

SCDLMCSE6

Contribute to the strategic policies of care services



Overview

This unit is for leaders and managers of care services. It is about contributing to the strategic policies and direction of the service within which your provision operates

Elements of Competence

- 1 Evaluate the impact of strategic policies on your provision
- 2 Evaluate and implement strategic plans for the development of your provision
- 3 Provide feedback on strategic policies to influence the direction of the service

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Performance criteria

Evaluate the impact of strategic policies on your provision

You must be able to:

- P1 you identify and review the strategic policies for the **provision** provided by the **service**
- P2 you work with people, workers and relevant others to identify:
 - P2.1 the criteria and indicators that should be used to measure the impact of the service's strategic policies on your provision
 - P2.2 the data **collection methods** that should be used to do this
 - P2.3 how and when different people, workers and relevant others can and should contribute to the evaluation
- P3 you work with people, workers and relevant others to evaluate the impact of the service's strategic policies for your provision in relation to:
 - P3.1 the location and environment of your provision
 - P3.2 the specific needs and outcomes for the people
 - P3.3 performance management targets, criteria and indicators
 - P3.4 staffing and worker training and competence
 - P3.5 how the provision is and needs to be marketed
 - P3.6 current and future needs of the provision and the service
 - P3.7 opportunities and threats to the provision
- P4 you use evidence to record and report on the processes, procedures and the outcomes from the evaluation

Evaluate and implement strategic plans for the development of your provision

You must be able to:

- P5 you regularly contact and liaise with leaders and managers of different provision within your service
- P6 you evaluate with managers from other provisions how well strategic policies meet the needs of individual and the differing provision across the service in relation to:
 - P6.1 performance management
 - P6.2 the changing needs of the provision
 - P6.3 achievement of **positive outcomes** for people
 - P6.4 staffing issues
 - P6.5 working relationships within and between provisions
 - P6.6 working relationships with people, workers and relevant others
 - P6.7 inter-professional, multi-disciplinary and **partnership working**
- P7 you discuss, evaluate and take action to:
 - P7.1 optimise the strengths and opportunities offered by the service's strategic policies
 - P7.2 address the weaknesses and threats created by the service's strategic policies
- P8 you identify specific and general issues relating to strategic policies of

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the service that may impact on your own provision

Provide feedback on strategic policies to influence the direction of the service

You must be able to:

- P9 you identify areas where strategic policies:
 - P9.1 work well for people, workers and relevant others
 - P9.2 need to be improved and changed
- P10 you provide feedback to relevant individuals in the service about the strengths and weakness of the strategic policies in meeting the needs of the provision and contributing to positive outcomes for people
- P11 you recognise the aspects of the service and of provision that have been successful in achieving positive outcomes for people
- P12 you identify areas where service policies could be adapted and changed to better support outcomes for your provision and the people within it
- P13 you make suggestions about:
 - P13.1 how strategic policies could be improved so that they could better meet current and future needs of your provision
 - P13.2 the direction of the service and how it could be changed to meet current and future needs and demands of your provision
- P14 you use evidence to record and report on your suggestions, priorities and the changing needs of provision in terms of the strategic policies and priorities of the service

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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 the strategic policies of the service
- K2 knowledge and practice that underpin the holistic person centred approach which enable you to contribute to the strategic policies of the service, 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** when contributing to the strategic policies of the service
- K4 how to support people, workers and relevant others to recognise and take informed action against discrimination

Legislation and policy

You need to know and understand:

- K5 regulation, inspection requirements, codes of practice and conduct, standards and guidance for employers and employees, relevant to:
 - K5.1 your provision
 - K5.2 your own roles, responsibilities and accountability
 - K5.3 the roles, responsibilities and accountability of others in relation to the strategic policies of the service
- K6 current local, national, UK, European and international legislation, standards, guidance and organisational requirements for the strategic policy development and direction within the service, including:
 - K6.1 the need to achieve positive outcomes for people
 - K6.2 the need to safeguard and protect people from all forms of danger, harm and **abuse**
- K7 organisational requirements for recording and reporting on strategic policies for the service, including:
 - K7.1 how reports and records should be accessed, manually and through Information and Communication Technologies (ICT)

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- K7.2 how to ensure that records and reports do not contribute to labelling and stigmatisation
- K7.3 the security requirements for different records and reports
- K7.4 the requirements for producing, finalising and sharing different types of records and reports appropriately and within required timescales
- K7.5 types of data, information and presentation methods appropriate to specific records and reports and the specific needs of people
- K7.6 the importance of identifying whether the source is based on evidence, fact or knowledge-based opinion
- K7.7 how and when to use evidence, fact and knowledge-based opinion to support professional judgement in records and reports
- K8 how to implement, evaluate and influence the future development of management policies, systems, processes and procedures for the strategic development of the service

Leadership and management theory and practice

You need to know and understand:

- K9 how to critically evaluate and implement best practice using up-to-date knowledge of:
 - K9.1 literature related to strategic policy development and review
 - K9.2 leadership and management methods, principles and approaches relevant to contributing to the development and revision of strategic policies
 - K9.3 government reports, inquiries and research relevant to strategic policy development and review
 - K9.4 evidence and knowledge-based theories and models of good practice in strategic policy development and review
 - K9.5 lessons learned for strategic policy development from successful interventions and serious failure of service and practice
 - K9.6 the experiences of people within your provision and how they can support your contribution to strategic policy development
- K10 performance management and quality requirements, procedures, criteria, methods and indicators relevant to developing your provision in light of the strategic policies of the service
- K11 methods of managing and developing practice in your provision in relation to strategic policy development and review, about:
 - K11.1 how you consult with people, workers and relevant others
 - K11.2 how you promote the participation and involvement of people
 - K11.3 how you support, supervise and develop staff
 - K11.4 the impact on the provision of organisational behaviour
 - K11.5 group and individual processes
 - K11.6 how power relationships can be used and abused
- K12 how to plan and manage resources and the implications for strategic policy development, implementation and review in terms of:

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- K12.1 the delivery of services
- K12.2 the achievement of targets
- K12.3 the achievement of positive outcomes
- K13 different types of change and their implications for the strategic policy development, implementation and review within your provision
- K14 how psychological, socio-economic, cultural and environmental factors of those within the provision impact on strategic policy implementation and review
- K15 how and where technology should be used when contributing to strategic policy development and review
- K16 principles, methods and techniques relating to:
 - K16.1 the development and implementation of strategy for the provision and the service
 - K16.2 organisational development and change for the provision and the service
 - K16.3 the strategic planning for the business, service and provision
 - K16.4 working with diversity and changing needs, expectations and resources
 - K16.5 identifying and evaluating strengths and weaknesses of the provision in relation to the strategic planning
 - K16.6 evaluating the provision's and the service's past performance
- K17 methods and techniques of:
 - K17.1 giving and receiving constructive feedback within the provision and service
 - K17.2 identifying individual and the provision's developmental needs to implement the strategy of the service
 - K17.3 developing individuals to meet the needs of the provision's and the service's strategic plan
 - K17.4 management that promotes an open and inclusive culture
- K18 how to create and maintain an organisational culture that:
 - K18.1 promotes openness, creativity and problem solving
 - K18.2 motivates people, workers and relevant others to contribute to developing the strategy of the provision and the service

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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

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

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

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

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

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

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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

Collection methods

Methods of collecting qualitative (the meanings, thoughts and feeling of people) and quantitative (numerical) data and information that contribute to measuring the achievement or performance indicators and the impact on the provision. They can include statistical data, focus groups, interviews, consultation with workers and relevant others

Governance

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

Independent representation and advocacy

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

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

Organisational requirements

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

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Partnership working

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

People

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

Positive outcomes

Beneficial outcomes for adults as specified in regulation and guidance for 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:

- 6 being healthy
- 7 staying safe
- 8 enjoying and achieving
- 9 making a positive contribution
- 10 achieving economic well being

Provision

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

Relevant others

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

Resources

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

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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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