



Gofal Cymdeithasol **Cymru**
Social Care **Wales**

Consultation document
Consultation closes 9 November 2018

The Social Care Manager

**Practice guidance for social care managers
registered with Social Care Wales**



Noddir gan
Lywodraeth Cymru
Sponsored by
Welsh Government

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Other formats:

This document is available in large text or other formats, if required.

Copies also available in Welsh.

How to submit a response to this consultation

Social Care Wales invites comments on this guidance by Friday 9 November 2018.

Responding on-line: socialcare.wales/consultations/update-to-practice-guidance-for-social-care

Responding by post: Social Care Wales
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(i). About this consultation

Social Care Wales publishes practice guidance for each group of registrants. The guidance was developed over time beginning with the social care manager guidance in 2013, social worker guidance in 2014 and residential child care worker guidance in 2015. All the documents have been updated annually since their initial publication – a light touch update in the main.

This year we are reviewing the guidance to make sure it remains fit for purpose.

The main changes we have made are:

- using our 'tone of voice' guidelines to ensure the language is plain and clear
- ensuring the guidance is consistent with new legislation, strengthening references to person centred working, outcomes, 'what matters' approaches and human rights
- adding content on the Code of Practice for Social Care Employers
- ensuring consistency, where necessary, across guidance (since the original guidance documents were developed separately, some different expectations emerged which needed clarifying – the sections on Social Media and Professional Relationships and Boundaries are examples).

This consultation is an opportunity for stakeholders to have their say about these changes and to offer any other comments. We are also keen to find out how you use the guidance in your role.

1. About this guidance

This guidance is for social care managers registered with Social Care Wales:

- Residential child care managers
- Adult care home managers
- Domiciliary care managers
- Residential family centre managers
- Adult placement centre managers (from April 2019)

This guidance builds on the Code of Professional Practice for Social Care and aims to:

- Describe what is expected of managers
- Support managers to deliver a good service

It is based around relevant national occupational standards, the views of people who use services and other stakeholders.

This guidance will be updated from time to time. It doesn't cover everything and managers are expected to use their professional judgement, applying the general principles and taking advice, where necessary. Managers must keep to requirements on them set out in statutory regulations and guidance.

Here, the term individual refers to the person the worker supports or cares for in their work. This could be a child, young person or adult.

2. How this guidance applies to you

This guidance is for social care managers in Wales. It is also relevant to employers – **the Code of Practice for Social Care Employers says that employers will support managers to meet the standards in the guidance.**

The guidance can be used to let individuals, families and the public know what they can expect from you as a manager.

It is your responsibility to follow this guidance. Whilst the Code of Professional Practice is a principal document used if there are concerns about a manager's fitness to practise, this guidance can be used by Social Care Wales to illustrate a failure to keep to the Code.

- The term 'you must' is something you are required to do.
- 'You should' is used where there may be things outside your control that affect how you can follow the guidance.

Care Inspectorate Wales may also take this guidance into account in their work.

3. Social care managers

Social care managers have a leadership role in the provision of high quality care and support services. Managers are expected to lead person centred, ethical and inclusive services, supporting and promoting individuals' well-being, rights and independence.

4. Person centred care and support

Person centred care and support means making sure people receive care and support that responds to their individual needs and choices. It includes a strong commitment to an individual's human rights and fully involving individuals in decisions that affect them. It involves working with individuals to achieve the outcomes that matter most to them. The social care values of respect, compassion and dignity are essential.

You are accountable for ensuring your own practice is person centred and leading and promoting this approach in the staff you manage.

4.1 Code of Professional Practice for Social Care

The Code describes the standards expected of managers and their staff. These standards reinforce the importance of a person-centred approach.

As a social care manager, you must:

1. Respect the views and wishes, and promote the rights and interests, of individuals and carers.
2. Strive to establish and maintain the trust and confidence of individuals and carers.
3. Promote the well-being, voice and control of individuals and carers while supporting them to stay safe.
4. Respect the rights of individuals while seeking to ensure that their behaviour does not harm themselves or other people.
5. Act with integrity and uphold public trust and confidence in the social care profession.
6. Be accountable for the quality of your work and take responsibility for maintaining and developing knowledge and skills.
7. In addition to sections 1 – 6, if you are responsible for managing or leading staff, you must embed the Code in their work.

You must challenge poor conduct and practice and any potential breaches of the Code.

4.2 Dignity and respect

Maintaining dignity and respect is central to good social care. You must actively promote dignity and respect and challenge poor practice by staff or others.

Promoting dignity and respect includes:

- Planning for and giving individualised care and support
- Using respectful language
- Supporting individuals to develop and maintain networks and their place in communities
- Valuing and promoting equality and diversity
- Respecting life choices, taking account of age and mental capacity
- Respecting culture and beliefs
- Promoting self-esteem, sense of security and belonging
- Encouraging aspiration, choice and decision making
- Supporting individuals to develop and maintain a healthy lifestyle
- Respecting privacy, including in the delivery of personal care
- Respecting the individual's environment, property and belongings
- Recognising when individuals may require extra support, for example, when new to the service, during transitions or major life events
- Giving and explaining information on rights and services including complaints procedure and independent advocacy services
- Acting on questions, concerns and complaints promptly and fairly
- Reviewing care and support with the individual on a regular basis.

You must ensure staff receive information, advice and training to provide safe, dignified and individualised personal care and support.

If you or your staff make a mistake you must be open and honest about it, including providing a full and prompt explanation to your employer about what has happened. Further guidance on this professional duty of candour is available from Social Care Wales.

4.3 Confidentiality

You must treat an individual's personal information with discretion. Personal information includes any information relating to an identifiable person who can be directly or indirectly identified, this can include all kinds – spoken, written, photographs, etc. The Data Protection Act 2018 aims to secure the public's trust and confidence in the use of personal information within the digital economy.

You must follow legal requirements and your organisation's policies on confidentiality, data protection and information sharing. You must know when you need to share information and with whom, for example, where there are safeguarding concerns.

You must promote an expectation of confidentiality, making sure staff understand their responsibilities.

4.4 Involving individuals

You must promote a culture that enables individuals to have a strong voice and control over their care and support. This includes providing information that supports individuals to make informed choices. It includes involving individuals fully in assessing their own circumstances, identifying their preferred outcomes and what matters most to them.

You must ensure good arrangements are in place for individuals to influence, comment and, where necessary, complain about the service.

4.5 Family members and carers

You must show respect to family members, carers and others important to the individual. You must ensure individuals are supported to make their preferences known about involving others and that these views are respected.

You should promote a culture that values and listens to the contribution that family, carers and others can make to positive outcomes.

You must support staff to manage situations where there are ethical dilemmas or conflicts related to working with others.

You should ensure staff are able to signpost carers to information and services specific to them.

4.6 Professional relationships and boundaries

Relationships are a fundamental part of social care. The ability to build meaningful and rewarding relationships with individuals can have a positive effect on well-being and achieving agreed outcomes. However, relationship centred working may cause uncertainty for some about how to carry out their role and responsibilities.

It is essential to ensure that your relationship with individuals, families and carers remains professional at all times – with the defined purpose of promoting the well-being of the individual using the service.

You must:

- a. make sure you understand your professional role and your limits
- b. keep to your organisation's policy on professional boundaries
- c. apply professional boundaries with fairness, clarity, consistency and transparency
- d. seek support and take sensitive action where an individual, family member or carer misreads or becomes confused about the relationship
- e. make sure all your actions with individuals, families and carers are out in the open for discussion with your own manager.

Professional boundaries apply to all forms of communication between social care professionals and individuals. This includes any use of mobile phones and social media.

Some things clearly breach acceptable boundaries. Whilst not a complete list, unacceptable things include:

- a. having a sexual or other improper relationship with an individual
- b. borrowing from or lending money to an individual
- c. giving special privileges to 'favourite' individuals
- d. failing to provide agreed care and support, for example, due to negative feelings about an individual
- e. trying to impose own religious, moral or political beliefs on an individual
- f. acting in any way which harms an individual
- g. any practice specifically prohibited in law or statutory regulations.

The consent of the individual is never a defence for these things. As well as your own practice, you have a key role supporting workers to build positive relationships whilst maintaining

professional boundaries and addressing any concerns. Supervision will play an important role in supporting discussion, reflection and exploration of issues relating to relationships and boundaries. In particular, you must ensure workers are familiar with the Code of Professional Practice for Social Care and the organisation's expectations. Professional boundaries: a resource for managers provides additional guidance.

4.7 Rights and protections

You must familiarise yourself and comply with legal obligations to provide care and support, protect individuals' rights and ensure people are not discriminated against. The relevant legislation includes the Social Services and Well-being (Wales) Act 2014, Regulation and Inspection of Social Care Wales (Act) 2016, Mental Capacity Act 2005 and Deprivation of Liberty Safeguards, Equality Act 2010, Human Rights Act 1998 and associated protocols such as the UN Convention on the Rights of the Child, UN Convention on the Rights of Persons with Disabilities and UN Principles for Older Persons.

You must keep to your organisation's policies on rights and protections and not unfairly discriminate against any person using the service.

You must ensure staff understand their responsibilities and are supported to uphold the rights of people in their care.

5. Good communication

Good communication underpins effective social care services. It involves person centred communication, adapting communication to suit the situation and making practical arrangements to support communication. Good communication is essential for working effectively with individuals, relatives and carers, advocates, and with staff and other colleagues.

5.1 Communication with individuals

To communicate well you must:

- a. get to know and listen to individuals
- b. ask for and respect the individual's views about their care and support
- c. share information in a way the individual can understand
- d. respond promptly to questions and concerns
- e. make sure individuals know about confidentiality and how information may be shared

- f. know how to respond if an individual is withdrawn, angry, distressed or upset.

You must make sure, where practical, arrangements are made to meet an individual's language and unique communication needs. You must know how to access independent advocates or interpreters, where necessary.

5.2 Welsh language needs

Some individuals can only communicate their needs effectively using the Welsh language. The Welsh Government's Framework, 'More than Just Words', sets out good practice standards including moving the responsibility from the person to ask for services in Welsh to the service to make the active offer. This is because individuals may not be confident or able to ask for services in Welsh.

Your organisation will have a legal obligation to treat English and Welsh equally and to be proactive in offering services in Welsh. You must know your organisation's responsibilities on Welsh language.

You should work with your employer to design appropriate policies including recruitment.

You should support staff to develop and use their Welsh language skills, as appropriate.

5.3 Supporting staff

You must support your staff to develop and use effective communication skills, including using a range of communication aids and equipment. Staff should know how to access appropriate advice and guidance including accessing specialist interpreters or communicators, where necessary.

You must take steps to facilitate open and effective communication between your staff. This could include a range of approaches such as regular staff meetings, notice boards, email, informal discussion, supervision and recording systems.

You must ensure communication channels are available for all relevant staff including those working at a distance, part time, nights and weekends.

You must ensure that handover procedures between staff provide clear information sharing and continuity of service.

You must ensure effective ways for staff to communicate any difficulties related to their work.

You must use the authority and influence associated with your role responsibly and respectfully.

5.4 Working with others

Most social care managers work with colleagues from other teams and professions.

Working with others does not change your personal accountability for your professional conduct and practice.

When working with others you must:

- a. promote the rights and well-being of the individual using the service
- b. make every effort to understand roles, responsibilities and accountabilities of colleagues
- c. communicate effectively
- d. respect the skills, expertise and contributions of your colleagues
- e. strive to address differences
- f. keep to agreed joint working and information sharing protocols.

You must ensure staff understand their role and responsibilities when working with other professionals.

5.5 Records and reports

Individuals have a right to expect that information about them is recorded and reported accurately and used appropriately. You must ensure that legal and agreed policies and procedures for completing records and reports are adhered to by you and your staff. You should ensure that records and reports:

- a. are accurate, dated, objective, understandable, legible and accessible
- b. fully respect and reflect the views of the individual
- c. are presented to those who need to make decisions or take actions
- d. are stored, shared and retained in accordance with organisational policy and legal requirements, including data protection.

You must ensure individuals are supported to understand the content of records and reports about them.

The same standards should apply to staff records and reports.

You must not falsify, manipulate or backdate records or reports.

6. Safe-guarding individuals

Safeguarding is about protecting individuals from abuse. One of the most important principles of safeguarding is that it is everyone's responsibility. Each professional and organisation must do everything they can to make sure individuals are protected.

Social care managers have an important role leading practice that promotes safeguarding. As well as responding to cases of actual or potential abuse, this involves leading practice that actively promotes the rights of individuals and supports individuals to keep themselves safe. Social care managers need to know how to respond to a range of potential risks: neglect, self-neglect, substance misuse, abuse, domestic abuse, sexual exploitation, financial exploitation, slavery, human trafficking and bullying, including on-line bullying.

Welsh Government has issued statutory guidance relating to safeguarding children and adults: socialcare.wales/hub/home

6.1 Understanding safeguarding

You must maintain your understanding of harm, abuse and safeguarding and familiarise yourself with:

- a. the factors that may lead to harm or abuse
- b. relevant legal requirements, statutory guidance and national and local procedures
- c. your responsibility and accountability where an individual has been or is in danger of harm or abuse.

You must ensure your staff have information and training about signs of harm or abuse, legal requirements and local procedures. You must ensure staff understand their responsibilities including reporting concerns.

You must be alert to the possibility of abuse by staff and other professionals and respond immediately to concerns raised.

6.2 Responding to concerns

You must take immediate action, following relevant procedures, where harm or abuse may have taken place or where there is risk of harm.

You must ensure that records and reports are accurate, detailed, objective, timed, dated and signed and comply with relevant procedures and legal requirements.

You should contribute to monitoring and evaluation of internal

safeguarding procedures to ensure effectiveness and promote improvement.

6.3 Supporting individuals to keep themselves safe

You must lead practice in a way that supports individuals to keep themselves safe.

This includes:

- a. promoting person centred care and support
- b. supporting individuals to recognise when behaviour towards them is inappropriate
- c. working with individuals to put risk management plans in place, where needed
- d. supporting individuals to express concerns or make complaints
- e. acting on concerns or complaints promptly, openly and fairly.

You must not allow an individual's concern or complaint to adversely affect the care and support provided.

6.4 Female Genital Mutilation

Female Genital Mutilation (FGM) is a criminal offence in England and Wales under the Female Genital Mutilation Act 2003. All social care workers, including social care managers, are under a duty to notify the police if, in the course of their work, they discover that an act of female genital mutilation appears to have been carried out on a girl under 18.

6.5 Preventing people from being drawn into terrorism

Your organisation may have a legal duty to have regard to the need to prevent people from being drawn into terrorism. The UK Government has published guidance on this. You should support your employer to implement the guidance, for example, by attending training.

7. Health, safety and security

Risk is an essential and unavoidable part of everyday life. Leading and managing practice for health, safety and security includes a focus on risk assessment and prevention as well as monitoring compliance with requirements. It also includes managing risk whilst actively promoting a culture of positive risk taking and independent living.

7.1 Meeting health, safety and security requirements

To ensure compliance with health, safety and security requirements you must:

- a. implement relevant statutory regulations including, amongst others, the Health and Safety at Work etc Act 1974
- b. ensure you and your staff are aware of legal and work setting policies and procedures, including any changes or updates
- c. work with others to assess potential risks and hazards
- d. monitor compliance with policies and procedures, and take action if these are not adhered to
- e. take appropriate action to respond to incidents and emergencies
- f. ensure that records and reports are completed appropriately.

You must act as a role model in keeping to health, safety and security requirements.

7.2 Balancing outcomes for individuals with risk and safety

You should encourage a culture that recognises the rights of individuals to take risks and achieve their personal outcomes, balanced against the likelihood of harm. You should ensure individuals are supported to assess, balance and make decisions about risks affecting them in accordance with their age and mental capacity. You should work in partnership with individuals to manage their risk taking.

7.3 Personal safety and well-being

Your organisation has a responsibility to put arrangements in place to promote health and well-being in the workplace. You also have a responsibility to take reasonable care of your own well-being and that of other people. You therefore need to work with your employer as they carry out their duty of care to you and your staff.

Your work may be emotionally demanding and stressful at times. You should find ways to support your own well-being such as accessing support offered by your employer. Similarly, you must ensure staff know how to access support.

You should ensure staff keep to policies and procedures designed to support their well-being such as incident reporting, moving and handling, first aid, lone working, managing behaviour and violence against staff.

7.4 Supporting positive behaviour

You must lead practice that supports positive behaviour based on a person-centred approach. You should ensure you and your staff have the knowledge, skills and understanding to support an individual whose behaviour may be challenging the service.

You must comply with relevant law, regulations and guidance on restrictive physical intervention. You should ensure that restrictive physical intervention is only used as a last resort and where it is the only means of securing the welfare of the individual or another person. Where such intervention is used, you must record the circumstances and the nature of the intervention.

7.5 Medication

You must comply with relevant law, regulations and professional guidance on medication.

If you are responsible for developing a medication policy and procedure, this should specify the circumstances in which a staff member may administer or assist in the administration of medication. It should include procedures for the safe administration, recording, handling, safekeeping and disposal of medication.

If you are responsible for implementing medication policy and procedure, you should ensure the policy is adhered to by you and your staff. You must address any concerns about the safety of the policy and procedure or its implementation.

7.6 Improving practice

You should work in partnership with your employer, union and non-union employee representatives to monitor, review and improve health, safety and security policies.

8. Developing yourself

Learning and development is essential to providing a good service for individuals. Your employer has a responsibility to provide you with opportunities to develop your knowledge, skills and understanding. You are responsible for your efforts to engage in continuing professional development, linked to organisational and individual objectives, to support service delivery and improvement.

8.1 Keeping up to date

You must keep your knowledge and skills up to date, working with your employer to find ways to meet your learning and development needs.

You must:

- a. routinely review and update knowledge of legal, practice, policy, regulatory and procedural frameworks
- b. keep up to date with relevant literature and research
- c. listen and learn from others including individuals, relatives, carers and other professionals
- d. seek help with critical gaps in your knowledge and skills
- e. use your learning to support improved outcomes for individuals
- f. make sure you meet the post registration training and learning requirements for your professional registration.

8.2 Supervision and appraisal

You must use the supervision and appraisal opportunities available to you to identify and clarify your work and personal development objectives and to reflect on and improve your practice. You should attend and contribute to supervision with a constructive attitude. You are responsible for implementing any actions agreed.

You must meet your responsibilities set out in your employers' supervision and appraisal policy.

If the nature of your post means that internal supervision is not available, e.g., some owner / manager posts, you should seek out external professional support or mentoring.

8.3 Leadership and management skills

You must make a particular effort to develop your knowledge and skills as a manager and leader of excellent social care practice. This could include a range of activities: seeking feedback on your style and practice, reading, attending courses, visits and placements, contributing to professional groups and forums, accessing or contributing to research.

9. Leading, managing and developing others

Social care workers are key to delivering high quality, person centred services. You are accountable for managing, leading and supporting your team on a day to day basis, promoting good conduct and best practice, facilitating access to learning, giving feedback and addressing concerns.

9.1 Workplace culture

You must do all you can to promote an open, fair and learning culture in the workplace. You should create an environment where others are able to share good practice, raise concerns, contribute ideas, be creative, consider research findings and be part of a team. You should respect, value and acknowledge the roles, contributions and expertise of others. You should promote the sharing of information and resources. You should find ways to celebrate good performance and success.

You must not tolerate bullying or harassment in the workplace, including derogatory comments or excluding people.

9.2 Recruitment

A rigorous staff recruitment and selection process is essential to protect individuals, staff, the organisation and the applicant from the effects of making a poor appointment.

You must make every effort to implement recruitment policies and processes that:

- a. meet the recruitment standards in the Code of Practice for Social Care Employers
- b. are planned to achieve positive outcomes for individuals
- c. emphasise a commitment to safeguarding individuals
- d. focus on appointing staff with appropriate values, knowledge, skills and qualifications
- e. include a face to face interview for all short-listed candidates based on objective assessment of their ability to meet the person specification and job description
- f. meet legal and regulatory requirements
- g. are fair and non-discriminatory.

You must check criminal records and relevant registers, any gaps in employment history and ensure the person is legally entitled to work in the UK. You must seek reliable references. You should ensure staff are provided with an up to date written job description that outlines their role, responsibilities and accountabilities.

If you are in doubt about safe recruitment and reaching a confident selection of a candidate, you must seek advice and expertise, e.g., from Human Resources or legal services.

You should involve individuals who use services in the recruitment and selection process, where possible.

9.3 Induction, learning and on-going staff development

Induction is the first learning a staff member undertakes when joining the service. You must arrange appropriate support and an induction plan for new staff whether they are new to social care or new to an organisation or role. The All Wales Induction Framework for Health and Social Care provides the structure upon which induction should be based.

You should plan for and facilitate the on-going development of the staff and team to meet gaps in knowledge, skills and understanding.

You must:

- a. ensure training in subjects specified in relevant regulations and guidance
- b. support registered social care workers to meet post registration training and learning requirements
- c. arrange support for staff who are not able to carry out any aspect of their work.

The Social Care Wales Continuing Professional Development toolkit provides help and guidance, supporting you to invest in and plan professional development.

9.4 Monitoring practice

You are responsible for knowing what is happening in the delivery of care and support by the staff you manage. You must put arrangements in place to monitor practice and to ensure agreed care and support plans are followed. This will include gathering information from individuals and others and using observation to assess staff knowledge and skills. You should give constructive feedback to staff on their practice.

9.5 Supporting, learning and assessment

Coaching, mentoring, training and assessing staff and students (including those undertaking qualifications) are important for services now and in the future. You should be willing to contribute to these activities and, if you are involved, to develop the necessary competence.

9.6 Supervision and appraisal of staff

All your staff, whether they are full or part time, need supervision and appraisal to guide, support and motivate them to develop good practice. You must implement supervision and appraisal processes that meet legal and regulatory requirements. You should encourage staff to fully participate in supervision and appraisal processes.

You should ensure that supervision and appraisal processes:

- a. promote best practice with individuals
- b. ensure staff are clear about their roles and responsibilities
- c. ensure staff are clear about the standards of conduct and performance expected
- d. ensure staff are clear about agreed actions
- e. provide constructive feedback on practice
- f. encourage staff to reflect on their practice, including learning from successes and mistakes
- g. address conduct and performance that falls below required standards
- h. assist staff to identify areas for learning and development
- i. support staff to manage their workloads.

You must be honest and objective when supervising and appraising staff.

You should ensure that supervision and appraisal records meet regulatory and organisational requirements and are accurate, up to date, signed and dated.

You should ensure staff have access to specialist supervision, support and advice, where necessary.

9.7 Delegating tasks to others

Delegation involves asking a colleague to undertake a task on your behalf. In the right circumstances, delegation can support service delivery and staff development. Although you will not be accountable for the decisions and actions of those to whom you delegate, you remain responsible for the overall management of the task and accountable for your decision to delegate. When you delegate a task, you must be satisfied that delegating the task complies with legal, regulatory and organisational requirements.

You must:

- a. be satisfied that the benefits of delegating the task outweigh any risks
- b. be satisfied that the person to whom you delegate has the qualifications, experience, knowledge and skills and capacity required

- c. pass on sufficient information about the task to the person to whom you are delegating
- d. ensure the person to whom you are delegating has access to appropriate supervision
- e. ensure that consent is gained from individuals using the service, where necessary
- f. intervene if the person to whom you have delegated is not able to carry out the task safely.

9.8 Professional and regulatory requirements

You must support staff to meet any professional or regulatory requirements on them, necessary for their role. This includes meeting the standards in the Code of Professional Practice for Social Care or other professional codes specifically required of them.

You must promote the Code of Professional Practice for Social Care with all social care staff, irrespective of whether they are registered with Social Care Wales.

9.9 Unsatisfactory performance and misconduct

You must take immediate steps to address unsatisfactory performance or misconduct by staff.

In so doing, you must:

- a. ensure a focus on the rights, safety and welfare of individuals and staff
- b. meet legal and regulatory requirements
- c. be fair and non-discriminatory
- d. keep clear, accurate and accessible records.

You must do all you can to ensure that effective procedures for managing performance, capability and disciplinary matters are in place and are used and concluded correctly (including if the staff member leaves the organisation during the process). Similarly, for raising concerns or whistleblowing.

You should ensure that workers understand policies and procedures for dealing with unsatisfactory performance or misconduct. You must maintain confidentiality about issues related to performance or misconduct in line with legal, regulatory and organisational requirements.

If you are in doubt about managing performance or misconduct, you must seek appropriate advice and expertise, e.g., from human resources, legal services or regulatory body.

You must inform the appropriate regulatory body about any unsatisfactory performance or misconduct by a registered professional that might call into question their fitness to practise.

A guidance leaflet is available to assist employers and managers with Social Care Wales' referral, investigation and fitness to practise hearings process.

This can be found on our website

<https://socialcare.wales/resources/employer-guide-on-investigation-and-fitness-to-practice-processes>

You must be aware of and comply with the duty to refer to the Disclosure and Barring Service regarding staff placed in regulated activity.

10. Leading and managing the service

Managers undertake or contribute to a range of tasks to ensure good service delivery. These might include business planning, service development, marketing, policy development, managing budgets and resources, governance, project management, annual review and performance management tasks. You are accountable for maintaining professional standards and the quality of work in these areas.

10.1 Managing tasks

When undertaking management tasks, you must ensure your contribution meets legal and regulatory requirements.

You must:

- a. uphold social care values and the Code of Professional Practice for Social Care
- b. ensure your contribution is focused on quality and improvement, in particular, the rights, safety and well-being of individuals and staff
- c. use feedback from individuals, relatives, carers and staff to inform the task
- d. act in an open and transparent way.

You must inform your employer if you don't feel competent to carry out a task.

10.2 Managing resources

You should actively contribute to identifying the appropriate type and level of resources required to deliver quality, safe and effective services. You should minimise waste.

You should take action when resources are not being used efficiently and effectively.

10.3 Acting on concerns

Depending on the governance arrangements in the organisation, you must act to make improvements to ineffective policies, procedures and practices or to advise those responsible that changes are necessary.

Similarly, you must act on any concerns, e.g., about poor systems, resources, facilities and equipment, skill mix, breaches of regulatory standards or codes, gaps in policies and procedures, poor or unlawful practice by any person.

If those responsible don't take adequate action, you must seek independent advice from an appropriate regulatory or advisory body. You should record your concerns and the steps you have taken to try and resolve them.

You must ensure staff are aware of their responsibility to raise concerns and that they are listened to and supported to do so. You should be aware of responsibilities under the Public Interest Disclosure Act 1998.

11. Good conduct

Good conduct includes being honest and trustworthy and acting with integrity. It requires you, both in work and outside work, to behave in a way that justifies the trust individuals, families and the public place in you. You should be a good role model for your staff.

11.1 Professional registration

You must keep your professional registration with us up to date. You must tell us, without delay, about anything which may call into question your suitability to work as a social care manager.

This includes:

- a. criminal proceedings and on-going police investigations
- b. cautions, court orders, fixed penalties or convictions
- c. disciplinary proceedings
- d. any change in your mental or physical condition that may affect your ability to work in social care.

Note: telling us about these things will not necessarily affect your registration.

To keep your registration, we must be able to contact you. You must tell us about any changes to your contact details including name, title, home address, work address, email and employment details.

11.2 Financial dealings

You must be honest in financial and commercial dealings with individuals, employers and other organisations.

In particular:

- a. you should declare any relevant financial or commercial interest that you or your family might have in a transaction
- b. if you manage finances, you should make sure the funds are used for the purpose for which they were intended
- c. if you manage fees and charges, you should inform individuals about these
- d. you must keep clear and accurate financial records.

You must comply with regulations concerning handling individuals' money and property.

11.3 Gifts and donations

You must comply with relevant regulations concerning gifts, donations and bequests.

You mustn't encourage individuals or their families to lend or give property, money or gifts that will directly or indirectly benefit you personally.

You mustn't put pressure on individuals or families to make donations to other people or organisations.

11.4 Comments and complaints about services

If you are responsible for investigating complaints about the service, you must treat those involved in a fair way and follow proper procedures for investigation. You should facilitate access to independent advocacy arrangements, where necessary.

11.5 Information about services

If you are responsible for publishing information about the service, including using social media, you must ensure the information complies with regulations. You should make sure the information is non-discriminatory, accessible (including by using plain language and alternative formats), user-friendly, factual and verifiable. You must not make unjustifiable claims about the quality or outcomes of services. Information should not breach copyright, confidentiality nor be false.

11.6 Social media

It is recognised that you may use social media sites (Facebook, Twitter, etc) including to share general information with your staff. If you do, you must not discuss or post inappropriate comments on-line about any persons connected with your work. This is to protect confidentiality, personal and professional integrity.

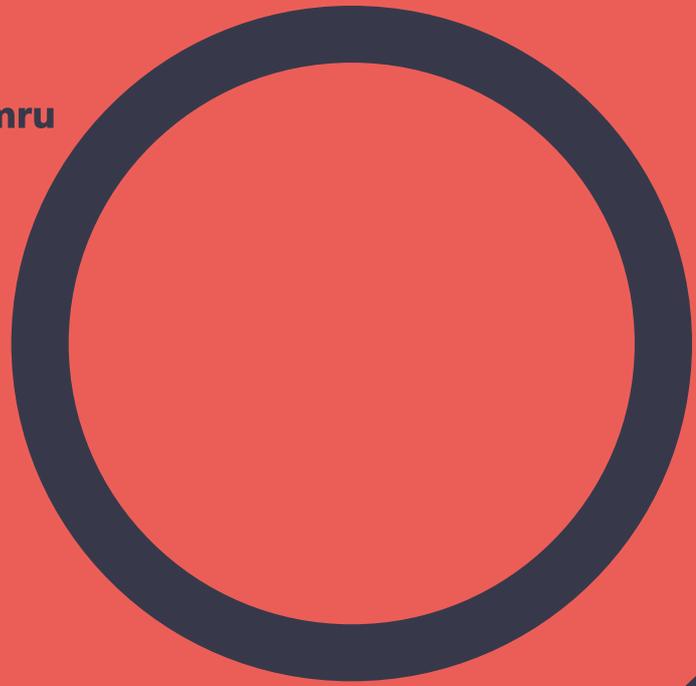
Think carefully how you present yourself on social media and how your on-line presence – both now and in the future - may be seen by others including individuals and their families, members of the public and other professionals.

How you behave on social media should be at the same high standards as your day-to-day behaviour and you must maintain professional boundaries at all times.

You must keep to your organisation's policy on use of social media.



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For more information visit
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