

PG Certificate in Managing Practice Quality in Social Care (ZH50)

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To get the most out of your studies and to meet the requirements of your assignments you will need to read up and reflect on the subjects that we cover during the taught days.

In this reading list we offer some guidance on reading and self-study before and during all the three modules. The material is organised into four main sections:

SECTION 1: Recommended reading for modules one, two and three;

SECTION 2: Further reading: Books and articles for module ones, two and three;

SECTION 3: Useful websites;

SECTION 4: Study skills.

Overall throughout the course we will be referring to examples and tools developed across different disciplines and would recommend that you take advantage of picking up approaches from areas other than your own, as there is much to learn.

183 items

Section 1.1: Recommended reading for module one (11 items)

You should familiarise yourself with the relevant policy, procedure and guidance documents in use in your organisation that relate to practice quality. For module one this might include those covering: Any generic quality policy or system. Policy guidance on personalisation, safeguarding, outcome based approaches, and efficiency. Caseload/workload management and eligibility criteria and prioritisation. Service user/carer participation.

There is much to read around the subject of managing practice quality and we hope that you will pursue areas that interest you. However, it may be helpful to indicate what would be particularly useful during module one.

Delivering excellence in health and social care: quality, excellence and performance measurement, by Max Moullin, 2002

Book | **Essential** | A good introduction to principles and theory of quality

Welsh Government: social care

Website | As part of this module we will explore the national context for managing practice quality in social care. The Welsh Government website provides up to date information on national policy and guidance.

Information and Learning Hub Homepage, by Care Council for Wales

Webpage | A key resource for Module 1 is the SCW Information and Learning Hub which sets out the key changes required by the Social Services and Well-being (Wales) Act 2014 and the Regulation and Inspection of Social Care (Wales) Act 2016. This resource articulates the new legislation and changes required to practice. The hub provides regulations, codes of practice, statutory guidance, relevant tools, factsheets and a plethora of related learning materials.

Information and Learning Hub: Overview and Awareness, by Care Council for Wales

Webpage

National Principles for Public Engagement – accessed via Copronet Wales

Webpage | The module will include an emphasis on service users and carers at the centre of quality improvement and it will be helpful to be aware of the National principles of public engagement, Children and young people's participation standards for Wales and the Children and young people participation standards in Wales...good practice for Wales (see below).

Children and Young People's National Participation Standards

Webpage

Children and young people's participation in Wales...good practice 2016, 2016

Book

Rights of Children and Young Persons (Wales) Measure 2011

Webpage | The due regard duty means that ministers must consider the rights of children and young people in all the decisions they make about new legislation, policies and changes to existing policy.

Flexible working and work life balance, by Local Government Association

Document | The Social Work Task Force and the Social Work Reform Board in England (now disbanded) have addressed the issue of workloads and the document Annex: workload management systems provides information on how to review workloads.

Process Mapping - An Overview (archived), by NHS Institute for Innovation and Improvement

Webpage | A very useful tool to help you diagnose problems and identify areas for improvement in relation to managing demand and capacity. This is an NHS focused tool but provides a good guide to the approach.

Section 1.2: Recommended reading for module two (7 items)

You should familiarise yourself with the relevant policy, procedure and guidance documents in use in your organisation that relate to practice quality. For module two this might include those covering: Standards and care pathways. Monitoring and review, particularly the work of social work/care management teams. How the authority manages external monitoring, inspection and review.

We expect you to be aware of current national policy in relation to either adults' or children's services as appropriate. You should make yourself aware of relevant policies

requiring significant changes in the way social work/care management operates, including, for example, moves toward outcome-based approaches. We assume that you will have read the suggested national guidance from module one.

There is much to read around the subject of managing practice quality and we hope that you will pursue areas that interest you. However, it may be helpful to indicate what would be particularly useful during module two.

Measuring well-being: national outcomes framework (2022) for people who need care and support and carers who need support, by Welsh Government

Webpage | Following the introduction of the Social Services and Well-being (Wales) Act 2014, Social Services: The national outcomes framework for people who need care and support and carers who need support was published in March 2016 to enable progress to be followed both locally and nationally towards transforming care and support services.

Performance measurement framework for local authorities, by Welsh Government

Webpage | The Code of practice in relation to measuring social services performance has been issued under section 145 of the Social Services and Well-being (Wales) Act 2014. The code sets out a performance measurement framework for local authorities in relation to their social services functions.

Leading Evidence-Informed Practice: handbook, by R. Hodson; E. Cooke, 2007

Book | A good grounding in evidence informed-informed practice. This handbook focuses on what it takes to lead a successful drive towards more evidence-informed work. It contains theory, guidance and practical exercises to help develop effective leadership actions and behaviours. This handbook is available to buy from research in practice, or to download if your organisation is a member.

Trying Hard Is Not Good Enough, by Mark Friedman, 2009

Book | A valuable source in considering measuring and monitoring, this book explains Results (or Outcomes) Based Accountability, a very helpful model and one adopted by a number of Welsh authorities.

Care Inspectorate Wales

Website | We will look at managing external inspection and review, and the inspectorates in Wales have their own websites, particularly useful is The Care and Social Services Inspectorate Wales (CSSIW). CSSIW inspect and review local authority social services, and regulate and inspect care settings and agencies. It provides reports on the inspections undertaken and other subjects, such as Care and Social Services Inspectorate Wales Annual Report 2015-16.

Information and Learning Hub Homepage, by Care Council for Wales

Webpage | The Regulation and Inspection of Social Care (Wales) Act received Royal Assent and became law on 18 January 2016. The act builds on the success of regulation in Wales and reflects the changing world of social care. It places service quality and improvement at the heart of the regulatory regime and strengthens protection for those who need it. Regulation will move beyond compliance with minimum standards, and focus more on the quality of services and the impact which they have on people receiving them. You can find out more about the Act on the Social Care Wales (SCW) learning hub website.

Section 1.3: Recommended reading for module three (8 items)

Click on the blue 'Online resource' button to be taken to a webpage or the ebook. For Oxford Brookes University Library resources, click on 'access the resource' and login using your Brookes username and password.

You should familiarise yourself with the relevant local policy, procedure and guidance documents in use in your organisation that relate to leadership and management of practice quality. For module three this might include:

Guidance on leading and managing change. Supervision, appraisal/performance development, and capability.

There is much to read around the subject of leading and managing practice quality and we hope that you will pursue areas that interest you. However, it may be helpful to indicate what would be particularly useful during module three.

The following are part of Welsh Government websites/services/publications and resources which focus on the importance of leadership and management in responding to current organisational and cultural changes linked to raising the quality of public services:

Academi Wales

Website | Provides learning and development for leaders and managers working across the public service in Wales. Includes a range of on-line support materials including videos, guidance tools on coaching and mentoring.

The Social Care Manager: practice guidance for social care managers registered with Social Care Wales, by Social Care Wales, 2019

Document | The Guidance, which builds on the Code of Professional Practice for Social Care, aims to describe what is expected of registered Social Care Managers, provide a practical tool, aiding Social Care Managers in their practice and provide guidance which supports Social Care Managers to lead on the delivery of high quality, citizen centred services.

The report of the Commission on Public Service Governance and Delivery January 2014, by Welsh Government

Document | Chapter 5: Leadership, Culture and Values. This report examines all aspects of public service provision in Wales and the kind of change needed for these services to progress in a viable and sustainable form. Chapter 5 looks specifically at Leadership, Culture and Values and argues these are essential to improve performance and public service delivery for users.

The following texts support the module material, thinking and discussions undertaken on the taught and support days:

Effective leadership, management and supervision in health and social care, by Ivan Gray; Richard Field; Keith Brown, 2010

Book | A good introduction to leadership and management. Written for first line

managers in health and social care, this book offers a comprehensive introduction to the areas of responsibility and the key organisational functions that managers must address. For this module, chapter 3 'Developing your leadership style' and chapter 7 'Managing change and developing the team and the organisation' are relevant.

Effective supervision in social work, by Kate Howe; Ivan Gray, 2013

Book | A comprehensive introduction for managers and their staff, this book explores three essential elements to effective supervision: fundamental concepts, relational aspects and the organisational context.

Leading change in health and social care, by Vivien Martin, 2003

Book | This book provides an overview of leadership theories and a practical guide to management tools and techniques. One essential premise of the book is that individual engagement in personal change, through learning, is an essential part of achieving significant change within organisations.

Section 2.1: Books and articles for module one (43 items)

In your assignments you need to show evidence of wider reading. Below follows some suggestions of books and articles that you may find of interest, but we strongly advise you to use your local library, the Oxford Brookes University online library and the internet to search for additional material.

Click on the blue 'Online resource' button to be taken to a webpage or the ebook. For Oxford Brookes University Library resources, click on 'access the resource' and login using your Brookes username and password.

Quality (15 items)

Quality improvement: theory and practice in healthcare, by Boaden, R.; Harvey, G.; Moxham, C.; Proudlove, N., 2008

Document | This is a very well written publication covering definitions of quality and quality improvement models with a useful summary of the evidence for what works in each example.

Sources of Public Service Improvement: A Critical Review and Research Agenda - in Journal of Public Administration Research and Theory: J-PART, by George A. Boyne, 2003

Article | This articles looks at five drivers of service improvement and the evidence for and against each one.

Providing quality in the public sector: a practical approach to improving public services, by Lucy Gaster; Amanda J. Squires; John Crawley, 2003

Book | You can borrow an electronic copy from the Internet Archive, though you need to sign up for a free account

Providing quality in the public sector: a practical approach to improving public services, by Lucy Gaster; Amanda J. Squires; John Crawley, 2003

Book | You can borrow an electronic copy from the Internet Archive, though you need to sign up for a free account

Planning and Studying Improvement in Patient Care: The Use of Theoretical Perspectives -

in *The Milbank Quarterly*, by Richard P. T. M. Grol, Marije C. Bosch, Marlies E. J. L. Hulscher, Martin P. Eccles and Michel Wensing, 2007

Article | This article suggests that the use of theoretical perspectives on change and improvement are under-utilised in project set up and implementation activities. The authors identify a variety of approaches many of which will be familiar to social workers. The hand-washing example usefully demonstrates thinking in practice.

Management: concepts & practices, by Tim Hannagan, 2008

Book | This is a management textbook focusing predominantly on the private sector. For this module, chapter 7 gives a round up of 'Controlling quality in organisations'. Note that the 4th edition is available as an ebook via Brookes Library (see below).

Management: Concepts and Practices, by Tim Hannagan, 2004

Book

Total quality management in the public sector: an international perspective, by Colin Morgan; Stephen Murgatroyd, 1994

Book

Delivering excellence in health and social care: quality, excellence and performance measurement, by Max Moullin, 2002

Book | A very helpful overview of approaches to quality management contextualised to health and social care.

A systematic narrative review of quality improvement models in health care, by Powell, A.; Rushmer, R.; Davies, H., 2009

Document | This covers some similar ground to the Boaden publication and includes a useful overview of the evidence for what works in quality improvement initiatives.

The McDonaldization of society, by George Ritzer, c2013 (i.e. 2012)

Book

Managing front line practice in social work, by Daphne Statham, 2004

Book | A collection of research papers offering a variety of perspectives on how front line managers can support practice. For this module, particularly chapter 6: first line managers as mediators of standards and the quality of practice.

Quality matters in children's services: messages from research, by Mike Stein, 2009

Book

Workload Management in Social Work Services: What, Why and How? - in Practice: Social Work in Action, by Martin Stevens, 2008-12

Article | This journal article is not available in fulltext from the Oxford Brookes Library

Social work theory and methods: the essentials, edited by Neil Thompson; Paul Stepney, 2018

Book

National Context (12 items)

Please visit the [Welsh Government](#) website for information on the latest national policy and guidance.

Annual reports, by Care and Social Services Inspectorate Wales

Webpage | This describes key findings from the work undertaken in the preceding year. The reports for previous years are available via the website.

The Social Services & Well-being (Wales) Act 2014: an overview, by Clements, Luke, 2016

Document

Social work and social policy: an introduction, by Jonathan Dickens, 2016

Book | An understanding of social policy is vital for engaging practically with social work values, dealing with political and ethical questions about responsibility, liberty and our understanding of 'the good society'. This textbook provides a comprehensive introduction to social policy.

Transitional and longer-term implications of the Social Services and Well-being (Wales) Bill 2013, by Institute of Public Care

Book

Strange bedfellows - or cut from the same cloth?, by Netherwood, Alan, 2015

Book | The WGLA commissioned this 'think piece' from Alan Netherwood on the links between the Well-being of Future Generations Act and the Social Services and Well-being Act. This sets out ways in which work to be undertaken for each Act relates to each other, including assessments and timescales etc.

Sustainable social services for Wales: a framework for action, by Welsh Government, 2011

Webpage | Proposed a framework for meeting the challenges facing social services in the next decade and beyond, and set out priorities for action. This document underpinned the development of the Social Services and Well-being (Wales) Act 2014 (see above).

More than just Words: Strategic Framework for Welsh Language Services in Health, Social Services and Social Care., by Welsh Government, 2012

Document | This strategy has been developed to strengthen Welsh language services among frontline health and social services in order to meet the care needs of Welsh speakers and their families or carers.

Commission on Public Service Governance and Delivery, by Welsh Government, 2014

Document | (Chapter 5: Leadership, Culture and Values). This report focuses on the challenges that public services face and the current performance of the system of public services as a whole. Its findings are available as a full report, which contains a detailed analysis of the evidence received, or a summary report, which focuses only on the findings and recommendations.

Social Services and Well-being (Wales) Act 2014, by Welsh Government, 2014

Webpage | The Social Services and Well-being (Wales) Act received Royal Assent and became law on 1 May 2014. It now provides the legal framework for improving the well-being of people who need care and support, and carers who need support, and for transforming social services in Wales.

More than just words.... Follow-on strategic framework for Welsh language services in

health, social services and social care, by Welsh Government, 2016

[Webpage](#) | This document updates the strategy developed in 2012.

The relationship between the Social Services and Well-being (Wales) Act 2014 and the Well-being of Future Generations (Wales) Act 2015, by Welsh Government, nd

[Webpage](#) | This factsheet is intended to provide information to public bodies on the opportunities and relationship between the Social Services and Well-being (Wales) Act 2014 and the Well-being of Future Generations (Wales) Act 2015.

Service users and carers at the centre of quality improvement (4 items)

Beyond the usual suspects: towards inclusive user involvement: research report, by Beresford, P.

[Book](#)

User involvement in public services: government response to the Committee's sixth report of session 2007-08, by House of Commons Public Administration Select Committee, 2008

[Document](#)

User involvement and participation in social care: research informing practice, by Hazel Kemshall; Rosemary Littlechild, 2000

[Book](#) | Chapter One in particular is a useful overview of some of the issues such as reasons for participation, models and mechanisms and some barriers to moving beyond rhetoric.

Co-production in social care: what it is and how to do it (SCIE At a glance 64), by Social Care Institute for Excellence, 2013

[Book](#)

Managing demand and capacity (11 items)

Social workers' workload survey: messages from the frontline. Findings from the 2009 survey and interviews with senior managers', by Baginsky, M.; Moriarty, J.; Manthorpe, J.; Stevens, M.; MacInnes, T.; Nagendran, T., 2010

[Book](#)

Workload management and case load management in social work services, by British Association of Social Workers; College of Social Work, 2010

[Book](#)

Inspection of safeguarding and care planning of looked after children and care leavers who exhibit vulnerable or risky behaviours, by Care and Social Services Inspectorate Wales, 2015

[Book](#)

Social work associate practice programme: a children's improvement board reference document, by Chard, A.; Abbott, P.; Radley, M.; Hafford-Letchfield, T.; Hawkins, P.; Pinnock, M., 2013

[Book](#) | The guide is for frontline managers and for more senior staff. It is a source of

research and advice on frontline social work practice and how to support change and improvement.

Demand management and behaviour change: a manual for collaborative practice, by Kippin, H.; Randle, A.; Thevoz, S., 2015

Book

Managing customer demand: understanding and changing behaviours to help meet the financial challenge, by Local Government Association, 2013

Book

LGA adult social care efficiency programme: the final report, by Local Government Association, 2014

Book

Guide to effective caseload allocation, by Nakhimoff, T.

Document | This is an edited version of Community Care Inform's Guide to implementing employer standard 3: workload management and case allocation, one of a series of guides addressing the employer standards for social work and the supervision framework.

State of Innovation: Welsh public services and the challenge of change | Nesta

Webpage

Building a safe, confident future: the final report of the Social Work Task Force and Organisations and workloads, by Social Work Task Force, 2009

Document

Workload management in social work services: what, why and how? - in Practice: social work in action, by Stevens, M., 2008

Article | A useful round-up of research in this area

Section 2.2: Books and articles for module 2 (23 items)

In your assignments you need to show evidence of wider reading. Below follows some suggestions of books and articles that you may find of interest, but we strongly advise you to use your local library, the Oxford Brookes University online library and the internet to search for additional material.

Evidence informed practice (9 items)

A beginner's guide to evidence-based practice in health and social care, by Helen Aveyard; Kathleen Greenway; Lucy Parsons, 2023

Book

A beginner's guide to evidence-based practice in health and social care, by Helen Aveyard; Pam Sharp, 2013

Book

Integrated care pathways: a guide to good practice, by Davis, N., 2005

Book

The story of Baby P: setting the record straight, by Ray Jones, 2014

Book

Using research: Tools to support evidence-informed practice: Practice Tool (2014), by Leech, J., 2014

Book

Developing the evidence base for social work and social care practice (SCIE Report 10), by Marsh, P.; Fisher, M., 2005

Book

Making Sense of Research: an Introduction for Health and Social Care Practitioners, by Pam Moule; Gill Hek, 2011

Book

From concept to implementation: challenges facing evidence-based social work - in Evidence & Policy: A Journal of Research, Debate and Practice, by Edward J. Mullen; Aron Shlonsky; Sarah E. Bledsoe; Jennifer L. Bellamy, 2005

Article

| This article outlines the origins of EBSW, thoughts about its definition and application, as well as a discussion of eight key challenges to the application of evidence-based practice and policy in social work.

Promoting Evidence-based Practice: Models and Mechanisms From Cross-Sector Review - in Research on Social Work Practice, by S. Nutley; I. Walter; H. T. O. Davies, 2009-09-01

Article

| A discussion of three models of evidence-based practice: the research-based practitioner model, the embedded reserach model, and the organizational excellence model.

Performance management: monitoring and review (6 items)

A framework of outcomes for young people, by McNeil, B.; Reeder, N.; Rich, J., 2012

Book

Delivering excellence in health and social care: quality, excellence and performance measurement, by Max Moullin, 2002

Book

A Systems Approach to Evaluating Organisational Change in Children's Social Care - in British Journal of Social Work, by E. Munro; A. Hubbard, 2011-06-01

Article

| This article describes an innovative systems methodology for evaluating child protection social work practice and improving organisational learning. The paper discusses some of the practice implications of applying the data collection tools/instruments/interviews, such as avoiding bias and dealing with unresponsiveness. it also supports the gathering of feedback from vulnerable service users.

Social care governance: A practice workbook for Northern Ireland, by Social Care Institute for Excellence, 2013

Book

| This is written for Northern Ireland and covers wider aspects of good governance, but has useful questions to ask yourself about standards and audit, and helpful lists of resources.

Better outcomes for children and young people: from talk to action, by Utting, D.; Painter, A.; Renshaw, J.; Hutchinson, R., 2008

Book | This document sets out the approach to performance, service planning and delivery known as outcome-based accountability.

Commission on Public Service Governance and Delivery: full report, by Welsh Government, 2014

Book | Chapter 6: performance and performance management - applies to public services across the board but illustrates the Welsh Government's thinking about the direction of performance management.

Performance management: external monitoring, inspection and review (6 items)

Chief Inspector's Annual Report, by Care and Social Services Inspectorate Wales, 2014

Book

Public services inspection in the UK, by Howard Davis; Steve Martin, 2008

Book | History of inspection and some interesting discussions of key issues around methodologies, impact and value.

Social Services: the national outcomes framework for people who need care and support and carers who need support, by Welsh Government, 2016

Document | Recommended

Social Services and Well-being (Wales) Act 2014 code of practice in relation to measuring social services performance, by Welsh Government, 2015

Document

Technical guide for the social services performance measures, by Welsh Government, 2016

Document | Sets out how local authority performance is measured.

Regulation and Inspection of Social Care (Wales) Act 2016, by Welsh Government

Book

Your assignment project (2 items)

Leading project teams: the basics of project management and team leadership, by Anthony T. Cobb; Susanne Scho

n; Wendy Allex; Candice Harman, 2012

Book

Successful project management in social work and social care: managing resources, assessing risks and measuring outcomes, by Gary Spolander; Linda Martin, 2012

Book

Section 2.3: Books and articles for module three (30 items)

In your assignments you need to show evidence of wider reading. Below follows some suggestions of books and articles that you may find of interest, but we strongly advise you to use your local library, the Oxford Brookes University online library and the internet to search for additional material.

Team leadership in social care (7 items)

Leadership and the one minute manager: increasing effectiveness through situational leadership II, by Blanchard, K.; Zigarmi, P.; Zigarmi, D., 2013

Book | This edition updates the earlier work of Blanchard and Hersey to provide a more detailed examination of situational leadership in theory and practice.

How to become a better manager in social work and social care: essential skills for managing care, by Les Gallop; Trish Hafford-Letchfield, 2012

Book | An introductory text for new managers includes chapters on core skills covered include time management, managing change, working with conflict and providing effective mentoring and coaching. A self-improvement feedback tool is included, and the book features learning activities, practical tools, case examples, summaries and action checklists.

Leadership and management in social care, by Trish Hafford-Letchfield, 2008

Book | Focuses on the role of facilitating learning in the social care workforce. Chapter 6 in particular considers supervision, appraisal and personal development plans as policies and procedures available to support effective learning and also reflects on the role of learning in tackling bad practice.

Proactive management in social work practice, by Sharon Lambley, 2009

Book | This is a guide to the PQ award in leadership and management.

Social work management and leadership: managing complexity and creativity, by John Lawler; Andy Bilson, 2009

Book | This book takes a critical look at the ideas of management and leadership and the contemporary context in which these are elaborated. Chapter seven focuses on current challenges for social work management and leadership.

Managing in health and social care, by Vivien Martin; Julie Charlesworth; Euan S. Henderson, 2010

Book | The authors explore how managers can make a real and positive difference to the work of organisations providing health and social care. The book includes chapters on understanding motivation, engaging with service users, process mapping, developing effective performance and the planning and management of projects.

A manager's guide to leadership: an action learning approach, by Mike Pedler; John Burgoyne; Tom Boydell, c2010

Book | Using an action learning approach, this book introduces the "3 C's" model of leadership (Challenge, Context and Characteristics) and explores a range of leadership practices including chapters on leading yourself, power and facilitation.

Enhancing and managing the performance of teams and individuals (15

items)

Supervision: A force for change? Three stories told - in *International Social Work*, by Greta Bradley; Lambert Engelbrecht; Staffan Höjer, 2010

Article | This research paper explores the context for and influences on the function of supervision, describing the role of supervisors in child welfare settings in South Africa, England and Sweden. Exploratory frameworks and models of supervision illustrate how this has been influenced by principles of new public management.

Supervising and appraising well: a guide to effective supervision and appraisal for those working in social care, by Care Council for Wales, 2012

Book

'Treat Me Don't Beat Me' Exploring Supervisory Games and Their Effect on Poor Performance Management - in *Practice: Social Work in Action*, by Carolyn Cousins, 2010

Article | This paper explores the concept of games that can be played out in social work supervision and the resulting effects on both social worker performance as well as service provision. The author argues that to ensure high-quality practice, it is critical that attention to supervision is focused not just on questions of frequency and content, but also on the complex interpersonal dynamics. This paper proposes that social work managers are potentially susceptible to certain supervisory games due to their anxieties about the use of power in practice.

Please note that Brookes Library does not subscribe to this journal and it is therefore not freely available.

Developing emotional resilience in social work, by Grant, L.; Kinman, G., 2014

Book

Management: concepts & practices, by Tim Hannagan, 2008 [i.e. 2007]

Book | This management textbook focuses predominantly on the private sector. For this module, chapter 12 in section C 'Managing people' introduces the concept of 'The challenge of motivating others'. Note that the 4th edition is available as an ebook from Brookes Library (see below)

Management: Concepts and Practices, by Tim Hannagan, 2004

Book

Improving personal and organisational performance in social work, by Jane Holroyd, 2012

Book | Written for new and aspiring frontline social work managers this book offers a service-oriented leadership approach to enhance personal effectiveness and ultimately organisational performance through human behaviour, thought and communication. It includes chapters on key concepts such as understanding the self, neuro-linguistic programming, self-leadership and communication.

Performance coaching skills for social work, by Jane Holroyd; Richard Field, 2012

Book | This book looks at the 'how to' of performance coaching - from establishing objectives, determining frameworks, processes and systems, to monitoring and taking corrective action as necessary. It includes chapters on the coaching process, developing team performance, motivational skills to support change and how to negotiate difficult conversations.

The emotionally intelligent social worker, by David Howe, 2008

Book | A book that explores the theory of emotional intelligence and its application to relationship based interaction within the caring professions. The final chapter explores questions of stress and what makes for emotionally intelligent organisations.

A Transformation Programme for Children's Social Care Managers Using an Interactional and Reflective Supervision Model to Develop Supervision Skills - in Journal of Social Work Practice, by David Lawlor, 2013

Article | This article describes a programme to promote interactional and reflective supervision for managers in children's services. Focus included whole system change to embed a culture of reflective practice and management.

The set-up-to-fail syndrome: how bosses create their own poor performers - in Harvard Business Review, by Manzoni, Jean-François; Barsoux, Jean-Louis, 1998

Article | A key article that explores the interactional elements of poor performance and the importance of unintended consequences.

Staff supervision in social care: making a real difference for staff and service users, by Tony Morrison; Jo Hathaway; Grace Fairley, 2005

Book

Providing effective supervision: a workforce development tool, including a unit of competence and supporting guidance, by Skills for Care; Children's Workforce Development Council, 2007

Book | This includes some useful approaches for team managers together with material relevant to the wider organisation, for example supervision agreements and a unit of competence.

Group and team coaching: the essential guide, by Christine Thornton, 2010

Book | Drawing on key concepts from psychology, group analysis and systems theory, this book considers the subconscious and non-verbal processes through which people learn and communicate with each other in groups. Part 4 looks in detail at team coaching, learning group coaching and supervision groups while part 5 explores dysfunctional teams and strategies for dealing with difficult behaviours.

Social work supervision: contexts and concepts, by Ming-sum Tsui, c2005

Book | The author argues that supervision is an important factor in determining the job satisfaction levels of social workers and the quality of service to clients. This book provides a review of research and theory around supervision including models, context and practice.

Leading and supporting development and change (8 items)

Tools and Techniques for Change - A Leaders Handbook - Academi Wales

Webpage

Social work, critical reflection, and the learning organization, by Nick Gould; Mark Baldwin, c2004

Book | The editors suggest that individual learning is a necessity but not sufficient condition for organizational learning and that the learning experience itself is more

pervasive and distributed than that delivered through a specific, designated training or educational event. Contributions to this text also explore how the concept of the learning organization is connected to processes of reflective practice.

Compassionate leadership : sustaining wisdom, humanity and presence in health and social care, by Michael A. West, 2021

Book | **Recommended** | Not held at Oxford Brookes Library. Video clips available on The King's Fund website on via YouTube.

Time to think: listening to ignite the human mind, by Nancy Kline, 1999

Book

Leading change, by John P. Kotter, c2012

Book | **Recommended** | A key text within the change management literature, the author explores why change initiatives routinely fail and introduces an eight-stage process to effectively scope the change problem and its solution.

Organisational change: a review for health care managers, professionals and researchers, by Iles, V.; Sutherland, K., 2001

Document | This is NHS based but has a wider application. The book looks at the change literature, identifies a number of change models and considers how best to make change happen. It includes contributions on action research and project management.

The critically reflective practitioner, by Sue Thompson; Neil Thompson, 2008

Book | The authors explore both the 'thinking and doing' elements of practising reflectively. It includes chapters concerned with barriers to reflective practice and the strategies or techniques that can be effective in overcoming these.

Critical reflection in health and social care, by Jan Fook; Fiona Gardner; Sue White, 2006

Book | The authors discuss what current methods and frameworks are available to assist professionals to reflect critically on their practice. The book provides a range of examples from throughout the world and across disciplines in health and social care. Chapter 10 focuses on the use of critical reflection in research and evaluation.

Section 3: Useful websites (28 items)

Please note that the list of useful websites below is long, and so we do not expect you to have looked at all of them. It is here as a resource if you need further information about a particular a topic. They are in alphabetical order.

Care and Social Services Inspectorate Wales

Website | **Recommended** | Inspect and review local authority social services, and regulate and inspect care settings and agencies. It provides reports on the inspections undertaken and other subjects, such as Care and Social Services Inspectorate Wales Annual Report 2012-13

Care Council for Wales

Webpage | The Care Council for Wales is the social care workforce regulator in Wales responsible for promoting and securing high standards across the social services and

social care workforce. They also commission reports into specific areas of good practice, such effective working with people with dementia.

National Children's Bureau

Website | Identifies and coordinates local, regional and national evidence of 'what works' in the effective practice in delivering children's services. This includes the narrowing the gap programme. The website has many useful reports and toolkits to help children's services.

Children in Wales

Website | Children in Wales is the national umbrella body for organisations and individuals who work with children, young people and their families in Wales. The organisation carries out a number of activities such as research and producing and disseminating information.

Data Unit for Wales

Website | Has a central online data system containing information for an area (local authority, region, nationally), with the ability to present that information in reports tables and maps.

EFQM (European Foundation for Quality Management)

Website | A key resource for information about the Excellence Model.

Health in Wales

Website | Health in Wales provides the people of Wales, including NHS staff, academia, media and partner organisations, with access to links to information from the NHS in Wales and its partner organisations, about the health of the population of Wales, and health and social care services provided by NHS Wales.

Fiscal Policy Studies Institute (FPSI)

Website | The Fiscal Policy Studies Institute is the official website of the Outcome Based Accountability (OBA) framework developed by Mark Friedman for planning and taking action to improve outcomes. To find out more about how OBA has been planned and implemented in children's services in the UK see Better Outcomes for Children and Young People - From Talk to Action and Turning the Curve stories (both linked below).

Hear by Right, by National Youth Agency

Webpage | Hear by Right helps you follow best practice on the safe, sound and sustainable participation of children and young people in the services and activities they take part in. Developed by the National Youth Agency, it helps provide evidence of the participation that is already happening in your organisation and shows you how to plan for more.

Pupil Voice Wales

Webpage | The National Children and Young People's Participation Standards for Wales have been developed to improve the process of children and young people's participation in decision-making. They can be found at the Pupil Voice Wales website.

In Control

Website | In considering the impact of managing practice in a changing policy environment it is helpful to look at the in-Control website. This is a programme which aims

to change the organisation of social care in England so that people can take better control of their own lives - self-directed support. Although policy approaches are not identical in Wales some of the good practice here is more generally applicable. In-Control has developed a whole system for self-directed support, with policies and procedures for resource allocation, support planning, supported decision making etc.

Health and Social Care Information Centre

Website | A public body that provides facts and figures to help the NHS and social services run effectively. It works with NHS providers, suppliers and academics to provide products, services and standards that support the sharing and most efficient and effective use of information, strengthens decision-making, widens patient's choice and improves infrastructure.

National Institute for Health and Care Excellence (NICE)

Website | The National Institute for Health and Care Excellence (NICE) Evidence Services are a suite of services that provide internet access to high quality authoritative evidence and best practice. The services cover health, social care and public health evidence. Evidence Services aim to help professionals make better and quicker evidence based decisions. NICE also provides an online tool that provides quick and easy access, topic by topic, to the range of guidance from NICE, including quality standards, technology appraisals, clinical, public health and social care guidelines and NICE implementation tools.

Health and Care Research Wales

Website | Health and Care Research is the Welsh Government body that develops, in consultation with partners, strategy and policy for research in the NHS and social care in Wales. NISCHR's goal is to fund today's research that will inform tomorrow's care and improve the health and wealth of the people of Wales. An advisory board provides governance and an operational steering group oversees day to day issues.

Participation Cymru

Webpage | Participation Cymru work with public service organisations in the public, private and third sectors to achieve better public engagement in the design, development and delivery of citizen-centred services for the people of Wales.

Participation Works

Website | Participation Works is a partnership of seven national children and young people's agencies that provides a voice to anyone wanting to give a voice to children and young people.

Research in Practice

Website | Research in practice is the largest children and families research implementation organisation in England and Wales. The website is a very valuable resource on evidence informed practice with children and young people and a wide range of publications are available.

Research in Practice for Adults

Website | Offers news and policy updates, details of learning events and of a number of 'change projects' plus a resource bank. Its 'evidence clusters' provide a good overview of the particular issues, e.g. organisational change for health and social care integration - impact on front line staff.

Social Care Online

Website | Social Care Online is a free service from the Social Care Institute for Excellence which provides a range of information, materials and research on all aspects of social care. It has a wide range of materials relevant to this course, including: good practice guidance; research reports and briefings; policy documents; training materials and journal articles.

Social Care Wales / Hafan Gofal Cymdeithasol Cymru

Website

Think Local Act Personal

Website | Think Local Act Personal (TLAP) is a partnership of more than 30 organisations committed to transforming health and care through personalisation and community-based support. TLAP has produced quality assurance briefings in relation to driving up quality in adult social care.

Findings from a Thematic Analysis of Adult Practice Reviews in Wales, 2021

Webpage | **Recommended** | Practcie Reviews were introduced in 2019 and this is a summary of findings , published in 2021.

Findings from a Thematic Analysis of Child Practice Reviews in Wales, 2020

Webpage | **Recommended**

Wales Audit Office - up-to-date reports including local reports

Webpage | As well as local government inspection reports, the Wales Audit Commission has many useful reports such as 'Services for children and young people with emotional and mental health needs'.

Welsh Government: Children and young people

Webpage | **Recommended** | Welsh Government - is a good source of information on the latest policy and guidance that is likely to impact on your work as a team manager, for example see the Children and Young people pages

The King's Fund

Website | **Recommended** | The King's Fund is an independent charitable organisation working to improve health and social care in England, with links to the model of Compassionate Leadership (West 2021).

Welsh Government

Webpage

Section 4: Study skills (33 items)

A beginner's guide to critical thinking and writing in health and social care, by Helen Aveyard; Pam Sharp; Mary Woolliams, 2015

Book

A beginner's guide to evidence-based practice in health and social care, by Helen Aveyard; Kathleen Greenway; Lucy Parsons, 2023

Book

A beginner's guide to evidence-based practice in health and social care, by Helen Aveyard; Pam Sharp, 2017

Book

A beginner's guide to evidence-based practice in health and social care professions, by Helen Aveyard; Pam Sharp, 2013

Book

Doing a literature review in health and social care: a practical guide, by Helen Aveyard, 2023

Book

Reflective practice: writing and professional development, by Gillie Bolton; Russell Delderfield, 2018

Book

Reflective practice: writing and professional development, by Gillie Bolton, 2014

Book

Study skills for Master's level students: a reflective approach for health and social care, by Debbie Casey; Liz Clark; Sally Hayes, 2017

Book

Brilliant writing tips for students, by Julia Copus, 2009

Book

Critical thinking skills: effective analysis, argument and reflection, by Stella Cottrell, 2023

Book

Critical thinking skills: effective analysis, argument and reflection, by Stella Cottrell, 2017

Book

The study skills handbook, by Stella Cottrell, 2019

Book

Study skills for health and social care students, by Claire Craig, 2009

Book

Writing for university, by Jeanne Godfrey, 2022

Book

Reading & making notes, by Jeanne Godfrey, 2014

Book

Planning your essay, by Janet Godwin, 2019

Book

Studying with dyslexia, by Janet Godwin, 2012

Book

How to write better essays, by Bryan Greetham, 2013

[Book](#)

Critical thinking in health and social care, by Stella Jones-Devitt; Liz Smith, 2007

[Book](#)

Brilliant study skills, by Bill Kirton, 2010

[Book](#)

How to improve your critical thinking & reflective skills, by Kathleen A. McMillan; Jonathon Weyers, 2013

[Book](#)

The ultimate study skills handbook, by Sarah Moore, 2010

[Book](#)

The complete guide to referencing and avoiding plagiarism, by Colin Neville, 2010

[Book](#)

The complete guide to referencing and avoiding plagiarism, by Colin Neville, 2007

[Book](#)

Report writing, by Michelle Reid, 2018

[Book](#)

Upgrade Study Skills website

[Webpage](#)

Getting critical, by Kate Williams, 2022

[Book](#)

Referencing and understanding plagiarism, by Kate Williams; Mary Davis, 2017

[Book](#)

Reflective writing, by Kate Williams; Mary Woolliams; Jane Spiro, 2020

[Book](#)

Reflective writing, by Kate Williams; Mary Woolliams; Jane Spiro, 2012

[Book](#)

Study skills for part-time students, by Elizabeth Wilson; Dorothy Bedford, 2009

[Book](#)

Be more critical! A practical guide for Health and Social Care students, by Woolliams, M.; Williams, K.; Butcher, D.; Pye, J., 2011

[Book](#) | When you click on the blue online resource button you will be taken to the RADAR login screen. Login using your Oxford Brookes University student number and password. Once you have logged in, go back to this reading list and click on the blue online resource button again to be taken straight to the guide.

Brilliant writing tips for students, by Julia Copus, 2009

[Book](#)