

A511 Develop, implement and review operational plans for sport and active leisure

Introduction

Summary

Once strategy is agreed, operational plans need to be developed and implemented to put the strategy into action. This will involve identifying SMART objectives for each of the goals that apply to your area of responsibility, agreeing targets, working out and costing what resources will be needed to put the plan into action and developing a schedule of work. You will need to gain support for your operational plans by presenting a persuasive case and negotiating with decision makers and stakeholders, for example line managers or community organisations. Finally it will be necessary to monitor and evaluate your plans, making adjustments and learning lessons for future improvements.

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

- A511.1 Lead the development of your operational plans**
- A511.2 Gain support for your operational plans**
- A511.3 Implement operational plans**
- A511.4 Evaluate outputs and continuously improve operational plans**

The second part (pages 6 - 8) 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.

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A511.1

Lead the development of your operational plans

The National Standard

What you must do

To meet the national standard, you must:

- 1 involve relevant people in the development of your **operational plans**
- 2 identify and agree which strategic goals are relevant to you and your area of responsibility
- 3 develop 'smart' objectives that will help you and your team achieve these goals
- 4 identify and agree with key partners roles and responsibilities in the delivery of the **operational plan**
- 5 select, prioritise and schedule tasks to achieve these objectives
- 6 identify quality standards for your **operational plans**
- 7 identify, assess and cost the type and quantity of **resources** needed for each task
- 8 assess the obstacles, risks and implications associated with your **operational plans**, confirm that they are acceptable and manageable
- 9 identify how you will manage these obstacles and risks
- 10 record your **operational plans** in a way that will be clear to others and in an agreed format
- 11 identify key performance indicators and timescales which are consistent with your **operational plans**
- 12 put in place monitoring and evaluation methods which will provide the **information** you need for your performance indicators

What you must cover

This element covers the following:

a resources

1. finance
2. equipment
3. facilities
4. supplies
5. people
6. transport

b operational plans

1. short-term
2. medium term

c information

1. qualitative
2. quantitative

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A511.2

Gain support for your operational plans

The National Standard

What you must do

To meet the national standard, you must:

1. develop a persuasive case for your **operational plans**, highlighting its benefits, obstacles, risks and resource implications
2. present your case to colleagues, stakeholders and key decision makers
3. negotiate changes to your **operational plans** as a result of their feedback
4. record your plans in a way that will assist their implementation

What you must cover

This element covers the following:

- a operational plans**
 1. short-term
 2. medium-term

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A511.3

Implement operational plans

The National Standard

What you must do

To meet the national standard, you must:

1. delegate objectives, resources and targets to people on a fair basis taking account of their skills, knowledge, experience and opportunities for development
2. communicate clearly to colleagues:
 - their contribution to **operational plans** and how these **support** strategic aims and the work of others
 - the values and policies that underpin **operational plans**
 - the targets and quality standards associated with their work
 - how they should deal with obstacles and risks
3. identify the **support** that colleagues need in taking forward **operational plans**
4. monitor the progress of **operational plans** and provide **support** to colleagues when required
5. make sure that targets and standards are being achieved
6. communicate clearly with staff involved about progress and changes

What you must cover

This element covers the following:

a operational plans

1. short-term
2. medium-term

b support

1. advice and information
2. additional resources
3. training and development

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A511.4

Evaluate outputs and continuously improve operational plans

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 indicators
3. evaluate the effectiveness and efficiency of your **operational plans**
4. develop and record conclusions and recommendations to improve your **operational plans**
5. share your conclusions and recommendations with colleagues, decision makers and stakeholders and take account of their feedback
6. update your **operational plans** and communicate changes to all those affected

What you must cover

This element covers the following:

- a information**
 1. qualitative
 2. quantitative
- b operational plans**
 1. short term
 2. medium term

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What you must know and understand

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

For the whole unit

Managing in your sector

- K1 Principles and theories of management and how these apply to developing, implementing and reviewing operational plans
- K2 The main functions of managing in your sector and their importance to operational planning including:
- managing facilities, equipment and supplies
 - financial planning and control and sources of funding
 - marketing and sales
 - quality management
 - event management
 - management information and management information systems
 - recruitment and retention
 - leading and developing staff
 - customer care
 - health and safety
- K3 Licensing and contract law that may impact on your operational plans

Operational plans

- K4 Why it is important to have detailed operational plans for your area of responsibility
- K5 The difference between strategic and operational plans and how they relate to each other
- K6 The main components of an operational or business plan and how they should be recorded
- K7 The difference between short- medium- and long-term planning and how to fit these different timescales into a coherent operational plan
- K8 The overarching values and ethics of sport and active leisure that should inform the development of operational plans
- K9 How to use information technology to develop, implement and evaluate operational plans

Leading the development of operational plans

- K10 What are SMART objectives and how to develop these
- K11 How to identify targets that are appropriate to SMART objectives
- K12 The importance of target setting to performance management
- K13 The types of quality standards that apply in sport and active leisure generally and in your area of work in particular

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- K14 How to identify and measure and cost the quantity and quality of resources needed to achieve an operational plan
- K15 The types of people you should involve in developing your plans, including where appropriate, local communities
- K16 How to select resources for efficiency and effectiveness
- K17 The types of obstacles and risks that are associated with operational plans and how to assess and manage these
- K18 How to develop performance indicators and monitoring/evaluation methods

Gaining support for operational plans

- K19 The importance of gaining the support of colleagues and key decision makers for your operational plans
- K20 Who are your important stakeholders – including communities where appropriate – and how to gain support from them
- K21 How to present your operational plans in a way that is likely to win support
- K22 Influencing and negotiating techniques

Implementing operational plans

- K23 The principles of effective delegation
- K24 Why it is important to ensure colleagues have the necessary skills, knowledge and experience whilst at the same time making sure that their work offers opportunities for development
- K25 How to brief colleagues effectively
- K26 Why it is important that colleagues understand all relevant aspects of your operational plans including the implications of change
- K27 The main obstacles to change that you are likely to encounter when implementing operational plans
- K28 The types of support that colleagues may need during periods of change and why it is important to provide this support when it is needed

Evaluating operational plans

- K29 How to monitor the implementation of plans directly and indirectly and the importance of direct monitoring to the staff you are working with
- K30 How to evaluate progress and make adjustments to your operational plans when necessary
- K31 The importance of monitoring and evaluating operational change
- K32 Who else you should involve in evaluating operational plans, including where appropriate, members of your local community
- K33 How to analyse information on key performance indicators and identify performance improvements
- K34 Why it is important to communicate changes and who you should communicate with