

LMCC1 Develop and maintain systems, procedures and practice to manage risks and comply with health and safety requirements within your provision

Elements of Competence

- LMC C1.1 Implement and monitor compliance with health and safety requirements**
- LMC C1.2 Promote a culture where needs and risks are balanced with healthy and safe practice**
- LMC C1.3 Monitor and review systems, procedures and practice for the management of risk**

About this unit

This unit is for leaders and managers of care services. It is about developing and maintaining systems and procedures to manage risks and ensure a healthy and safe environment within your care service provision

Scope

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:

- adults using care services, their families, carers, groups and communities
- 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.

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. To achieve this unit you must demonstrate that you have applied the principles required for the management of care services outlined in LMCB1

Key Words and Concepts

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
Danger	The possibility of harm and abuse happening
Evidence-based practice	Practice that is based on evidence drawn from people, workers, research, organisational and policy expertise
Governance	The way in which the provision is governed and directed as required by legislation, regulation, standards and guidance
Harm	The short, medium and long term affects of a person being physically, emotionally, sexually and/or financially hurt or abused
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
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

Positive outcomes	<p>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:</p> <ul style="list-style-type: none"> • improved health, emotional well being and quality of life • staying safe and being free from discrimination and harassment • enjoying, achieving and making a positive contribution • exercising choice and control • achieving economic well being, dignity and respect <p>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:</p> <ul style="list-style-type: none"> • being healthy • staying safe • enjoying and achieving • making a positive contribution • 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
Rights	<p>The rights of:</p> <ul style="list-style-type: none"> • adults are those embodied in the United Nations Universal Declaration of Human Rights • children and young people are those embodied in the United Nations Convention on the Rights of the Child <p>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</p>
Risks	The likelihood of potential danger, harm and/or abuse
Service	The overall organisation, agency or service within which your specific provision resides and for which you are the manager
Supervision	A process that involves a manager meeting regularly and interacting with worker(s) to review their work. It is carried out as required by legislation, regulation, guidance, standards, inspection requirements and requirements of the provision and the service. The purpose is to monitor tasks and workload,

	solve problems, support workers in dealing with complex situations and moral and ethical dilemmas and to promote staff development
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

LMC C1.1 Implement and monitor compliance with health and safety requirements

Performance Criteria

You need to show that,

- a. you implement and review the effectiveness of systems, procedures and practice for health and safety to ensure that they meet legal, registration, regulation, inspection and **organisational requirements**
- b. you monitor and update health and safety policies, procedures and practice within the **provision** to ensure that they meet the needs of **people, workers** and **relevant others** and comply with legislation, registration, regulation, inspection and organisational requirements
- c. you ensure that people, workers and relevant others are:
 - aware of, understand and are kept up to date with changes in health and safety policies, systems, procedures and practices
 - aware of their responsibilities in relation to the provision's health and safety policies, systems, procedures and practice
- d. you ensure that workers are trained and competent to work within and understand the priority of health and safety policies, systems, procedures and practices
- e. you monitor compliance with health and safety policies, systems, procedures and practices and deal with any non-compliance in an efficient and effective manner
- f. you address unprofessional, harmful or dangerous practice through:
 - **supervision**
 - the training and development of workers
 - individual coaching and mentoring
 - team development and training
 - disciplinary and grievance procedures
- g. you ensure that systems, procedures and practice within the provision comply with fire, safety, food hygiene, medication and infection control regulations
- h. you gather feedback from people, workers and relevant others on the provision's health and safety policies, systems, procedures and practices
- i. you record and report on health and safety issues, practices and incidents according to legal, regulatory, inspection and organisational requirements

LMC C1.2 Promote a culture where needs and risks are balanced with healthy and safe practice

Performance Criteria

You need to show that,

- a. you promote a learning **culture** where people, workers and relevant others are:
 - aware of the **risks** within the provision
 - aware of the need to balance and manage risk to enable **positive outcomes** for people
 - aware of the need to balance and manage risks associated with particular people whilst ensuring the health, safety and protection of all
 - supported to improve their performance by learning from their own and the experiences of others
- b. you implement and review the effectiveness of policies, systems, procedures and practice ensuring compliance with legislation, regulation, inspection and organisational requirements whilst managing risk and the need to:
 - promote the welfare of and equal opportunities for people, workers and relevant others
 - promote life opportunities, independent living and the achievement of positive outcomes
 - promote social inclusion and people's **rights**
 - protect people from **danger, harm** and **abuse**
 - identify and prevent behaviour that is illegal, abusive and harmful
- c. you support people, workers and relevant others:
 - to assess the level of risk, stress, violence and abuse involved when dealing with people and relevant others
 - who have experienced trauma, stressful situations and events or violence
- d. you implement, monitor and review systems and procedures to ensure that:
 - people are supported to assess, balance and make decisions about the risks associated with activities they wish to pursue
 - concerns raised by people, workers and relevant others are balanced with each person's wishes
 - the person's right to take risk is balanced against the likelihood of harm
 - the situation and circumstances associated with the risk(s) are assessed, analysed and managed
- e. you ensure that all workers are trained and competent to respond to violence and abuse and ensure their behaviour and actions do not escalate the situation
- f. you develop a culture that identifies and recognises achievements and successes in the **management** and promotion of people's right to take risks
- g. you use evidence to:
 - record and report on the effectiveness of risk management and achievement of positive outcomes
 - recommend improvements and changes
 - identify lessons learned from successful practice and interventions and those which could be improved

LMC C1.3 Monitor and review systems, procedures and practice for the management of risk

Performance Criteria

You need to show that,

- a. you implement and review the effectiveness of policies, procedures and practice for risk assessment, and the management and the minimisation of harm ensuring that they comply with legislation, registration, regulation and inspection and organisational requirements
- b. you communicate the responsibilities for risk management to people, workers and relevant others
- c. you ensure that you, workers and relevant others understand, can avoid, deal with and report on situations, conditions and behaviour which indicate:
 - that people are at risk of danger, harm and abuse
 - risk to a person's physical or mental health
- d. you ensure that risk assessments are:
 - carried out according to policies, procedures and regulation for the **service** and provision
 - available and adhered to
 - appropriately resourced
- e. you ensure that:
 - policies, systems, procedures, protocols and practice for the administration, storage, disposal and security of medicines are known and correctly followed
 - workers administering medication are trained and competent to do so
 - records regarding a person's medication are correct, up-to-date and regularly monitored to ensure that correct medication is given
 - concerns regarding reaction to medication are reported immediately
- f. you listen to and take prompt and appropriate action when issues regarding people's medication are raised
- g. you monitor compliance with risk assessment and management systems and procedures taking prompt and appropriate action to deal with non-compliance
- h. you ensure that workers are trained and supported to:
 - identify and manage potential and actual aggression and abuse
 - manage and minimise harm to people, themselves and others
 - manage risks associated with the people within the provision
 - highlight deficiencies in their knowledge, skills and competence to manage risk situations
 - seek and access training for gaps in their knowledge, skills and competence through individual study and/or peer and group learning
- i. you use evidence to:
 - record and report on the effectiveness of risk management policies, systems, procedures and practice
 - make recommendations for improvements and changes

Knowledge Specification for the whole of this unit

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.

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

You need to provide evidence for ALL knowledge points listed below.

You need to show that you know, understand and can apply in your management practice:

Values

1. Legal and organisational requirements on equality, diversity, discrimination, rights, confidentiality and sharing of information in relation to developing and maintaining systems, procedures and practice to manage risks and comply with health and safety requirements
2. Knowledge and practice that underpin the holistic person centred approach which enable you to lead and manage the development and maintenance of systems, procedures and practice to manage risks and comply with health and safety requirements, in ways that:
 - place the people's preferences at the centre of everything you do whilst considering their best interests
 - ensure people have access to information about themselves in a format that they can understand
 - provide opportunities for **independent representation and advocacy**
 - use a person's preferred communication methods and language
 - provide active support for people
 - recognise the uniqueness of people and their circumstances
 - 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
3. How to critically evaluate and **take informed action against discrimination** when developing and maintaining systems, procedures and practice to manage risks and comply with health and safety requirements
4. How to support people, workers and relevant others to recognise and take informed action against discrimination when developing and maintaining systems, procedures and practice to manage risks and comply with health and safety requirements
5. Theories and approaches to advocacy, empowerment and people's rights

Legislation and policy

6. Regulation, inspection requirements, codes of practice and conduct, standards and guidance for employers and employees, relevant to:
 - your provision
 - your own roles, responsibilities and accountability

<ul style="list-style-type: none"> the roles, responsibilities and accountability of others in relation to developing and maintaining systems, procedures and practice to manage risks and comply with health and safety requirements
<p>7. Current local, national, UK, European and international legislation, standards, guidance and organisational requirements for the leadership and management of systems, procedures and practice to manage risks and comply with health and safety requirements of your provision, including:</p> <ul style="list-style-type: none"> the need to achieve positive outcomes for people the need to safeguard and protect people from all forms of danger, harm and abuse risk assessment and management employment practices for the provision and service your provision's governance arrangements data protection, recording and reporting making and dealing with comments and complaints to improve services whistle blowing partnership and other types of working promoting your provision's services and facilities
<p>8. Organisational requirements for recording and reporting on systems, procedures and practice for the management of risks and compliance with health and safety requirements, including:</p> <ul style="list-style-type: none"> how reports and records should be accessed, manually and through Information and Communication Technologies (ICT) how to ensure that records and reports do not contribute to labelling and stigmatisation the security requirements for different records and reports the requirements for producing, finalising and sharing different types of records and reports appropriately and within required timescales types of data, information and presentation methods appropriate to specific records and reports and the specific needs of people the importance of identifying whether the source is based on evidence, fact or knowledge-based opinion how and when to use evidence, fact and knowledge-based opinion to support professional judgement in records and reports
<p>9. Organisational requirements, systems, procedures and practices for maintaining a healthy, safe and productive work environment and assessing and minimising risk to self, workers and relevant others</p>
<p>10. How to implement, evaluate and influence the future development of management policies, systems, processes and procedures relating to the management and maintenance of systems, procedures and practice to manage risks and comply with health and safety requirements within your provision</p>
<p>11. Employment legislation, policies, regulation and standards for maintaining a healthy, safe work environment</p>
<p>12. Fire safety, food hygiene and infection control regulations</p>
<p>13. Moving and handling regulations and requirements</p>

Leadership and management theory and practice

14. How to critically evaluate and implement best practice using up-to-date knowledge of:
 - literature related to leadership and management systems, procedures and practice to manage risks and comply with health and safety requirements
 - leadership and management methods, principles and approaches relevant to developing and maintaining systems, procedures and practice to manage risks and comply with health and safety requirements
 - government reports, inquiries and research relevant to leadership and management of systems, procedures and practice to manage risks and comply with health and safety requirements
 - evidence and knowledge-based theories and models of good practice in leadership and management of systems, procedures and practice to manage risks and comply with health and safety requirements
 - lessons learned for leadership and management of systems, procedures and practice to manage risks and comply with health and safety requirements from successful interventions and serious failure of service and practice
 - the experiences of people within your provision of the systems, procedures and practice for managing risks and complying with health and safety requirements
15. Performance management and quality requirements, procedures, criteria, methods and indicators relevant to developing and maintaining systems, procedures and practice to manage risks and comply with health and safety requirements
16. Methods of managing and developing practice to manage risks and comply with health and safety requirements, about:
 - how you consult with people, workers and relevant others
 - how you promote the participation and involvement of people
 - how you support, supervise and develop workers
 - the impact on the provision of organisational behaviour
 - group and individual processes
 - how power relationships can be used and abused
17. How to plan and manage **resources** to enable you to develop and maintain systems, procedures and practice to manage risks and comply with health and safety requirements, and the implications for:
 - the delivery of services
 - the achievement of targets
 - the achievement of positive outcomes
18. Different types of change and their implications for the leadership and management of systems, procedures and practice to manage risks and comply with health and safety requirements
19. How psychological, socio-economic, cultural and environmental factors of those within the provision may influence health, safety and risk management
20. How and where technology should be used when developing and maintaining systems, procedures and practice to manage risks and comply with health

and safety requirements
21. Methods for monitoring work conditions to ensure they meet health and safety requirements
22. Methods of encouraging effective relationships and communications with and between workers, relevant others, people, their carers, families and significant others to develop trust and openness that enables issues related to health, safety and risk to be communicated
23. Factors that may lead workers to take undue risks including organisational cultures and the impact of stress on professional judgement
24. The use of supervision and team meetings to promote safe working practices and mutual support
25. Methods of working with external management and governance on health, safety and risk assessment procedures and issues
26. Knowledge and evidence-based practice on: <ul style="list-style-type: none"> • effective communication and engagement with people, in the development of an open and safe environment • risk assessment and risk management • working with people who have been abused, neglected, persecuted, are at risk of significant harm or are at risk of becoming involved in offending behaviour • working with discrimination, deprivation, bullying, self-harm, violence, mental health issues, and substance misuse
27. The impact that the organisation's culture, worker's morale, and levels of violence and aggression have on the quality of care and on worker's performance
28. Management responsibilities for: <ul style="list-style-type: none"> • the safety and protection of workers and others within your provision • training and development of workers for the protection of people • dealing with issues relating to protection and risk • dealing with behaviour that might lead to the risk of harm (including self-harm) and abuse of people, workers and others