



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

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 Easy Read, large text or other formats, if required.

Copies also available in Welsh.

Code of Professional Practice for Social Care

The Code

Social Care Wales expects social care workers, which includes social care managers, to meet the Code of Professional Practice for Social Care and may take action if registered workers fail to do so.

Employers of social care workers are expected to take account of the Code in making decisions about the conduct of their staff.

As a social worker 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.

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About this practice guidance

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

- Residential child care managers
- Adult care home managers
- Domiciliary care managers

The guidance, which builds on the Code of Professional Practice for Social Care, aims to:

- Describe what is expected of social care managers
- Provide a practical tool, aiding social care managers in their practice
- Provide guidance which supports social care managers to lead on the delivery of high quality, citizen centred¹ services
- Provide the basis on which more detailed practice guidance can be developed to support best practice.

The guidance also contains links to other information intended to support social care managers in their practice.

The guidance has been developed with reference to the National Occupational Standards (NOS) for Leadership and Management of Care Services.

This is a dynamic document which will be reviewed and updated periodically. It is not intended to cover all situations or areas of practice. Social care managers are expected to use their professional judgement, applying the general principles and the Code of Professional Practice for Social Care. Social care managers must adhere to requirements on them set out in statutory regulations and guidance.

In this guidance the term individual is used to refer to the person the social care manager supports or cares for in their work whether that be a child, young person or adult.

¹*Citizen centred services is a key theme in Sustainable Social Services for Wales: A Framework for Action (Welsh Government, 2011). It provides for a strong voice and greater control for service users and carers in the design and delivery of social services. It encompasses adults and children and young people.*



How this guidance applies to you

The guidance is addressed primarily to registered social care managers. It is also relevant to those working in deputy or assistant manager roles. Prospective managers can use the guidance to inform them of the work they would be taking on. It is relevant to employers and can be used to assess whether appropriate arrangements are in place to ensure professional, citizen centred and safe practice. It can be used to let individuals, relatives, carers and the public know what they can expect from social care managers. It is the social care manager's responsibility to be familiar with the guidance and to follow the guidance it contains. Social care managers must use their judgement to apply the guidance to different situations.

The Code of Professional Practice for Social Care sets out standards that may be taken into account by Social Care Wales in considering allegations of misconduct or impaired fitness to practise. The guidance in this document may be used to illustrate a potential failure to uphold the standards in the Code by a social care manager. Serious or persistent failure to follow this guidance may, therefore, put your registration at risk.

In the guidance the terms '**you must**' and '**you should**' are used in the following ways:

- '**You must**' is an overriding principle.
- '**You should**' is used when providing an explanation of how you will meet an overriding principle.
- '**You should**' is also used where the principle will not apply in all situations, or where there are factors outside your control that affect how you can follow the guidance.



The social care manager

For those leading and managing social care services, the key purpose is to lead and manage an excellent, integrated, ethical and inclusive service which meets the needs of individuals, safeguards and promotes well-being and development of people.



Citizen-centred care and support

Citizen-centred care and support means ensuring that individuals who use social care services have a strong voice and influence over their services and matters that affect them. It includes treating people with dignity and respect at all times and promoting independence, rights and choices. You are accountable for ensuring your own practice is citizen-centred and leading and promoting this approach in the staff you manage.

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Dignity and respect

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

- Ensuring that individuals have accessible information about the service
- Planning for and giving individualised care and support
- Using respectful language
- Taking account of language and communication preference and need
- Supporting and maintaining autonomy
- Supporting individuals to develop and maintain networks and their place in communities
- Valuing, respecting, promoting and celebrating 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 care and support, e.g. on admission to the service, during transitions and significant life events
- Giving and explaining information on rights and services, e.g. complaints procedure, independent advocacy services
- Acting on questions, concerns and complaints, promptly and fairly
- Reviewing care and support on a regular basis.

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

If you are made aware of a failure to treat an individual, relative or carer with dignity and respect, you should act immediately to address matters.

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 socialcare.wales

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Children and young people

The Human Rights Act 1998 applies to children and young people and adults. There are associated United Nations conventions and protocols for specific groups (see paragraph 10). If you are working with children and young people, it is essential that you fully recognise their distinct needs and specific rights that may be different to those that apply to adults. In particular, you must familiarise yourself with and apply the United Nations Convention on the Rights of the Child (UNCRC) to your practice and support staff to do the same. This is in order for children and young people receiving services to get the support they need to enjoy the levels of well-being experienced by their peers, and in order that their rights under the UNCRC are realised.

The seven core aims developed by Welsh Government summarise the UNCRC and form the basis for decisions on priorities and objectives nationally. They should also form the basis for decisions on strategy, service provision and practice locally.

The seven core aims are that children and young people:

1. have a flying start in life
2. have a comprehensive range of education and learning opportunities
3. enjoy the best possible health and are free from abuse, victimisation and exploitation
4. have access to play, leisure, sporting and cultural activities
5. are listened to, treated with respect, and have their race and cultural identity recognised
6. have a safe home and a community which supports physical and emotional well-being
7. are not disadvantaged by poverty.

6

Confidentiality

You must treat the individual's personal affairs with discretion. You should be familiar with and adhere to legal requirements and organisational policy and procedures relating to confidentiality and information sharing. You should not share information unless the law permits it.

You should make every effort to promote an expectation of confidentiality, ensuring that staff understand their responsibility to respect confidentiality and when they are required to share information e.g. where there are safeguarding concerns.

7

Engaging with individuals

You must promote a culture of participation that enables individuals to have a strong voice and control over their care, support and services. This includes providing information that supports individuals to make informed choices about the care and support they receive. It includes involving individuals fully in assessing their own circumstances, strengths and needs, planning, delivering and reviewing their own care and support. Where an individual finds it difficult to make decisions about their life, you should involve others who are able to represent the best interests of the individual.

You should implement effective arrangements for individuals to be able to:

- a. influence the development and delivery of the service
- b. comment and complain about the service.

8

Relatives and carers

You must show respect to relatives and carers and others important to the individual using services. You should be sensitive and responsive in providing information and support.

You must ensure that individuals are supported to make their views and preferences known about the involvement of relatives, carers and others in their lives and that these views are respected. You should promote a culture that values the contribution that relatives, carers and others can make to positive outcomes for individuals.

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

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

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Appropriate relationships and personal boundaries

The relationship between a social care professional and an individual using services will often involve an imbalance of power. This arises, for example, because the professional has superior access to information or resources or because the individual is in a vulnerable situation.

Recognising this imbalance of power, you must not:

- a. use your professional position to establish or pursue a sexual or improper relationship with an individual using services or someone close to them
- b. express to individuals using services your personal beliefs, including political, religious or moral beliefs, in ways that exploit their vulnerability or are likely to cause them distress.

You must support staff to maintain appropriate personal boundaries with individuals whilst developing and maintaining positive relationships. You must address any concerns.



Legislation and guidance

You must familiarise yourself and comply with organisational policies and procedures, relevant legislation and guidance, including the Social Services and Well-being (Wales) Act 2014, Equality Act 2010; Human Rights Act 1998, and associated conventions and 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; Mental Capacity Act 2005 and associated Code of Practice; Deprivation of Liberty Safeguards; Welsh Language Act 1993; Welsh Language Measure 2011 and Data Protection Act 1998.

You must not unfairly discriminate against a person because of protected characteristics they have. The Equality Act 2010 covers the following groups– age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity.

You must ensure that staff have access to and comply with relevant legislation and guidance, taking action if they fail to comply.



Promoting the safeguarding of individuals

Leading and managing practice that promotes the safeguarding of individuals permeates all your work. It includes understanding safeguarding and actions that must be taken in cases of actual or potential harm or abuse. It includes supporting relationships that promote safeguarding and leading practices that support the rights, inclusion and well-being of individuals and keeping themselves safe.

The Welsh Government has issued statutory guidance in relation to the safeguarding of adults and children: socialcare.wales/hub

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Understanding safeguarding in relation to harm and abuse

You must maintain your own understanding of harm, abuse and safeguarding by familiarising yourself with:

- a. the factors, situations and actions that may lead to harm or abuse
- b. legal requirements, relevant statutory regulations 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 that your staff have information about signs of harm or abuse, legal and regulatory requirements and local procedures. You should ensure that staff understand their accountability in cases of actual or potential harm or abuse.

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

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Safeguarding individuals

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

You should ensure that records and reports are detailed, accurate, objective, timed, dated and signed, are within confidentiality agreements and written according to relevant procedures and legal requirements.

You should contribute to the monitoring and evaluation of internal systems and procedures for responding to harm or abuse, to ensure effectiveness and promote improvement.

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Supporting individuals to keep themselves safe

You must lead and manage practice that supports individuals to keep themselves safe. This includes:

- a. promoting citizen centred care and support
- b. supporting individuals to recognise when behaviour towards them is inappropriate or unacceptable
- c. working with individuals to put in place risk management plans, where appropriate
- d. supporting individuals to express concerns or make complaints
- e. acting on concerns or complaints in a prompt, open, honest and fair manner.

You should not allow an individual's concern or complaint to adversely affect the care and support they or another person receives.

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Female Genital Mutilation

Female Genital Mutilation (FGM) is illegal in England and Wales under the Female Genital Mutilation Act 2003. Section 5B of the 2003 Act introduces a mandatory reporting duty which requires regulated health and social care professionals and teachers to report known cases of FGM in under 18s which they identify in the course of their work to the police. Further guidance² on this duty is available.

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Preventing people from being drawn into terrorism

The Counter Terrorism and Security Act 2015 places a duty on certain bodies (including local authorities) to have due regard to the need to prevent people from being drawn into terrorism. The UK Government has published guidance on this topic. The guidance includes requirements for staff training. You should support your employer to implement the guidance.

²Multi-agency statutory guidance on Female Genital Mutilation www.gov.uk/government/publications/multiagency-statutory-guidance-on-female-genital-mutilation.



Health and safety in the work setting

Risk is an essential and unavoidable part of everyday life. Leading and managing practice for health, safety and security includes a focus on assessment and prevention as well as monitoring compliance with requirements. It also includes developing systems to manage risk whilst promoting a culture of positive risk taking that encourages innovative practice based on evidence.



Compliance with health, safety and security requirements

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

- a. implement relevant statutory regulations including, amongst others, Health and Safety at Work Act 1974, Lifting Operations and Lifting Equipment Regulations, Provision and Use of Work Equipment Regulations, management of health and safety at work regulations and All Wales Manual Handling Passport
- b. ensure that you and the people you work with are aware of legal and work setting policies and procedures, including any changes or updates
- c. work with others to assess and manage potential risks and hazards
- d. monitor compliance with policies and procedures, taking action where these are not adhered to
- e. take appropriate action to respond to incidents and emergencies
- f. ensure that records and reports are completed according to legal and work setting requirements.

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

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Balancing positive outcomes for individuals with risk and safety

You should encourage a culture that promotes the rights of individuals to take risks, balanced against the likelihood of harm. You should ensure that 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.

20

Personal safety

You must ensure that you and your staff are aware of and implement effective policies regarding violence against staff and lone working, where appropriate. You should ensure staff receive appropriate support following stressful situations or violence.

21

Supporting positive behaviour

You should lead and manage practice that supports the development of positive behaviour. This includes leading and managing systems, policies, procedures and practice that support person / child-centred approaches to the development of positive behaviour.

You must comply with the relevant law, regulations and guidance regarding restrictive physical intervention. You should ensure that no individual is subject to restrictive physical intervention unless intervention of the kind employed is, as a last resort, the only practicable means of securing the welfare of that or another person and there are exceptional circumstances. Where restrictive physical intervention is used, you should record the circumstances and the nature of the intervention used. You should ensure that you and the staff you manage have knowledge and skills to deal with situations without the need for restrictive physical intervention.

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Medication

You must comply with the relevant law, statutory regulations and professional guidance regarding 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 that the policy is adhered to by you and your staff. You should address any concerns about the safety of the medication policy and procedure or its implementation.

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Developing effective health, safety and security practice

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

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Good communication

Good communication underpins effective social care provision. It involves basic, citizen centred communication skills, adapting communication to suit the situation and making practical arrangements to support communication. Good communication is essential for working with individuals, their relatives and carers and also with staff and other colleagues. It includes verbal communication, recording, reporting and information sharing practices.

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Communication with individuals

To communicate effectively with individuals you must:

- a. take account of the language and communication preference and need of individuals
- b. listen to individuals, ask for and respect their views about their care and support
- c. share with individuals, in a way they can understand, information they want or need about their care and support
- d. respond to individuals' questions and concerns
- e. make sure individuals are informed about how information may be shared and confidentiality.

You should make sure, wherever practical, that arrangements are made to meet an individual's language and unique communication needs.

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Responding to Welsh language need

Communicating in the individual's language of choice is an important factor to consider when planning and providing excellent care. In Wales, legislation means that public bodies, and in some cases organisations providing services on behalf of public bodies, have specific duties with regard to the Welsh language.

More than just words³, the Welsh Government Framework for Welsh language in health and social care sets out good practice standards including the concept of the 'active offer' of services in Welsh, i.e. moving the responsibility from the person to ask for services through the medium of Welsh, to the service to make the offer. This is because individuals requiring care and support are often vulnerable and not confident or able to ask for services in Welsh.

You should know your organisation's legal responsibilities in relation to Welsh language provision. You should work with your employer to design and implement appropriate policies, including recruitment. You should support staff to develop and use their Welsh language skills, as appropriate.

³ *More than just words, Strategic Framework for Welsh Language Services in Health, Social Services and Social Care, Welsh Government, 2012 and follow-on Strategic Framework for Welsh Language Services in Health, Social Services and Social Care*

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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 specialist interpreters or communicators, where necessary.

You must take steps to facilitate open and effective communication between your staff to promote co-ordinated, safe and competent citizen-centred service delivery. This could include a range of approaches such as regular staff meetings, notice boards, e-mail, informal discussion and recording systems. You should ensure that 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 mechanisms for staff to communicate any difficulties related to the individual or the activities they are required to carry out.

You must use the authority and influence associated with your role in a responsible and respectful manner.

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

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

29

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 yourself and your staff. You should ensure that records and reports:

- a. are accurate, dated, concise, objective, understandable, accessible and legible
- b. reflect the outcome of communication with the individual using services and others
- c. are presented to others who need to make decisions or take actions
- d. are stored, shared and retained in accordance with confidentiality agreements and legal requirements, including data protection legislation.

You should ensure that individuals are supported to understand the content of records and reports on themselves.

The same standards should apply to staff records and reports.

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

30

Developing yourself

Continuous learning and development of knowledge and skills is essential to improving practice and outcomes for citizens. You are responsible for your efforts to engage in learning and continuing professional development linked to organisational and individual objectives to support service delivery and improvement.

31

Keeping up-to-date

You must keep your knowledge, skills and competence up to date, working with your employer to seek out development opportunities that will meet your learning and development needs.

You should:

- a. routinely review and update knowledge of legal, practice, policy, regulatory and procedural framework
- b. keep up to date with relevant literature and research
- c. listen and learn from others including other professionals, individuals, relatives and carers

- d. seek assistance with critical gaps in your own knowledge and skills
- e. use your learning to support the improvement of services.

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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 and appraisal with a positive attitude. You are responsible for implementing any course of action agreed.

You should meet your responsibilities set out in your employer's 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.

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Leadership and management skills

You should make particular efforts 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.

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Leading, managing and developing others

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

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Workplace culture

You should do all that you can to actively promote an open, fair and learning culture in the workplace. You should create an environment where others regularly have the opportunity to share good practice, raise concerns, contribute ideas, be creative and innovative, consider the latest research findings and to engage in decision making as 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 should promote health and well-being in the workplace. You must not tolerate any form of bullying or harassment in the workplace, including derogatory comments or excluding people.

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Staff recruitment

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

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

- a. are up-to-date
- 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 shortlisted candidates based on an objective assessment of the candidates 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 that the person is legally entitled to work in the UK. You must seek reliable references. You should ensure that staff are provided with an up to date written job description and person specification that outlines their role, responsibilities and accountabilities.

If you are in any doubt about safe recruitment and selection and reaching a confident selection of a suitable candidate, you must seek appropriate 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.



Induction, learning and on-going development of staff

Induction is the first piece of learning a staff member undertakes when joining the service. You should 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 Social Care Induction Framework for Wales (SCIF) provides a structure upon which induction can be based.

You should plan for and facilitate the on-going development of staff and team to meet identified gaps in knowledge, skills and understanding. You should seek to provide development opportunities to support safe and effective practice. You must arrange training in any subjects specified in relevant statutory regulations and guidance. You should provide support for staff who do not feel able to carry out any aspect of their work.

The Continuing Professional Development Toolkit for Social Care, Early Years and Child Care Managers and Workers provides help and guidance in supporting you to invest in and plan professional development.

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Monitoring practice

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

39

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.

40

Supervision and appraisal of staff

All your staff, whether they are full or part time, need supervision and appraisal to guide, support, motivate and enable 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, responsibilities and accountabilities
- c. ensure staff are clear about the standards of conduct and performance expected of them
- d. ensure staff are clear about agreed actions
- e. provide constructive feedback to staff on their practice
- f. encourage staff to develop reflective practice including reflecting on and learning from 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 should 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, complete, accessible, signed and dated.

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



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 contribute to staff development. Although you will not be accountable for the decisions and actions of those to whom you delegate, you will still be 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 should:

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

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Professional and regulatory requirements

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

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

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Unsatisfactory performance and misconduct

You must take immediate steps to address unsatisfactory performance or misconduct by staff. In so doing you should:

- 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 organisational procedures for managing unsatisfactory 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 / whistleblowing.

You should ensure that workers understand policies and procedures for dealing with unsatisfactory performance or misconduct.

You should maintain confidentiality about any issues related to unsatisfactory performance or misconduct in line with legislative, regulatory and organisational requirements.

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

You should inform the appropriate regulatory body about any unsatisfactory performance or misconduct by a registered professional that might call into question their registration. This includes informing us about any unsatisfactory performance or misconduct by a registered social care worker.



Leading and managing the service

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



Management tasks

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

You should:

- a. uphold social care values, complying with 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 do not feel competent to carry out a task.



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 or effectively.

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Acting on concerns

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

Similarly, you must act on any concerns, for example, about poor systems, available 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 do not take adequate action, you should 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 should ensure that 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.

48

Probity

Probity means being honest and trustworthy, and acting with integrity. It requires you to conduct yourself at all times in a way that justifies the trust children and young people, families and the public place in you.

49

Professional registration

You must maintain your professional registration and comply with post-registration training and learning and fitness to practise requirements.

You should inform us without delay about any matters which may call into question your suitability to work in residential child care, including (but not limited to):

- a. pending criminal proceedings
- b. cautions, fixed penalties or convictions
- c. disciplinary proceedings pending or taken and / or
- d. any change in your physical or mental health condition that may affect your ability to undertake your work in social care.

Note: telling us about these matters will not necessarily prevent you from being registered, or affect an existing registration.

You should inform us about any changes to your contact details including name, title, home address, work address, e-mail and employment details.

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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 using services about these
- d. you should keep clear and accurate financial records.

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

51

Gifts and donations

You must not encourage individuals, relatives or carers to give, lend or bequeath money or gifts that will directly or indirectly benefit you personally.

You should not put pressure on individuals, relatives or carers to make donations to other people or organisations.

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

52

Comments and complaints about services

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

53

Information about services

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

54

Conduct and social media sites

It is recognised that managers may communicate with colleagues through social media sites on line such as Facebook, LinkedIn or Twitter. These sites can provide a helpful source of support and information-sharing. However, you must not discuss or post comments on line about individuals connected with your work. This is in the interests of protecting all parties' confidentiality, and personal and professional integrity. You should not communicate with the individuals in your care using your personal social media accounts. You should also carefully consider how you represent yourself on social media sites and how online presence may be perceived by others, including members of the public and other professionals.

Additional information

Advocacy

Good Practice Guidance to be published by Older People's Commissioner in 2013

www.olderpeoplewales.com

Voice, Choice and Control: Recommendations relating to the provision of independent advocacy in Wales

www.olderpeoplewales.com/en/news/news/12-09-18/Voice_Choice_and_Control

Missing Voices. A review of independent professional advocacy services for looked after children and young people, care leavers and children in need in Wales

www.childcom.org.uk/uploads/publications/283

Welsh Government Codes and statutory guidance

socialcare.wales/hub

Carers

Carers Trust

www.carers.org

Carers Wales

www.carersuk.org/wales

Children and young people

Children's Commissioner for Wales

www.childcom.org.uk

Engaging with individuals

National Principles for Public Engagement in Wales

www.participationcymru.org.uk/national-principles

Practitioner's Manual for Public Engagement

www.participationcymru.org.uk/national-principles/practitioners-manual-for-public-engagement

Evaluation Toolkit

www.participationcymru.org.uk/national-principles/evaluation-toolkit?seq.lang=en-GB

Equalities

Equality and Human Rights Commission

www.equalityhumanrights.com/en/commission-wales

Health and safety

Health and Safety Executive

www.hse.gov.uk

Medication

The Handling of Medicines in Social Care, Royal Pharmaceutical Society of Great Britain

www.rpharms.com/support-pdfs/handling-medicines-socialcare-guidance.pdf

National occupational standards

Social Care Wales socialcare.wales

Older people

Older People's Commissioner for Wales www.olderpeoplewales.com

Raising concerns

Raising Concerns in the Workplace,
Older People's Commissioner for Wales www.olderpeoplewales.com/en/news/news/12-08-08/Raising_concerns_in_the_workplace

Regulation of services

Care and Social Services Inspectorate
for Wales (CSSIW) www.cssiw.org.uk

Regulation of the workforce

Social Care Wales socialcare.wales

Safeguarding

Social Care Wales socialcare.wales/hub

Service development

My Home Life Cymru www.ageuk.org.uk/cymru/home-and-care/my-home-life-cymru-home

Health and Care Research Wales www.healthandcareresearch.gov.wales/

Social Care Institute for Excellence www.scie.org.uk

Social Services and Well-being (Wales) Act 2014 socialcare.wales/hub

Welsh language

Welsh Language Commissioner www.comisiynyddygyymraeg.org

They All Speak English Anyway, Welsh
Language Awareness Training Resource,
Social Care Wales socialcare.wales

Different Words Different Worlds,
Social Care Wales socialcare.wales

Workforce development

Social Care Wales socialcare.wales



For more information visit
socialcare.wales

South Gate House, Wood Street, Cardiff, CF10 1EW

