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



Overview

This standard identifies the requirements associated with leading and managing work with networks, communities, other professionals and organisations that supports the service provision to achieve its vision and purpose and positive outcomes for individuals.

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Performance criteria

Lead and manage effective working relationships with networks and communities

You must be able to:

- P1 review systems, procedures and practice for working with networks and communities to ensure that they support the achievement of positive outcomes for **individuals**
- P2 implement systems, procedures and practice for working with networks and communities in the context of legislative, regulatory and organisational requirements
- P3 build relationships with networks and communities to support the vision and purpose of the service provision
- P4 provide workers with access to **development opportunities** that support them to develop the knowledge, understanding and skills needed to work effectively with networks and communities to achieve positive outcomes for individuals
- P5 ensure that workers engage with individuals and key people to identify networks and communities that could contribute to the achievement of positive outcomes
- P6 establish **protocols** with individuals and **others** for sharing information with networks and communities
- P7 ensure that workers support individuals to access networks and communities that could contribute to the achievement of positive outcomes
- P8 monitor engagement between individuals and networks and communities
- P9 support workers to address **ethical** and other dilemmas or conflicts that arise when working with networks and communities
- P10 gather feedback from individuals, **key people** and others on the effectiveness of relationships with communities and networks
- P11 analyse the effectiveness of relationships with communities and networks to identify how well they have supported the achievement of positive outcomes for individuals
- P12 interpret analysis of the effectiveness of relationships with communities and networks to make recommendations for improvements to systems, procedures and practice
- P13 implement changes to address areas to be improved

Lead and manage effective working relationships and partnerships between the service provision and other professionals and organisations

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You must be able to:

- P14 implement systems, procedures and practice for working relationships and partnerships with other professionals and organisations in the context of legislative, regulatory and organisational requirements
- P15 establish the aims and purpose of working in partnership with other professionals and organisations
- P16 ensure that arrangements for partnership working with other professionals and organisations comply with legislative, regulatory and organisational requirements
- P17 agree expected outcomes from partnership working
- P18 clarify roles, responsibilities and accountabilities for all those involved in partnership working
- P19 ensure that you and others recognise the values, ethos and purpose of other organisations
- P20 ensure that you and others recognise the professional codes of practice and professional standards that apply to other professionals
- P21 ensure that you and others respect the different skills and expertise of other professionals
- P22 establish protocols with individuals and others for sharing information with other professional and organisations
- P23 manage the sharing of information with other professionals and organisations
- P24 ensure that protocols for sharing information are implemented by all those involved in partnership working
- P25 work with others to monitor and review the achievement of outcomes
- P26 take action to resolve difficulties in achieving outcomes
- P27 manage conflicts of interest and disagreements in ways that support positive outcomes
- P28 evaluate the effectiveness of partnership working against expected outcomes
- P29 implement changes to address situations where expected outcomes have not been achieved

Contribute to the development of local strategies and services that impact upon positive outcomes for individuals

You must be able to:

- P30 review information on **local strategies** and services
- P31 work with others to identify how local strategies and services can support the service provision to achieve its' vision and purpose

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- P32 work with others to identify how the service provision can benefit from contributing to local strategies and services
- P33 work with others to identify gaps in services to meet the needs of individuals within the service provision
- P34 **critically evaluate** risks, costs and benefits of contributing to the development of local strategies and services to inform decision making about participation
- P35 lead the management of systems, procedures and practice to participate in the development of local strategies and services
- P36 ensure that you and others contribute effectively to the development of local strategies and services relevant to the needs and outcomes of the service provision
- P37 address dilemmas and conflicts that arise when contributing to the development of local strategies and services
- P38 **critically analyse** the effectiveness of contributing to the development of local strategies and services to identify the impact on the achievement of positive outcomes
- P39 interpret the analysis of the effectiveness of contributing to local strategies and services to make recommendations for future work

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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

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- 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

Continuing professional development

You need to know and

- K38 principles of reflective practice and why it is important

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understand:

- 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

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

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- 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

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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

Specific to this NOS

You need to know and understand:

- K98 how to critically evaluate leadership and management methods, principles and approaches relevant to supporting involvement with

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- networks, communities, other professionals and organisations
- K99 how to critically evaluate literature, research, theories and models about partnership working
- K100 theories and evidence based practice related to the impact of networks and communities on the achievement of positive outcomes for individuals and their well being
- K101 theories, methods and approaches on the impact of the diversity of social and community structures on work with networks and communities
- K102 the difference between communities of interest and local geographical communities
- K103 the impact that the service provision's location, physical structure, environment, relationship to the community, other services and agencies has on the social inclusion of individuals
- K104 the impact of social policy and social attitudes on networks and communities
- K105 theory, methods and approaches to effective communication and engagement with networks and communities
- K106 methods of motivating multi-disciplinary or multi agency teams to work together imaginatively and effectively
- K107 how the roles, responsibilities and accountabilities of other professionals may affect their involvement with networks, communities and organisations

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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

Development opportunities may include a blend of educational programmes, training activities, mentoring, coaching, shadowing, induction, supervision, guided reading, research, action learning sets, peer group discussions

Ethical the professional and moral underpinning of the work being carried out. This is embodied in the codes of practice

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

Local strategies 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

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

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carry out your role

Protocols may include: access to information; confidentiality; data protection; choice and rights of individuals; safeguarding; safe exchange and storage

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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

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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

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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

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Values

Adherence to codes of practice or conduct where applicable to your role and 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	LMCD1
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	Leading; managing; working relationships, partnership networks; communities; organisations; other professionals; positive outcomes for individuals