

Leadership Academy Guidance

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Introduction

This guidance document is designed to support School Sport Partnerships to manage and deliver successful Leadership Academies for young leaders and volunteers.

Leadership Academies form part of the Step into Sport programme for young people and are designed to provide high quality support and development for young leaders and volunteers aged 14-19 that are committed to actively volunteering within their school and/or community settings.

Step into Sport forms part of the Governments Physical Education and Sports Strategy for Young People (PESSYP) formerly known as the Physical Education, School Sport and Club Links Strategy (PESSCL). Launched on 1st April 08, Leadership and Volunteering (with Step into Sport central to this) is one of the ten workstrands within the PESSYP strategy with the aim of supporting the targets for young people involved in leadership and volunteering.

This resource provides guidance, information and strategies to aid the delivery of the Leadership Academies, drawing significantly on successful practices and experience from existing delivery partners.

The Five Hour Offer

There are key roles for the infrastructure of School Sport Partnerships, National Governing Bodies, County Sports Partnerships and others to ensure that all 5 – 16 year olds have access to two hours of PE and an additional three hours of sport beyond the curriculum. In addition there is a need to ensure that 16 – 19 year olds have three hours of sport outside of the curriculum. Step into Sport supports the achievement of the 5 hour offer for young people in two ways;

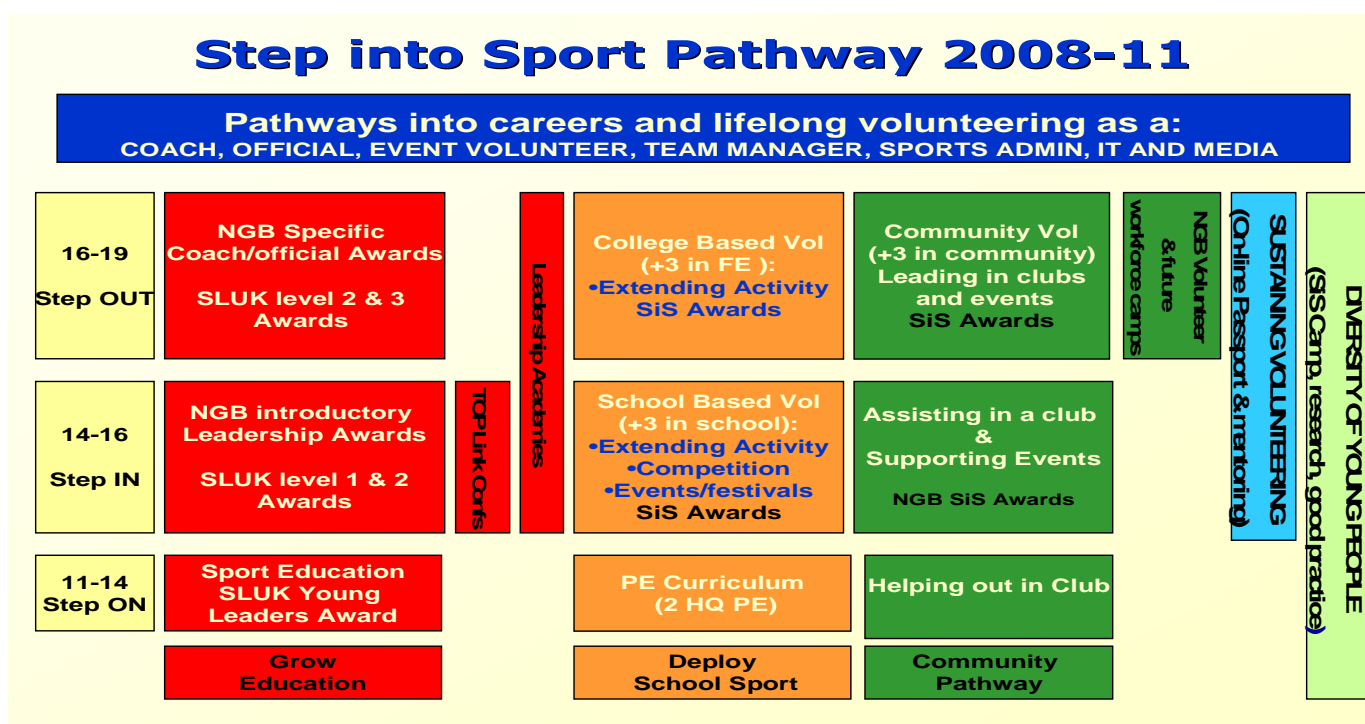
1. It provides a workforce of young leaders and volunteers that when deployed effectively can support the achievement of the 5 hour offer for other young people
2. If the role undertaken by the leaders or volunteer is '**fundamentally active**' it contributes towards the 5 hours for the leader/volunteer themselves

Step into Sport

The purpose of Step into Sport is to increase the quantity, quality and diversity of young people engaged in leadership and volunteering, with consequent benefits to schools, clubs, the community and the young people themselves. In essence the Step into Sport programme provides the pathway and is the tool which enables schools to grow young people as leaders and deploy them as active volunteers both within the school and community settings.

The objectives of SiS are to develop leadership **through** sport, and leadership **in** sport with the overall aims of the programme being to drive;

- 'personal change' in young people by supporting the development of inter-personal skills, self-confidence and a sense of responsibility and
- 'structural change' within key agencies to offer broader opportunities for young people to make a formal and valued contribution to the delivery of sport.



What is a Leadership Academy?

A Leadership Academy is in essence a 'Leadership Club' designed to provide high quality, regular support, training and development for young people that are committed to actively volunteering within their school and/or community setting in order to develop and grow them as young people and as leaders and volunteers.

Delivered through the network of School Sport Partnerships with the support of the County Sports Partnership network, a Leadership Academy is an out of school hours regular opportunity in which young people aged 14 – 19 years can develop their leadership skills and be supported to be deployed in a wide range of opportunities as active volunteers

A Leadership Academy can take place at a variety of venues and times to suit local circumstances and should form part of the Step into Sport pathway for young people within the School Sport Partnership.

In essence a Leadership Academy should:

- Signpost to or deliver appropriate qualifications and awards for young leaders to support their volunteering
- Provide opportunities for young leaders to learn from their peers.
- Share with young leaders a wide menu of volunteer opportunities (in school sport, in community clubs, events and organisations) and prepare and support them to undertake appropriate placements and volunteer experiences.
- Provide mentoring support to young leaders on a group and an individual basis.
- Celebrate, profile and reward the contribution that Young Leaders make to school and community sport.

Minimum Criteria

- 1) Each leadership academy needs to have a named co-ordinator in each School Sport Partnership who is responsible for the development of the academy and communication with the relevant networks including the County Sports Partnership. This person could be anyone who has a passion for leadership and volunteering and the ability and time to lead across the School Sport Partnership. Some examples are given below – a sample Role Description is enclosed at Appendix 1;
 - a. PDM or Assistant PDM
 - b. SS Co
 - c. FES Co
 - d. Teacher with responsibility for leadership
 - e. SiS School Mentor
 - f. Gap Year Student – especially someone who has been an active leader and volunteer and positive role model whilst at school
- 2) A minimum of 40 young leaders and active volunteers aged 14-19 from across the School Sport Partnership attend the Leadership Academy. A minimum of 50% of young people should be 16+ and encouraged where possible into community volunteering
- 3) Each leadership academy to provide a regular contact (face to face or virtual, but ideally face to face) time with its members with 6 being the minimum, but ideally 10, across an academic year.
- 4) Each leadership academy to provide a programme of support and training that reflects the needs of its members and the variety of roles that they may be undertaking, for example, the six roles - coaching, officiating, events, team manager, sports administration and IT/Media. The first contact time should be used to determine the current skill-set of the group and plan its support and training requirements.
- 5) It is also essential that the Leadership Academy sets out with young people a menu of volunteer opportunities that exist in both the school and community – this will need the support of the Partnership Development Manager and the County Sport Partnership
- 6) Regular communication between the School Sport Partnership lead for the Academy and the County Sport Partnership SiS lead officer

- 7) All 40 young people to be registered on the SiS Volunteer Passport and actively volunteering – a minimum of 50% of young people should be 16+.
- 8) Student Engagement - each leadership academy to be developed through engagement with young people and where possible to contain elements of young people leading, for example Young Ambassadors and the most committed and talented young leaders could play a role here.
- 9) Each leadership academy to be given a profile across the SSP with members being recognised and rewarded appropriately, for example, through the provision of kit, celebration/launch events, represented at school awards evenings and taking leadership roles in the day-to-day working of the partnership.
- 10) Each leadership academy should be 'outward facing', looking to link with a range of partners, including CSP, CSN, Community Clubs, Local Authority Sports Development and NGB's. Some may form a 'Steering Group' comprising these partners and initiatives. We would strongly recommend that key partners are involved in the collaborative development of an action plan for the Leadership Academy
- 11) Each leadership academy to provide appropriate signposting for leadership academy 'graduates' to support lifelong volunteering and pathways into careers in sport via links with the CSP and other partners.
- 12) An annual evaluation of the impact of the Leadership Academy to be undertaken through the Evaluation and Priorities Document (EPD)
- 13) Where 2-3 School Sport Partnerships work together to form a Leadership Academy, for example, in unitary authorities, it is important that the academy is centrally located

Who delivers the Leadership Academy?

It is essential that each leadership academy has a named co-ordinator who is responsible for the development of the academy and communication with the relevant networks including the County Sports Partnership.

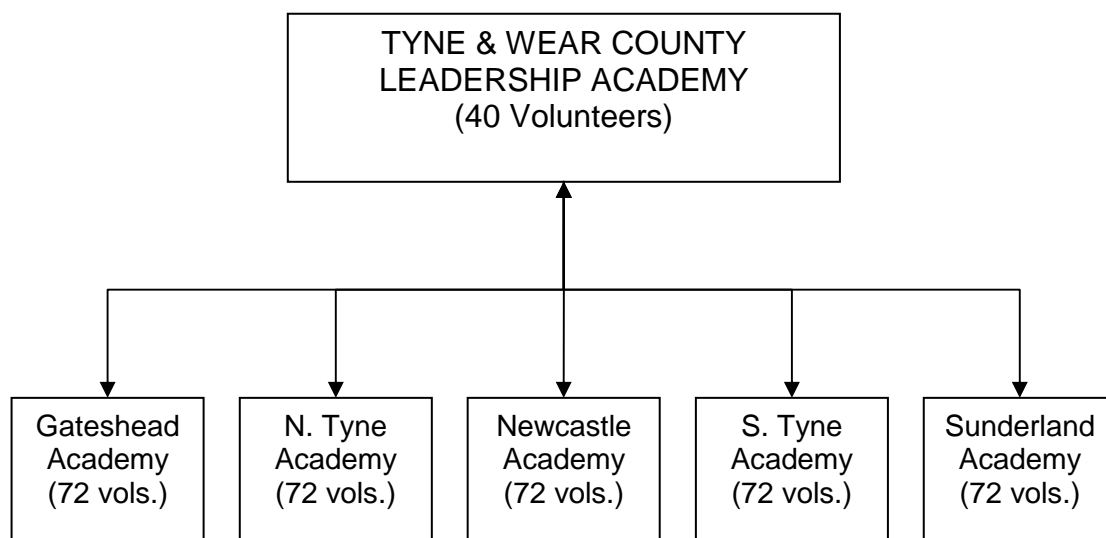
How can the Leadership Academies be delivered?

Each School Sport Partnership will receive up to £1500 to support the development of the Leadership Academy. Funding at School Sport Partnership level will enable support for young volunteers to become more locally delivered. Where appropriate and if it supports the outcomes and impact of the Leadership Academy a School Sport Partnership may choose to join together with a neighbouring Partnership i.e. within unitary authorities. We would not however, recommend that more than three School Sport Partnerships and therefore 120 Young Leaders and Volunteers to be members of the Academy) would combine to deliver a Leadership Academy.

You May feel that you would like to have an additional layer where there is a Leadership Academy at a County level for the most committed and talented young volunteers selected from the School Sport Partnership Academies in the area.

This approach is being adopted across Tyne & Wear where the academies' aim is to engage with 40 volunteers per School Sport Partnership resulting in an overall total

of **400 active volunteers** in the sub region. The purpose of the academies will be to provide additional training, support, mentoring, and assistance/signposting into quality placement opportunities.



Which young people should attend a Leadership Academy?

Leadership Academies are designed for 14 – 19 year old active school-based and community-based volunteers. Although the criteria for entry into a Leadership Academy should be locally decided, young people should be actively volunteering and engaged in the Step into Sport programme.

One of the main targets for Step into Sport is to ensure that young people engaged in leadership and volunteering are reflective of the diversity of the current population. In order to achieve this ambition, young people engaged in Leadership Academies should be reflective of the demographics of the School Sport Partnership and include young people from traditionally under-represented groups such as young disabled people and young people from Black and Minority Ethnic backgrounds.

Examples of Best Practice

Every school will establish a Leadership Academy in a different way to suit their local circumstances. The following two examples will provide you with some ideas on how to establish, implement and develop your Leadership Academy.

South Derbyshire School Sport Partnership & Derbyshire County Sport Partnership

How is the School Sport Partnership Leadership Academy set-up?

Managed by the PDM, we currently have one partnership wide “academy” where all active and “qualified” (minimum of Level 1 in Sports Leadership) are invited into the programme. We have approximately 100 young people as members of the academy. Many of these students continue on to the Derbyshire Sports County Leadership Academy (see below).

The local Academy has support from a variety of agencies including some National Governing Bodies, County Sports Partnership, Local Sports Development Team, Community Sports Coaches, and Leisure Centres. Each student signs a very basic form outlining what they plan to do with leadership and are then designated a mentor who is the most appropriate person from either a school or community group where they are based.

The School Sport Partnership / South Derbyshire District Council offer two Level 2 Awards in Community Sports Leadership per year where selected students from schools and clubs attend and then offer a large number of NGB Bolt On's and other courses like TOP Activity, TOP Play / TOP Sport to increase students knowledge base and qualifications. Schools also organise their own NGB Bolt on programme which is at different levels of development and one school has now established their own leadership academy which fits into this process, where students have to apply to join their development programme.

What were you trying to achieve?

- To increase the number and quality of young leaders who were actively involved school-based and community-based volunteering.
- Provide a qualified and motivated workforce for festivals and competitions.
- Increased workforce for Primary School's to help organise and run Out of School Hours Learning (OSHL) clubs.
- Raising attainment within PE and School Sport through Leadership.
- Influence other departments, such as Information and Computer Technology, Modern Foreign Languages and Mathematics to organise and deliver leadership awards as part of a broader leadership academy.

What has been the impact and achievements to date?

- In its initial year over 4500 hours were recorded by the first thirty students. We now have 100 students registered who have all been actively involved in volunteering.
- The majority of students are running at least one lunchtime or after school club which has had a massive impact on our Primary School OSHL programme. One school currently has 14 students per week supporting their Primary School OSHL programme!
- We have an active Sports Council made up of 5 Sports Ambassadors (Young Ambassadors), 2 representatives from each Secondary School and 5 Primary School Pupils.
- More than 10 bolt on courses run each year attracting large numbers of students who are then able to develop a variety of sports specific programmes.
- Several National Governing Bodies' work with the School Sport Partnership and local clubs to put on additional training programmes for Leadership Academy students.
- We have a football specific leadership academy with 25 students who are undertaking a minimum of 50 hours within their local community clubs and schools.
- Raised profile of PE and Sport in all secondary schools with senior managers; this has been achieved by ensuring they know when their students have been successful and the difference they are making to other young people.
- Three people have been employed from our academy by the Local Authority, 2 in local Leisure Centres and 1 at the local ski centre.
- Most importantly, students are showing a much improved attitude within PE. Students communication skills, organisational skills and confidence has increased dramatically.

'I personally feel that leadership underpins everything that our School Sport Partnership is about; raising standards in PE and School Sport, providing opportunities for young people to participate, increasing OSHL and supporting more competitions and festivals. Creating more rounded students with improved leadership skills has massive benefits for schools and the young people themselves', Steve Smith, Partnership Development Manager.

The Derbyshire Sport's County Leadership Academy

- The South Derbyshire School Sport Partnership Leadership Academy sits neatly in line with the Derbyshire Sports County Leadership Academy. The South Derbyshire students, along with students from other districts can access the Derbyshire Sports Leadership Academy, through their local academies.
- The Academy advertises and communicates volunteer opportunities to young volunteers at a county level
- The young leaders work towards CPD grants, by achieving a certain number of hours volunteered; these grants go towards a course of their choice and are redeemed through Derbyshire Sport.
- There are also recognition events for young leaders who are part of the County Academy.
- The Young Leaders within the Derbyshire Sport County Leadership Academy are one of the priority groups within the Derbyshire Sport Coach Bursary Scheme. £10,000 is available per year to offer financial support for coaches wanting to complete sport specific, generic coach education, or those wanting to develop through mentoring and observation. Community Investment Funding has also been secured by Derbyshire Sport to financially support 100 Leaders to gain a Level 1 coaching qualification. This funding is integrated into the Coach Bursary Fund to ensure one simple system for the County. Leadership Academy members can apply for either 50% or £200, whichever is the lower of the two. This enables the young leaders to progress along a coaching pathway, which could then open up opportunities to a career in coaching.

The County Academy provides a next step on the pathway, which enhances the local academies and provides support and recognition for the young leaders across Derbyshire.

North Stoke SSP

How was the need for a Leadership Academy identified?

A rigorous consultation process with young people, Primary Link Teachers and School Sport Co-ordinators was rolled out over six months. Questions asked about the proposed Leadership Academy included:

- Who should qualify to enter?
- Should all leaders apply to be a member or should they be selected?
- Who should judge the entries?
- What are the key objectives?
- What are the key outcomes?
- What will a Leadership Academy member be provided with on entry?
- What further support should a Leadership Academy member be provided with?
- How does the concept of a Leadership Academy fit into your existing curriculum or after school programme?

What was the starting point?

- Nominations were provided by partnership schools.

- SSCos agreed on a maximum of 100 and minimum of 50 places in the academy in the first year.
- The Young Ambassadors and assistant Ambassadors established a set of criteria for the selection of Leadership Academy members, as follows:
 1. Able to work independently or in a group.
 2. Exemplary behavioural and discipline record.
 3. Keen interest in sport.
 4. Proven academic ability.
 5. Keen interest in and/or experience of leadership and volunteering.
 6. Working towards or achieved a recognised leadership award, for example Play Leaders Award, Level 1 in Sports Leadership, ASDAN, Level 2 in Community Sports Leadership.
 7. **Not** necessarily a top performer in sport.
 8. Committed.
 9. A good role model to others.
 10. Enthusiastic sporting attitude.
 11. Member of community sports clubs (to promote school to club links).

What were you trying to achieve?

- Tracking and support of student progress in leadership and volunteering through the key stages.
- Raise awareness of the Sports Leader and National Governing Bodies of Sport Awards available to young leaders and volunteers.
- Introduce Sports Leaders to opportunities previously not undertaken including International Exchange.

What did you do?

- Appointed 18 **Assistant Young Ambassadors** in each of the partner Secondary Schools and the Tertiary College.
- Appointed a Tertiary College Lecturer on a honorarium to **manage** the Leadership Academy which included; leading ambassador meetings, delivering practical sessions and networking with all Leadership Academy members.
- Consulted on and produced a set of **Sports Leadership Grades** which mirrored the Stoke on Trent assessment for learning levels established in all PE activity areas.
- Organised an official launch.
- Purchased a **Sports Leaders Kit** bag for each nominated Leadership Academy member.
- Set up a programme of three **Training Camps** for Leadership Academy members.

What has been the impact and achievements to date?

- Inspired young people to take up sport and get involved in sports leadership.
- Grading system that allows sports leaders and their teachers to track progress through leadership skills.
- Established an effective criteria for continued nomination of new sports leaders.
- TOP Activity clubs take place every week in 11 Primary schools run by 2 or 3 sports leaders from the Leadership Academy.
- Sports leaders are receiving visits on school site from the leadership manager and being mentored through their leadership roles.

Appendix 1

ROLE DESCRIPTION

Role: Leadership Academy Co-ordinator

Overall Responsibility:

To manage, lead and develop a Leadership Academy across a School Sport Partnership which consists of a minimum of 40 young leaders aged 14 – 19 years. The Leadership Academy is designed to provide support, training and mentoring to the young leaders to help them with their progression as a leader and/or volunteer.

Specific Tasks

1. To develop a recruitment/nomination process for young leader and volunteer entry into the SSP Leadership Academy.
2. Plan and deliver a Leadership Academy Launch event.
3. Plan and deliver a minimum of 6 (ideally 10) Leadership Academy interventions per year.

4. Communicate and develop Leadership Academy plans with appropriate partners including the County Sport Partnership and Local Authority Sport Development Units.
5. Celebrate and profile Leadership Academy members amongst relevant Senior Management Team members of Secondary Partners.
6. Support the identification of appropriate volunteer placements for Leadership Academy members.
7. Identify professional development needs of Leadership Academy members.
8. Provide appropriate professional development for Leadership Academy members, for example, Awards, Peer Mentoring, Mentoring.
9. Celebrate and profile the work of Leadership Academy members across the School Sport Partnership.
10. Provide relevant monitoring and evaluation to the Youth Sport Trust in order to access continued Leadership Academy funding.