



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 [employers](#) and [employees](#) to [recruit](#) and [develop](#) 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 service](#), we recommend that you read each section to find out how we can support you.

If you're managing an [existing 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 [new service](#) **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.



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





# N



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:

<https://www.cqc.gov.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: <https://www.skillsforcare.org.uk>



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.





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.



## Level 5 Diploma for Adult Social Care Managers

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.skillsforhealthcare.org.uk/level5diplomaforadultsocialcaremanagers/rqf](#)

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

[www.skillsforhealthcare.org.uk/level5diplomaforadultsocialcaremanagers/endorsedproviders](#)

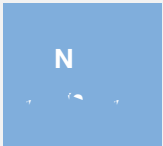
You could claim back some of the costs of this qualification through the Workforce Development Fund. Find out more at:

[www.skillsforhealthcare.org.uk/level5diplomaforadultsocialcaremanagers/wdf](#)

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

[www.skillsforhealthcare.org.uk/level5diplomaforadultsocialcaremanagers/apprenticeships](#)



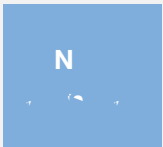


# R

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

M

D



## 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.

## Learning

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:

<https://www.cqc.gov.uk/standards/manager-induction-standards/MI>





## 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.

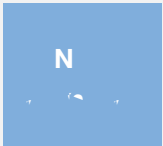
Our 'Developing new managers and deputies' online guide sets out how employers can provide opportunities to develop their workforce.

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

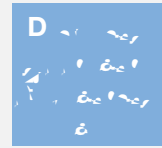
It also includes useful checklists, downloads, practical examples and inspiring interviews with deputies and new managers.

Find out more at:

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## Register, Manage, Mentor

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:

- a copy of our 'Social care managers' handbook'
- a monthly members newsletter
- the opportunity to become a mentor or be mentored
- access to a members-only Facebook group

discounts on leadership programmes and seminars  
free and exclusive resource when you renew annually.

Membership costs just £35 a year.

Find out more and join now at:





## R

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.



## P

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.





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

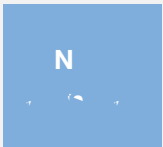




Workplace culture is the character and personality of your organisation and influences how people behave and feel at work - which is why it's important to have a positive workplace culture.

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





## 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.

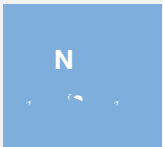
New and existing users of the service now have access to special offers and discounts across our products including:

- 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.

Find out more and register for an account at:

[www.adultsocialcare.gov.uk/ACD](https://www.adultsocialcare.gov.uk/ACD)

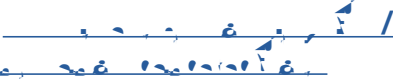




Most regulated providers have a nominated individual (sometimes called a responsible individual) that represents them with CQC. This could be the same person as the registered manager or someone different.

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:





R



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:

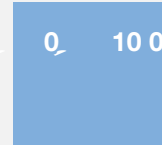
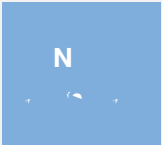
attract new staff

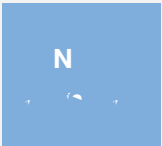
recruit people with the right values

plan safe staffing levels

do the right recruitment checks, including DBS checks.

C







## R

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.

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

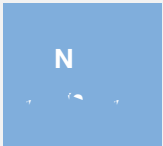
**A**  
Discover how pro ving tools, assessment activities and involving people who need care and support can strengthen your recruitment.

**A**  
Our advice covers the interview process and tips related to the DBS process and following up references.











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:



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







## 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: <https://www.carecertificate.org.uk/>

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

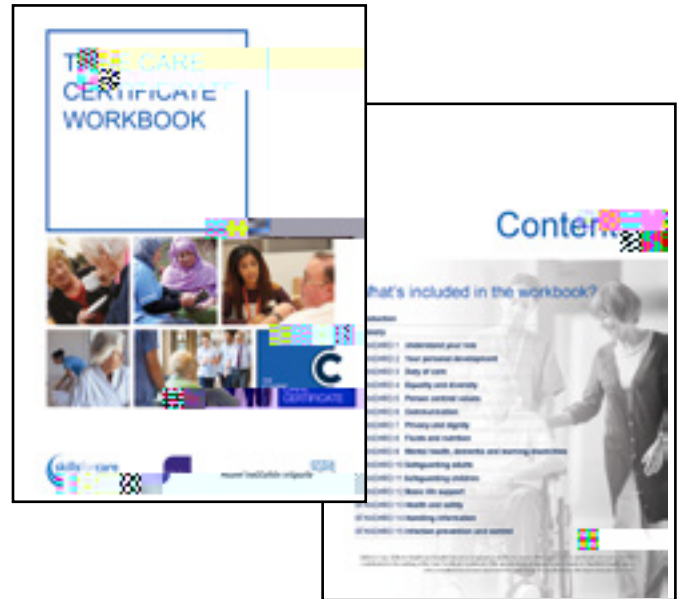


## Care Certificate

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.

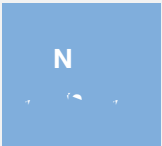
You can ask new workers to complete the workbook and review it with them.

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.

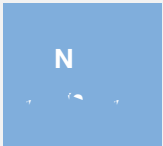


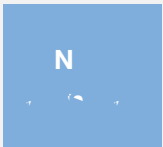


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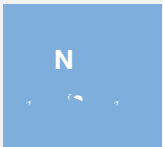


## A

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.





# Workforce Development Fund

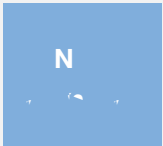
Adult social care employers can apply for the Workforce Development Fund (WDF) to cover the costs of your staff completing nationally recognised qualifications and learning programmes.

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: <https://www.dh.gov.uk/government/organisations/workforce-development-fund> / **DF**





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.



The CQC will expect well-led 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.





## P



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

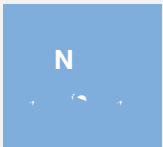
We can help CQC-regulated, adult social care services to:

- 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.





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



## D Good with Outstanding Elements



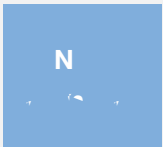
CQC fundamental standards ensure that adult social care services provide the high quality, person-centred care and support that people expect and deserve.

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 ONLINE: H

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.

Download the guide at:

[/GO](#)







## Guidance 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:





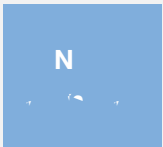
Having strong networks and links will help you to keep up-to-date with the latest examples of best practice, find out about new approaches to delivering care and support, and learn from others.

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

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:







## K

**E**  
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](#)

## L

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](#)



