





## Part 1 Developing leaders and managers

1. Aspiring leaders and managers	05
2. New and existing managers	06
3. Senior leaders	09

## Part 2 High performing teams

1. Equality, diversity and inclusivity	11
2. Leading teams	16
3. Regulated professional workforce	23
4. Leading in the provider system	26
5. Leading for wellbeing	28

### Learning and Development

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

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

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



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

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





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







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



**5D Leadership and Management for Adult Care Services**

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

For more information, visit [https://www.gov.uk/guidance/5d-leadership-and-management-for-adult-care-services](#)

**Managerial Uplift**

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

For more information, visit [https://www.gov.uk/guidance/managerial-uplift](#)

**5-ve-da Interactive Development Programme for Leaders and Managers**

This 5-ve-da interactive development programme brings new and experienced managers together to explore how to lead and manage change within teams and organisations. There's a strong emphasis on mentoring and coaching and it enables participants to consider their own leadership styles.

For more information, visit [https://www.gov.uk/guidance/5-ve-da-interactive-development-programme-for-leaders-and-managers](#)



### W |

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

For more information, visit [www.nhs.uk/leadership-development-programme](#)

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### Understanding Resilience Management |

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

For more information, visit [www.nhs.uk/UPM](#)

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### Understanding Self-Management Skills |

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

For more information, visit [www.nhs.uk/USMS](#)

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### Understanding Work Culture |

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

For more information, visit [www.nhs.uk/UWC](#)

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## Creating an inclusive culture

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

For more information, visit [https://www.gov.uk/guidance/creating-an-inclusive-culture](#)

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## Learning from incidents

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

For more information, visit [https://www.gov.uk/guidance/learning-from-incident](#)

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## Good and Outstanding (GO) | ●

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

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

For more information, visit [www.cqc.gov.uk/GO](#)

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## Toolkit

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

For more information, visit [www.cqc.gov.uk/CE](#)

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## Resources

Our 30-minute webinars cover a range of topics to support and inspire managers and their services, and

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## Mentoring

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

[Find out more about our Registered Manager Membership](#)

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## Registered Manager Networks

Our registered managers networks are run by experienced Managers. Members are service leaders that can understand

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



### N D

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

For more information, visit [www.dass.gov.uk/N-D](#)

### LCIC

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

For more information, visit [www.lcic.gov.uk/LCIC](#)



### B

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

For more information, visit [www.hdr.gov.uk/B](#)



## **C** [Creating a positive workplace culture](#)

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

For more information, visit [www.skillsforwork.org.uk/Culture](#)

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## **R** [Recruitment and retention](#)

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

For more information, visit [www.skillsforwork.org.uk/Recruitment-Workforce](#)

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## **R** [Recruitment and retention](#)

Our tools and resources can help you recruit and retain people who have the right values for your organisation. We have research into what social care organisations need to do to attract and retain staff.

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

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



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## Our Culture Toolkit

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

For more information, visit [www.skillsforcare.co.uk/Culture](#)

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## Culture and Diversity

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

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

For more information, visit [www.skillsforcare.co.uk/Blogs](#) - select 'Culture and diversity' in topic areas.

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## Race Equality Reference Group

Skills for Care's Race Equality Reference Group (RERG) has been established to support our commitment to

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

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

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



### Afina Team Journey Coach Programme

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

[Find out more](#) [/](#) [Afina Team Journey](#) [/](#) [Afina Team Journey](#) [/](#)

### Afina Team Journey Leadership Programme

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

[Find out more](#) [/](#) [Afina Team Journey](#) [/](#) [Afina Team Journey](#) [/](#)



## Guidance

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

For more information, visit [https://www.nhs.uk/learning-and-development/compassionate-leadership/](#)



## Partnerships

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

For more information, visit [https://www.nhs.uk/learning-and-development/compassionate-leadership/partnerships/](#)



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

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



### Senior Leadership Programme for Registered Nurses

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

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

For more information, visit [www.nhs.uk/RegisteredNurses](#)

### Professional Impact Programme for Occupational Therapists

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

For more information, visit [www.nhs.uk/OTLeadershipTraining](#)



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This workshop introduces the 'analyse-plan-do-review' model of workforce planning, with practical ideas and

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## Resources for providers

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

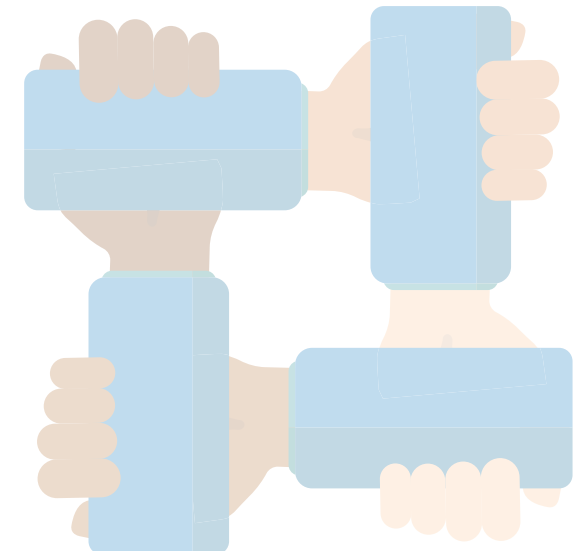
For more information, visit [/Resources/WorkingWell](#)

## Good and Outstanding (GO) |

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

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

For more information, visit [/GO/Engagement, involvement and partnership working](#)









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

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



#### Wellbeing leadership

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

#### Wellbeing for managers

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

#### Leading for wellbeing

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



## P



### Wellbeing resources

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

For more information, visit [https://www.rcsi.org.uk/resources/wellbeing-resources](#)

### Wellbeing inspiration

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

For more information, visit [https://www.rcsi.org.uk/resources/wellbeing-inspiration](#)

### Effective supervision

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

For more information, visit [https://www.rcsi.org.uk/resources/effective-supervision](#)

## M



### Networks

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

For more information, visit [https://www.rcsi.org.uk/resources/networks](#)