group made up of representatives from the Partnership, together with wider partners provide challenge and helps shape strategic vision.
The Local Delivery Agency	Local Delivery Agencies could comprise of the Local Authority, Higher Education Institutions, Sports College and School Sport Partnerships. They are responsible for the effective local delivery of continued professional development provision in Physical Education and Sport.
The Sports College Physical Education Department	Should ensure the provision of high quality physical education for all young people within their school. Support the Partnership by being a focus for excellence and share good practice.
Senior Competition Manager	A full time strategic management position responsible for modernising the competition landscape on a county level by increasing inter school competitive opportunities for all young people and ensuring the local implementation of national competition priorities.

## **The Hub Site**

*The hub site should ideally be a Specialist Sports College which will provide governance for the School Sport Partnership, advocating physical education and sport across schools, the Local Authority and other agencies.<sup>4</sup>*

### **Overall role**

- Advocacy of physical education and sport across their family of schools and the School Sport Partnership.
- Governance of the partnership to ensure local accountability.
- Strategic influence with other schools in the Partnership, with the local authority and other organisations/partners.
- Provide effective line management for the Partnership Development Manager.
- Host venue for School Sport Partnership core staff<sup>5</sup>.

### **Main Responsibilities and Tasks**

- Advocate to other schools the whole school benefits of engaging in the School Sport Partnership and the Physical Education and Sport Strategy for Young People (PESSYP).
- Through the Partnership Management Group ensure the Partnership Development Manager has a strategic plan to develop Physical Education and School Sport.
- Receive information from the Partnership Development Manager on the performance of the Partnership.
- Provide effective line management and performance management for the Partnership Development Manager, including local induction and continued professional development.
- Support the Partnership Development Manager in the leadership and management of the partnership infrastructure.
- Support the Partnership Development Manager with the financial management of the partnership.
- Provide office space and resources for the Partnership Development Manager and other core staff within the hub site.

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<sup>4</sup> This would also refer to a Hub Site which is a Specialist School with sport as a second specialism, Academies with a sport specialism. Where the Hub Site School is not a Sports College or Academy with a sport specialism, then the minimum expectation would be points 4-5 in Overall Role and points 5-8 in Main Responsibilities. However where possible all hub sites would be encouraged to support all aspects.

<sup>5</sup> Typically includes the PDM (Assistant PDM), Competition Manager – where applicable, School Sport Coaches – where appropriate

### **Partnership Management Group**

*A strategic support group made up of representatives from the Partnership, together with wider partners, provide challenge and helps shape strategic vision.*

#### **Overall role**

- Provide support and challenge to the work of the Partnership.
- Advocacy of physical education and sport across the Partnership.
- Strategic influence with schools in the Partnership.

#### **Main Responsibilities and Tasks**

- Support and provide challenge to the Partnership Development Manager in developing a strategic plan which ensures the inclusion of all young people and achieves the Partnership outcomes.
- Receive reports from the Partnership Development Manager to monitor, evaluate and review the performance of the Partnership.
- Advocate whole school benefits of engaging in the School Sport Partnership and the Physical Education and Sport Strategy for Young People (PESSYP).
- Work with local authority officers and other relevant partners to develop and implement a strategy to deliver PESSYP which influences other schools to engage.
- Support the Partnership Development Manager in the leadership and management of the Partnership infrastructure.

### **Local Delivery Agency (LDA)**

*Local Delivery Agencies could comprise of the Local Authority, Higher Education Institutions, Sports College and School Sport Partnerships. They are responsible for the effective local delivery of continued professional development provision in Physical Education and Sport.*

#### **Overall role**

- Manage the operations and delivery of local Physical Education and Sport Continued Professional Development (CPD) programmes.
- Find appropriate local solutions to improve the quality of teaching, learning, and coaching.
- Ensure that the CPD programme is strategically placed to support PESSYP by contributing to raising attainment and reducing achievement gaps.
- Clearly demonstrate the impact of the CPD programme on the high quality delivery of physical education and in turn high quality teaching, learning, and coaching.

### **The Sports College Physical Education Department**

*Should ensure the provision of 2 hours high quality physical education for all young people within their school. Support the Partnership by being a focus for excellence and share good practice.*

#### **Overall role**

- Proven deliverers of high quality physical education.
- Support the Partnership in developing innovative and creative timetabling to ensure 2 hours curriculum physical education.
- Advocacy across the Partnership, of the impact of high quality physical education and sport on young people.
- Capacity and willingness to work with other schools and share good practice.

## **Senior Competition Manager (SCM)**

*A full time strategic management position responsible for modernising the competition landscape at county level by increasing inter school competitive opportunities for all young people and ensuring the local implementation of national competition priorities.*

### **Overall role**

- Drive and lead systemic change in the competition environment for young people on a county level.
- Provide functional management for a team of Competition Managers across a county area.

### **Main Responsibilities and Tasks**

- Through the team of local Competition Managers link local competition priorities with the national competition framework, incorporating associated National Governing Bodies and School Association national templates.
- Work strategically with PDMs across the county to monitor and record competition data ensuring accurate completion of local and national data collection processes.
- Support their team of Competition Managers through induction, continued professional and performance management.
- In conjunction with the County Sports Partnership and other partners, ensure that high quality competition opportunities contribute to individual sport player pathways.
- Liaise with other Senior Competition Managers and Competition Managers to contribute to the national development of the competition framework for young people.
- Ensure that local competition programmes are linked effectively with local School Sports Associations.
- Ensure the local delivery of competition is effectively linked with other strands of PESSYP and other relevant national programmes.