Recommendations for CQC providers guide

Workforce development to help deliver safe, effective, caring, responsive and well-led services.

Winter 2019
Introduction

This guide explains what the CQC expects to see around your managers and leaders, recruitment and retention, induction and ongoing learning and development. It highlights Skills for Care’s products and resources that can help. It’s split up into four sections:

Leadership and management  Recruitment and retention  Learning and development  Improvement and innovation

It’s aimed at all types of regulated providers, including residential care, nursing and supported living services.

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

- If you’re an established service who’s familiar with Skills for Care, you can skip to the sections relevant to you.

- If you’re not registered with the CQC, this guide might still be useful as a benchmark of good practice.

You might also be interested in...

You might also be interested in our ‘Good and outstanding care’ guide.

It goes into more detail about the CQC inspection process and draws on tips from providers already rated good and outstanding. It shows the key characteristics that differentiate CQC ratings and shares recommendations and best practice under each key line of enquiry.

Download your copy at www.skillsforcare.org.uk/GO.
A warm welcome

As the CEO of Skills for Care I’m pleased to see that the CQC’s approach to regulation and fundamental standards of quality and safety, puts the experience of the person accessing care and support at the heart of the inspection.

By checking that services are safe, effective, caring, responsive and well-led, the CQC recognises the vital role that the social care workforce plays in providing care and support that’s safe and of high quality.

Every year Skills for Care is contacted by thousands of providers asking how they can ensure that their workforce has the skills, values and competencies to ensure they meet the CQC regulations. In response, we developed this guide to support employers to do this, and showcase the resources we have to help.

As the sector changes we believe that the providers best-placed to meet them will be those that are well-led, recruit people with the right values, deliver high quality induction programmes, continue to develop their workforce and are committed to continually improving their service. These providers can set themselves apart through the CQC rating system, which can help you to attract new commissions, talent and customers.

Sharon Allen
CEO, Skills for Care
Foreword

Andrea Sutcliffe
Chief Inspector of Adult Social Care, Care Quality Commission

CQC is the independent regulator of health and adult social care in England. We make sure health and social care services provide people with safe, effective, compassionate, high-quality care and we encourage them to improve. We do this by monitoring, inspecting and regulating services to make sure they meet fundamental standards of quality and safety and we publish what we find, including performance ratings to help people choose care.

We know that there are many services where excellent care is provided by dedicated and committed staff who are passionate about making a difference for the people they support. Sadly this isn’t always the case and there are some services where standards are low, people aren’t treated with dignity and respect, their personal choice and control are compromised and their care is badly organised. That is a situation which we can’t allow to continue.

We always have to remember that the needs of people using the service, their carers and families are absolutely central to what we do. That is why I ask whether services meet the ‘Mum Test’?

The ‘Mum Test’ asks; “Is this service good enough for my mum or anyone I love to use?” If it is, that’s great and we’ll celebrate it by awarding a rating of good or outstanding. If it’s not, we’ll rate the service as requiring improvement or inadequate. Our Key lines of enquiries and ratings characteristics will guide inspectors to make these judgments in a consistent and reliable way.

We’ve worked with people who use social care services, carers, providers, commissioners and other organisations across the sector, including Skills for Care, to transform and improve how we carry out our role. We’ve published handbooks which set out how we’ll monitor, inspect and regulate adult social care services and the fundamental standards.

As the chief inspector for adult social care, I recognise how important the workforce is to ensuring people experience care that’s safe, effective, caring, responsive to their needs and well-led. The people who work in this vital sector, including registered managers, are our greatest asset and must be supported and developed to do the best job they can. People come into this line of work because they care and want to make a difference. Providers need to recruit and support their workforce to achieve this.

I welcome this guide from Skills for Care, which I hope will help providers identify, and make use of, the wealth of materials and resources available for them to meet the standards expected and to drive improvements.

We all want the same outcome – a well-supported, skilled and competent workforce, who feel valued for the important work they do, and are empowered to provide high quality, compassionate care people using services have every right to expect. That way, we can make the ‘Mum Test’ real.
Contents

The guide's split up into four sections. Click on the headings below to go to each section.

1. Leadership and management

This section explains how we can help you to:
■ recruit the right registered managers
■ develop your managers through the Manager Induction Standards, nationally recognised qualifications and leadership programmes
■ build local peer to peer support networks.

2. Recruitment and retention

This section explains how we can help you to:
■ plan your workforce to deliver the right services
■ attract and recruit workers with the right values
■ retain workers.

3. Learning and development

This section explains how we can help you to:
■ deliver a thorough induction for new workers
■ develop your staff through qualifications and training
■ find high quality learning providers
■ apply for funding to pay for learning and development.

4. Improvement and innovation

This section explains how we can help you to:
■ learn from innovative ways of working across the sector
■ use your NMDS-SC account to position your service and compare it with others
■ access training materials to develop your service
■ celebrate success in your organisation.
1. Leadership and management

High quality care and support requires great leadership and management, and the CQC expects all adult social care providers to demonstrate that they’re well-led. Therefore it’s important that you have confident and capable directors, registered managers and nominated individuals who ensure your service meets the required standards – they set the right culture and approach, and should lead by example.

Our latest ‘Size and structure of the adult social care sector’ report suggests that almost 50% of registered managers will reach retirement age in the next 15 years, so it’s also important that you develop emerging talent to develop future managers.

How can Skills for Care help?
Skills for Care has resources to help you recruit the right managers, develop them and build local support networks. Click on the links below to find out more.

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Recruit or change registered managers

In CQC regulated services, the registered manager is legally responsible and accountable for meeting the CQC’s ‘Fundamental standards for quality and safety’. Therefore they need the right values, skills, qualifications and experience to do their role well.

If someone wants to become a registered manager they need to apply with the CQC. Before you submit an application, read the ‘Regulation 7: requirements relating to registered managers (and associated guidance)’. The application can take up to 12 weeks and includes an application review, an interview and references.

If you want to change your registered manager, the outgoing manager needs to notify the CQC in writing that they’ll no longer be in that position. The incoming manager will need to apply to the CQC to become a registered manager.

Ultimately the CQC approve who becomes a registered manager but there are some examples of good practice that might support their application. For example they might consider the impact on outcomes for people who access care and support, their experience, qualifications and additional training.

We recommend that registered managers (or aspiring managers) work towards the Level 5 Diploma in Leadership and Management for Adult Care. The 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 qualifications and registration
- degree or masters degree related to social care.
Registered manager membership
This membership gives registered managers access to exclusive resources and support to help them in their role, including:
- a welcome pack with a membership certificate
- a copy of our ‘Registered managers’ handbook’
- an exclusive member’s newsletter with monthly ‘cut out and keep’ updates to add to your handbook
- the opportunity to receive mentoring or become a mentor
- access to over 100 electronic resources
- access to our LinkedIn forum and Facebook group to share best practice and ask advice from other registered managers
- the registered manager member logo to use on your advertising materials
- an online toolkit to compare your leadership against the ‘Leadership Qualities Framework’
- discounts on leadership development programmes
- discounted access to HR support
- free and exclusive resource when you renew annually.

It costs just £35 a year. Find out more and join now at www.skillsforcare.org.uk/membership.

Registered manager networks
These local networks bring together registered managers to offer peer support and reduce isolation. 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 already 150 networks across England and this is increasing. Find your local network at www.skillsforcare.org.uk/networks or contact your Skills for Care locality manager at www.skillsforcare.org.uk/inyourarea.
Develop your managers
From induction to ongoing learning, we can help your managers develop at every stage of their career.

Manager Induction Standards
The Manager Induction Standards set out what new managers need to know and understand, and we recommend they form part of their induction. You could also use them with aspiring managers to plan a development programme or with existing managers to benchmark their practice and identify any learning and development needs.

CQC regulations expect managers to support learning and innovation, and promote an open and fair culture. The standards cover these areas.

1. Leadership and management
2. Governance and regulatory processes
3. Communication
4. Relationships and partnership working
5. Person-centred practice for positive outcomes
6. Professional development, supervision and performance management
7. Resources
8. Safeguarding, protection and risk
9. Manage self
10. Decision making
11. Entrepreneurial skills and innovation

You can download the standards from www.skillsforcare.org.uk/MIS.

You can also purchase our ‘Becoming a manager workbook’ which enables you to evidence learning that can contribute towards the Level 4 Certificate in Principles in Leadership and Management in Adult Care. It costs £75 and you can buy it from our online bookshop at www.skillsforcare.org.uk/bookshop.

You can get ‘Becoming a manager’ as part of our ‘Care manager starter pack’ which also includes a printed copy of our ‘Good and outstanding care’ guide, ‘Effective supervision’ guide and ‘Effective workplace assessment’ guide. This pack is a great place to start for any manager. You can purchase them all for just £95 from our bookshop at www.skillsforcare.org.uk/bookshop.
Leadership Qualities Framework

The Leadership Qualities Framework (LQF) describes the attitudes and behaviours that managers need to deliver effective leadership in adult social care.

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

You can download the LQF at www.skillsforcare.org.uk/LQF.

It focuses on:

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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 was developed specifically around care management and takes into account the skills and competencies for those working in positions such as registered managers.

People need to work in an appropriate role in a health or adult social care setting to complete it because it includes workplace assessments of competencies. You could also use it to develop supervisors and team leaders as part of your succession planning.

Here’s some useful information about the qualification.

- You can do the qualification alone or as part of a higher apprenticeship.
- We recommend you allow at least one year to complete it.
- It includes some mandatory units and other optional units.
- There are no specific entry requirements but some learning providers might only offer it to qualified workers, for example who already have a Level 3 Diploma in Health and Social Care.

You can find high quality learning providers who deliver this qualification on our list of endorsed providers. We also have advice to help you choose an appropriate learning provider at www.skillsforcare.org.uk/findaprovider.

You could claim back some of the costs of this qualification through the Workforce Development Fund. Find out if you’re eligible to apply at www.skillsforcare.org.uk/WDF.
Leadership programmes
We’ve developed programmes for people at all levels, from managers to directors, who want to develop their leadership skills. You can read more about the leadership programmes in this section or visit our website at [www.skillsforcare.org.uk/leadershipprogrammes](http://www.skillsforcare.org.uk/leadershipprogrammes).

Graduate Management Programme
As an adult social care provider you can host a graduate and support them to do this training programme. It’s run with the NHS Leadership Academy and graduates work and study across social care and health.

It can help you find graduates with strong leadership skills and a passion for the sector, who can innovate, create change and drive forward initiatives or projects in your organisation. They’ll bring:

- enthusiasm, new thinking and intellect
- access to training for a designated placement supervisor in your organisation
- an opportunity to contribute to the leadership and management of our sector.

We use a values-based recruitment process which selects the very best candidates, and match them with organisations where they can really make a difference.

Here’s some feedback from a previous host.

“Our trainee took a pivotal role in creating a new health project and the support they received from Skills for Care was invaluable throughout their time here. We have seen our graduate grow in confidence over the year. She preferred a role in learning and development within social care. We were able to give her experience and projects that fitted with her aspirations and as a result she blossomed.”

Find out more about hosting a graduate at [www.skillsforcare.org.uk/hostagrad](http://www.skillsforcare.org.uk/hostagrad).
Moving Up
This programme is for leaders who already have experience managing services and who want to progress into more senior positions, for example service managers, registered managers, heads of service and operational managers.

The programme takes an innovative approach to learning and is delivered through development days (some residential), action learning sets, group coaching and mentoring. It consists of seven day sessions run over five months.

Delegates will:
- develop leadership potential
- extend their capability to lead in a complex and changing environment
- increase their confidence and leadership knowledge
- understand systems thinking and leadership in their role
- develop networks of support.

Here’s some feedback from a previous delegate.

“I found that the Moving Up programme really focused and helped me to prioritise and recognise my skills and what I need to do to become a more effective leader.

The facilitators are excellent at helping me recognise and look at my weaknesses.

“They guided and supported me to identify what I needed to do to raise these areas of my work to a higher standard.

“I also found my fellow delegates a great support throughout the course, to the extent that we stay in contact and still help each other with advice. I would highly recommend this course without any hesitation.”

Find out more at www.skillsforcare.org.uk/moving-up.
Well-led

This programme is for registered managers to learn more about approaches to delivering a well-led service.

Delegates will:
■ develop their leadership skills
■ learn new leadership styles and behaviours
■ strengthen their ability to work with others
■ learn practical solutions to improve the quality of care.

The programme is for four days over a three month period.

The four days cover:
■ know yourself
■ lead a successful service
■ team leadership
■ leading change.

Here’s some feedback from a previous delegate.

Learning from other managers and the facilitators was a great place to reflect on my plans for my service, make changes to my approach and forge new plans.

“If you think you cannot spare four days over three months because of the tasks on your desk, then your service needs you to go. The course is relevant to both new and experienced managers.”

Find out more at [www.skillsforcare.org.uk/well-led](http://www.skillsforcare.org.uk/well-led).
Top Leaders

This programme is for people in senior leadership roles in adult social care providers or commissioners. It helps senior leaders understand challenges in their role, form strong support networks and explore the future direction of the adult social care sector. The programme is four learning events, each of which are two days.

Here’s some feedback from a previous delegate.

“Top Leaders was one of the most personally challenging courses I have undertaken and the most productive in terms of what I learnt about myself and my approach to my work in health and social care. I returned back to my business enthused, encouraged and positively changed by the whole experience.”

Find out more at www.skillsforcare.org.uk/top-leaders.

Leadership for empowered and healthy communities

This programme is for senior leaders and clinicians across social care and health who want to be part of a movement for change. It explores the challenges and opportunities of a community-based approach to leadership.

Delegates will learn how to grow and nurture capacity in local communities to improve health and wellbeing, and ensure better outcomes for people who access care and support. They’ll be encouraged to think about the value of their community’s role in the sector and the role of public service leadership in shaping the communities that citizens want and need.

The programme is a series of one day workshops, action learning sets, one to one leadership coaching sessions, a Myers-Briggs (MBTI) analysis of personality style and a 360 degree feedback diagnostic.

Find out more at www.skillsforcare.org.uk/empoweredcommunities.
Support for nominated individuals
Most regulated providers have a nominated individual (sometimes called a responsible individual) who represents them with the 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.

If the nominated individual is working alongside a registered manager, they don’t need to have a care specific qualification (although this might be helpful).

Our ‘Recommendations for new, aspiring and existing nominated individuals’ explain more about their role and what they need to know, and we have practical resources to help them with this. You can download them at www.skillsforcare.org.uk/nominatedindividuals.

Support for directors
There are regulations in the CQC’s fundamental standards that directors of adult social care services need to comply with. You can read them at Regulation 5: fit and proper persons: directors (and associated guidance).

Regulated providers are responsible for appointing a director who’s fit for the job, and the CQC inspection will check and monitor the extent to which they do this. For example they might look at whether the service has appropriate recruitment and performance management processes in place.

As well as adult social care qualifications and other training, new directors could attend our ‘New Directors’ development programme.
Resources to support your managers

**People performance management toolkit**
All managers are responsible for knowing if their team members are performing well. Managing the performance of your workers can have a big impact on the quality of care you provide and the motivation of your workforce, so it’s important to invest time in doing this.

We worked with NHS Employers to develop this toolkit which will help you manage performance. It has examples of scenarios such as what to do if someone’s performance is slipping or if they’re on extended leave.

There are seven sections.
1. People performance management
2. Where should I start?
3. Reviewing employee performance
4. Managing different types of performance
5. Conversations about performance
6. Scenarios – practical demonstration of use
7. Help in a hurry

You can download the toolkit from [www.skillsforcare.org.uk/PPMT](http://www.skillsforcare.org.uk/PPMT).

**Culture for care toolkit**
Workplace culture is the character and personality of your organisation and influences how people behave and feel at work. It’s a powerful force that affects the lives of people who need care and support, which is why it’s important that you have a positive workplace culture.

Our ‘Culture for care’ toolkit explains what a workplace culture is and how you can develop a positive culture in your organisation. It has practical scenarios from a range of services and activities to help managers identify and embed a positive culture in their workplace.

You can download the toolkit and activities from [www.skillsforcare.org.uk/culture](http://www.skillsforcare.org.uk/culture).
2. Recruitment and retention

The CQC expects regulated providers to deliver safe, caring, responsive and effective care, which can only be achieved by recruiting and retaining a high quality workforce.

Demand for care and support continues to grow and the sector faces challenges to find and keep enough staff. Our latest ‘Size and structure of the adult social care workforce’ report estimates there are approximately 90,000 vacancies at any one time and we need enough people to fill an extra half a million jobs by 2030. There are also further economic challenges and uncertainty around workers from EU countries.

This means we need to increase the size and skills of the adult social care workforce and stem the flow of wasted resources on recruiting people who aren’t going to stay.

**How can Skills for Care help?**
This section explains how we can help you to attract more people, recruit the right people and retain them. Click on the links below to find out more.

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Finding and keeping workers
This website has practical resources from across social care and health to help you attract, recruit and retain the right people for your organisation. It’s split up into these sections.

Attract more people
This section explains how to attract more people of all ages and backgrounds, including:
- building links in the local community, for example with Jobcentre Plus and local schools
- using online recruitment
- recruiting a more diverse workforce by supporting people who face barriers to employment into work, for example disabled people, carers, care leavers and young people
- standing out from the crowd as a positive place to work.

Take on the right people
This section will help you take on people who have the right values and skills to work in your organisation and the sector, including:
- finding candidates who have realistic expectations about working in care
- offering pre-employment training
- taking a values-based approach to your recruitment, for example including values in your adverts and using this approach in interviews
- doing the right checks.

Develop talent and skills
This section tells you how you can make the most out of your most valuable resource, your staff, through learning and development, including:
- offering a thorough induction
- assessing the learning and development needs of your workforce
- offering ongoing learning and development
- doing regular supervision.

Keep your people
The section gives you some ideas about how to keep your people, including:
- creating a work environment where people want to stay
- celebrating achievements with workers
- offering fair employment terms and conditions
- supporting workers with their resilience and wellbeing.

Visit it at www.skillsforcare.org.uk/finderskeepers.
Values-based recruitment toolkit

This toolkit has tools and templates to help you recruit and retain people with the right values.

ADASS’s national workforce development group endorse this approach and say:

“Values-based recruitment has the potential to unlock new pools of candidates to work in social care - essential if the sector is to meet rising demand for care and support in an increasingly competitive labour market.”

Our research also suggests that employers taking this approach are reaping the rewards. They report:

- staff performed better
- staff had stronger care values
- a lower staff turnover
- a return on investment of £1.23 for every £1 spent.

The toolkit is split up into sections to help you identify your workplace values, include them in your recruitment and selection, reinforce them in induction and embed them throughout your organisation. It includes:

- example core values
- tips to include values in your job adverts
- how to embed values in job descriptions and person specifications
- example application form
- best practice guidance around assessment centres.

Download these tools and templates at [www.skillsforcare.org.uk/values](http://www.skillsforcare.org.uk/values).
A Question of Care profiling tool
You could use ‘A Question of Care’ as part of the selection process to help you find people 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 a wider assessment.

You can 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.
Workforce planning

National minimum data set for adult social care (NMDS-SC) account
It’s vital that you understand who makes up your workforce and what you can do to plan for the future. An NMDS-SC account can help you make informed decisions about your workforce and provide the tools you need to ensure you’ve got the right staff with the right skills to grow your business.

The information from your NMDS-SC account can become part of your recruitment strategy, and can help you to target the groups of people you need in your organisation to reflect the local demography and the people who use your services.

For example, if you’ve got a significant number of staff aged over 55, you’re likely to lose some of them in the next few years. To meet this challenge, you need to employ more young staff who you can train and up skill to ‘future proof’ your organisation; some of those young workers may become your managers and senior carers.

And what about the gender profile of your workforce? We know there are more women than men working in social care, but plenty of men are needing care and many prefer a male care worker. Being able to provide this could be a good ‘selling’ point for your business.

Find out more and set up an account at www.nmds-sc-online.org.uk.

Practical approaches to workforce planning
A good workforce plan will ensure you have the right people to meet the changing needs and future opportunities for your business.

Our ‘Practical approaches to workforce planning’ guide can help you to develop a workforce plan using a practical ‘analyse – plan – do – review’ method.

You can also buy the workbook edition which asks you to answer key questions and gives you tasks to do to develop your plan. It comes with a USB stick with all the tools and templates you need.

Find out more and get your copy of the workbook from www.skillsforcare.org.uk/workforceplanning.
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 you boost your business profile, attract more people 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.

Hearing from an ambassador really inspires people to work in care.

35% more young people and adults said they were more interested in a career in social care

92% of audience members know more than they did before about different jobs and careers paths in care

Talking honestly and enthusiastically about their job can really motivate your workers too.

83% of care workers felt more motivated in their work having become an I Care...Ambassador

78% of I Care...Ambassadors agreed their confidence has increased having delivered activities

Find out more and join at www.skillsforcare.org.uk/icareambassadors.
Employing young care workers: 16-17 year olds

There’s often a misconception that people under 18 years old can’t work in adult social care, and this isn’t true.

16-17 year olds can be employed, for example to support personal care tasks, as long as:

- they’ve completed or are undertaking an approved training programme in health and social care (such as an apprenticeship or traineeship)
- the registered manager or a delegated person assesses the competence and confidence of the young worker to carry out all the tasks required of them, including (where necessary) intimate personal care
- appropriate support is offered to the young worker
- you obtain the consent of the person being supported and/or their advocate
- inexperienced practitioners are not left in charge of a care setting or left to work on their own.

Some young workers might need a little bit more support when they first start to help them adjust to the working environment. Pre-employment training programmes such as apprenticeships or traineeships are a great way to do this.

Buddying or mentoring is also a good way to support young workers when they start – for example if they’re working for a care agency, they should be accompanied on home visits by another care worker until they’re full competent in the role.

As a manager, you should observe them whilst working and do regular supervisions so you can identify any further development needs.

You can read our full guidance at www.skillsforcare.org.uk/employingyoungworkers.
Pre-employment training

Getting involved in or delivering a pre-employment training programme is a great way to help people get ‘work ready’ and support more people into work.

They can help you build a pool of high quality, future recruits for your organisation and help learners to gain the skills, confidence and experience they need to work in care, so that you can find people who are more informed and more likely to stay.

There are different programmes you can get involved in and we have guidance and tools to help. You could:

- offer a traineeship
- set up an apprenticeship programme
- join a sector based work academy.

Read more about offering pre-employment training at www.skillsforcare.org.uk/preemployment.

Offering meaningful work experience

A big part of these programmes is offering meaningful work experience.

This gives people the opportunity to make informed decisions about whether or not a career in social care is right for them. This can help you get the right people for your roles and reduce the number of ‘wrong choices’.

Download our ‘Guide to meaningful work experience’ at www.skillsforcare.org.uk/workexperience.
The CQC expects regulated providers to ensure their workers have received appropriate training, supervision and workplace assessment so they have the right skills and knowledge to carry out their role effectively. Their fundamental standards highlight what CQC inspectors expect from induction, ongoing learning and development, assessment and supervision.

Section 18(2a) states:
“It’s expected that providers that employ healthcare assistants and social care support workers should follow the Care Certificate standards to make sure new staff are supported, skilled and assessed as competent to carry out their roles.”

Section 19(1b) states:
“Providers should have systems in place to assess the competence of employees before they work unsupervised in a role. They must provide appropriate direct or indirect supervision until the person is assessed as competent to carry out the role. Competence may include the demonstration of a caring and compassionate approach. It is expected that providers that employ healthcare assistants and social care support workers should follow the Care Certificate standards to assess their competence.”

How can Skills for Care help?
Skills for Care has resources to help you provide a thorough induction and develop your staff. Click on the links below to find out more.

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Induction

Induction gives new workers the opportunity to learn about your organisation and the standards of service you expect from them. 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.

The CQC expect regulated providers to provide an induction that covers the Care Certificate standards as a minimum for those joining the adult social care sector. It might also include learning about your organisation and your values, core skills and other best practice.

When you’re employing an experienced worker, they don’t need to complete the Care Certificate if they’ve already done an earlier induction programme or qualification. But you should always get clear evidence of any training and qualifications and cover any skills gaps in their induction. You can use the ‘Care Certificate self-assessment tool’ with new workers to discuss their current knowledge and skills to identify any learning needs.

The Care Certificate

The Care Certificate is the national induction programme for new health and social care workers. It’s made up of 15 standards:

1. Understand your role
2. Your personal development
3. Duty of care
4. Equality and diversity
5. Work in a person centred way
6. Communication
7. Privacy and dignity
8. Fluids and nutrition
9. Awareness of mental health, dementia and learning disabilities
10. Safeguarding adults
11. Safeguarding children
12. Basic life support
13. Health and safety
14. Handling information
15. Infection prevention and control

There are different ways you can ensure new workers meet the Care Certificate standards for example through training (internal and external), on the job shadowing, supervisions, observations and workplace assessment.

You can choose your own induction programmes to cover the Care Certificate and it might include mandatory training you already have in place, for example safeguarding and moving and assisting – but you need to ensure they meet the outcomes of the Care Certificate.

You can find out more at [www.skillsforcare.org.uk/CareCertificate](http://www.skillsforcare.org.uk/CareCertificate).
Care Certificate resources

Care Certificate framework: assessor document
This framework explains how you can deliver and assess different parts of the Care Certificate and includes practical examples and templates.

Care Certificate workbooks
The workbooks cover what a care worker needs to know and understand for each standard. They have questions and activities for them to complete to demonstrate what they understand and how it applies to their work. You can ask new workers to complete these workbooks and review it with them. However they don’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.

Care Certificate mapping document
This mapping document shows the overlap between the earlier Common Induction Standards and Level 2 and 3 Diploma in Health and Social Care to help you identify gaps in learning of experienced workers.

Care Certificate FAQs
We’ve worked with Skills for Health and Health Education England to write these frequently asked questions to help employers understand the Care Certificate - some of the more common mistakes made by providers relating to the Care Certificate is because they haven’t read these FAQs.

Effective workplace assessment
Our ‘Effective workplace assessment guide’ can help you plan and implement assessments of your workers. It includes practical tips, different approaches to assessment and learning from high quality adult social care employers and learning providers.

Buy the guide from our bookshop at www.skillsforcare.org.uk/assessment. Registered manager members get a discount.
Ongoing learning and development

To ensure you have a capable, confident and skilled workforce you should continue to develop staff beyond induction. This will help them keep up to date with the latest legislation and best practice, feel valued and invested in and deliver high quality care and support.

People learn in different ways and you should provide a range of appropriate learning for your workforce. You might choose to deliver learning in-house through training sessions, job shadowing, coaching or mentoring, knowledge banks or books and publications, or use an external learning provider. Whatever you choose, you need to make sure that anyone delivering training is competent to do so.

Learning and development guide

This guide can help you develop an effective learning and development strategy for your organisation. It includes:

- the benefits of learning and development
- how to decide what learning and development opportunities to provide
- apprenticeships, qualifications and what else is available
- how to choose the right approach
- how much learning and development costs
- how to measure success
- how to keep your workforce up to date.

Download the guide from www.skillsforcare.org.uk/ongoinglearning.

External learning providers

You might choose to commission an external learning provider to deliver learning and development.

You should check that they have:

- an experienced trainer with subject matter experience and expertise
- relevant and useful learning materials
- appropriate resources to carry out the learning and development for example space and equipment.

You can search for high quality learning providers through our Endorsement Framework. We’ve worked with and assessed learning providers who we believe deliver high quality learning and development. They cover Workforce Development Funded and accredited qualifications, apprenticeships, Lead to Succeed programme, end of life programme and much more.

Search for an endorsed provider at www.skillsforcare.org.uk/findapprovider.
Adult social care qualifications
There are no mandatory requirements about what qualifications care workers must have. However you’re responsible for ensuring that your workers 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.

We’ve developed adult social care qualification specifications in partnership with employers and awarding organisations, to ensure that core qualifications meet the needs of people who access care and support. There is also other continuing professional development learning which might be useful, for example specialist courses and learning programmes.

Diplomas in health and social care
Diplomas are the most popular adult social care qualification and ensure that workers are fit for practice from the beginning of their career through to management.

The new Regulated Qualification Framework (RQF) replaces the earlier QCF and NVQ systems.

Each RQF diploma has a specification.

- **Level 2 Diploma in Care (RQF)** - The level 2 diploma will benefit care assistants, key workers, healthcare assistants and support workers.

- **Level 3 Diploma in Adult Care (RQF)** - The level 3 diploma is for more experienced workers 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 will 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](http://www.skillsforcare.org.uk/qualifications).

You can read more about higher level qualifications and leadership programmes in the ‘Leadership and management’ section of this guide.


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 develop job specific skills, get experience and complete qualifications.

In 2017 new apprenticeship standards were introduced to comply with Government reforms (they replaced earlier apprenticeship frameworks), and are:

- **Adult Care Worker (level 2)** – aimed at those new to the sector, including care assistants
- **Lead Adult Care Worker (Level 3)** – aimed at those progressing into senior care worker and supervisory positions
- **Lead Practitioner in Adult Care (Level 4)** – aimed at those progressing into assistant manager and team leader positions (expected September 2018)
- **Leader in Adult Care (Level 5)** – aimed at those progressing into care management roles (expected September 2018).

As well as ongoing assessment of competence, the new standards also include an independent end-point assessment to test learners skills, knowledge and behaviours in line with the standard.

We have lots of resources to help you deliver an apprenticeship in your organisation at [www.skillsforcare.org.uk/apprenticeships](http://www.skillsforcare.org.uk/apprenticeships).

Funding for qualifications

If you’re an adult social care employer you can apply for the Workforce Development Fund (WDF) to cover the costs of your workers completing nationally recognised RQF qualifications and a small number of 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.

Learning providers can’t access the WDF but can signpost employers to it.

You can find a list of qualifications we fund and see if you’re eligible on our website at [www.skillsforcare.org.uk/WDF](http://www.skillsforcare.org.uk/WDF).
Core skills
Every worker in adult social care needs English, number, digital and employability skills, including team work and problem solving skills. These are collectively known as core skills.

They ensure social care workers 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 their staff have the right core skills.

Learning activities
Our learning activities will help you to check that your workers 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.

Learning through work
Our Learning through work booklets can help you develop the English and number skills of your workers. There are seven booklets.

- **Writing skills for care workers** helps staff understand basic literacy skills such as sentence structure, punctuation, and spelling.
- **Reporting and other care work** writing applies these skills to practical tasks in the social care workplace.
- **Talking about bodily functions and feelings** lists ways staff can write about sensitive issues such as sleep, urination, defecation and feeling upset or angry.
- **Talking about how much, how often** lists ways of saying number, quantities, time and other useful phrases.
- **Number skills for care workers** helps staff understand basic numeracy skills such as addition, subtraction, multiplication and fractions.
- **Using numbers in care work** applies these skills to practical tasks in the social care workplace.
- **Physical health** gives information about a person’s health and wellbeing including blood pressure, body temperature and fluid balance.

View sample pages from the booklets and buy your copies now from www.skillsforcare.org.uk/LTW.
Supervision

Effective supervision can help you support workers at all levels and empower and motivate them to perform well at work. It can help you check that they understand their role, have the right skills and knowledge to do it and 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 about effective supervision at www.skillsforcare.org.uk/supervision.

You can also buy a practical guide with lots more advice and examples from our bookshop - registered manager members get a discount.
4. Improvement, innovation and continued success

The adult social care sector is always evolving – for example through the growing demand for services, new models of care and increasing integration.

The public can easily access information about the quality of your service through CQC inspection reports or websites such as NHS Choices. If you want to stand out in a competitive market, it’s vital that you’re organisation continues to develop and improve. This can help you achieve your ambitions whether these are to improve your quality of care, win new contracts or open new services.

To do this you need to have monitoring processes in place so you can benchmark your service and see what’s working well. You then need to implement ways of developing and improving your service.

**How can Skills for Care help?**

Skills for Care has resources and services to help you monitor, develop and improve your service. Click on the links below to find out more.

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Monitoring your service
Quality assurance practices and research can help you monitor your services and drive for improvement.

National Minimum Data Set for Social Care (NMDS-SC)

The NMDS-SC is an online data collection service for the adult social care sector. You can use it to collect key information about your workforce and compare it against others. The Department for Health and Social Care rely heavily on this data when making important decisions about funding and policy for our sector.

It can also help you monitor key performance indicators such as turnover, qualifications, demographics and pay, so you can identify your strengths and areas for improvement. You can use this information to set yourself apart from others, develop your people, attract the best new recruits, win funding bids and raise awareness of your service.

If you have an NMDS-SC account there’s a quick way to look at your workforce data. When you login to your account and click on ‘My NMDS-SC Dashboards’, you can see data about different topics including:

- recruitment and retention
- staff overviews
- workforce demographics
- pay
- qualifications and training
- local demand and intelligence.

Find out more at www.nmds-sc-online.org.uk.
**Workforce intelligence reports**

Our reports explore workforce data and trends in adult social care. You can find them on our website at [www.skillsforcare.org.uk/workforceintelligence](http://www.skillsforcare.org.uk/workforceintelligence).

Here are some of our most popular reports.

- **Size and structure of the adult social care workforce** – includes information about the number of organisations, workers and job roles in the sector, trends and future predictions.
- **State of the adult social care sector and workforce** – tells you more about the sector including workforce demographics such as age, gender, pay levels and retention.
- We also produce **regional and local reports** which give you a more detailed local workforce data such as population and age profile, employment rates, workforce profile, qualifications, local recruitment and retention challenges and average pay rates.
- We also publish special reports that focus on pay rates, apprenticeships, social workers, registered managers and nurses.

**Bespoke analysis**

Skills for Care has been working with data from the NMDS-SC for over 10 years and can help you to investigate, analyse and discover information to identify or solve a specific issue, for example when you need:

- evidence to help you make an important decision or develop a strategy
- trend information or help looking ahead with forecasts
- help planning for the future
- information for a bid
- help to analyse data you already have but aren’t sure how to make the most of it.

By purchasing our expertise you’ll get a more personal, detailed analysis and interpretation of your data.

Contact [analysis@skillsforcare.org.uk](mailto:analysis@skillsforcare.org.uk) to find out more.
Improving your service and preparing for CQC inspection

Making your inspection count seminar
If you’re involved in CQC inspections in your service, our ‘Making inspection count seminar’ will help you understand, prepare for and implement the changes to CQC inspections that were introduced over the past year.

You’ll learn about the changes to CQC inspections, what inspectors are looking for and how you can evidence this.

We’ll draw on the latest best practice to help you:

- understand the changes to inspection and the impact they have on your management and workforce practice
- understand the inspection approach, what inspectors are looking for and how this translates in practice
- identify practical resources to support workforce development
- identify the key characteristics of good and outstanding care
- evidence your own success for inspection.

You’ll also access an evidence and action planning tool to help you put your learning into practice and take steps to prepare for your next inspection, and have the chance to network with peers and discuss your service’s specific challenges and issues.

Check our events web page for seminar dates at [www.skillsforcare.org.uk/events](http://www.skillsforcare.org.uk/events).

We can also come into your organisation to deliver this seminar. Contact us to find out more at [employer.engagement@skillsforcare.org.uk](mailto:employer.engagement@skillsforcare.org.uk).

Care Improvement Works
This website brings together products and services to help you address different areas for improvement relating to the CQC’s key lines of enquiry.

You can use it before inspections to strengthen your service or after inspections to improve specific areas of your service.

Good and outstanding care guide

We asked good and outstanding care providers what they do to achieve this rating, which we share in our updated ‘Good and outstanding care guide’.

This latest edition includes new tips and practical examples from across the sector, that reflect the changes to CQC inspections introduced in November 2017.

The guide can help you improve and prepare for your inspection. If you’re already rated good or outstanding, it will help you maintain or improve your rating. If you’re service requires improvement, it will help you avoid some of the common mistakes and take a proactive approach to improving standards.

You can also buy a printed workbook edition of the guide from our bookshop. It has activities to help you implement improvement in your service.

Download the online version of the guide from www.skillsforcare.org.uk/GO.

This guide is excellent to use to improve your service. It demonstrates examples from all aspects of providers, whether good or bad, which provides valuable learning opportunities for you and your staff.

Jackie Timbers
C&S Care Services Ltd
Innovative ways of working

Integration and new models of care

Integrated care is about people only having to tell their story once and getting the high quality care and support they want and need, in a joined-up and seamless approach.

To do this, social care, health services, housing organisations and other service providers need to work together to join up the care and support they provide.

Our ‘Offer for new models of care’ guide explains what’s currently happening around integration and links to resources to help you adapt your service to meet increasing integration. It links to our guidance around:
- Principles of workforce integration
- Principles of working redesign
- the Care Act learning and development – partnership, cooperation and integration
- Learn from others – health and social care integration case studies
- Workforce capacity planning readiness tool and model.

Download the guide at www.skillsforcare.org.uk/newmodelsofcare.

Digital working

The adult social care sector is increasingly using digital tools and technologies. This can lead to a better and more responsive delivery of care, empower staff and provide managers with up to date information about their service.

This could be from using smartphones and tablets with residents, to online care planning systems and assistive living technologies.

We have lots of resources to help you work digitally and comply with new regulations about storing information (GDPR) at www.skillsforcare.org.uk/digital.
Other resources to help

Learn from others

This website shares case studies from the sector. They show you tried and tested approaches and innovative ways of working, and give practical tips and advice about how you can implement them in your service, organisation or area.

Case studies cover a range of subjects including:

- assisted living technology
- autism
- dementia care
- employing your own care and support
- end of life care
- health and social care integration
- learning disabilities
- social work
- recruitment and retention.


Events and seminars

We organise events and seminars across England to help you keep up to date with best practice, network and find out more about specific topics. You can see a full list of events and seminars at [www.skillsforcare.org.uk/events](http://www.skillsforcare.org.uk/events).

Some of our most popular events and seminars focus on:

- recruitment and retention, including values-based interviewing
- assessing the Care Certificate.

Bespoke support

Our workforce development experts can also do consultancy work with your service to help you develop, improve or tackle a specific challenge, for example:

- implementing a new programme
- improving recruitment and retention
- developing a specialist area of care delivery.

It was an excellent experience for us. Your advice and assistance will be invaluable and will form part of a wider strategic plan. I wouldn’t hesitate to recommend you to others.

Adrain Egginton, Executive Director,
Resident Services – Central and Cecil
Keep informed

Sign up to our fortnightly e-newsletter to keep up to date with the latest information, workforce development updates, funding opportunities, events and products and services, at [www.skillsforcare.org.uk/enews](http://www.skillsforcare.org.uk/enews).

We also publish our Care magazine three times a year which includes best practice stories and celebrates the achievements of employers. You can read the magazine online and sign up to receive one at [www.skillsforcare.org.uk/caremagazine](http://www.skillsforcare.org.uk/caremagazine).

If you’re not already in touch, our team of locality managers can work with you to understand your organisation and signpost you to relevant information and tools. You can contact them by phone or email and you can find your locality manager at [www.skillsforcare.org.uk/inyourarea](http://www.skillsforcare.org.uk/inyourarea).

Accolades awards

These annual awards celebrates high quality workforce development in adult social care.

It gives you the chance to show what you’ve achieved and celebrate the great work you do – both with the public and with your workers.

There are different categories you can apply for including best employer of under 50 staff, best employer support for registered managers, best recruitment initiative and most effective approach to leadership and management.

Applications open in April and you'll need to fill in an online application form. A panel of experts will then shortlist and visit finalists to decide who wins the accolade.

Keep an eye out on our website at [www.skillsforcare.org.uk/accolades](http://www.skillsforcare.org.uk/accolades).