

Safe Every Day How Safe Is Your Service When Nobody Is Watching?

Shirley Way and Suzanne Petrie



**Safety is not something we do occasionally.
It is something we create every day**

How would you rate your service today?

1. Very safe – I am confident in our culture and practice.
2. Mostly safe – but there are areas that concern me.
3. Safe on paper, less safe in reality.
4. It depends on who is on shift.

Safe Isn't Proven by Policies

Safe isn't proven by:

- Risk assessments
- Audits
- Policies
- Training records

Safe is proven by:

- Staff speaking up
- Concerns being acted upon
- Learning from mistakes
- Consistent practice
- Safe decision-making under pressure

What Do Staff Actually Experience?

In practice this means:

- People feel listened to
- Concerns are raised early
- Near misses are discussed
- Staff challenge poor practice
- Leaders respond consistently

Hidden Risks Activity

The Risks We Don't Always Talk About

Workforce Risks

- Burnout
- Turnover
- Agency use
- Vacancies

Leadership Risks

- Lack of supervision
- Poor communication
- Inconsistent decision-making

Culture Risks

- Staff afraid to speak up
- Blame culture
- Learning not shared

Service Risks

- Missed early warning signs
- Poor handovers
- Documentation issues

- Which risk worries you most in your service right now?
- Which risk do you think is most overlooked across the sector?
- What impact could that risk have on people receiving care if left unaddressed?

Safety Culture vs Compliance Culture

Culture is what staff do when leaders aren't watching.

Compliance Culture - Compliance keeps you legal

- Follow the process
- Avoid blame
- Focus on inspections

Safety Culture - Culture keeps people safe

- Ask questions
- Learn from mistakes
- Speak up
- Improve continuously

Learning Happens Every Day, Not Just After Incidents



CQC looks for evidence of learning in practice

In practice, this means:

Incidents, complaints, and near misses lead to learning
Learning is shared, discussed, and embedded
Leaders ask “what can we learn?” not “who’s to blame?”
Improvement actions actually change practice

Day-to-day evidence CQC sees:

Staff can explain what’s changed because of learning
Leaders talk confidently about improvement journeys
Reflection is part of normal conversations



Safe Recruitment Creates Safer Services

There is a direct link between safe recruitment and safe culture.

Safe recruitment means:

- ✓ Recruiting for values and potential
- ✓ Fair and consistent decision-making
- ✓ Looking beyond assumptions
- ✓ Balancing risk with opportunity
- ✓ Creating diverse and inclusive teams

Embedding Safe Every Day

Safe lives in your everyday behaviours

In how you listen when someone raises a concern

In how you manage yourself when pressure is high

In how you support, develop, and trust your teams

And in the culture you create — whether you realise it or not

Complete this sentence:

"The biggest thing we could do to improve safety in our service is..."

What can leaders do tomorrow?

"The biggest thing we could do to improve safety in our service is..."

Pick One

- ✓ Improve quality of supervision
- ✓ Increase staff voice
- ✓ Review near misses
- ✓ Celebrate speaking up
- ✓ Discuss lessons learned
- ✓ Focus on wellbeing

What resource would help you?

- Effective Supervision Guide
- Well-led resources
- Workforce Wellbeing resources
- Learning and Development support
- Care Workforce Pathway
- ASC-WDS workforce intelligence

NEW webinar | Strengthening recruitment and retention



Wednesday 24 June | 10:00 – 11:00 | Online

Discover practical, evidence-based strategies to strengthen recruitment and retention in adult social care.

Designed for frontline managers, this webinar explores the latest workforce trends, effective recruitment approaches, and proven retention practices, helping services build resilient teams.

Learn how to improve workplace culture, target recruitment efforts effectively, and apply real-world solutions within your own organisation.

[Register now](#)

(This webinar is free to attend and a link to the recorded webinar will be sent out to all those that register.)



NEW webinar | Care Workforce Pathway support programme for providers - an introduction

Tuesday 30 June 2026 | 13:00 – 14:00 | Online

Is your organisation ready to start using the Care Workforce Pathway?
Would you benefit from structured support and peer learning?

Skills for Care is looking for care providers to adopt the Care Workforce Pathway as part of a direct support programme. Join our webinar to learn more about the programme, the support you'll receive to adopt the Pathway in your organisation, and how to take part.

This event is particularly aimed at strategic decision makers in adult social care providers, including owners, CEOs and directors; nominated individuals; learning and development, workforce, and HR leads; and quality leads.

[Register now](#)

(This webinar is free to attend and a link to the recorded webinar will be sent out to all those that register.)



Disclosure and Barring Service (DBS) workshops

Take a look at our two national online DBS workshops

- **Barring and Legal Duty to Refer** | Tuesday 14 July | 10:00 – 12:00 | [Register now](#)
Focusing on understanding when you as an employer have a legal duty to refer to DBS, how to make referrals, and what it means if someone is added to a barred list.
- **DBS Update Service** | Tuesday 15 September | 10:00 – 12:00 | [Register now](#)
This final workshop will explore the benefits to organisations of the DBS Update Service which is an online subscription that lets employers carry out free, instant online checks to view the status of an existing Standard or Enhanced DBS certificate.

Building positive cultures in adult social care



Our refreshed building positive cultures in adult social care seminar is now open for bookings. Formerly the building a positive culture seminar, this updated version retains everything people valued, with added improvements.

Now delivered in a shorter online format, the session is more interactive, practical, and accessible. You'll explore what positive culture looks like in everyday practice, how to spot early warning signs, and the leadership behaviours that make the biggest impact, plus take away tools you can use straight away.



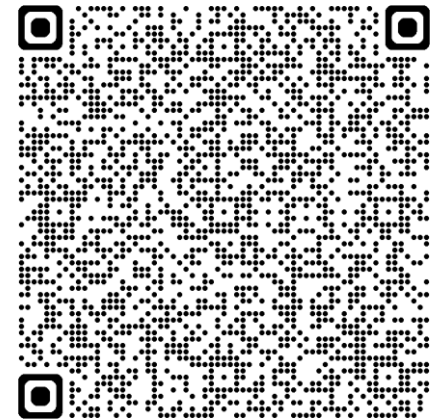
Wednesday 8 July 2026



10:00–13:00



£125 + VAT per person (10% discount for ASC-WDS account holders)



[Book now](#)

#EverydayLeadership



Throughout June and July, our ‘everyday leadership’ campaign explored what good leadership looks like and how you can demonstrate those skills and behaviours no matter what your job role.

Great leadership doesn’t just shape how care is delivered; it shapes the culture around it. It creates environments where staff feel genuinely supported, valued, and heard, enabling them to perform at their best and provide the highest quality support.

We’ll be looking at the need to lead inclusively and promote allyship to support minoritised groups and those with different protected characteristics.

Discover practical tools, expert insights and learning material to help you develop everyday leadership skills to create inclusive workplaces and deliver high-quality care and support.

EverydayLeadership

[Find out more](#)

Leadership Qualities Framework (LQF)

Shows what great leadership looks like at every level

- Care worker
- First-time manager/new to commissioning
- Operational manager or leader/operational commissioning
- Strategic manager or lead/strategic commissioning

Includes the Management and Leadership Code for Health and Social Care – developed with NHS England

Supporting self-assessment tools

www.skillsforcare.org.uk/lqf



Help investigating medicines errors

Explore our new medicines management resources designed for adult social care.

These tools support training, quality assurance, and competency assessment, and provide a framework for reviewing factors contributing to medicine errors.

- The 'Contributory factors framework for medicines errors in adult social care settings' helps services investigate errors in a structured, learning-focused way.
- The interactive framework highlights key factors to consider and supports a root-cause-analysis approach, encouraging staff involvement and a culture of openness. It includes case studies and a summary and action-planning template to help prevent future errors and strengthen safe practice.



[Explore the resources](#)

Effective supervision

Effective supervision supports good working relationships, helps you to address any issues and celebrate achievements.

Supervision plays a key role in supporting your workforce to deliver high-quality care and support.

Your workforce is your most valuable resource and Skills for Care has some resources to help you manage your workforce:

- **Effective supervision guide:** this guide will help you to plan and deliver effective supervisions. It includes the supervision functions and why it's important and attributes of a successful supervisor and how to develop supervisors
- **Effective supervision webinar:** explore practical approaches to developing new supervision skills and how this benefits the staff you support

[Find out more](#)



Introductory modules for managers

11 eLearning modules to develop skills in leadership, succession planning and developing future talent

- Leading and managing in adult social care
- Supporting and developing teams
- Regulation and governance
- Effective communication
- Working with partners
- Leading a person-centred service
- Safeguarding and mental capacity
- Making decisions
- Managing resources
- Learning and innovating
- Personal development and wellbeing

The cost per module is £40. Discounts are available and the cost can be claimed back through LDSS.

Registered manager membership



Skills for Care is the award-winning membership organisation for registered managers.

Through membership, we support managers to develop best practice and knowledge, keep up-to-date with sector developments and share ideas with peers.

Membership benefits include:

- printed copy of our 'Social care manager's handbook'
- monthly newsletter including practical information and guidance
- access to Good and Outstanding care guide: Single Assessment Framework version and 34 Quality Statement recommendation checklists
- exclusive annual resource when you renew your membership - a hard copy of 'Developing new managers and deputies - a guide to effective succession planning' for renewing members from 1 April 25 – 31 March 26
- the chance to train to become a mentor or receive mentoring.

[Find out more about our award-winning registered manager membership](#)



Stay connected.....



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