

SCDLMCC1

Lead and manage practice for health and safety in the work setting



Overview

This standard identifies the requirements when leading and managing practice for health and safety in settings where children, young people or adults are cared for or supported. This includes monitoring compliance with health, safety and security regulations and requirements, contributing to the development of systems to manage risk to yourself and other people whilst promoting a culture of positive risk taking, and continuously improving health, safety and security policies, procedures and practices.

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Performance criteria

Maintain and monitor compliance with health, safety and security requirements

You must be able to:

- P1 ensure that **others** are aware of legal and work setting **policies, procedures** and **practices** required for health, safety and security relating to their work
- P2 ensure that there are systems in place to provide individuals, key people and others with updates on changes in legal and work setting policies, procedures and practices
- P3 monitor compliance with health, safety and security policies, procedures and practices
- P4 act as a role model in adhering to health, safety and security requirements
- P5 take appropriate action where health, safety and security requirements are not being adhered to
- P6 take **action** to address practices that are unsafe and unhealthy
- P7 report working practices that are unsafe and unhealthy
- P8 lead work with others to identify, assess, minimise and manage potential **risks** and hazards in the working environment
- P9 ensure that others use **approved methods and procedures** when carrying out **potentially hazardous work activities**
- P10 ensure that appropriate action is taken where there is the likelihood of an **accident** or injury
- P11 ensure that appropriate and immediate action is taken to manage **emergencies**
- P12 ensure that records and reports on health, safety and security issues, practices and **incidents** are completed by yourself and others, within confidentiality agreements and according to legal and work setting requirements

Lead and manage practice that balances positive outcomes for individuals with risk and safety

You must be able to:

- P13 develop a culture that promotes the rights of individuals to take risks
- P14 lead practice that develops the understanding of individuals of their right to take risks balanced against the likelihood of harm
- P15 lead the use of assessments that balance the achievement of positive outcomes for individuals with risk and safety
- P16 ensure that individuals are supported to assess, balance and make decisions about risks associated with activities
- P17 ensure that support is provided to individuals who have experienced trauma, stressful situations or violence

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Lead and manage practice in working in partnership to manage risk to personal safety

You must be able to:

- P18 ensure that others are aware of risks within the service provision
- P19 lead work in partnership to assess and manage risks to **individuals** that may arise from their own actions or those of other people
- P20 ensure that you and the people with whom you work are aware of their responsibilities and follow risk management policies, systems, procedures and practices
- P21 ensure that others are aware of their responsibility to take action to prevent behaviour that is illegal, abusive or harmful
- P22 monitor policies, systems, procedures and practices to identify if improvements are needed to risk assessments relating to individuals, **key people** and others
- P23 ensure that you and the people with whom you work are aware of and contribute to the implementation of an effective 'violence against staff' policy
- P24 manage policies, systems, procedures and practices relating to physical intervention and its use
- P25 ensure that support is provided to others who have experienced trauma, stressful situations or violence
- P26 gather feedback from individuals, key people and others on risk management policies, systems, procedures and practices
- P27 lead practice that supports individuals, key people and others to indicate where and how improvements could be made to risk management

Work in partnership to develop health, safety and security policies, procedures and practices

You must be able to:

- P28 work in partnership to plan, monitor and review policies, systems, procedures and practices **designed to promote people's health, safety and security**
- P29 gather feedback from individuals, key people and others on health, safety and security policies, procedures and practices
- P30 support individuals, key people and others to indicate where and how improvement could be made
- P31 work in partnership to review and evaluate the policies, procedures and practices
- P32 identify areas of policy and practice that need improvement in order to ensure safety, security and protection
- P33 take steps to address areas of policy and practice that need improvement in order to ensure safety, security and protection
- P34 provide records and reports on your contribution to the development of health, safety and security policies, procedures and practices, in

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- accordance with legal and work setting requirements
- P35 use supervision and learning and development opportunities to support your team to develop the knowledge, skills and abilities needed to manage risk and adhere to safe and healthy practice

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Knowledge and understanding

You need to know and understand:

Rights

- 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

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- 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

Continuing professional development

You need to know and understand:

- 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**

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- 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

You need to know and understand:

- 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

You need to know and understand:

- 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

You need to know and understand:

- 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

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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

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- 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

Specific to this NOS

You need to know and understand:

- K98 legislation and work setting procedures and practices to prevent and control infection
- K99 aspects of your own health and hygiene and that of team members that can help prevent the spread of infection
- K100 legislation and work setting requirements for the storage and administration and disposal of medication
- K101 legislation and work setting procedures for food hygiene
- K102 legislation and work setting requirements for dealing with incidents and emergencies
- K103 different kinds of incidents and emergencies that may arise in your

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work setting

- K104 your responsibility for keeping yourself and others safe within your work role and environment
- K105 additional hazards to consider when working alone
- K106 how to take responsibility for your own health and wellbeing
- K107 practices for safe moving and handling
- K108 approved methods and procedures for potentially hazardous activities you undertake at work
- K109 national and local guidance on falls prevention and factors that impact on falls

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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

An **accident** may be a major or minor incident that is unforeseen and causes injury; accidents may be due to falls; hazards in the environment; illness; disability; weaknesses; sensory and cognitive impairment; frailty

Action would include challenging working practices and using supervision, performance management and training to improve practice

Approved methods and procedures may include methods and procedures that have been set down in legislation, set by the employer, identified in risk assessments and/or set down by the producers of items, materials or equipment

Designed to promote people's health, safety and security may include policies, systems, procedures and practice designed to identify, assess and reduce stress and risk of danger, harm and abuse to individuals, key people, yourself and others. Harm and abuse may include neglect; physical, financial, emotional and sexual abuse; bullying; self harm; reckless behaviour

Emergencies are occurrences that present immediate and threatening danger to people, goods and/or the environment; they may relate to fire, security, serious accidents, minor accidents or first aid

Incidents require immediate attention to avoid possible danger and harm to people, goods and/or the environment. They may include intruders; chemical spillages; lost keys, purses etc, missing individuals; individuals locked out; contamination risk; aggressive and dangerous encounters; bomb scares

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

Key people are those who are important to an individual and 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

Policies and procedures are formally agreed and binding ways of working that apply in many settings. Where policies and procedures do not exist, the

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term includes other agreed ways of working

Potentially hazardous work activities would include food hygiene, working with hazardous substances, actions in emergencies, lone working, administration of medication, infection control and moving and handling

Practices may include activities, procedures, use of materials or equipment, working techniques

A **risk** takes account of the likelihood of a hazard occurring and may include the possibility of danger, damage or destruction to the environment and goods; the possibility of injury and harm to people, self-harm, bullying, abuse, reckless behaviour

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Scope/range related to knowledge and understanding

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

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

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;

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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

Values

Adherence to codes of practice or conduct where applicable to your role and

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the principles and values that underpin your work setting, including the rights of children, young people and adults. These include the rights:

- 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	LMCC1
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	Health; safety; security; risk; hazards; positive outcomes for individuals