

**435**

## **MANAGE THE DEVELOPMENT AND DIRECTION OF THE PROVISION**

### **Unit overview**

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#### **Elements of competence**

435a	Develop, implement and review a Statement of Purpose
435b	Manage time and resources to deliver a quality service
435c	Contribute to the strategic and business planning of the service
435d	Contribute to the management and monitoring of budgets

#### **About this unit**

For this unit you need to manage the development and direction of a provision.

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**MANAGE THE DEVELOPMENT AND DIRECTION  
OF THE PROVISION**

435a

Develop, implement and review a Statement of Purpose

**Performance criteria**

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You need to show that:

- 1 You ensure the provision has a formally agreed Statement of Purpose and a guide which is approved, implemented and reviewed as necessary, and in accordance with regulation
- 2 You ensure that the organisation's policies and procedures and any written guidance accurately reflect the Statement of Purpose
- 3 You ensure that the Statement of Purpose is in a form which is easily accessible and can be understood by placing authorities, staff, residents, families and significant others in the residents' lives
- 4 You monitor, review, update and modify the Statement of Purpose, when necessary, and at least annually

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## **MANAGE THE DEVELOPMENT AND DIRECTION OF THE PROVISION**

435b

Manage time and resources to deliver a quality service

### **Performance criteria**

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You need to show that:

- 1 You manage the needs of residents and the capacity of the human, physical and financial resources to meet them
- 2 You identify how gaps in resources will be managed and plan how they could be addressed in the short, medium and long term
- 3 You manage admissions so that they adhere to the statement of purpose and admission criteria, and you negotiate with the service and placing authorities to ensure agreement upon and support for the admission criteria
- 4 You ensure systems are in place to manage, monitor and review the effective use of human, physical and financial resources
- 5 You manage your own time and resources to meet objectives
- 6 You record and report on any gaps in resources in accordance with legal, regulatory and service requirements

## **435                    MANAGE THE DEVELOPMENT AND DIRECTION OF THE PROVISION**

435c                    Contribute to the strategic and business planning of the  
service

### **Performance criteria**

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You need to show that:

- 1     You ensure that there is a written development plan, consistent with organisational requirements and the needs of the provision
- 2     You identify and take opportunities to contribute to the strategic planning of the service
- 3     You use inspection and regulation reports, the views of residents, their families and significant others, staff, and where appropriate, external stakeholders, to develop the provision
- 4     You identify current strengths and positive practice outcomes that need to be maintained and developed, and weaknesses in practice that need to be rectified, including any resource changes to meet need
- 5     You manage positive and negative change effectively with minimum disruption
- 6     You monitor and evaluate annually the business plan, identifying any changes within specified timescales

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## **MANAGE THE DEVELOPMENT AND DIRECTION OF THE PROVISION**

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Contribute to the management and monitoring of budgets

### **Performance criteria**

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You need to show that:

- 1 You ensure budgets and accounts are clear, concise and emphasise the benefits and quality of the provision
- 2 You ensure sufficient financial resources to implement the Statement of Purpose
- 3 You negotiate budgets with appropriate people and organisations
- 4 You ensure methods of monitoring expenditure and activities against budgets are reliable and are carried out in accordance with requirements
- 5 You monitor expenditure and activities against budgets at regular intervals
- 6 You record and report on the management and monitoring of budgets

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## MANAGE THE DEVELOPMENT AND DIRECTION OF THE PROVISION

### Knowledge specification for the whole of this unit

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Competent 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 practice for the performance described in this unit. When using this specification **it is important to read the knowledge requirements in relation to expectations and requirements of your job role.**

#### Values

- 1 Approaches to managing diversity

#### Legislation and organisational policy and procedures

- 2 The philosophy, scope and application of relevant legislation for working in social care
- 3 Policies, regulation and standards of practice for managing a social care provision, and for maintaining a healthy, safe and productive work environment
- 4 Legislation, including equal opportunities, race relations and disability legislation
- 5 Key government initiatives about:
  - the regulation of services
  - service standards
- 6 Lessons learned from both serious failure of service and practice, and from successful interventions
- 7 Regulation, policy, codes of conduct and guidance relating to:
  - developing, implementing and reviewing a statement of purpose for the provision
  - the operation of the provision and the service
  - strategic business planning for the service
  - managing and monitoring budgets
- 8 Organisational procedures and practices for reporting and recording

#### Theory and practice

- 9 Principles, methods and techniques relating to:
  - developing and evaluating a statement of purpose for the provision
  - organisational development and change for the organisation and the service
  - the strategic planning of the service and its budgeting
  - identifying and evaluating strengths and weaknesses of the organisation in relation to the strategic planning and budgeting
  - evaluating the past performance of the organisation and the service
  - negotiating and gaining agreement and commitment from relevant individuals to access resources and participate in budgeting
  - encouraging individuals to take part in negotiations and agreements about the organisation's needs and requirements
  - budgeting and accounting
  - monitoring and controlling resource usage to maintain consistency and quality in the provision
- 10 Sources of physical and financial resources
- 11 The importance of effective resource monitoring and your role and responsibility in relation to this

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### **Knowledge specification for the whole of this unit (continued)**

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- 12 Theories, models for practice and techniques, grounded on research of what works best, which for this unit will focus on:
- managing and monitoring budgets
  - time management
  - strategic business planning
  - resource management
  - individual and team development
- 13 Methods and techniques of:
- communication and interaction
  - giving and receiving constructive feedback within the provision and service
  - identifying individual and team development needs
  - developing individuals to meet the needs of the organisation's and the service's strategic plan
  - encouraging and enabling individuals to take responsibility for monitoring and controlling activities against budgets
  - praising and encouraging successful practice in terms of budgeting and resource development
  - constructively challenging bad practice in relation to budgeting and resource management
  - effective management of your own time and resources, and for the staff within the provision
  - encouraging and enabling individuals to take responsibility for monitoring and controlling activities against budgets
  - providing professional support to staff for continuing professional development and delivering service standards
  - management that promotes an open and inclusive culture
- 14 The importance of effective monitoring of human resources to maximise their use within the organisation and your role and responsibility in relation to this
- 15 Working with external management and governance on business planning, budgeting and resource issues

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## MANAGE THE DEVELOPMENT AND DIRECTION OF THE PROVISION

### Evidence requirements for this unit

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- Direct observation by assessor and/or an expert witness is required for some of the performance criteria for every element in this unit.
- Prior to commencing the unit you should agree a plan with your assessor regarding the types of evidence to be used.
- You must provide your assessor with evidence for ALL the performance criteria, and ALL the knowledge requirements and the relevant parts of the SCOPE as applicable to your workplace.
- The evidence must, at all times, reflect the policies and procedures of the workplaces as linked to current legislation and valued and principles for best practice within the Health and Social Care Sector. This will include the National Service Standards for your area of work or client group.
- All evidence should relate to real work activities for ALL elements of this unit.
- Simulation is NOT permitted for this unit.

### Competences can be demonstrated using a variety of types of evidence from the following:

- **Work products:** these can be any record that you would normally use within your normal role eg, Statement of Purpose, procedures and policies, management, monitoring and review records and reports including budgets and accounts; business and development plans; inspection reports, etc.
- **Assignment/project:** you may have already completed a project or assignment (for example from HNC, NC, VRQ, BTec courses, D32, 33, 34, A1 and V1). You could also use evidence of previous in-house training course/programmes you have completed showing professional development.
- **Reflective accounts:** you describe your actions in (a) particular situation(s) and reflect on the reason(s) for you practicing in that way, in relation to the management and development of the provision.
- **Questioning/professional discussion:** you and your assessor may agree on questions or discussion to demonstrate your knowledge, to supplement the knowledge demonstrated through observations, products and reflective accounts. These can be oral or written but evidence of this must be recorded.

**NB Confidential records are not required in your portfolio, they can remain where they are normally stored and be checked by your assessor and internal verifier. If they are included they must be anonymised.**