

Manage and enhance internal and external relationships specific to playwork

Overview

This standard is about managing relationships specific to playwork; including those with children, young people, carers and colleagues. The standard also covers relationships with organisations, agencies and individuals involved in playwork so that you can work jointly, so promoting playwork and its value to the community.

The main outcomes of this standard are:

1. work with others to establish and maintain relationships
2. lead and support the work of staff within the playwork setting
3. work jointly with other organisations, agencies and individuals

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:

Work with others to establish and maintain relationships

1. initiate and maintain working relationships with **others** and staff
2. communicate effectively with **others** and staff
3. respond to questions, ideas and suggestions
4. share and promote **information** to the wider community, in accordance with your organisational policies and procedures
5. manage issues, disagreements or complaints from **others** in accordance with your organisational policies and procedures
6. provide advice and guidance on complementary services, agencies or professionals that **others** may find useful; in accordance with your organisational policies and procedures

Lead and support the work of staff within the playwork setting

7. monitor the retention and development of staff
8. provide **information** to enable staff to support the needs of children and young people, in accordance with your organisational policies and procedures
9. manage the roles, responsibilities, interests and concerns of staff
10. consult staff in relation to decisions and activities and take account of their **views**
11. facilitate agreements made with staff and keep them informed
12. manage conflicts of interest and disagreements with staff, in accordance with your organisational policies and procedures
13. manage and participate in reflective practice with staff

Work jointly with other organisations, agencies and individuals

14. establish contact with other **organisations, agencies and individuals** with whom you could work jointly
15. respond to approaches from other **organisations, agencies and individuals** in accordance with your organisational policies and procedures
16. exchange relevant **information** in agreement with the other **organisations, agencies and individuals**
17. **communicate** the purpose, values and methods of your area of work with other **organisations, agencies, individuals** and the wider community
18. **communicate information** in a language and style which is appropriate to

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the **organisations, agencies and individuals** involved

19. research possible funding opportunities from external sources for a joint working **project**
20. evaluate the research findings and identify outcomes
21. agree **parameters** for joint working with other **organisations, agencies and individuals**
22. agree a schedule for joint working with other **organisations, agencies and individuals**
23. agree responsibilities that are feasible and consistent with your organisational policies and procedures
24. agree how you will monitor and review the effectiveness of the joint working schedule with other **organisations, agencies and individuals**
25. maintain effective working relationships with other **organisations, agencies and individuals** throughout joint working

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Knowledge and understanding

You need to know and understand:

Work with others to establish and maintain relationships

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. how to initiate and maintain working relationships with **others**
3. the importance of communicating effectively
4. how to facilitate other people's understanding of individuality, diversity and differences
5. how to facilitate other people's understanding of other people's feelings and points of view
6. the importance of being responsive to questions, ideas and suggestions
7. how to recognise and value individuality and differences
8. the type of **information** to share and promote
9. why it is important to promote your own area of work and its values, purpose and methods widely, to the community
10. the types of opportunities which you could use to promote your work and own organisation and how to identify suitable ones
11. the types of issues, disagreements or complaints from **others** and ways in which to manage these
12. the types of complementary services, agencies or professionals that could provide further guidance and support

Lead and support the work of staff within the playwork setting

13. how to promote an environment that motivates and retains staff
14. how to support development of staff
15. the importance of motivating, retaining and developing staff
16. ways of providing **information** to enable staff to support the needs of children and young people
17. how to manage the roles, responsibilities, interests and concerns of staff
18. the importance of consulting with staff and taking account of their **views** in relation to decisions and activities
19. how to facilitate agreements made with staff and the importance of keeping them informed
20. how to identify conflicts of interest and disagreements with staff
21. your organisational policies and procedures for managing conflicts of interest and disagreements with staff

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22. the importance of managing and participating in reflective practice with staff

Work jointly with other organisations, agencies and individuals

23. why networking is important in the promotion of your organisation
24. how to identify and establish contact with other **organisations, agencies and individuals** with whom you could work jointly
25. organisational policies and procedures when dealing with approaches from other **organisations, agencies and individuals**
26. ways of sharing **information** in agreement with the other **organisations, agencies and individuals**
27. the range of **organisations, agencies and individuals** with whom you could develop a joint local policy or strategy to address a **project**
28. presentation and **communication** skills, and how to tailor language and style of presentation to the needs of different types of audiences including those who may have different **communication** needs
29. how to promote your area of work in a way that addresses other people's preconceptions and **views**
30. research methods used to establish potential funding opportunities from external sources
31. evaluation methods used to identify outcomes of the research findings
32. the fundamental **requirements** of writing bids to apply for external funding
33. the mutual benefits which could come about from joint work with these **organisations, agencies and individuals**
34. the **skills and qualities** needed for successful joint working
35. the importance of clearly agreeing the **parameters** involved with joint working
36. the potential **difficulties** involved with joint working and how to overcome them
37. negotiation and problem solving skills relevant to joint working
38. the importance of maintaining contact and reviewing progress with the other **organisations, agencies and individuals** involved and how to do so

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Scope/range related to performance criteria **Others (minimum of 4 out of 5)**

1. children and young people
2. parents and or carers
3. colleagues
4. agencies
5. other professionals

Information

1. about play and playwork
2. on the children and young people's experiences
3. on opportunities available in the playwork setting
4. on agreed procedures and values
5. on ways in which parents and or carers can be involved in the playwork setting

Views

1. priorities
2. expectations
3. attitudes to potential risks

Organisations, agencies and individuals (minimum of 3 out of 5)

1. from the field of playwork
2. from other areas of specialism
3. statutory
4. non-statutory
5. those who traditionally experience barriers to access

Communicate (minimum of 3 out of 5)

1. conventional languages
2. non-conventional languages
3. non-verbal communication
4. written literature
5. promotional and marketing material

Project

1. sharing ideas
2. resources
3. social events
4. celebrations, such as National Play Day

Parameters

1. aims and objectives
2. roles, responsibilities and division of work
3. approach
4. process
5. ethos
6. focus
7. contingency measures

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Communication

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1. conventional languages
2. non-conventional languages
3. non-verbal

Requirements

1. complete and compelling research
2. clear and measurable outcomes
3. clear aims and objectives
4. engaging with target audience
5. robust management and financial models
6. demonstrates faith in the organisation

Skills and qualities

1. trust and honesty
2. co-operativeness
3. assertiveness
4. listening skills
5. reliability
6. time management
7. identification of others' strengths, weaknesses and personalities

Parameters

1. aims and objectives
2. roles, responsibilities and division of work
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Difficulties

1. clash of personalities
2. breakdown in communication
3. power struggles

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4. unrealistic timescales
5. unfair distribution of workload
6. meetings going 'off focus'

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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 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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Developed by	SkillsActive
Version Number	1
Date Approved	February 2016
Indicative Review Date	April 2021
Validity	Current
Status	Original
Originating Organisation	SkillsActive
Original URN	New
Relevant Occupations	Health, Public Services and Care; Child Development and Well Being; Associate Professionals and Technical Occupations; Sports and Fitness Occupations
Suite	Playwork
Keywords	internal and external relationships; joint working; playwork; playwork setting