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Lead and manage group living provision within care services



Overview

This unit is for leaders and managers of care services. It is about leading and managing group living provision.

Elements of Competence

- 1 Develop the physical environment
- 2 Plan, implement and review daily programmes
- 3 Use group procedures to promote positive outcomes for people
- 4 Manage a provision that promotes group care as a positive experience

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Performance criteria

Develop the physical environment

You must be able to:

- P1 you optimise the use of the physical environment and its **resources** to meet the goals of the **service** in the context of legal, regulation, inspection and **organisational requirements**
- P2 you manage an environment:
 - P2.1 where **people** are able to move as freely as possible
 - P2.2 that ensures people's safety and security
 - P2.3 that facilitates personal growth, development and achievement of positive outcomes for people
 - P2.4 that takes account of any restrictions placed on anyone
- P3 you ensure the environment:
 - P3.1 makes best use of the accommodation
 - P3.2 provides for and protects people's privacy and their individual and group care needs
 - P3.3 takes account of any restrictions placed on anyone
 - P3.4 is decorated, furnished and maintained to a high standard
 - P3.5 allows people to personalise their private space and keep their possessions safe and secure
 - P3.6 promotes people's psychological, social and emotional well being
 - P3.7 allows people to have access to appropriate facilities for study, intellectual endeavour and recreational and private activities
 - P3.8 is not used for inappropriate practices and activities
- P4 you implement and review the effectiveness of safety and security policies and procedures to protect people from unauthorised access by individuals
- P5 you ensure people are appropriately involved in making decisions about the **provision's physical environment** and ensure it reflects the cultural diversity of the group

Plan, implement and review daily programmes

You must be able to:

- P6 you implement and review the effectiveness of systems, procedures and practices for daily programmes in the context of legislation, regulation, inspection and organisational requirements
- P7 you ensure that the needs and personal preferences of people are flexibly met within programmes
- P8 you ensure that the needs of individual and the group are appropriately balanced
- P9 you manage the balance between free, leisure and structured time appropriate to the needs and preferences of the people
- P10 you proactively seek to secure resources for a range of activities and opportunities appropriate to the needs, interests and talents of people

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- P11 you ensure that people, **workers** and **relevant others** are involved in assessing the strengths and weaknesses of the provision's programmes
- P12 you ensure that people are encouraged to meet workers regularly, both individually and in groups, to:
 - P12.1 discuss the running of the provision and the quality of care
 - P12.2 plan activities
 - P12.3 make comments, raise concerns and make their views known
- P13 you ensure that the daily life of the provision allows opportunities for all people to:
 - P13.1 explore and develop values and beliefs which promote active participation in the group and community
 - P13.2 develop responsibility and respect for self, the community in which they live, other people's **rights** and their possessions
- P14 you record and report on the effectiveness of the daily programmes, for each person and for the group as a whole people

Use group procedures to promote positive outcomes for people

You must be able to:

- P15 you support the development of a positive and appropriate **culture** for each person and the group as a whole
- P16 you assess and balance the opportunities for people to achieve **positive outcomes** through group activities
- P17 you identify, plan and evaluate how individual growth and development can be met through group activities
- P18 you identify and take action to moderate any adverse effects on people from **group living** and activities
- P19 you support group activities that prepare people to cope with continuing change
- P20 you ensure group members are safe, respected, included and that diversity is recognised and valued
- P21 you implement, monitor and review agreed therapeutic and creative approaches to support the needs of each person and the group as a whole
- P22 you enable groups to achieve and evaluate planned outcomes and to identify and take action to address conflict, crisis and tensions
- P23 you enable people to communicate their views and interests and to negotiate and influence matters affecting their lives experience

Manage a provision that promotes group care as a positive experience

You must be able to:

- P24 you structure work schedules to allow workers time to:
 - P24.1 participate in handover meetings where daily events, outcomes and any problems/issues that have emerged can be discussed
 - P24.2 spend with people
 - P24.3 access relevant information about the provision and the people

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within it

P24.4 complete records and reports

P25 you implement flexible working patterns to meet the continuing needs of and positive outcomes for people

P26 you identify with workers, how any development needs relating to effective group work practice can be met and resourced

P27 you support all workers to understand and work constructively with group dynamics

P28 you develop a culture in which group experiences are positively valued and promoted

P29 you ensure the appropriate involvement of people in decisions about group experiences and how these can be improved and promoted

P30 you set in place and review systems, procedures and practices for managing visits, taking account of people's wishes and any limitations placed on specific visitors

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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 group living
- K2 knowledge and practice that underpin the holistic person-centred approach which enable you to lead and manage group living 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 provide active support for people
 - K2.6 recognise the uniqueness of people and their circumstances
 - K2.7 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** in group living situations and environments
- K4 how to support people, workers and relevant others to recognise and take informed action against discrimination in group living situations and environments
- K5 theories and approaches to advocacy, empowerment and people's rights

Legislation and Policy

You need to know and understand:

- K6 regulation, inspection requirements, codes of practice and conduct, standards and guidance for employers and employees, relevant to:
 - K6.1 your provision
 - K6.2 your own roles, responsibilities and accountability
 - K6.3 the roles, responsibilities and accountability of others in relation to group living
- K7 current local, national, UK, European and international legislation, standards, guidance and organisational requirements for the **leadership and management** of group living including:
 - K7.1 the need to achieve positive outcomes for people
 - K7.2 the need to safeguard and protect people from all forms of danger, harm and **abuse**
 - K7.3 employment practices for the provision and service
 - K7.4 your provision's **governance** arrangements

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- K7.5 data protection, recording and reporting
- K7.6 making and dealing with comments and complaints to improve services
- K7.7 whistle-blowing
- K7.8 **partnership** and other types of working
- K7.9 promoting your provision's services and facilities
- K8 organisational requirements for recording and reporting within group living provision, including:
 - K8.1 how reports and records should be accessed, manually and through Information and Communication Technologies (ICT)
 - K8.2 how to ensure that records and reports do not contribute to labelling and stigmatisation
 - K8.3 the security requirements for different records and reports
 - K8.4 the requirements for producing, finalising and sharing different types of records and reports appropriately and within required timescales
 - K8.5 types of data, information and presentation methods appropriate to specific records and reports and the specific needs of people
 - K8.6 the importance of identifying whether the source is based on evidence, fact or knowledge-based opinion
 - K8.7 how and when to use evidence, fact and knowledge-based opinion to support professional judgement in records and reports
- K9 how to implement, evaluate and influence the future development of management policies, systems, processes and procedures within group living provision

Leadership and management theory and practice

You need to know and understand:

- K10 how to critically evaluate and implement best practice using up-to-date knowledge of:
 - K10.1 literature related to the leadership and management of group living provision
 - K10.2 leadership and management methods, principles and approaches relevant to group living provision
 - K10.3 government reports, inquiries and research relevant to leadership and management of group living provision
 - K10.4 evidence and knowledge-based theories and models of good practice in leadership and management of group living provision
 - K10.5 lessons learned for leadership and management of group living, from successful interventions and serious failure of service and practice
 - K10.6 the experiences of group and other living arrangements for people within your provision
- K11 performance management and quality requirements, procedures, criteria, methods and indicators relevant to developing your provision

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- K12 methods of managing and developing practice in group living provision, about:
 - K12.1 how you consult with people, workers and relevant others
 - K12.2 how you promote the participation and involvement of people
 - K12.3 how you support, supervise and develop workers
 - K12.4 the impact on the provision of organisational behaviour
 - K12.5 group and individual processes
 - K12.6 how power relationships can be used and abused
- K13 how to plan and manage resources in group living provision and the implications for:
 - K13.1 the delivery of services
 - K13.2 the achievement of targets
 - K13.3 the achievement of positive outcomes
- K14 different types of change and their implications for the leadership and management of group living provision
- K15 how psychological, socio-economic, cultural and environmental factors of those within the provision impact on how you lead and manage group living
- K16 how and where technology should be used within group living provision
- K17 factors which promote and undermine people's health and well being
- K18 the importance of stable, healthy and positive relationships and the impact of disruption in people's lives and development
- K19 the influence of protective factors in promoting well being
- K20 the effect that the people's religion, race, culture, linguistic background and disability has on the development of self and a positive identity within group living
- K21 the impact that the group living provision's:
 - K21.1 location, physical structure, environment, relationship to the community, other services and agencies has on people
 - K21.2 approach to health, learning, spiritual needs, leisure, independence and citizenship has on people's well being and achievements
- K22 the impact of social policy and social attitudes about group living on the people within your provision including those of parents/carers, families and significant others
- K23 theories, methods and approaches which focus on:
 - K23.1 effective communication and engagement with people, in the development and implementation of daily living programmes and group work
 - K23.2 approaches to building on strengths as well as identifying difficulties in group living
 - K23.3 group and individual behaviour and group dynamics
- K24 the impact that programmes for daily living have on behaviour and positive outcomes for people
- K25 the impact that the wider care system, including group processes, group

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- living and substitute care, has on the development of self
- K26 the impact of positive and negative group care and group living experiences on behaviour and development
- K27 the influence of the provision's culture and environment on the development of positive group experiences
- K28 leadership and management for group living, including methods relating to:
 - K28.1 working with people who have been abused, persecuted, are at risk of significant harm, or at risk of becoming involved in offending behaviour
 - K28.2 working with people who have complex needs
 - K28.3 enabling people to actively participate in managing innovation and change and creating a positive, stimulating and safe environment
 - K28.4 meeting the developmental needs of people through daily living programmes
 - K28.5 the development of social skills which reduces the risk of behaviour that is harmful to self and others
 - K28.6 working with discrimination, deprivation, bullying, self-harm, violence, mental health issues and substance misuse
 - K28.7 understanding the impact that group care experiences may have on the development of people
 - K28.8 the rights of people in group care to age-appropriate information and involvement in the design and implementation of group living and group work activities and programmes
- K29 how to promote people's capacity to cope with change, problems and obstacles they may face in their lives

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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

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 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

Culture

A shared set of ideas, beliefs, values and knowledge which underpins behaviour

Governance

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

Group living

A range of provision where two or more people from diverse backgrounds are living away from their homes and families in communal and residential living arrangements

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

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

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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

Physical environment

The environment in which the group is situated and how space and facilities are used for private, intellectual, recreational, therapeutic and study activities

Positive outcomes

Beneficial outcomes for adults as specified in regulation and guidance for 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

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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

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.

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Developed by Skills for Care & Development

Version number 1

Date approved July 2008

Indicative review date July 2010

Validity Current

Status Original

Originating organisation Skills for Care & Development

Original URN LMC B7

Relevant occupations Health and Social Care; Health and Social Care; Managers and Senior Officials; Managers and Senior Officials; Health and Social Services Officers; Health and Social Services Officers; Childcare and Related Personal Services; Childcare and Related Personal Services

Suite Leadership and Management for Care Services

Key words group, living, provision
