

SCDLMCSD1

Lead and manage work for care services with networks, communities, other professionals and organisations



Overview

This unit is for leaders and managers of care services. It is about leading and managing effective communication, engagement and collaborative working with local networks, communities, organisations and individuals

Elements of Competence

- 1 Manage effective working relationships with networks and communities
- 2 Create and maintain effective working relationships and partnerships with other professionals and organisations
- 3 Contribute to the development of local strategies and services

SCDLMCSD1

Lead and manage work for care services with networks, communities, other professionals and organisations

Performance criteria

Manage effective working relationships with networks and communities

You must be able to:

- P1 you implement and review the effectiveness of systems, procedures and practices for working with networks and communities to:
 - P1.1 promote **holistic support** for **people**
 - P1.2 ensure that they comply with legal, regulatory, inspection and **organisational requirements**
- P2 you support workers to:
 - P2.1 identify appropriate networks and communities that could positively contribute to **positive outcomes** for people and the provision
 - P2.2 work with people to identify and access networks and communities that could contribute to achieving positive outcomes
- P3 you work with people, workers and **relevant others** to identify how systems, procedures and practices for working with **networks** and communities could be improved
- P4 you identify and initiate contacts with relevant networks and communities to support the provision in the short, medium and into the longer term future
- P5 you monitor and maintain appropriate contacts with networks and communities to support the achievement of positive outcomes for people and the provision
- P6 you work proactively to resolve **ethical** and other **dilemmas** and conflict when working with networks, communities and organisations
- P7 you monitor and review the effectiveness of your relationships with networks and communities identifying:
 - P7.1 those that positively contribute to people and the provision
 - P7.2 improvements that can be made to relationships
 - P7.3 other networks and communities that would be useful to have a relationship with
- P8 you implement and monitor confidentiality agreements with networks and communities in accordance with legal, regulatory, registration, inspection, organisational requirements

Create and maintain effective working relationships and partnerships with other professionals and organisations

You must be able to:

- P9 you implement and review the effectiveness of systems, procedures and practices for creating and maintaining working relationships with other professionals and organisations in the context of legislation, regulation, registration, inspection and organisational requirements
- P10 you work with people, workers and relevant others to identify the aims,

SCDLMCSD1

Lead and manage work for care services with networks, communities, other professionals and organisations

- purpose and expected benefits of cooperative working relationships and partnerships with other professionals and organisations
- P11 you ensure that arrangements for working relationships and partnerships with other professionals and organisations comply with legal, regulatory, inspection and organisational requirements and are:
 - P11.1 appropriate to the nature and purpose of the joint working
 - P11.2 recognise the different roles, responsibilities and priorities of all involved
 - P11.3 transparent and open to the scrutiny of people, workers, other professionals and organisations
 - P12 you establish and develop partnerships through open, consistent and trusting relationships
 - P13 you monitor and review the effectiveness of the relationships and partnerships, identifying:
 - P13.1 those that positively contribute to the **provision** and positive outcomes for people
 - P13.2 improvements that can be made to relationships and partnerships
 - P13.3 other professionals and organisations that could contribute to the provision and positive outcomes for people

Contribute to the development of local strategies and services

You must be able to:

- P14 you collect relevant information and data, to provide a sound knowledge base that will enable you to contribute to **local strategies** and services to achieve positive outcomes for people and the provision
- P15 you work with people, workers, relevant others and partners to identify:
 - P15.1 how local strategies and services can support and benefit from the provision and the people within it
 - P15.2 how the provision can benefit from contributing to local strategies and services
 - P15.3 gaps in local services to meet the needs of people and the provision
- P16 you ensure the potential benefits, risks and costs of contributing to local strategies and services are evaluated and inform decision-making about participation
- P17 you lead, manage and coordinate systems, procedures and practice to support the development and maintenance of local strategies and services for effective collaborative working
- P18 you ensure that you and your provision contributes fully and effectively to the development of local strategies and services relevant to the needs and outcomes of the provision
- P19 you work proactively to resolve ethical and other dilemmas and conflict when contributing to local strategies and services

SCDLMCSD1

Lead and manage work for care services with networks, communities, other professionals and organisations

- P20 you monitor and review the effectiveness of contributing to local strategies and services, identifying:
 - P20.1 those that positively contribute to the provision
 - P20.2 improvements that can be made to local strategies and services
 - P20.3 other local strategies and services that it would be useful to be involved

SCDLMCSD1

Lead and manage work for care services with networks, communities, other professionals and organisations

Knowledge and understanding

You need to know and understand:

Values

- K1 legal and organisational requirements on equality, diversity, discrimination, **rights**, confidentiality and sharing of information in relation to leading and managing work with networks, communities, other professionals and organisations
- K2 knowledge and practice that underpin the holistic person-centred approach which enable you to lead and manage work with networks, communities, other professionals and organisations, in ways that:
 - K2.1 place the people's preferences at the centre of everything you do whilst considering their best interests
 - K2.2 ensure people have access to information about themselves in a format that they can understand
 - K2.3 provide opportunities for **independent representation and advocacy**
 - K2.4 use a person's preferred communication methods and language
 - K2.5 support the rights of people to appropriate information and support to maintain appropriate links with their communities and networks
 - K2.6 provide active support for people
 - K2.7 recognise the uniqueness of people and their circumstances
 - K2.8 empower people to take responsibility (within any restrictions placed upon them) and communicate their decisions about their own lives, as far as they are able
- K3 how to critically evaluate and **take informed action against discrimination** when leading and managing work with networks, communities, other professionals and organisations
- K4 how to support people, workers and relevant others to recognise and take informed action against discrimination when working with networks, communities, other professionals and organisations

Legislation and policy

You need to know and understand:

- K5 regulation, inspection requirements, codes of practice and conduct, standards and guidance for employers and employees, relevant to:
 - K5.1 your provision
 - K5.2 your own roles, responsibilities and accountability
 - K5.3 the roles, responsibilities and accountability of others in relation to leading and managing work with local networks, communities,
- K6 current local, national, UK, European and international legislation, standards, guidance and organisational requirements for the **leadership**

SCDLMCSD1

Lead and manage work for care services with networks, communities, other professionals and organisations

- and **management** work with networks, communities, other professionals and organisations of your provision, including:
- K6.1 the need to achieve positive outcomes for people
 - K6.2 the need to safeguard and protect people from all forms of danger, harm and **abuse**
 - K6.3 employment practices for the provision and service
 - K6.4 your provision's governance arrangements
 - K6.5 data protection, recording and reporting
 - K6.6 making and dealing with comments and complaints to improve services
 - K6.7 whistle blowing
 - K6.8 **partnership** and other types of working
 - K6.9 local and community networking
 - K6.10 promoting your provision's services and facilities
- K7 organisational requirements for recording and reporting when leading and managing work with networks, communities, other professionals and organisations, including:
- K7.1 how reports and records should be accessed, manually and through Information and Communication Technologies (ICT)
 - K7.2 how to ensure that records and reports do not contribute to labelling and stigmatisation
 - K7.3 the security requirements for different records and reports
 - K7.4 the requirements for producing, finalising and sharing different types of records and reports appropriately and within required timescales
 - K7.5 types of data, information and presentation methods appropriate to specific records and reports and the specific needs of people
 - K7.6 the importance of identifying whether the source is based on evidence, fact or knowledge-based opinion
 - K7.7 how and when to use evidence, fact and knowledge-based opinion to support professional judgement in records and reports
- K8 how to implement, evaluate and influence the future development of management policies, systems, processes and procedures about work with networks, communities, other professionals and organisations

Leadership and management theory and practice

You need to know and understand:

- K9 how to critically evaluate and implement best practice using up-to-date knowledge of:
- K9.1 literature related to leading and managing work with networks, communities, other professionals and organisations
 - K9.2 methods, principles and approaches relevant to working with local networks, communities, other professionals and organisations

SCDLMCSD1

Lead and manage work for care services with networks, communities, other professionals and organisations

- K9.3 government reports, inquiries and research relevant to leading and managing work with networks, communities, other professionals and organisations
- K9.4 evidence and knowledge-based theories and models of good practice in leading and managing work with networks, communities, other professionals and organisations
- K10 performance management and quality requirements, procedures, criteria, methods and indicators relevant to work with networks, communities, other professionals and organisations
- K11 how to plan and manage **resources** for work with networks, communities, other professionals and organisations, and the implications for:
 - K11.1 the delivery of services
 - K11.2 the achievement of targets
 - K11.3 the achievement of positive outcomes
- K12 different types of change and their implications for the leadership and management of work with networks, communities, other professionals and organisations
- K13 how psychological, socio-economic, cultural and environmental factors of those within the provision impact on your leadership and management of work with local communities, networks, other professionals and organisations
- K14 how and where technology can and should be used within your provision and when working with local networks, communities, other professionals and organisations
- K15 the common blocks and issues that may create difficulties in sharing information between networks, communities, other professionals and organisations
- K16 how information sharing can improve the provision and the service to people
- K17 the contribution networks and communities make to achieving positive outcomes for people, including
 - K17.1 how they contribute to providing an holistic service
 - K17.2 the role of networks and communities in meeting the needs of people and how this contributes to their identity and social inclusion
 - K17.3 when and how to make referrals
 - K17.4 how to support people when making referrals
- K18 the contribution of social inclusion initiatives to the positive development of communities and networks, and the nature of participation, partnership and empowerment in reducing social exclusion
- K19 the difference between communities of interest and local geographical communities and their impact on development
- K20 key government initiatives which promote life chances and enhance

SCDLMCSD1

Lead and manage work for care services with networks, communities, other professionals and organisations

- communities' and networks' involvement in achieving positive outcomes for people
- K21 theories, methods and approaches, which focus on:
 - K21.1 effective communication and engagement with networks, communities, other professionals and organisations
 - K21.2 the impact of the diversity of social, family and community structures on work with networks, communities, other professionals and organisations
 - K21.3 building on strengths as well as identifying difficulties
 - K21.4 factors that can help or hinder joint working
- K22 knowledge and **evidence-based practice** relating to:
 - K22.1 the assessment of community need and resource
 - K22.2 enabling communities to participate in innovation, change and creating a positive, stimulating and safe environment for people
 - K22.3 enabling people to become involved in their communities and networks
 - K22.4 the impact of discrimination, deprivation, bullying, self-harm, violence, mental health issues, offending and substance misuse on community networks
 - K22.5 the tensions that can arise between organisations when working in partnership and ways in which these can be managed
 - K22.6 methods of motivating multi-disciplinary or multi-agency teams of workers to work together imaginatively and effectively

SCDLMCSD1

Lead and manage work for care services with networks, communities, other professionals and organisations

Additional Information

Scope/range

The scope is here to give you guidance on possible areas to be covered in this unit. You need to provide evidence for the areas that are relevant to the care service that you lead and manage and a sound rationale for not providing evidence for the remaining items

Appropriate contacts could include: advocates; interpreters; personal assistants; independent representatives; communication specialists; individuals who can provide or are associated with leisure and recreation; individuals who can provide educational and intellectual support; individual who can provide support for health-related issues; individuals who can provide spiritual support; counsellors

People include:

- 1 adults using care services, their families, carers, groups and communities
- 2 children and young people using care services, their parents/carers, families, carers, groups and communities

Preferred communication methods and language including: people's preferred spoken language; the use of signs; symbols; pictures; writing; objects of reference; communication passports; other non verbal forms of communication; human and technological aids to communication; pre-verbal utterances in infants and young children

Relevant others could include: other professionals who should contribute to the activity, people from within the provision who should contribute to the activity, people from outside the provision who should contribute to the activity

Workers could include: those supporting the people within your provision who are paid, unpaid, contractual or non-contractual

Your **knowledge and understanding** for this unit relates to: legal and organisational requirements for care services; employer and employee codes of practice and conduct within care services; the depth and breadth of understanding that will enable you to lead and manage care services effectively, support workers to perform competently, ensure the well being of all within your provision, critically evaluate, assess and intervene appropriately to resolve issues and conflicts and the need to understand and work in collaboration with people, workers and relevant others within and outside your provision to ensure its viability into the short, medium and longer-term future

Competent leadership and management practice is a combination of the application of skills and knowledge informed by values and ethics. This

SCDLMCSD1

Lead and manage work for care services with networks, communities, other professionals and organisations

specification details the knowledge and understanding required to carry out competent leadership and management in the performance described in this unit.

Values

Values underpinning the whole of the unit The values underpinning this unit have been derived from the key purpose statement, relevant service standards and codes of practice for health and social care in the four UK countries.

Glossary

This section provides explanations and definitions of the key words and concepts used in this unit. In occupational standards it is quite common to find words or phrases used which you will be familiar with, but which, in the detail of the standards, may be used in a very particular way. **Therefore, we would encourage you to read this section carefully before you begin working with the standards and to refer back to this section as required.**

Abuse

Abuse is causing physical, emotional, sexual and/or financial harm to an individual and/or failing/neglecting to protect them from harm. This could be at a personal or institutional level

Dilemmas

Issues where there is divided opinion or ethical concerns about a course of action

Ethical

The professional and moral underpinning of the work being carried out. This is embodied in the codes of practice across the four countries of the UK

Evidence-based practice

Practice that is based on evidence drawn from people, workers, research, organisational and policy expertise

Governance

The way in which the provision is governed and directed as required by legislation, regulation, standards and guidance

Independent representation and advocacy

Where the views, wishes and concerns of the adult/child/young person are communicated by another person either through someone independently representing their wishes or someone acting as their advocate

Holistic support

Identifying and working in ways that take account of the whole needs of the

SCDLMCSD1

Lead and manage work for care services with networks, communities, other professionals and organisations

person including their social, emotional, intellectual and physical needs as well as their histories, culture, spirituality, sexuality, gender and experience

Leadership

The ability to provide a model of best practice that is creative, innovative, motivating and flexible and supports people to follow by example and through respect

Management

The ability to lead and organise the effective running of the provision and to meet the overall service needs and those required by legislation, regulation, registration and inspection. Effective managers are able to solve problems, balance the needs of all within the provision, to manage competing demands and to cope under stress

Local strategies

These are plans and agreements between statutory, voluntary and private organisations to collaborate to achieve improved outcomes for a specific group of people, such as young people or older people in the community.

Networks

Groups within the locality, regionally or nationally that have a specific focus which will help support the needs and preferences of people within the provision

Organisational requirements

Aspects of policy, procedure and practice that are required by the service and the provision

Partnership

Working effectively together with people, professionals, agencies and organisations to enhance the well being of people and support positive and improved outcomes

People

For adults, people includes adults using care services, their advocates, their families, carers, significant others, groups and communities

For children and young people, people includes the children and young people using care services, their advocates, their parents/carers, their families, teachers, college lecturers, significant others, groups and communities

Positive outcomes

Beneficial outcomes for adults as specified in regulation and guidance for

SCDLMCSD1

Lead and manage work for care services with networks, communities, other professionals and organisations

each of the countries of the UK and agreed as appropriate with and for each person within the provision. They include:

- 1 improved health, emotional well being and quality of life
- 2 staying safe and being free from discrimination and harassment
- 3 enjoying, achieving and making a positive contribution
- 4 exercising choice and control
- 5 achieving economic well being, dignity and respect

Beneficial outcomes for children and young people as specified in the regulation of each of the countries of the UK and as agreed with children and young people. They include:

- 1 being healthy
- 2 staying safe
- 3 enjoying and achieving
- 4 making a positive contribution
- 5 achieving economic well being

Provision

The specific unit or part of the service for which you have leadership and management responsibilities

Relevant others

Key people within and outside the provision with whom it is beneficial to work and who can influence the provision and the outcomes for the provision and people within it

Resources

The assets of the provision: financial, human, physical and environmental

Rights

The rights of:

- 1 adults are those embodied in the United Nations Universal Declaration of Human Rights
- 2 children and young people are those embodied in the United Nations Convention on the Rights of the Child

These include rights under the social care codes of practice that everyone should be: respected (in terms of their beliefs, culture and values); treated and valued equally, not be discriminated against; treated as an individual; treated in a dignified way; socially included; included in activities; protected from danger and harm; cared for in a way they choose; have privacy and access to information about themselves and be able to communicate using their preferred methods of communication and language

SCDLMCSD1

Lead and manage work for care services with networks, communities, other professionals and organisations

Service

The overall organisation, agency or service within which your specific provision resides and for which you are the manager

Take informed action against discrimination

Actions taken about discrimination on the basis of your knowledge of good practice, legal requirements and professional codes and in relation to information received and investigated

Workers

Those supporting people within the provision who are paid or unpaid, contractual or non-contractual

Links to other NOS

To achieve this unit you must demonstrate that you have applied the principles required for the management of care services outlined in LMCB1

External Links

When using this specification it is important to read the knowledge requirements in relation to the expectations and requirements of your job role and the content of this unit

SCDLMCSD1

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