

Manage operational plans for play provision

Overview

This standard is about developing and reviewing the operational plan and managing the resulting changes; making sure your organisation's values, policies and procedures are then implemented.

The main outcomes of this standard are:

1. develop, implement and review operational plans for the play provision
2. manage change in the play provision

This standard is for an individual working within playwork, operating at management levels in a variety of cross-sector positions; working in a role that includes managing a number of playwork settings whose main purpose is to provide children and young people with opportunities for freely chosen, self-directed play. They will be responsible for the operational running of these playwork settings, and for numerous staff and their welfare.

This standard is underpinned by The Playwork Principles and playworkers must be familiar with these and, where possible, demonstrate them through their practice and reflection.

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Performance criteria

You must be able to:

Develop, implement and review operational plans for the play provision

1. review and update your **operational plan** to reflect the strategy, policies, procedures and values of your organisation
2. communicate with **others** the function and importance of the **operational plan**
3. collect feedback from **others** and analyse the information
4. establish any proposed **changes** in **targets and outcomes** for play provision
5. negotiate responsibility for achieving these proposed **changes** in **targets and outcomes** with **others** for whom you are responsible
6. allocate **resources** to achieve the proposed **changes** in **targets and outcomes** to support the **operational plan**
7. collect information on the implementation of your **operational plan**
8. provide support to **others** for whom you are responsible when required

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9. communicate with **others** the need for and the benefits of the proposed change
10. plan and negotiate with **others** to agree responsibility for managing change
11. implement steps to address change within your area of responsibility
12. provide support to **others** involved in the process
13. monitor progress and keep **others** involved in the process informed

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Knowledge and understanding

You need to know and understand:

Develop, implement and review operational plans for the play provision

1. the Playwork Principles within the professional and ethical framework for playwork and how each of the principles can be applied within your own role
2. the theory and practice of operational planning, as it relates to a playwork context
3. how to identify the key **targets and outcomes** that an **operational plan** should address
4. the types and functions of an **operational plan** and its importance
5. strategies for communicating and negotiating with **others**
6. how to evaluate the best methods of collecting feedback from **others**
7. how to analyse the information collected from feedback
8. how to review an **operational plan**
9. the **drivers** that may influence your **operational plan**
10. how to set realistic goals to achieve the adjustments identified for the **targets and outcomes** for the play provision
11. how to identify, quantify and allocate the **resources** needed to support an **operational plan** for the play provision
12. why monitoring and evaluating is important to the implementation of your **operational plan**
13. why it is essential to make adjustments to an **operational plan** to take account of your monitoring and evaluation
14. the types of support **others** may need

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15. the theory and practice of change management, as it relates to play provision
16. the importance of communicating with **others** the need for and the benefits of the proposed change
17. how to empower **others** to contribute to the change process and why this is important
18. potential obstacles to change and how to address them in your organisation
19. ways of monitoring progress and why it is important to keep **others** informed
20. types of support that people need during a period of change

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Scope/range related to performance criteria **Operational plan** (*minimum of 5 out of 7*)

1. provision of opportunities for play
2. staffing levels
3. times and dates of opening
4. care and protection
5. diversity and inclusion
6. marketing and promotion
7. partnership working

Others

1. children and young people
2. parents and or carers
3. staff
4. external people

Changes (*minimum of 4 out of 6*)

1. to provision of playwork settings and play spaces within them
2. for care and protection
3. for inclusion
4. to marketing and promotion
5. to partnership working
6. to responding to behaviour

Targets and outcomes

1. provision of playwork settings and play spaces within them
2. care and protection
3. inclusion
4. marketing and promotion
5. partnership working

Resources

1. people
2. finance
3. time
4. facilities and equipment

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Scope/range related to knowledge and understanding

Targets and outcomes

1. provision of playwork settings and play spaces within them
2. care and protection
3. inclusion
4. marketing and promotion
5. partnership working

Operational plan

1. provision of opportunities for play
2. staffing levels
3. times and dates of opening
4. care and protection
5. inclusion
6. marketing and promotion
7. partnership working

Others

1. children and young people
2. parents and or carers
3. staff
4. external people

Drivers

1. legislation
2. social and community
3. economic
4. political
5. environmental
6. technology
7. contemporary research

Resources

1. people
2. finance
3. time

4. facilities and equipment

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Values

The Playwork practitioners involved in writing this standard, in conjunction with SkillsActive, have agreed to adopt the following as the set of values prescribed for all of those working within the playwork sector:

Playwork Principles

These Principles establish the professional and ethical framework for playwork and as such must be regarded as a whole. They describe what is unique about play and playwork, and provide the playwork perspective for working with children and young people. They are based on the recognition that children and young people's capacity for positive development will be enhanced if given access to the broadest range of environments and play opportunities.

1. All children and young people need to play. The impulse to play is innate. Play is a biological, psychological and social necessity, and is fundamental to the healthy development and wellbeing of individuals and communities.
2. Play is a process that is freely chosen, personally directed and intrinsically motivated. That is, children and young people determine and control the content and intent of their play, by following their own instincts, ideas and interests, in their own way for their own reasons.
3. The prime focus and essence of playwork is to support and facilitate the play process and this should inform the development of play policy, strategy, training and education.
4. For playworkers, the play process takes precedence and playworkers act as advocates for play when engaging with adult led agendas.
5. The role of the playworker is to support all children and young people in the creation of a space in which they can play.
6. The playworker's response to children and young people playing is based on a sound up to date knowledge of the play process, and reflective practice.
7. Playworkers recognise their own impact on the play space and also the impact of children and young people's play on the playworker.

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8. Playworkers choose an intervention style that enables children and young people to extend their play. All playworker intervention must balance risk with the developmental benefit and wellbeing of children.

The Playwork Principles are held in trust for the UK playwork profession by the Scrutiny Group that acted as an honest broker overseeing the consultations through which they were developed.

Glossary**Play provision**

Adult created places where children and young people can play

Play space

A place formed by children and young people playing. It can be physical, affective, permanent, transient or cyber

Playwork setting

Somewhere children and young people have the opportunity to play that is staffed by playworkers

Staff

This covers those with whom you work, for whom you are responsible, paid and or unpaid, or students and or trainees

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