Level 5 Diploma in Leadership for Children’s Care, Learning and Development (Management) Wales and Northern Ireland (4227-08/98)

Qualification handbook for centres 501/1925/4
Group B and C units (Optional)
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Qualification handbook for centres

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  **Group B**: 4227-651, 4227-654  
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1 Optional units (mandatory units in main handbook)

Availability of units
The Group B and Group C optional units for this qualification follow. The mandatory units are available in a separate document, entitled Level 5 Diploma in Leadership for the Children's Care, Learning and Development (Wales and Northern Ireland) (4227-08/98), Qualification handbook for centres, Mandatory units.

All units may also be obtained from the centre resources section of the City & Guilds website.

The learning outcomes and assessment criteria are also viewable on the Register of Regulated Qualifications at http://register.ofqual.gov.uk/

Structure of units
The units in this qualification are written in a standard format and comprise the following:
- City & Guilds reference number
- unit accreditation number
- title
- level
- credit value
- unit aim
- relationship to NOS, other qualifications and frameworks
- endorsement by a sector or other appropriate body
- information on assessment
- learning outcomes which are comprised of a number of assessment criteria
- notes for guidance.

Summary of optional units

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Unit 082  Promote creativity and creative learning in young children

Level:  4
Credit value:  5
UAN number:  A/601/0135

Unit aim
The unit is designed to deepen knowledge and understanding of the importance of creativity and creative learning for young children and competence in promoting this in early years settings. The unit also encourages the learner to support change and improvement in practice.

Learning outcomes
There are four learning outcomes to this unit. The learner will:
1. Understand the concepts of creativity and creative learning and how these affect all aspects of young children’s learning and development
2. Be able to provide opportunities for young children to develop their creativity and creative learning
3. Be able to develop the environment to support young children’s creativity and creative learning
4. Be able to support the development of practice in promoting young children’s creativity and creative learning within the setting

Guided learning hours
It is recommended that 35 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards
There are links with CCLD 410 Evaluate, assess and support children’s creativity.

Support of the unit by a sector or other appropriate body
This unit is endorsed by Skills for Care and Development.

Assessment
This unit will be assessed by:
• A portfolio of evidence.

Learning Outcomes 2, 3 and 4 must be assessed in a real work environment
Reflection on practice must form part of the assessment for this unit.
Unit 082  Promote creativity and creative learning in young children

Outcome 1 Understand the concepts of creativity and creative learning and how these affect all aspects of young children’s learning and development

Assessment Criteria
The learner can:

1.1 Analyse the differences between creative learning and creativity

1.2 Explain current theoretical approaches to creativity and creative learning in early childhood.

1.3 Critically analyse how creativity and creative learning can support young children’s emotional, social, intellectual, communication and physical development.
Unit 082  Promote creativity and creative learning in young children

Outcome 2  Be able to provide opportunities for young children to develop their creativity and creative learning

Assessment Criteria
The learner can:
2.1   Demonstrate in own practice how to promote creativity and creative learning

2.2   Explain why young children require extended and unhurried periods of time to develop their creativity.
Unit 082 Promote creativity and creative learning in young children

Outcome 3 Be able to develop the environment to support young children’s creativity and creative learning

Assessment Criteria
The learner can:

3.1 Explain the features of an environment that supports creativity and creative learning.

3.2 Monitor and evaluate the effectiveness of aspects of the environment in supporting young children's creativity and creative learning.
Unit 082  Promote creativity and creative learning in young children

Outcome 4  Be able to support the development of practice in promoting young children’s creativity and creative learning within the setting

Assessment Criteria
The learner can:

4.1 Evaluate and reflect on own practice in promoting creativity and creative thinking

4.2 Support others to develop their practice in promoting creativity and creative learning

4.3 Develop a programme of change to the environment to enhance creativity and creative learning giving a justification and expected outcomes for each area of change.
2.1. Promoting creativity and creative learning e.g.
• developing imagination and imaginative play
• traditional creative arts
• music, dance and movement
• areas of learning such as mathematics, problem solving and exploration
• ICT
Unit 149  Develop and evaluate operational plans for own area of responsibility

Level:  5  
Credit value:  6  
UAN number:  Y/600/9588

Unit aim  
This unit helps learners to develop, implement, monitor and review operational plans for own area of responsibility.

Learning outcomes  
There are three learning outcomes to this unit. The learner will:
1. Be able to align objectives of own area of responsibility with those of own organisation
2. Be able to implement operational plans in own area of responsibility
3. Be able to monitor and evaluate operational plans in own area of responsibility

Guided learning hours  
It is recommended that 25 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards  
This unit is linked to MSC B1: Develop and implement operational plans for your area of responsibility.

Support of the unit by a sector or other appropriate body (if required)  
This unit is endorsed by Skills for Care and Development and Management Standards Centre.

Assessment  
This unit will be assessed by:
- A portfolio of evidence.
Unit 149  Develop and evaluate operational plans for own area of responsibility

Outcome 1  Be able to align the objectives of own area of responsibility with those of the organisation

Assessment Criteria
The learner can:
1.1  Identify operational objectives within own area of responsibility
1.2  Analyse objectives of own area of responsibility in relation to those of own organisation
Unit 149  Develop and evaluate operational plans for own area of responsibility

Outcome 2  Be able to implement operational plans in own area of responsibility

Assessment Criteria
The learner can:
2.1  Assess risks associated with operational plans and include contingency arrangements
2.2  Identify support from relevant stakeholders
2.3  Implement operational plan within own area of responsibility
Unit 149  Develop and evaluate operational plans for own area of responsibility

Outcome 3  Be able to monitor and evaluate operational plans in own area of responsibility

Assessment Criteria
The learner can:

3.1  Monitor procedures within the operational plan

3.2  Evaluate operational plans and implement any necessary actions
Unit 150  Manage physical resources

Level:  4  
Credit value:  3  
UAN number: K/600/9711

Unit aim
This unit will ensure that learners are able to identify, obtain, manage and review the use of physical resources. The unit also ensures learners are able to take the environmental impact of resource use into consideration.

Learning outcomes
There are four learning outcomes to this unit. The learner will:
1. Understand the importance of sustainability when using physical resources
2. Be able to identify resource requirements for own area of responsibility
3. Be able to obtain required resources for own area of responsibility
4. Be able to monitor and review the quality and usage of resources in own area of responsibility

Guided learning hours
It is recommended that 25 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards
This unit is linked to
MSC E8 Manage physical resources.

Support of the unit by a sector or other appropriate body
This unit is endorsed by Skill for Care and Development.

Assessment
This unit will be assessed by:
• A portfolio of evidence.
Unit 150 Manage physical resources
Outcome 1 Understand the importance of sustainability when using physical resources

Assessment Criteria
The learner can:
1.1 Explain the importance of using sustainable resources
1.2 Explain the potential impact of resource use on the environment
1.3 Explain how to use resources effectively and efficiently
1.4 Describe actions one can take to minimise any adverse environmental impact of using physical resources.
Unit 150  Manage physical resources
Outcome 2  Be able to identify resource requirements for own area of responsibility

Assessment Criteria
The learner can:
2.1 Consult with colleagues to identify their planned activities and corresponding resource needs
2.2 Evaluate past resource use to inform expected future demand
2.3 Identify resource requirements for own area of responsibility.
Unit 150  Manage physical resources
Outcome 3  Be able to obtain required resources for own area of responsibility

Assessment Criteria
The learner can:
3.1  Submit a business case to procure required resources
3.2  Review and agree required resources with relevant individuals
3.3  Explain an organisation’s processes for procuring agreed resources
Unit 150 Manage physical resources
Outcome 4 Be able to monitor and review the quality and usage of resources in own area of responsibility

Assessment Criteria
The learner can:
4.1 Monitor the quality of resources against required specifications
4.2 Identify differences between actual and planned use of resources and take corrective action
4.3 Analyse the effectiveness and efficiency of resource use in own area of responsibility
4.4 Make recommendations to improve the effectiveness and efficiency of resource use.
Unit 151  Develop procedures and practice to respond to concerns and complaints

Level:  5
Credit value:  6
UAN number:  J/602/2336

Unit aim
The purpose of this unit is to assess the learner’s knowledge, understanding and skills required to developing, implementing and reviewing procedures and practices to address concerns and complaints. It covers the relevant regulatory requirements, codes of practice and relevant guidance, and analyses the impact of these on service provision.

Learning outcomes
There are four learning outcomes to this unit. The learner will:
1. Understand the regulatory requirements, codes of practice and relevant guidance for managing concerns and complaints
2. Be able to develop procedures to address concerns and complaints
3. Be able to lead the implementation of procedures and practice for addressing concerns and complaints
4. Be able to review the procedures and practices for addressing concerns and complaints

Guided learning hours
It is recommended that 40 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards
This unit is linked to LMCS E9.

Support of the unit by a sector or other appropriate body
This unit is endorsed by Skills for Care and Development.

Assessment
This unit will be assessed by:
• A portfolio of evidence.

Learning outcomes 2, 3 and 4 must be assessed in the work setting.
Unit 151  Develop procedures and practice to respond to concerns and complaints

Outcome 1  Understand the regulatory requirements, codes of practice and relevant guidance for managing concerns and complaints

Assessment Criteria
The learner can:

1.1  Identify the regulatory requirements, codes of practice and relevant guidance for managing concerns and complaints in own area of work

1.2  Analyse how regulatory requirements, codes of practice and relevant guidance for managing concerns and complaints affect service provision within own area of work.
Unit 151 Develop procedures and practice to respond to concerns and complaints

Outcome 2 Be able to develop procedures to address concerns and complaints

Assessment Criteria
The learner can:
2.1 Explain why individuals might be reluctant to raise concerns and make complaints
2.2 Outline steps that can be taken to encourage individuals to raise concerns or complaints
2.3 Work with others in the development of procedures to address concerns and complaints
2.4 Ensure information on how to raise concerns and make complaints is available in accessible formats
2.5 Review the procedures that have been developed against regulatory requirements, codes of practice and relevant guidance.
Unit 151  Develop procedures and practice to respond to concerns and complaints

Outcome 3  Be able to lead the implementation of procedures and practice for addressing concerns and complaints

Assessment Criteria
The learner can:
3.1  Promote a person centred approach to addressing concerns and complaints

3.2  ensure that others are informed about the procedure for raising concerns or making complaints

3.3  Use supervision to support workers to recognise and address concerns and complaints.

3.4  Implement systems and procedures which address concerns and complaints and fully inform the complainant of the outcome within agreed time frames.
Unit 151  Develop procedures and practice to respond to concerns and complaints

Outcome 4  Be able to review the procedures and practices for addressing concerns and complaints

Assessment Criteria
The learner can:

4.1  Monitor the use of systems for addressing concerns and complaints

4.2  Evaluate the effectiveness of systems for addressing concerns and complaints

4.3  Involve others in the review of procedures and practices for addressing concerns and complaints.

4.4  Show how own management practice has provided a culture where the organisation can learn from concerns and complaints

4.5  Demonstrate how recommendations from concern and complaint investigations have been used to improve the quality of service.
Unit 151  Develop procedures and practice to respond to concerns and complaints

Notes for guidance

Others may include:
- Workers / Practitioners
- Carers
- Significant others
- Other professionals
- People who use services
Unit 152  Recruitment and selection within health and social care or children and young people’s settings

Level:  4  
Credit value:  3  
UAN number:  R/602/2338

Unit aim
The purpose of this unit is to assess the learner’s knowledge, understanding and skills required to recruit and select in health and social care or children’s and young people’s settings.

Learning outcomes
There are four learning outcomes to this unit. The learner will:
1. Understand the recruitment and selection processes in health and social care or children and young people’s settings
2. Be able to contribute to the recruitment process in health and social care or children’s and young people’s settings
3. Be able to participate in the selection process in health and social care or children’s and young people’s settings
4. Be able to evaluate the recruitment and selection processes in health and social care or children’s and young people’s settings

Guided learning hours
It is recommended that 26 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards
This unit is linked to LMCS A3, HSC 444, CCLD 333, MSC D3, D4, D5.

Support of the unit by a sector or other appropriate body
This unit is endorsed by Skills for Care and Development.

Assessment
This unit will be assessed by:
• A portfolio of evidence.

Learning outcomes 2, 3, and 4 must be assessed in the work setting.
Unit 152  Recruitment and selection within health and social care or children and young people’s settings

Outcome 1  Understand the recruitment and selection processes in health and social care or children and young people’s settings

Assessment Criteria

The learner can:

1.1  Explain the impact on selection and recruitment processes, in own setting, of:
   • Legislative requirements
   • Regulatory requirements
   • Professional codes
   • Agreed ways of working

1.2  Explain circumstances when it is necessary to seek specialist expertise in relation to recruitment and selection

1.3  Analyse how serious case reviews and inquiries have contributed to the establishment of policies and procedures within recruitment which safeguard vulnerable adults, children and young people.
Unit 152  
**Recruitment and selection within health and social care or children and young people’s settings**

Outcome 2  
Be able to contribute to the recruitment process in health and social care or children’s and young people’s settings

**Assessment Criteria**
The learner can:

2.1 Review job descriptions and person specifications to meet work setting objectives

2.2 Work with others to establish the criteria that will be used in the recruitment and selection process

2.3 Work with others to establish the methods that will be used in the recruitment and selection process

2.4 Involve individuals in the recruitment process.
Unit 152  Recruitment and selection within health and social care or children and young people’s settings

Outcome 3  Be able to participate in the selection process in health and social care or children’s and young people’s settings

Assessment Criteria
The learner can:
3.1  Use agreed methods to assess candidates
3.2  Use agreed criteria to select candidates
3.3  Communicate the outcome of the selection process according to the policies and procedures of own setting.
Unit 152  Recruitment and selection within health and social care or children and young people’s settings

Outcome 4  Be able to evaluate the recruitment and selection processes in health and social care or children’s and young people’s settings

**Assessment Criteria**

The learner can:

4.1  Evaluate the recruitment and selection methods and criteria used in own setting

4.2  Recommend changes for improvement to recruitment and selection processes in own setting.
Unit 152  Recruitment and selection within health and social care or children and young people’s settings

Notes for guidance

Agreed ways of working will include policies and procedures where these exist.

Others may include:
  • Human resource personnel
  • Workers / Practitioners
  • Carers
  • Significant others

Individual is someone accessing care or support.

Recruitment process can include consultation or practical involvement in the process.
Unit 153  Facilitate the development of effective group practice in health and social care or children and young people’s settings

Level:  5  
Credit value:  6  
UAN number:  Y/602/2339

Unit aim
This purpose of this unit is assess the learner’s knowledge, understanding and skills required to facilitate groups, support individuals’ rights within the group process and enable groups to deal with conflicts.

Learning outcomes
There are five learning outcomes to this unit. The learner will:
1. Understand how groups develop and function in health and social care or children and young people’s work settings
2. Be able to create a climate that facilitates effective groups in health and social care or children and young people’s work settings
3. Be able to facilitate a group in health and social care or children and young people’s work settings
4. Be able to enhance learning through the constructive use of power, authority and influence in group work in health and social care or children and young people’s work settings
5. Be able to monitor and review the work of a group in health and social care or children and young people’s work settings

Guided learning hours
It is recommended that 42 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards
This unit is linked to AG27 HSC 429 LDSS 418.

Support of the unit by a sector or other appropriate body
This unit is endorsed by Skills for Care and Development.

Assessment
This unit will be assessed by:
- A portfolio of evidence.

Learning outcomes 2, 3, 4 and 5 must be assessed in the work setting.
Unit 153 Facilitate the development of effective group practice in health and social care or children and young people’s settings

Outcome 1 Understand how groups develop and function in health and social care or children and young people’s work settings

Assessment Criteria
The learner can:
1.1 Analyse the impact of theories and models on group work practice

1.2 Explain how to form and maintain a cohesive and effective group

1.3 Explain how different facilitation styles may influence
   • Group dynamics
   • Lifecycle of the group
   • Group outcomes
   • Development of roles within the group

1.4 Explain why it is important to be clear about the purpose and desired outcomes for the group

1.5 Analyse the importance of participant engagement in achieving group outcomes.
Unit 153 Facilitate the development of effective group practice in health and social care or children and young people’s settings

Outcome 2 Be able to create a climate that facilitates effective groups in health and social care or children and young people’s work settings

Assessment Criteria
The learner can:
2.1 Evaluate methods that may be utilised in facilitating groups
2.2 Prepare an environment that is conducive to the functioning of the group
2.3 Work with a group/s to agree acceptable group and individual behaviour
2.4 Work with a group to negotiate and agree tasks, desired outcomes and ways of working.
Unit 153 Facilitate the development of effective group practice in health and social care or children and young people’s settings

Outcome 3 Be able to facilitate a group in health and social care or children and young people’s work settings

Assessment Criteria
The learner can:
3.1 Use a range of methods to accommodate different learning styles within the group
3.2 Provide a group experience where participants are engaged and stimulated
3.3 Intervene effectively in a group session to improve the learning process.
Unit 153  Facilitate the development of effective group practice in health and social care or children and young people’s settings

Outcome 4  Be able to enhance learning through the constructive use of power, authority and influence in group work in health and social care or children and young people’s work settings

Assessment Criteria
The learner can:

4.1  Demonstrate inclusive practice when facilitating groups

4.2  Support consensus and manage conflict within a group

4.3  Explain how to challenge excluding or discriminatory behaviour

4.4  Demonstrate how to manage diverse group behaviours

4.5  Explain when to refer issues and areas of concern.
Unit 153  Facilitate the development of effective group practice in health and social care or children and young people’s settings

Outcome 5  Be able to monitor and review the work of a group in health and social care or children and young people’s work settings

Assessment Criteria
The learner can:

5.1 Work with a group to agree monitoring and review processes

5.2 Implement systems and processes to monitor and review the progress of a group

5.3 Assess the effectiveness of a group in relation to identified outcomes

5.4 Reflect on strengths and areas for development in own practice of facilitating groups.
Unit 153  Facilitate the development of effective group practice in health and social care or children and young people’s settings

Notes for guidance

Conflict may include:
- negative comments
- disagreements
- discrimination
- power imbalance
- threats
- body language
- non compliance
Unit 154 Facilitate coaching and mentoring of practitioners in health and social care or children and young people’s settings

Level: 5
Credit value: 6
UAN number: L/602/2547

Unit aim
The purpose of this unit is to assess the learner’s knowledge, understanding and skills to support coaching and mentoring of practitioners in health and social care or children and young people’s settings. It includes the ability to understand the benefits of coaching and mentoring and to plan implement and evaluate the impact of coaching and mentoring in the work setting.

Learning outcomes
There are five learning outcomes to this unit. The learner will:
1. Understand the benefits of coaching and mentoring practitioners in health and social care or children and young people’s settings
2. Be able to promote coaching and mentoring of practitioners in health and social care or children and young people’s settings
3. Be able to identify the coaching and mentoring needs of practitioners in health and social care or children and young people’s settings
4. Be able to implement coaching and mentoring activities in health and social care or children and young people’s settings
5. Be able to review the outcomes of coaching and mentoring in health and social care or children and young people’s settings

Guided learning hours
It is recommended that 43 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards
This unit is linked to ENTO CM20, CCLD 429.

Support of the unit by a sector or other appropriate body
This unit is endorsed by Skills for Care and Development.

Assessment
This unit will be assessed by:
- A portfolio of evidence.

Learning outcomes 2, 3, 4 and 5 must be assessed in the work setting.
Unit 154  Facilitate coaching and mentoring of practitioners in health and social care or children and young people’s settings

Outcome 1  Understand the benefits of coaching and mentoring practitioners in health and social care or children and young people’s settings

Assessment Criteria
The learner can:
1.1  Analyse the differences between coaching and mentoring

1.2  Explain circumstances when coaching would be an appropriate method of supporting learning at work

1.3  Explain circumstances when mentoring would be an appropriate method of supporting learning at work

1.4  Explain how coaching and mentoring complement other methods of supporting learning

1.5  Analyse how coaching and mentoring at work can promote the business objectives of the work setting

1.6  Evaluate the management implications of supporting coaching and mentoring in the work setting

1.7  Explain how coaching and mentoring in the work setting can contribute to a learning culture

1.8  Explain the importance of meeting the learning needs of coaches and mentors.
Unit 154  Facilitate coaching and mentoring of practitioners in health and social care or children and young people’s settings

Outcome 2  Be able to promote coaching and mentoring of practitioners in health and social care or children and young people’s settings

Assessment Criteria

The learner can:

2.1 Promote the benefits of coaching and mentoring in the work setting

2.2 Support practitioners to identify learning needs where it would be appropriate to use coaching.

2.3 Support practitioners to identify learning needs where it would be appropriate to use mentoring

2.4 Explain the different types of information, advice and guidance that can support learning in the work setting

2.5 Demonstrate a solution-focused approach to promoting coaching and mentoring in the work setting.
Unit 154 Facilitate coaching and mentoring of practitioners in health and social care or children and young people’s settings

Outcome 3 Be able to identify the coaching and mentoring needs of practitioners in health and social care or children and young people’s settings

Assessment Criteria
The learner can:

3.1 Use different information sources to determine the coaching and mentoring needs of practitioners in the work setting

3.2 Plan coaching and mentoring activities.
Unit 154 Facilitate coaching and mentoring of practitioners in health and social care or children and young people’s settings

Outcome 4 Be able to implement coaching and mentoring activities in health and social care or children and young people’s settings

Assessment Criteria
The learner can:
4.1 Support the implementation of coaching and mentoring activities
4.2 Select the most appropriate person to act as coach or mentor
4.3 Explain the support needs of those who are working with peers as coaches or mentors
4.4 Provide coaching in a work setting according to the agreed plan
4.5 Provide mentoring in a work setting according to the agreed plan.
Unit 154  Facilitate coaching and mentoring of practitioners in health and social care or children and young people’s settings

Outcome 5  Be able to review the outcomes of coaching and mentoring in health and social care or children and young people’s settings

Assessment Criteria
The learner can:
5.1 Review how the use of coaching and mentoring in the work setting has supported business objectives
5.2 Evaluate the impact of coaching and mentoring on practice
5.3 Develop plans to support the future development of coaching and mentoring in the work setting.
Unit 154 Facilitate coaching and mentoring of practitioners in health and social care or children and young people’s settings

Notes for guidance

Different information sources may include:

- Strategic/business plans
- New legislation/regulation
- Supervision agreements/professional development plans
- Availability and expertise of coaches and mentors in the work setting
- Service users who have different needs
Unit 155 Manage induction in health and social care or children and young people’s settings

Level: 4
Credit value: 3
UAN number: T/602/2574

Unit aim
The purpose of this unit is to assess the learner’s knowledge, understanding and skills for managing induction in health and social care or children and young people’s settings.

Learning outcomes
There are five learning outcomes to this unit. The learner will:
1. Understand the purpose of induction for health and social care or children and young people’s settings
2. Be able to manage the induction process in health, social care and children and young people’s work settings
3. Be able to support the implementation of induction processes in health, social care and children and young people’s work settings
4. Be able to evaluate the induction process in health and social care or children and young people’s settings
5. Be able to implement improvements to the induction process in health and social care or children and young people’s settings

Guided learning hours
It is recommended that 21 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards
This unit is linked to HSC 444 LMC A3.

Support of the unit by a sector or other appropriate body
This unit is endorsed by Skills for Care and Development.

Assessment
This unit will be assessed by:
• A portfolio of evidence.

Learning outcomes 2, 3, 4 and 5 must be assessed in the work setting.
**Unit 155**  
Manage induction in health and social care or children and young people’s settings

**Outcome 1**  
Understand the purpose of induction for health and social care or children and young people’s settings

**Assessment Criteria**

The learner can:

1.1 Explain why induction is important for practitioners, individuals and organisations

1.2 Identify information and support materials that are available to promote effective induction

1.3 Explain the link between induction processes, qualifications and progression routes in the sector

1.4 Analyse the role of the induction process in supporting others to understand the values, principles and agreed ways of working within a work setting

1.5 Analyse the role of induction in safeguarding individuals and others within a work setting.
Unit 155  Manage induction in health and social care or children and young people’s settings

Outcome 2  Be able to manage the induction process in health, social care and children and young people’s work settings

Assessment Criteria
The learner can:

2.1  Explain the factors that influence induction processes for practitioners

2.2  Develop an induction programme in agreement with others

2.3  Manage the induction process for practitioners.
Unit 155  Manage induction in health and social care or children and young people’s settings

Outcome 3  Be able to support the implementation of induction processes in health, social care and children and young people’s work settings

Assessment Criteria
The learner can:

3.1 Identify different methods that can be used to support the induction process for practitioners

3.2 Support others involved in the induction of practitioners

3.3 Obtain feedback from others on practitioners’ achievement of identified induction requirements

3.4 Support practitioners to reflect on their learning and achievement of induction requirements

3.5 Provide feedback to practitioners on achievement of induction requirements

3.6 Support personal development planning for a practitioner on completion of induction.
Unit 155  Manage induction in health and social care or children and young people’s settings

Outcome 4  Be able to evaluate the induction process in health and social care or children and young people’s settings

Assessment Criteria

The learner can:

4.1 Explain the importance of continuous organisational improvement in the provision of induction

4.2 Obtain feedback on the induction process from practitioners

4.3 Obtain feedback on the induction process from others in the work setting

4.4 Use feedback to identify areas for improvement within the induction process.
Unit 155 Manage induction in health and social care or children and young people’s settings

Outcome 5 Be able to implement improvements to the induction process in health and social care or children and young people’s settings

Assessment Criteria
The learner can:
5.1 Work with others to identify improvements within the induction process

5.2 Work with others to implement changes required to address areas for improvement within the induction process.
Unit 155  Manage induction in health and social care or children and young people’s settings

Notes for guidance

Practitioners could include:
• new recruits
• existing employees who have taken on additional responsibilities
• existing employees who have taken on a new role
• temporary or agency workers
• workers transferring from another setting
• students on placement
• volunteers

Individuals are those accessing care or services

Agreed ways of working will include policies and procedures where these exist.

Factors that influence could include:
• job descriptions
• levels of responsibility
• previous experience
• qualification status
• availability of others
• organisational culture
• organisational requirements
• individual needs

Others may include:
• Workers / Practitioners
• Carers
• Significant others
• Individuals who access services
• Line managers
• Other professionals
Unit 156 Facilitate change in health and social care or children and young people’s settings

Level: 5  
Credit value: 6  
UAN number: F/602/2612

Unit aim
The purpose of this unit is to assess the learner’s knowledge, understanding and skills to facilitate organisational change in health and social care or children and young people’s settings.

Learning outcomes
There are six learning outcomes to this unit. The learner will:
1. Understand the principles of change management in health and social care or children and young people’s settings
2. Be able to facilitate a shared understanding of the need for change in health and social care or children and young people’s settings
3. Be able to develop an approved change management plan in health and social care or children and young people’s settings
4. Be able to gain support for a proposed change in health and social care or children and young people’s settings
5. Be able to implement approved change management plans in health and social care or children and young people’s settings
6. Be able to evaluate the change management process in health and social care or children and young people’s settings

Guided learning hours
It is recommended that 42 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards
This unit is linked to LMC A2, MSC C5.

Support of the unit by a sector or other appropriate body
This unit is endorsed by Skills for Care and Development.

Assessment
This unit will be assessed by:
- A portfolio of evidence.

Learning outcomes 2, 3, 4, 5 and 6, must be assessed in the work setting.
Unit 156  Facilitate change in health and social care or children and young people’s settings

Outcome 1  Understand the principles of change management in health and social care or children and young people’s settings

**Assessment Criteria**
The learner can:
1.1 Analyse factors that drive change
1.2 Describe underpinning theories of change management
1.3 Describe approaches, tools and techniques that support the change process
1.4 Explain the importance of effective change management for service provision.
Unit 156  Facilitate change in health and social care or children and young people’s settings

Outcome 2  Be able to facilitate a shared understanding of the need for change in health and social care or children and young people’s settings

**Assessment Criteria**
The learner can:

2.1 Promote the benefits of change

2.2 Analyse challenges that may arise during the process of change

2.3 Enable others to express views about proposed change

2.4 Agree with others the changes that need to be made.
Unit 156 Facilitate change in health and social care or children and young people’s settings

Outcome 3 Be able to develop an approved change management plan in health and social care or children and young people’s settings

Assessment Criteria
The learner can:
3.1 Analyse the impact of a proposed change to the service provision
3.2 Produce a change management plan that takes account of the identified impact
3.3 Establish criteria against which the plan can be evaluated
3.4 Secure any approvals required for the change management plan.
Unit 156 Facilitate change in health and social care or children and young people’s settings

Outcome 4 Be able to gain support for a proposed change in health and social care or children and young people’s settings

Assessment Criteria
The learner can:

4.1 Ensure own actions serve as a positive role model when introducing change

4.2 Identify others who can promote the vision for change

4.3 Use strategies that address resistance to change

4.4 Implement a communication strategy to support others to understand a proposed change.
Unit 156  Facilitate change in health and social care or children and young people's settings

Outcome 5  Be able to implement approved change management plans in health and social care or children and young people's settings

Assessment Criteria
The learner can:
5.1  Agree roles and responsibilities for implementing change management plan
5.2  Support others to carry out their agreed roles in a change management plan
5.3  Adapt a change management plan to address issues as they arise
5.4  Establish strategies for ensuring that the quality of service for individuals is maintained during a period of change.
Unit 156 Facilitate change in health and social care or children and young people’s settings

Outcome 6 Be able to evaluate the change management process in health and social care or children and young people’s settings

Assessment Criteria
The learner can:

6.1 Agree systems to monitor the effectiveness of the change management plan

6.2 Work with others to review the change management plan against identified criteria

6.3 Evaluate outcomes of the change for individuals.
Unit 156 Facilitate change in health and social care or children and young people’s settings

Notes for guidance

Factors may include:
- Internal
- External

Challenges may include:
- anxiety
- stress
- resistance
- fear
- resources
- competence

Others may include:
- individuals
- practitioners
- families and friends of individuals
- advocates
- colleagues
- other professionals within and beyond the organisation
- others with an interest in the service

Impact may include:
- risks
- costs
- benefits

Service provision may include:
- individuals
- team members
- practitioners
- stakeholders
- service delivery

Change Management plan may include:
- a workforce development plan
- a resources plan
- a support plan for individuals and others affected by the change
- a communication plan
- contingency plans

The communication strategy will reflect the needs and preferences of its audiences and may incorporate:
- using a range of styles and formats
• adjusting the pace of information-giving
• repeating key messages over time
• clarifying and summarising key points
• updating information as necessary

Individuals are those accessing care or services
Unit 157 Manage an inter-professional team in a health and social care or children and young people’s setting

Level: 6  
Credit value: 7  
UAN number: L/602/2743

Unit aim  
The purpose of this unit is to assess the learner’s knowledge, understanding and skills to manage inter-professional team in health and social care or children and young people’s settings.

Learning outcomes  
There are five learning outcomes to this unit. The learner will:  
1. Understand the principles of inter-professional working within health and social care or children and young people’s settings  
2. Be able to manage service objectives through the inter-professional team in health and social care or children and young people’s setting  
3. Be able to promote inter-professional team working in health and social care or children and young people’s setting  
4. Be able to manage processes for inter-professional work with individuals in health and social care or children and young people’s setting  
5. Be able to evaluate the effectiveness of inter-professional team work in health and social care or children and young people’s setting

Guided learning hours  
It is recommended that 48 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards  
This unit is linked to LMC D3, CCLD 423.

Support of the unit by a sector or other appropriate body  
This unit is endorsed by Skills for Care and Development.

Assessment  
This unit will be assessed by:  
- A portfolio of evidence.

Learning outcomes 2, 3, 4 and 5 must be assessed in the work environment.
Unit 157 Manage an inter-professional team in a health and social care or children and young people’s setting

Outcome 1 Understand the principles of inter-professional working within health and social care or children and young people’s settings

**Assessment Criteria**

The learner can:

1.1 Analyse how inter-professional working promotes positive outcomes for individuals

1.2 Analyse the complexities of working in inter-professional teams

1.3 Explain how inter-professional teamwork is influenced by:
   - legislative frameworks,
   - regulation
   - government initiatives
   - professional codes of practice or professional standards
   - service objectives.
Unit 157  Manage an inter-professional team in a health and social care or children and young people’s setting

Outcome 2  Be able to manage service objectives through the inter-professional team in health and social care or children and young people’s setting

**Assessment Criteria**
The learner can:

2.1 Work with others to identify how team objectives contribute to service objectives

2.2 Establish plans to meet service objectives

2.3 Allocate roles and responsibilities to meet service objectives.
Unit 157  Manage an inter-professional team in a health and social care or children and young people’s setting

Outcome 3  Be able to promote inter-professional team working in health and social care or children and young people’s settings

Assessment Criteria
The learner can:
3.1  Establish governance arrangements within inter-professional working arrangements to include:
   • Accountability
   • Lines of communication
   • Professional supervision
   • Continuing professional development

3.2  Establish protocols within inter-professional working arrangements to include:
   • Confidentiality and information sharing
   • Record keeping
   • Resources
   • Concerns and complaints

3.3  Identify supports available to enhance inter-professional working

3.4  Support others to understand distinctive roles within the team

3.5  Facilitate communication within the inter-professional team

3.6  Work with the team to resolve dilemmas that may arise.
Unit 157 Manage an inter-professional team in a health and social care or children and young people’s setting

Outcome 4 Be able to manage processes for inter-professional work with individuals in health and social care or children and young people’s setting

Assessment Criteria
The learner can:
4.1 Ensure that plans for individuals are based on a formal assessment

4.2 Work with the team to identify the lead practitioners for the implementation of individuals’ plans

4.3 Agree roles and responsibilities of all those involved in implementing plans

4.4 Ensure that information pertinent to the implementation of plans is exchanged between those involved

4.5 Develop processes for the review of individuals’ plans.
Unit 157 Manage an inter-professional team in a health and social care or children and young people’s setting

Outcome 5 Be able to evaluate the effectiveness of inter-professional team work in health and social care or children and young people’s setting

Assessment Criteria
The learner can:
5.1 Work with others to monitor the effectiveness of the inter-professional team against service objectives

5.2 Work with others to identify:
   • areas of best practice
   • areas for improvement

5.3 Work with others to develop an action plan to improve inter-professional team work.
Unit 157  Manage an inter-professional team in a health and social care or children and young people's setting

Notes for guidance

An individual is someone accessing care or support.

Inter-professional: where team membership comprises different professions and occupational groups (with whom they normally work) and people working together as a team to make assessments and decisions.

Supports may include training, team building, team meetings, professional supervisions, case discussions, dissemination of best practice.

Others may include:

- individuals
- team members
- external professionals
- carers

Dilemmas: Issues where there is a divided opinion or ethical concerns about a course of action.
Unit 158  Manage finance within own area of responsibility in health and social care or children and young people’s setting

Level: 4  
Credit value: 4  
UAN number: T/602/2753

Unit aim  
The purpose of this unit is to assess the learner’s knowledge, understanding and skills required to manage finance in own area of responsibility in a health and social care or children and young people’s setting.

Learning outcomes  
There are four learning outcomes to this unit. The learner will:  
1. Understand financial management in own work setting  
2. Be able to plan budget requirement for own area of responsibility  
3. Be able to manage a budget  
4. Be able to evaluate financial expenditure within own area of responsibility

Guided learning hours  
It is recommended that 31 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards  
This unit is linked to LMC E8, CCLD 4424, MSC E1, MSC E2d.

Support of the unit by a sector or other appropriate body  
This unit is endorsed by Skills for Care and Development.

Assessment  
This unit will be assessed by:  
• A portfolio of evidence.

Learning outcomes 2, 3 and 4 must be assessed in the work setting.
Unit 158  Manage finance within own area of responsibility in health and social care or children and young people’s setting

Outcome 1  Understand financial management in own work setting

Assessment Criteria
The learner can:
1.1  Explain the importance of effective financial management systems within own work setting
1.2  Outline sources of funding that are used to construct the budget for own work setting
1.3  Outline the roles, responsibilities and accountability of all those involved in financial management of the budget for own work setting.
Unit 158  Manage finance within own area of responsibility in health and social care or children and young people’s setting

Outcome 2  Be able to plan budget requirement for own area of responsibility

Assessment Criteria
The learner can:
2.1 Work with others to calculate the financial resources required to meet objectives within own area of responsibility
2.2 Communicate budget requirements within remit of role and responsibility to inform overall budget build
2.3 Analyse the impact of an insufficient budget on service delivery
2.4 Work with others to prioritise budget allocation in own area of responsibility.
**Unit 158** 
Manage finance within own area of responsibility in health and social care or children and young people’s setting

**Outcome 3** 
Be able to manage a budget

**Assessment Criteria**
The learner can:

3.1 Explain the financial management systems that are available to monitor budget for own area of responsibility

3.2 Agree roles and responsibilities of others in recording financial expenditure

3.3 Calculate planned expenditure over the financial period

3.4 Monitor actual spend against planned expenditure

3.5 Analyse variances between planned and actual expenditure

3.6 Implement corrective action to address any variances

3.7 Make revisions to the budget to take account of variances and new developments.
Unit 158  Manage finance within own area of responsibility in health and social care or children and young people’s setting

Outcome 4  Be able to evaluate financial expenditure within own area of responsibility

Assessment Criteria
The learner can:
4.1  Review actual expenditure against planned expenditure within financial period
4.2  Report findings from budget reviews
4.3  Make recommendations for adjustments for budget planning and management.
Unit 158  **Manage finance within own area of responsibility in health and social care or children and young people’s setting**

Notes for guidance

Others may include:
- Individuals and those important to them
- Team members
- Trustees, owners or other senior decision-makers
- Regulators or commissioners

Financial period may include:
- Monthly
- Quarterly
- Half year
- Full year

New developments may include:
- Change to service provision
- External economic factors
- Government initiatives
- Human Resource requirements
Unit 159    Manage quality in health and social care or children and young people’s setting

Level: 5  
Credit value: 5  
UAN number: R/602/2758

Unit aim
The purpose of this unit is to assess the learner’s knowledge, understanding and skills required to manage quality assurance systems in own work setting.

Learning outcomes
There are three learning outcomes to this unit. The learner will:
1. Understand the context of quality assurance in a health and social care or children and young people’s setting
2. Be able to implement quality standards in a health and social care or children and young people’s setting
3. Be able to lead the evaluation of quality processes in a health and social care or children and young people’s setting

Guided learning hours
It is recommended that 36 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards
This unit is linked to LMC E3, LMC A5, CCLD 427, MSC F13, HSC436.

Support of the unit by a sector or other appropriate body
This unit is endorsed by Skills for Care and Development.

Assessment
This unit will be assessed by:
• A portfolio of evidence.

Learning outcomes 2 and 3 must be assessed in a real work environment.
Unit 159  Manage quality in health and social care or children and young people’s setting

Outcome 1  Understand the context of quality assurance in a health and social care or children and young people’s setting

Assessment Criteria
The learner can:

1.1 Analyse how legislative and regulatory frameworks inform quality standards that apply to the work setting

1.2 Analyse how quality standards influence positive outcomes for individuals

1.3 Evaluate a range of methods that can be used to measure the achievement of quality standards.
**Unit 159** Manage quality in health and social care or children and young people’s setting

**Outcome 2** Be able to implement quality standards in a health and social care or children and young people’s setting

**Assessment Criteria**

The learner can:

2.1 Work with team members and others to:
   - agree quality standards for the service
   - select indicators to measure agreed standards
   - identify controls to support the achievement of agreed standards

2.1 Develop systems and processes to measure achievement of quality standards

2.2 Support team members to carry out their roles in implementing quality controls

2.3 Explain how quality assurance standards relate to performance management.
Unit 159  Manage quality in health and social care or children and young people’s setting

Outcome 3  Be able to lead the evaluation of quality processes in a health and social care or children and young people’s setting

Assessment Criteria
The learner can:

3.1  Support team members to carry out their roles in monitoring quality indicators

3.2  Use selected indicators to evaluate the achievement of quality standards

3.3  Work with others to identify:
   • areas of best practice
   • areas for improvement

3.4  Work with others to develop an action plan to improve quality of service.
Unit 159  Manage quality in health and social care or children and young people’s setting

Notes for guidance

Individuals are those accessing care or support

Others may include:
- Individuals
- Advocates
- Family members
- Others important to the individual’s well-being
Unit 160  Leading provision for babies and young children

Level:  5  
Credit value:  6  
UAN number:  J/602/3065

Unit aim
The purpose of this unit is to assess the learner’s knowledge, understanding and skills to be able to lead the provision for babies and young children.

Learning outcomes
There are four learning outcomes to this unit. The learner will:
1. Understand the legal requirements governing the provision for babies and young children in UK home nation
2. Be able to lead provision for babies and young children
3. Be able to manage all aspects of physical care for babies and young children
4. Be able to identify how attachment needs of babies and young children inform provision

Guided learning hours
It is recommended that 32 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards
This unit is linked to
CCLD 403 Support programmes for the promotion of children’s development
CCLD 405 Co-ordinate provision for babies and children under 3 years in partnership with their families.

Support of the unit by a sector or other appropriate body (if required)
This unit is endorsed by Skills for Care and Development.

Assessment
This unit will be assessed by:
• A portfolio of evidence.

Learning Outcomes 2, 3 and 4 must be assessed in a real work environment
Unit 160  Leading provision for babies and young children

Outcome 1  Understand the legal requirements governing the provision for babies and young children in UK home nation

Assessment Criteria
The learner can:
1.1  Outline the current legal requirements governing the provision for babies and young children in UK home nation

1.2  Analyse the impact of current legal requirements on the range of provision for babies and young children.
Unit 160  Leading provision for babies and young children
Outcome 2  Be able to lead provision for babies and young children

Assessment Criteria
The learner can:

2.1 Facilitate the involvement of carers, babies and young children in the planning of provision according to their age, needs and abilities

2.2 Provide detailed, factual and accessible information to carers about the provision

2.3 Ensure that diversity is valued and respected and is reflected in the provision

2.4 Ensure that information that will be shared with others is clarified with carers

2.5 Provide balanced and flexible provision to meet babies and young children's individual developmental needs

2.6 Review the provision with carers and others in meeting the individual needs of babies and young children

2.7 Make recommendations for changes to the provision to meet the needs of babies, young children and carers.
Unit 160 Leading provision for babies and young children

Outcome 3 Be able to manage all aspects of physical care for babies and young children

**Assessment Criteria**

The learner can:

3.1 Promote the use of policies and procedures that govern the practice and provision of all aspects of physical care of babies and young children

3.2 Monitor workers practice in the provision of all aspects of physical care for babies and young children

3.3 Provide constructive feedback to workers on the provision of physical care to babies and young children

3.4 Involve workers in the review of policies, procedures and practice in the light of current and emerging thinking.
Unit 160  Leading provision for babies and young children

Outcome 4  Be able to identify how attachment needs of babies and young children inform provision

Assessment Criteria
The learner can:

4.1  Explain the theoretical basis for meeting the attachment needs of babies and young children

4.2  Evaluate the ways in which provision meets the attachment needs of babies and young children

4.3  Use the evaluation of provision to inform future practice.
Unit 160  Leading provision for babies and young children

Notes for guidance

Others may include:
  • Other professionals
  • Workers
  • Colleagues
Unit 161  Develop provision for family support

Level:  5  
Credit value:  5  
UAN number:  K/602/3074

Unit aim
The purpose of this unit is to assess the learner’s knowledge, understanding and skills required to develop provision for family support.

Learning outcomes
There are four learning outcomes to this unit. The learner will:
1. Understand the key policies and legislative frameworks that govern the provision of family support in UK home nation
2. Be able to develop provision for family support
3. Be able to implement provision for family support
4. Be able to support others to establish positive relationships with families

Guided learning hours
It is recommended that 33 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards
This unit is linked to
CCLD 422 Co-ordinate work with families
CCLD 412 Evaluate and co-ordinate the environment for children and families.

Support of the unit by a sector or other appropriate body
This unit is endorsed by Skills for Care and Development.

Assessment
This unit will be assessed by:
• A portfolio of evidence.

Learning Outcomes 2, 3 and 4 must be assessed in a real work environment
Unit 161  Develop provision for family support

Outcome 1  Understand the key policies and legislative frameworks that govern the provision of family support in UK home nation

Assessment Criteria
The learner can:
1.1 Outline the current key policies and legislative frameworks that govern the provision for family support

1.2 Analyse the impact of key policies and legislative frameworks on the range of provision for family support.
Unit 161  Develop provision for family support
Outcome 2  Be able to develop provision for family support

Assessment Criteria
The learner can:

2.1 Develop the aims and purpose of the provision to meet identified needs

2.2 Plan how the aims and purpose of the provision will be achieved

2.3 Provide detailed, factual and accessible information to others about the provision.
Unit 161  Develop provision for family support
Outcome 3  Be able to implement provision for family support

Assessment Criteria
The learner can:

3.1 Work with families and others to identify the specific provision required to meet their needs

3.2 Support workers to identify a range of interventions, tools and resources available to meet the needs of families

3.3 Monitor workers practice in the provision of family support

3.4 Provide constructive feedback to workers on practice in provision of family support

3.5 Work with families and others to evaluate how their needs have been met by provision

3.6 Ensure that information that will be shared with others is clarified with families.
Unit 161  Develop provision for family support
Outcome 4  Be able to support others to establish positive relationships with families

**Assessment Criteria**
The learner can:

4.1  Explain the principles of establishing positive relationships with families

4.2  Support workers to use a solution focussed approach to address difficulties in establishing relationships with families

4.3  Support workers to share best practice in relation to establishing positive relationships with families.
Unit 162  Lead support for disabled children and young people and their carers

Level: 6  
Credit value: 8  
UAN number: M/602/2380

Unit aim
The purpose of this unit is to assess the learner’s knowledge, understanding and skills that are required to support others to lead service provision that supports disabled children and young people and their carers.

Learning outcomes
There are four learning outcomes to this unit. The learner will:
1. Understand how legislation and policy influences provision for disabled children and young people and their carers
2. Understand the potential impact of disability on children and young people and their carers
3. Be able to lead child and young person centred provision
4. Be able to work in partnership with others to promote services for children and young people and their carers

Guided learning hours
It is recommended that 57 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards
This unit is linked to CCLD414 Co-ordinate and support provision for disabled children and those with special educational needs.

Support of the unit by a sector or other appropriate body
This unit is endorsed by Skills for Care and Development.

Assessment
This unit will be assessed by:
• A portfolio of evidence.

Learning Outcomes 2 and 3 must be assessed in the work setting.
Unit 162  Lead support for disabled children and young people and their carers

Outcome 1  Understand how legislation and policy influences provision for disabled children and young people and their carers

Assessment Criteria

The learner can:

1.1 Evaluate how emergent thinking and research have influenced legislation and policy over time

1.2 Evaluate how the development of legislation and policies has influenced current provision.
Unit 162  Lead support for disabled children and young people and their carers

Outcome 2  Understand the potential impact of disability on children and young people and their carers

Assessment Criteria

The learner can:

2.1  Research the prevalence and cause of disabilities in children and young people

2.2  Explain how disabilities may impact on children and young people

2.3  Explain how disabilities experienced by children and young people may impact on carers

2.4  Explain how early intervention is linked to positive outcomes for disabled children and young people and their carers.
Unit 162  Lead support for disabled children and young people and their carers

Outcome 3  Be able to lead child and young person centred provision

Assessment Criteria

The learner can:

3.1  Explain the features of child and young people centred provision

3.2  Promote an ethos that focuses on the child or young person rather than the disability

3.3  Lead work with children and young people to develop accessible information about service provision

3.4  Lead child and young person centred assessments that focus on strengths and abilities to identify the support required

3.5  Work with others to plan provision that meets the identified needs of children and young people

3.6  Implement provision that meets the identified needs of children and young people

3.7  Evaluate with children and young people and their carers how well the service provision meets their needs.
Unit 162  Lead support for disabled children and young people and their carers

Outcome 4  Be able to work in partnership with others to promote services for children and young people and their carers

Assessment Criteria
The learner can:

4.1  Analyse how specialist agencies and other professionals impact on wider opportunities for children and young people and their carers

4.2  Share information with others to promote the wellbeing and positive outcomes for children, young people and their carers

4.3  Work in partnership with others to obtain additional support for children, young people and their carers.
Unit 162 Lead support for disabled children and young people and their carers

Notes for guidance

Others may include:
• Workers / Practitioners
• Colleagues
• Carers
• Volunteers
• Students
• Other professionals
• Advocates
Unit 163 Support others to promote children’s communication in an early years setting

Level: 6  
Credit value: 8  
UAN number: F/602/2383

Unit aim
The purpose of this unit is to assess the learner’s knowledge, understanding and skills that are required to support others to promote children’s communication in an early years setting.

Learning outcomes
There are five learning outcomes to this unit. The learner will:
1. Understand the impact of research on the development of children’s communication skills in early years settings
2. Be able to facilitate the assessment of children’s communication, language and literacy in early years settings
3. Be able to manage an environment in early years settings that promotes children’s communication, language and literacy development
4. Be able to lead others in engagement with children that promotes communication, language and literacy development
5. Be able to manage programmes to support children’s communication, language and literacy development in early years settings

Guided learning hours
It is recommended that 54 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards
This unit is linked to CCLD 409 Evaluate, assess and support children’s communication.

Support of the unit by a sector or other appropriate body
This unit is endorsed by Skills for Care and Development.

Assessment
This unit will be assessed by:
• A portfolio of evidence.

Learning Outcomes 2, 3, 4 and 5 must be assessed in the work setting.
Unit 163  Support others to promote children's communication in an early years setting

Outcome 1  Understand the impact of research on the development of children’s communication skills in early years settings

Assessment Criteria
The learner can:

1.1  Analyse how research has impacted on:
    • provision for children's communication, language and literacy development
    • workplace procedures and practices
    • own professional practice.
Unit 163 Support others to promote children's communication in an early years setting

Outcome 2 Be able to facilitate the assessment of children's communication, language and literacy in early years settings

Assessment Criteria
The learner can:

2.1 Identify the relevant curriculum and assessment frameworks against which children's communication, language and literacy development will be measured

2.2 Facilitate the assessment of children's communication, language and literacy skills

2.3 Involve others in the development and implementation of assessment processes

2.4 Support others to recognise and celebrate children's achievement

2.5 Support practitioners to recognise and refer issues and areas of concern.
Unit 163  Support others to promote children’s communication in an early years setting

Outcome 3  Be able to manage an environment in early years settings that promotes children’s communication, language and literacy development

Assessment Criteria
The learner can:

3.1  Evaluate the suitability of the environment and resources of early years settings to promote children’s communication, language and literacy development

3.2  Make recommendations for improvements to the environment and resources of the early years setting to promote children’s communication, language and literacy development

3.3  Support others to develop a stimulating learning environment to promote children's communication, language and literacy development.
Unit 163  
**Support others to promote children’s communication in an early years setting**

Outcome 4  
Be able to lead others in engagement with children that promotes communication, language and literacy development

**Assessment Criteria**

The learner can:

4.1 Assess the quality of interactions with children

4.2 Support others to make improvements to practice.
Unit 163 Support others to promote children's communication in an early years setting

Outcome 5 Be able to manage programmes to support children's communication, language and literacy development in early years settings

Assessment Criteria
The learner can:

5.1 Ensure the planning and development of programmes maximises opportunities for children’s communication, language and literacy development

5.2 Support others to implement programmes that develop children's communication, language and literacy

5.3 Support others to evaluate the effectiveness of programmes that develop children’s communication, language and literacy

5.4 Support practitioners to involve children and their carers in evaluating programmes that develop children’s communication, language and literacy

5.5 Make recommendations for changes to programmes to develop children's communication, language and literacy.
Unit 163 Support others to promote children’s communication in an early years setting

Notes for guidance

Relevant curriculum and assessment frameworks

Those which operate in the specific home country.

Look for
- What information and resources are required
- What planning and implementation arrangements are required

Others may include:
- Children or young people
- Workers / Practitioners
- Colleagues
- Carers
- Volunteers
- Students

Practitioners could include:
- Workers
- Colleagues

Maximise opportunities
Consider
- Ages, Needs, Abilities
- Approaches, strategies and guidance in own home country
- Strategies to adapt practice to provide additional support as required
- How to incorporate activities to support knowledge and understanding of the world into areas of play, imagination and learning
- Use of the wider environment, natural landscapes, urban landscapes
Unit 164  Support others to promote children’s mathematical development and problem solving skills in an early years setting

Level:  5  
Credit value:  7  
UAN number:  A/602/2138

Unit aim
The purpose of this unit is to assess the learner’s knowledge, understanding and skills that are required to support others to promote children’s mathematical development and problem solving skills in an early years setting.

Learning outcomes
There are four learning outcomes to this unit. The learner will:
1. Understand the impact of research on the development of children’s mathematical and problem solving skills in early years settings
2. Be able to facilitate the assessment process of children’s mathematical and problem solving skills in early years settings
3. Be able to manage an environment in early years settings that promotes children’s mathematical and problem solving skills
4. Be able to manage programmes to support children’s mathematical and problem solving skills development in early years settings

Guided learning hours
It is recommended that 46 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards
This unit is linked to CCLD 411 Evaluate, assess and support children’s mathematical learning, exploration and problem solving.

Support of the unit by a sector or other appropriate body
This unit is endorsed by Skills for Care and Development.

Assessment
This unit will be assessed by:
• A portfolio of evidence.

Learning outcomes 2, 3, 4 must be assessed in the work setting.
Unit 164  Support others to promote children’s mathematical development and problem solving skills in an early years setting

Outcome 1  Understand the impact of research on the development of children’s mathematical and problem solving skills in early years settings

Assessment Criteria

The learner can:

1.1 Analyse how research has impacted on:
   • Provision for children’s mathematical and problem solving skills
   • workplace procedures and practices
   • own professional practice.
Unit 164  
Support others to promote children’s mathematical development and problem solving skills in an early years setting

Outcome 2  
Be able to facilitate the assessment process of children’s mathematical and problem solving skills in early years settings

Assessment Criteria

The learner can:

2.1 Identify the relevant curriculum and assessment frameworks against which children’s mathematical and problem solving skills development will be measured

2.2 Facilitate the assessment of children’s mathematical and problem solving skills development

2.3 Involve others in the development and implementation of assessment processes

2.4 Support others to recognise and celebrate children’s achievement

2.5 Support practitioners to recognise and refer appropriately issues and areas of concern.
Unit 164  Support others to promote children's mathematical development and problem solving skills in an early years setting

Outcome 3  Be able to manage an environment in early years settings that promotes children’s mathematical and problem solving skills

Assessment Criteria
The learner can:

3.1 Evaluate the suitability of the environment and resources of early years setting to promote children’s mathematical and problem solving skills

3.2 Make recommendations for improvements to the environment and resources of the early years setting to promote children’s mathematical and problem solving skills development

3.3 Support others to develop a stimulating learning environment to promote children’s mathematical and problem solving skills.
Unit 164  Support others to promote children's mathematical development and problem solving skills in an early years setting

Outcome 4  Be able to manage programmes to support children’s mathematical and problem solving skills development in early years settings

Assessment Criteria
The learner can:

4.1  Ensure the planning and development of programmes maximises opportunities for children's mathematical and problem solving skills development

4.2  Support others to implement programmes that develop children’s mathematical and problem solving skills

4.3  Support practitioners to involve children and their carers in evaluating programmes that develop children's mathematical and problem solving skills

4.4  Support others to evaluate the effectiveness of programmes that develop children's mathematical and problem solving skills

4.5  Make recommendations for changes to programmes to develop mathematical and problem solving skills.
Unit 164  Support others to promote children's mathematical development and problem solving skills in an early years setting

Notes for guidance

Relevant curriculum and assessment frameworks

Those which operate in the specific home country.

Look for
- What information and resources are required
- What planning and implementation arrangements are required

Others may include:
- Children or young people
- Workers / Practitioners
- Colleagues
- Carers
- Volunteers
- Students

Practitioners could include:
- Workers
- Colleagues

Maximise opportunities

Consider
- Ages, Needs, Abilities
- Approaches, strategies and guidance in own home country
- Strategies to adapt practice to provide additional support as required
- How to incorporate activities to support knowledge and understanding of the world into areas of play, imagination and learning
- Use of the wider environment, natural landscapes, urban landscapes
Unit 165 Support others to promote children’s knowledge and understanding of the world in an early years setting

Level: 5
Credit value: 7
UAN number: A/602/2141

Unit aim
The purpose of this unit is to assess the learner’s knowledge, understanding and skills that are required to support others to promote children’s knowledge and understanding of the world in an early years setting.

Learning outcomes
There are four learning outcomes to this unit. The learner will:
1. Understand the impact of research on the development of children’s knowledge and understanding of the world in early year settings
2. Be able to facilitate the assessment process of children’s knowledge and understanding of the world in early years settings
3. Be able to manage indoor and outdoor environments in early years settings that promotes children’s knowledge and understanding of the world
4. Be able to manage programmes to support children’s knowledge and understanding of the world in early years settings

Guided learning hours
It is recommended that 46 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards
This unit is linked to the
CCLD 403 Support programmes for the promotion of children’s development
CCLD 407 Support and evaluate the curriculum for children’s early learning
CCLD 408 Evaluate, assess and support the physical, intellectual, emotional and social development of children
CCLD 417 Establish and sustain relationships with providers of services to children and families
CCLD 419 Contribute to the enhancement of early education for children.

Support of the unit by a sector or other appropriate body
This unit is endorsed by Skills for Care and Development.

Assessment
This unit will be assessed by:
• A portfolio of evidence.

Learning outcomes 2, 3, 4 must be assessed in the work setting.
Unit 165  Support others to promote children's knowledge and understanding of the world in an early years setting

Outcome 1  Understand the impact of research on the development of children's knowledge and understanding of the world in early year settings

Assessment Criteria
The learner can:

1.1  Analyse how research has impacted on:
   • provision for children’s knowledge and understanding of the world
   • use of outdoor spaces within local environment
   • workplace procedures and practices
   • own professional practice.
Unit 165 Support others to promote children's knowledge and understanding of the world in an early years setting

Outcome 2 Be able to facilitate the assessment process of children's knowledge and understanding of the world in early years settings

Assessment Criteria
The learner can:

2.1 Identify the relevant curriculum and assessment frameworks against which children's development of knowledge and understanding of the world will be measured

2.2 Facilitate the assessment of children's knowledge and understanding of the world

2.3 Involve others in the development and implementation of assessment processes

2.4 Support others to recognise and celebrate children's achievement

2.5 Support practitioners to recognise and refer issues and areas of concern in relation to children's knowledge and understanding of the world.
Unit 165 Support others to promote children’s knowledge and understanding of the world in an early years setting

Outcome 3 Be able to manage indoor and outdoor environments in early years settings that promotes children’s knowledge and understanding of the world

Assessment Criteria

The learner can:

3.1 Evaluate the suitability and safety of the indoor environment and resources of early years setting to promote children’s knowledge and understanding of the world

3.2 Evaluate the suitability and safety of the outdoor environment and resources of early years setting to promote children’s knowledge and understanding of the world

3.3 Support others to develop a stimulating learning environment to promote children’s knowledge and understanding of the world

3.4 Support others to utilise outdoor spaces, different local landscapes and the natural environment in promoting children’s knowledge and understanding of the world

3.5 Make recommendations for improvements to the environment and resources of the early years setting to promote children’s knowledge and understanding of the world.
Unit 165  Support others to promote children’s knowledge and understanding of the world in an early years setting

Outcome 4  Be able to manage programmes to support children’s knowledge and understanding of the world in early years settings

Assessment Criteria
The learner can:

4.1  Ensure the planning and development of programmes maximises opportunities for children’s development of knowledge and understanding of the world.

4.2  Support others to implement programmes that develop children’s knowledge and understanding of the world.

4.3  Support practitioners to involve children and their carers in evaluating programmes that develop children’s knowledge and understanding of the world.

4.4  Support others to evaluate the effectiveness of programmes that develop children’s knowledge and understanding of the world.

4.5  Make recommendations for changes to programmes to develop children’s knowledge and understanding of the world.
Unit 165 Support others to promote children’s knowledge and understanding of the world in an early years setting

Notes for guidance

Relevant curriculum and assessment frameworks

Those which operate in the specific home country.

Look for
- What information and resources are required
- What planning and implementation arrangements are required

Others may include:
- Children or young people
- Workers / Practitioners
- Colleagues
- Carers
- Volunteers
- Students

Practitioners could include:
- Workers
- Colleagues

Maximise opportunities

Consider
- Ages, Needs, Abilities
- Approaches, strategies and guidance in own home country
- Strategies to adapt practice to provide additional support as required
- How to incorporate activities to support knowledge and understanding of the world into areas of play, imagination and learning
- Use of the wider environment, natural landscapes, urban landscapes
Unit 166 Support others to promote children’s physical development in an early years settings

Level: 5  
Credit value: 7  
UAN number: L/602/2435

Unit aim
The purpose of this unit is to assess the learner’s knowledge, understanding and skills that are required to support others to promote children’s physical development in an early years setting.

Learning outcomes
There are four learning outcomes to this unit. The learner will:
1. Understand the impact of research on the physical development of children in early years settings
2. Be able to facilitate the assessment process of children’s physical development in early years settings
3. Be able to manage indoor and outdoor environments that promote children’s physical development in early years settings
4. Be able to manage programmes to support children’s physical development in early years settings

Guided learning hours
It is recommended that 46 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards
This unit is linked to
CCLD 403 Support programmes for the promotion of children’s development
CCLD 407 Support and evaluate the curriculum for children’s early learning
CCLD 408 Evaluate, assess and support the physical, intellectual, emotional and social development of children;
CCLD 419 Contribute to the enhancement of early education for children.

Support of the unit by a sector or other appropriate body
This unit is endorsed by Skills for Care and Development.

Assessment
This unit will be assessed by:
• A portfolio of evidence.

Learning Outcomes 2, 3 and 4 must be assessed in the work setting.
Unit 166  Support others to promote children's physical development in an early years settings

Outcome 1  Understand the impact of research on the physical development of children in early years settings

Assessment Criteria
The learner can:
1.1  Analyse how research has impacted on:
   •  provision for children's physical development
   •  use of outdoor spaces within local environments
   •  workplace procedures and practices
   •  own professional practice
Unit 166  Support others to promote children's physical development in an early years settings

Outcome 2  Be able to facilitate the assessment process of children's physical development in early years settings

Assessment Criteria
The learner can:

2.1 Identify the relevant curriculum and assessment frameworks against which children's physical development will be measured

2.2 Facilitate the assessment of children's physical development

2.3 Involve others in the development and implementation of assessment processes

2.4 Support others to recognise and celebrate children's achievement

2.5 Support practitioners to recognise and refer issues and areas of concern in relation to children's physical development.
Unit 166  Support others to promote children’s physical development in an early years settings

Outcome 3  Be able to manage indoor and outdoor environments that promote children’s physical development in early years settings

Assessment Criteria
The learner can:

3.1 Evaluate the suitability and safety of the indoor environment and resources of the early years setting to promote children’s physical development

3.2 Evaluate the suitability and safety of the outdoor environment and resources of the early years setting to promote children’s physical development

3.3 Make recommendations for improvements to the environment and resources of the early years setting to promote children’s physical development

3.4 Support others to develop a stimulating learning environment to promote children’s physical development

3.5 Support others to understand the importance of outdoor spaces and the natural environment in promoting physical development.
Unit 166 Support others to promote children’s physical development in an early years settings

Outcome 4 Be able to manage programmes to support children's physical development in early years settings

Assessment Criteria
The learner can:

4.1 Ensure the planning and development of programmes maximises opportunities for children’s physical development

4.2 Support others to implement programmes that support children’s physical development

4.3 Support practitioners to involve children and their carers in evaluating programmes that support children’s physical development

4.4 Support others to evaluate the effectiveness of programmes that support children’s physical development

4.5 Make recommendations for changes to programmes to develop children’s physical development.
Unit 166  Support others to promote children’s physical development in an early years settings

Notes for guidance

Relevant curriculum and assessment frameworks

Those which operate in the specific home country.

Look for
  • What information and resources are required
  • What planning and implementation arrangements are required

Others may include:
  • Children or young people
  • Workers / Practitioners
  • Colleagues
  • Carers
  • Volunteers
  • Students

Practitioners could include:
  • Workers
  • Colleagues

Maximise opportunities

Consider
  • Ages, Needs, Abilities
  • Approaches, strategies and guidance in own home country
  • Strategies to adapt practice to provide additional support as required
  • How to incorporate activities to support knowledge and understanding of the world into areas of play, imagination and learning
  • Use of the wider environment, natural landscapes, urban landscapes
Unit 167  Develop the environment for children and young people

Level:  4
Credit value:  4
UAN number:  A/602/2415

Unit aim
The purpose of this unit is to assess the learners' knowledge, understanding and skills required to develop the environment for children and young people.

Learning outcomes
There are two learning outcomes to this unit. The learner will:
1. Understand the legislation and regulatory requirements underpinning the environment for children and young people within own work setting
2. Be able to manage an environment which supports the needs of children and young people

Guided learning hours
It is recommended that 28 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards
This unit is linked to CCLD 412 Evaluate and co-ordinate the environment for children and families.

Support of the unit by a sector or other appropriate body
This unit is endorsed by Skills for Care and Development.

Assessment
This unit will be assessed by:
- A portfolio of evidence.

Learning outcome 2 must be assessed in the work setting.
Unit 167  Develop the environment for children and young people

Outcome 1 Understand the legislation and regulatory requirements underpinning the environment for children and young people within own work setting

Assessment Criteria
The learner can:
1.1   Explain the legislation and regulatory requirements underpinning the environment for children and young people within own work setting
Unit 167  Develop the environment for children and young people

Outcome 2  Be able to manage an environment which supports the needs of children and young people

**Assessment Criteria**

The learner can:

2.1  Explain the features of an effective environment for children and young people

2.2  Lead the process of planning the environment for children or young people

2.3  Facilitate participation of children or young people and carers in the planning of the environment

2.4  Support others to prepare the environment

2.5  Organise resources to meet regulatory and organisational requirements

2.6  Facilitate the development of an environment that promotes positive expectations of children or young people

2.7  Evaluate the features of own setting against current regulatory requirements and guidance for a safe, secure and inclusive environment
Unit 167  
Develop the environment for children and young people

Notes for guidance

Others may include: ☐
- Children or young people
- Workers / Practitioners
- Colleagues
- Carers
- Volunteers
- Students
Unit 168 Undertake a research project within services for health and social care or children and young people

Level: 5  Credit value: 10  UAN number: J/602/3499

Unit aim
The purpose of this unit is to assess the learners’ knowledge understanding in skills required to undertake a research project within services for health and social care or children or young people.

Learning outcomes
There are four learning outcomes to this unit. The learner will:
1. Be able to justify a topic for research within services for health and social care or children and young people
2. Understand how the components of research are used
3. Be able to conduct a research project within services for health and social care or children and young people
4. Be able to analyse research findings

Guided learning hours
It is recommended that 80 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards
This unit is linked to CCLD 420 Undertake a research project.

Support of the unit by a sector or other appropriate body
This unit is endorsed by Skills for Care and Development.

Assessment
This unit will be assessed by:
- A portfolio of evidence.
Unit 168  Undertake a research project within services for health and social care or children and young people

Outcome 1  Be able to justify a topic for research within services for health and social care or children and young people

Assessment Criteria
The learner can:

1.1 Identify the area for the research project

1.2 Develop the aims and objectives of the research project

1.3 Explain ethical considerations that apply to the area of the research project

1.4 Complete a literature review of chosen area of research.
Unit 168  Undertake a research project within services for health and social care or children and young people

Outcome 2  Understand how the components of research are used

Assessment Criteria
The learner can:

2.1  Critically compare different types of research

2.2  Evaluate a range of methods that can be used to collect data

2.3  Identify a range of tools that can be used to analyse data

2.4  Explain the importance of validity and reliability of data used within research.
Unit 168  Undertake a research project within services for health and social care or children and young people

Outcome 3  Be able to conduct a research project within services for health and social care or children and young people

Assessment Criteria
The learner can:
3.1 Identify sources of support whilst conducting a research project
3.2 Formulate a detailed plan for a research project
3.3 Select research methods for the project
3.4 Develop research questions to be used within project
3.5 Conduct the research using identified research methods
3.6 Record and collate data.
Unit 168  Undertake a research project within services for health and social care or children and young people

Outcome 4  Be able to analyse research findings

Assessment Criteria
The learner can:
4.1  Use data analysis methods to analyse the data
4.2  Draw conclusions from findings
4.3  Reflect how own research findings substantiate initial literature review
4.4  Make recommendations related to area of research
4.5  Identify potential uses for the research findings within practice.
Unit 168  Undertake a research project within services for health and social care or children and young people

Notes for guidance

Aims and objectives – the reasons, understanding and methods for conducting the research project

Ethical considerations – confidentiality, sensitivity of data, seeking agreements with participants
**Unit 169  Support the use of assistive technology**

**Level:** 5  
**Credit value:** 4  
**UAN number:** H/601/5250

**Unit aim**  
This unit aims to support the learner to understand, plan, provide and review assistive technologies in order to best support the individual.

**Learning outcomes**  
There are four learning outcomes to this unit. The learner will:
1. Understand the contribution that assistive technology can make to the lives of individuals
2. Be able to facilitate the use of assistive technology
3. Be able to develop others to facilitate the use of assistive technology
4. Be able to review the provision of assistive technology

**Guided learning hours**  
It is recommended that 31 hours should be allocated for this unit, although patterns of delivery are likely to vary.

**Details of the relationship between the unit and relevant national standards**  
This unit is linked to Sensory Services 4, 6, 7, 9, and 11.

**Support of the unit by a sector or other appropriate body**  
This unit is endorsed by Skills for Care and Development.

**Assessment**  
This unit will be assessed by:
- A portfolio of evidence.
Unit 169  Support the use of assistive technology
Outcome 1  Understand the contribution that assistive technology can make to the lives of individuals

Assessment Criteria
The learner can:
1.1  Investigate and report on the range and availability of assistive technology
1.2  Research how the use of assistive technology can result in positive outcomes for individuals.
Unit 169  Support the use of assistive technology
Outcome 2  Be able to facilitate the use of assistive technology

Assessment Criteria
The learner can:

2.1  Research assistive technology solutions that meet identified needs

2.2  Explain how a range of assistive technology solutions can be adapted according to need and context

2.3  Assess the risks associated with the range of assistive technology solutions

2.4  Describe a range of assessment and referral processes which are used to secure assistive technology

2.5  Support the individual to secure the provision of appropriate assistive technology

2.6  Support the individual to use assistive technology.
Unit 169  Support the use of assistive technology
Outcome 3  Be able to develop others to facilitate the use of assistive technology

Assessment Criteria
The learner can:
3.1  Provide information to others about assistive technology

3.2  Provide guidance to others to facilitate the use of assistive technology.
Unit 169  Support the use of assistive technology
Outcome 4  Be able to review the provision of assistive technology

Assessment Criteria
The learner can:
4.1  Review the assessment and referral processes used to secure assistive technology
4.2  Review the outcomes of assistive technology support to individuals against identified needs.
Assistive technology (AT) is defined as "any product or service designed to enable independence for disabled and older people" (Source: Kings Fund consultation, 2001). For example, this could include a range of human/animal/low or high tech devices to support the individual's daily living such as:

- human aids
- assistance dogs
- electrical/electronic devices
- low vision aids
- environmental aids

Others could include:
- Other professionals
- Carers/family members
- Advocates
- Colleagues
Unit 170  Explore models of disability

Level:  5
Credit value:  5
UAN number:  K/601/5251

Unit aim
This unit provides the knowledge and skills needed to understand models of disability, develop others' understanding and review how they impact on individuals and organisations.

Learning outcomes
There are three learning outcomes to this unit. The learner will:
1. Understand the complexities of models of disability
2. Be able to review how models of disability underpin organisational practice
3. Develop others' awareness of models of disability

Guided learning hours
It is recommended that 32 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards
This unit is linked to Sensory Services 1,2,3,10,11.

Support of the unit by a sector or other appropriate body
This unit is endorsed by Skills for Care and Development.

Assessment
This unit will be assessed by:
• A portfolio of evidence.
Unit 170  Explore models of disability
Outcome 1  Understand the complexities of models of disability

Assessment Criteria
The learner can:

1.1 Explain different theoretical models of disability

1.2 Analyse how individuals experience different theoretical models of disability

1.3 Analyse how different theoretical models of disability shape organisational structures and outcomes.
Unit 170  Explore models of disability
Outcome 2 Be able to review how models of disability underpin organisational practice

Assessment Criteria
The learner can:
2.1 Analyse how agreed ways of working can promote particular models of disability
2.2 Make recommendations for agreed ways of working that actively promote empowerment and participation
2.3 Implement agreed actions in the context of own role.
Unit 170  Explore models of disability
Outcome 3  Develop others’ awareness of models of disability

Assessment Criteria
The learner can:

3.1 Develop activities that increase others’ understanding of
   • models of disability
   • how they are experienced by individuals
   • how they shape organisational structure and agreed ways of working

3.2 Implement planned activities

3.3 Review the outcomes of planned activities.
Unit 170  Explore models of disability
Notes for guidance

Others could include:
• Other professionals
• Carers/family members
• Advocates
• Colleagues
Unit 637  Develop, maintain and use records and reports

Level: 4  
Credit value: 3  
UAN number: A/504/2198

Unit aim
The purpose of this unit is to develop knowledge, understanding and skills in developing, maintaining and using records and reports.

Learning outcomes
There are three learning outcomes to this unit. The learner will:
1. Understand the legal and organisational requirements for recording information and providing reports
2. Be able to prepare professional records and reports that meet legal requirements and agreed ways of working
3. Be able to use records and reports to inform judgments and decisions

Guided learning hours
It is recommended that 23 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards
This unit is linked to SCDHSC 0041 – Maintain effective communication systems and practice and SCDHSC 0434 – Lead practice for managing disseminating records and reports

Support of the unit by a sector or other appropriate body
This unit is endorsed by Skills for Care and Development.

Assessment
This unit will be assessed by:
• A portfolio of evidence.
Unit 637  Develop, maintain and use records and reports

Outcome 1  Understand the legal and organisational requirements for recording information and providing reports

Assessment Criteria
The learner can:
1.1 Specify own responsibilities and those of others when recording information and producing reports

1.2 Explain the legal requirements and agreed ways of working for the security and confidentiality of information

Others may include:
- Team members and colleagues
- Other professionals

Agreed ways of working – policies and procedures where they exist
Unit 637  Develop, maintain and use records and reports

Outcome 2  Be able to prepare professional records and reports that meet legal requirements and agreed ways of working

Assessment Criteria
The learner can:

2.1  Support **individuals** to participate in the preparation of reports

2.2  Produce accurate and coherent records and reports that can be understood by those who have a right to see them

2.3  Maintain accurate, complete, retrievable and up to date records

2.4  Ensure that records and reports comply with legal and organisational requirements

2.5  Explain how to balance the tension between confidentiality and openness in records and reports

2.6  Use information communication technology (ICT) systems for the collection and storage of information

2.7  Use ICT that supports information exchange within and across disciplines and organisations

An **individual** is someone requiring care or support
Unit 637  Develop, maintain and use records and reports

Outcome 3  Be able to use records and reports to inform judgments and decisions

Assessment Criteria

The learner can:
3.1 Clarify the accuracy of records and reports with individuals and others

3.2 Respond to feedback from those who receive records and reports

3.3 Demonstrate the use of facts and evidence based opinions within records and reports

3.4 Evaluate how own records and reports provide evidence for the basis of judgments and decisions
Unit 649  Lead practice in assessing and planning for the needs of families and carers

Level:  5  
Credit value:  3  
UAN number:  A/504/2217

Unit aim
The purpose of this unit is to develop the learner’s knowledge and skills in supporting staff in health and social care or children and young people’s settings to assess the needs of families and unpaid carers.

Learning outcomes
There are four learning outcomes to this unit. The learner will:
1. Be able to support others to understand the contribution that families and carers make in caring for individuals in health and social care or the care of children and young people
2. Be able to develop the practice of staff in assessing the needs of families and carers
3. Be able to implement a care planning process to support families and carers
4. Be able to evaluate quality of assessment and care planning to meet the needs of families and carers

Guided learning hours
It is recommended that 22 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Support of the unit by a sector or other appropriate body
This unit is endorsed by Skills for Care and Development.

Assessment
This unit will be assessed by:
- A portfolio of evidence.
Unit 649  
Lead practice in assessing and planning for the needs of families and carers

Outcome 1  
Be able to support others to understand the contribution that families and carers make in caring for individuals in health and social care or the care of children and young people

Assessment Criteria

The learner can:

1.1 Analyse the benefits and challenges faced by family and unpaid carers in providing care

1.2 Support others to understand the role of families and unpaid carers in health and social care or the care of children and young people to include demographic information

1.3 Support others to understand the benefits to society of family and unpaid carers providing care

1.4 Support others to recognise the contribution that carers make to the well-being of individuals

1.5 Support others to understand the rights of families and carers providing care

Society may include:

- Local Authority provision
- NHS
- Individuals and others
- Communities

The individual is the person requiring care or support
Unit 649  Lead practice in assessing and planning for the needs of families and carers

Outcome 2  Be able to develop the practice of staff in assessing the needs of families and carers

Assessment Criteria
The learner can:

2.1  Implement procedures for assessing the needs of families and carers

2.2  Support staff to learn from families and carers about their caring role

2.3  Support staff to develop advocacy skills so that the needs of families and carers can be brought to the attention of decision makers

2.4  Support staff to carry out assessments of needs and wishes in partnership with carers and families

2.5  Support staff to gain consent from carers and families to speak with others about their circumstances

2.6  Manage recording procedures to ensure assessments are shared with families and carers

2.7  Monitor the quality of assessments carried out by staff
Unit 649  Lead practice in assessing and planning for the needs of families and carers
Outcome 3  Be able to implement a care planning process to support families and carers

Assessment Criteria
The learner can:
3.1  Establish systems which ensure that all care plans include
• participation by carers and families
• agreement on resources required to address needs and wishes
• agreed roles and responsibilities in achieving the plan.

3.2  Monitor the implementation of care plans which support families and carers

Resources – resources can include support from family or neighbours, community resources, voluntary organisations, statutory support in terms of additional domiciliary care, respite for carers to have time for themselves etc.

Needs and wishes – this can be additional support to alleviate the physical input by the carer, it can be giving the carer time for themselves, time to have a holiday, go to the hairdressers, have time with their peers to do fun things
Unit 649 Lead practice in assessing and planning for the needs of families and carers

Outcome 4 Be able to evaluate quality of assessment and care planning to meet the needs of families and carers

Assessment Criteria
The learner can:

4.1 Evaluate the quality of assessments carried out to meet the needs of families and carers

4.2 Evaluate the quality of care plans to meet the needs of families and carers

4.3 Use analysis of the needs of families and carers to inform strategic planning within an organisation
Unit 650  
Understand professional management and leadership in health and social care or children and young people’s settings

Level: 5  
Credit value: 6  
UAN number: F/504/2218

Unit aim  
The purpose of this unit is to develop the learner's knowledge and understanding in management and leadership in health and social care or children and young people’s settings.

Learning outcomes  
There are four learning outcomes to this unit. The learner will:
1. Understand theories of management and leadership and their application to health and social care or children and young people's settings
2. Understand the relationship between professional management and leadership
3. Understand the skills of professional management and leadership in health and social care or children and young people's settings
4. Understand the impact of policy drivers on professional management and leadership in health and social care or children and young people's services

Guided learning hours  
It is recommended that 50 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Support of the unit by a sector or other appropriate body  
This unit is endorsed by Skills for Care and Development.

Assessment  
This unit will be assessed by:
- A portfolio of evidence.
Unit 650  Understand professional management and leadership in health and social care or children and young people’s settings

Outcome 1  Understand theories of management and leadership and their application to health and social care or children and young people’s settings

Assessment Criteria
The learner can:
1.1  Research theories of management and leadership

1.2  Analyse how theoretical models of management and leadership can be applied to a range of situations in a work setting

1.3  Analyse how the values and cultural context of an organisation influence the application of management and leadership models

Additional guidance

Range of situations includes areas such as:
- managing performance of team members
- disciplinary of a team member
- forming new teams
- motivating teams
- partnership working
- managing or leading an established team
- managing or leading through change and transitions

Work setting includes
- community teams
- residential settings
- day services
- multi-disciplinary teams
- specialist teams

Values and cultural context: refers to the agreed ways of working, policies, procedures and approaches adopted by both the organisation and the individual team. These will be influenced by national and local requirements.

Organisation may be
- statutory
- private
- third sector
Unit 650  Understand professional management and leadership in health and social care or children and young people’s settings

Outcome 2  Understand the relationship between professional management and leadership

Assessment Criteria
The learner can:
2.1   Evaluate the interdependencies between leadership and management

2.2   Analyse the conflicts between the application of management and leadership models

2.3   Describe how conflicts between management and leadership models can be addressed

Additional guidance

Interdependencies refers to the similarities and differences between the concept of leadership and that of management and how they are interlinked.

Management and leadership models refers to the difference between models of management and models of leadership
Unit 650 Understand professional management and leadership in health and social care or children and young people’s settings

Outcome 3 Understand the skills of professional management and leadership in health and social care or children and young people’s settings

Assessment Criteria
The learner can:

3.1 Analyse the skills required to be an
   • effective manager
   • effective leader

3.2 Explain why managers in health and social care or children and young people’s settings need both management and leadership skills

3.3 Analyse how leadership skills can influence the values of an organisation

3.4 Explain why leadership styles may need to be adapted to manage different situations

Additional guidance

Values refers to the way in which an organisation chooses to perform its role and function

Different situations includes aspects such as:

• tension within the team
• tension between the team and others
• practice issues of individual team members
• managing or leading through change
• managing or leading an established and functioning team
• managing or leading when the team is under stress
Unit 650  Understand professional management and leadership in health and social care or children and young people’s settings

Outcome 4  Understand the impact of policy drivers on professional management and leadership in health and social care or children and young people’s services

**Assessment Criteria**
The learner can:

4.1  Identify factors that influence policy drivers

4.2  Analyse emerging themes and trends that impact on management and leadership of health and social care and children or young people’s services

**Additional guidance**

**Policy drivers** refers to the national and local priorities which affect the strategic direction of health, adult social care and children’s social care

**Emerging themes and trends** refers to the latest ideas or theories relating to effective practice in health, adult social care and children’s social care
Unit 651  
Appraise staff performance

Level: 5  
Credit value: 5  
UAN number: J/504/2219

Unit aim  
The purpose of this unit is to develop the learner's knowledge, understanding and skills to appraise staff performance.

Learning outcomes  
There are five learning outcomes to this unit. The learner will:
1. Understand policies, theories and models which underpin appraisal of performance  
2. Be able to support others to understand the purpose of appraisal  
3. Be able to facilitate preparation for appraisals  
4. Be able to support appraisee to participate in appraisal meetings  
5. Be able to evaluate own practice during the appraisal process

Guided learning hours  
It is recommended that 32 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards  
This unit is linked to SCD HSC0043 – Take responsibility for the continuing professional development of yourself and others and LMC A1 – Manage and develop yourself and your workforce within care services.

Support of the unit by a sector or other appropriate body  
This unit is endorsed by Skills for Care and Development.

Assessment  
This unit will be assessed by:
- A portfolio of evidence.
Unit 651  Appraise staff performance
Outcome 1  Understand policies, theories and models which underpin appraisal of performance

Assessment Criteria
The learner can:
1.1   Explain policies and agreed ways of working for appraisals in the work setting

1.2   Research models of appraisal to explore their applicability in the work setting

1.3   Evaluate how appraisals are used to inform
       •  achievement of objectives
       •  overall performance
       •  future objectives.

1.4   Explain how appraisals are used to develop practice

1.5   Differentiate between appraisals and disciplinary processes

1.6   Use research on the theories of power to explore the relationship between appraiser and appraisee

Policies and agreed ways of working – this will include organisational and national policies. These may be attached to standards or frameworks
Unit 651 Appraise staff performance
Outcome 2 Be able to support others to understand the purpose of appraisal

Assessment Criteria
The learner can:
2.1 Support others to develop an understanding of the purpose of appraisals to include
   • mutual responsibilities
   • the achievement of objectives
   • reflection on overall performance
   • professional development
   • how outcomes of the appraisal will be used
   • future objectives

Others will include those staff for whom you have responsibility

Mutual responsibilities – the underpinning principle of appraisal is that both parties engage in a conversation rather than it being a “top-down” process. Therefore there is an element of joint responsibility and both parties should familiarise themselves with the competencies against which the appraisal is measuring performance and identify evidence of compliance or non-compliance. There should be no surprises in the appraisal as non-compliance issues should already have been raised and discussed.
Unit 651  
Appraise staff performance  
Outcome 3  
Be able to facilitate preparation for appraisals

Assessment Criteria  
The learner can:  
3.1 Confirm with appraisee the objectives against which performance will be appraised  
3.2 Identify with the appraisee the actions they need to take to prepare for their appraisal  
3.3 Evaluate evidence gathered from a range of sources towards achievement of objectives  
3.4 Prepare paperwork for appraisal in line with work setting requirements  

Range of sources may include:  
- Feedback from individuals, carers and families  
- Feedback from other colleagues and/or other professionals  
- Own observations  
- Work products
Unit 651  Appraise staff performance

Outcome 4  Be able to support appraisee to participate in appraisal meetings

Assessment Criteria
The learner can:

4.1 Explain how power can be managed within the appraisal process to facilitate the participation of the appraisee

4.2 Demonstrate how to prepare the environment for the appraisal meeting

4.3 Support the appraisee to engage in an evaluation of their performance over the past year to include
   • areas of practice which have met or exceeded standards
   • areas for development

4.4 Provide feedback to appraisee on their performance over the past year to include
   • areas of practice which have met or exceeded standards
   • areas for development

4.5 Identify with appraisee work objectives for forthcoming year

4.6 Identify with appraisee professional development plan for forthcoming year

4.7 Record the appraisal in line with work setting requirements
Unit 651  
Appraise staff performance
Outcome 5  
Be able to evaluate own practice during the appraisal process

Assessment Criteria
The learner can:
5.1 Evaluate with appraisee their experience of how the appraisal was conducted
5.2 Reflect on own practice in managing the appraisal process
Unit 654 Manage disciplinary processes in health and social care or children and young people’s settings

Level: 5
Credit value: 6
UAN number: M/504/2232

Unit aim
The purpose of this unit is to enable learners to develop the knowledge, understanding and skills to be able to manage disciplinary processes in health and social care or children and young people’s settings.

Learning outcomes
There are four learning outcomes to this unit. The learner will:
1. Understand how to manage disciplinary processes in relation to health and social care or children and young people’s settings
2. Be able to manage staff practice which falls below professional and/or organisational standards
3. Be able to compile and present evidence for a disciplinary proceeding
4. Be able to manage the outcomes of a disciplinary process

Guided learning hours
It is recommended that 40 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards
This unit is linked to LMC E10 Ensure policies, procedures and practice for the conduct of workers within care services are adhered to.

Support of the unit by a sector or other appropriate body
This unit is endorsed by Skills for Care and Development.

Assessment
This unit will be assessed by:
• A portfolio of evidence.
**Unit 654**  
Manage disciplinary processes in health and social care or children and young people’s settings

**Outcome 1**  
Understand how to manage disciplinary processes in relation to health and social care or children and young people’s settings

**Assessment Criteria**
The learner can:

1.1 Explain how legislation and organisational policies and procedures relate to disciplinary processes

1.2 Analyse the relationship between disciplinary and regulatory processes

1.3 Identify own role and role of others in relation to disciplinary processes

1.4 Define practice which would be considered as
   - performance issues that may lead to disciplinary proceedings
   - gross misconduct

1.5 Explain the different approaches used to manage performance issues and gross misconduct

1.6 Outline sanctions which may be considered within a disciplinary process

**Regulatory processes** relates to when behaviours and conduct are referred to a professional body for investigation

**Others** may include:
- Human resource personnel
- Other managers
- Legal representatives
- Trade union representatives
- Labour relations organisations e.g. ACAS
- People who use services, carers or family members
Unit 654  Manage disciplinary processes in health and social care or children and young people’s settings

Outcome 2  Be able to manage staff practice which falls below professional and/or organisational standards

Assessment Criteria
The learner can:

2.1 Consult with others to establish **management options** when practice falls below standards

2.2 Use supervision to address with staff member practice which falls below organisational standards and/or professional codes of conduct to include
   - reflection on their practice and conduct
   - evidence of their practice and conduct which fall below standards
   - exploration of **underlying issues**
   - setting of objectives to improve practice
   - explanation of actions which will be taken if improvement is not achieved.

2.3 Review with staff member objectives which have been set, to assess if improvements have been achieved

2.4 **Initiate disciplinary process** where objectives have not been met

2.5 Provide staff member with information about the disciplinary process including their rights

**Management options** are when there a range of management actions which can be taken before engaging in disciplinary processes e.g. training, setting objectives, coaching/mentoring. They also include disciplinary options depending on seriousness of complaint

**Underlying issues** may include:
- Family issues
- Ill health
- Bullying in the workplace
- Financial
- Alcohol/substance misuse

**Initiate disciplinary process** could include:
- Liaison with other managers
- Consultation with human resources departments
- Advice from legal representatives or labour relations organisations
Unit 654  Manage disciplinary processes in health and social care or children and young people’s settings

Outcome 3  Be able to compile and present evidence for a disciplinary proceeding

Assessment Criteria
The learner can:

3.1  Complete reports in line with work setting requirements to include
    • evidence of the complaint against the member of staff
    • evidence of the process undertaken with the member of staff
    • analysis of risks to others as a result of staff member’s conduct

3.2  Present evidence in a disciplinary proceeding

Evidence may include:

• Own observations
• Observations of others
• Records
• Complaints
• Feedback from people who use services, carers or family members
Unit 654  Manage disciplinary processes in health and social care or children and young people’s settings

Outcome 4  Be able to manage the outcomes of a disciplinary process

Assessment Criteria
The learner can:
4.1  Implement the decisions from a disciplinary process

4.2  Manage the implications of the outcomes for individuals and others

4.3  Evaluate own practice in the disciplinary process
Unit 655  Manage business redesign in health and social care or children or young people’s services

Level:  5
Credit value:  5
UAN number:  J/504/2236

Unit aim
The purpose of this unit is to develop the learner’s knowledge, understanding and skills in managing business redesign of health and social care or children or young people’s services.

Learning outcomes
There are four learning outcomes to this unit. The learner will:
1. Understand the wider market of provision of health and social care or children or young people’s services in relation to a work setting
2. Be able to work with others to support business redesign
3. Be able to develop a plan for business redesign
4. Be able to implement a plan for business redesign

Guided learning hours
It is recommended that 30 hours should be allocated for this unit, although patterns of delivery are likely to vary.

Details of the relationship between the unit and relevant national standards
This unit is linked to LMC E13 Market, cost and contract to ensure the viability of the provision of care services.

Support of the unit by a sector or other appropriate body
This unit is endorsed by Skills for Care and Development.

Assessment
This unit will be assessed by:
- A portfolio of evidence.
Unit 655 Manage business redesign in health and social care or children or young people’s services

Outcome 1 Understand the wider market of provision of health and social care or children or young people’s services in relation to a work setting

Assessment Criteria
The learner can:
1.1 Analyse the relationship between the current market and service provision within a work setting
1.2 Analyse current drivers shaping health and social care or children or young people’s services
1.3 Research gaps in current market provision in relation to health and social care or children or young people’s services
**Unit 655** Manage business redesign in health and social care or children or young people’s services

**Outcome 2** Be able to work with others to support business redesign

**Assessment Criteria**
The learner can:

2.1 Develop a business culture that supports change and growth in own work setting

2.2 Work with **others** to identify opportunities for business growth in own work setting

**Others** may include:

- Investors
- Local Authority
- Regulatory bodies
- Individuals
- Children and young people
- Staff
- Carers
- Family and friends
- Other professionals
- Community

**Business** refers to service delivery
Unit 655  Manage business redesign in health and social care or children or young people’s services

Outcome 3  Be able to develop a plan for business redesign

Assessment Criteria

The learner can:

3.1  Identify legislative requirements that may influence redesign of the business

3.2  Evaluate ways of improving own market share

3.3  Use a risk management process to manage business redesign

3.4  Work with others to analyse changes needed to redesign the business to include
• service provision
• human resources
• finances
• environment
Unit 655 Manage business redesign in health and social care or children or young people’s services

Outcome 4 Be able to implement a plan for business redesign

**Assessment Criteria**

The learner can:

4.1 Communicate details of business redesign to **stakeholders**

4.2 Work with others to implement the plan for business redesign

4.3 Manage the impact of business redesign on others

4.4 Develop systems to monitor the impact of the business redesign

**Stakeholders** could include:

- Individuals
- Carers
- Families
- Workforce
- Commissioners
- Regulators
- Investors
Appendix 1  Sources of general information

The following documents contain essential information for centres delivering City & Guilds qualifications. They should be referred to in conjunction with this handbook. To download the documents and to find other useful documents, go to the Centres and Training Providers homepage on www.cityandguilds.com.

Providing City & Guilds qualifications – a guide to centre and qualification approval contains detailed information about the processes which must be followed and requirements which must be met for a centre to achieve ‘approved centre’ status, or to offer a particular qualification. Specifically, the document includes sections on:
- The centre and qualification approval process and forms
- Assessment, verification and examination roles at the centre
- Registration and certification of learners
- Non-compliance
- Complaints and appeals
- Equal opportunities
- Data protection
- Frequently asked questions.

Ensuring quality contains updates and good practice exemplars for City & Guilds assessment and policy issues. Specifically, the document contains information on:
- Management systems
- Maintaining records
- Assessment
- Internal verification and quality assurance
- External verification.

Access to Assessment & Qualifications provides full details of the arrangements that may be made to facilitate access to assessments and qualifications for learners who are eligible for adjustments in assessment.

The centre homepage section of the City & Guilds website also contains useful information such on such things as:
- Walled Garden
  Find out how to register and certificate learners on line
- Qualifications and Credit Framework (QCF)
  Contains general guidance about the QCF and how qualifications will change, as well as information on the IT systems needed and FAQs
- Events
  Contains dates and information on the latest Centre events
- Online assessment
  Contains information on how to register for GOLA assessments.
## Useful contacts

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<thead>
<tr>
<th>Category</th>
<th>Information Provided</th>
<th>Phone numbers</th>
<th>Email addresses</th>
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<tbody>
<tr>
<td><strong>UK learners</strong></td>
<td>General qualification information</td>
<td>T: +44 (0)844 543 0033</td>
<td><a href="mailto:learnersupport@cityandguilds.com">learnersupport@cityandguilds.com</a></td>
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<tr>
<td><strong>International learners</strong></td>
<td>General qualification information</td>
<td>T: +44 (0)844 543 0033</td>
<td><a href="mailto:intcg@cityandguilds.com">intcg@cityandguilds.com</a></td>
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<tr>
<td><strong>Centres</strong></td>
<td>Exam entries, Registrations/enrolment, Certificates, Invoices, Missing or late exam materials, Nominal roll reports, Results</td>
<td>T: +44 (0)844 543 0000</td>
<td><a href="mailto:centresupport@cityandguilds.com">centresupport@cityandguilds.com</a></td>
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<td><strong>Single subject qualifications</strong></td>
<td>Exam entries, Results, Certification, Missing or late exam materials, Incorrect exam papers, Forms request (BB, results entry), Exam date and time change</td>
<td>T: +44 (0)844 543 0000</td>
<td><a href="mailto:singlesubjects@cityandguilds.com">singlesubjects@cityandguilds.com</a></td>
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<td>F: +44 (0)20 7294 2404</td>
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<tr>
<td><strong>International awards</strong></td>
<td>Results, Entries, Enrolments, Invoices, Missing or late exam materials, Nominal roll reports</td>
<td>T: +44 (0)844 543 0000</td>
<td><a href="mailto:intops@cityandguilds.com">intops@cityandguilds.com</a></td>
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<tr>
<td><strong>Walled Garden</strong></td>
<td>Re-issue of password or username, Technical problems, Entries, Results, GOLA, Navigation, User/menu option, Problems</td>
<td>T: +44 (0)844 543 0000</td>
<td><a href="mailto:walledgarden@cityandguilds.com">walledgarden@cityandguilds.com</a></td>
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<tr>
<td><strong>Employer</strong></td>
<td>Employer solutions, Mapping, Accreditation, Development Skills, Consultancy</td>
<td>T: +44 (0)121 503 8993</td>
<td><a href="mailto:business_unit@cityandguilds.com">business_unit@cityandguilds.com</a></td>
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<td><strong>Publications</strong></td>
<td>Logbooks, Centre documents, Forms, Free literature</td>
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If you have a complaint, or any suggestions for improvement about any of the services that City & Guilds provides, email: feedbackandcomplaints@cityandguilds.com