# SCDLMCA5
## Manage the allocation, progression and quality of work in care service provision

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| **Overview** | This standard identifies the requirements when managing the allocation and progress of areas of work that support care service provision. It includes planning, monitoring and evaluating allocated areas of work that contribute to the achievement of positive outcomes for individuals. |

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## Performance criteria

**Lead and manage the identification and allocation of priority areas of work within the service provision**

*You must be able to:*

P1  lead work with **individuals**, **key people** and **others** to identify areas of work that will meet the operational plans and priorities of the service provision and positive outcomes for individuals

P2  prioritise identified areas of work to achieve positive outcomes for individuals

P3  lead work with individuals, key people and others to identify performance indicators for the achievement of identified areas of work

P4  identify the resources required to meet identified areas of work

P5  manage the allocation of identified areas of work to others, taking account of their role, responsibilities, accountabilities, knowledge, understanding, skills, experience, workloads and development needs

**Lead and manage the achievement of allocated areas of work**

*You must be able to:*

P6  clarify the understanding of others of their allocated areas of work

P7  ensure that others understand how their allocated areas of work support the achievement of the vision of the organisation, its operational plans and positive outcomes for individuals

P8  develop a culture that encourages creativity and innovation

P9  encourage others to take the lead for allocated areas of work and make decisions within agreed boundaries

P10  encourage team members to ask questions, make suggestions and seek clarification in relation to the work allocated to them

P11  agree targets for the achievement of allocated areas of work with others

P12  support others to develop work-plans to achieve allocated areas of work

P13  lead work with individuals and others to identify the **resources** and **support** required to accomplish allocated areas of work

P14  lead work with others to identify methods for the objective measurement of their performance against allocated areas of work

P15  confirm the understanding of others of the standard and level of performance expected in carrying out allocated areas of work

P16  agree with individuals and key people how they will participate in measuring the progress towards the achievement of allocated areas of work

P17  address any concerns that others have about allocated areas of work

P18   ensure that others are able to access the identified resources and support needed to achieve allocated areas of work

P19   ensure that progress towards the achievement of allocated work is monitored and reported by others

P20   ensure that opportunities are provided for individuals and others to discuss progress towards the achievement of allocated work

P21   **assess the performance** of others in achieving allocated areas of work

P22   provide constructive feedback to others on their progress towards the achievement of allocated areas of work

P23   lead work with others to revise targets, resources and support where there are difficulties achieving allocated areas of work

P24   ensure that others are recognised for their achievement of allocated areas of work

**Critically evaluate the achievement of agreed areas of work**

*You must be able to:*

P25   lead work with individuals and others to evaluate the achievement of allocated areas of work against agreed performance indicators

P26   **critically analyse** the impact of the achievement of allocated areas of work on the service provision and positive outcomes for individuals

P27   **critically evaluate** the effectiveness of performance indicators used to measure the achievement of allocated areas of work

P28   use the analysis and evaluation of the achievement of allocated areas of work to report on areas of good practice and areas to be improved and the effectiveness of performance indicators

P29   make recommendations to address areas to be improved and any changes to performance indicators

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## Manage the allocation, progression and quality of work in care service provision

**Knowledge and understanding**

### Rights

*You need to know and understand:*

K1    legal and work setting requirements on equality, diversity, discrimination and rights

K2    your role in developing and maintaining systems, procedures and practices which promote individuals' rights, choices, wellbeing and active participation

K3    your duty to report any acts or omissions that could infringe the rights of individuals

K4    how to **critically evaluate** and take informed action against discrimination

K5    the rights that individuals have to make complaints and be supported to do so

K6    how to ensure that individuals are informed about the service they can expect to receive

K7    your role in developing and maintaining systems, procedures and practices which ensure that individuals have access to information about themselves in a format they can understand

K8    conflicts and dilemmas that may arise in relation to rights and how to address them

### Your practice

*You need to know and understand:*

K9    legislation, statutory codes, standards, frameworks and guidance relevant to your work, your work setting and the content of this standard

K10   your own background, experiences and beliefs that may have an impact on your practice

K11   your own roles, responsibilities and accountabilities with their limits and boundaries

K12   the roles, responsibilities and accountabilities of others with whom you work

K13   how to access and work to procedures and agreed ways of working

K14   the meaning of person-centred/child centred working and the importance of knowing and respecting each person as an individual

K15   the prime importance of the interests and well-being of the individual

K16   the individual's cultural and language context

K17   how to build trust and rapport in a relationship

K18   how your **power and influence** as a leader and manager can impact on relationships

K19  the role of independent representation and advocacy for individuals

K20  how to work in ways that promote active participation and maintain individuals' dignity, respect, personal beliefs and preferences

K21  how to work in ways that achieve positive outcomes for individuals

K22  how to manage resources to deliver services that meet targets and achieve positive outcomes for individuals

K23  how to distinguish between **outputs** and **outcomes**

K24  how to work in partnership with individuals, key people and others

K25  how to identify and manage ethical conflicts and dilemmas in your work

K26  how to challenge and address poor practice

K27  how to address concerns and complaints

K28  how and when to seek support in situations beyond your experience and expertise

K29  the nature and impact of **factors that may affect the health, wellbeing and development of individuals** you care for or support

K30  theories underpinning our understanding of human development and factors that affect it

**Personalisation and resources**

*You need to know and understand:*

K31  how to critically evaluate evidence and knowledge based theories and models of good practice about empowerment and citizen directed services

K32  how to identify and promote the potential of individuals to use their personal strengths and resources to achieve change

K33  the value and role of family networks, communities and groups in achieving positive outcomes, and ways to develop them

K34  the nature of **personalisation** and personalised services, including self directed support

K35  the range of resources available within informal networks, within the wider community, through formal service provision and through innovation

K36  how assistive technology can be used to support the independence of individuals

K37  how to lead, manage and support others to plan, deliver and review personalised services with individuals

**Continuing professional development**

*You need to know and understand:*

K38  principles of reflective practice and why it is important

K39  your role in developing the professional knowledge and practice of

others
K40 how to promote **evidence based practice**
K41 methods of managing performance to meet targets and achieve positive outcomes
K42 how to assess performance
K43 how to provide constructive feedback to others on their practice and performance
K44 how to address performance that does not meet required standards
K45 how to use supervision to support the practice and performance of others
K46 how to use appraisal to support the practice and performance of others
K47 systems, procedures and practices for managing workloads
K48 methods for delegating work

**Communication**

*You need to know and understand:*

K49 factors that can affect communication and language skills and their development in children, young people or adults
K50 methods to promote effective communication and enable individuals to communicate their needs, views and preferences
K51 factors that can affect communication within and between organisations
K52 methods to promote effective communication within and between organisations

**Health and Safety**

*You need to know and understand:*

K53 legal and statutory requirements for health and safety
K54 your work setting policies and practices for monitoring and maintaining health, safety and security in the work environment

**Safe-guarding**

*You need to know and understand:*

K55 legislation and national policy relating to the safe-guarding and protection of children, young people and adults
K56 the responsibility that everyone has to raise concerns about possible harm or abuse, poor or discriminatory practices
K57 indicators of potential harm or abuse
K58 how and when to report any concerns about harm or abuse, poor or discriminatory practice, resources or operational difficulties
K59 what to do if you have reported concerns but no action is taken to

address them

K60 local systems and multi-disciplinary procedures that relate to safeguarding and protection from harm or abuse

K61 how to support others who have expressed concerns about harm or abuse

**Multi-disciplinary working**

*You need to know and understand:*

K62 the purpose of working with other professionals and agencies

K63 the remit and responsibilities of other professionals and agencies involved in multi-disciplinary work

K64 features of multi-disciplinary and interagency communication

K65 how different philosophies, principles, priorities and codes of practice can affect partnership working

**Handling information**

*You need to know and understand:*

K66 legal requirements, policies and procedures for the security and confidentiality of information

K67 legal and work setting requirements for recording information and producing reports within timescales

K68 principles of confidentiality and when to pass on otherwise confidential information

K69 how to support the effective sharing of information to achieve positive outcomes for individuals

K70 how to record written information with accuracy, clarity, relevance and an appropriate level of detail

K71 how to use evidence, fact and knowledge-based opinion to support professional judgements in records and reports

K72 how and where electronic communications can and should be used for communicating, recording and reporting

**Leading and managing practice**

*You need to know and understand:*

K73 how to **critically analyse** theories about **leadership** and **management**

K74 standards of practice, service standards and guidance relating to the work setting

K75 national and local initiatives to promote the well-being of individuals

K76 models of practice for the use of early interventions

K77 lessons learned from government reports, research and inquiries into serious failures of health or social care practice and from successful interventions

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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 theories, methods and models of performance management, quality assurance and control

K99 the importance of encouraging workers to take the lead and ways in which this can be achieved

K100    how to select and apply different methods for encouraging and
supporting others and recognising achievements

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## Additional Information

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

**Assess the performance** would include gathering feedback from individuals, key people and others, observations, written reports and evidence that agreed performance indicators have been achieved

**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

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

**Key people** are those who are important to an individual and can make a difference to his or her well-being. Key people may include family, friends, carers and others with whom the individual has a supportive relationship

**Others** are workers that you manage, your colleagues and other professionals whose work contributes to the individual's well-being and who enable you to carry out your role

**Resources** may be financial resources, physical resources or human resources

**Support** may include formal and informal supervision, mentoring, peer support, tutor support, assessor support

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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**

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**Employment practices** should include recruitment, performance management, disciplinary procedures, grievance procedures

**Evidence based practice** uses systems, processes and 'practice wisdom' that has been proved to be effective in supporting the achievement of positive outcomes. Evidence may have been drawn from a variety of sources: research, both formal and informal,  and the views and opinions of individuals, key people and those involved in the delivery of care services

**Factors that may affect the health, wellbeing and development** may include adverse circumstances or trauma before or during birth; autistic

spectrum disorder; dementia; family circumstances; frailty; harm or abuse; injury; learning disability; medical conditions (chronic or acute); mental health; 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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