



THE COLLEGE OF  
**SOCIALWORK**

The voice of social work in England

**Additional statements for  
social workers working  
with the Care Act**

2015

## INTRODUCTION

### THE CARE ACT 2014 BRINGS CARE AND SUPPORT LEGISLATION TOGETHER INTO A SINGLE ACT WITH A NEW PRINCIPLE OF WELLBEING AT ITS HEART.

**The Care Act gives new responsibilities as well as opportunities for social work and the chance to focus on asset-based responses to support people in their own communities, rather than a deficit-based model.**

The Chief Social Worker in her Annual Report states that ‘social workers have a vital role in delivering the kind of personalised integrated care and support centred on prevention and wellbeing which is at the heart of the Act’.

As part of the preparation for implementation of the Care Act in April 2015, The College of Social Work (TCSW) was commissioned by the Department of Health to produce capability statements and a CPD curriculum guide for social workers on the Care Act. These social work specific products sit alongside the broader learning and development tools commissioned by Skills for Care in partnership with TCSW for use with the whole social care workforce. The two social work specific products provide a framework for social workers to consider their current capabilities and their development needs in order to implement the Act and ensure that it supports better outcomes for people who use services.

The statements have been drawn up following a series of workshops held with social workers, team managers and workforce leads across England and consultation on the draft set of statements.

## THE PROFESSIONAL CAPABILITIES FRAMEWORK

**The Professional Capabilities Framework (PCF) sets the professional standards for social workers throughout their career at all levels, from entry to professional qualifying training to senior, strategic roles. The PCF is a generic framework, applicable to social work practice in all settings and specialisms and at all levels.**

The PCF comprises nine domains with significant interdependency between the domains. The PCF has nine levels, starting with level 1, which addresses beginning social worker training, through to level 9, which addresses strategic social work practice. The PCF establishes the knowledge, skills and values for effective social work practice at whatever level it is practised. Within each level distinct capabilities have been identified that provide examples of what practitioners at that level should be able to evidence. This paper sets out some additional statements to support these capabilities for professionals working with adults and implementing the Care Act.

At the time of writing, the Department of Health is consulting on a draft knowledge and skills statement (KSS) setting out what adult social workers need to know after their first year in employment. Additional statements at ASYE level have therefore not been included in this document, but could be added once the KSS is finalised.

## HOW TO USE THE ADDITIONAL STATEMENTS

**The PCF sets out capability statements to aid social workers in understanding what is expected from them at the level at which they practise.**

The statements supplement this with a descriptor for each domain to support and facilitate the application of the PCF. The paper can be used to:

- Support discussion and action to enhance professional development, identifying current strengths and future priorities for development.
- Support managers in developing role and job descriptions.

It is important to remember that these additional statements support the PCF and are not intended to replace them. The additional statements should be used alongside the statements for each level and domain.

## PCF LEVELS AND THE CARE ACT

### THE LEVELS WITHIN THE PCF RELATE TO THE COMPLEXITY OF WORK THAT SOMEONE WITH THE IDENTIFIED CAPABILITIES WOULD BE ABLE TO MANAGE.

**Social workers** will exercise confident, detailed and analytical judgements and decision making in situations of increasing complexity, risk, uncertainty and challenge. They should develop a more detailed and evidence-based knowledge base (of the Care Act and other relevant legislation, the legal processes and intervention strategies) and an ability to ensure that care planning is centred on the welfare and needs of the person. They will build confidence and independence (while accessing supervision and support when needed) and use their initiative to broaden their repertoire of knowledge and skills. They will manage their own caseload and be able to demonstrate a range of skills in working sensitively and professionally with people, their carers and families. They should have a thorough understanding of the roles of other professionals and systems and be able to work in effective collaboration with them.

**Experienced social workers** will be able to manage complex cases where there are higher levels of identified complex need and risk. They should be able to work more autonomously and demonstrate expert, effective and reflective practice. They will manage their own caseload and be able to offer expert opinion within the organisation and to others. This role includes modelling good practice, co-working and setting standards for other practitioners to follow. They will offer consultation, support and mentoring to others (e.g. NQSWs and less experienced staff). They will have well-developed evidence-based expertise and be a source of reliable knowledge and advice for others. They will use their continuing professional development (CPD) to revisit topics where the knowledge base has developed (e.g. dementia, mental capacity).

**Advanced level social workers** (practitioner, manager and/or professional development) will contribute to the professional development of others, supporting staff individually or in teams to ensure high quality and person-centred outcomes for people who use services, carers and communities. They will have excellent working relationships with all relevant disciplines and professionals and be able to identify and contribute to training to enhance provision, as well as contributing to improvements to relevant agency policy and procedures. Advanced practitioners will manage or co-work in the most complex cases, modelling and encouraging reflective evidence-based practice, and offer expert opinion to others. They will facilitate less experienced social workers to develop evidence-based, person-centred judgement and decision-making knowledge and skills.

**Strategic level social workers** (principal social worker, strategic social work manager and/or workforce development/education) provide effective professional leadership within their organisations. They play a key role in ensuring that emerging policy, legislation, evidence and best practice is incorporated into the agency's strategic direction, policy, planning and procedures and is effectively resourced in a way that maximises the effectiveness of the agency. They champion research and evidence-informed practice and inspire practitioners at all levels. They update their research-informed knowledge about specific/specialist topics to ensure that their organisation promotes positive outcomes and experiences for people, carers and communities. They maintain an overview of risk management both within their organisation and through inter-agency collaboration and partnership. They should ensure that national knowledge and learning is aligned with local and regional priorities and issues: this would include commissioning strategic and evidence-based needs analysis.

PCF domain level statement	
<b>Professionalism</b>	Social workers are members of an internationally recognised profession, a title protected in UK law. Social workers demonstrate professional commitment by taking responsibility for their conduct, practice and learning, with support through supervision. As representatives of the social work profession they safeguard its reputation and are accountable to the professional regulator.
<b>Values and ethics</b>	Social workers have an obligation to conduct themselves ethically and to engage in ethical decision making, including through partnership with people who use their services. Social workers are knowledgeable about the value base of their profession, its ethical standards and relevant law.
<b>Diversity</b>	Social workers understand that diversity characterises and shapes human experience and is critical to the formation of identity. Diversity is multidimensional and includes race, disability, class, economic status, age, sexuality, gender and transgender, faith and belief. Social workers appreciate that, as a consequence of difference, a person's life experience may include oppression, marginalisation and alienation as well as privilege, power and acclaim, and are able to challenge appropriately.
<b>Social justice and economic rights</b>	Social workers recognise the fundamental principles of human rights and equality, and that these are protected in national and international law, conventions and policies. They ensure these principles underpin their practice. Social workers understand the importance of using and contributing to case law and applying these rights in their own practice. They understand the effects of oppression, discrimination and poverty.
<b>Knowledge</b>	Social workers understand psychological, social, cultural, spiritual and physical influences on people, human development throughout the life span and the legal framework for practice. They apply this knowledge in their work with individuals, families and communities. They know and use theories and methods of social work practice.
<b>Critical reflection</b>	Social workers are knowledgeable about and apply the principles of critical thinking and reasoned discernment. They identify, distinguish, evaluate and integrate multiple sources of knowledge and evidence. These include practice evidence, their own practice experience, people who use services and carer experience together with research-based, organisational, policy and legal knowledge. They use critical thinking augmented by creativity and curiosity.
<b>Skills and interventions</b>	Social workers engage with individuals, families, groups and communities, working alongside people to assess and intervene. They enable effective relationships and are effective communicators, using appropriate skills. Using their professional judgement, they employ a range of interventions: promoting independence, providing support and protection, taking preventative action and ensuring safety while balancing rights and risks. They understand and take account of differentials in power, and are able to use authority appropriately. They evaluate their own practice and the outcomes for those they work with.
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<b>Contexts and organisations</b>	Social workers are informed about and are proactively responsive to the challenges and opportunities that come with changing social contexts and constructs. They fulfil this responsibility in accordance with their professional values and ethics, both as individual professionals and as members of the organisation in which they work. They collaborate, inform and are informed by their work with others, inter-professionally and with communities.
<b>Leadership</b>	The social work profession evolves through the contribution of its members in activities such as practice research, supervision, assessment of practice, teaching and management. An individual's contribution will gain influence when undertaken as part of a learning, practice-focused organisation. Learning may be facilitated with a wide range of people including social work colleagues, people who use services and carers, volunteers, foster carers and other professionals.

## Additional statements for qualifying social workers working with the Care Act 2014

<b>Professionalism</b>	Qualifying social workers are able to show understanding of professional boundaries and to competently explain the role they have in relation to the Care Act. They can articulate how they arrive at a professional judgement, e.g. in assessing need. Qualifying social workers take ownership of their personal and professional development, for example developing an understanding of their general and universal responsibilities under the Care Act (including promoting wellbeing, preventing, reducing or delaying needs, and providing information and advice).
<b>Values and ethics</b>	Qualifying social workers show understanding of how to challenge and advocate appropriately on behalf of the people who use services. They know when to promote the use of an independent advocate, for example how this can assist with resolving any disagreements between an agency and the person using the service. They use supervision and advice appropriately, for example to understand the ethical tensions in adult safeguarding when a person has capacity and refuses involvement.
<b>Diversity</b>	Qualifying social workers should have an understanding of the Equality Act 2010 and its interface with the Care Act 2014 regarding the duties of public authorities.
<b>Social justice and economic rights</b>	Qualifying social workers demonstrate an understanding of the Human Rights Act and the interface with practice, for example how they apply to outsourced services. They have knowledge of key cases, e.g. Winterbourne, and how know processes such as the Deprivation of Liberty Safeguards (DoLS) should impact on their practice. This includes their implications when placing people or advising them of rights and choices. They recognise the role of an advocate and how it may differ from their own role.
<b>Knowledge</b>	Qualifying social workers have working knowledge of the Care Act and its provisions around first contact and identifying needs; charging and financial assessments; person-centred care and support planning; and adult safeguarding and integration and partnership working. They know about the range of legislation affecting social work with adults including the Mental Capacity Act and Mental Health Act. They demonstrate an understanding of evidence-informed assessment and incorporate theoretical approaches to practice. They can identify outcomes and identify when the desired outcome is not met. Qualifying social workers have knowledge of the charging and financial assessment processes and their implications when supporting people who use services and advising them of rights and choices. They have an awareness of changes in current practice, what current research means and how this impacts on practice.
<b>Critical reflection</b>	Qualifying social workers will recognise the need for critical reflection. They can articulate how they would make informed decisions, for example on provision of services, capacity, safeguarding and so on. They are informed by evidence-based knowledge, critical reasoning about ethical tensions and legal knowledge, and interpretation of duties and eligibility. They are able to receive feedback and reflect upon this during supervision. They have an understanding of the perspectives of different professionals and how this can impact on practice.
<b>Skills and interventions</b>	Qualifying social workers are able to explain how decisions have been made; they are able to support people who use services to be involved with and make decisions about their care and support needs and arrangements. They have the ability to integrate an outcome focus into their assessments and care planning. They are able to identify informal as well as formal support networks; are able to show understanding of strengths-based and systemic approaches; and can identify issues around mental capacity and outline these clearly in an assessment. They are able to identify safeguarding issues, recognising the signs of abuse including neglect, physical, sexual and financial abuse; they know how to apply safeguarding procedures and when to ask for help.
<b>Contexts and organisations</b>	Qualifying social workers understand their role and the remit of other professionals involved. They show understanding of how social workers feed into local commissioning arrangements (through identification of needs, including new and emerging needs). They are able to articulate and use social perspectives, using this 'bigger picture' to enhance their understanding of individuals, families, and professional contexts and know how to use this perspective in their work.
<b>Leadership</b>	Qualifying social workers are able to use their knowledge and understanding of the Care Act to advise and support others. They can support people who use services in self-assessment and articulating their care needs.

## Additional statements for working with the Care Act 2014

	Social workers	Experienced social workers
<b>Professionalism</b>	<p>Social workers demonstrate professional boundaries in implementing the Care Act; they manage the challenges that arise as people using services try and make sense of the changes to services. For example, knowing when someone is assessed as eligible for funded support and when they/a carer fall(s) below the eligibility threshold, so need(s) signposting to other avenues of support. They take responsibility for their performance, for continued professional development and learning about the Care Act. They are able to manage competing priorities. They are courageous when issues of poor and dangerous practice are identified and are clear about whistle blowing process.</p>	<p>They demonstrate professionalism through their modelling of good practice and the support they provide to people who use services and carers, staff and other professionals as well. They model continued professional development by assessing their own learning needs with regard to the Care Act against the PCF and assist others to do the same, e.g. implementing 360-degree supervision structure feedback model.</p>
<b>Values and ethics</b>	<p>Social workers understand the ethical tensions between the rights and expectations of individuals using services versus the wider duty of the organisation to meet the needs of the most needy of the local population; in doing so they demonstrate skill in managing expectations and demands. They demonstrate knowledge of how to apply the general and universal responsibilities of the Care Act (including promoting wellbeing, preventing, reducing or delaying needs, information and advice). They embed social work values in their practice and positively challenge values that impact on person-centred thinking, including challenging financial decisions when these strongly impact on people's human rights, e.g. being able to have a truthful and clear conversation at the start of an assessment process about the national eligibility criteria, about what can be funded and what can not. They promote social work professional values and ethics in multidisciplinary arenas.</p>	<p>Experienced social workers demonstrate confidence in promoting the legal and human rights framework. They demonstrate an in-depth knowledge of how to apply their general and universal responsibilities including promoting wellbeing, preventing, reducing or delaying needs, information and advice, market shaping and commissioning of adult social care and managing provider failure and other service interruption, e.g. feeding back safeguarding outcomes to care providers when harm has been experienced in order to bring about improvement and safety. They promote social work professional values and ethics in multidisciplinary arenas. They embed social work values in their practice and promote practice that reflects this.</p>
<b>Diversity</b>	<p>They demonstrate skill in supporting hard to reach people who struggle to access services, e.g. by deploying a 'small-wins' strategy in their client interactions alongside the 'little and often' technique of engagement to build and maintain service user trust. They are able to link in directly with organisations that promote/support the voice of people who use services as well as those that promote anti-oppressive and anti-discriminatory practice.</p>	<p>Experienced social workers inform, guide and model good practice in supporting people who use services from diverse groups, e.g. presenting practice research at team meetings to build internal knowledge for better practice.</p>



## Additional statements for working with the Care Act 2014

	Social workers	Experienced social workers
<b>Social justice and economic rights</b>	<p>Social workers can demonstrate skill in supporting other agencies/professionals to provide people who use services with appropriate support and information. They are able to assess mental capacity and ensure that those with capacity have the right to make decisions and that those without capacity have the right to be involved in decisions. Social workers need to be confident of the four-stage functional aspect of a Mental Capacity Act assessment, and understand and deploy the five underpinning statutory principles in dialogue with other professionals. They lead on promoting the 'duty' of wellbeing, for example by preventing financial abuse. They are able to explain funding and charging, outlining all available resources. They know how to access appropriate information on law, policy and procedures.</p>	<p>Experienced social workers demonstrate their skill in assessing more complex issues of capacity, putting this at the centre of their work with adults with care and support needs, ensuring that those with capacity have the right to make decisions and that those without capacity have the right to be involved in decisions. Experienced social workers actively promote these rights to others, including other professionals, friends and family members. They need to be able to explain the difference between 'generic', 'fluctuating', 'executive' and 'decision-specific/legal' definitions of capacity and evidence their knowledge of these when gathering assessment evidence.</p>
<b>Knowledge</b>	<p>Social workers take responsibility for being up to date on the Mental Capacity Act and Care Act including relevant case law. They take the lead role on complex assessments in relation to assessment and eligibility, safeguarding, care and support planning. They know when to seek more specialist practice or legal advice (for example, the diagnosis of dementia). They demonstrate knowledge regarding the impact of the Care Act and use legislation confidently. They have a knowledge base about the legal context of safeguarding and how this may influence and effect interventions. They have an understanding of Making Safeguarding Personal and are able to use some of the approaches in their own work, such as one-page profiles to paint clear pictures of service user preferences. They are aware of the different funding systems, e.g. continuing healthcare funding, in order to advise people/ carers/families and other professionals.</p>	<p>Experienced social workers are up to date on the Mental Capacity Act and Care Act, including relevant case law, and are able to support others in making sense of the legislation. They demonstrate knowledge regarding the impact of the Care Act on the person and their family and use legislation confidently to support better outcomes for the person, for example encouraging supervisees/ colleagues to identify local resources to build on a client's pre-existing networks, to consider safety planning. They have a broad knowledge base on safeguarding. They have a good understanding of Making Safeguarding Personal and are confident in its application in their own and others' work. Experienced social workers are also able to take on training for specific roles, such as the Best Interest Assessor within the Deprivation of Liberty Safeguards processes.</p>



## Additional statements for working with the Care Act 2014

	Social workers	Experienced social workers
Critical reflection	<p>They use supervision to reflect critically on practice and have knowledge of Employer Standards and Social Work Reform Board supervision framework. They actively seek feedback from people who use services, their families and carers to inform their social work practice and the process of critical reflection. They are able to return naturally, with a service user/carer, to the service user's initial desired outcomes to see if these have been realised, to measure this and obtain feedback.</p>	<p>Experienced social workers are able to promote positive challenge and model learning from mistakes. They lead and model evidence-informed practice. They actively seek feedback from people who use services, their families and carers to inform social work practice and the process of critical reflection, for example by hosting family group conferences promoting Q&amp;A time for service users/ carers to feed back and ask questions about what was done and why, to inform future practice. They are confident in their decision making about risk, safeguarding and so on. They use their experience and professional judgement (based on evidence-informed practice) to make such decisions.</p>
Skills and interventions	<p>Social workers are able to work with families, friends and communities as well as individuals. They are able to assess mental capacity in increasingly complex situations and are able to undertake capacity assessments in diverse settings. Social workers ensure safeguarding approaches are personalised to the desired outcomes for the individual, including in situations where people with capacity choose to make unwise decisions, and where those with compromised mental capacity express wishes that may be contrary to the perceived wisdom. Social workers are able to demonstrate skill and sensitivity while managing complex conversations with people who use services and their families (i.e. explaining the care cap, dealing with issues of direct payments and personal budgets, safeguarding). They manage these difficult conversations while ensuring they are able to maintain equity in service delivery. They are able to advocate and know when it is more appropriate for independent advocacy to be provided. They demonstrate skills in holistic and strengths-based assessments and interventions focusing on wellbeing and preventative actions. They are able to identify and use community resources (friends, local groups both informal and formal) to support people who use services. They recognise when a service user is struggling to understand the implications and purpose of an assessment or review.</p>	<p>Experienced social workers model a range of assessment, intervention and support skills for their colleagues and other professionals. They demonstrate skill in managing budgets, showing greater understanding of finances and how budgets operate. They are able to manage increased complexity or risk, ensuring that assessments and support are person-centred and undertaken in collaboration with the person, their carers and other professionals, for example chairing meetings on best interest decisions or safeguarding with colleagues in other disciplines (e.g. health, housing). They demonstrate comprehensive understanding about alternative and different approaches; possessing excellent knowledge and communication skills to be able to explain funding contributions and care cap to people using services, carers, colleagues in their own and other organisations. They model and assist other colleagues to take a more therapeutic approach focused on building relationships. Experienced social workers demonstrate skill in building relationships with partner agencies and ensuring appropriate commissioning/delegation to ensure needs and risk are addressed. They show understanding and support others in making sense of how the Care Act will impact on the organisation, individual and the community. They demonstrate skill and knowledge in identifying and engaging with the different user groups. They are able to demonstrate skill in systemic approaches looking at networks and multiple complex situations.</p>

Additional statements for working with the Care Act 2014		
	Social workers	Experienced social workers
Contexts and organisations	<p>Social workers show an awareness of the wider health and care system (including community assets) they work in and can use that understanding to support and influence their work with people who use services. They are able to work together effectively in partnership with other involved agencies, recognising when multidisciplinary assessments or joint working are needed. An example may be asking care agencies or PAs to monitor service user safety and (with consent) keep the local authority updated. Social workers are able to lead and co-ordinate support for people who use services (e.g. re-ablement, independent living); they demonstrate skill in maintaining links with the community and other professionals and organisations even where relationships are more challenging. They support partner agencies and people who use services in understanding the Care Act.</p>	<p>They demonstrate understanding of processes and frameworks regarding the changes that arise from the Care Act. They are able to educate others and proactively contribute in the dissemination of skills and knowledge needed with partner agencies (e.g. community groups) that may not have access to information. They promote partnership working and person-centred strategies when working with, for example, housing personnel, or challenging levels of communication with health colleagues unaware of Care Act partnership working duties. Experienced social workers work proactively with people and organisations, including where relationships are more challenging. Experienced social workers model and champion understanding of the Care Act with other professionals and organisations. They actively promote the same knowledge of the law to senior management.</p>
Leadership	<p>They demonstrate professional leadership within the assessment process and co-ordinating assessments carried out by other agencies. They are able to represent the profession in local forums such as community networks, partnership meetings with health/police etc. Social workers are able to promote understanding of the Care Act with the people and organisations they come into contact with. They may, for example, delegate initial safeguarding enquiries to other disciplines familiar with risk assessment.</p>	<p>Experienced social workers contribute to helping colleagues promote effective implementation of the Care Act, its impact and application to practice. They provide information and challenge in their organisation, identifying areas of concern and what strategic/managerial intervention is required to improve practice. They identify poor practice standards, e.g. delays in implementing adequate safeguarding protective measures, and share this with appropriate senior colleagues to ensure it is safely resolved. They support and challenge other people and organisations they come into contact with to develop good practice in capacity, advocacy and safeguarding.</p>
	Advanced social workers	Strategic social workers
Professionalism	<p>Advanced social workers model best practice by coaching and mentoring less experienced social workers and sharing good practice in relation to the principles and application of the Care Act; they support this through the provision of reflective supervision. They model the positive, constructive behaviours required to enable relationships with people who use services, carers and other professionals. They use supervision to assist social workers to reflect on their own perceptions of other professionals and how to channel these positively in a bid to achieve person-centred outcomes for service users, despite professional differences. They model responsible use of IT tools to support sensitive information sharing in collaboration with people who use services.</p>	<p>Strategic social workers demonstrate responsibility and accountability at local, regional and national level in influencing the policy, training and workforce redesign emerging from the needs of the Care Act. They ensure professional social work standards are aligned with the principles of the Act and are promoted and enhanced throughout the organisation. They ensure through the use of their professional relationships that processes develop on how to share effective data.</p>

## Additional statements for working with the Care Act 2014

	Advanced social workers	Strategic social workers
<b>Values and ethics</b>	Advanced social workers model transparent working; they are able to work with, and support others to work with, complex ethical situations and cases. They are able to develop staff and provide guidance to social workers in the development of ethical support planning. They demonstrate their values in their mentoring and coaching.	Strategic social workers promote people's rights to personal choice and control and manage risk at a strategic level and with external partners. They strengthen the voice of people who use services and social workers and ensure that social work values are represented in integration partnerships, for example by instigating analysis and improvement on local standards of risk assessment, in keeping with national policy and law changes dictating risk enablement, not aversion.
<b>Diversity</b>	Advanced social workers provide advice about how to enable support to be accessed by hard-to-reach groups and how this is reflected in local policies and procedures. They might do this by explaining localised policies and their remit on, for example, self-neglect, or supporting work in such areas being carried out by less experienced social workers.	Strategic social workers ensure local provision is equitable and that service design is influenced by the views and participation of hard-to-reach groups, for example, encouraging senior social workers to participate in service user-led research programmes (like MSP) as part of their day-to-day work.
<b>Social justice and economic rights</b>	Advanced social workers take responsibility for enabling the appropriate involvement of advocates and ensure staff are aware of such expectations. They work with legal advisers to ensure issues of legal conflict are managed appropriately as well as working within case law. They communicate their understanding about legal judgments and guidance to staff and other professionals, e.g. needing to approach the Court of Protection for decision making about location for a service user if family disagreements lead to delays in meeting the service user's needs.	Strategic social workers take strategic responsibility for ensuring that the service is compliant with the law and securing the provision of expert advice.
<b>Knowledge</b>	Advanced social workers use knowledge of holistic and strengths-based assessment and model its application. They have a comprehensive understanding of the Mental Capacity Act 2005 as well as the Mental Health Act 1983 and the Children Acts 1989, 2004 and their interface with the Care Act 2014. They foster and maintain an environment where social workers are able to maintain current knowledge by taking a lead on promoting protected learning time, or by organising and facilitating group/peer-to-peer knowledge sharing. They demonstrate understanding regarding why the Care Act has come into force, being able to articulate the benefits and intended outcomes.	Strategic level social workers foster and maintain a learning environment for staff and enable them to increase and strengthen their knowledge base. They work across the regions to pull together information. They demonstrate knowledge of the legal requirements and the legal challenges that the Care Act presents.

## Additional statements for working with the Care Act 2014

	Advanced social workers	Strategic social workers
<b>Critical reflection</b>	Advanced social workers use peer review and 360-degree feedback to inform their learning and development. They model and are able to provide constructive feedback, supervision and coaching support to enable less experienced staff to develop autonomous professional decision making skills. This can be supporting a less experienced social worker with a difficult case, co-working, encouraging colleagues to analyse.	Strategic social workers ensure that effective supervision is built into and embedded into organisational structures, standards and processes. They use peer review and 360-degree feedback to inform their learning and development.
<b>Skills and interventions</b>	Advanced social workers lead and model skills in asset-based working, promoting the approach where an individual's support network is built on and their resilience is increased. They demonstrate skill in managing staff and supporting them through the safeguarding adults review process; they model and demonstrate skill in developing plans and policies that reflect the principles of the Care Act and support culture change to enable the Act to be followed; they promote and model person-centred approaches, for example, using concepts like 'the doughnut' (knowing their legal duties, understanding professional judgement and knowing when tasks are out of their remit as a social worker); they demonstrate skill in managing and using community resources; they lead teams to share knowledge and information in the community. They demonstrate skill in interaction with the voluntary/third sector agencies. They are skilled chairs and negotiators.	Strategic social workers enable positive changes in culture to support the implementation of the Care Act, for example being actively involved and leading on the need to adhere to new evidence-based practice techniques such as those from Making Safeguarding Personal. They put into place systems to enable a move to assets/strengths-based approaches to working; they model how to use challenge to lead appropriate changes to culture and practice. They demonstrate the skill of blending together community capacity building with responsible use of community budgets alongside an adherence to the qualities agenda for those eligible for support.
<b>Contexts and organisations</b>	Advanced social workers take the lead in stimulating and encouraging creativity and professional curiosity; they demonstrate skill in navigating new areas of practice, e.g. prisons, clinical commissioning groups (CCGs) and health and wellbeing boards. They enable staff supported by them to have access to appropriate legal support and advice.	Strategic social workers support the development of community capacity. They model positive, constructive behaviours to change; they lead in stimulating and encouraging creativity and professional curiosity. They direct and work alongside providers and the voluntary sector to ensure that commissioners understand the Care Act. They ensure that the organisation has access to good legal support and advice.

## Additional statements for working with the Care Act 2014

	Advanced social workers	Strategic social workers
Leadership	<p>Advanced social workers ensure that practitioners are capable and confident to work to the Act; they actively seek the voice of practitioners and reflect these in strategic discussions. They contribute to the co-production and the implementation of the Care Act ethos/approach; they promote good practice by influencing locally and nationally through their networks. This might be via delivering lectures in HEIs and assisting colleagues and peers to do the same, or by becoming involved in their own professional and academic body on a voluntary basis and promoting this as a key feature of requisite professional development.</p>	<p>Strategic social workers are a key resource in leading positive culture change: they lead on workforce development, ensuring that social workers are knowledgeable, capable and confident to work to the Act. This could be by organising local authority workshops with national organisations to raise awareness for practitioners around new knowledge for changes in the law, in policy and ultimately, good practice. They gather and use the views of practitioners and people who use services to inform policy and practice. They are responsible for enabling a workforce that is legally literate, especially in relation to the Care Act. They are a key resource in leading culture change.</p>

CARE ACT GUIDE  
ADDITIONAL STATEMENTS



PCF domain statements	Additional statements for qualifying social workers working with the Care Act 2014*	Additional statements for social workers working with the Care Act 2014	Additional statements for experienced social workers working with the Care Act 2014	Additional statements for advanced social workers working with the Care Act 2014	Additional statements for strategic social workers working with the Care Act 2014
<b>Professionalism</b>					
<p>Social workers are members of an internationally recognised profession, a title protected in UK law. Social workers demonstrate professional commitment by taking responsibility for their conduct, practice and learning, with support through supervision. As representatives of the social work profession they safeguard its reputation and are accountable to the professional regulator.</p>	<p>Qualifying social workers are able to show understanding of professional boundaries and to competently explain the role they have in relation to the Care Act. They can articulate how they arrive at a professional judgement, e.g. in assessing need. Qualifying social workers take ownership of their personal and professional development, for example developing an understanding of their general and universal responsibilities under the Care Act (including promoting wellbeing, preventing, reducing or delaying needs, and providing information and advice).</p>	<p>Social workers demonstrate professional boundaries in implementing the Care Act; they manage the challenges that arise as people using services try and make sense of the changes to services. For example, knowing when someone is assessed as eligible for funded support and when they/a carer fall(s) below the eligibility threshold, so need(s) signposting to other avenues of support. They take responsibility for their performance, for continued professional development and learning about the Care Act. They are able to manage competing priorities. They are courageous when issues of poor and dangerous practice are identified and are clear about whistle blowing process.</p>	<p>They demonstrate professionalism through their modelling of good practice and the support they provide to people who use services and carers, staff and other professionals as well. They model continued professional development by assessing their own learning needs with regard to the Care Act against the PCF and assist others to do the same, e.g. implementing 360 degree supervision structure feedback model.</p>	<p>Advanced social workers model best practice by coaching and mentoring less experienced social workers and sharing good practice in relation to the principles and application of the Care Act; they support this through the provision of reflective supervision. They model the positive, constructive behaviours required to enable relationships with people who use services, carers and other professionals. They use supervision to assist social workers to reflect on their own perceptions of other professionals and how to channel these positively in a bid to achieve person-centred outcomes for service users, despite professional differences. They model responsible use of IT tools to support sensitive information sharing in collaboration with people who use services.</p>	<p>Strategic social workers demonstrate responsibility and accountability at local, regional and national level in influencing the policy, training and workforce redesign emerging from the needs of the Care Act. They ensure professional social work standards are aligned with the principles of the Act and are promoted and enhanced throughout the organisation. They ensure through the use of their professional relationships that processes develop on how to share effective data.</p>
<b>Values and ethics</b>					
<p>Social workers have an obligation to conduct themselves ethically and to engage in ethical decision making, including through partnership with people who use their services. Social workers are knowledgeable about the value base of their profession, its ethical standards and relevant law.</p>	<p>Qualifying social workers show understanding of how to challenge and advocate appropriately on behalf of the people who use services. They know when to promote the use of an independent advocate, for example how this can assist with resolving any disagreements between an agency and the person using the service. They use supervision and advice appropriately, for example to understand the ethical tensions in adult safeguarding when a person has capacity and refuses involvement.</p>	<p>Social workers understand the ethical tensions between the rights and expectations of individuals using services versus the wider duty of the organisation to meet the needs of the most needy of the local population; in doing so they demonstrate skill in managing expectations and demands. They demonstrate knowledge of how to apply the general and universal responsibilities of the Care Act (including promoting wellbeing, preventing, reducing or delaying needs, information and advice). They embed social work values in their practice and positively challenge values that impact on person-centred thinking, including challenging financial decisions when these strongly impact on people's human rights, e.g. being able to have a truthful and clear conversation at the start of an assessment process about the national eligibility criteria, about what can be funded and what can not. They promote social work professional values and ethics in multidisciplinary arenas.</p>	<p>Experienced social workers demonstrate confidence in promoting the legal and human rights framework. They demonstrate an in-depth knowledge of how to apply their general and universal responsibilities including promoting wellbeing, preventing, reducing or delaying needs, information and advice, market shaping and commissioning of adult social care and managing provider failure and other service interruption, e.g. feeding back safeguarding outcomes to care providers when harm has been experienced in order to bring about improvement and safety. They promote social work professional values and ethics in multidisciplinary arenas. They embed social work values in their practice and promote practice that reflects this.</p>	<p>Advanced social workers model transparent working; they are able to work with, and support others to work with, complex ethical situations and cases. They are able to develop staff and provide guidance to social workers in the development of ethical support planning. They demonstrate their values in their mentoring and coaching.</p>	<p>Strategic social workers promote people's rights to personal choice and control and manage risk at a strategic level and with external partners. They strengthen the voice of people who use services and social workers and ensure that social work values are represented in integration partnerships, for example by instigating analysis and improvement on local standards of risk assessment, in keeping with national policy and law changes dictating risk enablement, not aversion.</p>

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<b>Diversity</b>					
Social workers understand that diversity characterises and shapes human experience and is critical to the formation of identity. Diversity is multidimensional and includes race, disability, class, economic status, age, sexuality, gender and transgender, faith and belief. Social workers appreciate that, as a consequence of difference, a person's life experience may include oppression, marginalisation and alienation as well as privilege, power and acclaim, and are able to challenge appropriately.	Qualifying social workers should have an understanding of the Equality Act 2010 and its interface with the Care Act 2014 regarding the duties of public authorities.	They demonstrate skill in supporting hard to reach people who struggle to access services, e.g. by deploying a 'small-wins' strategy in their client interactions alongside the 'little and often' technique of engagement to build and maintain service user trust. They are able to link in directly with organisations that promote/support the voice of people who use services as well as those that promote anti-oppressive and anti-discriminatory practice.	Experienced social workers inform, guide and model good practice in supporting people who use services from diverse groups, e.g. presenting practice research at team meetings to build internal knowledge for better practice.	Advanced social workers provide advice about how to enable support to be accessed by hard-to-reach groups and how this is reflected in local policies and procedures. They might do this by explaining localised policies and their remit on, for example, self-neglect, or supporting work in such areas being carried out by less experienced social workers.	Strategic social workers ensure local provision is equitable and that service design is influenced by the views and participation of hard-to-reach groups, for example, encouraging senior social workers to participate in service user-led research programmes (like MSP) as part of their day-to-day work.
<b>Social justice and economic rights</b>					
Social workers recognise the fundamental principles of human rights and equality, and that these are protected in national and international law, conventions and policies. They ensure these principles underpin their practice. Social workers understand the importance of using and contributing to case law and applying these rights in their own practice. They understand the effects of oppression, discrimination and poverty.	Qualifying social workers demonstrate an understanding of the Human Rights Act and the interface with practice, for example how they apply to outsourced services. They have knowledge of key cases, e.g. Winterbourne, and how know processes such as the Deprivation of Liberty Safeguards (DoLS) should impact on their practice. This includes their implications when placing people or advising them of rights and choices. They recognise the role of an advocate and how it may differ from their own role.	Social workers can demonstrate skill in supporting other agencies/professionals to provide people who use services with appropriate support and information. They are able to assess mental capacity and ensure that those with capacity have the right to make decisions and that those without capacity have the right to be involved in decisions. Social workers need to be confident of the four-stage functional aspect of a Mental Capacity Act assessment, and understand and deploy the five underpinning statutory principles in dialogue with other professionals. They lead on promoting the 'duty' of wellbeing, for example by preventing financial abuse. They are able to explain funding and charging, outlining all available resources. They know how to access appropriate information on law, policy and procedures.	Experienced social workers demonstrate their skill in assessing more complex issues of capacity, putting this at the centre of their work with adults with care and support needs, ensuring that those with capacity have the right to make decisions and that those without capacity have the right to be involved in decisions. Experienced social workers actively promote these rights to others, including other professionals, friends and family members. They need to be able to explain the difference between 'generic', 'fluctuating', 'executive' and 'decision-specific/legal' definitions of capacity and evidence their knowledge of these when gathering assessment evidence.	Advanced social workers take responsibility for enabling the appropriate involvement of advocates and ensure staff are aware of such expectations. They work with legal advisers to ensure issues of legal conflict are managed appropriately as well as working within case law. They communicate their understanding about legal judgments and guidance to staff and other professionals, e.g. needing to approach the Court of Protection for decision making about location for a service user if family disagreements lead to delays in meeting the service user's needs.	Strategic social workers take strategic responsibility for ensuring that the service is compliant with the law and securing the provision of expert advice.

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<b>Knowledge</b>					
<p>Social workers understand psychological, social, cultural, spiritual and physical influences on people, human development throughout the life span and the legal framework for practice. They apply this knowledge in their work with individuals, families and communities. They know and use theories and methods of social work practice.</p>	<p>Qualifying social workers have working knowledge of the Care Act and its provisions around first contact and identifying needs; charging and financial assessments; person-centred care and support planning; and adult safeguarding and integration and partnership working. They know about the range of legislation affecting social work with adults including the Mental Capacity Act and Mental Health Act. They demonstrate an understanding of evidence-informed assessment and incorporate theoretical approaches to practice. They can identify outcomes and identify when the desired outcome is not met. Qualifying social workers have knowledge of the charging and financial assessment processes and their implications when supporting people who use services and advising them of rights and choices. They have an awareness of changes in current practice, what current research means and how this impacts on practice.</p>	<p>Social workers take responsibility for being up to date on the Mental Capacity Act and Care Act including relevant case law. They take the lead role on complex assessments in relation to assessment and eligibility, safeguarding, care and support planning. They know when to seek more specialist practice or legal advice (for example, the diagnosis of dementia). They demonstrate knowledge regarding the impact of the Care Act and use legislation confidently. They have a knowledge base about the legal context of safeguarding and how this may influence and effect interventions. They have an understanding of Making Safeguarding Personal and are able to use some of the approaches in their own work, such as one-page profiles to paint clear pictures of service user preferences. They are aware of the different funding systems, e.g. continuing healthcare funding, in order to advise people/ carers/families and other professionals.</p>	<p>Experienced social workers are up to date on the Mental Capacity Act and Care Act, including relevant case law, and are able to support others in making sense of the legislation. They demonstrate knowledge regarding the impact of the Care Act on the person and their family and use legislation confidently to support better outcomes for the person, for example encouraging supervisees/colleagues to identify local resources to build on a client's pre-existing networks, to consider safety planning. They have a broad knowledge base on safeguarding. They have a good understanding of Making Safeguarding Personal and are confident in its application in their own and others' work. Experienced social workers are also able to take on training for specific roles, such as the Best Interest Assessor within the Deprivation of Liberty Safeguards processes.</p>	<p>Advanced social workers use knowledge of holistic and strengths-based assessment and model its application. They have a comprehensive understanding of the Mental Capacity Act 2005 as well as the Mental Health Act 1983 and the Children Acts 1989, 2004 and their interface with the Care Act 2014. They foster and maintain an environment where social workers are able to maintain current knowledge by taking a lead on promoting protected learning time, or by organising and facilitating group/peer-to-peer knowledge sharing. They demonstrate understanding regarding why the Care Act has come into force, being able to articulate the benefits and intended outcomes.</p>	<p>Strategic level social workers foster and maintain a learning environment for staff and enable them to increase and strengthen their knowledge base. They work across the regions to pull together information. They demonstrate knowledge of the legal requirements and the legal challenges that the Care Act presents.</p>
<b>Critical reflection</b>					
<p>Social workers are knowledgeable about and apply the principles of critical thinking and reasoned discernment. They identify, distinguish, evaluate and integrate multiple sources of knowledge and evidence. These include practice evidence, their own practice experience, service user and carer experience together with research-based, organisational, policy and legal knowledge. They use critical thinking augmented by creativity and curiosity.</p>	<p>Qualifying social workers will recognise the need for critical reflection. They can articulate how they would make informed decisions, for example on provision of services, capacity, safeguarding and so on. They are informed by evidence-based knowledge, critical reasoning about ethical tensions and legal knowledge, and interpretation of duties and eligibility. They are able to receive feedback and reflect upon this during supervision. They have an understanding of the perspectives of different professionals and how this can impact on practice.</p>	<p>They use supervision to reflect critically on practice and have knowledge of Employer Standards and Social Work Reform Board supervision framework. They actively seek feedback from people who use services, their families and carers to inform their social work practice and the process of critical reflection. They are able to return naturally, with a service user/carer, to the service user's initial desired outcomes to see if these have been realised, to measure this and obtain feedback.</p>	<p>Experienced social workers are able to promote positive challenge and model learning from mistakes. They lead and model evidence-informed practice. They actively seek feedback from people who use services, their families and carers to inform social work practice and the process of critical reflection, for example by hosting family group conferences promoting Q&amp;A time for service users/carers to feed back and ask questions about what was done and why, to inform future practice. They are confident in their decision making about risk, safeguarding and so on. They use their experience and professional judgement (based on evidence-informed practice) to make such decisions.</p>	<p>Advanced social workers use peer review and 360-degree feedback to inform their learning and development. They model and are able to provide constructive feedback, supervision and coaching support to enable less experienced staff to develop autonomous professional decision making skills. This can be supporting a less experienced social worker with a difficult case, co-working, encouraging colleagues to analyse.</p>	<p>Strategic social workers ensure that effective supervision is built into and embedded into organisational structures, standards and processes. They use peer review and 360-degree feedback to inform their learning and development.</p>

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<b>Skills and interventions</b>					
<p>Social workers engage with individuals, families, groups and communities, working alongside people to assess and intervene. They enable effective relationships and are effective communicators, using appropriate skills. Using their professional judgement, they employ a range of interventions: promoting independence, providing support and protection, taking preventative action and ensuring safety while balancing rights and risks. They understand and take account of differentials in power and are able to use authority appropriately. They evaluate their own practice and the outcomes for those they work with.</p>	<p>Qualifying social workers are able to explain how decisions have been made; they are able to support people who use services to be involved with and make decisions about their care and support needs and arrangements. They have the ability to integrate an outcome focus into their assessments and care planning. They are able to identify informal as well as formal support networks; are able to show understanding of strengths-based and systemic approaches; and can identify issues around mental capacity and outline these clearly in an assessment. They are able to identify safeguarding issues, recognising the signs of abuse including neglect, physical, sexual and financial abuse; they know how to apply safeguarding procedures and when to ask for help.</p>	<p>Social workers are able to work with families, friends and communities as well as individuals. They are able to assess mental capacity in increasingly complex situations and are able to undertake capacity assessments in diverse settings. Social workers ensure safeguarding approaches are personalised to the desired outcomes for the individual, including in situations where people with capacity choose to make unwise decisions, and where those with compromised mental capacity express wishes that may be contrary to the perceived wisdom. Social workers are able to demonstrate skill and sensitivity while managing complex conversations with people who use services and their families (i.e. explaining the care cap, dealing with issues of direct payments and personal budgets, safeguarding). They manage these difficult conversations while ensuring they are able to maintain equity in service delivery. They are able to advocate and know when it is more appropriate for independent advocacy to be provided. They demonstrate skills in holistic and strengths-based assessments and interventions focusing on wellbeing and preventative actions. They are able to identify and use community resources (friends, local groups both informal and formal) to support people who use services. They recognise when a service user is struggling to understand the implications and purpose of an assessment or review.</p>	<p>Experienced social workers model a range of assessment, intervention and support skills for their colleagues and other professionals. They demonstrate skill in managing budgets, showing greater understanding of finances and how budgets operate. They are able to manage increased complexity or risk, ensuring that assessments and support are person-centred and undertaken in collaboration with the person, their carers and other professionals, for example chairing meetings on best interest decisions or safeguarding with colleagues in other disciplines (e.g. health, housing). They demonstrate comprehensive understanding about alternative and different approaches; possessing excellent knowledge and communication skills to be able to explain funding contributions and care cap to people using services, carers, colleagues in their own and other organisations. They model and assist other colleagues to take a more therapeutic approach focused on building relationships. Experienced social workers demonstrate skill in building relationships with partner agencies and ensuring appropriate commissioning/delegation to ensure needs and risk are addressed. They show understanding and support others in making sense of how the Care Act will impact on the organisation, individual and the community. They demonstrate skill and knowledge in identifying and engaging with the different user groups. They are able to demonstrate skill in systemic approaches looking at networks and multiple complex situations.</p>	<p>Advanced social workers lead and model skills in asset-based working, promoting the approach where an individual's support network is built on and their resilience is increased. They demonstrate skill in managing staff and supporting them through the safeguarding adults review process; they model and demonstrate skill in developing plans and policies that reflect the principles of the Care Act and support culture change to enable the Act to be followed; they promote and model person-centred approaches, for example, using concepts like 'the doughnut' (knowing their legal duties, understanding professional judgement and knowing when tasks are out of their remit as a social worker); they demonstrate skill in managing and using community resources; they lead teams to share knowledge and information in the community. They demonstrate skill in interaction with the voluntary/third sector agencies. They are skilled chairs and negotiators.</p>	<p>Strategic social workers enable positive changes in culture to support the implementation of the Care Act, for example being actively involved and leading on the need to adhere to new evidence-based practice techniques such as those from Making Safeguarding Personal. They put into place systems to enable a move to assets/strengths-based approaches to working; they model how to use challenge to lead appropriate changes to culture and practice. They demonstrate the skill of blending together community capacity building with responsible use of community budgets alongside an adherence to the qualities agenda for those eligible for support.</p>

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<b>Contexts and organisations</b>					
<p>Social workers are informed about and proactively responsive to the challenges and opportunities that come with changing social contexts and constructs. They fulfil this responsibility in accordance with their professional values and ethics, both as individual professionals and as members of the organisation in which they work. They collaborate, inform and are informed by their work with others, inter-professionally and with communities.</p>	<p>Qualifying social workers understand their role and the remit of other professionals involved. They show understanding of how social workers feed into local commissioning arrangements (through identification of needs, including new and emerging needs). They are able to articulate and use social perspectives, using this 'bigger picture' to enhance their understanding of individuals, families, and professional contexts and know how to use this perspective in their work.</p>	<p>Social workers show an awareness of the wider health and care system (including community assets) they work in and can use that understanding to support and influence their work with people who use services. They are able to work together effectively in partnership with other involved agencies, recognising when multidisciplinary assessments or joint working are needed. An example may be asking care agencies or PAs to monitor service user safety and (with consent) keep the local authority updated. Social workers are able to lead and co-ordinate support for people who use services (e.g. re-ablement, independent living); they demonstrate skill in maintaining links with the community and other professionals and organisations even where relationships are more challenging. They support partner agencies and people who use services in understanding the Care Act.</p>	<p>They demonstrate understanding of processes and frameworks regarding the changes that arise from the Care Act. They are able to educate others and proactively contribute in the dissemination of skills and knowledge needed with partner agencies (e.g. community groups) that may not have access to information. They promote partnership working and person-centred strategies when working with, for example, housing personnel, or challenging levels of communication with health colleagues unaware of Care Act partnership working duties. Experienced social workers work proactively with people and organisations, including where relationships are more challenging. Experienced social workers model and champion understanding of the Care Act with other professionals and organisations. They actively promote the same knowledge of the law to senior management.</p>	<p>Advanced social workers take the lead in stimulating and encouraging creativity and professional curiosity; they demonstrate skill in navigating new areas of practice, e.g. prisons, clinical commissioning groups (CCGs) and health and wellbeing boards. They enable staff supported by them to have access to appropriate legal support and advice.</p>	<p>Strategic social workers support the development of community capacity. They model positive, constructive behaviours to change; they lead in stimulating and encouraging creativity and professional curiosity. They direct and work alongside providers and the voluntary sector to ensure that commissioners understand the Care Act. They ensure that the organisation has access to good legal support and advice.</p>
<b>Leadership</b>					
<p>The social work profession evolves through the contribution of its members in activities such as practice research, supervision, assessment of practice, teaching and management. An individual's contribution will gain influence when undertaken as part of a learning, practice-focused organisation. Learning may be facilitated with a wide range of people including social work colleagues, people who use services and carers, volunteers, foster carers and other professionals.</p>	<p>Qualifying social workers are able to use their knowledge and understanding of the Care Act to advise and support others. They can support people who use services in self-assessment and articulating their care needs.</p>	<p>They demonstrate professional leadership within the assessment process and co-ordinating assessments carried out by other agencies. They are able to represent the profession in local forums such as community networks, partnership meetings with health/police etc. Social workers are able to promote understanding of the Care Act with the people and organisations they come into contact with. They may, for example, delegate initial safeguarding enquiries to other disciplines familiar with risk assessment.</p>	<p>Experienced social workers contribute to helping colleagues promote effective implementation of the Care Act, its impact and application to practice. They provide information and challenge in their organisation, identifying areas of concern and what strategic/managerial intervention is required to improve practice. They identify poor practice standards, e.g. delays in implementing adequate safeguarding protective measures, and share this with appropriate senior colleagues to ensure it is safely resolved. They support and challenge other people and organisations they come into contact with to develop good practice in capacity, advocacy and safeguarding.</p>	<p>Advanced social workers ensure that practitioners are capable and confident to work to the Act; they actively seek the voice of practitioners and reflect these in strategic discussions. They contribute to the co-production and the implementation of the Care Act ethos/approach; they promote good practice by influencing locally and nationally through their networks. This might be via delivering lectures in HEIs and assisting colleagues and peers to do the same, or by becoming involved in their own professional and academic body on a voluntary basis and promoting this as a key feature of requisite professional development.</p>	<p>Strategic social workers are a key resource in leading positive culture change: they lead on workforce development, ensuring that social workers are knowledgeable, capable and confident to work to the Act. This could be by organising local authority workshops with national organisations to raise awareness for practitioners around new knowledge for changes in the law, in policy and ultimately, good practice. They gather and use the views of practitioners and people who use services to inform policy and practice. They are responsible for enabling a workforce that is legally literate, especially in relation to the Care Act. They are a key resource in leading culture change.</p>

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