SCDLMCB5
Lead and manage systems, procedures and practice for assessments, plans and reviews within care services

Overview   This standard identifies the requirements associated with leading and managing the development, delivery and evaluation of assessments, plans and reviews within care services.

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Performance criteria

Lead and manage the development, delivery and evaluation of assessments, plans and reviews in the service provision

You must be able to:

P1 ensure that **individuals, key people**, workers and **others** are aware of the roles and responsibilities of those involved with assessment plans and reviews

P2 ensure that individuals, key people, workers and others are aware of the systems and procedures and expected practice for carrying out assessments, plans and reviews

P3 ensure that individuals, key people, workers and others are aware of timescales and criteria for evaluating and reporting on assessment, plans and reviews

P4 ensure that all who contribute to assessments, plans and reviews with individuals take account of their rights, responsibilities, needs and preferences

P5 ensure that workers understand the importance of reviewing progress towards positive outcomes

P6 ensure that workers understand the importance of providing information in appropriate formats and language

P7 ensure that there are adequate resources for assessments, plans and reviews

P8 ensure that workers are appropriately trained and competent to carry out assessments, plans and reviews

P9 ensure that the needs and preferences of individuals are reflected in assessments

P10 ensure that you and workers use evidence to **record and report** on consent accessed for the collection, recording and storage of information

P11 ensure that you and workers use evidence to record and report on actions and decisions taken by individuals, key people and others

P12 ensure that you and workers use evidence to record and report on how the content of the assessments, plans and reviews is received and understood

P13 ensure that unmet needs of individuals are recorded and reported

P14 ensure that you and workers use evidence to record and report on how conflicts or issues are resolved

P15 ensure that you and workers use evidence to record and report on how and by whom changes to plans will be implemented

P16 ensure that you and workers use evidence to record and report on the effectiveness of the assessment, plans and reviews in

identifying positive outcomes

Lead and manage the involvement of individuals in assessments, plans and reviews

You must be able to:

P17 implement systems, procedures and practice for involving individuals in assessments, plans and reviews in the context of legislative, regulatory and organisational requirements

P18 lead work with individuals, key people, workers and others to agree roles, responsibilities and criteria for judging the quality and effectiveness of assessments, plans and reviews

P19 ensure that individuals are provided with information about assessments, plans and reviews in a format and language they can understand

P20 ensure that individuals are supported to participate in the development, implementation and review of assessments and plans

P21 ensure that individuals understand the outcomes from assessments, plans and reviews

P22 ensure that workers engage with individuals to promote their understanding of the reasons for the assessments, plans and reviews

P23 ensure that workers engage with individuals to promote their understanding of who will be involved in the assessments, plans and reviews

P24 ensure that workers engage with individuals to promote their understanding of the ways in which planned and agreed services will be provided

P25 ensure that workers engage with individuals to promote their understanding of how they can comment on, raise concerns or make complaints about their assessments, plans or reviews

P26 ensure that systems and procedures are in place to evaluate and improve the involvement of individuals in the development, delivery and evaluation of assessments, plans and reviews

Critically evaluate systems, procedures and practice for assessments, plans and reviews

You must be able to:

P27 **critically analyse** information collected from individuals, key people and workers on the effectiveness of assessments, plans and reviews to identify what is working well and areas for improvement

P28 ensure that evaluation systems, procedures and practice promote the full participation of individuals, key people and others

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P29 manage consultations with individuals, key people and workers to identify timescales and agree changes that need to be made to systems, procedures and practice for assessments, plans and reviews

P30 audit how effective assessments, plans and reviews, records and reports are in complying with legislative, regulatory and organisational requirements

P31 **critically evaluate** how effective assessments, plans and reviews, records and reports are in achieving positive outcomes for individuals

P32 use evidence to record and report on the procedures and outcomes from the evaluation of assessments, plans and reviews

P33 use evidence to record and report on how proposed changes were received and understood

P34 use evidence to record and report on how conflicts or issues were resolved

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Knowledge and understanding

Rights

You need to know and understand:

K1 legal and work setting requirements on equality, diversity, discrimination and rights

K2 your role in developing and maintaining systems, procedures and practices which promote individuals' rights, choices, wellbeing and active participation

K3 your duty to report any acts or omissions that could infringe the rights of individuals

K4 how to **critically evaluate** and take informed action against discrimination

K5 the rights that individuals have to make complaints and be supported to do so

K6 how to ensure that individuals are informed about the service they can expect to receive

K7 your role in developing and maintaining systems, procedures and practices which ensure that individuals have access to information about themselves in a format they can understand

K8 conflicts and dilemmas that may arise in relation to rights and how to address them

Your practice

You need to know and understand:

K9 legislation, statutory codes, standards, frameworks and guidance relevant to your work, your work setting and the content of this standard

K10 your own background, experiences and beliefs that may have an impact on your practice

K11 your own roles, responsibilities and accountabilities with their limits and boundaries

K12 the roles, responsibilities and accountabilities of others with whom you work

K13 how to access and work to procedures and agreed ways of working

K14 the meaning of person-centred/child centred working and the importance of knowing and respecting each person as an individual

K15 the prime importance of the interests and well-being of the individual

K16 the individual's cultural and language context

K17 how to build trust and rapport in a relationship

K18 how your **power and influence** as a leader and manager can

impact on relationships

K19   the role of independent representation and advocacy for individuals

K20   how to work in ways that promote active participation and maintain individuals' dignity, respect, personal beliefs and preferences

K21   how to work in ways that achieve positive outcomes for individuals

K22   how to manage resources to deliver services that meet targets and achieve positive outcomes for individuals

K23   how to distinguish between **outputs** and **outcomes**

K24   how to work in partnership with individuals, key people and others

K25   how to identify and manage ethical conflicts and dilemmas in your work

K26   how to challenge and address poor practice

K27   how to address concerns and complaints

K28   how and when to seek support in situations beyond your experience and expertise

K29   the nature and impact of **factors that may affect the health, wellbeing and development of individuals** you care for or support

K30   theories underpinning our understanding of human development and factors that affect it

Personalisation and resources

You need to know and understand:

K31   how to critically evaluate evidence and knowledge based theories and models of good practice about empowerment and citizen directed services

K32   how to identify and promote the potential of individuals to use their personal strengths and resources to achieve change

K33   the value and role of family networks, communities and groups in achieving positive outcomes, and ways to develop them

K34   the nature of **personalisation** and personalised services, including self directed support

K35   the range of resources available within informal networks, within the wider community, through formal service provision and through innovation

K36   how assistive technology can be used to support the independence of individuals

K37   how to lead, manage and support others to plan, deliver and review personalised services with individuals

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Continuing professional development

K38   principles of reflective practice and why it is important

K39   your role in developing the professional knowledge and practice of others

K40   how to promote **evidence based practice**

K41   methods of managing performance to meet targets and achieve positive outcomes

K42   how to assess performance

K43   how to provide constructive feedback to others on their practice and performance

K44   how to address performance that does not meet required standards

K45   how to use supervision to support the practice and performance of others

K46   how to use appraisal to support the practice and performance of others

K47   systems, procedures and practices for managing workloads

K48   methods for delegating work

Communication

K49   factors that can affect communication and language skills and their development in children, young people or adults

K50   methods to promote effective communication and enable individuals to communicate their needs, views and preferences

K51   factors that can affect communication within and between organisations

K52   methods to promote effective communication within and between organisations

Health and Safety

K53   legal and statutory requirements for health and safety

K54   your work setting policies and practices for monitoring and maintaining health, safety and security in the work environment

Safe-guarding

K55   legislation and national policy relating to the safe-guarding and protection of children, young people and adults

K56   the responsibility that everyone has to raise concerns about possible harm or abuse, poor or discriminatory practices

K57   indicators of potential harm or abuse

	K58	how and when to report any concerns about harm or abuse, poor or discriminatory practice, resources or operational difficulties
	K59	what to do if you have reported concerns but no action is taken to address them
	K60	local systems and multi-disciplinary procedures that relate to safeguarding and protection from harm or abuse
	K61	how to support others who have expressed concerns about harm or abuse

Multi-disciplinary working

You need to know and understand:

	K62	the purpose of working with other professionals and agencies
	K63	the remit and responsibilities of other professionals and agencies involved in multi-disciplinary work
	K64	features of multi-disciplinary and interagency communication
	K65	how different philosophies, principles, priorities and codes of practice can affect partnership working

Handling information

You need to know and understand:

	K66	legal requirements, policies and procedures for the security and confidentiality of information
	K67	legal and work setting requirements for recording information and producing reports within timescales
	K68	principles of confidentiality and when to pass on otherwise confidential information
	K69	how to support the effective sharing of information to achieve positive outcomes for individuals
	K70	how to record written information with accuracy, clarity, relevance and an appropriate level of detail
	K71	how to use evidence, fact and knowledge-based opinion to support professional judgements in records and reports
	K72	how and where electronic communications can and should be used for communicating, recording and reporting

Leading and managing practice

You need to know and understand:

	K73	how to **critically analyse** theories about **leadership** and **management**
	K74	standards of practice, service standards and guidance relating to the work setting
	K75	national and local initiatives to promote the well-being of individuals

	K76	models of practice for the use of early interventions
	K77	lessons learned from government reports, research and inquiries into serious failures of health or social care practice and from successful interventions
	K78	methods of supporting others to work with and support individuals, key people and others
	K79	how to lead and manage practice that achieves positive outcomes for individuals
	K80	methods of supporting others to recognise and take informed action against discrimination
	K81	how to develop systems, practices, policies and procedures
	K82	how to implement, monitor and evaluate systems, practices, policies and procedures
	K83	how to promote the services and facilities of your work- setting
	K84	techniques for problem solving and innovative thinking
	K85	how to motivate others
	K86	how to critically evaluate evidence and knowledge based theories and models of good practice about change management
	K87	how to use change management techniques

Risk management

You need to know and understand:

	K88	how to critically evaluate principles and frameworks of risk assessment and risk management
	K89	principles of positive risk-taking
	K90	how to lead others to develop practice that supports positive risk-taking

Managing people

You need to know and understand:

	K91	legal and work-setting requirements for **employment practices**
	K92	internal and external governance arrangements for the work-setting
	K93	factors that can lead to pressures on the service, individual and team performance
	K94	how to manage time, resources and workload of self and others
	K95	how to manage team dynamics
	K96	how to create a culture that promotes openness, creativity and problem solving
	K97	how to create a culture that supports people to embrace change

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Specific to this NOS

You need to know and understand:

K98   how to analyse, balance and interpret individual's needs and preferences with views of other people, evidence, knowledge and practice based information and knowledge of the individual's conditions, to enable you to assess individual needs and preferences fairly and ethically

K99   methods of supporting individuals and key people to express their wishes, needs and preferences to support them to take responsibility for their own health and **well being**, to identify how their care needs should be met and to assess and manage risks to their health and well being

K100 methods of assessment, planning and review

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Additional Information

Scope/range related to performance criteria

The details in this field are explanatory statements of scope and/or examples of possible contexts in which the NOS may apply; they are not to be regarded as range statements required for achievement of the NOS

Critically analyse is to examine something closely such as a policy, procedure, theory, complex situation, problem or an approach to practice – identifying the parts or issues that contribute to the whole product, situation or idea and determining how these different parts affect the quality of the whole product or how the individual issues affect the overall situation

Critical analysis involves a weighing-up of the factors concerned, for their contribution of strengths / weaknesses or advantages / disadvantages of a product or in a situation. Critical analysis is part of the process of understanding issues and developing original and creative responses

Critically evaluate is to weigh arguments for and against something, assessing all evidence, this could relate to factors such as models of care service delivery, policy development, theories, approaches to practice

Critical evaluation requires a weighing up and making judgements on factors such as currency, relevance, validity, outcomes, cost, sustainability, risk, and fitness-for-purpose of a product or a service against other products, services or ideas, using relevant criteria to frame the evaluation and inform decision-making

The **individual** is the person you support or care for in your work

Key people are those who are important to an individual and who can make a difference to his or her well-being. Key people may include family, friends, carers and others with whom the individual has a supportive relationship

Others are workers that you manage, your colleagues and other professionals whose work contributes to the individual's well-being and who enable you to carry out your role

Record and report this should be within the boundaries of own or workers' role and responsibilities

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The details in this field are explanatory statements of scope and/or examples of possible contexts in which the NOS may apply; they are not to be regarded as range statement required for achievement of the NOS.

All knowledge statements must be applied in the context of this standard.

In relation to all knowledge statements you need to know and understand the specified areas of knowledge and be able to critically apply the knowledge and understanding in your leadership and management practice

Critically analyse is to examine something closely such as a policy, procedure, theory, complex situation, problem or an approach to practice – identifying the parts or issues that contribute to the whole product, situation or idea and determining how these different parts affect the quality of the whole product or how the individual issues affect the overall situation

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Critically evaluate is to weigh arguments for and against something, assessing all evidence, this could relate to factors such as models of care service delivery, policy development, theories, approaches to practice

Critical evaluation requires a weighing up and making judgements on factors such as currency, relevance, validity, outcomes, cost, sustainability, risk, and fitness-for-purpose of a product or a service against other products, services or ideas, using relevant criteria to frame the evaluation and inform decision-making

Employment practices should include recruitment, performance management, disciplinary procedures, grievance procedures

Evidence based practice uses systems, processes and 'practice wisdom' that has been proved to be effective in supporting the achievement of positive outcomes. Evidence may have been drawn from a variety of sources: research, both formal and informal, and the views and opinions of individuals, key people and those involved in the delivery of care services

Factors that may affect the health, wellbeing and development may include adverse circumstances or trauma before or during birth; autistic

spectrum disorder; dementia; family circumstances; frailty; harm or abuse; injury; learning disability; medical conditions (chronic or acute); mental health; physical disability; physical ill health; poverty; profound or complex needs; sensory needs; social deprivation; substance misuse

Leadership is the ability to provide strategic direction and a sense of purpose. Effective leaders create a sense of trust, confidence and belief, inspiring people to adopt the values and behaviours they promote. They are innovative, creative and motivating

Management is the ability to set the operational direction and organise the effective running of the service provision to meet the overall service needs including ethical, legislative, regulatory and organisational requirements. Effective managers facilitate and organise resources in order to optimise the performance of others, allowing them to carry out tasks and achieve goals efficiently and effectively. They provide clarity and accountability that enable teams to meet their objectives

Outcomes are the changes or differences that individuals or care services are trying to achieve. Hard outcomes are changes that are clear and obvious, or those that involve a visible change in people's behaviour or circumstances. Soft outcomes are changes that are less easy to observe and measure, or those that involve more subtle changes inside people such as a change in someone's attitude, sense of well-being or how they see or feel about themselves

Outputs are the tangible products, services or facilities that are a result of organisational activities or the activities of those involved in the delivery of the service provision. Outputs may be used to achieve outcomes

Personalisation can be defined as 'changing the power balance so that each person really does have choice and control over the care services that they want. From being a recipient of services, individuals become involved in selecting and shaping the services they use'. Personalisation is a social care approach that encompasses citizen-directed support; self-directed support; the use of direct payments or personal budgets; the provision of accessible information and advice on care and support and the promotion of independence and self-reliance amongst individuals and communities

Depending on how it is used the **power and influence** of leaders and managers may have either a positive or negative effect upon relationships

Well being would include social, emotional, mental, cultural, spiritual and

intellectual well being of individuals

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To be treated as an individual
To be treated equally and not be discriminated against
To be respected
To have privacy
To be treated in a dignified way
To be protected from danger and harm
To be supported and cared for in a way that meets their needs, takes account of their choices and also protects them
To communicate using their preferred methods of communication and language
To access information about themselves

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Developed by	Skills for Care and Development
Version number	1
Date approved	January 2013
Indicative review date	January 2016
Validity	Current
Status	Original
Originating organisation	Skills for Care and Development
Original URN	LMCB5
Relevant occupations	Health and Social Care; Managers and Senior Officials; Health and Social Services Officers; Childcare and Related Personal Services;
Suite	Leadership and Management in Care Services
Key words	Care services; assessments; plans; reviews; evidence; positive outcomes for individuals