

Introduction

Summary

This unit is about helping the organisation to effect change through the development and implementation of policies and procedures in key areas such as health and safety, inclusion, customer care, quality, environmental issues, community involvement and changing legislation. The unit covers helping to develop policy, contributing to its implementation and evaluating the effectiveness of policy and procedures.

The unit is divided into two parts. The first part (pages 2-3) describes the two things you have to do. These are:

A12.1 **Contribute to implementing strategy and policy**

A12.2 **Contribute to monitoring and evaluating strategy and policy**

The second part (page 4) describes the knowledge and understanding you must have.

Target Group

The unit is recommended for first line managers and sports development staff working at that level.

A12.1

Contribute to implementing strategy and policy

The National Standard

What you must do

To meet the national standard, you must:

- 1 keep up-to-date with your organisation's strategy and policy as they apply to your area of responsibility
- 2 when required, provide feedback on the feasibility of strategy and policy
- 3 identify the implications of strategy and policy for your area of responsibility and where change will need to happen
- 4 consult with **colleagues** in order to clarify issues about which you are unsure
- 5 work with **colleagues** to identify potential obstacles to the implementation of strategy and policy
- 6 work with colleagues to develop realistic **plans** that will assist the implementation of strategy and policy, taking account of known obstacles
- 7 communicate your plans to **those who will be affected by change** and negotiate their agreement
- 8 identify and provide effective **support** during the change process

What you must cover

This element covers the following:

- a **colleagues:**
 1. inside the organisation
 2. outside the organisation
- b **those who will be affected by change:**
 1. colleagues inside the organisation
 2. colleagues outside the organisation
 3. customers
- c **plans:**
 1. aims and objectives
 2. timescales
 3. systems and procedures
 4. outcomes
 5. resources
- c **support:**
 1. information and advice
 2. encouragement and motivation
 3. training/coaching
 4. resources
 5. modifying and adapting plans and procedures

A12.2

Contribute to monitoring and evaluating strategy and
policy

The National Standard

What you must do

To meet the national standard, you must:

1. work with colleagues to agree and implement **plans** for monitoring and evaluation
2. make sure that all those involved understand and support the purpose of monitoring and evaluation and the systems that will be used
3. provide **those involved** with **support** they need during the monitoring process
4. collect and analyse data from the monitoring process as planned
5. use agreed criteria to evaluate the effectiveness of strategy and policy in your area of responsibility
6. identify possible improvements to strategy and policy using evidence from your evaluation
7. report on the outcomes of your evaluation and possible improvements to relevant decision makers in your organisation using agreed methods

What you must cover

This element covers the following:

a plans:

1. evaluation criteria
2. relevant data
3. methods of collecting data
4. timescales for collecting data
5. methods of evaluating data
6. resources
7. reporting procedures

b those involved:

1. inside the organisation
2. outside the organisation

c support:

1. training and coaching
2. resources
3. modifying plans for monitoring and evaluation

What you must know and understand

To be competent in this unit, you must know and understand the following

- K1 Your organisation's strategy and policy as it affects your area of work and what these seek to achieve
- K2 The internal and external factors that affect the development of strategy and policy, including national agendas
- K3 What strategy and policy is and why organisations need them
- K4 How to keep up-to-date on strategy and policy
- K5 How to identify the implications of strategy and policy for your area of work and why this is important
- K6 How different aspects of strategy and policy relate to each other
- K7 Why it is important to plan and manage change and the main principles you should apply
- K8 What are SMART objectives and why you should use these to plan change
- K9 Why it is important to identify and communicate with all those who may be involved in the change
- K10 How to identify and provide the types of support that those involved in change may need
- K11 Why monitoring and evaluation are important
- K12 The key principles of monitoring and evaluation you should understand and implement
- K13 The importance of identifying and reporting on possible improvements to strategy and policy and how you should do this