

A black and white photograph of a woman with short dark hair, smiling warmly. She is wearing a dark top and a necklace. The background is a blurred office setting with papers pinned to a wall.

Recommendations for CQC-regulated providers

How Skills for Care supports CQC-regulated,
adult social care services

Updated 2021

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Introduction

If you want to deliver ‘good’ and ‘outstanding’ care, and meet Care Quality Commission (CQC) standards, your service needs to have safe and competent staff, including leaders and managers.

Skills for Care helps adult social care employers to get the best from their most valuable resource - their people.

This guide outlines our practical support, including free guides, events and funding opportunities, to help **leaders** and **managers** to **recruit**, **develop** and **lead** their staff, retaining them from entry level right through to senior roles.

It also explains how we can help you to prepare for CQC inspection and improve your service.

If you’re managing a **new regulated service**, we recommend that you read each section to find out how we can support you.

If you’re managing an **established service** that’s already familiar with Skills for Care, you can skip to the sections that are relevant for you.

If you’re managing a **service that’s not registered with CQC**, this guide might still be useful as a benchmark of good practice.

Click on the next page to find out how Skills for Care can help.

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Opening a new care organisation



If you want to set up a new care providing organisation you must contact CQC to see if it needs to be registered. If it does, you need to complete a registration process with them. Find out more on their website at: www.cqc.org.uk.

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

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

- plan the staff that your service needs
- know how to attract, recruit and induct new staff
- support staff, including planning and delivering the appropriate learning and development.

Visit:

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

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Supporting managers



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.

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The role of registered managers

CQC requires all regulated services to have a registered manager that's responsible for ensuring it meets CQC standards.

If your service recruits a **new** registered manager, they'll need to apply to CQC.

If your service **changes** registered managers, the outgoing manager needs to notify CQC in writing, and the incoming manager needs to apply to CQC.

The application can take up to 12 weeks and includes an application form, an interview and references.

Your service must comply with CQC 'Regulation 7: requirements relating to registered managers' which states that providers will have a registered manager that is of good character and is competent to do the role.

Ultimately CQC approves who becomes a registered manager, but there are some examples of good practice that might support an application.

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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.

Skills for Care does not deliver any training directly but 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.

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Level 5 Diploma in Leadership and Management for Adult Care

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

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

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

Find out more about the qualification at:
www.skillsforcare.org/RQF.

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

www.skillsforcare.org/findaprovider.

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

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

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Resources to help

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

Manager Induction Standards



Care manager starter pack



**Developing new managers and
deputies**



Leadership programmes



Registered Manager Membership



**People Performance Management
Toolkit**



Culture for care toolkit



**Adult Social Care Workforce Data
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Support for nominated individuals



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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.

‘Becoming a manager’ workbook

Managers can complete this workbook to learn more about the Manager Induction Standards and evidence how they meet them.

eLearning

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

Download the standards and access the workbook and eLearning at:

www.skillsforcare.org.uk/MIS.

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Care manager starter pack

This pack brings together some of our most popular resources to support managers.

It's aimed at new and aspiring managers within existing care services, or to support those in the process of setting up a new care service.

Managers can use the learning and templates in the guides to develop their skills and knowledge, and improve their practice.

It includes a copy of our:

- 'Becoming a manager' workbook
- 'Good and outstanding care' guide
- 'Effective supervision in adult social care' guide
- 'Time to manage' guide

You can purchase a copy of the pack from our Bookshop for £95.

Visit: www.skillsforcare.org.uk/bookshop.

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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: www.skillsforcare.org.uk/succession.

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Leadership programmes

Our leadership programmes support managers at all levels to develop their skills and knowledge.

Lead to succeed

This programme is for aspiring and new managers and deputies.

The programme covers topics such as successful behaviours for leaders and managers, developing a positive culture, effective supervision, leading and managing change, and the inspection process.

Find out more at:

www.skillsforcare.org.uk/LeadToSucceed.

Well-led

This programme is for registered and operational managers.

Delegates will learn what managers of well-led services do to achieve this standard and how to apply this learning in their own service.

The programme includes practical workshops around knowing yourself, leading a successful service, leading high performing teams and leading beyond the boundaries of your service.

Find out more at:

www.skillsforcare.org.uk/Well-Led.

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Registered Manager Membership

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

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

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

- 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:

www.skillsforcare.org.uk/membership.

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Registered Manager Webinars

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

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

www.skillsforcare.org.uk/webinars.

The Care Exchange podcast

This podcast series includes interviews with frontline managers from different types of services.

Each podcast shares insight, recommendations and good practice into the role of the frontline manager. A great source of inspiration for other managers.

www.skillsforcare.org.uk/careexchange.

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People performance management toolkit

Monitoring and managing performance ensures that staff work in line with the required standards.

This toolkit is for managers and shares good practice and guidance around managing staff performance, to help you to develop staff, enhance their performance and address issues before they become a problem.

It also has examples of scenarios, such as what to do if someone's performance is slipping or if they're on extended leave.

The sections include:

- where should I start
- reviewing staff performance
- managing different types of performance
- conversations about performance
- scenarios.

Download the toolkit at:

www.skillsforcare.org.uk/PPMT.

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Culture for care toolkit

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

Our 'Culture for care' toolkit is for managers and explains what a workplace culture is and how you can develop a positive culture in your organisation.

It explains the key elements of a workplace culture and has activities to help you think about how you can build a positive culture in your service.

Access the toolkit at:

www.skillsforcare.org.uk/culture.



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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.

This can help you to identify how your service is performing now and what you need to improve.

Find out more and register for an account at:
www.skillsforcare.org.uk/ASCWDS.

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Support for nominated individuals

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

It's important that they have the right values, skills and knowledge to do their role.

We've grouped our resources that are relevant to nominated individuals on our website at: www.skillsforcare.org.uk/nominatedindividuals



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Recruiting staff



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.

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Click on the arrows below to access free guides, tools and resources to help with recruitment.

Planning your recruitment



Recruiting the right people



Guide to safe staffing



**Safe and fair recruitment: a guide to employing
people with convictions in social care**



A Question of Care profiling tool



I Care...Ambassadors



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Planning your recruitment

By carefully planning your recruitment process, you can keep your turnover rate low.

We have produced a range of resources to help, including how to cost your recruitment costs so you know the financial impact.

Recruiting for values

We have produced films, guidance and downloads to help you recruit people with the right values into your service.

Workforce Planning

A good workforce plan will ensure that your service has the right people to meet the changing needs and future opportunities for your business.

Our 'Practical approaches to workforce planning' guide helps you to develop a workforce.

Succession Planning

Protect the service from turnover of your managers and leaders. Following practical succession planning tips.

www.skillsforcare.org.uk/Planning.

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Recruiting the right people

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

Our website includes practical resources, tools and films to help you to target the best people to join your service.

Attracting people

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

Application process

Discover how profiling tools, assessment activities and involving people who need care and support can strengthen your recruitment.

Selecting candidates

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

www.skillsforcare.org.uk/Recruit.

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Guide to safe staffing

Our 'Guide to safe staffing' explains what CQC will inspect around safe staffing and will help you to decide and maintain safe staffing levels, embed safe recruitment practices and ensure that staff are safe and competent, to ensure that your service meets CQC standards.

The guide also includes tips about deciding how many staff you need, contingency planning for short term staff shortages, doing the right recruitment checks and using bank and agency staff.

Download your free copy at:

www.skillsforcare.org.uk/safestaffing.



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Safe and fair recruitment guide

Taking an open approach to your recruitment can help you to recruit from a wider talent pool and attract a diverse range of candidates for your roles.

This guide can help you to safely recruit people with criminal convictions and access a large group of potential workers.

Our 'Safe and fair recruitment' guide covers different topics, such as criminal record checks and barriers to employment, to help your service implement safe and fair recruitment policies and procedures.

It includes checklists and scenarios to assess your services' current recruitment process and identify what to improve.

Download the guide at:

www.skillsforcare.org.uk/FairRecruitment.



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A Question of Care profiling tool

Using a profiling tool can help you to find new recruits with the right values.

This online, interactive quiz uses scenario-based videos and questions to assess people's values. At the end, it provides a detailed personal profile that tells people whether they have what it takes to work in social care.

You could ask candidates to complete the challenge as part of the application process or wider assessment.

Access the tool at:

www.aquestionofcare.org.uk.

Read our guidance about how you can use the tool and see a sample profile at:

www.skillsforcare.org.uk/QofCare.

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I Care...Ambassadors

I Care...Ambassadors visit schools, colleges and Jobcentres to run a range of careers activities, such as talks, information stands and work experience, to tell people what it's like to work in care.

Joining the initiative can really help your service to boost its' business profile, attract new staff and motivate your workforce.

As an employer, you can sign up and nominate your staff to become ambassadors.

This will not only help you to recruit new staff to the sector, but retain existing workers too.

Find out more at:

www.skillsforcare.org.uk/ica.



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Developing staff



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:

- provide a thorough induction for new staff, that meets the Care Certificate standards
- plan and deliver ongoing learning and development
- find high quality, endorsed learning providers
- access funding to pay for qualifications and learning programmes.

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

Induction and Care Certificate



Guide to learning and development



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Induction

Induction gives new staff the opportunity to learn about your organisation and the standards that you expect from them. This ensures that they're safe and competent to work with people who need care and support.

CQC expects regulated providers to provide an induction that covers the Care Certificate standards as a minimum, for those joining the adult social care sector.

An effective induction might also include learning about your organisation and its values, core skills and best practice.

You should tailor inductions to people's previous experience – for example experienced workers might only need a light induction, so you might refresh, but not duplicate, previous training and knowledge.

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Care Certificate

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

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

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

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

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

Whilst the Care Certificate process is relevant to all joining the sector for the first time, we have produced some guides on our website that helps specific service types (e.g. dementia care, mental health etc.).

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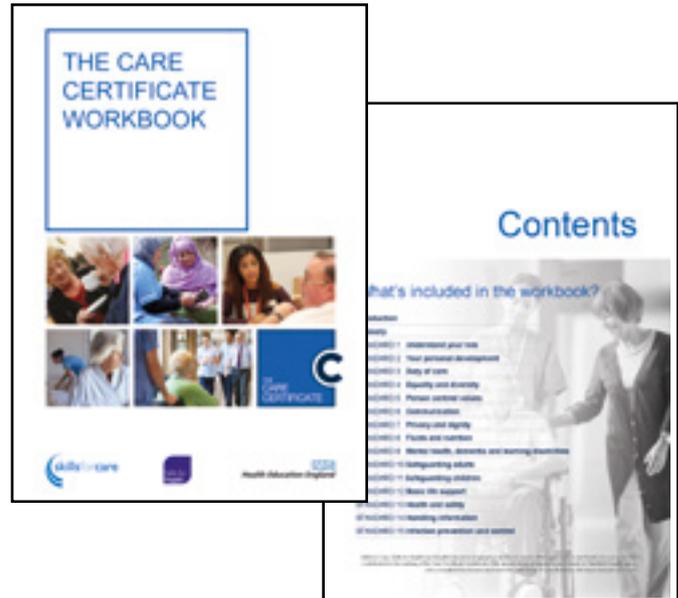
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Care Certificate workbook

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

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

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



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Guide to developing your staff

Ongoing learning and development ensures that staff are confident and competent to do their job well, and keep up-to-date with the latest legislation and best practice.

People learn in different ways and you should provide a range of appropriate learning for your workforce.

Our 'Guide to developing your staff' will help you to plan, deliver and evaluate the learning and development that you provide for your staff.

We've identified four simple steps to create a learning plan for your service including templates to use in the planning process, different ways that you can develop staff and how to evaluate the learning.

View the guide at:

www.skillsforcare.org.uk/developingstaff.

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Qualifications

Regulated providers are responsible for ensuring that staff have the right skills and knowledge to deliver a safe, effective, responsive, well-led and caring service, and qualifications are a good way of doing this.

Qualifications play an important role in learning and development and there are a wide variety available within adult social care, from diplomas to a range of smaller awards and certificates which are more focused on specific topics.

Diplomas are larger qualifications and enable learners to develop the skills, knowledge and behaviours required to become competent staff. They have optional units allowing the learner to develop in areas of interest or the organisations' priorities.

Awards and certificates are shorter in length and focus on a particular area of specialism. They enable staff to continue their professional development through qualifications.

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Diplomas in health and social care

We've developed adult social care qualification specifications in partnership with employers and awarding organisations, to ensure that they meet the needs of people who need care and support.

Level 2 Diploma in Care (RQF)

The level 2 diploma is for care assistants, key workers, healthcare assistants and support workers.

Level 3 Diploma in Adult Care (RQF)

The level 3 diploma is for more experienced staff who have added responsibilities and offers them the chance to plan, carry out and evaluate activities.

This qualification is often used to develop new senior care workers, supervisors and internal trainers.

Level 4 Diploma in Adult Care (RQF)

This diploma is for workers who have responsibility for assessing performance and the quality of care delivered.

It'll help them to develop further specialist skills and knowledge in their area of responsibility, which enables them to lead in areas such as assessment or enablement.

Find out more about RQF qualifications at:
www.skillsforcare.org.uk/qualifications.

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Apprenticeships

Apprenticeships are government-funded, work-based training programmes and can be completed by new or current workers.

They involve on and off-the-job training to help workers to develop job specific skills, get experience and complete qualifications.

There are four apprenticeships specifically for adult social care.

- Adult Care Worker (level 2)
- Lead Adult Care Worker (level 3)
- Lead Practitioner in Adult Care (level 4)
- Leader in Adult Care (level 5)

Find more guidance and advice about how apprenticeships work and funding at:
www.skillsforcare.org.uk/apprenticeships.

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Workforce Development Fund

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

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

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

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



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Core skills

Adult social care staff need English, number, digital and employability skills, including team work and problem-solving skills. These are collectively known as ‘core skills’.

Core skills ensure that staff can complete everyday tasks such as communicating with the individuals they support, counting medication, using a computer and writing a care plan.

Different roles will require a different level of skill, and it’s an employer’s responsibility to ensure that staff have the right core skills.

Learning activities

Our learning activities will help you to check that your staff have the right core skills to work safely and meet quality standards.

They’re aimed at front line care staff and can be used in recruitment, induction, supervision and ongoing learning and development.

Download them from:

www.skillsforcare.org.uk/coreskills.

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Supervision

Effective supervision can help you to support, empower and motivate staff so that they perform well at work.

It can also help you to check that they understand their role and have the right skills and knowledge to do it, and gives you the opportunity to discuss their performance.

Our 'Effective supervision guide' has practical advice to help you deliver supervisions and explains:

- what supervision is and its' benefits
- what skills supervisors need and how to develop them
- different supervision approaches
- supervision in induction.

Find out more at:

www.skillsforcare.org.uk/supervision.

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Wellbeing resources

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.

www.skillsforcare.org.uk/wellbeing.

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Preparing for inspection



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

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

- know what CQC inspectors will look at during an inspection
- understand what characteristics set apart CQC ratings
- gather and share the right evidence for inspection.



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Delivering good and outstanding care



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

A 'good' and 'outstanding' rating indicates that a service meets these standards.

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

- understand the key characteristics that differentiate CQC ratings
- learn from 'good' and 'outstanding' rated providers about what sets them apart
- know what to avoid.

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'Good and outstanding care' guide

Our 'Good and outstanding care' guide shows the key characteristics that differentiate CQC ratings and shares recommendations and best practice under each area of inspection.

You can use the guide to benchmark what your service is doing now and decide what to improve.

You can also buy the workbook edition, with activities and self-assessment checklists to assess your services' current performance and identify areas for improvement.

Download the guide at:
www.skillsforcare.org.uk/GO.



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Improving your service



At the beginning of 2021, 15% of regulated adult social care services in England were delivering care that didn't meet CQC standards - this puts the people you support, your staff and your organisation at risk.

If you fail to act when quality begins to drop, you're more likely to need costly interventions to turn your service around.

If your service is already achieving the CQC standards, making continuous improvements is a key part of achieving a 'good' or 'outstanding' rating.

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

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

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Guide to improvement

Our 'Guide to improvement' explains how to identify, plan and implement improvements across your service to ensure it delivers high quality care and support and meets CQC standards.

The guide is for anyone involved in driving improvement in CQC regulated adult social care services, including directors, registered managers, nominated individuals and quality assurance leads.

It includes checklists and examples to help you to identify what your service needs to improve, and develop an action plan to implement the required changes.

Download the guide at:
[www.skillsforcare.org.uk/
GuideToImprovement](http://www.skillsforcare.org.uk/GuideToImprovement).

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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.

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Local networks for managers

These local networks bring together registered managers to offer peer support.

They're run by registered managers so the topics are always relevant to those attending, and give you the opportunity to share best practice and get advice from other registered managers, regulators and commissioners.

There are around 150 networks across England. There are also a growing number of Deputy Manager networks available too.

Find your local network at:

www.skillsforcare.org.uk/networks.



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Facebook Group for Social Care Managers

Connect with thousands of other frontline managers across the country via our Facebook Group.

Access free peer support and share your own insight and good practice with other managers. Access templates used by other services and build your own network of national connections.

www.skillsforcare.org.uk/facebook.

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Keep informed

Enews

Our fortnightly enews is a great way to keep up to date with the work of Skills for Care. Sign up at: www.skillsforcare.org.uk/enews.

Care magazine

We send out our Care magazine three times a year which contains a message from our CEO, current Skills for Care news and features from across the sector.

Sign up to receive your copy at:
www.skillsforcare.org.uk/caremagazine.

In your area

We have area teams across England that can signpost you to relevant information, tools, events and the availability of funding for learning and development.

Find your Skills for Care locality manager at:
www.skillsforcare.org.uk/inyourarea.

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www.skillsforcare.org.uk/CQC.

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