

Supporting new registered manager's pilot



Guidance for managers

This guidance will give you an overview of each element of the pilot, so that you know what to expect over the next 12 months, and what is expected of you. Each section describes a different part of the pilot and a timeline of activity is included at the end. At the end of the programme you will receive a certificate of completion. Over the duration of the pilot you will:

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Section 1: Participating in an action learning set

Description: Action learning is a group based activity which uses your learning and experiences, and the learning and experiences of others to solve professional challenges. The group is known as a 'set'. Action learning brings people together to exchange, support and challenge each other, so that each person:

- joins and takes part in a set
- takes on a problem, challenge or opportunity which they wish to solve or progress
- is helped to succeed by a small group of trusted colleagues (the other new managers in your set)
- takes action as a result of the activity and learns from the experience.

Action learning is frequently used in many industries to enhance the support and development of individuals and teams.

What do I need to know?

Your action learning set will:

- involve you and the other new managers in your area who are on the pilot. You will have met all of them at the first face-to-face event (section 3)
- meet at least four times over a six to 12 month period. Sets will not last more than half a day
- be facilitated by an action learning facilitator.

When, where and timings:

We will agree dates with you in early April 2018. That way you and the other new managers in your action learning set can work around your existing commitments.

We anticipate that all sets will take place face-to-face, however it may be possible for one or more of the later sets to be run via telephone or other digital methods depending on logistic needs.

Confidentiality

Action learning sets are safe spaces for people to discuss issues and experiences. Participants are expected to observe the confidentiality of the set. This expectation does not change their individual responsibilities and obligations with regard to safeguarding.

Section 2: Becoming a registered manager member of Skills for Care

Description: Skills for Care is the membership organisation for registered managers in England and membership is a key way for registered managers to develop their knowledge, keep up-to-date and engage with other managers.

As a manager taking part in the pilot you will be given membership of Skills for Care for two years; meaning your membership will continue even after the pilot has finished. In April 2018 we will:

- set-up a membership account for you and send you your login details; this gives you access to member-only resources and content
- provide you with your hardcopy of our 90-page registered manager's handbook. This is our comprehensive 'go to' guide to the registered manager role; it includes practical advice on key operational matters
- provide you with your hardcopy of our 2018 membership renewal resource, which will focus on the [Five Ways to Wellbeing](#) (identified by the New Economics Foundation as: Connect, Be active, Take notice, Keep learning and Give).

What are the benefits to you?

- Hard copies of the registered manager's handbook and our 2018 renewal resource.
- An exclusive monthly newsletter containing 'cut out and keep' updates to add to your handbook.
- Discounts on Skills for Care resources and leadership programmes.
- The opportunity to train to become a mentor.
- Access to electronic resources catalogued online to help you with your role.
- The registered manager's membership logo to use on communication materials.
- Discounted access to HR support.

Further information:

If you have any questions about your membership, please email membership@skillsforcare.org.uk

Section 3: Attending three face-to-face events with Skills for Care

Description: Each face-to-face event gives you opportunities to:

- meet and engage with other new managers
- ask other managers and members of Skills for Care questions
- take part in specific learning and development activities
- reflect on your work and share information with others.

Each session will be developed to blend information giving, practical activities and opportunities for networking.

Your first face-to-face event will include sessions on getting support from other people, writing a personal development plan (PDP), what a webinar is and how to join one, as well as using reflective practice to support your development.

You will be able to talk to your Skills for Care locality manager about what you would like included at the second and third events; ensuring they are tailored to you and the other new managers in your area.

When, where and timings:

- Address: Swaffham
- Wednesday 25 April 2018: 10am - 4pm
- Thursday 20 September 2018: 10am - 4pm
- Thursday 7 March 2019: 10am - 4pm

Further information:

If you would like to suggest a subject, guest speaker or area you would like help with for your second event, please contact your Skills for Care locality manager or employer.engagement@skillsforcare.org.uk

Section 4: Access to seven scheduled webinars on key topics

Description: During the pilot you will have access to seven webinars focused on specific topics. We're asking every manager who participates in the pilot to join at least four of these and we would encourage you to attend them all.

What do I need to know?

- webinars last for between 45 minutes and one hour
- you can join a webinar from your desk, you don't need to leave work
- you need access to a computer and a telephone in an area where you won't be interrupted or where there is background noise
- webinars will be led by your Skills for Care locality manager and will involve the other new managers in your group, who you will have already met
- webinars aren't just about information giving, you will be able to ask and discuss questions as well
- a recorded version of each webinar will be available via your membership pages (see section two) for you to re-visit or catch-up.

What subjects are the webinars on?

Webinars will be on subjects including:

- **Building personal resilience - 10 May 2018**
Covering: what resilience is, why it matters, recognising and coping with stress and techniques to build resilience.
- **Effective supervision - 14 June 2018**
Covering: the four elements of supervision, the impact of supervision and how to run and structure good supervisions.
- **Values based recruitment - 19 July 2018**
Covering: challenges to recruitment, what values based recruitment (VBR) is and how to introduce VBR in your organisation.
- **Making Connections - 18 October 2018**
Covering: why connections are important, types of connection and how to grow your connections / networks.
- **CQC inspection - 15 November 2018**
Covering: CQC regulation, the CQCs approach to inspection and sources of further support and information.

There will also be two other webinars available, based around your feedback or a specific area or speaker you would like to hear from. These will be on 17 January and 14 February, 2019.

Section 4: webinars continued

How do I join a webinar?

We will cover this in full at your first face-to-face event shortly after the pilot starts in April 2018; we know that webinars are new to lots of people. In short:

- you join an on-line meeting from your computer and the facilitator (your Skills for Care locality manager) shares a presentation with you
- you will be able to see their screen and they will take you through the presentation, explaining key points and facilitating the conversation
- everyone looking at the presentation is also dialled into a teleconference, so that you can hear the presentation being given and ask questions.

Practice joining a webinar

- If you haven't joined a webinar before then we are running a series of practice webinars, lasting no more than 10 minutes.
- These will allow you to become familiar with the process of joining a webinar and ensure that your computer system allows you to join.
- The times and dates of these practice runs are:
 - 18 April 2018 – 3pm
 - 26 April 2018 – 3pm
 - 2 May 2018 – 12.30pm
 - 7 May 2018 – 2pm
- To register for one of these practice runs please email employer.engagement@skillsforcare.org.uk with the subject line 'Webinar practice' and we will send you all the information you need to join.

Section 5: Develop reflective practice and a personal development plan (PDP)

Description: Reflection is a key skill for leaders and managers in every setting. Making time to reflect is a way of collecting your thoughts, problem solving and thinking about different ways of doing things. It is often described as making time for the questions:

- what did I want to change / what happened?
- what did I do?
- what worked well and what didn't work so well?
- how else could I have done it?

How can I develop my reflective practice as part of the pilot?

- Every manager on the pilot will be given a reflection log. You don't have to complete this (and we won't ask to see it at any point), but we know that the deliberate act of using a reflection log can help you practice and develop your reflection skills.
- Action learning includes opportunities for structured reflection; by fully engaging in the process you will improve your reflection skills.
- We will include reflective exercises (including an introduction to reflection) in the face-to-face events that you attend with us.

How can I develop a personal development plan (PDP) as part of the pilot?

A personal development plan (PDP) is an action plan detailing your professional goals and how you want to achieve them. Your goals might be specific changes you want to make or areas where you feel you need to improve your confidence or capability.

Before the first face-to-face event we sent you a short gap analysis based on our Manager Induction Standards (MIS) to complete; this will help you think about areas for development you might want to concentrate on during the pilot.

During the first face-to-face event we will run a PDP session, which will provide an opportunity for you to:

- identify how activities within the pilot will help you
- think about any other learning, not included in the pilot, which you might need
- consider what sort of issues, challenges or opportunities you may wish to explore through action learning.

The plan you develop on the pilot isn't intended to replace what you are already using in your organisation. It might supplement it or you might want to build the learning and activities from the pilot into your existing PDP.

Section 6: Attend a registered manager network to learn from more experienced peers

Description: Skills for Care supports local networks for registered managers across England. These networks are chaired by managers and the discussions/agendas are determined by the chairs and the managers who attend.

As well as providing peer support and an opportunity to share good practice, many networks engage with local stakeholders (e.g. CQC inspectors, local safeguarding teams, commissioners, etc.); so as well as being a 'safe space' for managers they're also good engagement points.

What do I need to do?

As part of the pilot you will be expected to:

- find your local network; you could ask your Skills for Care locality manager or use the network directory [here](#)
- attend at least one network meeting; you can go to more than one if you want to – networks meet a minimum of three times a year

Because most networks only meet a minimum of three or four times a year, you should make contact with the chair of your local network during the first three months of the pilot.

When, where and timings: Network meetings are scheduled by the network chair (a registered manager) and the managers who attend that network. Speak to your locality manager or use our [network directory](#) to make contact with a network chair and find out when they are meeting.

Timeline

Below is the timeline for the 12 months of the pilot.

What	April	May	June	July	Aug	Sept	October	Nov	Dec	Jan	Feb	March
Action learning	Four action learning sets with other new managers											
Membership of Skills for Care	Receive login details and hard copy resources	Monthly newsletter; access to discounted resources and products										
Face-to-face events	Face-to-face with other RMs & Sfc					Face-to-face with other RMs & Sfc						Face-to-face with other RMs & Sfc
Webinars		Webinar 1: building resilience	Webinar 2: effective supervision	Webinar 3: values based recruitment			Webinar 4: building connections	Webinar 5: CQC inspection		Webinar 6: bespoke to group	Webinar 7: bespoke to group	
Reflection	Reflection introduced at f-2-f event	Keep reflective log; reflection as part of action learning; reflective activities as part of face-to-face events										
Gap analysis and PDP	Gap analysis & develop PDP					PDP revisited						Gap analysis repeated
Network	Engage with local RM network											

Next steps

Next steps for you: By the end of the pilot you will have participated in a series of activities and initiatives designed to:

- grow your personal resilience, leadership and confidence
- link you into networks of local support
- allow you to develop new skills
- make you feel more informed and at ease with regulations and legal obligations.

In addition, you will belong to a group of new managers, remain a registered manager member of Skills for Care and know your local network for registered managers. This means that at the end of the pilot you will:

- know how you can continue to network and engage with other registered managers
- belong to a group of peers who may wish to stay in touch as you continue to develop and grow in your role
- know how you can continue to engage with Skills for Care
- have developed your knowledge, skills and confidence and understand how you can continue to do this through opportunities for further continued professional development (CPD) and reflective practice.

Next steps for the pilot: You are taking place in the first pilot of a model of support for new registered managers. As well as making sure you get as much from the pilot as you can, Skills for Care will use your feedback to develop this model. Our ambition is to ensure that the support you receive as part of the pilot is available to more registered managers in the future.

We think it is important that as well as making resources and best practice available, we help managers to use these. We also believe that through activities like action learning, we can support more managers to develop positive approaches to reflective practice. You can help us do this by participating in evaluation activities and also sharing your feedback, good and bad, with us.