

*Mapping of leadership and
management standards for
social care*

Revised and expanded second edition

Leadership ³ **Product**
&
Management

Product 3

Mapping of Leadership and Management Standards for Social Care

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This map has been developed to underpin the Skills for Care Leadership and Management strategy and an integrated approach to learning and development. It can be used as the basis for developing person management specifications (see product 2) and to decide which learning opportunities or qualifications are appropriate for leaders and managers (see product 5 Continuing Professional Development). It will also underpin the Skills for Care Signposting System for leadership and management, which is currently being developed.

Organisations and individuals can identify which standards and competences apply to a particular role by selecting from the following range:

- generic leadership and management standards developed by the Management Standards Centre and approved in May 2004
- specialist standards which have been developed for social care, social work and other relevant sectors
- partnership working standards from across a range of relevant sectors.

The new generic standards are used as the basis for the mapping and are in the left hand column. Each generic standard has a description and links across to possible relevant specialist or partnership units or competences. The Management Standards Centre has indicated which level of manager each standard might apply to. The levels have not been included in the map as they might not always be appropriate for social care. For example, managers in small organisations often work at a range of levels. Organisations and managers can choose which standards are more appropriate for leaders and managers in a particular role or setting. Links have been made to standards which might cover a similar competence. It is likely that first line and some middle managers may need more specialist and partnership standards, while some middle managers and senior managers might need more generic standards. This will depend on the job role and the size of the organisation. It may be useful to use this list in conjunction with the case study in product 2 of the Leadership and Management strategy and with product 7.

The standards have been categorised using the functional titles for the national leadership and management standards (Management Standards Centre). These are summarised in the table, right.

The range of standards and competences included in the map is summarised below. In October 2004 the NHS Leadership Centre mapped the NHS Leadership Qualities

Framework and the NHS Knowledge and Skills Framework to the new management standards. These have been included in the map. However, the NHS Leadership Qualities have been put

	Functional Area
A	Managing self and personal skills
B	Providing direction
C	Facilitating change
D	Working with people
E	Using resources
F	Achieving results

in at the end of each section as they apply across the overall function rather than to particular units. Similarly the National Standards for Headteachers have broad functional titles and have been put in under the functional headings. This map has also drawn on the catalogue of units developed for a National Occupational Standards and Qualifications Framework for Delivering Support Services for Children, Young People and their Families.

The map includes all the new leadership and management standards as well as the existing MCI units where they are included in current suites of standards such as the registered manager standards for adult social care. It is therefore attempting to be inclusive of the range of existing units which could apply to managers in different settings. The map will need to be updated as appropriate new standards, competences and qualifications are approved, as the revised Post-qualifying (PQ) framework for social workers is developed and as competences are developed by DfES. The unit on Managing Effective Supervision (product 6) has also been included.

The units have been coded using the categories in the catalogue of units mentioned above, which are as follows:

AGA:	=	Advice Guidance and Advocacy
CJ:	=	Community Justice
DANOS:	=	Drugs and Alcohol (Skills for Health, incorporated into HSC units)
H	=	Housing
H+S:	=	Health and Safety
HSC:	=	Health and Social Care
L+D:	=	Learning and development
NU:	=	New Unit
REC:	=	Recruitment and Employment
SW:	=	Social Work
YJ:	=	Youth Justice
YW:	=	Youth Work
SA	=	Skills Active
MH	=	Mental health (Skills for Health)

Also the following categories have been used:

NHSKSF	=	NHS Knowledge and Skills Framework Dimensions, e.g.
		G1:1 = General number: level
		C1:1 = Core number: level
RMA	=	Registered Manager Adults
RMRCC	=	Registered Manager Residential Child Care
PQ CC	=	Post Qualifying Child Care
VSNT0	=	Voluntary Sector National Training Organisation Functional Map of Managing Volunteers
CBLD	=	Community Based Learning and Development (PAULO)
NSH	=	National Standards for Headteachers [NB: distinction between NSH and NHS]

Functional Area A Managing self and personal skills

NSH Developing self and working with others

Generic Standards	Specialist Standards	Partnership Standards
<p>A1 Manage your own resources – to make sure you have the personal resources (knowledge, understanding, skills and time) to undertake your work role and review your performance against agreed objectives. It also covers identifying and undertaking activities to develop your knowledge, skills and understanding where gaps have been identified.</p>	<p>AGA20 Evaluate and develop own contribution to the service</p>	
	<p>SA:A310 Develop your own resources</p>	
	<p>SW: 14 Manage and be accountable for your own work</p>	
	<p>HSC: E1.1 Reflect upon and develop own practice using supervision and support systems</p>	
	<p>NHSKSF C2.1 Personal and people development – contribute to own personal development</p>	
<p>A2 Manage your own resources and professional development to achieve your work objectives and career and personal goals. You need to understand your work role and how it fits into the overall vision and objectives of the organisation, whilst also understanding what is driving you in terms of your values, career and wider personal aspirations. Identifying and addressing gaps in your skills, knowledge and understanding is an essential part of this unit.</p>	<p>RMA: RG6 Take responsibility for your business performance and the continuing development of self and others</p>	
	<p>SW: 14 Manage and be accountable for your own work</p>	
	<p>HSC: E1.1 Reflect upon and develop own practice using supervision and support systems</p>	
	<p>DANOS:AC2 Make use of supervision</p>	
	<p>RMRCC:12 Take responsibility for the continuing professional development of self and others</p>	
	<p>NHSKSF C2:4 Develop oneself and others in areas of practice</p>	

Functional area A, continued

A3 Develop your personal networks – based on principles of reciprocity and confidentiality to support both your current and future work.	NHSKSF C1:2	Communication – communicate with a range of people on a range of matters	
	NHSKSF C 1.4	Communication – develop and maintain communication with people on complex matters, issues and ideas and/or in complex situations	
NHS LQF ➤ Personal qualities: Self awareness – knows own strengths and limitations and understands own emotions and the impact of behaviour on others in diverse situations Self management – able to manage own emotions and be resilient in a range of complex and demanding situations Personal integrity – a strongly held sense of commitment to openness, honesty, inclusiveness and high standards in undertaking the leadership role Self belief – has inner confidence to succeed and can overcome obstacles to achieve the best outcomes for service improvement Drive for improvement – a deep motivation to improve the performance in the health service			

Functional Area B Providing direction

NSH Leading learning and teaching
NSH Shaping the future
NSH Securing accountability

Generic	Specialist	Partnership
<p>B1 Develop and implement operational plans for your area of responsibility – which will contribute to achieving the objectives set out in the strategic business plan Also see B3</p>	<p>RMRCC:19 Develop your plans for the business</p> <p>RMA:BDA2</p>	<p>SW:6 Prepare, produce, implement and evaluate plans with individuals, families, carers, groups and communities</p>
	<p>SA:A11 Assist the organisation to develop and implement policies</p>	
	<p>SNT0:A4 Develop plans to meet your organisation's goals</p>	
	<p>DANOS:BC1 Develop, negotiate and agree proposals to offer services and products</p>	<p>H57 Consult on an agree objectives for the service</p>
	<p>DANOS:BA3 Contribute to the development of organisational policy and practice</p> <p>HSC439</p>	
	<p>MH: K2 Develop and agree priorities and objectives for meeting the mental health needs of the population</p>	
<p>B2 Map the environment in which your business operates – have a clear and up-to-date picture of the environment and produce information, which could be used for planning and operational purposes. The 'environment' includes the 'external' operating environment – for example, customers and their needs, market trends, new technologies and methods, legislation, and the activities of competitors and partners. It also includes the 'internal' operating environment – for example, resources available to, and the culture of, the organisation.</p>	<p>MH:K1 Identify trends and changes in the mental health needs of a population and the effectiveness of meeting those needs</p>	<p>MH:L1 Determine the concerns and priorities of communities about mental health needs</p>
	<p>SA:A42 Provide information to inform decision making</p>	<p>MH:M1 Assess how environments and practices can be maintained and improved to promote mental health</p>
	<p>HSC:48 Use information to take critical decisions</p>	<p>MH:M2 Facilitate collaborative action by stakeholders to improve environments and practice to promote mental health</p>
	<p>RMA:D4 Provide information to support decision making</p>	

	MH:M5	Monitor and review changes in the environments and practices to promote mental health	
<p>B3 Develop a strategic business plan for your organisation – develop and reach agreement with colleagues and other stakeholders on a plan which provides a clear sense of direction, and long-term plans that will help them move in that direction. Strategy is all about developing that vision and producing flexible plans to make the vision a reality.</p> <p>Also see B1</p>	DANOS BA1	Review and enhance your organisation's strategic position	NHKSF C1.4 Communication – develop and maintain communication with people on complex matters, issues and ideas and/or in complex situations (level 4)
	DANOS:BA2	Establish strategies to guide the work of your organisation	NHKSF C4:4 Service Improvement – work in partnership with others to develop, take forward and evaluate direction, policies and strategies
	HSC440 VSNT0:A1 SA:B218	Contribute to the development of your organisation's strategy	VSNT0: B3 Develop relationships with individuals and organisations that can support your volunteering strategy
	MH:K3	Develop, implement and improve strategies to meet the mental health needs of a population	NHKSF G7:4 Capacity and capability – work in partnership with others to develop and sustain capacity and capability
	MH:K4	Develop, monitor, evaluate and review services for addressing mental health needs	MH:L2 Work with groups and communities to develop policies, strategies and services to improve mental health and address mental health needs
<p>B4 Put the strategic plan into action – transforming plans into action, 'selling' the strategy to others involved in putting it into practice, having agreed standards for measuring success, carefully monitoring the implementation and making adjustments along the way.</p>	SA:A11	Assist the organisation to develop and implement policies	AGA:37 Negotiate and maintain service agreements
	VSNT0:A3	Develop organisational structures and systems to support volunteering	DANOS: BB1 Promote your organisation and its services to stakeholders
	DANOS:BA6	Manage the development and direction of the provision	

<p>B5 Provide leadership for your team – to provide direction, motivate and support them to achieve both team and personal work objectives.</p> <p>See B6 and B7</p>	DANOS:BF5 HSC:451	Lead teams to support a quality provision	
	DANOS:BF12 HSC:451	Lead and motivate volunteers	
	HSC:C1.1	Contribute to the effectiveness of teams	
	RMA:D2 DANOS:BI3	Facilitate meetings	
<p>B6 Provide leadership in your area of responsibility – to provide direction, motivate and support people to achieve the vision and objectives for the area of your responsibility.</p> <p>See B5 and B7</p>	RMRCC: 2 HSC:D1.4 DANOS:BA6	Manage the development and direction of the provision	
	RMRCC: 9 POCC:D	Contribute to the development of services, policies and practice which optimise life chances for all children and young people	
<p>B7 Provide leadership for your organisation – to provide direction to people to enable, inspire, motivate and support them to achieve what the organisation has set out to do and apply different styles of leadership appropriate to different people and situations.</p> <p>See B5 and B6</p>			
<p>B8 Ensure compliance with legal, regulatory, ethical and social requirements – obeying the law in key areas such as health and safety, employment, finance and corporate law, as well as professional and ethical frameworks.</p>	RMA:F6 SA:A58	Monitor compliance with quality systems	<p>MH:N1 Enable workers and agencies to work collaboratively</p>
	RMA:A2 DANOS:BC2	Manage activities to meet requirements	
	DANOS:BA5	Support effective governance	
	SW:20	Manage complex ethical issues, dilemmas and conflicts	
	HSC:E2.2	Support and challenge workers on specific aspects of their practice	
	VSNT0: F11	Report to external agencies	

<p>B9 Developing the culture of your organisation – ‘the way we do things around here’ – which fits with the overall mission and strategy. The culture of an organisation is based on assumptions and values which influence the way people behave towards each other and customers, and how they relate to their work.</p>	<p>RMRCC: 1 HSC:48</p>	<p>Demonstrate a style of leadership that ensures an organisational culture of open and participatory management practice</p>	<p>YJ:B102</p> <p>Contribute to developing and maintaining cultures and strategies in which children and young people are respected and valued as individuals</p>
	<p>HSC:E2.1</p>	<p>Promote the values and principles underpinning best practice</p>	
	<p>YW: F4</p>	<p>Promote a culture to safeguard the welfare of young people</p>	<p>MH:M3</p> <p>Contribute to developing and maintaining cultures and strategies in which people are respected and valued as individuals</p>
	<p>NHKS F C5.4</p>	<p>Quality – develop a culture that improves quality</p>	
<p>B10 Manage risk – taking the lead in establishing and operating an effective risk management process across your organisation. This involves systematically identifying, evaluating and prioritising potential risks and communicating information to enable appropriate actions to be taken. It also involves developing an organisational culture in which individuals are risk aware but are not afraid of taking decisions and undertaking activities which involve acceptable levels of risk.</p> <p>Also see E6</p>	<p>H&S: E</p>	<p>Promote a health and safety culture</p>	
	<p>SW:12</p>	<p>Assess and manage risks to individuals, families, carers, groups and communities</p>	
	<p>YJ:B103</p>	<p>Evaluate risk of abuse, failure to protect and harm to self and others</p>	
	<p>HSC:B1.2</p>	<p>Assess and act upon risk of danger to individuals and others</p>	
	<p>CBLD: 12</p>	<p>Challenge policies, practice and failures in the system</p>	
	<p>NHKS F C3.4</p>	<p>Health, safety and security – maintain and develop an environment and culture that improves health, safety and security</p>	
<p>B11 Promote equality of opportunity and diversity in your area of responsibility – this is intended to go beyond compliance with equality legislation towards a situation where there is awareness and active commitment to the need to ensure equality of opportunity and the benefits of diversity.</p> <p>Also see B12</p>	<p>RMA:O3 MH:M4</p>	<p>Develop, maintain and evaluate systems and structures to promote the rights, responsibilities and diversity of people</p>	
	<p>YW:D2</p>	<p>Work in ways that promote equality of opportunity, participation and responsibility</p>	

	<p>NHSKSF C6.3</p> <p>Dimension Core 6: Equality, diversity Promote equality and diversity</p>	
	<p>HSC:452</p> <p>Contribute to the development, maintenance and evaluation of systems to promote the rights, responsibilities, equality and diversity of individuals</p>	
	<p>MH:09</p> <p>Promote people's equality and respect for diversity</p>	
<p>B12 Promote equality of opportunity and diversity in your organisation – taking a lead in actively promoting quality of opportunity and diversity by ensuring policies and action plans exist and are communicated and implemented across the organisation. It also involves monitoring and reviewing progress to identify further actions and changes to practice.</p> <p>Also see B11</p>	<p>RMA:03 MH:M4</p> <p>Develop, maintain and evaluate systems and structures to promote the rights, responsibilities and diversity of people</p>	
	<p>NHSKSF C6.4</p> <p>Equality and diversity – develop a culture that promotes equality and values diversity</p>	
<p>NHS LQF</p> <p>➤ Setting direction:</p> <p>Broad scanning – taking the time to gather information from a wide range of sources</p> <p>Intellectual flexibility – the facility to embrace and cut through ambiguity and complexity and to be open to creativity in leading and developing services</p> <p>Seizing the future – being prepared to take action now to shape and implement a vision for the future development of the service</p> <p>Drive for results – a strong commitment to making service performance improvements and a determination to achieve positive service outcomes for users</p> <p>Political astuteness – showing commitment and ability to understand diverse interest groups and power bases within organisations and the wider community, and the dynamic between them, so as to lead health services more effectively</p> <p>➤ Personal qualities:</p> <p>Drive for improvement – a deep motivation to improve the performance in the health service</p> <p>➤ Delivering the service:</p> <p>Leading change through people – communicating the vision and rationale for change and modernization, and engaging and facilitating others to work collaboratively to achieve real change</p>		

Functional area C Facilitating change

NHS Shaping the future

Generic	Specialist	Partnership
<p>C1 Encourage innovation in your team – encouraging people to improve current services and ways of doing things by developing a climate where people feel able to think creatively about practice, systems and processes.</p> <p>Also see C2 and C3</p>	<p>RMA:A4 Contribute to improvements at work</p>	
	<p>L+D:9 Create a climate that promotes learning</p>	
	<p>NHSKSF G2:1 Development and innovation Appraise concepts, models, methods, practices, products and equipment developed by others</p>	
<p>C2 Encourage innovation in your area of responsibility to support the identification and practical implementation of ideas, primarily from people in your area of responsibility, for improving existing services and developing new services.</p> <p>Also see C1 and C3</p>	<p>NHSKSF G2:2 Development and innovation – contribute to developing, testing and reviewing new concepts, models, methods, practices, products and equipment</p>	
	<p>NHS KSF G2:3 Development and innovation – test and review new concepts, models, methods, practices, products and equipment</p>	
<p>C3 Encourage innovation in your organisation – provide encouragement and support to identify and implement ideas from people within but also to look outside the organisation to develop new services and improve existing services</p> <p>Also see C2 and C3</p>	<p>NHSKSF G2.4 Development and innovation – develop new and innovative concepts, models, methods, practices, products and equipment</p>	<p>NHSKSF C4.4 Service improvement – work in partnership with others to develop, take forward and evaluate direction, policies and strategies</p>
		<p>HSC: C2.1 Develop joint working agreements and practices</p>
<p>C4 Lead change – providing a lead within the overall organisation or part of an organisation for a specific change or a wider programme of change. Involves selling the vision in</p>	<p>NHSKSF C1.4 Communication – develop and maintain communication with people on complex matters, issues and ideas and/or in complex situations</p>	<p>MH:N7 Lead the development, implementation and improvement of inter-agency services for addressing mental health needs</p>

<p>terms of what the change is intended to achieve and supporting those involved in the practicalities of making the vision a reality.</p> <p>See C5 and C6</p>	<p>DANOS:BF5 Lead teams to provide a quality service</p>	
<p>C5 Plan change – developing a strategy to achieve the required change, taking note of barriers, risks and the need to put appropriate monitoring and communication systems in place.</p> <p>See C4 and C6</p>		
<p>C6 Implement change – implementing the strategy and associated plans for a specific change or programme of change; putting in place the necessary resources and supporting mechanisms, including monitoring and communications, to turn the 'vision' into a practical reality</p> <p>See C4 and C5</p>	<p>DANOS:BC3 Manage change in organisational activities</p>	<p>SW:5 Interact with individuals, families, carers, groups and communities to achieve change and development and to improve life opportunities</p>
<p>NHA LQF</p> <p>➤ Setting direction:</p> <p>Drive for results – a strong commitment to making service performance improvements and a determination to achieve positive service outcomes for users</p> <p>Intellectual flexibility – the facility to embrace and cut through ambiguity and complexity and to be open to creativity in leading and developing services</p> <p>➤ Delivering the service:</p> <p>Leading change through people – communicating the vision and rationale for change and modernisation, and engaging and facilitating others to work collaboratively to achieve real change</p> <p>➤ Personal qualities:</p> <p>Drive for improvement – a deep motivation to improve performance in the health service</p>		

Functional Area D Working with people

NSH Developing self and working with others

NSH Securing accountability

Generic	Specialist	Partnership
<p>D1 Develop productive working relationships with colleagues in your own and other organisations that are effective in delivering the work of the organisation.</p> <p>Also see D2</p>	<p>RMA:HSCL 4U9 Develop productive working relationships</p>	<p>SW:17 Work with multi-disciplinary and multi-organisational teams, networks and systems</p>
	<p>SA:A314 Create, maintain and develop an effective environment</p>	<p>DANOS: B16 MH:N3 Develop and sustain effective working relationships with staff in other agencies</p>
	<p>YW: D2 Manage your work and create effective work relationships</p>	
<p>D2 Developing productive working relationships with colleagues and stakeholders in order to ensure that both the interests of the organisation and the interests of stakeholders are addressed. Requires awareness of who the relevant stakeholders are and what influence they have in the organisation.</p> <p>Also see D1</p>	<p>NHSKSF C1:4 Communication – establish and maintain effective communication with various individuals and groups on complex potentially stressful topics in a range of situations</p>	<p>RMA: SC15 Develop and sustain arrangements for joint working between workers and agencies</p>
		<p>YJ:D301 Enable workers and agencies to work collaboratively</p>
		<p>YJ:D302 Develop, sustain and evaluate collaborative approaches with others</p>
		<p>YW:E3 Build and maintain partnership working</p>
		<p>DANOS: B12 Develop joint working arrangements and practices and review their effectiveness</p>
<p>D3 Recruit, select and keep colleagues to ensure the most suitable people are employed (directly or indirectly) by the organisation.</p>	<p>RMA:C8 SA:A311 DANOS:BF3 Select personnel for activities</p>	
	<p>DANOS:BF2 Develop, implement and evaluate strategies and policies for recruiting and managing volunteers</p>	
	<p>RMRCC:10 SA:A312 Contribute to the selection, recruitment and retention of staff to develop a quality service</p>	

	DANOS:BF10	Contribute to the recruitment and placement of volunteers	
	NHSKSF G6:4	People management – Plan, develop, monitor and review the recruitment, deployment and management of people	
D4 Plan the workforce – taking a lead in identifying the workforce requirements of your organisation and how these will be satisfied. Planning the number and type of people who work for the organisation; considering strategic plans to determine whether the workforce should be expanded, maintained or contracted, ensuring the appropriate mix of people to deliver organisational objectives.	DANOS:BF1	Develop a strategy and plan to provide all people resources for the organisation	
	DANOS:BF9	Redeploy personnel and make redundancies	
	NHSKSF G6:4	Plan, develop, monitor and review the recruitment, deployment and management of people	
D5 Allocate and check work in your team – allocate work effectively and fairly among team members, check progress and quality to ensure level or standards or performance are being met. Also see D6	RMA:C13 HSC:444	Manage the performance of teams and individuals	
	VSNT0:D1 DANOS:BF11	Plan, organise and manage the work of volunteers	
	HSC (draft unit – product 6)	Manage effective supervision	
	RMCC:13	Assess candidates' performance through observation	
	RMRCC:14	Assess candidates using a range of methods	
	DANOS:BF7	Respond to poor performance in your team	
	DANOS:BF8 SA:A315	Deal with poor performance in your team	
	NHSKSF G6:1	People management – supervise people's work	
	NHSKSF G6:2	People management – plan, allocate and supervise the work of a team	

<p>D6 Allocate and monitor the progress and quality of work in your area of responsibility – plan and allocate work to individuals or teams; monitor progress and quality to ensure standards of performance are being met; and review and update plans in the light of developments.</p> <p>Also see D5</p>	HSC446	Manage a dispersed workforce to meet the needs and preferences of individuals at home	HSC: C2.5	Support inter-disciplinary teams to develop and implement individual programmes of care
	HSC (draft unit – product 6)	Manage effective supervision	MH:07	Support and challenge teams and agencies on specific areas of their practice
	RMRCC:15	Conduct internal quality assurance of the assessment process		
	SA:A39	Internally verify the assessment process		
	NHSKSF C5:4	Quality – develop a culture that improves quality		
	NHSKSF G6:3	People management – coordinate and delegate work and review people’s performance		
	MH:08	Support and challenge workers on specific aspects of their practice		
<p>D7 Provide learning opportunities for colleagues to improve performance with emphasis on developing a learning culture within the organisation so that colleagues take responsibility for their own learning and are supported in this by the organisation.</p>	RMA:C10 DANOS:BF4 RMRCC:11	Develop teams and individuals to enhance performance		
	MH:04	Contribute to the development of the knowledge and practice of others		
	RMRCC:16	Support competence achieved in the workplace		
	CBLD: 9	Developing and supporting learning mentor networks		
	L+D;17	Evaluate and improve learning and development programmes		
	L+D:16	Monitor and review progress with learners		
	DANOS:AC3	Contribute to the development of the knowledge and practice of others		

	NHSKSF G1:2	Learning and development – enable people to learn and develop	
	NHSKSF C2:2	Personal and people development – develop own skills and knowledge and provide information to others to help their development	
	NHSKSF G1:3	Plan, deliver and review interventions to enable people to learn and develop	

NHS LQF

➤ **Delivering the service:**

Collaborative working – being committed to working and engaging constructively with internal and external stakeholders

Effective and strategic influencing – being able and prepared to adopt a number of ways to gain support and influence diverse parties, with the aim of securing health improvements

Empowering others – striving to facilitate others’ contributions and to share leadership, nurturing capability and long-term development of others

Holding to account – the strength of resolve to hold others to account for agreed targets and to be held accountable for delivering a high level of service

Functional Area E Using resources

NSH Managing the organisation

Generic	Specialist		Partnership	
<p>E1 Manage a budget for a defined area of responsibility, which includes preparing, agreeing and monitoring a budget and taking action when there are unforeseen developments.</p>	<p>SW:16</p>	<p>Manage, present and share records and reports</p>		
<p>E2 Manage finance in your area of responsibility managing money to achieve goals and aims, drawing on internal or external financial expertise if necessary.</p>	<p>NHSKSF G4:3</p>	<p>Financial management – coordinate, monitor and review the use of financial resources</p>	<p>NHSKSF G7:4</p> <p>Capacity and capability – work in partnership with others to develop and sustain capacity and capability</p>	
	<p>NHSKSF G4:4</p>	<p>Financial management – plan, implement, monitor and review the acquisition, allocation and management of financial resources</p>		
	<p>NHSKSF G3:3</p>	<p>Procurement and commissioning – commission and procure products, equipment, services, systems and facilities</p>		
	<p>NHSKSF G7:3</p>	<p>Capacity and capability – contribute to developing and sustaining capacity and capability</p>		
	<p>RMA:B3 SA:A23 DANOS:BG4</p>	<p>Manage the use of financial resources</p>		
<p>E3 Obtain additional finance for the organisation – identifying and obtaining the finance needed to achieve strategic goals and objectives, drawing on the expertise of financial specialists as appropriate.</p>	<p>DANOS:BG1</p>	<p>Secure financial resources for your organisation's plans</p>		
	<p>DANOS:BG2</p>	<p>Plan and coordinate fund raising for the organisation</p>		
	<p>H:53</p>	<p>Identify and access funding</p>		
	<p>VSNT0:F3</p>	<p>Obtain funds to realise your organisation's volunteering policies and plans</p>		

<p>E4 Promote the use of technology within your organisation – make sure the organisation assesses the use of technology, gets the technology it needs, uses it in the best way possible and improving it as necessary. Technology might mean information or communications technology, equipment, machinery and so on. You are not expected to be a technology specialist but you would be expected to be able to need to work effectively with specialists.</p>	<p>VSNT0: F10 Manage information and knowledge</p>	
	<p>N1 Manage systems for information, knowledge and communications</p>	
	<p>NHSKSF G3:2 Procurement and commissioning – assist in commissioning, procuring and monitoring goods and/or services</p>	
	<p>DANOS:BE1 Establish information management and communication systems</p>	
<p>E5 Ensure your own actions reduce risks to health and safety by identifying hazards and evaluating risks in the workplace and taking action to put things right.</p>	<p>HSC:B3.1 Contribute to the prevention and management of abusive and aggressive behaviour</p>	
	<p>SW:9 Address behaviour which represents a risk to individuals, families, carers, groups and individuals</p>	
<p>E6 Ensure health and safety requirements are met in your area of responsibility by developing a culture that ensures safety considerations are firmly embedded in the planning and decision making processes within your remit.</p> <p>Also see B10 and E7</p>	<p>SA:C216 Plan for safety of people attending an event</p>	
	<p>SA:C217 Ensure the safety of people attending an event</p>	
	<p>RMRCC: 6 HSC:49 Develop and maintain an environment which safeguards and protects children and young people</p>	
	<p>H&S: E Promote a health and safety culture</p>	
	<p>NHSKSF C3.4 Health, safety and security – maintain and develop an environment and culture that improves health, safety and security</p>	
<p>E7 Ensure an effective organisational approach to health and safety by leading the overall approach to contribute to the well-being and productivity of staff; decrease risks; improve the</p>	<p>NHSKSF C3:4 Health, safety and security – develop a working environment and culture that improves health, safety and security (level 4)</p>	

<p>organisation's reputation and ensure legislative requirements are met.</p> <p>Also see B10 and E6</p>	<p>H&S: E Promote a health and safety culture</p>	
	<p>RMRC:18 Develop and maintain healthy and safe working practices and environment</p>	
	<p>DANOS:BD4 Promote, monitor and maintain health, safety and security in the working environment</p>	
<p>NHS LQF</p> <p>➤ Delivering the service:</p> <p>Holding to account – the strength of resolve to hold others to account for agreed targets and to be held accountable for delivering a high level of service</p> <p>➤ Setting direction:</p> <p>Intellectual flexibility – the facility to embrace and cut through ambiguity and complexity and to be open to creativity in leading and developing services</p>		

Functional Area F Achieving results

NSH Managing the organisation

NSH Securing accountability

NSH Strengthening the community

Generic	Specialist	Partnership												
<p>F1 Manage a project – taking responsibility for leading, planning, monitoring and controlling implementation of a project to ensure it meets its objectives and is completed to the satisfaction of the key stakeholders.</p>	<table border="1"> <tr> <td data-bbox="558 385 762 461">RMA: SNH4U1</td> <td data-bbox="762 385 1037 461">Develop programmes, projects and plans</td> </tr> <tr> <td data-bbox="558 461 762 595">SA:B219</td> <td data-bbox="762 461 1037 595">Contribute to project planning and preparation</td> </tr> <tr> <td data-bbox="558 595 762 672">VSNT0: F2</td> <td data-bbox="762 595 1037 672">Manage projects involving volunteers</td> </tr> <tr> <td data-bbox="558 672 762 806">MH:O3</td> <td data-bbox="762 672 1037 806">Project manage action targeted at addressing mental health issues</td> </tr> <tr> <td data-bbox="558 806 762 940">H:54</td> <td data-bbox="762 806 1037 940">Identify and select contractors to deliver projects</td> </tr> <tr> <td data-bbox="558 940 762 1016">SA:B220</td> <td data-bbox="762 940 1037 1016">Contribute to project closure</td> </tr> </table>	RMA: SNH4U1	Develop programmes, projects and plans	SA:B219	Contribute to project planning and preparation	VSNT0: F2	Manage projects involving volunteers	MH:O3	Project manage action targeted at addressing mental health issues	H:54	Identify and select contractors to deliver projects	SA:B220	Contribute to project closure	
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SA:B220	Contribute to project closure													
<p>F2 Manage a programme of complementary projects – leading and managing a specific programme of dissimilar projects, which are independent but interdependent upon each other. Taken together these projects will contribute to the achievement of a bigger strategic aim</p>	<table border="1"> <tr> <td data-bbox="558 1030 762 1106">SA:B219</td> <td data-bbox="762 1030 1037 1106">Coordinate the running of projects</td> </tr> <tr> <td data-bbox="558 1106 762 1308">NHKSF G5:3</td> <td data-bbox="762 1106 1037 1308">Services and project management – prioritise and manage the ongoing work of services and/or projects</td> </tr> <tr> <td data-bbox="558 1308 762 1500">NHKSF G5:4</td> <td data-bbox="762 1308 1037 1500">Services and project management – plan, coordinate and monitor the delivery of services and/or projects</td> </tr> </table>	SA:B219	Coordinate the running of projects	NHKSF G5:3	Services and project management – prioritise and manage the ongoing work of services and/or projects	NHKSF G5:4	Services and project management – plan, coordinate and monitor the delivery of services and/or projects							
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<p>F3 Manage business processes to ensure the organisation delivers outputs that meet customer and/or stakeholder, organisational and legal requirements.</p>	<table border="1"> <tr> <td data-bbox="558 1514 762 1590">RMRCC:20 DANOS:BG3</td> <td data-bbox="762 1514 1037 1590">Determine the effective use of resources</td> </tr> <tr> <td data-bbox="558 1590 762 1760">RMA: 1 DANOS:BC5</td> <td data-bbox="762 1590 1037 1760">Manage service, which meets the best possible outcomes for the individual</td> </tr> <tr> <td data-bbox="558 1760 762 1886">RMRCC: 4</td> <td data-bbox="762 1760 1037 1886">Manage and contribute to child care practice in group living</td> </tr> <tr> <td data-bbox="558 1886 762 2000">DANOS:BE2</td> <td data-bbox="762 1886 1037 2000">Receive, analyse, process and store information</td> </tr> </table>	RMRCC:20 DANOS:BG3	Determine the effective use of resources	RMA: 1 DANOS:BC5	Manage service, which meets the best possible outcomes for the individual	RMRCC: 4	Manage and contribute to child care practice in group living	DANOS:BE2	Receive, analyse, process and store information					
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DANOS:BE2	Receive, analyse, process and store information													

<p>F4 Develop and review a framework for marketing – taking informed, basic business decisions to develop a framework which describes the organisation's customers and how it will market and promote its services.</p>	<p>DANOS:BB1 HSC:437 CSNTO: F1</p>	<p>Promote your organisation and its services to stakeholders</p>	
	<p>NHSKSF G8:2</p>	<p>Public relations and marketing – undertake public relations and marketing activities</p>	
	<p>NHSKSF G8:4</p>	<p>Public relations and marketing –plan, develop, monitor and review public relations and marketing for a service/ organisation</p>	
<p>F5 Resolve customer service problems by looking at options and resolving both reported and potential problems.</p>	<p>H&S: F</p>	<p>Investigate and evaluate incidents and complaints in the workplace</p>	
<p>F6 Monitor and solve customer service problems by sorting them out efficiently and effectively and changing systems to avoid repeated problems.</p>			
<p>F7 Support customer service improvements – support the organisation in making changes and present them positively to customers. Also present your own ideas for improvement based on listening to customers.</p>	<p>PQCC: C1</p>	<p>Work with children and young people's networks to achieve optimal outcomes</p>	
<p>F8 Work with others to improve customer services – communicate and agree how to positively work together to provide an effective service and monitor how joint performance has changed and improved services</p>	<p>DANOS: AG1</p>	<p>Plan and agree service responses which meet individual's identified needs and circumstances</p>	<p>NHSKSF C1:4</p> <p>Communication – develop and maintain communication with people on complex matters, issues and ideas and/or in complex situations</p>
	<p>RMA: SC20</p>	<p>Contribute to the provision of effective physical, social and emotional environments for group care</p>	<p>NHSKSF C4:4</p> <p>Service improvement – work in partnership with others to develop, take forward and evaluate direction, policies and strategies</p>
			<p>NHSKSF G7:4</p> <p>Capacity and capability – work in partnership with others to develop and sustain capacity and capability</p>

		H32	Develop and maintain joint working to meet individual customer needs
		YW:E3	Build and maintain partnership work
		MH:N2	Develop, sustain and evaluate collaborative work with others
		MH:O6	Work with teams and agencies to review progress and performance and identify next steps
		POCC: C2	Liaise and work with other professionals and agencies to achieve optimal outcomes
		RMRCC: 7	Work with parents, families, carers and significant others to achieve optimal outcomes for children and young people
		RMRCC: 8	Undertake and /or co-ordinate work with networks, communities and agencies to achieve optimal outcomes for children and young people
		MH:L5	Work with individuals and families to develop services to improve their mental health and address their mental health needs
F9 Build your organisation's understanding of its market and customers, ensuring relevant and reliable information is constantly available and shared to aid decision making.	RMA:D4	Provide information to support decision making	RMA: SNH4U4 Promote the interests of client groups in the community
	SA:A57	Provide advice and support for the development and implementation of quality policies	

	NHSKSF G2:1	Development and innovation – appraise concepts, models, methods, practices, products and equipment developed by others	
F10 Develop a customer-focused organisation , providing the lead and support for the creation and maintenance of a customer-focused organisational culture.	H:48	Develop and maintain procedures for customer participation	HSC: C2.5 Support inter-disciplinary teams to develop and implement individual programmes of care
	YW:C3	Review progress and evaluate opportunities with young people	H52 Involve customers in the management of the organisation
	NHSKSF C5:4	Quality – develop a culture that improves quality	CBLD: 5 Involving children and young people in the management and delivery of service provision
F11 Manage the achievement of customer satisfaction delivering the goal of customer satisfaction with the processes and services being delivered.	RMA:A2	Manage activities to meet requirements	NHSKSF G7:4 Capacity and capability Work in partnership with others to develop and sustain capacity and capability
	DANOS:BC2	Manage the use of physical resources	
	SA: A22	Manage the use of physical resources	
	DANOS:BD2	Manage your organisation's facilities	
	RMRCC: 3	Manage a provision which actively promotes children and young people's life chances	
	RMRCC: 5	Manage and engage in work with children and young people, individually and in groups to achieve optimal outcomes	
	RMA: 2 HSC:412	Ensure individuals and groups are supported appropriately when experiencing significant life events	
RMRCC:17	Promote and manage a quality provision		

F12 Improve organisational performance – provide the lead for and manage improvements to the services and processes in your area of responsibility; includes sharing knowledge about how improvements can or have been made across the organisation.	DANOS:BA3	Contribute to the development of organisational performance	NHKSF C4:4 Service improvement – work in partnership with others to develop, take forward and evaluate direction, policies and strategies
	DANOS:BA4	Evaluate and improve organisational performance	
	DANOS:BE1	Establish information management and communication systems	
	DANOS:BC4	Assure your organisation delivers quality services	
	RMA:F3	Manage continuous quality improvement	
	SA:A56	Implement quality assurance systems	
	NHKSF:C5:4	Quality – develop a culture that improves quality	

NHS LQF

➤ **Setting direction:**

Drive for results – a strong commitment to making service performance improvements and a determination to achieve positive service outcomes for users

➤ **Personal qualities:**

Drive for improvement – a deep motivation to improve the performance in the health service

Personal integrity – a strongly held sense of commitment to openness, honesty, inclusiveness and high standards in undertaking the leadership role

Leadership & Management

– a strategy for the social care workforce

This publication is one of a comprehensive set of 'products' from Skills for Care's leadership and management project, first published under the Topss England banner in 2004. They have been developed to enable managers across social care to implement the recommendations in the main leadership & management strategy report.

The products are:

1. *What leaders and managers in social care do* – a statement on leadership and management in social care
2. The 'whole systems' model, including a 'person management specification'
3. Mapping of leadership and management standards
4. National signposting links
5. Continuing Professional Development
6. A unit of competence for conducting supervision
7. A guide to evaluation.

3 Product

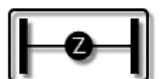
These products are commended to all managers and leaders in social care – both adults' and children's services – including people who use services who are employers under direct payments schemes. Together the products make for a very thorough piece of work that will reward well time spent working through them and applying them to particular settings.

The products are distributed in a pack with the main report, and are repeated on a CD-ROM so copies can be made as required. They can also be downloaded from www.skillsforcare.org.uk (see Our Projects).



This is a 2006 reprint of a 2005 Skills for Care publication. Skills for Care is continuing implementation and further development in adult social care of the leadership and management strategy initiated by Topss England in 2004. For children's and young people's services, the leadership and management strategy is being incorporated into the wider work of the Children's Workforce Development Council. Leaders and managers in children's and young people's services are therefore advised to use the strategy documents, but also to maintain contact with CWDC (www.cwdcouncil.org.uk) to keep up to date with further developments.

Written for Skills for Care by **Fran McDonnell and Harry Zutshi**, HZ Management and Training Consultancy



Project manager at Skills for Care: **Maria Lagos**

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