

NW ADASS Registered Managers Succession Planning

A hand holding a lightbulb, symbolizing an idea or succession planning. The background is a gradient of teal and red.

2022

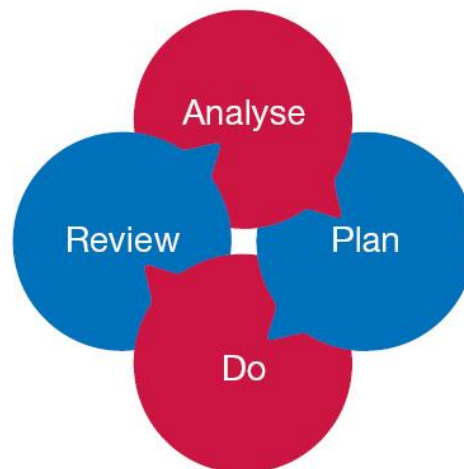
Introduction

Welcome to this guide to Registered Manager Succession Planning, which was developed in response to intelligence highlighted through the Adult Social Care Workforce Data Set, ASC-WDS, conversations with registered manager network chairs and feedback from Adult Social Care Providers across the North West.

NW ADASS, Skills for Care North West, Health Education England and Integrated Care System partners have worked together to develop this guide which is split into four distinct sections, these can be worked through systematically or where appropriate as stand alone modules, they take the user through a process, that will support understanding and development of their workforce, as well as opportunities to recognise potential risks. The guide brings together useful tools and resources alongside top tips, which can be further developed by place based systems who can add any local support for Adult Social Care providers to use to aid their thinking on planning for the future.

"We shared the Toolkit with a group of providers for feedback who praised the document having detailed information set well in an easy-to-understand format. One registered manager immediately discussed with the management team and incorporated into their business plans."

Audience



This guide is for adult social care employers to support with identifying talent and growing their own staff into future managers. The guide will help to:

- Analyse: understand the profile of existing and future workforce to identify when future leaders may be required to be in post
- Plan: consider the functions and skills required to plan to develop new managerial talent in organisations
- Do: practical suggestions about how to identify and nurture talent, access leadership programmes and qualifications boost resilience to improve retention of managers.
- Review: recommendations of how to review the success of your organisation's succession planning and ability to identify and grow your own talent

Step 1 - Analyse

Understanding your current and future workforce and demographics



Analyse

Start with understanding your current and future workforce needs:

- Analyse your workforce intelligence and what it tells you about staff reaching retirement age, the turnover and vacancy rates for this staffing group or reasons why Managers leave. For those of you with an Adult Social Care Workforce Data Set, ASC-WDS account you may also wish to benchmark your workplace against others
- Consider talking to your staff in your analysis; what are the future intentions of your staff reaching retirement age, would they consider working part time? What is the current staff satisfaction within these roles? Do you understand your current turnover rates and any future growth intentions of your organisation?
- Collate and retain information about your current staff motivations for working for you from staff surveys or conversations in supervision, are they motivated by progression for example or try to understand reasons why posts might not be filled.
- Discuss and assess the future business development intentions for your organisation. What are your plans for growth, what will this mean for the numbers of managers required and the skills they need?
- Analyse and/or complete the workforce data return on ASC-WDS to ensure you can claim the Workforce Development Fund to support the development of your future managers
- Write down what your analysis tells you and consider what impact this will have on your organisation now and in the future. The Practical approaches to workforce planning guide has templates to help you to do this (see resources to help you section)

Step 2 - Plan

Mapping out the future

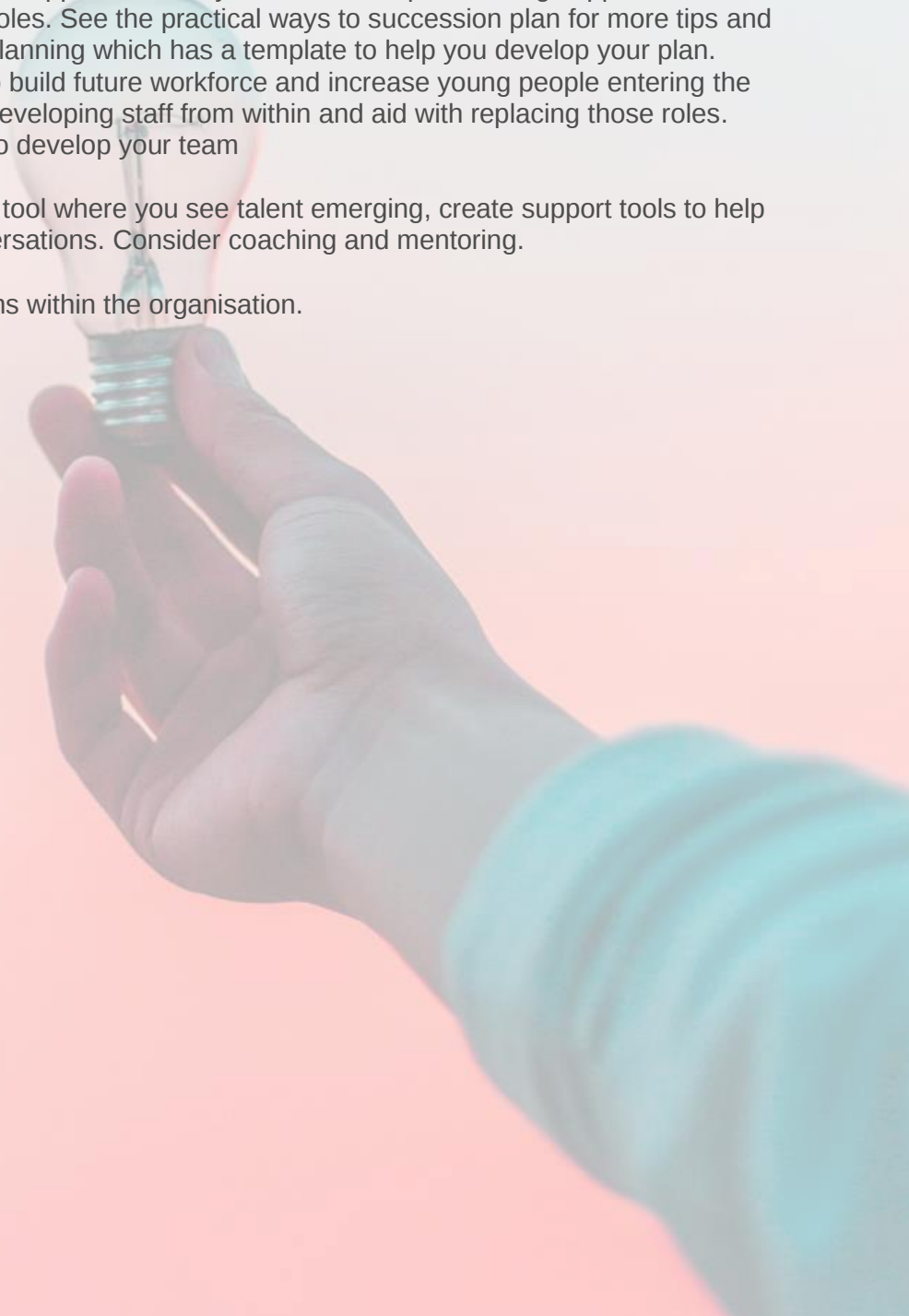


Now you have completed your analysis use these findings to move onto the planning stage of the process:

- Assess the functions and skills required for your new vision for your talent management for registered managers. Do digital approaches need to be developed for example? Use the template in the practical approaches to workforce planning resource to help you.

Co-design, co-develop, create and cost a workforce plan for new talent with your leaders, workforce and people who draw on care and support. You may wish to develop mentoring support or a clear career pathway into Managerial roles. See the practical ways to succession plan for more tips and the practical guide to workforce planning which has a template to help you develop your plan.

- Engage with schools / colleges to build future workforce and increase young people entering the sector – this can help if you are developing staff from within and aid with replacing those roles. Consider using apprenticeships to develop your team
- Use supervision as a motivational tool where you see talent emerging, create support tools to help your managers have career conversations. Consider coaching and mentoring.
- Communicate and share your plans within the organisation.



Step 3 - Do/Implementation

Identifying and developing talent in your organisation



Do

Now that you have developed and shared your workforce plan you need to implement it:

- Ensure your people leaders look for talent, see who is demonstrating leadership capabilities, use the checklist for spotting talent in the practical ways to succession planning resource. For example, look at behaviours that future leaders may exhibit:
 - ❖ Strong communication skills
 - ❖ Professional manner
 - ❖ Well-organised
 - ❖ Self-motivated
 - ❖ Resilient
 - ❖ Lead by example
 - ❖ Strive for perfection
 - ❖ Reflect on own practice
 - ❖ Excel at person centred care
- Develop conversational tips for discussing careers and talent management in supervisions and appraisals to identify those with an interest in progression. Use the “what do employers say” and “what to listen out for” tips in the practical guide to succession planning
- Develop coaching and mentoring support, fund qualifications possibly through apprenticeships or managerial development learning programmes.
- Advertise internally for future progression opportunities in advance of them becoming available, i.e., advertising a progression plan rather than a current vacancy – example if RM reaching retirement age in 2 years, then could advertise in advance on progression plan – complete level 5 diploma, shadow existing RM, could enrol on lead to succeed programme so ready for RM vacancy at the 3 year point.
- Develop a suggested timeline for career development within your organisation – here’s an example



- Develop case studies which showcase progression profiles of others in the organisation who have progressed their careers to showcase their pathway as inspiration to future applicants. E.g. <https://www.skillsforcare.org.uk/Support-for-leaders-and-managers/Developing-leaders-and-managers/Developing-new-managers-and-deputies-guide/Case-studies-progressing-into-management.aspx>
- Approach top performers to ask if they would consider future job roles and offer a progression plan – i.e., support with completing qualifications / training, give opportunity to shadow senior roles / give taster sessions on different roles in the organisation before they express interest.
- Consider career pathways / hierarchy – is there training or intermediary roles accessible for staff wanting to go on a certain pathway – for example being nurse associate as a steppingstone to becoming registered nurse.
- Contact your Skills for Care locality manager to identify upcoming learning/leadership development opportunities. <https://www.skillsforcare.org.uk/Support-for-leaders-and-managers/Skills-for-Care-support-in-your-area/Skills-for-Care-support-in-your-area.aspx>
- Ensure your workforce plan has an implementation and monitoring plan – share your updates across your organisation. Use the template in the practical approaches to workforce planning to help you.

Step 4 - Review



Review

As you implement your plans, it is always important to evaluate and review them:

- Complete a review and evaluation of your workforce plan. Use the template in the practical approaches guide to help you or the workforce outcomes measurement model framework in the resources section.
- Use the above to reflect on what went well, what didn't work, what could be done differently next time.
- Pull together good news stories to use as part of future attraction to these roles and showcase development Celebrate success, consider a celebration event.
- Ensure the ongoing development of your registered managers – look at what is available locally and regionally from your Local Authority, Integrated Care System and via Skills for Care/ Health Education England and others.

Remember succession planning is a continuous process.

We've added a "**Resources to help you** section" so you have quick and easy access all the materials available to support you.

Resources to help you



Resources that could help with analysis

Effective delegation, a webinar to help Registered Managers - <https://www.skillsforcare.org.uk/Support-for-leaders-and-managers/Support-for-registered-managers/Registered-manager-webinars/Leading-your-service.aspx#Effectivedelegationandempoweringyourstaff>

Practical Ways to succession plan hints and tips guide to identify, nurture and develop your talent - <https://www.skillsforcare.org.uk/resources/documents/Support-for-leaders-and-managers/Developing-leaders-and-managers/Succession-planning-Practical-ways-to-succession-plan.pdf>

Operational Workforce planning, practical approaches to workforce planning – guide and templates <https://www.skillsforcare.org.uk/resources/documents/Support-for-leaders-and-managers/Workforce-commissioning-planning/Operational-workforce-planning/Practical-approaches-to-operational-workforce-planning.pdf>

Direct access to create an Adult Social Care Workforce Data Set, ASC-WDS account - <https://asc-wds.skillsforcare.org.uk/login>

Information on the benefits of Adult Social Care Workforce Data Set, ASC WDS - benchmarking <https://www.skillsforcare.org.uk/Adult-Social-Care-Workforce-Data/Adult-Social-Care-Workforce-Data-Set/Benefits-of-ASC-WDS.aspx>

Watch this video for everything you need to know about Adult Social Care Workforce Data Set, ASC-WDS. <https://asc-wds.skillsforcare.org.uk/registration/about-ascwds>

For more information on claiming Workforce Development fund see here <https://www.skillsforcare.org.uk/Funding/Workforce-Development-Fund/Workforce-Development-Fund.aspx>



Resources that could help with planning

Practical Ways to succession plan hints and tips guide to identify, nurture and develop your talent - <https://www.skillsforcare.org.uk/resources/documents/Support-for-leaders-and-managers/Developing-leaders-and-managers/Succession-planning-Practical-ways-to-succession-plan.pdf>

Operational Workforce planning, practical approaches to workforce planning – guide and templates <https://www.skillsforcare.org.uk/resources/documents/Support-for-leaders-and-managers/Workforce-commissioning-planning/Operational-workforce-planning/Practical-approaches-to-operational-workforce-planning.pdf>

Guide to safe staffing includes guidance / information on how many staff you will need - <https://www.skillsforcare.org.uk/Documents/Standards-legislation/CQC/Safe-staffing/Guide-to-safe-staffing.pdf>

Become an I care ambassador to promote social care as a career to schools, colleges and your local community - <https://www.skillsforcare.org.uk/Recruitment-support/Attracting-people/I-Care-Ambassadors.aspx>



Resources that help with implementation

Developing new managers and deputies guide including practical examples and checklists. It's based on what Skills for Care learned through our work with aspiring managers and the programmes that have supported them to develop. - <https://www.skillsforcare.org.uk/Support-for-leaders-and-managers/Developing-leaders-and-managers/Developing-new-managers-and-deputies-guide/Developing-new-managers-and-deputies-guide.aspx>

Identifying talent checklist - <https://www.skillsforcare.org.uk/resources/documents/Support-for-leaders-and-managers/Developing-leaders-and-managers/Developing-leaders-and-managers-guide/Checklist-to-identify-talent.pdf>

Talent spotting – what employers say - <https://www.skillsforcare.org.uk/resources/documents/Support-for-leaders-and-managers/Developing-leaders-and-managers/Developing-leaders-and-managers-guide/Talent-spotting-what-employers-say.pdf>

Developing talent, section from the developing new managers guide – <https://www.skillsforcare.org.uk/Support-for-leaders-and-managers/Developing-leaders-and-managers/Developing-new-managers-and-deputies-guide/Developing-talent.aspx>

How supervision supports development with links to Skills for Care Effective supervision guide information <https://www.skillsforcare.org.uk/Support-for-leaders-and-managers/Developing-leaders-and-managers/Developing-new-managers-and-deputies-guide/Supporting-new-managers-and-deputies.aspx>

Funding from Skills for Care

<https://www.skillsforcare.org.uk/Funding/Funding.aspx>

Deputy Manager networks – a list of where your nearest network is

<https://www.skillsforcare.org.uk/Support-for-leaders-and-managers/Support-for-registered-managers/Deputy-manager-networks/Deputy-manager-networks-near-you.aspx>

Manager induction standards – direct access to information and resources around the 11 standards

<https://www.skillsforcare.org.uk/resources/documents/Support-for-leaders-and-managers/Developing-leaders-and-managers/Manager-Induction-Standards/Manager-Induction-Standards.pdf>

Nurse Associate guide – a guide for employers on the deployment of Nurses associates

<https://www.skillsforcare.org.uk/resources/documents/Regulated-professions/Nursing/An-employers-guide-to-the-deployment-of-qualified-registered-nursing-associates-in-social-care-settings.pdf>

Developing & supporting managers and deputies infographic – an example career development pathway

<https://www.skillsforcare.org.uk/resources/documents/Support-for-leaders-and-managers/Developing-leaders-and-managers/Developing-and-supporting-managers-and-deputies-infographic.pdf>

Digital learning for managers – Digital learning for managers' e learning module information

<https://www.skillsforcare.org.uk/Support-for-leaders-and-managers/Developing-leaders-and-managers/Digital-learning-for-managers.aspx>

What deputies told us helped them develop -

<https://www.skillsforcare.org.uk/resources/documents/Support-for-leaders-and-managers/Developing-leaders-and-managers/Developing-leaders-and-managers-guide/How-providing-development-opportunities-can-better-prepare-your-emerging-talent.pdf>

Apprenticeships in Social Care – Health Education England information pack

<https://haso.skillsforhealth.org.uk/wp-content/uploads/2020/07/2020.07.08-Apprenticeships-in-Primary-Care-v3.pdf>

E-learning for health – access to a range of elearning for health and social care workers <https://portal.e-lfh.org.uk/>

Apprenticeships in Social Care Standard information - <https://www.skillsforcare.org.uk/Developing-your-workforce/Apprenticeships/Apprenticeships.aspx>

Skills for Care locality managers <https://www.skillsforcare.org.uk/Support-for-leaders-and-managers/Skills-for-Care-support-in-your-area/Skills-for-Care-support-in-your-area.aspx>

Operational Workforce planning, practical approaches to workforce planning – guide and templates

<https://www.skillsforcare.org.uk/resources/documents/Support-for-leaders-and-managers/Workforce-commissioning-planning/Operational-workforce-planning/Practical-approaches-to-operational-workforce-planning.pdf>

Resources that help with the review stage

Operational Workforce planning practical approaches to workforce planning – guide and templates
<https://www.skillsforcare.org.uk/resources/documents/Support-for-leaders-and-managers/Workforce-commissioning-planning/Operational-workforce-planning/Practical-approaches-to-operational-workforce-planning.pdf>

Support for Registered Managers from Skills for Care to keep support ongoing
<https://www.skillsforcare.org.uk/Support-for-leaders-and-managers/Support-for-registered-managers/Support-for-registered-managers.aspx>

Use the 'Workforce transformation outcomes measurement framework' to define the outcomes, actions and measurement of any workforce change programme
<https://www.skillsforcare.org.uk/resources/documents/Support-for-leaders-and-managers/Workforce-commissioning-planning/Workforce-change-and-transformation/Workforce-transformation-outcomes-measurement-framework.pdf>

**Thank you for taking the time to read
this paper. It's social care's time.**

**For all enquiries, please email
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#Care2030



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