



# Strategy 2021-2024

## Vision

**A Wales where children  
play and communities  
prosper.**

## Mission

**To be the voice of Out of School Childcare Clubs in Wales,  
supporting children's right to play and quality childcare that  
is sustainable, affordable and meets the needs of children,  
their families and communities.**

### Values and Behaviours

Champion  
Healthier

Protect  
Prosperous

Collaborate  
Equal

Knowledge  
Vibrant Culture

Communicate  
Cohesive

### Strategic Goals

Governance

Sustainability

Training

Culture of Wales

## Values and Behaviours

### Champion

the Voice of the Out of School Childcare sector and advocating for children's need/right to play, supporting a **healthier Wales**

### Protect

ensuring valued community provisions are supported to protect themselves through robust governance and strengthened sustainability so they can continue offering their valuable services to parents/carers, supporting a **prosperous Wales**. Ensuring children's rights are safeguarded through supporting OSC to register and meet the National Minimum Standards

### Collaborate

working with partners across CWLWM, LAs, WG, other funders and communities to provide the best support and development opportunities for the Out of School Childcare sector, supporting accessible opportunities for all families and a **more equal Wales**

### Knowledge

providing sector specific business support, resources, CPD training and qualifications to support life long learning and enhancement of quality of provisions. Supporting the development of our own staff, Playworkers, managers, committees, children; including welsh language development, supporting a **Wales of vibrant culture and thriving Welsh language**

### Communicate

ensuring our sector is kept informed; and ensuring WG/LAs are informed about key challenges and considerations relating to the Sector. Communicating the benefits of quality OSC provision to schools and communities, to support a **Wales of cohesive communities**



## Strategic Goals

### Governance

Incorporated organisations with strong child focussed governance, providing sustainable and quality play and care for children, families and communities.

### Sustainability

High engagement and income to support our growth; and a sustainable sector that is affordable, valued and able to support children, families and communities to prosper

### Training

A qualified, professional workforce supporting self-directed play to be understood, facilitated and promoted for children and young people

### Culture of Wales

Increased awareness of the rich and diverse heritage that is Wales, preserving the language, environment and heritage for future generations in a resilient more equal culture.

## Metrics

### Increased:

- Understanding of good governance, business & Management skills, placing the child at the center
- Organisational profile
- Out of School Childcare Action plans
- Quality child centred templates
- Settings engaged in and achieving incorporation
- Partnership working
- Organisational skills

### Increased:

- Registered Settings (CIW, TCO, TFC)
- Settings with robust financial systems
- Effective marketing and increased usage
- Engagement with CPOCKC services
- Income, strengthening our ability to support the Sector
- Sustainable Out of School Childcare settings.

### Increased:

- Range of training, promoting lifelong learning.
- and Stronger professionally recognised Playforce (sector)
- Organisation cohesion
- Employers engagement
- Parental understanding of children's right to play
- High quality training and guidance for the sector

### Increased:

- Use of the Welsh Language embedded within the organisation
- Use of Welsh Language embedded within Out of School Childcare Clubs
- Development opportunities to expand existing provision
- Learners accessing and training through their language of choice. Increased confidence in non-fluent Welsh speakers to use Welsh Awareness of protecting and enhancing the environment for future generations · Awareness of the need to embed equality orientated practices.
- Awareness of diverse ethnic cultures in Wales.



Our strategy will build strong **Governance** with incorporated organisations which have a strong child focused governance, providing sustainable and quality play and care for children, families and communities

Effective child-focused governance will improve quality, sustainability and accessibility of settings. Playwork qualifications and Playworkers' continuous professional development is key to helping ensure that the child's experience and their play is always at the forefront within settings. Good management and governance of settings is also fundamental in achieving this end, by positively influencing staffing, resources and culture.

To support continuous improvement, managers/committee members need access to a range of business and committee skills resources and training that Clybiau Plant Cymru Kids' Clubs can provide on an ongoing basis through CBDOs where funded.

Clubs with a comprehensive set of child focused and club led policies and procedures in place also help improve settings adopt a systematic approach to their business, ensuring they meet regulations and guidance as well as putting children at the heart of what they do, improving governance and quality. Template policies and procedures within Stepping Out and other business and committee support need regular modernising and delivery.



Our Out of School Childcare Assessment (OSCA) allows settings to holistically reflect on the childcare service provided and continuously improve. The simple, checklist style OSCA contains sector-specific questions across different aspects such as legal, financial, training and quality, play provision and marketing, which can help inform an action plan to identify changes that could enhance the governance, quality and sustainability of childcare and also helps Clybiau Plant Cymru Kids' Clubs identify common support needs.

Out of School Clubs in Wales are provided by a range of governance structures e.g. voluntary, private, with various legal forms. Our strategy favours legal forms which incorporate clubs with strong governance providing sustainable and quality play and care for children, families and communities

Our Strategic Goal of **Sustainability** is borne out of our belief that all parents/carers across Wales, and all children, should be able to access the multitude of benefits that Out of School Childcare Clubs can offer. Our work will ensure high engagement and income to support growth; and a sustainable sector that is affordable, valued and able to support children, families and communities to prosper

Out of School Childcare that is registered with Care Inspectorate Wales (CIW) supports affordability and accessibility for parents/carers through access to financial support schemes, and also supports children's rights (**UNCRC**, notably Articles 31, 19, 24, 23, 12 and 13; and General Comment 17) and the Wellbeing of Future Generations Act. **Consequently, the sustainability and survival of the Out of School Childcare Sector is essential to help to address the poverty agenda, to strengthen local and national economies and to promote children's health and wellbeing.** Survival is also not the end goal – we need a thriving Out of School Childcare community that enables growth and quality enhancements to benefit families across Wales.

To be sustainable, the Out of School Childcare Sector requires

- families, communities, schools, Local Authorities and Welsh Government to value their services and to ensure holistic approaches are taken to existing and future initiatives to avoid negatively impacting the sustainability of the sector; and
- business support to implement effective, timely and relevant marketing strategies and strong, proactive financial systems and planning.

Clybiau Plant Cymru Kids' Clubs has provided bespoke sector specific business support since our inception in 2001 and we are thus best placed to support Out of School Childcare Clubs to address issues surrounding sustainability. To be able to do this effectively, we need to also focus on our own sustainability as an organisation, ensuring we have sufficient income and engagement to enable our growth, development and achievement of our vision and values.

Out of School Childcare has been particularly hard hit by Covid-19, and revival is crucial to support economic regeneration and recovery at an individual (children/parents) and community level. The support listed above will be essential to ensure that well managed, quality and sustainable childcare provision prevails.



# Strategy 2021-2024

A strategic goal that encompasses all aspects of **Training** to ensure a qualified, professional Playwork workforce supporting self-directed play to be understood, facilitated and promoted for children and young people. That spans continued professional development to foundation degree level qualifications is based on the understanding that quality training provides a stronger workforce (Playforce).

Training for Playworkers has been a key focus from the Welsh Government both as part of [Wales a Play Friendly Country 2014](#) and the 10 year plan that accompanies this. There is also the shared desire between the sector and officials to professional the sector; which can only be achieved with strong links to recognised and respected training.

Clybiau Plant Cymru Kids' Clubs will offer the Playwork sector training that ensures that the clubs maintain compliance with the National Minimum Standards, grow their practice and work towards quality and sustainable provision. When the Out of School Childcare settings have trained and knowledgeable staff they can work towards a shared purpose where children are given the opportunities to engage in freely chosen play without the complications of conflicting agendas.



We will offer training and qualifications to support Playworkers to improve their practice, that empowers them to fully deliver an environment where children have access to their right to play and Learners grow in confidence, become advocates for play and as a result, offer children the opportunity to play, and have their voices heard.

Quality training is fundamental to the achievement of a prosperous Wales, it supports clubs to operate under regulations and register with CIW; ultimately enabling them to provide parents and carers with tax free childcare, it is important for Playworkers, the Sector, Children and their Families. It promotes sustainability of clubs and affordability for parents and carers. A trained workforce also supports the sector by offering reassurance for families who can feel confident that their children are cared for in a trusted, safe, protected and fun environment; where children's needs and rights are met. It provides these adults with the opportunity to feel confident to work hours outside of the school day, opening wider career opportunities and progression options.

Wales is a nation with a rich and diverse heritage, our **Culture of Wales** strategic goal recognises this and aims to actively assist in the preservation of the Welsh language and diverse culture for future generations.

Children are the current and future generation of Welsh speakers. Out of School Childcare Clubs provide children with opportunities to play with the understanding that Play is intrinsically motivated and freely directed by children. Supporting settings and Playworkers to embed the **Welsh language**, and overcoming confidence barriers, into Play is key, giving children the ability to access play opportunities in their preferred language, and more options for parents to access childcare in their preferred language, thus supporting the Welsh Government' strategy, Cymraeg 2050, 1 million Welsh speakers by 2050.

Through our strategy we will improve the quality, governance and sustainability of Welsh-medium settings. We will ensure that they are registered with Care Inspectorate Wales, with Welsh Speaking staff to support them and to develop new settings in collaboration, mapping the gaps in provision and developing opportunities for staff and settings.

Our training and support will be accessible through the language of choice and we will build the confidence of non-fluent Welsh speakers to use Welsh.

We recognise that communities are made up of a diverse people from many different heritages and background. Through our strategy we will increase awareness of the need to embed equality orientated practices giving due regard to all protected characteristics, supporting a fully inclusive and diverse culture, and enabling children and young people to **achieve their full potential** in Out of School Childcare Clubs regardless of race or ability.

Our strategy also aims to increase awareness and commitment to the protecting and enhancing the environment for future generations by ensuring environmental social and economic factors are taken into consideration in all decision- making processes.

