



# 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 inspection 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	

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

## New services



If you want to set up a new care providing organisation you must contact CQC to see if it needs to be registered. If it does, you need to complete a registration process with them.

Find out more on their website at:

[www.cqc.org.uk](http://www.cqc.org.uk)

Skills for Care has practical resources and tools to help new CQC-regulated, adult social care services to:

- understand the values, skills, qualifications and experience needed to manage a service

- plan the staff that your service needs
- know how to attract, recruit and induct new staff

- support staff, including planning and delivering the appropriate learning and development.

Visit: [www.skillsforcare.org.uk/newservice](http://www.skillsforcare.org.uk/newservice)

Contents

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

High quality care and support requires high quality leadership and management, and CQC expects all regulated services to demonstrate that they're well-led.

It's important that your service has confident and capable managers who ensure that it meets the required standards – they set the right culture and approach, and should lead by example.

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

identify and develop talent, including developing new managers and deputies

develop managers, for example, through qualifications or leadership programmes, and apply for funding

access tools and resources to help managers to deliver a well-led service and lead high performing teams.

[Contents](#)



New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

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 qualifications 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 qualification
- 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.

[Contents](#)

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

## Level 5 Diploma in Leadership and Management for Adult Care

This is the current qualification that we'd recommend for adult social care managers or those aspiring to become a manager.

It includes some mandatory units and other optional units, including:

- governance and regulatory processes
- communication
- relationships
- person-centred practice for positive outcomes
- managing self.

Find out more about the qualification at:  
[www.skillsforcare.org.uk/RQF](http://www.skillsforcare.org.uk/RQF)

Find high quality learning providers that deliver this qualification on our list of endorsed providers at:

[www.skillsforcare.org.uk/ndaprovider](http://www.skillsforcare.org.uk/ndaprovider)

You could claim back some of the costs of this qualification through the Workforce Development Fund. Find out more at:

[www.skillsforcare.org.uk/WDF](http://www.skillsforcare.org.uk/WDF)

If you are already working in a care management related role, you can do this qualification as part of an apprenticeship.

[www.skillsforcare.org.uk/apprenticeships](http://www.skillsforcare.org.uk/apprenticeships)

Contents



New services

Supporting managers

Recruitment support

Developing your workforce

Preparing for inspection

Delivering good and outstanding care

Improving your service

Connecting with others

## 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

Contents

New services

Supporting managers

Recruitment support

Developing your workforce

Preparing for inspection

Delivering good and outstanding care

Improving your service

Connecting with others

## 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.

### eLearning

This eLearning helps managers to increase their knowledge mapped to the Standards, and reflect on their own work and service.

Download the standards and access the eLearning at:

[www.skillsforcare.org.uk/MIS](http://www.skillsforcare.org.uk/MIS)

Back to  
'Resources to help'

Contents

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

## 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 significant 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 qualifications 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:

---

Contents

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and

Contents

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

## 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 reflect on your own leadership skills, strengths and weaknesses, and learn how to improve your confidence, build your personal brand and motivation techniques.

Find out more at:

[www.skillsforcare.org.uk/MovingUp](http://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**

Back to  
'Resources to help'

Contents

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

## Registered Manager Membership

As the sector evolves, it's important that registered managers keep up-to-date with the latest best practice so that they can continue to deliver a well-led service.

Membership gives registered managers access to exclusive resources and support to help them in their role, including:

[Contents](#)

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

## Registered manager webinars

Join hundreds of other frontline managers for our regular series of short webinars.

Providing insight into hot topics, each webinar features hints and tips to support busy managers. You can join live or watch a recording at your convenience.

[www.skillsforcare.org.uk/webinars](http://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](http://www.skillsforcare.org.uk/careexchange)

Back to  
'Resources to help'

Contents

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

## 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

[Contents](#)



New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

## Culture for care toolkit

Workplace culture is the character and personality of your organisation and influences how people behave and feel at work - which is why it's important to have a positive workplace culture.

Our 'Culture for care' toolkit is for managers and explains what a workplace culture is and

[Contents](#)

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

## 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, qualifications, 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 learning for managers modules
  - funded essential training.
- 

[Contents](#)

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

## 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](http://www.skillsforcare.org.uk/nominatedindividuals)

Back to  
'Resources to help'

Contents

New services

Supporting managers

Recruitment support

Developing your workforce

Preparing for inspection

Delivering good and outstanding care

Improving your service

Connecting with others

## 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](http://www.skillsforcare.org.uk/NIHandbook)

**Raising the profile of the nominated individual**

**Define the role within your organisation**

Although all nominated individuals will share some roles and responsibilities, there are many areas of the role that will be tailored to the needs of the organisation.

The role and duties of the nominated individual should be defined and agreed with the board of directors. The role of the nominated individual is between the board and the registered manager.

It is helpful to accept what this role involves. It is important to remember that many nominated individuals will hold dual roles of either nominated individual and director or nominated individual and registered manager, and it is important that their responsibilities as the nominated individual are agreed.

An example of a simple model defining the responsibilities of the director, nominated individual and registered manager is shared below.

Title	Qualifications required	Responsibilities	Reporting to
Director	As appropriate to the organisational role	Supervises and controls the management and operations of the company	Board
Nominated individual	As appropriate to organisational role	Supervises the management of the regulated activity. Agrees scope of responsibilities with the board	Board
Registered manager	Level 5 Diploma in Leadership and Management in Adult Care or equivalent	Management of the regulated activity, as per job description	Nominated individual

Section 3 Raising the profile of the nominated individual 25

Contents

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

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:

[Contents](#)

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Contents

New  
services

Supporting  
managers

Contents

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

## Recruiting the right people

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

Our website includes practical resources, tools and films 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 profiling 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](http://www.skillsforcare.org.uk/recruitment)

Back to  
'Resources to help'

Contents



New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

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:

[Contents](#)

New services

Supporting managers

Recruitment support

Developing your workforce

Preparing for inspection

Delivering good and outstanding care

Improving your service

Connecting with others

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

Induction and Care Certificate



Guide to learning and development



Qualifications



Apprenticeships



Workforce Development Fund



Supervision



Wellbeing



Contents



New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

## Care Certificate

The Care Certificate is a set of standards that define the knowledge, skills and behaviours expected of specific job roles in the health and social care sector.

It's made up of 15 minimum standards that should be covered for staff that are 'new to care', and should form part of a robust induction programme.

There are different ways that you can ensure that new staff meet the Care Certificate standards, for example, through training, on the job shadowing, supervisions, observations and workplace assessment.

We have lots of practical resources and guides to help you implement the Care Certificate standards into your induction programme.

Visit: [www.skillsforcare.org.uk/  
CareCertificate](http://www.skillsforcare.org.uk/CareCertificate)

Whilst the Care Certificate process is relevant to all joining the sector for the first time, we have produced some guides on our

Contents

New services

Supporting managers

Recruitment support

Developing your workforce

Preparing for inspection

Delivering good and outstanding care

Improving your service

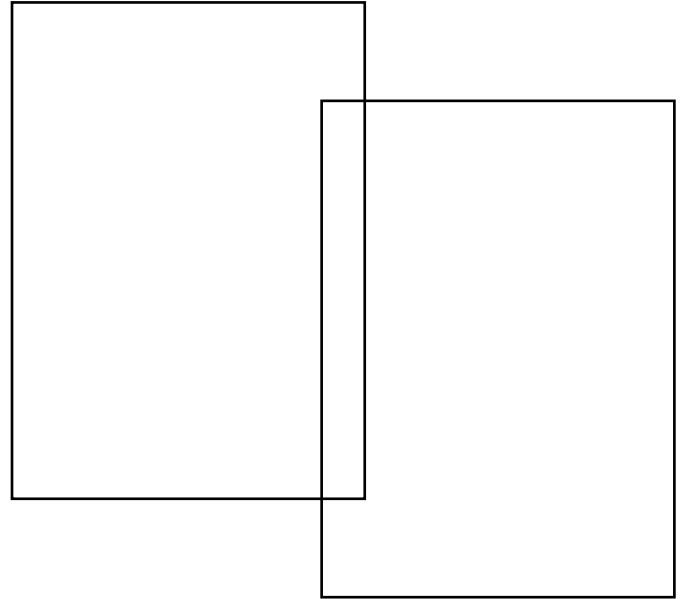
Connecting with others

## Care Certificate workbook

This workbook covers what a care worker needs to know and understand for each standard. It has questions and activities to complete to demonstrate what they understand and how it applies to their work.

You can ask new workers to complete the workbook and review it with them.

The workbook doesn't cover aspects of the Care Certificate which should be delivered in person, for example assisting and moving, or aspects which should be observed. Therefore workers can't complete the Care Certificate through the workbooks alone.



[Back to 'Resources to help'](#)

[Contents](#)

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

379.301(your )T[ iPO.6

Contents

New  
services

Supporting

Contents

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Contents



New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

## 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 specific skills, get experience and complete qualifications.

There are a number of different apprenticeships to consider.

Adult Care Worker (level 2)

---

Contents

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

## Workforce Development Fund

Adult social care employers can apply for the Workforce Development Fund (WDF) to cover the costs of your staff completing nationally recognised qualifications and learning programmes.

In some circumstances you can use the WDF alongside other government funding, such as for apprenticeships.

The WDF can't be used to fund short courses such as induction or mandatory refresher courses, which in most cases should be covered by the employer.

You can find a list of qualifications that we fund, and see if you're eligible, on our website at: [www.skillsforcare.org.uk/WDF](http://www.skillsforcare.org.uk/WDF)

Back to  
'Resources to help'

Contents

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

## 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.

[Contents](#)



New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

## Preparing for inspection



CQC inspections 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 inspection

- access courses, events and checklists to ensure you are prepared

- gather and share the right evidence for inspection.

[Contents](#)

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

## Being prepared for CQC inspection e-learning

This one hour e-learning module is aimed at frontline managers and others helping your service to be prepared for the CQC inspection.

It covers the practical ways you can involve others to help and gather the evidence to demonstrate to the CQC you meet or exceed their expectations.

## Being prepared for CQC inspection seminar

This facilitated seminar is aimed at those unfamiliar with the CQC inspection process and covers how your service can be best prepared. The seminar is delivered periodically throughout the year.

Access these resources at:

[www.skillsforcare.org.uk/prepare](http://www.skillsforcare.org.uk/prepare)

Back to  
section home page

Contents

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

## 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.

[Contents](#)

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

## GO Online: Helping you to deliver good and outstanding care

The 'GO Online: Inspection toolkit' is our interactive online resource helping you to access recommendations, practical examples and resources related to CQC inspection.

Providing introductions and checklists related to each area of inspection, it helps to ensure your service is ready to evidence to inspectors you are meeting their standards.

Access resources at:

[www.skillsforcare.org.uk/GO](http://www.skillsforcare.org.uk/GO)

Back to  
section home page

Contents



New services

Supporting managers

Recruitment support

Developing your workforce

Preparing for inspection

Delivering good and outstanding care

Improving your service

Connecting with others

## Improving your service



Each year, thousands of services fall below the CQC standards. It's important that you protect the people you support and your business from this happening.

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

- decide what they need to improve
- plan and implement improvements
- learn how other services have improved
- implement workforce specific improvements.

### Improving your CQC rating e-learning

This one-hour module is aimed at those working within services that have fallen below CQC standards. It covers the practical ways you can address barriers to improvement and implement the changes needed.

[Contents](#)

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

## 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.

This one hour learning module provides an introduction to the practical ways to improve after falling below the CQC standards.

Access the guide and e-learning at:  
[www.skillsforcare.org.uk/improve](http://www.skillsforcare.org.uk/improve)

Back to  
section home page

Contents

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

## 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.

[Contents](#)

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

## 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 managers, regulators and commissioners.

There are around 150 networks across England.

Find your local network at:

[www.skillsforcare.org.uk/networks](http://www.skillsforcare.org.uk/networks)

Back to  
section home page

Contents

New  
services

Supporting  
managers

Contents

New  
services

Supporting  
managers

Recruitment  
support

Developing  
your  
workforce

Preparing  
for  
inspection

Delivering  
good and  
outstanding  
care

Improving  
your  
service

Connecting  
with others

## 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](http://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](http://www.skillsforcare.org.uk/inyourarea)

Back to  
section home page

Contents

