New visions for leadership
Supporting the development of leaders and managers in social care
New visions for leadership:  
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Skills for Care helps to create a well-led, skilled and valued adult social care workforce in England. We provide practical tools and support to help you recruit, develop and lead your workforce.

Skills for Care, home of the National Skills Academy for Social Care, has developed a world-class leadership and management development support offer for all those working in care. Created in partnership with leaders and managers from across the social care sector and people who need care and support, it’s for leaders at all levels from floor to board.

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It’s my great pleasure to welcome you to ‘New visions for leadership’ which sets out our support and development offer to leaders and managers at all levels working in social care. It builds on our shared vision of a confident, caring, skilled and well-led workforce that is valued by people who need care and support.

I’ve always believed that a well-led workforce is central to the provision of high quality care and support. Well trained workers guided and supported by effective leaders and managers make a real difference day-in and day-out to the lives of citizens and to the local communities they serve.

That’s why Skills for Care, home of the National Skills Academy for Social Care, is supporting the development of leadership at all levels – from those working on the frontline to those in the most senior leadership roles in the provision of care and support.

In adopting an inclusive definition of leadership reflected in our Leadership Qualities Framework, our support offer to the sector aims to enable the development of leaders and managers, right the way through ‘from floor to board’.

In a period of change in our sector that’s unprecedented in my experience, the role of leaders and managers in social care is as important as ever. With increasing numbers of people needing care and support nationwide, it’s imperative that social care organisations effectively recruit and successfully develop leaders and managers to meet this need.

Growing and nurturing a talent pipeline of those with leadership potential not only means rising to the current challenges of succession planning, it also requires that we’re mindful of the need to create systemic, lasting solutions which support innovative and improved models of care, for the benefit of all receiving it. In this way, our development offer to leaders and managers across the social care sector aims to contribute to the ‘Developing People – Improving Care’ framework for action on improvement and leadership development in NHS-funded services.

This means equipping leaders and managers at all levels to positively embrace service transformation as part of an integrated, whole-system view of person-centred care. Central to this is understanding and anticipating the demands on the social care workforce to support greater service integration and the development of new workforce roles.

Our ‘New visions for leadership’ support and development offer is here to help you make this happen. It’s been solidly informed by the voice of the sector, providing a robust evidence-base on the current and anticipated workforce development priorities and challenges, identified by those working in leadership and management roles on the ground.

Co-designed with employers and involving more than 500 social care leaders and managers from across all areas of England, it details the development programmes and resources available to support you at all stages of your career in social care.

Providing development support for current and future leaders nationwide, it’s designed to develop the confidence, capability and collaborative capacity to move forward together.

Our leadership and management offer enables all participating leaders and managers to learn from each other, with each other and on behalf of the wider care system. It places leadership at the very heart of social care thinking and driving its development, so we can collectively meet the significant opportunities and challenges ahead.

Sharon Allen, OBE
Chief Executive Officer, Skills for Care
Excellent leaders are needed at every level across social care. They ensure high quality, safe, effective and efficient care services. They also help develop a motivated, confident and caring workforce that is both highly skilled and most importantly, valued by all those needing care and support.

We’ve created this shared vision for the future together with over 500 social care leaders and managers at all levels. They identified the key areas of leadership skills and knowledge needed to meet their current and future challenges in the workplace.

Designing…
our shared vision for leadership in social care

Key areas of leadership skills and knowledge

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<th>Personal development for leaders and managers</th>
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<td>▪ Building confidence</td>
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<td>▪ Resilience and stress management</td>
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<td>▪ Coaching and mentoring</td>
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<th>Skills development for leaders and managers</th>
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<td>▪ Managing people and performance</td>
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<th>Knowledge development for leaders and managers</th>
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<td>▪ Understanding leadership</td>
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<td>▪ Systems thinking and leadership</td>
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<td>▪ Understanding policy and political change</td>
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<td>▪ Leading and managing change</td>
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Building on these identified needs we’ve co-created our shared priorities for leadership development in social care.

- Leaders and managers in the sector want to develop and use reflective practice skills.
- Programmes should include opportunities to develop coaching and mentoring skills and the option to be coached and mentored.
- Opportunities to share best practice and learn from the experiences of others via discussion and accounts of practice should be integral to our offer.
- Action learning should be used where possible to assist leaders and managers to solve real problems in the workplace.

Opportunities for blended learning, e-learning and networking online should be provided.

Our offer needs to be tailored to reflect the needs of different areas and roles across the adult social care sector.

Opportunities to network should be identified and offered where possible.

All development for leaders and managers must be transferable back into the workplace.

All our new and refreshed development programmes and resources aim to address these priorities, having been informed by what leaders and managers have told us will positively impact on their performance and practice in the workplace.
Two key elements which run as a development thread throughout our programmes are practice leadership and system leadership. Put simply, this means leaders and managers have opportunities to learn about their leadership in practice day-to-day and to learn from best practice and the practice of others.

There’s been an increasing demand from the sector to better prepare managers to tackle the current integration agenda by developing their capacity and capability as system leaders. In response to this we’ve introduced a systems leadership perspective into all our programmes – from our Graduate Management Programme to our Top Leaders Programme.

“The integration of the Greater Manchester health and social care strategy demands a fundamental re-shaping of how we think about public sector leadership. At its heart is a whole new way of thinking and doing things as we work together as a leadership collective – it requires challenging conversations.” Steven Pleasant MBE, CEO of Tameside Metropolitan Borough Council

We’re also developing leadership learning tools and resources to support managers lead more effectively, within and beyond the boundaries of their own organisation as part of a truly joined-up approach to system integration in care.

“The one thing we are all agreed on is that the current system is broken and unsustainable, so if we aren’t going to do something about it, who will? It’s not going to happen by itself. We have to trust each other across boundaries...be bold and look forward.” Matthew Boulter, GP and Chair of Living Well Penwith

Informed by the co-design process we’ve undertaken with the sector and the priorities for a leadership development strategy identified, the cornerstones of our commitment to supporting leaders and managers in all roles, and at all stages of their career in social care are captured below.

“The one thing we are all agreed on is that the current system is broken and unsustainable, so if we aren’t going to do something about it, who will? It’s not going to happen by itself. We have to trust each other across boundaries...be bold and look forward.” Matthew Boulter, GP and Chair of Living Well Penwith

<table>
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<tr>
<th>The cornerstones of our commitment to leadership development</th>
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<tr>
<td><strong>Coping with complexity</strong></td>
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<td>Developing confident leaders</td>
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<td>Generate an evolutionary, adaptive approach to leadership development across the workforce.</td>
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<td><strong>Collaborative leadership</strong></td>
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<td>Customising and co-designing leadership and management development provision so it’s responsive to the individual needs of leaders and managers and the collective needs of services and communities.</td>
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<td><strong>Securing system change</strong></td>
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<td>Developing skilled leaders</td>
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<td>Model action-oriented approaches to innovation and system leadership in and beyond organisational boundaries.</td>
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<td><strong>System leadership</strong></td>
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<td>Generating new ways of thinking and doing and nurturing ideas champions willing to adopt a whole systems approach to transformation that integrates learning from leadership innovation and practice.</td>
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<td><strong>Creating a culture of care</strong></td>
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<tr>
<td>Developing caring leaders</td>
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<tr>
<td>Utilise a capacity building approach to leadership development activating a continuous culture of improvement.</td>
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<td><strong>Engaging leadership</strong></td>
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<tr>
<td>Building leadership capacity across the social care workforce, increasing inclusivity and embedding recruitment, talent and succession planning strategies to enhance a caring culture underpinned by the values of continuous improvement.</td>
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<td><strong>Sustaining a service focus</strong></td>
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<tr>
<td>Developing valued leaders</td>
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<tr>
<td>Consistently adopt a service-centric approach and collective moral purpose in sustaining success.</td>
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<td><strong>Servant leadership</strong></td>
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<tr>
<td>Linking individual, team and organisational performance to service-centric outcomes. Engaging in horizon scanning to connect research, policy and best practice to inform leadership learning and future thinking in delivering personalised care.</td>
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Aspiring leadership

This programme develops the skills, confidence and capability of next generation of managers to lead organisations and transform their services. In partnership with the NHS Leadership Academy, we have put together a portfolio of leadership and management training programmes. Graduates are eligible for placements across health and social care settings. Focusing on managers developing services for our diverse communities, on completion they'll be ready to step up and establish themselves in their workplace to secure a well-led future.

Lead to Success is designed for aspiring managers, such as senior care workers and team leaders, who want to progress into a management position. It comprises the New Manager Induction Standards and Level 1 Certificate in Management (Lead to Success) and it helps participants develop their leadership and management potential through understanding successful behaviours and practical strategies.

This programme is made up of a series of workshops, access to online tools and a practical handbook. The programme provides up-to-date evidence and examples of best practice and how it can be used. The programme is designed to enable learners to develop leadership and management skills in their workplace. Following the completion of the programme, participants are encouraged to develop leadership skills, advance their service and have a real impact in their workplace to secure well-led futures.

For those who are aspiring managers and are looking to establish themselves in senior leadership roles.

Lead to Succeed is designed to support those aspiring and newly appointed to the role of Director of Adult Social Services (DASS), enabling them to make a successful transition into this role and establish themselves within the organisation.

This development programme is for experienced managers looking to establish themselves in their role at individual, organisational and system levels. The programme focuses on the increasingly complex and expanding nature of the leadership impact project. The programme brings learners together to advance their leadership capability and impact, focusing on the role of personal leadership and associated skills and competencies. It explores how effective leadership, across health, social care and allied sectors, with an emphasis on care commissioning roles and facilitates action to support the integration of services across health, social care and allied sectors.

Healthy Communities Programme

This development programme is for current senior leaders in health and social care roles and wants to establish themselves in community-based roles. The programme brings learners together to advance their leadership capability and impact, focusing on the role of personal leadership and associated skills and competencies. It explores how effective leadership, across health, social care and allied sectors, with an emphasis on care commissioning roles and facilitates action to support the integration of services across health, social care and allied sectors.
Building on our vision of a confident, caring, skilled and well-led workforce that is valued by people who need care and support.
The Leadership Qualities Framework (LQF) describes the values, attitudes and behaviours needed for high quality leadership at all levels across the social care workforce. It aims to support the transformation of adult social care through better leadership.

The LQF is designed for use by everyone in the social care workforce, no matter what the size of their organisation or the nature of their role. The framework adopts an inclusive definition of leadership, embracing leaders at all levels – from frontline workers and those in frontline manager roles to those in operational and strategic leadership roles.

It can be used:
- to support recruitment and selection to leadership and management roles
- by individuals to review and reflect on their performance as a leader
- to review individual, team and organisational development and performance
- to inform the design of staff development and leadership learning programmes.

To help leaders and managers at all levels feel supported in their roles, we’ve created a variety of development support tools.

**Leadership Qualities Framework**

The LQF is designed for use by everyone in the social care workforce, no matter what the size of their organisation or the nature of their role. The framework adopts an inclusive definition of leadership, embracing leaders at all levels – from frontline workers and those in frontline manager roles to those in operational and strategic leadership roles.

**Manager Induction Standards**

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

They can be used in all care settings as a measure of good practice and are a versatile tool for:
- **aspiring managers** – to plan an appropriate development programme, increase their understanding of the expectations of a manager role and increase their potential of securing management positions in the future
- **new managers** – those new to management and those new in post who have previously managed other care services
- **existing managers** – to use as a benchmark of their own practice and potential learning and development needs, especially if their role has changed over the years.

Our supporting ‘Becoming a manager’ workbook enables you to put the MIS into practice. It’s a practical solution to making sure managers know and understand what they need to do.

**Leadership qualifications and Apprenticeships**

All social care organisations need to develop strong leaders and managers to meet the challenges of the growing complexity of the social care sector. The new Level 4 Certificate, Principles in Leadership and Management for Adult Care, addresses this progression need. This qualification maps closely to our revised Manager Induction Standards and aligns with the Level 5 Diploma in Leadership for Health and Social Care.

The level 5 diploma is aimed at managers and senior practitioners and currently has three pathways for those in adult health and social care roles:
- adults’ residential management
- adults’ management
- adults’ advanced practice.

The qualification was developed specifically around care management and takes into account the skills and competences required for those working in positions such as a registered manager. It can be undertaken as either a standalone qualification or as part of a Higher Apprenticeship. The diploma and its Apprenticeship pathway is currently the most popular Higher Apprenticeship framework across any sector.

**Registered manager networks and membership**

Registered manager networks operate across England and provide a forum where registered managers can access peer support and reduce professional isolation. Networks are chaired and led by registered managers and supported by a Skills for Care locality manager.

Membership of our National Skills Academy for Social Care helps registered managers develop their knowledge, keep up-to-date with changes and connect with other registered managers. It aims to maintain and grow the professional status and role of the registered manager.

Members benefit from exclusive access to resources, newsletters and support, plus discounts on our publications and programmes. Find out more about becoming a member at [www.skillsforcare.org.uk/registeredmanagers](http://www.skillsforcare.org.uk/registeredmanagers).
Development tools for leaders and managers

#T1 Values-based recruitment
Our online resources support employers to recruit and retain staff with the right values, behaviours and attitudes to work effectively in adult social care.

#T2 Social Care Commitment
The commitment is a promise made by people who work in social care to give the best care and support they can. It aims to increase confidence in the care sector and raise workforce quality.

#T3 Care Improvement Works
This online tool provides access to guides, learning tools and resources which you can use to improve your service, mapped to the Care Quality Commission’s inspection questions and key lines of enquiry.

#T4 Good and outstanding care
This resource helps regulated providers better understand best practice, based on Care Quality Commission inspection reports and discussions with services rated good and outstanding. Available from April 2017.

#T5 Workforce planning
Our workbook takes you through the workforce planning process using a practical analyse-plan-do-review method. It helps develop a clear picture of your organisation and how to plan for the future.

#T7 People performance management
This practical online toolkit covers all aspects of people performance in the workplace. It provides practical strategies to support you in meeting the challenges of leading and managing performance.

#T6 Culture for care
Our practical online toolkit supports your organisation to develop and sustain a positive and caring workplace culture to improve outcomes for those accessing care services.

#T8 Workplace assessment and supervision
Our guides cover everything you need to know about effective supervision and workplace assessment so you can get the best from everyone in your workforce.

Take a look at the leadership and management section of our website where you’ll find more information on what’s available. www.skillsforcare.org.uk/leadershipandmanagement