



# Supporting the development of leadership skills

Published October 2022



# Why are leadership skills important?

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High-quality care and skilled, confident leaders go hand in hand. Strong leadership is key to ensuring that the sector continues to develop to meet the ever-changing challenges ahead.

Excellent leaders are needed at every level across social care. As well as ensuring high quality, safe and effective care services, they also help develop a motivated, confident and caring workforce that is both highly skilled and most importantly, valued by all those who draw on care and support.

Skills for Care supports the development of leadership skills in adult social care at all levels. Whether you're a leader looking to develop your own skills or are planning the development of future leaders in your organisation, we're here to help.

Our leadership offer includes programmes, practical tools, and opportunities to make connections that will help leaders to develop their confidence and capability to move forward in their role.

Everyone learns and develops in different ways. From structured learning, such as qualifications or learning programmes; practical support including webinars or practical guides; and ideas on how to make connections outside of your own organisation, our leadership offer includes a wide range of opportunities to support the leaders and managers throughout your workforce.



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## Part 1 Developing leadership skills at different levels

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## Part 2 Hot topics in leadership

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### Look out for the symbols

 Employers can claim back money from the Workforce Development Fund towards the cost of learning with this symbol. Find out more at [www.skillsforcare.org.uk/wdf](http://www.skillsforcare.org.uk/wdf)

 Skills for Care endorsed providers can deliver this learning. Search for an endorsed provider in our endorsed learning provider directory at [www.skillsforcare.org.uk/FindaProvider](http://www.skillsforcare.org.uk/FindaProvider)

To find practical support in how to plan, deliver and evaluate learning and development opportunities for your service visit [www.skillsforcare.org.uk/DevelopingStaff](http://www.skillsforcare.org.uk/DevelopingStaff) where you'll find lots of useful templates including a skills gap analysis template, learning and development plan template and more.

# Aspiring leaders and managers

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Aspiring leaders and managers are those looking to develop themselves into future managers. With over 7,500 registered managers due to retire in the next 15 years, creating a pipeline of new managers is crucial and something that all care providers should be doing. Identifying talent and understanding what learning opportunities are available to prepare your aspiring managers to become a deputy, care or registered manager will provide a strong foundation for the future.

We have a broad range of activities for aspiring and deputy leaders and managers to develop solid foundations in the key skills and knowledge needed.

## Structured learning

### Forefront |

This programme supports the leadership development of those from minority ethnic backgrounds who haven't had any formal leadership development and offers an introduction to some of the key themes in the Moving Up programme. It's also valuable for workers from wider backgrounds in supporting equality, diversity and inclusion within their organisations.

Find out more at [www.skillsforcare.org.uk/Forefront](http://www.skillsforcare.org.uk/Forefront)

### Lead to Succeed |

This interactive learning programme brings aspiring managers and deputies together to develop their leadership and management potential, gain knowledge and be supported to put this into practice, boosting their capacity to lead and manage effectively.

Find out more at [www.skillsforcare.org.uk/LeadToSucceed](http://www.skillsforcare.org.uk/LeadToSucceed)

### Level 4 Diploma in Adult Care |

This qualification ensures that learners can demonstrate understanding, effective practice and leadership in adult care. Suitable for those in senior practice and lead practitioner roles, it helps those who already show specialist skills and knowledge in their area of responsibility to develop further.

Find out more at [www.skillsforcare.org.uk/Qualifications](http://www.skillsforcare.org.uk/Qualifications)

## Structured learning

### Introductory eLearning modules for managers | £

These interactive eLearning modules offer engaging introductions to key topic areas including leading and managing, decision making and communication. They provide opportunities to reflect, ideas to improve practice and motivation to learn more. They can be used individually to update learning or as a full suite as an introduction to management.

Find out more at [www.skillsforcare.org.uk/IntroductoryModulesForManagers](http://www.skillsforcare.org.uk/IntroductoryModulesForManagers)

## Practical support

### Manager Induction Standards

These standards set out what a frontline manager needs to know and understand to perform well in their role. They can be used to support aspiring and deputy managers to develop their skills and knowledge.

Find out more at [www.skillsforcare.org.uk/MIS](http://www.skillsforcare.org.uk/MIS)

### Webinars

Our 30-minute webinars cover a range of topics to support managers and their services, and some are also supported with bite size resources. To get you started we recommend our 'New managers webinar', packed with hints and tips for those taking on the role for the first time.

Find out more at [www.skillsforcare.org.uk/Webinars](http://www.skillsforcare.org.uk/Webinars)

### Good and Outstanding care (GO) | £

Our Good and Outstanding (GO) range includes interactive online resources, seminars and virtual learning modules to help prepare for CQC inspection. Aspiring and deputy managers can learn more about what the CQC expect and read best practice and examples from other providers to deepen their understanding.

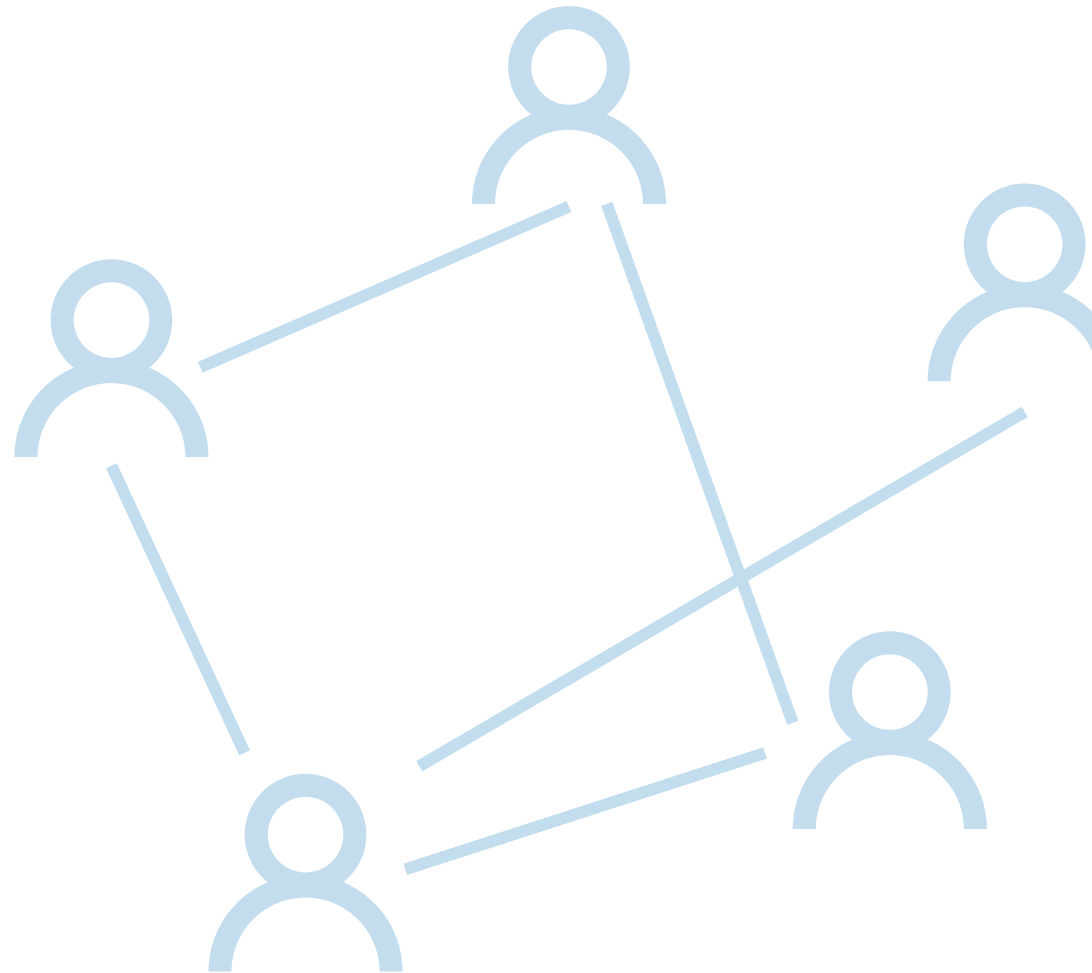
Find out more about at [www.skillsforcare.org.uk/GO](http://www.skillsforcare.org.uk/GO)

## Making connections

### Deputy manager networks

Our deputy manager networks across England provide the opportunity for deputies to build supportive networks and share experiences and ideas with others. Participants gain tools and techniques to develop their confidence, giving them the experience to start taking on greater responsibility at work.

Find out more at [www.skillsforcare.org.uk/DeputyNetworks](http://www.skillsforcare.org.uk/DeputyNetworks)



# New and existing leaders and managers

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We know that for services to be well-led, they must have good leaders and managers who are capable and competent in their role. Best practice and continuous improvement are important to ensure that your services remain up-to-date and of the highest quality. We have resources to improve and enhance the leadership capabilities of managers or others currently in frontline or operational leadership roles such as registered managers or service managers.

## Structured learning

### Level 5 Diploma in Leadership Management for Adult Care | £

This is the recommended qualification for frontline managers, including registered managers. It requires learners to demonstrate an in-depth understanding and effective practice in leadership and management for adult care services. It includes workplace assessment of competencies to ensure not only knowledge, but proven ability.

Find out more at [www.skillsforcare.org.uk/Qualifications](http://www.skillsforcare.org.uk/Qualifications)

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### Moving Up | £

This programme supports leaders who have the desire and drive to progress in their career, but are facing blockages and resistance preventing them from doing so. It's an empowering programme for leaders and managers from diverse ethnic backgrounds, building confidence, presence and voice while supporting career progression into senior roles.

Find out more at [www.skillsforcare.org.uk/MovingUp](http://www.skillsforcare.org.uk/MovingUp)

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### Leading Change Improving Care | £

This five-day interactive development programme brings new and experienced managers together to explore how to lead and manage change within teams and organisations. There's a strong emphasis on mentoring and coaching and it enables participants to consider their own leadership styles.

Find out more at [www.skillsforcare.org.uk/LCIC](http://www.skillsforcare.org.uk/LCIC)

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## Structured learning

### Well-led | £

This four-day practical leadership development programme was designed to enable leaders to deliver care in line with the expectations of a well-led service, providing an opportunity to share and learn together with other service managers.

Find out more at [www.skillsforcare.org.uk/Well-ledProgramme](http://www.skillsforcare.org.uk/Well-ledProgramme)

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### Understanding Performance Management | £

This one-day course helps leaders and managers to explore the performance management cycle, recognise that people perform differently and utilise tools and techniques available.

Find out more at [www.skillsforcare.org.uk/UPM](http://www.skillsforcare.org.uk/UPM)

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### Understanding Self-Management Skills | £

This one-day course helps leaders and managers to tackle isolation, manage time, build resilience and ensure wellbeing. It will look at techniques and tools which can support managers to self-manage and understand when and how behaviours can influence and impact on others.

Find out more at [www.skillsforcare.org.uk/USMS](http://www.skillsforcare.org.uk/USMS)

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### Understanding Workplace Culture | £

This one-day course helps leaders and managers to explore the critical links between vision, values and culture, providing practical support to influence change and develop the culture of their service.

Find out more at [www.skillsforcare.org.uk/UWC](http://www.skillsforcare.org.uk/UWC)

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## Practical support

### Confident with difference

A good leader has a key role to play in creating an inclusive culture in the workplace. This resource supports you to work with your teams to consider how well diversity is embraced within your organisation and how you could improve.

Find out more at [www.skillsforcare.org.uk/ConfidentWithDifference](http://www.skillsforcare.org.uk/ConfidentWithDifference)

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### Learning from Events | £

This interactive module supports leaders and managers to develop the skills to carry out a positive learning review. Learning reviews support teams to explore different perspectives and create a positive action plan that supports individuals and seeks to avoid repeat incidents.

Find out more at [www.skillsforcare.org.uk/LearningFromEvents](http://www.skillsforcare.org.uk/LearningFromEvents)

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### Effective supervision guide

This guide includes practical tips and recommendations to support leaders and managers to plan and deliver effective supervision sessions.

Find the guide at [www.skillsforcare.org.uk/EffectiveSupervision](http://www.skillsforcare.org.uk/EffectiveSupervision)

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### Time to manage guide

This practical guide supports frontline managers to find ways to manage their time, empower staff and delegate tasks effectively, all of which are important skills for an effective leader.

Find the at [www.skillsforcare.org.uk/TimeToManage](http://www.skillsforcare.org.uk/TimeToManage)

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## Practical support

### Good and outstanding care (GO) | £

Our Good and Outstanding (GO) range includes interactive online resources, seminars and virtual learning modules to help prepare for inspection and meet CQC expectations.

The inspection toolkit section supports leaders and managers to understand the different areas of CQC inspection and associated recommendations with practical examples.

**Find out more at [www.skillsforcare.org.uk/GO](http://www.skillsforcare.org.uk/GO)**

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### The care exchange podcast

Our podcast explores a range of topics and approaches with social care managers. Hear about their experiences, the challenges they have had and how they overcame them. Every episode is full of top tips and new ideas that you can take away and apply to your own service.

**Listen to the podcast at [www.skillsforcare.org.uk/CareExchange](http://www.skillsforcare.org.uk/CareExchange)**

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### Registered manager webinars

Our 30-minute webinars cover a range of topics to support and inspire managers and their services, and some are also supported with bite size resources. You can register to attend upcoming webinars or search for previous recordings that are all available online.

**Find out more at [www.skillsforcare.org.uk/Webinars](http://www.skillsforcare.org.uk/Webinars)**

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## Making connections

### Registered Manager Membership

Through membership we support managers to develop best practice and knowledge, keep up-to-date with sector developments and share ideas with like-minded peers. Benefits include exclusive resources, monthly newsletters and discounts to support your role and your service.

**Find out more at [www.skillsforcare.org.uk/Membership](http://www.skillsforcare.org.uk/Membership)**

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## Making connections

### Mentoring

A knowledgeable and experienced service leader with new ideas and a fresh set of eyes that can understand what it feels like to be in your shoes is invaluable. Through our Registered Manager Membership we offer mentoring opportunities perfect to support you.

Find out more at [www.skillsforcare.org.uk/Membership](http://www.skillsforcare.org.uk/Membership)

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### Registered manager networks

Our registered managers networks are run by registered managers for registered managers. They offer a safe space to connect with peers, make friends, and support each other's challenges. You can listen to experts and find out what's happening in your area, to ensure that your organisation can make the most of opportunities.

Find your local network at [www.skillsforcare.org.uk/RMNetworkDirectory](http://www.skillsforcare.org.uk/RMNetworkDirectory)

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### The Outstanding Society

The society is a group of Outstanding rated services who came together to support other services to deliver better outcomes for people. They host regular online events for all regulated services to share best practice and feature top class keynote speakers.

To find out more visit [www.theoutstandingsociety.co.uk](http://www.theoutstandingsociety.co.uk)

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### Registered manager reference group

This group informs and provides feedback on Skills for Care's work, sharing their expertise, experience, advice and enthusiasm. Wider involvement can also include providing oral evidence at select committees, attending panels and conferences.

Find out more at [www.skillsforcare.org.uk/RMRG](http://www.skillsforcare.org.uk/RMRG)

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# Senior leaders

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Senior leaders don't just have the responsibility of understanding the needs of their workforce today, but must have the necessary skills to help shape their organisation in the years to come. We offer a variety of opportunities for you to grow and develop your skills.

## Structured learning

### New Directors

This programme supports new and aspiring directors of Adult Social Services (DASS) to make a successful transition into the role. Designed in partnership with ADASS, the programme supports participants with the increasingly complex and expanding nature of the DASS role and the specific challenges faced by local authorities.

Find out more at [www.skillsforcare.org.uk/NewDirectors](http://www.skillsforcare.org.uk/NewDirectors)

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### Leading Change Improving Care |

This five day interactive development programme explores how to lead and manage change within teams and organisations. There's a strong emphasis on mentoring and coaching and it enables participants to consider their own leadership styles.

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## Practical support

### Becoming a digital social care organisation

This guide and supporting resources includes practical advice from care providers who've introduced digital technology into their organisation covering the first steps in thinking digital, how to scope and get people on board, planning for the change, and implementation.

Find out more at [www.skillsforcare.org.uk/HowDigitalReadyIsYourOrganisation](http://www.skillsforcare.org.uk/HowDigitalReadyIsYourOrganisation)

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## Practical support

### Creating a positive workplace culture toolkit

This toolkit is ideal for improving the culture of your organisation. It explains why workplace culture is important and how it can benefit your business. There are activities that are based on real life scenarios that can be used to help you develop your workplace culture.

Find out more at [www.skillsforcare.org.uk/Culture](http://www.skillsforcare.org.uk/Culture)

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### Person centred and community-based working guide

This guide contains information, ideas and bite-size learning about person centred and community-based working. We've used stories and examples of what providers told us works well and is important for people to live good lives. You can use the resource to develop your workforce and learn new skills.

Find out more at [www.skillsforcare.org.uk/PersonCentredWorking](http://www.skillsforcare.org.uk/PersonCentredWorking)

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### Recruitment support

Our tools and resources can help you recruit and retain people who have the right values for your organisation. We have research into what social care organisations with a turnover of less than 10% are doing to keep their staff and guides on safe and fair recruitment practices.

Find out more at [www.skillsforcare.org.uk/Recruitment](http://www.skillsforcare.org.uk/Recruitment)

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### The care exchange podcast

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## Making connections

### Networks

- **CEO and Nominated Individual networks** - these networks look at how you can improve your services, meet local influencers and hear their perspectives for developments in care. Contact your locality manager to find out more about the networks operating in your area.

**Find out who your locality manager is at [www.skillsforcare.org.uk/Localities](http://www.skillsforcare.org.uk/Localities)**

- **Become a Network Chair** - all our networks are run by service leaders, for service leaders. Be the change in your area, influencing conversations and opportunities for the benefit of all care.

**Find out more at [www.skillsforcare.org.uk/NetworkChairs](http://www.skillsforcare.org.uk/NetworkChairs)**

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**To find out more visit [www.theoutstandingsociety.co.uk](http://www.theoutstandingsociety.co.uk)**

### Mentoring

Mentoring provides a way for mentors and mentees to connect and engage in discussions, supporting self-development. Registered manager members of Skills for Care have access to opportunities to train to become a mentor throughout the year or to request support from a mentor themselves.

**Find out more at [www.skillsforcare.org.uk/Membership](http://www.skillsforcare.org.uk/Membership)**

# Equality, diversity and inclusivity

Well-led organisations understand the importance of equality, diversity and inclusivity in the workplace and the positive impact this brings to the workforce. Workers who are part of an inclusive culture feel valued and empowered, which results in improved retention rates and a positive impact on the quality of care provided to people drawing on care and support.

Leaders and managers have a responsibility to develop, support and lead an equitable, diverse and inclusive workplace but everyone has a part to play. We have a broad range of resources and activities to support you and your team(s) develop key skills and knowledge to lead, manage and work inclusively.

## Structured learning

### Moving Up | £

This programme supports leaders who have the desire and drive to progress in their career, but are facing blockages and resistance preventing them from doing so. It's an empowering programme for leaders and managers from diverse ethnic backgrounds, building confidence, presence and voice while supporting career progression into senior roles.

Find out more at [www.skillsforcare.org.uk/MovingUp](http://www.skillsforcare.org.uk/MovingUp)

### Forefront | £

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Find out more at [www.skillsforcare.org.uk/Forefront](http://www.skillsforcare.org.uk/Forefront)

### Confident with difference

A good leader has a key role to play in creating an inclusive culture in the workplace. This resource supports you to work with your teams to consider how well diversity is embraced within your organisation and how you could improve.

Find out more at [www.skillsforcare.org.uk/ConfidentWithDifference](http://www.skillsforcare.org.uk/ConfidentWithDifference)

## Practical support

### Culturally appropriate care guide

This guide helps anyone involved in the care and support of individuals to have a clearer understanding of culturally appropriate care and what that may mean to individuals they support. This may include care and support staff, health professionals, personal assistants (PAs) and family carers.

Find out more at [www.skillsforcare.org.uk/CulturallyAppropriateCare](http://www.skillsforcare.org.uk/CulturallyAppropriateCare)

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### Social Care Workforce Race Equality Standard (SC-WRES)

This standard is a tool to measure improvements in the workforce with respect to the experiences of black and minority ethnic staff. Organisations who complete it can transparently demonstrate measurable change year-on-year, demonstrating good practice or highlighting areas where staff from black and minority ethnic backgrounds have different experiences and outcomes.

Find out more at [www.skillsforcare.org.uk/SCWRES](http://www.skillsforcare.org.uk/SCWRES)

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### Webinars supporting diversity in the workplace

This series of recorded webinars is relevant for everyone to develop an understanding of issues surrounding racism and discrimination and how workers identifying as black, Asian and ethnic minority can be supported in the workplace.

Key webinars include:

- How to become an anti-racist organisation
- Building alliances to support the black, Asian and ethnic minority workforce.

Find the webinars at [www.skillsforcare.org.uk/EDlwebinars](http://www.skillsforcare.org.uk/EDlwebinars)

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## Practical support

### Creating a positive workplace culture toolkit

This toolkit is ideal for improving the culture of your organisation. It explains why workplace culture is important and how it can benefit your business. There are activities that are based on real life scenarios that can be used to help you develop your workplace culture.

Find out more at [www.skillsforcare.org.uk/Culture](http://www.skillsforcare.org.uk/Culture)

### Culture and diversity blogs and articles

We've published a number of blogs and articles supporting culture and diversity in the workplace including:

- Why we need to strive for equity, not just equality
- Making strategic and sustainable changes to support equality
- Involving people who draw on care and support in recruitment.

Read them at [www.skillsforcare.org.uk/Blogs](http://www.skillsforcare.org.uk/Blogs) - select 'Culture and diversity' in topic areas.

## Making connections

### Race Equity Reference Group

Skills for Care's Race Equality Reference Group (RERG) has been established to support our commitment to championing equity, equality, and diversity. The expertise and knowledge of race equity issues will be drawn upon to support the development of guidance and resources for the sector and will support the development of your own leadership skills.

To find out more email [Leadership@skillsforcare.org.uk](mailto:Leadership@skillsforcare.org.uk)

### Equality, diversity and inclusivity networks

Diversity drives innovation. We're committed to developing and improving social care to be a more inclusive sector. Networks are a great place to share experiences and get inspiration and support from others.

To find out more email [Leadership@skillsforcare.org.uk](mailto:Leadership@skillsforcare.org.uk)

# Leading teams

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Leading great teams and improving performance can be challenging with limited resources and constant change.

[Evidence](#) shows that where teams work well together, there are huge benefits in terms of quality of service, innovation, financial performance, errors, stress and almost every important measure of organisational performance. We also know that achieving this measurable impact on performance requires a focused effort on team development.

As part of the Skills for Care Group, Affina Organisation Development offers tools and learning programmes designed to give teams resource, knowledge and skills to support sustainable high performance. Central to the approach is the [Affina Team Journey](#), an interactive toolkit for leaders to use with their teams, giving a structured, evidence-based experience everyone will value and enjoy.

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## Structured learning

### Affina Team Journey Coach Programme

This tried and tested coach programme supports larger organisations to embed team-based working cost-effectively at scale and pace. Participants learn how to support team leaders in their organisation with all aspects of the Affina Team Journey, developing capacity to support team development in-house.

Find out more at [www.affinaod.com/training/organisation-team-development/](http://www.affinaod.com/training/organisation-team-development/)

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### Affina Team Journey Launchpad

This programme provides direct training, coaching and support for team leaders on the Affina Team Journey. Participants will learn the principles and practice of team-based working and are given individual coaching and support as they lead their teams on a journey to high performance using the Affina Team Journey.

Find out more at [www.affinaod.com/training/organisation-team-development/](http://www.affinaod.com/training/organisation-team-development/)

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## Structured learning

### Compassionate leadership programme

This programme consists of four half-day virtual workshops where participants explore the evidence around compassionate leadership, develop their knowledge and practice in this area, and gain new insights to apply immediately in their workplace.

Find out more at [www.affinaod.com/training/compassionate-leadership/](http://www.affinaod.com/training/compassionate-leadership/)

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## Practical support

### Affina Team Journey

This is an online team assessment and development tool for leaders to use with their teams. It improves performance by giving teams a structured, evidence-based experience they will value. A clear, ten-stage layout enables teams to work through the practical and interactive materials at their own pace, usually in four to six months.

Find out more at [www.affinaod.com/team-tools/affina-team-journey/](http://www.affinaod.com/team-tools/affina-team-journey/)

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# Regulated professional workforce

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Our leadership support for the regulated professional workforce recognises and enhances the leadership capacity and capability of nurses, occupational therapists and social workers right across social care.

It helps to develop systems leadership practice, transformational change and compassionate and inclusive leadership, improving services and outcomes for people who draw on care and support.

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## Structured learning

### **Registered nurse professional leadership development programme**

This programme is specifically tailored to meet the needs of senior registered nurses working in adult social care to increase leadership capabilities and create opportunities for leaders to experience shared learning opportunities and develop new ideas and practices.

It can be commissioned by partnerships, organisations or others and we're able to deliver in your local area in response to local needs.

**Find out more at [www.skillsforcare.org.uk/RegisteredNurse](http://www.skillsforcare.org.uk/RegisteredNurse)**

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### **Principal social worker and principal occupational therapist leadership programme**

This programme enables participants to focus on, develop and evaluate the impact of their leadership within the professional context of their role in social care. It uses a combination of leadership learning and development methods, practically applied through a leadership impact project. It's supported by a peer coaching process using an action learning approach.

**To find out more email [www.skillsforcare.org.uk/OccupationalTherapy](mailto:www.skillsforcare.org.uk/OccupationalTherapy)**

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## Structured learning

### Aspirant occupational therapy leadership programme

This programme supports occupational therapists with three or more years of experience and are practice educators to develop the skills that will enable them to progress into leadership roles. The content includes understanding yourself as a leader, managing and leading complexity and influencing your system.

Find out more at [www.skillsforcare.org.uk/OccupationalTherapy](http://www.skillsforcare.org.uk/OccupationalTherapy)



# Leading in the wider systems

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Social care is considered part of a wider system of care, including health, housing and other services that bring together organisations around the individual. Our resources have been developed specifically to help you to consider how to work across organisational boundaries to deliver seamless high-quality care.

We also offer highly knowledgeable bespoke support to Integrated Care Systems (ICS), local authorities, health and social care providers and are happy to explore your individual needs, both at a national scale and with place-based specialists.

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## Structured learning

### Well-led programme | £

This four-day practical leadership development programme supports leaders to understand their leadership skills and influence their roles and responsibilities within and beyond their organisation.

Find out more at [www.skillsforcare.org.uk/Well-ledProgramme](http://www.skillsforcare.org.uk/Well-ledProgramme)

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### Working with partners module | £

Having a strong network of connections gives you plenty of opportunities to share and receive expertise, ideas and resources. This module is aligned to Standard 5 of the Manager Induction Standards and covers relationships and partnerships and co-production. This module is part of the Introductory eLearning modules for managers suite.

Find out more at [www.skillsforcare.org.uk/IntroductoryModulesForManagers](http://www.skillsforcare.org.uk/IntroductoryModulesForManagers)

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## Practical support

### Introduction to workforce planning and redesign workshop

This workshop introduces the 'analyse-plan-do-review model' of workforce planning, with practical ideas and activities to support learning. It enables providers to effectively workforce plan for their current and future business and workforce needs.

To find out more please email [services@skillsforcare.org.uk](mailto:services@skillsforcare.org.uk)

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### A practical guide for strategic workforce planning, shaping and commissioning

This guide focuses on bringing service commissioners together to 'analyse, plan, do, review' the workforce requirements in your local area, to produce a joint service and workforce strategy, or market and workforce position statement.

Find out more at [www.skillsforcare.org.uk/StrategicWorkforcePlanning](http://www.skillsforcare.org.uk/StrategicWorkforcePlanning)

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### Practical approaches to operational workforce planning

This guide and associated templates support providers of all sizes with a clear way to develop your workforce plan. They will help you to anticipate how your workforce needs to change to meet future demands and as new business opportunities present themselves.

Find out more at [www.skillsforcare.org.uk/WorkforcePlanning](http://www.skillsforcare.org.uk/WorkforcePlanning)

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### Workforce productivity and quality model

This easy-to-use model with self-assessment tools to help you understand more about workforce productivity and the key factors that influence a well-supported and engaged workforce and the positive impact on quality of care. Commissioners and local authority quality assurance leads can use the model to work together with providers to increase productivity and quality with commissioned services and influence workforce planning and market shaping.

Find out more at [www.skillsforcare.org.uk/WorkforceProductivity](http://www.skillsforcare.org.uk/WorkforceProductivity)

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## Practical support

### Person centred and community-based working - strengths based approaches

This resource contains information, ideas and bite-size learning for adult social care employers and their employees to learn about person centred and community-based working. It includes stories and examples of what providers told us works well and is important for people to live good lives.

Find out more at [www.skillsforcare.org.uk/PersonCentredWorking](http://www.skillsforcare.org.uk/PersonCentredWorking)

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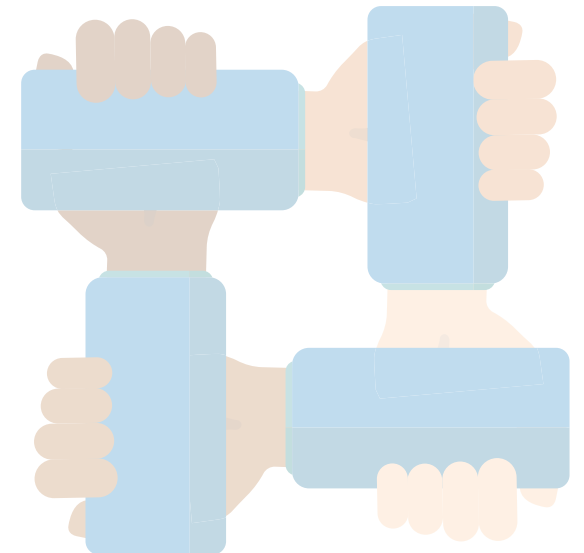
### Good and Outstanding Care (GO) | £

Our Good and Outstanding (GO) range includes interactive online resources, seminars and virtual learning modules to help prepare for CQC inspection.

The 'Engagement, involvement and partnership working' section of the inspection toolkit addresses the benefits of partnership working with the wider community and includes recommendations and practical examples.

Find out more at [www.skillsforcare.org.uk/GO](http://www.skillsforcare.org.uk/GO) *select the Well-led section to access 'Engagement, involvement and partnership working'*

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## Practical support

### Understanding integration

These resources have been designed to support you and your team in understanding what integrated care is, and why it's important.

- **Integration and integrated care systems (ICSs)** - this short presentation for adult social care providers, managers and leaders explains what integrated care is and why it's important and includes links to further information.

**Find out more at [www.skillsforcare.org.uk/IntegrationAndICS](http://www.skillsforcare.org.uk/IntegrationAndICS)**

- **The principles of workforce integration** - this guide will support both commissioners of services and adult social care and health employers working in integrated care systems to consider what is meant by integration.

**Find out more at [www.skillsforcare.org.uk/PrinciplesOfIntegration](http://www.skillsforcare.org.uk/PrinciplesOfIntegration)**

- **Building trust between social care and health organisations** - these top tips help you build effective relationships and refine current ways of working with different organisations in your integrated care system, to improve people's experiences of being admitted and/or discharged from hospital.

**Find out more at [www.skillsforcare.org.uk/BuildingTrust](http://www.skillsforcare.org.uk/BuildingTrust)**

## Making connections

### Locality manager support

Our locality managers can support you, your organisation and your wider network to connect with a range of partners across local health and care systems.

**Find out who your locality manager is at [www.skillsforcare.org.uk/Localities](http://www.skillsforcare.org.uk/Localities)**

# Leading for wellbeing

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Wellbeing at work relates to every aspect of working life, from the working environment to how the workforce feels about themselves. Stress and burn-out are real issues for adult social care staff and workforce wellbeing has never been so important.

Positive leadership that supports the health and wellbeing of the workforce is essential in making sure that people who draw on care and support receive good quality care so they can live as independently as possible.

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## Practical support

### Wellbeing webinar series

- Wellbeing leadership

This webinar focuses on what good looks like with best practice and practical tips, tools and ideas. It covers compassionate leadership and psychological safety, and courageous conversations about wellbeing.

- Wellbeing for managers

This webinar includes practical support and ideas to look after yourself as a manager, to help you look after others. It's never been more important to recognise your own needs and how to maintain your own wellbeing.

- Leading for wellbeing

This webinar focuses on leading for wellbeing with practical support and ideas to help support your teams with wellbeing.

Find the webinars at [www.skillsforcare.org.uk/WellbeingWebinars](http://www.skillsforcare.org.uk/WellbeingWebinars)

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## Practical support

### Wellbeing resource finder

This resource will help you find wellbeing resources that are relevant to the social care sector to support wellbeing in the workplace as well as investing in your own emotional wellbeing.

**Access the resource finder at [www.skillsforcare.org.uk/Wellbeing-Resource-Finder](http://www.skillsforcare.org.uk/Wellbeing-Resource-Finder)**

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### Wellbeing sector stories

On our website we're sharing what others are doing to support their team's wellbeing. You can explore practical tips and ideas about leadership, peer-to-peer support, wellbeing ideas and health and wellbeing support.

**Find the stories at [www.skillsforcare.org.uk/WellbeingStories](http://www.skillsforcare.org.uk/WellbeingStories)**

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### Effective supervision resources

Supervision plays a key role in supporting your workforce. Our practical guides, templates and webinar support you to carry out effective supervisions and have wellbeing conversations.

**Find the supervision resources at [www.skillsforcare.org.uk/Supervision](http://www.skillsforcare.org.uk/Supervision)**

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## Making connections

### Networks

Our networks are a place for managers to come together to support their wellbeing. They offer a safe space to connect with peers, make friends, and support each other's challenges. You can listen to experts and find out what's happening in your area, to ensure that your organisation can make the most of opportunities.

**Find out more about our networks at [www.skillsforcare.org.uk/Networks](http://www.skillsforcare.org.uk/Networks)**

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