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Introduction

If you want to deliver Good and Outstanding care, and meet Care Quality Commission (CQC) standards, your service needs to have safe and competent staff, including leaders and managers.

Skills for Care helps adult social care employers to get the best from their most valuable resource - their people.

This guide outlines our practical support, including free guides, events and funding opportunities, to help **leaders** and **managers** to **recruit**, **develop** and **lead** their staff, retaining them from entry level right through to senior roles.

It also explains how we can help you to prepare for CQC assessment and improve your service.

If you're managing a **new regulated service**, we recommend that you read each section to find out how we can support you.

If you're managing an **established service** that's already familiar with Skills for Care, you can skip to the sections that are relevant for you.

If you're managing a **service that's not registered with CQC**, this guide might still be useful as a benchmark of good practice.

Click on the next page to find out how Skills for Care can help.

Contents

Click on the links below to see how we can help.

- New services
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- Connecting with others

We recommend that all new and aspiring registered managers work towards the ‘Level 5 Diploma in Leadership and Management for Adult Care’.

CQC might also recognise quali□cations under previous systems, including:

- Registered Managers Award (RMA)
- NVQ Level 4 in Leadership and Management for Care Services
- NVQ Level 4 in Health and Social Care
- Level 5 Diploma in Leadership for Health and Social Care
- relevant nursing, physiotherapy, social work or occupational therapy quali□cation
- degree or masters degree related to social care.

Our practical resources and learning programmes can help you to ensure that registered managers have the skills and knowledge to do their job well, and can access support to run a well-led service.

Resources to help

Click on the arrows below to access free guides, tools and resources to support managers.

- Manager Induction Standards
- Developing new managers and deputies
- Leadership programmes
- Registered Manager Membership
- Registered manager webinars
- People Performance Management Toolkit
- Culture for care toolkit
- Adult Social Care Workforce Data Set (ASC-WDS)
- Support for nominated individuals

Manager Induction Standards

CQC expects managers to have the right skills, knowledge and experience to run a well-led service.

The Manager Induction Standards set out what a manager needs to know and understand to perform well in their role.

The standards can form part of induction for new managers, or help your service to develop aspiring managers.

Existing managers can also use them to benchmark their own practice and identify any learning and development needs.

Download the standards
www.skillsforcare.org.uk/MIS

Introductory modules for managers
This eLearning helps managers to increase their knowledge mapped to the Standards, and re□ect on their own work and service.
www.skillsforcare.org.uk/eLearning

Developing new managers and deputies

Our latest research suggests that around 8,000 registered managers are due to retire in the next 15 years. The loss of a registered manager can have a signi□cant impact on the quality of care and support.

Regulated services need to develop their emerging talent into future managers.

Our ‘Developing new managers and deputies’ online guide sets out how employers can provide opportunities to develop their workforce.

It promotes a blend of development opportunities, programmes and quali□cations through a step-by-step approach to career progression.

It also includes useful checklists, downloads, practical examples and inspiring interviews with deputies and new managers.

Find out more at:

Moving Up

This programme is for leaders from a Black, Asian and minority ethnic leaders background that already have experience managing a service and want to progress into more senior positions.

The programme focuses on the individual and will give delegates the tools and techniques to help them progress to where they want to be in their career.

You'll re□ect on your own leadership skills, strengths and weaknesses, and learn how to improve your con□dence, build your personal brand and motivation techniques.

Find out more at:
www.skillsforcare.org.uk/MovingUp

"One of the best leadership and training programmes I've done in my career. We had a safe and supportive space for real conversations and personal development through this leadership and management programme. The support and delivery by the facilitators and programme lead were second to none."

Vhenekayi Nyambayo
Moving Up participant 2019/20

Registered manager webinars

Our registered manager webinars cover a range of topics to support managers and their services.

They are delivered to a live audience and recorded for further viewing whenever is convenient for you. They are 30-60 minutes long and most of the webinars are supported with bite size resources and additional information.

www.skillsforcare.org.uk/webinars

The care exchange podcast

This podcast series includes interviews with frontline managers from different types of services.

Each podcast shares insight, recommendations and good practice into the role of the frontline manager. A great source of inspiration for other managers.

www.skillsforcare.org.uk/careexchange

People performance management toolkit

Monitoring and managing performance ensures that staff work in line with the required standards.

This toolkit is for managers and shares good practice and guidance around managing staff performance, to help you to develop staff, enhance their performance and address issues before they become a problem.

It also has examples of scenarios, such as what to do if someone's performance is

Adult Social Care Workforce Data Set

The Adult Social Care Workforce Data Set is an online data collection service for the adult social care sector.

You can use it to record information about your workforce. For example, you can track training records, plan how many workers you need and use it to compare your business to other care providers locally or nationally.

It can also help you to monitor key performance indicators such as turnover, quali□cations, demographics and pay.

New and existing users of the service now have access to special offers and discounts across our products including:

10% off values-based interviewing and valuable conversations bespoke seminars
10% off Registered Manager Membership
10% off digital modules for managers and CQC eLearning.

Find out more and register for an account at:
www.skillsforcare.org.uk/ASCWDS

Support for nominated individuals

Most regulated providers have a nominated individual (sometimes called a responsible individual) that represents them with CQC. This could be the same person as the registered manager or someone different.

It's important that they have the right values, skills and knowledge to do their role.

We've grouped our resources that are relevant to nominated individuals on our website at: **www.skillsforcare.org.uk/nominatedindividuals**

Nominated individuals' handbook - a practical guide

Skills for Care has developed a new comprehensive guide aimed at nominated individuals, which provides practical advice and signposts to other resources and support available to help you in your role.

Whether you are new-to-post or an experienced nominated individual, or whether you hold a dual role as registered manager as well, this new resource considers key aspects of your role and shares top tips, so you continue to provide high-quality, person-centred care to the people you support.

Download the free resource
www.skillsforcare.org.uk/NIHandbook

Recruitment support

CQC expects regulated services to have enough staff, who have the right values and skills, to deliver high quality care and support.

Without it, services struggle to provide people with the safe and effective care that they need and deserve.

We can help CQC-regulated, adult social care services to:

- attract new staff
- recruit people with the right values
- understand the right recruitment checks, including DBS checks.

Recruiting the right people

Recruiting the right people will beneft your service in the long-term.

Our website includes practical resources, tools and ms to help you to target the best people to join your service.

Attracting people
Find out about how to attract workers using job adverts, recruitment events, pre-employment training, apprenticeships etc.

Application process
Discover how pro ing tools, assessment activities and involving people who need care and support can strengthen your recruitment.

Selecting candidates
Our advice covers the interview process and tips related to the DBS process and following up references.

www.skillsforcare.org.uk/recruitment

Developing your workforce

CQC expects regulated providers to ensure that staff have received appropriate training, supervision and workplace assessment so that they have the right skills and knowledge, and are competent, to carry out their role effectively.

Effective induction, learning and development and ongoing support are some of the ways to do this.

We can help CQC-regulated, adult social care services to:

- provide a thorough induction for new staff, that meets the Care Certi□cate standards
- plan and deliver ongoing learning and development
- □nd high quality, endorsed learning providers
- learn about funding to pay for quali□cations and learning programmes.

Click on the arrows below to access free guides, tools and resources to help you develop staff.

- Induction and Care Certi□cate
- Guide to learning and development
- Quali□cations
- Apprenticeships
- Workforce Development Fund
- Supervision
- Wellbeing

Induction

Induction gives new staff the opportunity to learn about your organisation and the standards that you expect from them. This ensures that they're safe and competent to work with people who need care and support.

If you employ people with no previous care experience, in addition to covering basic core and mandatory training, you would also need them to undertake the new Care Certi□cate quali□cation in their □rst year.

An effective induction might also include learning about your organisation and it's values, core skills and best practice.

You should tailor inductions to people's previous experience – for example experienced workers might only need a light induction, so you might refresh, but not duplicate, previous training and knowledge.

www.skillsforcare.org.uk/induction

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Apprenticeships

Apprenticeships are government-funded, work-based training programmes and can be completed by new or current workers.

They involve on and off-the-job training to help workers to develop job speci□c skills, get experience and complete quali□cations.

There are a number of different apprenticeships to consider.

- Adult Care Worker (level 2)
- Lead Adult Care Worker (level 3)
- Lead Practitioner in Adult Care (level 4)
- Nursing Associate (Level 5)
- Leader in Adult Care (level 5)
- Registered Nurse (Level 6)

Find more guidance and advice about how apprenticeships work and funding at: **www.skillsforcare.org.uk/apprenticeships**

New

Supervision

Effective supervision can help you to support, empower and motivate staff so that they perform well at work.

It can also help you to check that they understand their role and have the right skills and knowledge to do it, and gives you the opportunity to discuss their performance.

Wellbeing resources

The CQC will expect caring services to ably support the wellbeing of your staff.

There are a wide range of resources produced by Skills for Care and many organisations to support wellbeing. Our simply Wellbeing Resource Finder can help you locate them.

www.skillsforcare.org.uk/wellbeing

Preparing for assessment

CQC assessments are usually unannounced so it's important that you're prepared.

We can help CQC-regulated, adult social care services to:

- know what CQC inspectors will look at during an assessment
- access courses, events and checklists to ensure you are prepared
- gather and share the right evidence for assessment.

New

Delivering good and outstanding care

CQC fundamental standards ensure that adult social care services provide the high quality, person-centred care and support that people expect and deserve.

A Good and Outstanding rating indicates that a service meets these standards.

We can help CQC-regulated, adult social care services to:

- understand what the CQC will be looking at and what will need to be evidenced
- learn from ‘good’ and ‘outstanding’ rated providers about what sets them apart
- access checklists, actions plans and other resources to help you to excel.

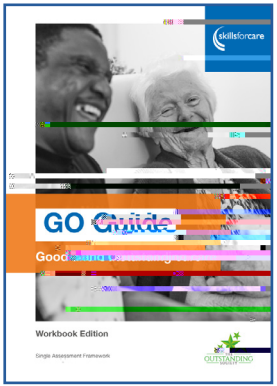
GO Guide: Single Assessment Framework version

To complement our Inspection toolkit, Skills for Care has updated our Good and Outstanding care guide.

The new GO Guide is shaped around the CQC Single Assessment Framework and provides insight into how to evidence the Quality Statements. Across 300-pages, the guide explains the step-by-step approach to impress inspectors.

The GO Guide is freely available in PDF format for all Skills for Care Registered Manager Members and can be additionally purchased in a new print edition.

www.skillsforcare.org.uk/bookshop



Improving your CQC rating seminar

This facilitated seminar brings together frontline managers and others from services that have fallen below CQC standards.

It provides opportunities to learn about practical ways to improve, including who to involve, how to action plan, and what to evidence.

Guide to improvement

Our ‘Guide to improvement’ explains how to identify, plan and implement improvements across your service to ensure it delivers high quality care and support and meets CQC standards.

Access the guide and eLearning at:
www.skillsforcare.org.uk/improve

Outstanding care

Delivering outstanding care seminar

This facilitated seminar is for providers who want to strive beyond Good and deliver the best care possible. It focuses on what sets Outstanding rated services apart and helps frontline managers and quality leads prepare to excel.

Over a day of interactive learning, discover practical tips supported by the exclusive Delivering outstanding care toolkit.

Delivering outstanding care eLearning

This one-hour module is aimed at providing an initial introduction to what set Outstanding rated service apart. It helps showcase what the very best services are doing to inspire others to strive to deliver similar.

www.skillsforcare.org.uk/outstanding

Connecting with others

Having strong networks and links will help you to keep up-to-date with the latest examples of best practice, find out about new approaches to delivering care and support, and learn from others.

This will help to ensure that your service provides high quality care and support and can continually improve what you do.

We can help CQC-regulated, adult social care services to:

- connect with other care services
- access peer support from local and national services
- benefit from mentoring opportunities.

Local networks for managers

These local networks bring together registered managers to offer peer support.

They're run by registered managers so the topics are always relevant to those attending, and give you the opportunity to share best practice and get advice from other registered

Facebook group for social care managers

Connect with thousands of other frontline managers across the country via our Facebook group.

Access free peer support and share your own insight and good practice with other managers. Access templates used by other services and build your own network of national connections.

Keep informed

Enews
Our fortnightly enews is a great way to keep up to date with the work of Skills for Care. Sign up at: www.skillsforcare.org.uk/enews

In your area
We have area teams across England that can signpost you to relevant information, tools, events and the availability of funding for learning and development.

Find your Skills for Care locality manager at: www.skillsforcare.org.uk/inyourarea