



# Responsibilities & Expectations

## CQC Registered Manager

### Primary Care Network

*This resource has been designed to help PCNs, and individuals understand what the CQC Registered Manager role involves in practice. In most PCNs, this will form part of an existing role rather than a standalone post. Use this document to clarify expectations, agree responsibilities, and ensure the right person is set up for success. Sections marked [PCN to complete] should be tailored to your specific network, regulated activities, and governance structure.*

<b>Role</b>	CQC Registered Manager
<b>Accountable To</b>	[PCN Clinical Director / Board / GP Partners — PCN to complete]
<b>Base</b>	[PCN name and location — PCN to complete]
<b>Hours</b>	[PCN to specify — see note on capacity below]
<b>Contract Type</b>	[Permanent / Fixed Term / Sessional — PCN to complete]
<b>Salary / Band</b>	[PCN to complete]
<b>CQC Registration</b>	Named Registered Manager on CQC registration certificate

### Purpose of the Role

The Registered Manager (RM) is a legally defined role under the Health and Social Care Act 2008. The post-holder will be named on the PCN's CQC registration and will carry personal accountability for the safe, effective, and well-led delivery of the regulated activities carried out by the network.

This is an operational leadership role. The Registered Manager is the person who, in the eyes of the CQC, is responsible for how care and services are delivered on a day-to-day basis. The role requires genuine oversight of service delivery, governance, risk, and staff management — it is not a figurehead position.



## Regulated Activities Covered

[PCN to list the specific regulated activities for which this person will be the named Registered Manager. Examples may include:]

- Treatment of disease, disorder or injury
- Diagnostic and screening procedures
- Maternity and midwifery services
- Surgical procedures

Note: the regulated activities must reflect what the PCN is actually delivering under its own registration, not those delivered by individual member practices.

## Key Responsibilities

### Regulatory compliance and CQC accountability

- Act as the named Registered Manager on the PCN's CQC registration certificate and fulfil all associated legal obligations
- Maintain a thorough working knowledge of the CQC's fundamental standards, the five key questions (Safe, Effective, Caring, Responsive, Well-Led), and the regulated activities the PCN is registered for
- Ensure the PCN's services are delivered in accordance with the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014
- Lead the PCN's response to CQC inspections, requests for information, and any enforcement activity
- Maintain up-to-date evidence of compliance, including policies, procedures, audits, and quality improvement records

### Governance and quality improvement

- Oversee the PCN's governance framework for the regulated activities, including incident reporting, complaints management, safeguarding, and risk assessment
- Lead or contribute to quality improvement activity, ensuring learning from incidents and complaints is embedded in practice
- Ensure accurate, accessible, and auditable records are maintained in line with CQC requirements
- Report to the PCN Clinical Director and/or Board on the status of regulated activities, compliance, and quality



### **Operational leadership and workforce**

- Maintain genuine day-to-day oversight of the services and staff covered by the registration
- Ensure staff working within regulated activities understand their responsibilities under the regulatory framework
- Support supervision, appraisal, and development of relevant staff
- Be contactable and accessible to staff, the PCN leadership, and the CQC as required by the role

### **Partnership and stakeholder engagement**

- Work closely with the Nominated Individual (where applicable) to ensure clear separation of operational and organisational accountability
- Liaise with partner organisations, ICB, and wider neighbourhood health teams as required, particularly where services span organisational boundaries
- Represent the PCN in CQC-related matters with external stakeholders

## **What You Need to Bring to This Role**

### **Essential**

- Demonstrable experience in an operational management or leadership role within a healthcare or regulated environment
- Genuine day-to-day oversight of service delivery — the post-holder must have real operational visibility, not a purely strategic remit
- Strong understanding of governance frameworks, including incident reporting, risk management, safeguarding, and complaints handling
- Capacity to fulfil the role alongside existing responsibilities — the RM role is time-intensive and must not be carried by someone already at full stretch
- Ability to maintain accurate and accessible documentation and records
- Confident communicator, able to engage with CQC inspectors, staff at all levels, and external stakeholders
- Willingness to accept personal accountability, including in the context of inspections or enforcement
- Commitment to developing regulatory knowledge (formal or informal training to be supported by the PCN)

### **Desirable**

- Previous experience as a CQC Registered Manager or direct involvement in a CQC registration or inspection process



- Knowledge of primary care, PCN structures, and the NHS regulatory landscape
- Relevant professional qualification (e.g. IGPM accreditation, Level 5 Health and Social Care, or equivalent management qualification)
- Experience of at-scale or multi-site service delivery

*Important: the Registered Manager does not need to be a clinician. The CQC requires the RM to be competent and operationally accountable — not clinically qualified. A PCN Manager or Operations Manager with strong governance experience and the capacity to fulfil the role may be better placed than a GP partner. What matters most is genuine operational oversight, capacity, and the support of the partnership.*

## A Note on Capacity

The Registered Manager role is not a title. It carries real, ongoing time commitment. The post-holder will be expected to:

- Engage with CQC correspondence, requests, and inspections
- Oversee and maintain compliance documentation
- Lead quality improvement and governance activity
- Be contactable and accessible in connection with the regulated activities

[PCNs should consider carefully how much protected time they are allocating to this role and build this into the post-holder's job plan. Placing the RM title on someone without adequate time or support is a risk to the individual and to the quality of registration.]

## Support and Development

The PCN is committed to supporting the Registered Manager to fulfil this role effectively. This includes:

- [Access to appropriate induction into the CQC regulatory framework — PCN to confirm]
- [Protected time for governance, documentation, and CQC-related activity — PCN to confirm]
- [Access to external consultancy support where required, including BAXCQC Consulting]
- [Regular reporting and oversight from the Clinical Director and/or PCN Board]



*This template was developed by THC Primary Care in partnership with BAXCQC Consulting. It is intended as a starting point and should be adapted to reflect your PCN's specific regulated activities, governance structure, and local context.*

*For expert support with CQC registration, contact BAXCQC Consulting:  
Please email Kelsey Price at [kelsey.price@baxendale.co.uk](mailto:kelsey.price@baxendale.co.uk)*

**[www.thcprimarycare.co.uk](http://www.thcprimarycare.co.uk)**