

## Introduction

### Summary

Lasting and effective change can only be achieved by strategic development. Managers can assist this process by being alert to 'drivers for change' – for example new trends in the market place, changes in government agendas, new or enhanced customer/community expectations. They need to evaluate these drivers for change, assess their importance for the organisation's direction, and communicate these 'upwards' to key decision makers. Managers also need to develop strategy for their own area of responsibility, consult on their proposals with colleagues and stakeholders (for example communities and customers) and be able to evaluate strategic outcomes, always seeking to make improvements along the way.

The unit is divided into two parts. The first part (pages 2-5) describes the four things you have to do. These are:

- A13.1 Identify and evaluate drivers for change**
- A13.2 Influence your organisation's overall strategy**
- A13.3 Develop strategy for your own area of responsibility**
- A13.4 Evaluate strategic outcomes**

The second part (pages 6-7) describes the knowledge and understanding you must have.

### Target Group

The unit is for experienced leisure managers and sports development professionals with considerable autonomy in their job roles.

# A13 Influence, develop and review strategy for sport and active leisure

## A13.1

### Identify and evaluate drivers for change

#### The National Standard

##### What you must do

To meet the national standard, you must:

- 1 identify and maintain a record of key **sources of information** on **drivers for change**
- 2 research **information** about **drivers for change** on an ongoing basis
- 3 evaluate this information and prioritise **drivers for change** as relevant to your own organisation
- 4 analyse this **information** and use your analysis to evaluate your organisation's overall strategy
- 5 explore the future implications for your organisation and area of work
- 6 discuss your research with relevant colleagues and take account of their views
- 7 organise and record your research and conclusions to inform future decision making

##### What you must cover

This element covers the following:

- a sources of information**
  1. inside the organisation
  2. within the community
  3. outside the organisation nationally
- b information**
  1. qualitative
  2. quantitative
- c drivers for change**
  1. legislation and regulation
  2. government policy/strategy
  3. policies/strategies of your own organisation
  4. policies and strategies of other organisations
  5. social
  6. economic
  7. technological
  8. customer/community needs and expectations
  9. stakeholder needs and expectations
  10. business competitors
  11. available resources

## A13.2

## Influence your organisation's overall strategy

## The National Standard

**What you must do**

To meet the national standard, you must:

1. communicate your research on **drivers for change** to key decision makers
2. explore the implications of your research with key decision makers
3. research and provide additional **information** as required
4. build a persuasive case and make recommendations for change
5. identify and negotiate areas of organisational strategy where changes could be made to improve performance

**What you must cover**

This element covers the following:

**a information**

1. qualitative
2. quantitative

**b drivers for change**

1. legislation and regulation
2. government policy/strategy
3. policies/strategies of your own organisation
4. policies and strategies of other organisations
5. social
6. economic
7. technological
8. customer/community needs and expectations
9. stakeholder needs and expectations
10. business competitors
11. available resources

## A13.3

## Develop strategy for your own area of responsibility

## The National Standard

**What you must do**

*To meet the national standard, you must:*

1. lead the development of an achievable and compelling vision for your area of responsibility which is consistent with your organisation's overall strategy
2. identify and prioritise goals that are consistent with your vision and known **drivers for change**
3. make sure your vision and goals take account of and address available resources and known obstacles to change
4. develop policies and values that will guide the work of colleagues to achieve the vision and goals
5. make sure your strategy balances innovation and risk with tried and tested solutions
6. make sure your strategy is flexible and open to internal and external change
7. consult on your strategy with colleagues, decision makers and stakeholders, taking account of their views and making changes accordingly
8. gain support for your strategy from colleagues and stakeholders
9. identify key performance measures and timescales which are consistent with your vision, goals and policies
10. put in place monitoring and evaluation methods which will provide the information you need for your performance measures

**What you must cover**

*This element covers the following:*

**a drivers for change**

1. legislation and regulation
2. government policy/strategy
3. policies/strategies of your own organisation
4. policies/strategies of other organisations
5. social
6. economic
7. technological
8. customer/community needs and expectations
9. stakeholder needs and expectations
10. business competitors
11. available resources

# A13 Influence, develop and review strategy for sport and active leisure

## A13.4

### Evaluate strategic outcomes

#### The National Standard

##### What you must do

To meet the national standard, you must:

1. collect **information** within agreed **timescales**
2. analyse **information** against key performance measures
3. develop and record conclusions and recommendations to improve your strategy
4. report your conclusions and recommendations to colleagues, decision makers and stakeholders and take account of their feedback
5. adjust your strategy in line with agreed conclusions and recommendations

##### What you must cover

This element covers the following:

###### **a information**

1. qualitative
2. quantitative

###### **b timescales**

1. short term
2. medium term
3. long term

# A13 Influence, develop and review strategy for sport and active leisure

## What you must know and understand

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

### **For the whole unit**

*Key aspects of your sector that influence strategy*

- K1 The overarching values in sport and active leisure, including equity, that should inform the development and evaluation of strategy
- K2 The key values and concepts that underpin work in your sector
- K3 The nature, extent and structure of your sector
- K4 The key social and economic benefits that your sector contributes to society
- K5 The roles and functions of the main parts of your sector (including the public, private and voluntary dimensions) and how they relate to each other
- K6 The objectives and operations of the main types of organisations in your sector and their stakeholders
- K7 The service concept, product/service mix and the role and importance of product/service development
- K8 Contemporary issues in sport and active leisure, including the impact of government policies

*Strategy and policy*

- K9 What strategy and policy are and why organisations need them
- K10 The cyclical nature of strategy development
- K11 Principles and management tools that apply to strategy development
- K12 Your organisation's strategy and policy as it affects your area of work and what these seek to achieve
- K13 Lines of communication and accountability in your organisation on strategic issues

### **Researching drivers for change**

- K14 Why an awareness of drivers for change is particularly important in strategy development
- K15 The internal and external drivers for change that affect the development of strategy and policy, including national agendas and local/community contexts
- K16 How to keep up-to-date on strategy and policy
- K17 How to identify the implications of strategy and policy for your area of work and why this is important
- K18 How different aspects of strategy and policy relate to each other

- K19 The organisational, national and local/community sources of information you can use to identify and evaluate drivers for change
- K20 How to research and analyse information on drivers for change and identify the implications for your organisation and area of work
- K21 The difference between qualitative and quantitative information and appropriate research methods

## **Influencing organisational strategy**

- K22 How to use scenario planning
- K23 The importance of discussing and agreeing strategic change with colleagues, decision makers and colleagues
- K24 How to make recommendations for change
- K25 How to build a persuasive case for change, influence and negotiate with decision makers
- K26 How to influence and negotiate agendas for change

## **Developing strategy for your own area of responsibility**

- K27 The importance of having a clear and compelling vision for your area of responsibility and how to develop this
- K28 How to identify key goals that support your vision
- K29 The importance of having policies and values that will guide the work of your colleagues and how to develop these
- K30 The importance of learning from past experience and of being innovative in developing strategy
- K31 Possible obstacles to strategic change and how to address these
- K32 The importance of gaining support for your strategy and how to do so
- K33 How to assess and manage risk when developing strategy

## **Evaluating strategic outcomes**

- K34 The importance of monitoring and evaluating strategic change
- K35 The difference between outputs and outcomes
- K36 How to develop performance measures and monitoring/evaluation methods
- K37 How to analyse information on key performance measures and identify performance improvements