

## Overview

This standard outlines the requirements when you lead service delivery planning. It includes developing, agreeing, monitoring and reviewing service delivery plans for health, social or other care services. It also includes making any adjustments necessary to service delivery plans.

## Performance criteria

### *You must be able to:*

1. work in collaboration with individuals and others to develop service delivery plans based on identified needs
2. identify and manage power imbalances when facilitating service planning discussions
3. identify and agree the roles and responsibilities of all involved in developing and reviewing service delivery plans
4. provide flexibility within plans to support the independence, preferences and needs of individuals
5. lead the process of balancing individual preferences and needs with service resources by modelling evidence-based decisions
6. support individuals to manage conflicts between their preferences, the views of others, and organisational policies
7. ensure service plans include monitoring and review procedures
8. present service plans in accessible formats
9. review and confirm the details of service plans with individuals and others
10. ensure individuals hold service delivery plans unless there are recorded reasons not to
11. establish procedures for gathering feedback from individuals on changing preferences and needs
12. evaluate feedback from all sources
13. work in collaboration with individuals and others to review good practice and identify changes to be made to the service delivery plan
14. support individuals and others to agree on proposed changes to service delivery plans and identify and address any challenges
15. review and confirm the details of revised service delivery plans with individuals and others
16. communicate to individuals and others when changes will take effect and their impact on services
17. complete records and reports required for service delivery planning
18. reflect on how you carried out your roles and responsibilities when leading service delivery planning

## Knowledge and understanding

### *You need to know and understand:*

1. the role of others in contributing to develop, monitor, and review service delivery plans
2. how to identify and agree roles and responsibilities for service delivery planning
3. how to consider the holistic preferences and needs of individuals when developing, implementing, and reviewing service plans
4. the influence of neurodivergence and additional needs on service delivery planning
5. the influence of culture and background on service delivery planning
6. how to lead on dignity, kindness, and compassion in service delivery planning
7. how to balance the preferences and needs of individuals with the views of others
8. methods to support individuals and others to express their views, manage disagreements, and understand their own preferences and needs within service delivery planning
9. how to support emotional regulation during service delivery planning
10. techniques for working in partnership with individuals to ensure service plans reflect their preferences and needs
11. strategies for addressing potential changes in resources, services, or personal circumstances
12. how to ensure service delivery plans and feedback are presented in accessible formats
13. how to access and procure resources required for service delivery plans
14. methods for identifying, assessing, and managing risks and positive risk taking in service delivery planning, including safeguarding concerns
15. how to lead on the application of trauma informed principles in service delivery planning
16. strategies to support partnership work when delivering, implementing, and evaluating service delivery plans
17. the stages, procedures, records and reports involved in developing, implementing, and reviewing service delivery plans
18. how to use digital tools and devices in service delivery planning
19. the differences between needs-led and service-led planning, and how this influences the review and changes to service delivery plans
20. the potential challenges of reviewing and changing service plans on individuals,

Lead service delivery planning

---

others and service provision

21. theories relevant to leading service delivery planning

22. the relevant legal requirements, standards of practice, framework and guidance for leading service delivery planning

23. the workplace requirements on equality, diversity, inclusion, and rights when leading service delivery planning

24. how your personal experiences and unconscious bias may impact when leading service delivery planning, and how to address this

25. the role of supervision, reflective practice and learning and development in leading service delivery planning

## Glossary

The glossary for this National Occupational Standard is available on the Skills for Care and Development website.

HSCCLD418



Lead service delivery planning

---

<b>Developed by</b>	Skills for Care & Development
<b>Version Number</b>	1
<b>Date Approved</b>	31 Jan 2026
<b>Indicative Review Date</b>	31 Jan 2031
<b>Validity</b>	Current
<b>Status</b>	Original
<b>Originating Organisation</b>	Skills for Care and Development
<b>Original URN</b>	HSCCLD418
<b>Relevant Occupations</b>	Social Care and Childrens Care
<b>Suite</b>	Health and Social Care & Childcare Learning and Development
<b>Keywords</b>	Lead service delivery planning, Health and Social Care & Children's Care Learning and Development

---